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LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Thursday, 13 September 2018 in Main Conference Room, Service Headquarters, Fulwood commencing at 10.00 am.

IF YOU HAVE ANY QUERIES REGARDING THE AGENDA PAPERS OR REQUIRE ANY FURTHER INFORMATION PLEASE INITIALLY CONTACT DIANE BROOKS ON TELEPHONE NUMBER PRESTON (01772) 866720 AND SHE WILL BE PLEASED TO ASSIST.

AGENDA

PART 1 (open to press and public)

Chairman's Announcement – Openness of Local Government Bodies Regulations 2014
Any persons present at the meeting may photograph, film or record the proceedings, during the public part of the agenda. Any member of the press and public who objects to being photographed, filmed or recorded should let it be known to the Chairman who will then instruct that those persons are not photographed, filmed or recorded.

1. APOLOGIES FOR ABSENCE

2. DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

   Members are asked to consider any pecuniary/non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.

3. MINUTES OF PREVIOUS MEETING (Pages 1 - 16)

4. PERFORMANCE MANAGEMENT INFORMATION (Pages 17 - 58)

5. DATE OF NEXT MEETING

   The next scheduled meeting of the Committee has been agreed for 10:00 hours on 29 November 2018 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

   Further meetings are proposed for: 14 March 2019, 27 June 2019 and 19 September 2019.

6. URGENT BUSINESS

   An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency. Wherever possible, the Clerk should be given advance warning of any member's intention to raise a matter under this heading.

7.   <u>EXCLUSION OF PRESS AND PUBLIC</u>

The Authority is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, they consider that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act 1972, indicated under the heading to the item.

LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Thursday, 7 June 2018, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

S Holgate (Chairman)
L Beavers
P Britcliffe
S Clarke
F De Molfetta
M Khan (Vice-Chair)
Z Khan
D Smith
D Stansfield

In accordance with the resolution of the predecessor Performance Review Committee at its inaugural meeting on the 30th July 2004 (Minute No. 1/04 refers), representatives of the LFRS, the Unions and Audit had been invited to attend all Performance Committee meetings to participate in discussion and debate.

Officers

D Russel, Assistant Chief Fire Officer (LFRS)
J Johnston, Deputy Chief Fire Officer (LFRS)
J Charters, Head of Service Delivery (Western, Northern & Central) (LFRS)
S Morgan, Head of Service Delivery (Pennine, Eastern & Southern) (LFRS)
F Robinson, Group Manager (Central & Southern) (LFRS)
P Jones, Group Manager, Corporate Programme & Intelligence (LFRS)
M Falconer, Performance and Analysis Officer (LFRS)
J Keighley, Assistant Member Services Officer (LFRS)

21/17   APOLOGIES FOR ABSENCE

Apologies were received from County Councillors M Perks and M Tomlinson.

22/17   DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

23/17   MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 15 March 2018 be confirmed as a correct record and signed by the Chairman.

24/17   OPERATIONAL ASSURANCE WITHIN LFRS (PRESENTATION)

The Chairman, CC Holgate introduced Group Manager Frank Robinson, Community Protection Manager (Preston District) who presented Members with an overview of the LFRS Operational Assurance Framework.

GM Robinson explained that Operational Assurance was the activity carried out that gave confidence that Lancashire Fire and Rescue (LFRS) personnel, equipment, policies and procedures were all working well and efficiently to deliver the best possible service to the communities of Lancashire in a safe and effective way.

The Service had undertaken Assurance activities for many years, however previous performance had not provided the depth and quality required to allow the Service to optimise learning and to share broadly. In 2015 a number of service delivery workshops were held for the 18 Service Delivery Manager's (SDM) who had the responsibility of managing operational fire stations; and under the direction of the Assistant Chief Fire Officer a restructure exercise took place to examine the work of the SDM's managerial responsibilities. This allowed the Service to reduce this number from 18 to 16 to enable 2 SDM posts to be re-directed to form the core of the Operational Assurance Team.

The work of the Operational Assurance Teams covered 3 pillars of Operational activity:

Operational Preparedness – This was the 'before' aspect of our assurance framework, delivered through station based assurance visits conducted by the Operational Assurance Team which focused on core work that was aligned to reducing risk and our capability to respond effectively and efficiently when the need arose.

Operational Response – This was the 'during' aspect of our assurance framework, delivered through assurance monitoring the response phase of an incident or exercise.

Operational Learning – This was the 'after' aspect of our assurance framework, delivered through our debrief systems and by learning from safety events in LFRS and other Fire and Rescue Services.

It was noted that areas of improvement and good practice were highlighted in the quarterly Safety, Health & Environment (SH&E) and Operational Assurance report.

It was agreed that AM Charters would arrange for the report to be circulated to Members outside of the meeting.

The Operational Assurance team continued to share learning externally through the

National Operational Guidance website which included high profile rescues. In addition, the team continued to produce reports for the Prevention, Protection, & Road Safety Strategy Group meetings and a quarterly report was embedded in the SH&E report which included a high amount of findings and information.

On behalf of the Committee, the Chairman, County Councillor Holgate thanked GM Robinson for his interesting presentation and congratulated him on his approach and making significant progress.

In response to a question raised by the Chairman, County Councillor Holgate, GM Robinson reassured Members that with the 2 SDM's in post there had been an improvement of assurance activities within a relatively small time frame and compared to other Fire Authorities, LFRS continued to carry out assurance activities of a very high quality and range.

In response to a query raised by Councillor M Khan regarding the engagement of young people, GM Robinson gave an overview to Members of the Prince's Trust and the Fire Cadets programmes.

RESOLVED: That the Committee noted the content of the report.

25/17   PERFORMANCE MANAGEMENT INFORMATION FOR 4TH QUARTER 2017/18

The Assistant Chief Fire Officer advised Members that this was the 4th quarterly report for 2017/18 as detailed in the Risk Management Plan 2017-2022.

The report showed there were 3 negative KPI Exception Reports. An exception report was provided which detailed the reasons for the exception, analysis of the issue and actions being taken to improve performance.

Members focussed on the indicators where an exception report was presented and examined each indicator in turn as follows:-

2.2.1 Critical Special Service – 1st Fire Engine Attendance
This indicator measured how long it took the first fire engine to respond to critical non-fire incidents such as road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time. The response standard for the first fire engine attending a critical special call is 13 minutes.

Standard: To be met on 90% of occasions
Quarter 4 results 82.95% achieved against a target of 90%, previous year quarter 4, 85.29%.
This was a negative exception report due to critical Special Service 1st pump response being below the standard. Overall, quarter 4 pass rate was 82.95%, with a cumulative pass rate of 83.75 which is outside of the 90% standard and 2% tolerance.
Exception report provided.

The Assistant Chief Officer advised that during this reporting period each month of

quarter 4 recorded a pass rate below the standard, with the month of January recording the lowest pass rate of the quarter at 77.24%.

It was noted that whilst February and March response times were above the yearly average, the high failure rate during the colder temperatures in the New Year contributed to January recording one of the highest Road Traffic Collision counts in the year around the County, which, along with extended travel times led to January recording the second lowest pass rate over the last 12 months.

The Officer in Charge (OIC) was now required to provide a specific narrative from a set list for the failure to respond to an incident within standard The analysis of quarter 4 implied that the travel distance involved, along with the heavy traffic, en-route, were the main reasons for missed attendance times.

Failure to book in attendance at an incident was also cited for a small number of failures.

The Assistant Chief Fire Officer confirmed to Members that he had arranged a meeting with Sarah Wilson, Head of North West Fire Control (NWFC) to discuss matters relating to call handling times, the Kerslake report and the 'Stay put' policy which had received much focus following the Grenfell Tower. He agreed to update Members at a future Performance Committee meeting.

It was noted that the Service had ended the year 6% short of the target and he reassured Members that the Service would continue to monitor and take improvement actions.

2.4 <u>Fire Engine Availability – Retained Duty System</u>
This indicator measured the availability of fire engines that were crewed by the retained duty system. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

The percentage of time that RDS crewed engines were available for quarter 4 was 89.96%, previous year quarter 4 was 89.87%, an improvement of 0.09%.

The previous quarter (October to December 2017) recorded 90.74%.
Annual Standard: Above 95%

This was a negative exception report due to the cumulative RDS availability to the end of quarter 4 being below the standard and outside of the 2% percent tolerance. Exception report provided.

The Assistant Chief Fire Officer reported that quarter 4 had slightly decreased over quarter 3, by 0.78%. Local level monitoring continued, with additional analysis at pump level, along with a new KPI 2.4.1 which measured RDS availability without wholetime staff imports.

Continuing the analysis reported in quarter 3; there had been an impact on available RDS hours which was due to the number of RDS personnel who were successful in obtaining a wholetime position. This was due to leaving the RDS service, being able

to commit fewer hours due to wholetime commitment or being unavailable due to development (wholetime recruit course).

With an ageing workforce, the loss of staff due to retirement also had an impact on the ability to fully crew an appliance and a number of retirements had occurred, along with a number of resignations, although some temporary which had also reduced coverage.

The Retained Duty System Recruitment and Improvement Group (RIG) would continue to be responsible for progressing areas for improvement, continuing to work on a number of ongoing actions which would strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

The Assistant Chief Fire Officer advised Members that he had recently attended the National Fire Chiefs Council 'On-Call' conference. It was noted that the Service had an exceptional Retained Duty Service and we were proud of its availability at 90%.

2.4.1 Fire Engine Availability – Retained Duty System (without wholetime detachments)
Subset of KP1 2.4 and provided for information only

This indicator measured the availability of fire engines that were crewed by the retained duty system (RDS) when wholetime detachments were not used to support availability. It was measured by calculating the percentage of time a fire engine was available to respond compared to the total time in the period.

Fire engines were designated as unavailable (off-the-run) for the following reasons:

• Manager deficient
• Crew deficient
• Not enough BA wearers
• No driver

The percentage of time that RDS crewed engines were available for quarter 4 was 89.07%. This excluded the wholetime detachments shown in KPI 2.4.

Standard: As a subset of KPI 2.4 there was no standard attributable to this KPI.

4.2.1 Staff Absence – Excluding Retained Duty System

This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime, day crewing plus, day crewing and support staff divided by the total number of staff.

Annual Standard: Not more than 5 shifts lost
Cumulative total number of monthly shifts lost 6.154
Quarter 4 results indicated the number of shifts lost through absence per employee being above the Service target for 3 months during quarter 4.
Exception report provided.

The Assistant Chief Fire Officer advised Members that during quarter 4 (January 2018 to March 2018), absence statistics showed above target for all 3 months. Shifts lost showed a monthly increase from January through to March for both non-uniformed and uniformed personnel. The main reasons continued to be cases of mental health and cold/flu. In addition, another contributing factor for being over target was due to having 14 long term absences.

Overall absence for all staff with the exception of RDS was 6.15 shifts lost which was above the Service target for this quarter of 5.0 lost shifts.

The Assistant Chief Fire Officer reassured Members that the absence management policy was robust and aimed to support staff to an early return to work. Action taken continued to be early intervention by the Occupational Health Unit and where appropriate, issues around capability due to health issues were reviewed and addressed. The Service would continue to run leadership conferences to assist future managers to understand policy which included absence management. In addition, new actions had commenced which included support from the Service Fitness Advisors/Personal Trainers Instructors, promotion of health, fitness and wellbeing via the routine bulletin and employees were encouraged to make use of the Employee Assistance Programme.

In response to a question raised by County Councillor Britcliffe regarding the Service administrating flu-jabs to LFRS personnel, the Assistant Chief Fire Officer confirmed that he would report back to Members at a future Performance committee meeting.

Members then examined each indicator in turn as follows:-

KPI 1 – Preventing and Protecting

1.1 Risk Map Score

This indicator measured the risk level in each neighbourhood (Super Output Area) determined using fire activity over the previous three fiscal years along with a range of demographic data.

The County risk map score was updated annually, before the end of the first quarter. An improvement was shown by a year on year decreasing 'score' value.

Score for 2014-2017 – 32,398, previous year score 32,990.
No exception report required.

1.2 Overall Activity

This indicator measured the number of incidents that the Service attended with one or more pumping appliances.

Quarter 4 activity 3,501 previous year quarter 4 activity 3,283 a decrease of 8.91%.

Total number of incidents 2017/18 – Year to Date, 15,841

Included within this KPI was a new incident type of 'Gaining Entry'. This was where LFRS had attended on behalf of the North West Ambulance Service. During quarter 4 we attended on 199 occasions.
No exception report required.

1.3 Accidental Dwelling Fires
This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental' or 'Not known'.

Quarter 4 activity 232, previous year quarter 4 activity 216, an increase of 7%.

Total number of Accidental Dwelling Fires – Year to Date, 935
No exception report required.

1.3.1 Accidental Dwelling Fires – Extent of Damage

This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

Extent of fire and heat damage was limited to: Item ignited first, limited to room of origin, limited to floor of origin and spread beyond floor of origin.

*The ADF activity count was limited to only those ADF's which had an extent of damage shown above. An improvement was shown if the total percentage of 'Item first ignited' and 'Room of origin' was greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1st ignited in quarter 4 24%, quarter 4 of previous year 25%. Percentage limited to room of origin in quarter 4 62%, quarter 4 previous year 59%, limited to floor of origin in quarter 4 8%, quarter 4 previous year 9% and spread beyond floor 6%, previous year 7%.
No exception report required.

