

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Thursday, 29 November 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 - 14)

4. PERFORMANCE MANAGEMENT INFORMATION (Pages 15 - 58)

5. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 14 March 2019 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for 27 June 2019, 19 September 2019 and 28 November 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. EXCLUSION OF PRESS AND PUBLIC

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.

Agenda Item 3

LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

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

MINUTES

PRESENT:

Councillors

S Holgate (Chairman)
L Beavers
S Clarke
M Perks
M Khan (Vice-Chair)
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)
S Morgan, Head of Service Delivery - South East (LFRS)
D Brooks, Principal Member Services Officer (LFRS)

1/18 APOLOGIES FOR ABSENCE

Apologies were received from County Councillors P Britcliffe and M Tomlinson and Councillor Z Khan.

2/18 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

3/18 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on 7 June 2018 be confirmed as a correct record and signed by the Chairman.

4/18 PERFORMANCE MANAGEMENT INFORMATION

In response to a question raised by the Assistant Chief Fire Officer, Members confirmed that representatives from the North West Fire Control Centre should continue to be invited to attend the meetings in June (quarter 4) and November (quarter 2) to provide update reports.

The Assistant Chief Fire Officer advised Members that this was the 1st quarterly report for 2018/19 as detailed in the Risk Management Plan 2017-2022.

The report showed there were 5 negative Key Performance Indicator 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:-

1.2 Overall Activity

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

Quarter 1 activity 4,637, previous year quarter 1 activity 4,217 an increase of 9.96%.

Included within this KPI was the incident type 'Gaining Entry'. This was where LFRS had attended on behalf of the North West Ambulance Service. During quarter 1 we were asked to attend on 343 occasions, of which 173 resulted in the use of tools to gain entry to a property.

This was a negative exception report due to a single monthly point of the XmR chart being beyond the upper control limit.

Activity during June was the main cause of the exception with 1,927 incidents recorded; the highest single monthly activity since April 2010. Members noted that the highest daily count was on 27 June at 114 pump attended incidents; the day prior to the initial call to Winter Hill. Although all incident types saw an increase in activity, it was secondary fires which accounted for the largest rise. Both accidental and deliberate causes increased during the period with accidental causes recording the largest increase. It was probable that the prolonged warm and dry weather 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 would have had an effect on the conditions which increased the likelihood of fire and the probability of people being in situations that could of led to a fire incident.

The Assistant Chief Fire Officer advised that the dry weather had continued into July and August which meant that activity remained high and the likely consequence was this indicator would again be in exception in quarter 2.

Media communication enforced the 'carelessness causes fires' message, along with the high profile Winter Hill incident which increased public awareness. It was expected that this, combined with the change in the weather will lead to a reduction in secondary fires.

In response to a question raised by County Councillor Perks who had visited winter hill with another local councillor to see the devastation first hand, Area Manager Morgan confirmed that the Service was working with the Police to support them with their investigations.

During the winter hill incident Members had spoken to people to raise awareness about the incident and the hazards associated with barbeques, smoking and drinking and deliberate fire setting. Members wondered therefore whether there was more that could be done to reach hard to reach people; perhaps patrolling or placing posters in relevant areas could assist. In response the Assistant Chief Fire Officer would ask the fire prevention team to take a look at whether improvements could be made to target specific groups.

In addition the Assistant Chief Fire Officer confirmed that a new education package aimed at year 7 pupils had been developed which was modular based and covered: antisocial behaviour, deliberate fire setting, wildfire risk, water safety and re-start a heart. The ambition was for every year 7 across every school in Lancashire to be in receipt of this education package which mixed and matched modules to support individual school risks. As the Service required an invitation to deliver this education package, Members were asked for their support to encourage Head teachers to make contact with the Service.

In response to a concern raised by County Councillor Beavers that the Inspection by Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services took place while the Service was dealing with the winter hill incident, the Assistant Chief Fire Officer confirmed that he did speak with the lead inspector to explain how performance was managed and there was recognition that the event was significant. He confirmed that he did not have any concerns regarding scrutiny and performance.

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 5 or more appliances attended. They included fires in single derelict buildings.

Deliberate Fire Type	2018/19 Quarter 1	2017/18 Quarter 1
1.6.1 Deliberate Fires – Anti-Social Behaviour	682	726
1.6.2 Deliberate Fires – Dwellings	40	18
1.6.3 Deliberate Fires – Non-Dwellings	39	49

This was a negative exception report due to a single monthly point of the XmR chart being beyond the upper control limit.

High activity levels during June were the main cause of the Anti-Social Behaviour (ASB) KPI being in exception. This is the highest single monthly activity since July 2013. Overall, activity levels of quarter 1 were below that of quarter 1 in 2017/18, it was only the single high month of June which caused the exception. Deliberate secondary fires increased 41% in June over May, with two districts recording large increases: Blackburn with Darwen. The largest increases by property type were in: Other outdoors (including land) and Grassland, woodland and crops, which saw increases of 45% and 97% respectively. KPI 1.6.2 (Deliberate Fires – Dwellings) also recorded large increases; mainly deliberate to others property. There was no distinct pattern to account for the increase; rather there had been a general uplift in

the ratio of such incidents.