1.3.2 Accidental Dwelling Fires – Number of Incidents where occupants have received a Home Fire Safety Check

This indicator reported the number of primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental or Not known' by the extent of the fire and heat damage. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.

	2017/18		2016/17	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC
Q1	15	7%	15	7%
Q2	20	10%	13	7%
Q3	15	6%	20	8%
Q4	18	8%	21	10%

Of the 18 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 7 had 'heat and smoke damage only', 4 resulted in damage 'limited to item first ignited' and 6 'limited to room or origin and 1 to 'limited to floor of origin'..
No exception report required

1.4 Accidental Dwelling Fire Casualties

This indicator reported the number of fire related fatalities, slight and serious injuries at primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental or Not known'. A slight injury was defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury was defined as; at least an overnight stay in hospital as an in-patient.

Casualty Status	2017/18 Quarter 4	2016/17 Quarter 4
Fatal	4	3
Victim went to hospital visit, injuries appeared Serious	1	5
Victim went to hospital visit, injuries appeared Slight	6	7
TOTAL	11	15

No exception report required.

The Assistant Chief Fire Officer reported that the Service had recently experienced 2 fatal fires in domestic dwellings. AM Charters than gave Members a brief explanation of each incident which would be formally reported at the next meeting.

1.5 Accidental Building Fires (Non-Dwellings)

This indicator reported number of primary fires where the property type was 'Building' and the property sub type did not equal 'Dwelling' and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Total number of incidents	2017/18 Quarter 4	2016/17 Quarter 4
	79	85

No exception report required.

1.5.1 Accidental Building Fires (Non-Dwellings) – Extent of Damage

This indicator reported the number of primary fires where the property type was a building and the property sub-type was not a dwelling and the cause of fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

This indicator showed the total number of Accidental Building Fires where damage was limited to room of origin, limited to floor of origin and spread beyond floor of origin.

*The ABF activity count was limited to only those ABF's which had an extent of damage shown above.

An improvement was shown if the total percentage of 'Item first ignited' and 'Room of origin' was greater than the comparable quarter of the previous year.
Quarter 4 Accidental Building Fires activity, 63: -

	2017/18					2016/17			
	ADF activity	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Q1	95	18%	30%	13%	39%	11%	41%	17%	31%
Q2	64	31%	34%	12%	23%	6%	52%	13%	29%
Q3	71	20%	42%	15%	23%	14%	51%	15%	21%
Q4	63	21%	40%	13%	27%	23%	36%	15%	26%

No exception report required.

1.6 Deliberate Fires

This indicator reported the number of primary and secondary fires where the cause of fire had been recorded as 'Deliberate'. Secondary fires were the majority of outdoor fires including grassland and refuse fires unless they involved casualties or rescues, property loss or more appliances attended. They included fires in single derelict buildings.

Deliberate Fire Type	2017/18 Quarter 4	2016/17 Quarter 4
1.6.1 Deliberate Fires – Anti-Social Behaviour	305	280
1.6.2 Deliberate Fires – Dwellings	28	29
1.6.3 Deliberate Fires – Non-Dwellings	23	29

No exception report required.

1.7 High / Very High Risk Home Fire Safety Checks

This indicator reported the percentage of completed Home Fire Safety Checks (HFSC), excluding refusals, carried out where the risk score had been determined to be either high or very high.

	2017/18 % of High and Very High HFSC outcomes	2016/17 % of High and Very High HFSC outcomes
Q1	68%	79%
Q2	72%	75%
Q3	68%	74%
Q4	71%	72%

No exception report required.

1.8 Road Safety Education Evaluation

This indicator reported the percentage of participants of the Wasted Lives and Childsafe Plus education packages that showed a positive change to less risky behaviour following the programme; based on comparing the overall responses to an evaluation question before and after the course.

During quarter 4 the 'Safe Drive Stay Alive' programme had been seen by 2,273 students and the 'Crashed cars' shown at events, had been seen by approximately 8,341 people to date.

	2017/18 (cumulative)		2016/17 (cumulative)	
	Total participants	% positive influence on participants' behaviour	Total participants	% positive influence on participants' behaviour
Q1	1441	85%	1832	87%
Q2	2259	85%	2847	85%
Q3	3938	85%	6398	85%
Q4	10228	85%	8733	85%

No exception report required.

1.9.1 Fire Safety Enforcement – Known Risk

This indicator reported on the percentage of premises that have had a Fire Safety Audit as a percentage of the number of all known premises in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applied.

Number of premises	Number of premises audited to date	% of all premises audited Year end: 2017/18	% of all premises audited Year end: 2016/17
32532	17960	55%	56%

No exception report required.

1.9.2 Fire Safety Enforcement – Risk Reduction

This indicator reported the percentage of Fire Safety Audits carried out within the period resulting in enforcement action. Enforcement action was defined as one or more of the following: notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

Period	Satisfactory audits 2017/18	Requiring formal activity – 2017/18	Requiring informal activity – 2017/18
Q1	25%	8%	65%
Q2	26%	10%	65%
Q3	25%	4%	68%
Q4	18%	5%	74%

No exception report required.

KPI 2 – Responding to Emergencies

2.1.1 Critical Fire Response – 1st Fire Engine Attendance

This indicator reported the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident in less than the relevant response standard.

The response standards included call handling and fire engine response time for the first fire engine attending a critical fire, these are as follows:-

· Very high risk area = 6 minutes
· High risk area = 8 minutes
· Medium risk area = 10 minutes
· Low risk area = 12 minutes

The response standards were determined by the risk map score and subsequent risk grade for the location of the fire.

Standard: to be in attendance within response standard target on 90% of occasions.

Quarter 4 – 1st pump response 88.32%, previous year quarter 4 was 83.38%
No exception report required.

2.1.2 Critical Fire Response – 2nd Fire Engine Attendance

This indicator reported the time taken for the second fire engine to attend a critical fire incident measured from the time between the second fire engine arriving and the time it was sent to the incident. The target is determined by the risk map score and subsequent risk grade for the location of the fire.

Standard: to be in attendance within response standard target on 85% of occasions.

Quarter 4 – 2nd pump response 86.36%, previous year quarter 4 was 86.00%
No exception report required.

2.3   Fire Engine Availability – Wholetime, Day Crewing and Day Crewing Plus

This indicator measured the availability of fire engines that were crewed by Wholetime, day crewing and day crewing plus shifts. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

Fire engines were designated as unavailable for the following reasons:
· Mechanical
· Crew deficient
· Engineer working on station
· Alternate crew
· Appliances change over
· Debrief
· Lack of equipment

- Miscellaneous
- Unavailable
- Welfare
Annual Standard: Above 99.5%

Quarter 4 availability 99.45%, previous year quarter 4 - 99.49%
No exception report required.

2.5 Staff Accidents
This indicator measured the number of staff accidents.
Total number of staff accidents 2017/18 – Year to Date, 59
Quarter 4 results indicate percentage pass within standard
No exception report required.

KPI 3 – Delivering Value for Money

3.1 Progress Against Savings Programme

Annual budget for 2017/18 - £53.9m
Budget to end of quarter 4 - £53.9m
Spend for the period to date was £53.9m
Underspend for the period £0.0m
Variance 0.00%
No exception report required.

3.2 Overall User Satisfaction
Total responses 1838; number satisfied 1822
% satisfied 99.13 against a standard of 97.50
Variance 1.67%

There have been 1838 people surveyed since April 2012.

In quarter 4 of 2017/18 – 77 people were surveyed. 75 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.
No exception report required.

KPI 4 – Engaging With Our Staff

4.1 Overall Staff Engagement

This indicator measured overall staff engagement. The engagement index score was derived from the answers given by staff that related to how engaged they felt with the Service.
Three times a year all staff was asked the same questions in on online survey to gauge engagement.

A comprehensive survey would be undertaken in the new fiscal year. This would be reported in quarter 1 of 2018/19. Previous results were shown below for information.

Period	2017/18	2016/17

	Number of Replies	Engagement Index	Number of Replies	Engagement Index
1	-	-	220	62%
2	-	-	141	64%
3	-	-	141	64%

4.2.2 Staff Absence – Retained Duty System

This indicator measured the percentage of contracted hours lost due to sickness for all retained duty staff.

Annual Standard: Not more than 2.5% lost as % of available hours of cover
Quarter 4 results indicate percentage pass within standard
Cumulative retained absence (as % of available hours cover) 0.72%
No exception report required.

ANNUAL REPORT ON INTERVENTION ACTIVITY

The Assistant Chief Fire Officer reported to Members that through our Integrated Risk Management Plan 2017-2022 (IRMP), prevention and protection services and our structure for delivery were reviewed over the course of the last IRMP to ensure that we were delivering appropriate services in line with our changing operating environment. As a result we had changed our working practices with a strategic focus on the quality of the services that we continue to deliver. These services were delivered around 4 key themes: helping people to start safe, live safe, age safe and be safe on our roads with a focus on working collaboratively with other organisations. To ensure constant improvement in all parts of our prevention. To ensure constant improvement in all parts of our prevention priority, the Service had dedicated thematic groups which reviewed current practice and results.

Members were provided with an annual overview of road safety intervention activities being delivered by the Lancashire Fire and Rescue Service to the communities of Lancashire on a daily basis.

RESOLVED: - That the Committee:

i) Endorsed the report and noted the contents of the 3 negative KPI exception reports.

26/17   DATE OF NEXT MEETING

The next meeting of the Committee would be held on 13 September 2018 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood. Further meeting dates were noted for 29 November 2018.

27/17   EXCLUSION OF PRESS AND PUBLIC

RESOLVED: - That the press and members of the public be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the

appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act 1972, indicated under the heading to the item.

28/17   COMPARATIVE PERFORMANCE

It was noted that arrangements were in place within the old Best Value (BV) Family Group 4 to compile an annual comparative data in respect of the two (now withdrawn) National Fire Indicators that related specifically to fire authorities.

Data was provided for the six components which in turn made up the two explicit fire and rescue indicators in respect of: the position of each Fire and Rescue Service within the Family Group, 2016/17 – 2017/18 comparative progress/decline; percentage change in terms of actual numbers; the position of each F&RS within the comparative group for the respective indicator and a summary overview in graphical form.

Members examined each indicator in turn and noted Lancashire's position.

National Indicator 33 – Number of deliberate (i) primary and (ii) secondary fires per 10,000 population.

NI 33 – Arson Incidents (deliberate fires) per 10,000 population

Position in Family Group 4th Quarter YTD 2017/18		BV – 4th Quarter YTD Comparison 2016/17 - 2017/18		Actuals – 4th Quarter YTD Comparison 2016/17 - 2017/18		
Position	2016/17	2017/18	% +/-	2016/17	2017/18	% +/-
5	15.9	16.2	1.57	2367	2404	1.57

NI 33i Deliberate primary fires per 10,000 population

Position in Family Group 4th Quarter YTD 2017/18		BV – 4th Quarter YTD Comparison 2016/17 – 2017/18		Actuals – 4th Quarter YTD Comparison 2016/17 – 2017/18		
Position	2016/17	2017/18	% +/-	2016/17	2017/18	% +/-
9	3.7	3.5	-6.15	555	521	-6.15

NI 33ii Deliberate secondary fires per 10,000 population

Position in Family Group 4th Quarter YTD 2017/18		BV – 4th Quarter YTD Comparison 2016/17 – 2017/18		Actuals – 4th Quarter YTD Comparison 2016/17 – 2017/18		
Position	2016/17	2017/18	% +/-	2016/17	2017/18	% +/-
3	12.2	12.7	4.02	1810	1883	4.02

National Indicator 49 – Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checkups) per 100,000 population.

NI 49i Number of primary fires per 100,000 population

Position in Family Group 4th Quarter YTD 2017/18		BV – 4th Quarter YTD Comparison 2016/17 – 2017/18			Actuals – 4th Quarter YTD Comparison 2016/17 – 2017/18		
Position	2016/17	2017/18	% +/-	2016/17	2017/18	% +/-	
15	142.4	145.3	2.04	2115	2158	2.04	

NI49ii Number of fatalities in primary fires per 100,000 population

Position in Family Group 4th Quarter YTD 2016/17		BV – 4th Quarter YTD Comparison 2016/17 – 2017/18			Actuals – 4th Quarter YTD Comparison 2016/17 – 2017/18		
Position	2016/17	2017/18	% +/-	2016/17	2017/18	% +/-	
9	0.4	0.5	17.50	6	7	17.50	

NI49iii Number of non-fatal casualties in primary fires per 100,000 population

Position in Family Group 4th Quarter YTD 2017/18		BV – 4th Quarter YTD Comparison 2016/17 – 2017/18			Actuals – 4th Quarter YTD Comparison 2016/17 – 2017/18		
Position	2016/17	2017/18	% +/-	2016/17	2017/18	% +/-	
11	4.3	4.7	7.89	64	69	7.89	

RESOLVED:- That the Committee noted the content of the report and the comparative outcomes.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

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LANCASHIRE COMBINED FIRE AUTHORITY
PERFORMANCE COMMITTEE
Meeting to be held on 13th September 2018

PERFORMANCE MANAGEMENT INFORMATION FOR 1ST QUARTER 2018/19
(Appendix 1 refers)

Contact for further information:
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Executive Summary

This paper provides a clear measure of our progress against the Key Performance Indicators (KPI) detailed in the Integrated Risk Management Plan 2017-2022

Recommendation

The Performance Committee is asked to endorse the Quarter 1 Measuring Progress report and note the contents of the 5 negative KPI Exception Reports.

Information

As set out in the report.

Business Risk

High

Environmental Impact

High

Equality & Diversity Implications

High – the report apprises the Committee of the Authority's progress.

HR Implications

Medium

Financial Implications

Medium

Local Government (Access to Information) Act 1985
List of Background Papers

Paper	Date	Contact
Performance Management Information		David Russel (ACO)
Reason for inclusion in Part 2, if appropriate: N/A		

Measuring Progress

2018-19 Quarter 1

Combined Fire Authority
13th September 2018

Lancashire Fire and Rescue Service

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Lancashire Fire and Rescue Service
Measuring Progress
Apr 18 - Jun 18

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Introduction

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The following pages set out Lancashire Fire and Rescue Service's Performance Framework, an explanation of how our Key Performance Indicator's (KPI) are measured and how we are performing.

This is followed, where appropriate, by an analysis of the KPI's which are classified as being in exception, along with an analysis of the cause and actions being taken to improve performance. The remainder of the document illustrates our performance across all other KPI's.

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Performance Framework

The below graphic illustrates the Services four priorities and how their respective KPI's fit within the overall performance framework.

Explanation of Performance Measures

KPI's are monitored either by using an XmR chart (explained on the following page), comparing current performance against that achieved in the previous cumulative years activity, or against a pre-determined standard, for example, the response standard KPI's are measured against a range of set times.

The response standards are measured against a set range of times dependent upon the risk rating given to each Super Output Area (SOA), which is presented as a percentage of occasions where the standard is met. A two percent tolerance has been added to create a buffer so that a positive/negative exception report is not produced each quarter where only slight variations from the standard occur.

It is worth noting that there can be positive as well as negative exception reports. Positive exceptions are where performance levels meet set rules, as detailed on the following page.

The above graphic illustrates the current KPI 2018/19 reporting year. During 2017/18 two performance measures relating to 'call handling' were incorporated into the 3 response indicators of 2.1.1, 2.1.2 and 2.2.1. This is to best represent the time taken from receiving a call to the fire engine arriving at scene.

KPI 2.4.1 is for information only and shows the availability of RDS crewed fire engines without wholetime crew imports to supplement when RDS staff are unavailable.

Explanation of Performance Measures

XmR chart explanation (Value [X] over a moving [m] range [R])

An XmR chart is a control chart used to highlight any significant changes in activity so that interventions can be made before an issue arises. It can also highlight where activity has decreased, potentially as a result of preventative action which could be replicated elsewhere.

Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are set using a standard deviation calculation based upon the previous three years activity.

An exception report is generated if the XmR rules are breached. Note that a 'positive' exception could also be generated.
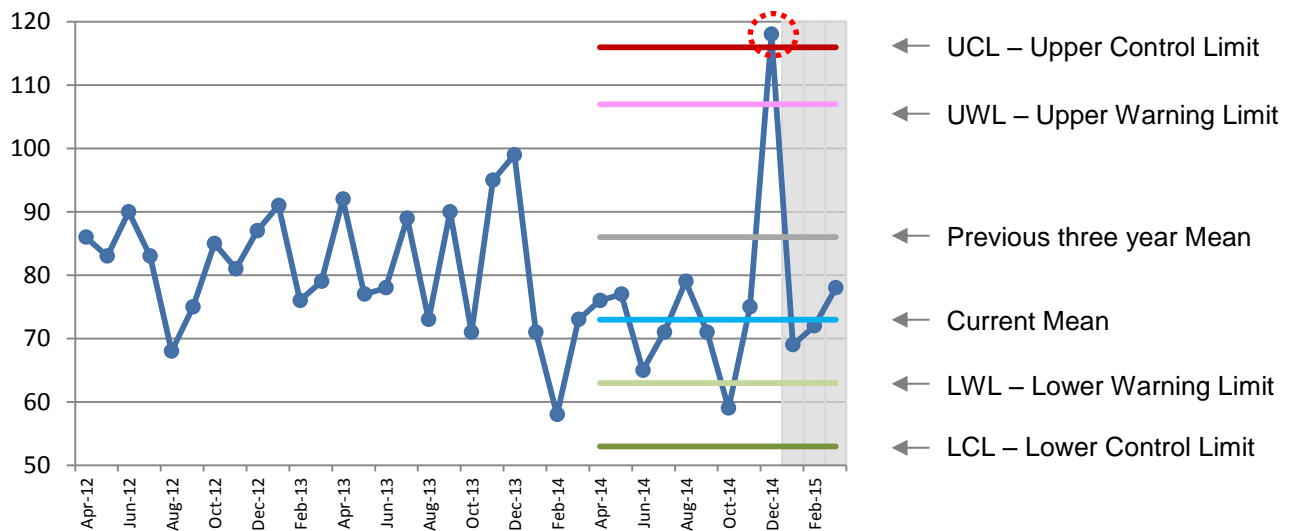
The following rules are applicable to the XmR charts and define when an exception has occurred:

1. A single point beyond the control limit
2. Two out of three consecutive points near the control limits
3. A trend of six consecutive points either up or down
4. A shift of eight or more consecutive points above or below the mean line

XMR chart key definitions:

Incidents UCL UWL Current Mean Mean LWL LCL

Example XmR chart: In the example below, KPI 1.3 would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for December 2014 (⊙) is above the Upper Control Limit (UCL).

← UCL – Upper Control Limit

← UWL – Upper Warning Limit

← Previous three year Mean

← Current Mean

← LWL – Lower Warning Limit

← LCL – Lower Control Limit

KPI Exception Overview

The KPI Exception Overview highlights those KPI's that are classified as being in exception. Each KPI is shown with an indicator to illustrate whether performance is: Improving (⬆), indicating a positive exception or, Declining (⬇), which would produce a negative exception. This is followed by any relevant exception reports, which detail the reasons for the exception, analysis of the issue, and actions being taken to improve performance.

For the period April 2018 – June 2018 five KPI's are classified as being in negative exception.

KPI	Description	Progress	Exception Positive / Negative	Page (s)
1 - Preventing and Protecting				
1.2	Overall Activity	⬇	–	9
1.6	Deliberate Fires (ASB)	⬇	–	11
2 - Responding to Emergencies				
2.1.1	Critical Fire – 1ˢᵗ Fire Engine Attendance	⬇	–	13
2.4	Fire Engine Availability - Retained Duty System	⬇	–	16
2.4.1	Fire Engine Availability - Retained Duty System (without wholetime detachments)	Subset of KPI 2.4 and provided for information only		19
4 - Engaging with our Staff				
4.2.1	Staff Absence - Excluding Retained Duty System	⬇	–	20

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1.2 Overall Activity

The number of incidents that LFRS attend with one or more pumping appliances. Includes fires, special service calls and false alarms.

Quarter one activity 4637, previous year quarter one activity 4217, an increase of 9.96%.

Included within this KPI is the incident type 'Gaining Entry', where we attended on request of the North West Ambulance Service. During quarter one, we were asked to attend on 343 occasions, of which 173 resulted in LFRS gaining entry to a property.
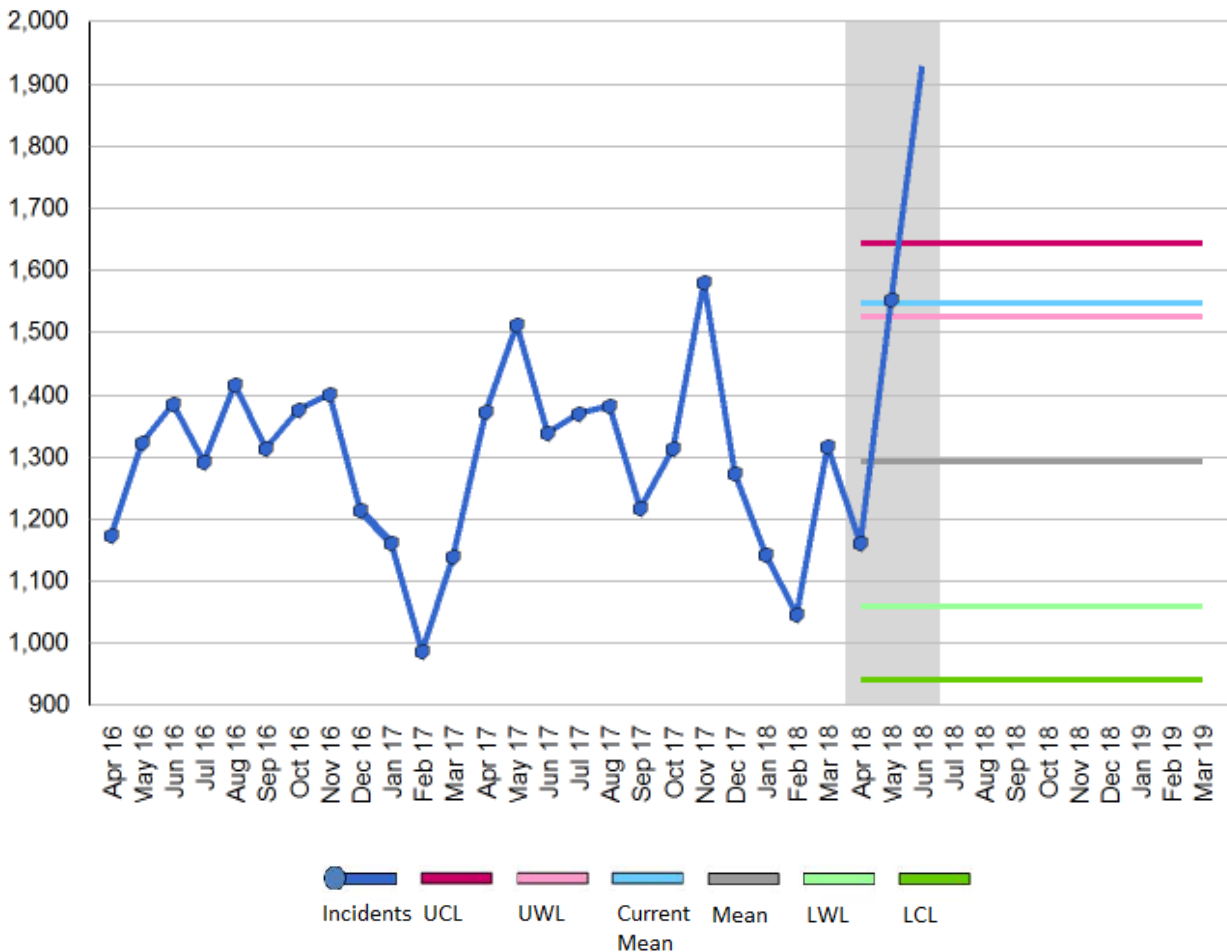
1.2 Number of attended incidents	Year to Date	**2018/19 Quarter 1**	*Previous year to Date*	*2017/18 Quarter 1*
	4637	**4637**	*4217*	*4217*

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.	**Current Mean**	**3 year Mean**	**Monthly Mean**		
			2017/18	**2016/17**	**2015/16**
	1545	1289	1320	1263	1286

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What are the reasons for an Exception Report

This is a negative exception report due to a single monthly point of the XmR chart being beyond the upper control limit. The control limits are calculated based upon a standard deviation calculation of the previous three years activity.

Analysis

Activity during June was the main cause of this KPI being in exception; recording 1,927 incidents. This is the highest single monthly activity since April 2010 (1,953).

Whilst activity during April was in line with expectations, at 39 incidents per day, activity in May recorded a consistently higher number at 50 per day.

This increase in activity continued in to June which recorded an average of 64 incidents per day, with the period from 25th June recording a notable increase in pump attended incidents. Of which, 3 days peaked above 100 daily incidents.

It's worth noting that the highest daily count was the 27th June at 114 pump attended incidents; which was the day prior to the initial call to Winter Hill on the 28th.

Although all incident types saw an increase in activity it was secondary fires which accounted for the largest rise, with 592 in June from 381 in May, a 55% increase. The previous June average over the last 5 years was 317 incidents.

Both accidental and deliberate cause increased during the period, but accidental causes recorded the largest increase: Accidental causes normally account for 30% of secondary fires, during June this increased to 46%.

The increase in deliberate fires is covered in KPI 1.6.1

It is probable that the prolonged warm and dry weather period contributed to the increase in secondary incidents: June recorded the lowest June monthly rainfall in the North West region since 1975 and the highest June temperatures since 1940.

These two casual factors will have an effect on the conditions which increase the likelihood of fire; dry, ignitable materials and the probability of people being in the situations which could lead to a fire incident e.g. barbecues, outdoor activities, smoking outside etc.

Actions being taken to improve performance?

Media communication enforcing the 'carelessness causes fires' message, along with the high profile Winter Hill incident, have been used to increase public awareness. Combined with the break in the weather will no doubt lead to reduction in secondary fires.