As these fires were caused by intent it was more difficult to target fire safe messages. However, as the increase appeared 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 coincided with the school holiday season, it was likely that this KPI would also be exception in the next quarter. Resources to support broader prevention work could potentially be realigned to apply more focus with partners in districts with continued levels of higher activity.

In relation to the indicator for deliberate fire setting for non-dwellings Area Manager Morgan advised that in the past it had proven difficult to get cases through the crown prosecution service (CPS) where a prisoner had set fire to their cell. Recently however, an Incident Intelligence Officer had worked with the Criminal Investigation Department and the CPS had taken the case forward which resulted in an additional 31 months being added to the inmate's sentence.

2.1.1 Emergency Response Standards - Critical Fires – 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 were 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 1 – 1st pump response 85.46%, previous year quarter 1 was 90.66%

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

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 however, April and June were both below the 90% standard and outside the 2% tolerance. This caused the overall quarter return to be out of standard. 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 have increased by 4.7%. The Officer in Charge 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 implied that the nearest appliance being engaged at another incident was the main reason for missed attendance times.

As the warm and dry weather period continued throughout July and coincided with the school holiday season, it was likely that this KPI would also be exception in the next quarter. Heads of Service Delivery were implementing and monitoring performance measures to remedy deficiencies and drive improvement. Service Delivery Managers (SDM) were also monitoring crew reaction times and instigating local improvements where required. The importance of recording pump response failures had also been impressed upon SDM's which, in conjunction with mandatory completion and the use of defined failure reasons, would aid recording accuracy and develop understanding of failure reasons. It was hoped that on-going initiatives to address these issues would bring the cumulative standard back to within the 2% tolerance.

2.4 Fire Engine Availability – Retained Duty System

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 1 was 88.93%, previous year quarter 1 was 89.81%, a decrease of 0.88%.

The previous quarter (January to March 2018) recorded 89.50%.
Annual Standard: Above 95%.

This was a negative exception report due to the cumulative RDS availability to the end of quarter 1 being below the standard and outside of the 2% percent tolerance.

Quarter 1 availability decreased by 1.03% over that achieved for Q4 2017/18 with June recording the highest unavailability hours, accounting for 37.71% of the quarter. The Winter Hill incident started on 28 June at approximately 15:00 hours. Local level monitoring continued, with additional analysis at pump level showing that a small number of stations continued to account for the largest proportion of 'off the run hours' with one station accounting for 17% of the total for the quarter.

County Councillor Clarke commented that the few stations in exception distorted the overall performance. The Assistant Chief Fire Officer agreed to consider if the context could be better reported.

KPI 2.4.1 measured RDS availability without wholetime staff imports, so that a clear picture was available to assist monitoring. Continued analysis from that reported in quarter 4 2017/18 showed that the number of RDS personnel who were successful in obtaining a wholetime position had impacted on available RDS hours. 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 was responsible for progressing areas for improvement, continuing to work on a number of ongoing actions which strived to deliver incremental improvements in order to strengthen and support the Retained Duty System.

It was expected that the new recruits who started in May 2017 would begin to have a positive impact on RDS crew availability when their respective qualifications of BA and BA Team Leader had been completed and they had gained experience to start acting up to cover the Officer In Charge role.

Similarly, some stations that had suffered from a lack of an available driver were expected to start to show improvements as staff members continued to build driving hours in preparation for their Emergency Fire Appliance Driving course. It was noted that there were stations where staff on dual contracts made up half of the RDS crew which impacted on RDS availability. It was noted that the Retained Support Officer (RSO) role would 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 recruitment campaign was also being used as an opportunity to promote RDS vacancies. RSO's were supporting the 'Have a Go' days and would collate information from potential applicants.

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 1 was 85.14%. 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.

County Councillor Holgate stated that this target had been missed for a significant period of time and not by a significant amount. It was recognised that most Fire and Rescue Services would be happy with our level of achievement but given the appliances were classed as 'off the run' for a number of reasons he asked that clarification be provided of the percentage of time that the engines were unavailable against each of the 4 reasons identified. The Assistant Chief Fire Officer confirmed that this would be included in future reports.

Area Manager Morgan advised that the winter hill incident had highlighted the Service to prospective retained duty recruits.

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 1.415

Quarter 1 results indicated the number of shifts lost through absence per employee being above the Service target for 3 months during quarter 1.

During quarter 1 (April 2018 to June 2018), absence statistics showed above target for all 3 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 continued 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 showed that overall absence for all staff (except RDS) was 0.42 shifts lost which was below the target of 1.25 shift lost for this quarter.

Members noted that 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.

The Assistant Chief Fire Officer advised that based on 39 out of 45 returns submitted to a national survey in relation to overall absentee rates, Lancashire had the 6th best performance across all Fire and Rescue Services in England.