As the warm and dry weather period continued in to July and coincides with the school holiday season, it is likely that this KPI will also be in exception in quarter 2.
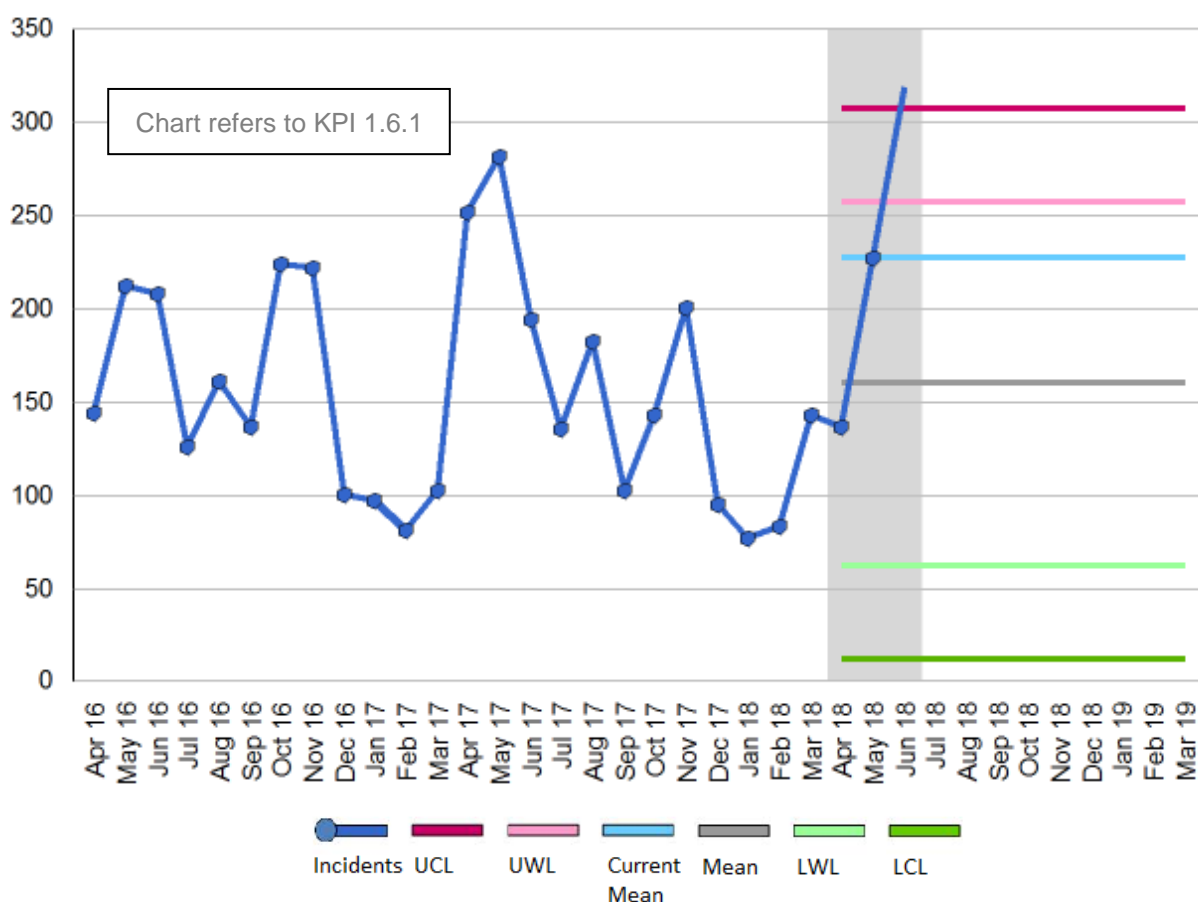
1.6 Deliberate Fires

The number of primary and secondary fires where; the cause of fire has been recorded as 'Deliberate'. Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or 5 or more appliances attend. Includes fires in single derelict buildings.

1.6.1 Deliberate fires (ASB) quarter one activity 682, previous year quarter one activity 726.
1.6.2 Deliberate fires (Dwellings) quarter one activity 40, previous year quarter one activity 18.
1.6.3 Deliberate fires (Non dwellings) quarter one activity 39, previous year quarter one activity 49.

Deliberate Fire Type	Year to Date	2018/19 Quarter 1	*Previous year to Date*	*2017/18 Quarter 1*
1.6.1 Deliberate Fires - ASB	682	682	*726*	*726*
1.6.2 Deliberate Fires - Dwellings	40	40	*18*	*18*
1.6.3 Deliberate Fires - Non Dwellings	39	39	*49*	*49*

	Current Mean	3 year Mean	Monthly Mean		
			2017/18	**2016/17**	**2015/16**
The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.	227	159	156	150	171

What are the reasons for an Exception Report

This is a negative exception report due to a single monthly point of the XmR chart being beyond the upper control limit. The control limits are calculated based upon a standard deviation calculation of the previous three years activity.

Analysis

High activity levels during June are the main cause of the ASB KPI (1.6.1) being in exception; recording 319 Anti-Social Behaviour (ASB) fire incidents. This is the highest single monthly activity since July 2013 (364).

Overall, activity levels of quarter 1 2018/19 are below that of quarter 1 2017/18, it was only the single high month of June which caused the exception.

As the main driver behind KPI 1.2 being in exception is due to secondary fires the same analysis applies, with the expectation of the below, which is particular to deliberate secondary fires (ASB).

Deliberate secondary fires increased 41% in June over May, with two districts recording large increases: Blackburn with Darwen had an additional 22 incidents (a 73% increase) and West Lancashire increased by 31 (182% increase).

The largest increases by property type have been seen in: Other outdoors (including land) and Grassland, woodland and crops, which saw increases of 45% (123 incidents in May to 179 in June) and 97% (37 to 73) respectively.

KPI 1.6.2 (Deliberate Fires – Dwellings) also recorded large increases, mainly deliberate to others property. There is no distinct pattern to account for the increase, rather there has been a general uplift in the ratio of such incidents.

Actions being taken to improve performance?

As these fires are caused by intent it is more difficult to target fire safe messages. However, as the increase appears to coincide with the warm and dry period, a break in the weather could possibly lead to such incidents reducing to normal levels.

As the warm and dry weather period continued throughout July and coincides with the school holiday season, it is likely that this KPI will also be in exception in quarter 2.

Resources to support broader prevention work for this KPI could potentially be realigned to apply more focus with partners in districts with continued levels of higher activity.

2.1.1 Emergency Response Standards - Critical Fires - 1st Fire Engine Attendance

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred. The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

- *Very high risk area = 6 minutes*
- *High risk area = 8 minutes*
- *Medium risk area = 10 minutes*
- *Low risk area = 12 minutes*

We have achieved our standard when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident is less than the relevant response standard.

Standard: 90% of occasions.

Quarter one 1st pump response 85.46%, previous year quarter one 90.66%.

1st pump cumulative attendance standard	Year to Date	2018/19 Quarter 1	Previous year to Date	2017/18 Quarter 1
	85.46%	85.46%	90.66%	90.66%
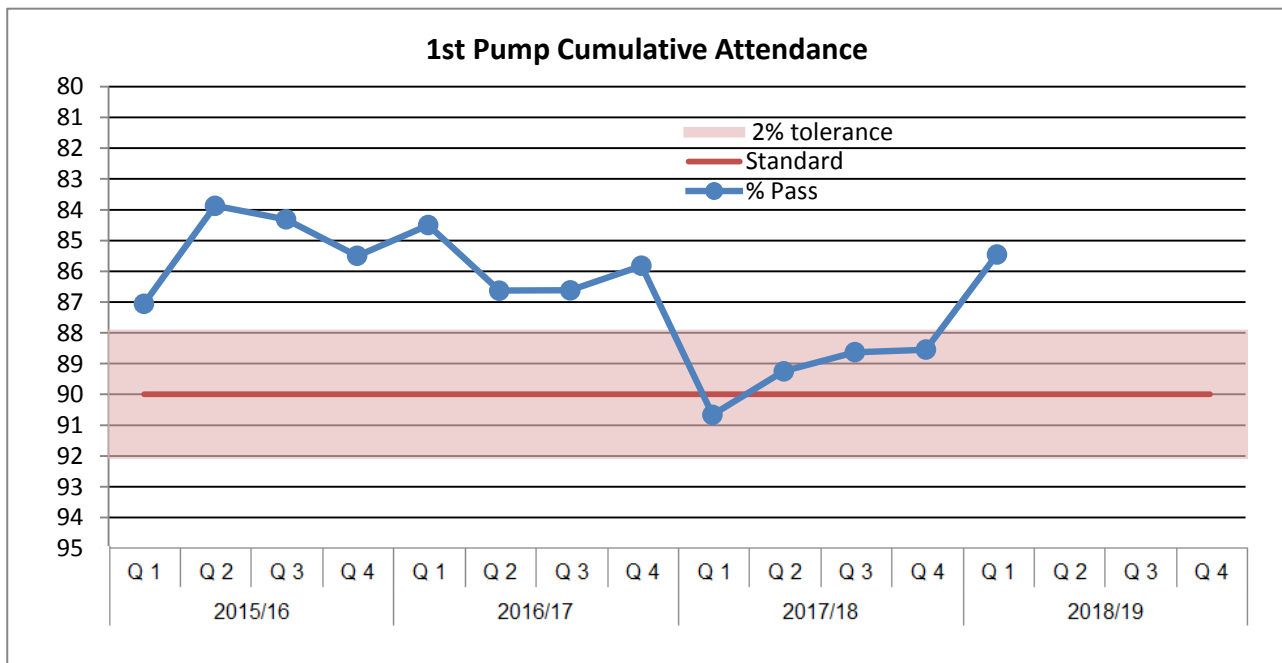
1st Pump Cumulative Attendance

What are the reasons for an Exception Report

This is a negative exception report due to critical fire 1st pump response being below the standard. Overall, quarter one pass rate was 85.46%, which is outside of the 90% standard and 2 percent tolerance.

Analysis

After a 12 month period of this KPI being within standard the increase in activity, combined with the resource intensive incident of Winter Hill, caused this KPI to dip below standard during the month of June.

The month of May was within standard at 90.44%, however, April recorded 87.85% and June 79.19%, both below the 90% standard and outside of the 2% tolerance. This caused the overall quarter return to be out of standard at 85.46%.

The response achieved to non-residential buildings, particularly private garden sheds, led to a reduction of the pass rate during June.

Even though the Winter Hill incident occurred late in the month on the 28th, there were 54 pumps involved in the last 3 days of June, with 50% of the 14 critical fire incidents occurring during this period being out of standard.

If the 7 incidents had been within standard then the pass rate for June would of increased by 4.7%

The Officer in Charge (OIC) is now required to provide a specific narrative from a set list for the failure to respond to an incident within standard. Analysis of quarter 1 narratives implies that the nearest appliance being engaged at another incident, was the main reason for missed attendance times.

Shown below are the actual failures and monthly totals over the previous 12 months, along with the percentage pass rate.

	2017/18									2018/19		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Failed	19	13	13	18	18	14	16	11	15	13	13	31
Incidents	120	128	117	123	135	140	135	106	117	107	136	149
% Pass	84.2%	89.8%	88.9%	85.4%	86.7%	90.0%	88.1%	89.6%	87.2%	87.9%	90.4%	79.2%

Over the quarter one period, 37% of the failures failed by less than 60 seconds.

Call handling is a contributing factor as this is now included within the overall response time. The individual monthly [median] call handling times are shown below in seconds.

	2017/18									2018/19		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Median Seconds	79	79	79	80	79	79	78	77	76	70	70	73

Actions being taken to improve performance?

As the warm and dry weather period continued throughout July and coincides with the school holiday season, it is likely that this KPI will also be in exception in quarter 2.

Head's of Service Delivery (HoSD) are implementing and monitoring performance measures to remedy deficiencies and drive improvement.

Service Delivery Managers (SDM) are also monitoring WT crew reaction times and instigating local improvements where required. The importance of recording pump response failures has also been impressed upon SDM's which, in conjunction with mandatory completion and the use of defined failure reasons, will aid recording accuracy and develop understanding of failure reasons.

It is hoped that on-going initiatives to address these issues will bring the cumulative standard back to within the 2% tolerance.

2.4 Fire Engine Availability - Retained Duty System

Performance indicator: 2.4 Fire Engine Availability – Retained Duty System

This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS). It is measured by calculating the percentage of time a fire engine is available to respond compared to the total time in the period.

Fire engines are designated as unavailable (off-the-run) for the following reasons:

- *Manager deficient*
- *Crew deficient*
- *Not enough BA wearers*
- *No driver*

The percentage of time that RDS crewed engines are available for quarter one was 88.93%, previous year quarter one 89.81%, a decrease of 0.88%. The previous quarter (January to March 2018) recorded 89.50%.

Standard: Above 95%.

A negative exception report has been produced due to percentage availability being below the standard.
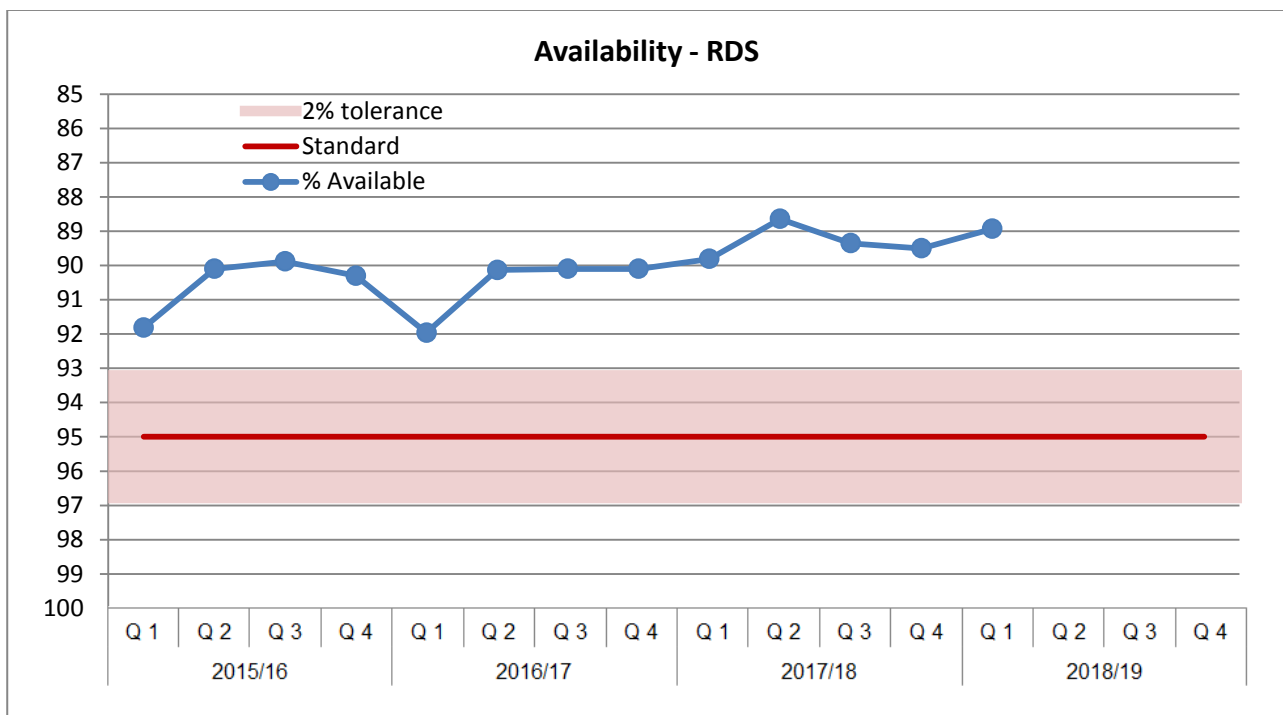
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What are the reasons for an Exception Report

This is a negative exception report due to the cumulative RDS availability to the end of quarter one being below the standard and outside of the two per cent tolerance.

Analysis

Quarter 1 availability decreased by 1.03% over that achieved for quarter 4 of 2017/18. June recorded the highest unavailability hours, accounting for 37.71% of the quarter.

The Winter Hill incident started on 28th June at approx. 15:00.

Local level monitoring continues with additional analysis at pump level showing that a small number of stations continue to account for the largest proportion of off the run hours, with one station accounting for 17% of the total for the quarter.

KPI (2.4.1) measures RDS availability without wholetime staff imports, so that a clear picture is available to assist with the monitoring of the situation.

Continuing the analysis reported in quarter 4; the number of RDS personnel who were successful in obtaining a wholetime position has had an impact on available RDS hours. This is due to leaving the RDS service, being able to commit fewer hours due to W/T commitment or being unavailable due to development (W/T recruit course).

With an ageing workforce, the loss of staff due to retirement also has an impact on the ability to fully crew an appliance, and a number of retirements, along with a number of resignations, albeit, some temporarily which has also reduced coverage.

Continuing work by the Retained Duty System Recruitment and Improvement Group (RIG) will be responsible for progressing areas for improvement. This isn't being viewed as a project with start and finish dates but as a number of ongoing pieces of work which will strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

Actions being taken to improve performance

The new recruits, which started in May of 2017, will begin to show an improvement in RDS crew availability when the respective qualifications of BA and BA Team Leader have been completed, and they have gained experience to start acting up to cover the OIC role.

There is a minimum of 6 months before a Firefighter is BA qualified, and a further 6 month period of BA experience before acquiring further BA Team Leader skills. As such, results in availability may only start to be realised during the 2018/19 year.

Similarly, some stations which have suffered from a lack of an available driver will start to show improvements when staff members continue to build driving hours in preparation for their Emergency Fire Appliance Driving course (EFAD).

There are stations where staff on dual contracts makeup half of the RDS crew, with the inevitable impact on RDS availability.

The Retained Support Officer (RSO) role will assist in some of these areas, particularly around recruitment and firefighter/officer development, and in conjunction with the various Strengthening and Improving work streams, the service should see a positive effect on availability over time.

The forthcoming Wholetime (WT) recruitment campaign is also being used as an opportunity to promote RDS vacancies. RSO's are supporting the 'Have a Go' days and will collate information from potential applicants.

2.4.1 Fire Engine Availability - Retained Duty System (without wholetime detachments).

Performance indicator: 2.4.1 Fire Engine Availability – Retained Duty System (without wholetime detachments).

Subset of KPI 2.4 and provided for information only.

This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS) when wholetime detachments are not used to support availability. It is measured by calculating the percentage of time a fire engine is available to respond compared to the total time in the period.

Fire engines are designated as unavailable (off-the-run) for the following reasons:

- *Manager deficient*
- *Crew deficient*
- *Not enough BA wearers*
- *No driver*

The percentage of time that RDS crewed engines are available for quarter one was 85.14%. This excludes the wholetime detachments shown in KPI 2.4

Standard: As a subset of KPI 2.4 there is no standard attributable to this KPI.

4.2.1 Staff Absence - Excluding Retained Duty System

4.2.1 Staff Absence - Excluding Retained Duty System

The cumulative number of shifts (days) lost due to sickness for all wholetime, DCP, DC and support staff divided by the total number of staff.

Annual Standard: Not more than 5 shifts lost.
(Represented on the chart as annual shifts lost ÷ 12 months)
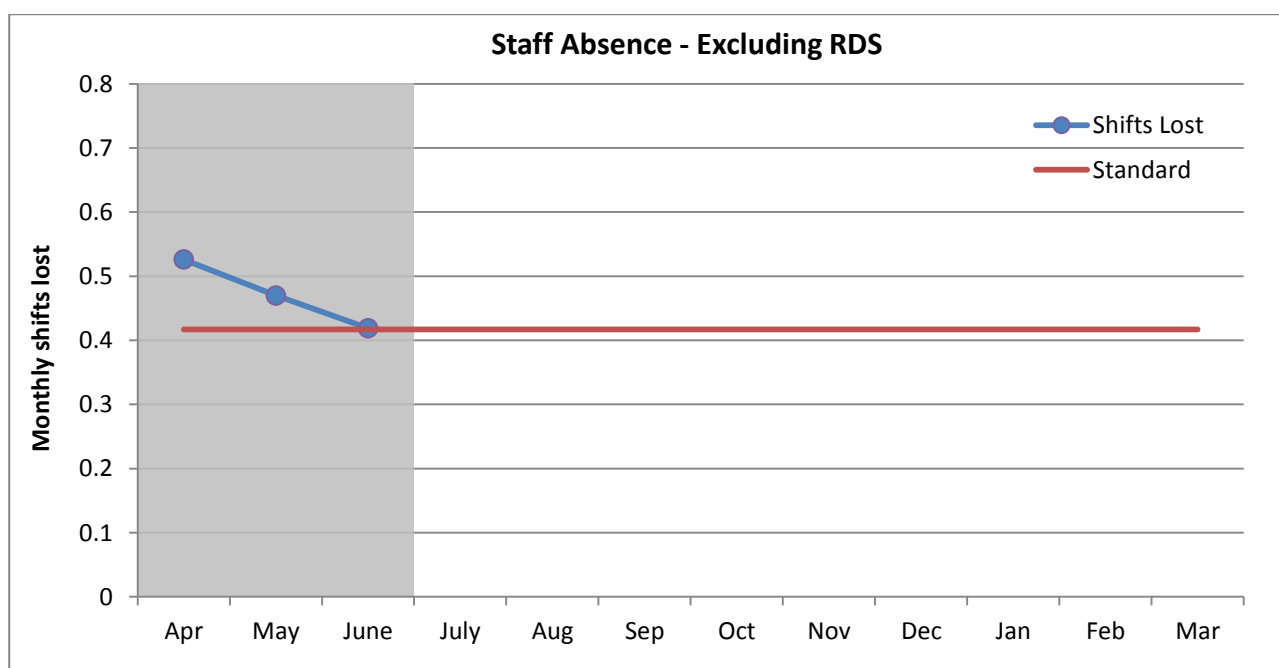
Cumulative total number of monthly shifts lost	1.415

What are the reasons for an Exception Report

This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for three months during quarter one.

Analysis

During quarter one April 2018 - June 2018, absence statistics shows below target for all three months. Shifts lost showed a monthly decrease from January through to March for uniformed personnel, for non-uniformed personnel there was an increase in February 2018 then a decrease in March 2018. The main reasons continue to be cases of mental health and muscular-skeletal. In this quarter a number of employees on long term absence returned to duty and there were less short term absences.

At the end of March the cumulative totals show that non-uniformed staff absence was below target at 0.73 shifts lost per employee, for whole-time staff absence was below target at 0.31 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 0.42 shifts lost which is below the Service target of 1.25 shifts lost for this quarter.

Actions being taken to improve performance

The Service aims to continue with:

- Early intervention by OHU doctor/nurse/physiotherapist,

- HR supporting managers in following the Absence Management Policy managing individual long term cases, addressing review periods/triggers in a timely manner and dealing with capability off staff due to health issues.

- Absence management presentations/training and question and answer sessions on the ILM course and for newly appointed managers.

- To be included again within the leadership conference to assist future managers understanding and interpretation of the policy.

- Encouraging employees to make use of our Employee Assistance Programme provider Health Assured and The Firefighters Charity.

- HR to be in attendance at Stress Risk assessment meetings, to support managers and to offer appropriate support to the employee along with signposting.

- OHU to organise health checks for individuals on a voluntary basis.

- Support from Service Fitness Advisor/PTI's

- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

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Key Performance Indicators

This section gives an overview of the performance direction of the KPI's which are not in exception.   Each KPI is shown within its priority with an indicator to illustrate whether performance is: Improving (⬆), Maintaining (⬌) or Declining (⬇), followed by a summary of the current position.

KPI	Description	Progress	Page (s)
1 - Preventing and Protecting			
1.1	Risk Map Score	⬆	24
1.3	Accidental Dwelling Fires	⬆	25
1.3.1	ADF - Extent of Damage	⬆	26
1.3.2	ADF - Number of Incidents Where Occupants have Received a HFSC	⬆	26
1.4	Accidental Dwelling Fire Casualties	⬇	27
1.5	Accidental Building Fires (Non Dwellings)	⬇	28
1.5.1	ABF (Non Dwellings) - Extent of Damage	⬇	29
1.7	Home Fire Safety Checks	⬇	30
1.8	Road Safety Education Evaluation	⬌	31
1.9.1	Fire Safety Enforcement - Known Risk	⬇	32
1.9.2	Fire Safety Enforcement - Risk Reduction	⬇	32
2 - Responding to Emergencies			
2.1.2	Critical Fire Response - 2nd Fire Engine Attendance	⬆	33
2.2.1	Critical Special Service – 1st Fire Engine Attendance	⬆	34
2.3	Fire Engine Availability – Wholetime, Day Crewing and Day Crewing Plus	⬌	35
2.5	Staff Accidents	⬌	36
3 - Delivering Value for Money			
3.1	Progress Against Savings Programme	⬇	37
3.2	Overall User Satisfaction	⬆	38
4 - Engaging with our Staff			
4.1	Overall Staff Engagement	⬆	39
4.2.2	Staff Absence - Retained Duty System	⬆	40

1.1 Risk Map

This indicator measures the fire risk in each SOA. Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation. Specifically, the risk score for each SOA is calculated using the following formula:

$$\frac{\text{Dwelling fires}}{\text{Total dwellings}} + \left[\frac{\text{Dwelling fire casualties}}{\text{Resident population}} \times 4\right] + \text{Building fire count} + \left[\text{IMD} \times 2\right] = \text{Risk Score}$$

Once an SOA has been assigned a score, it is then categorised by risk grade.

Standard: To reduce the risk in Lancashire - an annual reduction in the County risk map score.

The County risk map score is updated annually, before the end of the first quarter. An improvement is shown by a year on year decreasing 'score' value. Current score 32114, previous year score 32398.

Score Category	Grade	Score (13-16)	SOA Count (13-16)	Score (14-17)	SOA Count (14-17)	Score (15-18)	SOA Count (15-18)
Less than 36	L	11944	519	11980	521	12012	524
Between 36 & 55	M	13578	314	13722	321	13654	321
Between 56 & 75	H	4890	76	4654	74	4598	74
Greater than 75	VH	2578	32	2042	25	1850	22
Grand Total		32990	941	32398	941	32114	941

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2017 count	25	74	321	521	32398
2018 count	22	74	321	524	32114
Change	⬇ -12% Overall reduction in Very High risk SOA's	⬅➡ 0% Overall reduction in High risk SOA's	⬅➡ 0% Overall increase in Medium risk SOA's	⬆ 1% Overall reduction in Low risk SOA's	⬇ -1% Overall reduction in fire risk

1.3 Accidental Dwelling Fires

The number of primary fires where a dwelling has been affected <u>and</u> the cause of fire has been recorded as 'Accidental' or 'Not known'.

A primary fire is one involving property (excluding derelict property) <u>or</u> any fires involving casualties, rescues, <u>or</u> any fire attended by five <u>or</u> more appliances. An appliance is counted if either the appliance, equipment from it or personnel riding on it, were used to fight the fire.

Quarter one activity 214, previous year quarter one activity 235, a decrease of 9%.
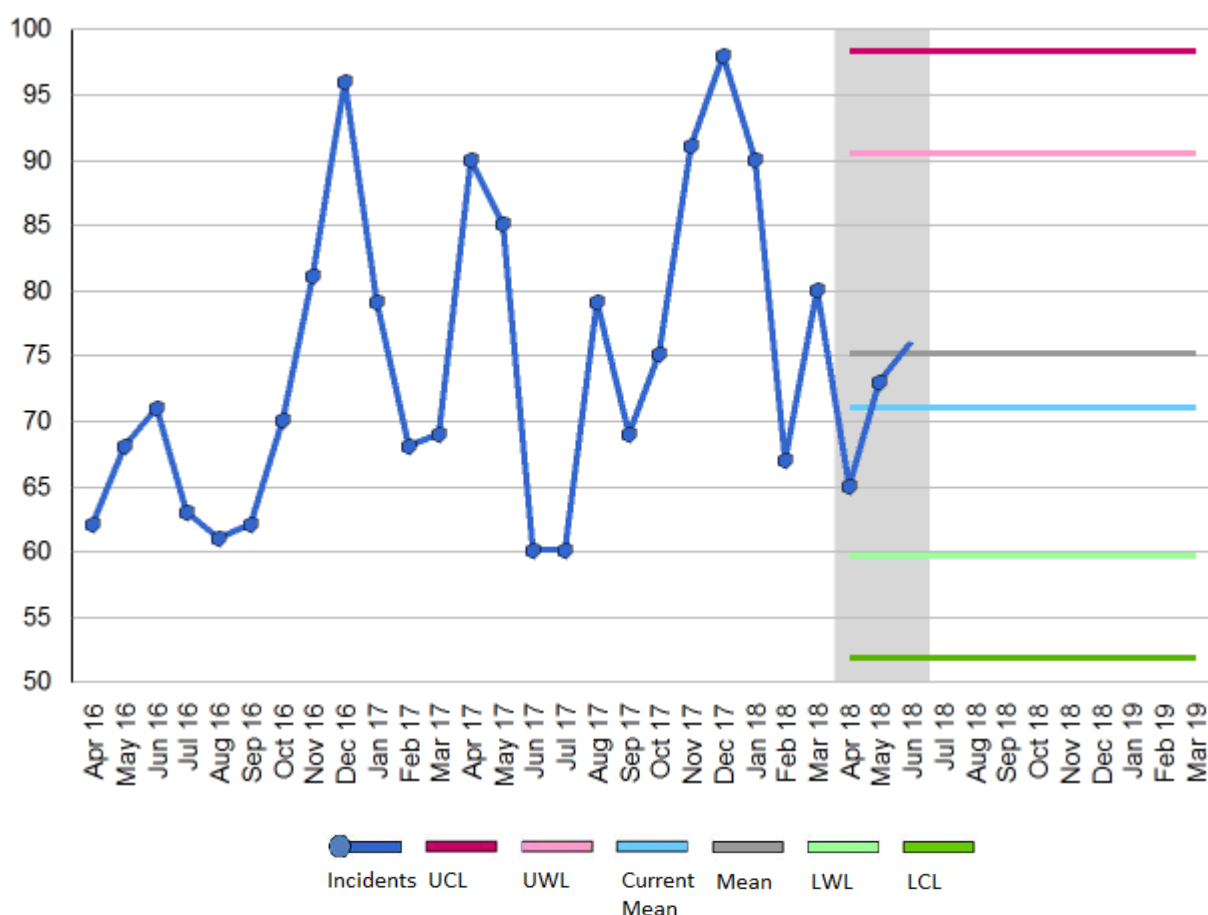
1.3 Accidental Dwelling Fires	Year to Date	**2018/19 Quarter 1**	*Previous year to Date*	*2017/18 Quarter 1*
	214	214	*235*	*235*

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2017/18	**2016/17**	**2015/16**
71	75	78	70	78

1.3.1 ADF - Extent of Damage

ADF criteria as 1.3. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

*The ADF activity count is limited to only those ADF's which had an extent of damage shown above.

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1st ignited in quarter one 29%, quarter one of previous year 23%. Percentage limited to room of origin in quarter one 56% quarter one previous year 59%, limited to floor of origin in quarter one 9%, quarter one previous year 11% and spread beyond floor 6%, previous year 7%.

	2018/19					⬆/⇩	2017/18			
	*ADF activity	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Progress	*Item 1st ignited*	*Room of origin*	*Floor of origin*	*Spread beyond floor of origin*
Quarter 1	154	29%	56%	9%	6%	⬆	23%	59%	11%	7%
Quarter 2										
Quarter 3										
Quarter 4										

1.3.2 ADF - Number of Incidents Where Occupants have Received a HFSC

ADF criteria as 1.3. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.
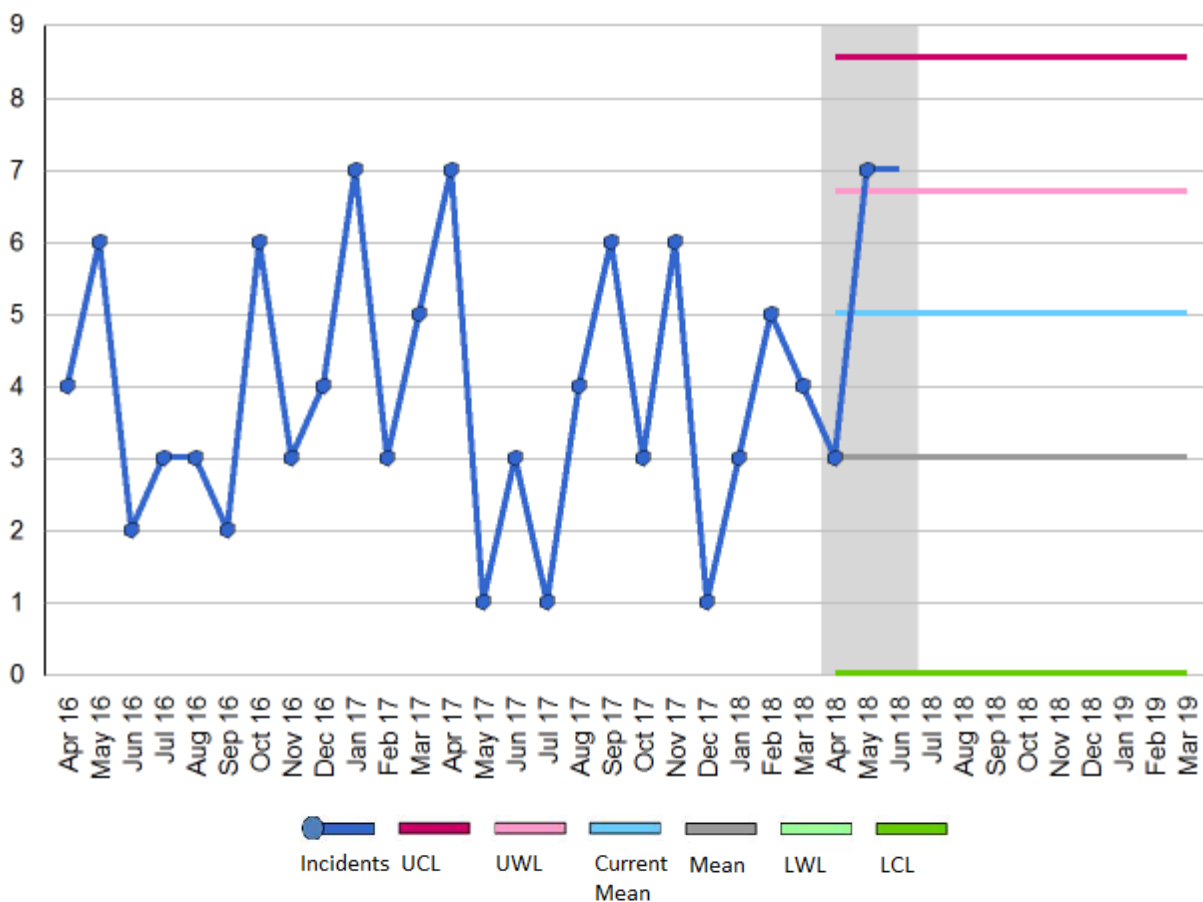
	2018/19		2017/18	
	ADF's with previous HFSC	% of ADF's with previous HFSC	*ADF's with previous HFSC*	*% of ADF's with previous HFSC*
Quarter 1	21	10%	15	6%
Quarter 2			20	10%
Quarter 3			15	6%
Quarter 4			18	8%

Analysis: Of the 21 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 10 had 'Heat and smoke damage only', 4 resulted in damage 'Limited to item first ignited', 6 'limited to room of origin' and 1 to 'Limited to floor of origin'.

1.4 Accidental Dwelling Fire Casualties

ADF criteria as 1.3. The number of fire related fatalities, slight and serious injuries. A slight injury is defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury is defined as; at least an overnight stay in hospital as an in-patient.

Two fatalities occurred during quarter one. One casualty is recorded as serious and 14 slight. Quarter one of the previous year recorded 2 fatalities, 3 serious and 6 slight.

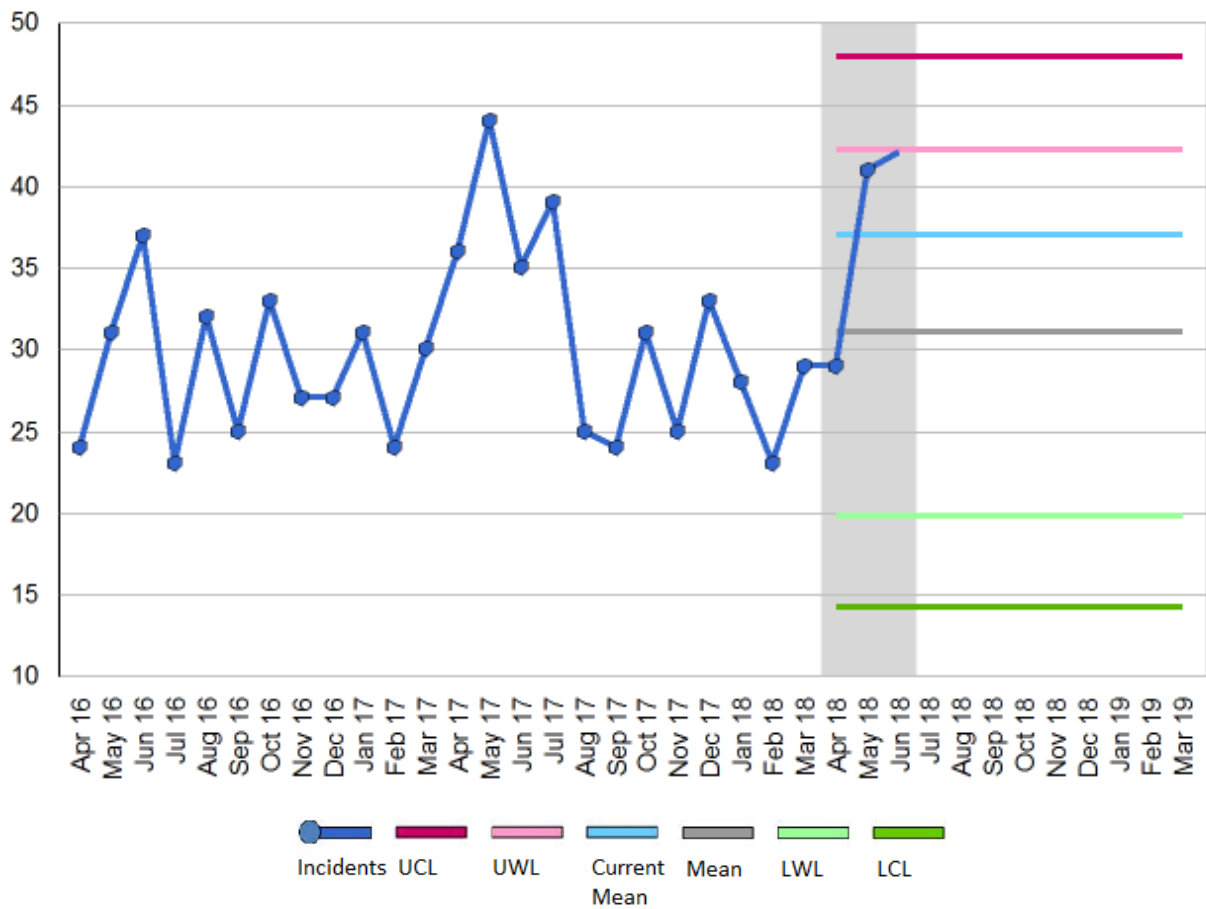| Casualty Status	Year to Date	**2018/19 Quarter 1**	*Previous year to Date*	*2017/18 Quarter 1*
Fatal	2	2	2	2
Victim went to hospital, injuries appear Serious	1	1	3	3
Victim went to hospital, injuries appear Slight	14	14	6	6
Total	17	17	11	11

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2017/18	**2016/17**	**2015/16**
5	3	3	4	4

1.5 Accidental Building Fires (Non Dwellings)

Primary fire criteria as 1.3. The number of primary fires where; the property type is 'Building' and the property sub type does not equal 'Dwelling' and the cause of fire has been recorded as 'Accidental' or 'Not known'.

Number of accidental building fires quarter one activity 112, previous year quarter one activity 115.

1.5 Accidental Building Fires	Year to Date	**2018/19 Quarter 1**	*Previous year to Date*	*2017/18 Quarter 1*
	112	112	*115*	*115*

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2017/18	**2016/17**	**2015/16**
37	30	31	28	30

1.5.1 ABF (Non Dwellings) - Extent of Damage

ABF criteria as 1.5. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

*The ABF activity count is limited to only those ABF's which had an extent of damage shown above.

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental building fires limited to item 1st ignited in quarter one 8%, quarter one of previous year 18%. Percentage limited to room of origin in quarter one 37%, quarter one previous year 30%, limited to floor of origin in quarter one 17%, quarter one previous year 13% and spread beyond floor 39%, previous year 39%.

	*ABF activity	2018/19				⬆/⬇ Progress	2017/18			
		Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin		Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Quarter 1	90	8%	37%	17%	39%	⬇	18%	30%	13%	39%
Quarter 2							31%	34%	12%	23%
Quarter 3							21%	42%	15%	22%
Quarter 4							20%	41%	14%	26%

1.7 Home Fire Safety Checks

The percentage of completed HFSC's, excluding refusals, carried out by LFRS personnel or partner agencies where the risk score has been determined to be high.

An improvement is shown if:

1) the total number of HFSC's completed is greater than the comparable quarter of the previous year and,

2) the percentage of high HFSC outcomes is greater than the comparable quarter of the previous year.

Count of HFSC's in quarter one 2737, percentage of high risk HFSC outcomes in quarter one 66%. Count of HFSC's in quarter one of the previous year 3099, percentage high risk 68%.

	2018/19		⬆/⬇	2017/18	
	HFSC completed	% of High HFSC outcomes	**Progress**	*HFSC completed*	% of High HFSC outcomes
Quarter 1	2737	66%	⬇	3099	68%
Quarter 2				3241	72%
Quarter 3				2629	68%
Quarter 4				2997	71%

1.8 Road Safety Education Evaluation

The percentage of participants of the Wasted Lives and RoadSense education packages that show a positive change to less risky behaviour following the programme. This is based on comparing the overall responses to an evaluation question pre and post-delivery of the course.

An improvement is shown if the percentage positive influence on participants behaviour is greater than the comparable quarter of the previous year.

The 'Safe Drive Stay Alive' programme has seen by 1,675 students during quarter 1.

There was a total of 5,002 participants during quarter 1, with a percentage of positive influence[1] on participant's behaviour for the current year to date of 85%.

	2018/19 (Cumulative)		⬆/⬇ Progress	2017/18 (Cumulative)	
	Total participants	**% positive influence on participants behaviour**		*Total participants*	*% positive influence on participants behaviour*
Quarter 1	5002	85%	⇔	1441	85%
Quarter 2				2259	85%
Quarter 3				3938	85%
Quarter 4				10228	85%

[1] *From a sample*

1.9.1 Fire Safety Enforcement - Known Risk

The percentage of premises that have had a Fire Safety Audit (as recorded in the CFRMIS system to date), as a percentage of the number of all known premises (as recorded in the Address Base Premium Gazetteer) in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applies.

Total number of premises within system 33406, number of premises audited to date 18168 (54%).

Number of premises	Number of premises audited to date	% of all premises audited to date: 2018/19	*% of all premises audited Year end: 2017/18*
33406	18168	54%	55%

1.9.2 Fire Safety Enforcement - Risk Reduction

The percentage of Fire Safety Audits carried out within the period resulting in enforcement action. Enforcement action is defined as one or more of the following; notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

An improvement is shown if the 'Satisfactory Audits' percentage is greater than the comparable quarter of the previous year.

Satisfactory audits in quarter one 24%, previous year quarter one 26%
Requiring formal activity in quarter one 4%, previous year quarter one 8%
Requiring informal activity in quarter one 70%, previous year quarter one 64%

	2018/19			⬆/⬇	2017/18		
	Satisfactory audits	Requiring formal activity	Requiring informal activity	Progress	*Satisfactory audits*	*Requiring formal activity*	*Requiring informal activity*
Quarter 1	24%	4%	70%	⬇	26%	8%	64%
Quarter 2					26%	10%	65%
Quarter 3					26%	5%	67%
Quarter 4					18%	5%	74%

2.1.2 Lancashire Emergency Response Standards - Critical Fires - 2nd Fire Engine Attendance

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

The response standards include call handling and fire engine response time for the second fire engine attending a critical fire, and are as follows:

- *Very high risk area = 9 minutes*
- *High risk area = 11 minutes*
- *Medium risk area = 13 minutes*
- *Low risk area = 15 minutes*

We have achieved our standard when the time between the 'Time of Call' and 'Time in Attendance' of second fire engine arriving at the incident is less than the relevant response standard.

Standard: 85% of occasions.

Quarter one 2nd pump response 84.55%, previous year quarter one 85.13%.

| 2nd pump cumulative attendance standard	**Year to Date**	2018/19 Quarter 1	*Previous year to Date*	*2017/18 Quarter 1*
	84.55%	84.55%	85.13%	85.13%

2nd Pump Cumulative Attendance
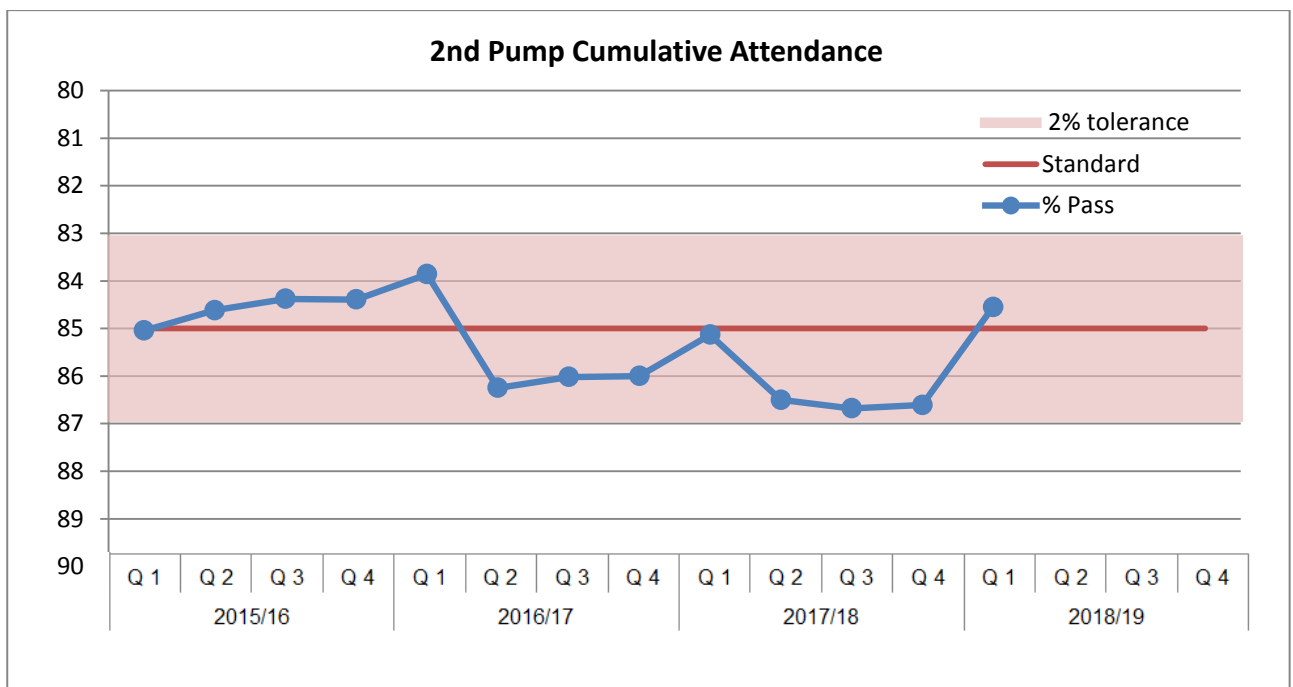
2.2.1 Emergency Response Standard - Critical Special Service - 1st Fire Engine Attendance

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and gaining entry incidents on behalf of the North West Ambulance Service. For these incidents there is a single response standard which measures call handling time and fire engine response time. The response standard for the first fire engine attending a critical special service call is 13 minutes.

Standard: 90% of occasions.

Quarter one response percentage pass rate 88.52%, previous year quarter one 89.39%

1st pump cumulative attendance standard	Year to Date	2018/19 Quarter 1	Previous year to Date	2017/18 Quarter 1
	88.52%	88.52%	89.39%	89.39%
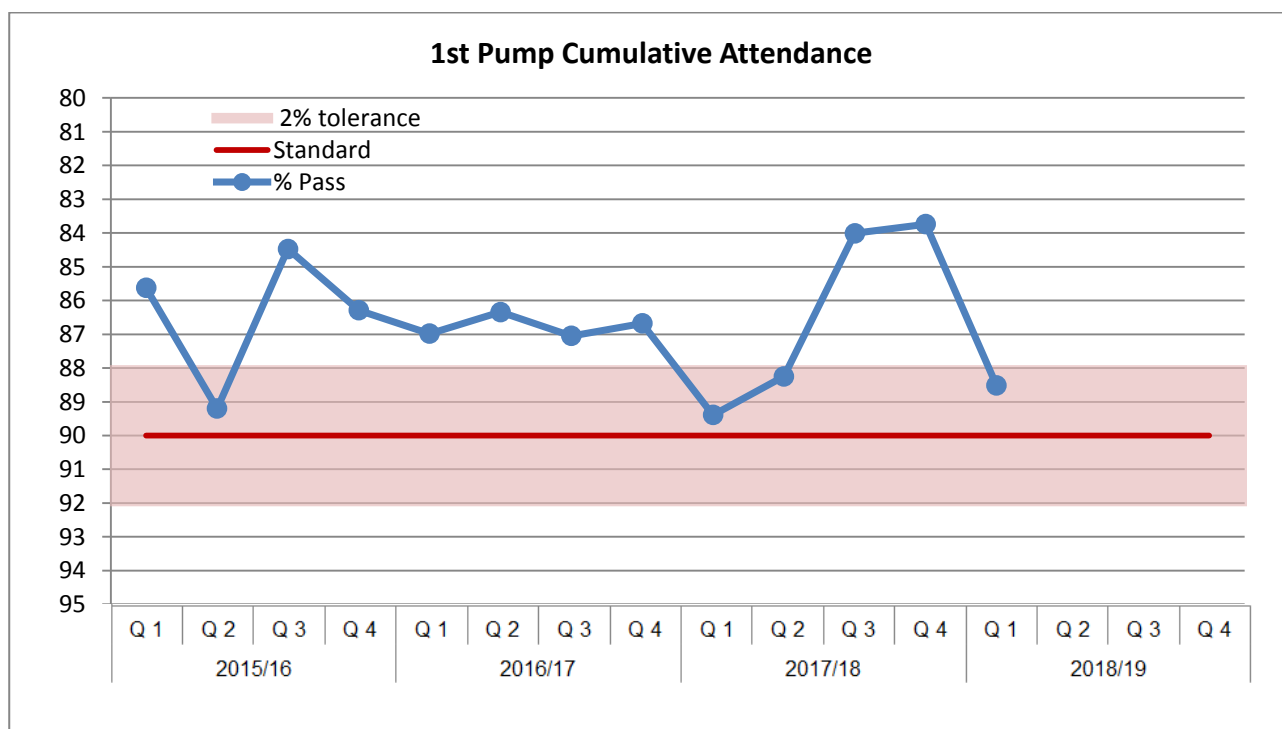
1st Pump Cumulative Attendance

2.3 Fire Engine Availability - Wholetime, Day Crewing and Day Crewing Plus

This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.

Fire engines are designated as unavailable for the following reasons:

- *Mechanical*
- *Crew deficient*
- *Engineer working on station*
- *Appliance change over*
- *Debrief*

- *Lack of equipment*
- *Miscellaneous*
- *Unavailable*
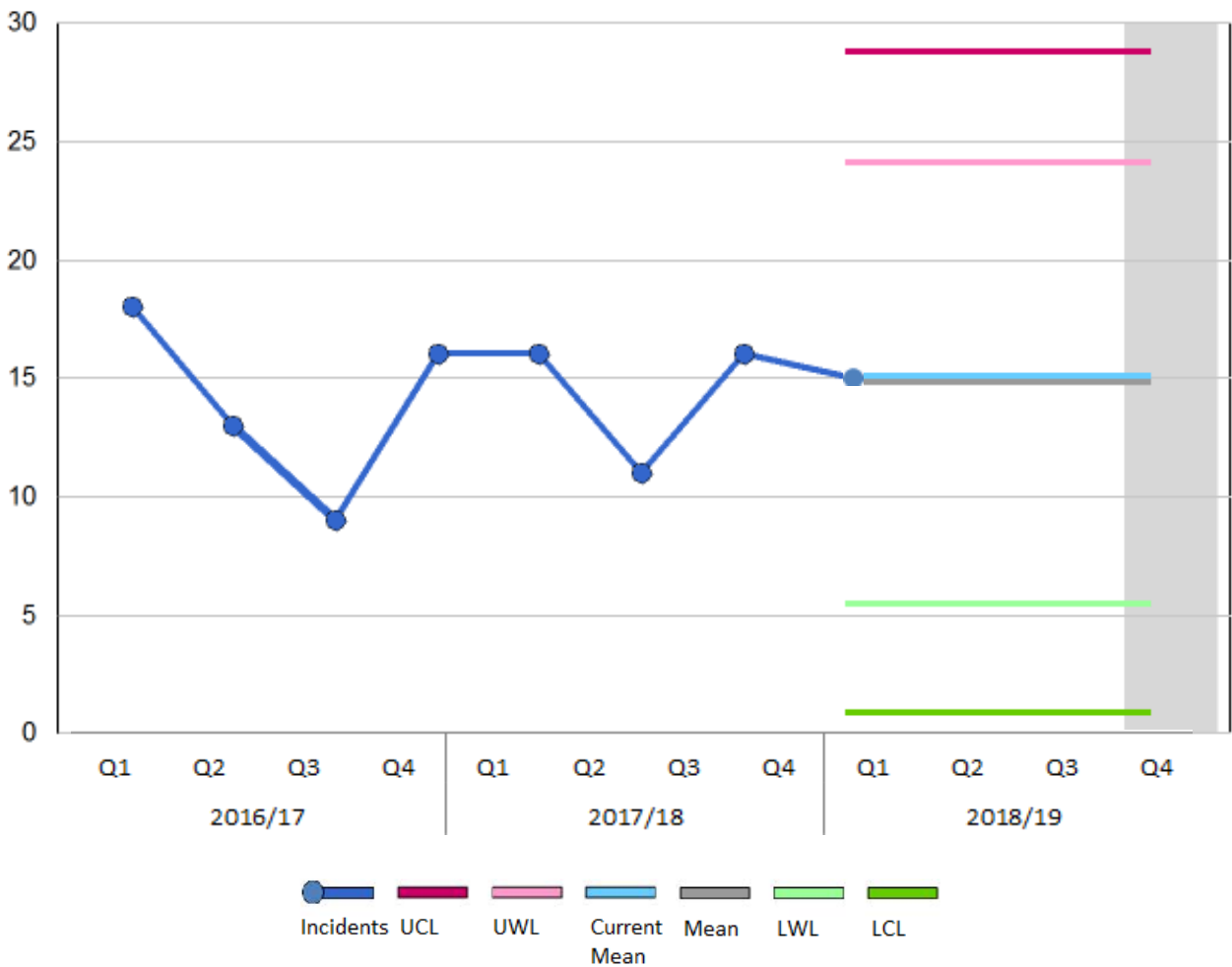- *Welfare*

Standard: 99.5%

Quarter one availability 99.47%, previous year quarter one 99.42%.
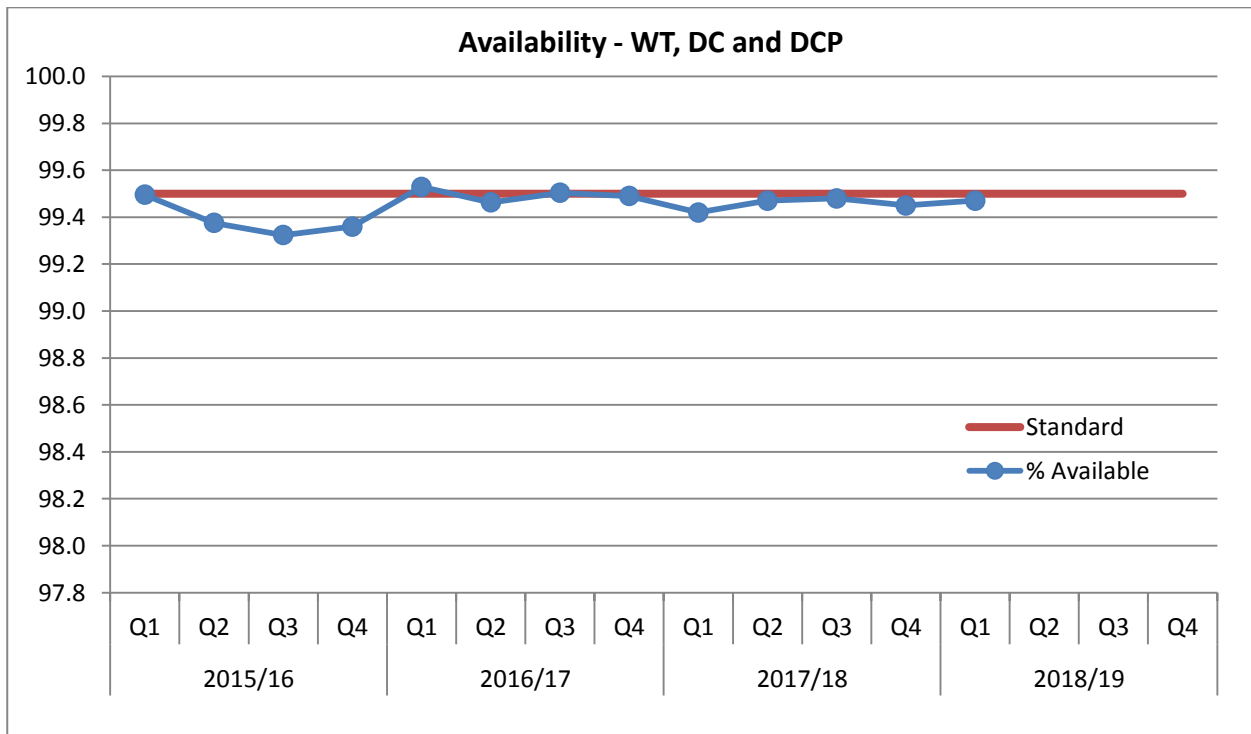
2.5 Staff Accidents

An improvement is shown if the average number of staff accidents per quarter is lower than the mean of the previous three years.

Number of staff accidents in quarter one 15. Previous year quarter one 16.

Total number of staff accidents	Year to Date	2018/19 Quarter 1	*Previous year to date*	*2017/18 Quarter 1*
	15	15	16	16

The grey line on the XmR chart denotes the mean quarterly activity over the previous 3 years and the pale blue line the current	Current Mean	3 year Mean	Quarterly Mean		
			2017/18	**2016/17**	**2015/16**
	15	15	15	15	15

3.1 Progress Against Savings Programme

The total cumulative value of the savings delivered to date compared to the year's standard and the total.

Budget to end of May* 2018 £10.1 million. The spend for the same period is £10.3 million.

As a public service we are committed to providing a value for money service to the community and it is important that once a budget has been agreed and set, our spending remains within this.

The annual budget for 2018/19 is £54.8 million, with a budget to 31 May of £10.1 million. The spend for the same period was £10.3 million. This gives an over spend for the period of £0.2 million.

*Last reported position and agreed by Exec Board/Resources Committee.

Variance:	0.36%

3.2 Overall User Satisfaction

The percentage of people who were satisfied with the service received as a percentage of the total number of people surveyed.

People surveyed include those who have experienced an accidental dwelling fire, a commercial fire or a special service incident that we attended.

The standard is achieved if the percentage of satisfied responses is greater than the standard.

36 people were surveyed in quarter one, 36 responded that they were very or fairly satisfied.

Question	Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everthing in to account, are you satisfied, dissatistfied, or neither with the service you received from Lancashire Fire and Rescue Service?	1874	1858	99.15%	97.50%	1.69%

There have been 1,874 people surveyed since April 2012.

In quarter one of 2018/19 - 36 people were surveyed. 36 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.

4.1 Overall Staff Engagement

Staff were surveyed during April/May 2018 on topics including internal communications, working for LFRS, organisational values, leadership and management, training and development and recognition. The survey also covered feelings of pride, advocacy, attachment, inspiration and motivation - factors that are understood to be important features shared by staff who are engaged with the organisation. These questions mirror those asked in the Civil Service People Survey.

An index score is derived from the answers given by staff about these questions to indicate the level of employee engagement in the organisation. For each respondent an engagement score is calculated as the average score across the five questions where strongly disagree is equivalent to 0, disagree is equivalent to 25, neither agree nor disagree is equivalent to 50, agree is equivalent to 75 and strongly agree is equivalent to 100. The engagement index is then calculated as the average engagement score in the organisation. This approach means that a score of 100 is equivalent to all respondents saying strongly agree to all five engagement questions, while a score of 0 is equivalent to all respondents saying strongly disagree to all five engagement questions.

An improvement is shown if the percentage engagement index is greater than the previous survey.

2018 Staff Survey results:

Responses – 489 (an increase of 3.5 times more than the last barometer in period 3 of 2016/17, which equates to a 247% increase).

Engagement index - 70.13% (an increase of 6% on the last staff barometer in period 3 of 2016/17).

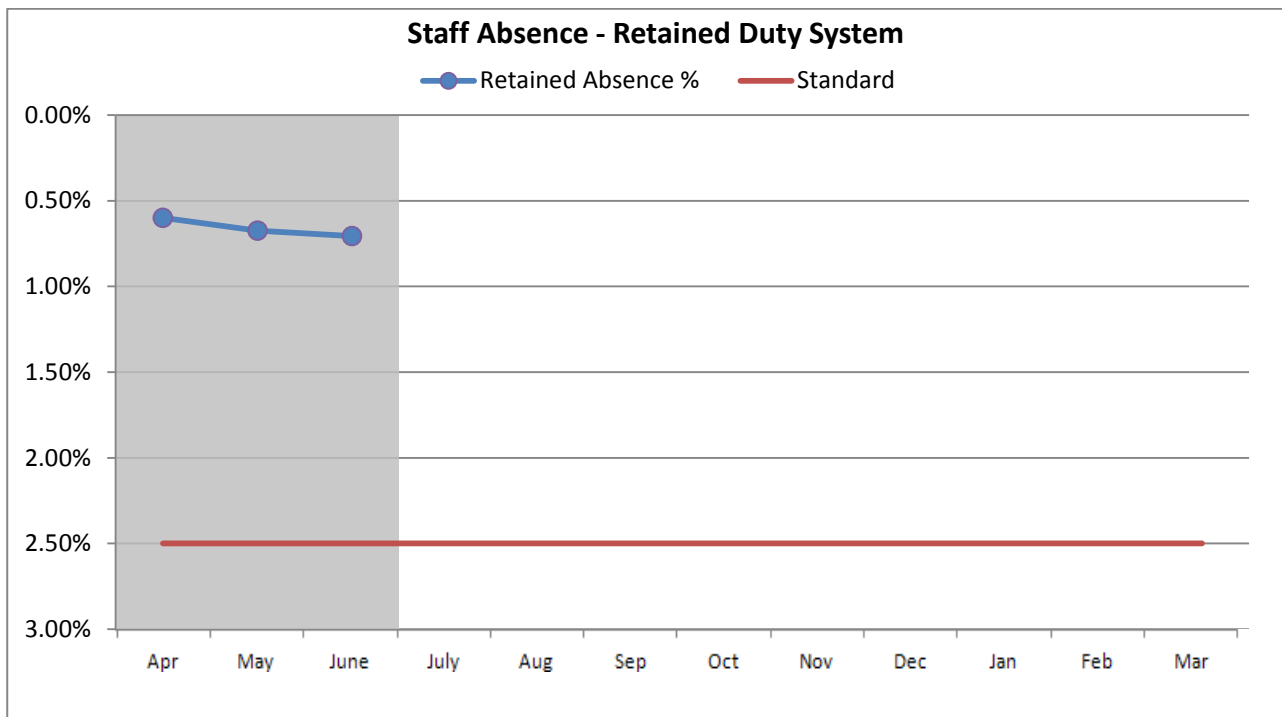|	Period		Change
	2018/19	**2016/17***	
Number of replies	489	141	247%
Engagement index	70.13%	64%	6.13%

*Period 3, 2016/17

4.2.2 Staff Absence - Retained Duty System

The percentage of contracted hours lost due to sickness for all RDS staff. An individual's sickness hours are only counted as absent where they overlap with their contracted hours.

Cumulative retained absence, as a percentage of available hours of cover at end of quarter one, 0.71%

Annual Standard: No more than 2.5% lost as % of available hours of cover.

Cumulative retained absence (as % of available hours of cover)	0.71%