Members then examined each indicator in turn as follows:-

KPI 1 – Preventing and Protecting

1.6 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 2015-2018 – 32,114, previous year score 32,398.

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 1 activity 214, previous year quarter 1 activity 235, a decrease of 9%.

Total number of Accidental Dwelling Fires – Year to Date, 214

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 1, 29%, quarter 1 of previous year 23%. Percentage limited to room of origin in quarter 1, 56%, quarter 1 previous year 59%, limited to floor of origin in quarter 1, 9%, quarter 1 previous year 11% 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.

	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
Q1	21	10%	15	6%
Q2			20	10%
Q3			15	6%
Q4			18	8%

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' and 6 'limited to room or origin and 1 to 'limited to floor of origin'.

No exception report required

- 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	2018/19 Quarter 1	2017/18 Quarter 1
Fatal	2	2
Victim went to hospital visit, injuries appeared Serious	1	3
Victim went to hospital visit, injuries appeared Slight	14	6
TOTAL	17	11

No exception report required.

Area Manager Morgan advised that there had been 2 fatalities this year in domestic properties. In Lancaster in late May a 94 year old female who was receiving a care package and who had previously had a home fire safety check where the cause was thought to be smoking related and in Wyre in early June a 22 year old male where the cause was thought to be an electrical fault with a domestic appliance. AM Morgan advised that whenever there was a fire fatality the Service provided reassurance to the community through safe and well visits and by posting leaflets in the area to increase engagement.

- 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	2018/19 Quarter 1	2017/18 Quarter 1
	112	115

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 1 Accidental Building Fires activity, 90: -

	2017/18					2017/18			
	ADF activity	Item 1 st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Item 1 st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Q1	90	8%	37%	17%	39%	18%	30%	13%	39%
Q2						31%	34%	12%	23%
Q3						21%	42%	15%	22%
Q4						20%	41%	14%	26%

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.

	2018/19	2017/18
	% of High and Very High HFSC outcomes	% of High and Very High HFSC outcomes
Q1	66%	68%
Q2		72%
Q3		68%
Q4		71%

No exception report required.

County Councillor Perks advised that as Community Safety Champion he had attended a number of visits with community fire safety teams. He was extremely impressed with the professionalism of staff who tailored support to individual needs and asked that the thanks of the Committee be recorded and the Assistant Chief Fire Officer convey this to the staff concerned.

In response to a question from County Councillor Perks, Area Manager Morgan explained that when the system for partner referrals was set up those partners who mainly referred high risk individuals were classified on the system as preferred partners and this classification was regularly reviewed.

1.8 Road Safety Education Evaluation

This indicator reported the percentage of participants of the Wasted Lives and

RoadSense 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 1 the 'Safe Drive Stay Alive' programme had been seen by 1,675 students.

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

	2017/18 (cumulative)		2017/18 (cumulative)	
	Total participants	% positive influence on participants' behaviour	Total participants	% positive influence on participants' behaviour
Q1	5002	85%	1441	85%
Q2			2259	85%
Q3			3938	85%
Q4			10228	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
33406	18168	54%	55%

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 2018/19	Requiring formal activity – 2018/19	Requiring informal activity – 2018/19
Q1	24%	4%	70%
Q2			
Q3			
Q4			

No exception report required.

KPI 2 – Responding to Emergencies

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 1 – 2nd pump response 84.55%, previous year quarter 1 was 85.13%
No exception report required.

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 those incidents there was a single response standard which measured call handling time and fire engine response time. The response standard for the first fire engine attending a critical special call ess 13 minutes.

Standard: To be met on 90% of occasions

Quarter 1 results 88.52% achieved against a target of 90%, previous year quarter 1, 89.39%.

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
- Appliance change over
- Debrief
- Lack of equipment
- Miscellaneous
- Unavailable
- Welfare

Annual Standard: Above 99.5%

Quarter 1 availability 99.47%, previous year quarter 1 - 99.42%
No exception report required.

2.5 Staff Accidents

This indicator measured the number of staff accidents.

Total number of staff accidents 2018/19 – Year to Date, 15

Quarter 1 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 2018/19 - £54.8m

Budget to end of May 2018 as reported to Resources Committee - £10.1m

Spend for the period to date was £10.3m

Overspend for the period £0.2m

Variance 0.36%

No exception report required.

3.2 Overall User Satisfaction

Total responses 1874; number satisfied 1858

% satisfied 99.15 against a standard of 97.50

Variance 1.69%

There had been 1874 people surveyed since April 2012.

In quarter 1 of 2018/19 – 36 people were surveyed. 36 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.

A comprehensive survey was undertaken 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 improvement is shown if the percentage engagement index is greater than the previous survey.

	Period		Change
	2018/19	2016/17* * Period 3, 2016/17	
Number of Replies	489	141	247%
Engagement Index	70.13%	64%	6.13%

No exception report required

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 1 results indicate percentage pass within standard

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

No exception report required.

RESOLVED:- That the Performance Committee endorsed the quarter 1 measuring progress report and noted the contents including the 5 negative key performance indicator exception reports.

5/18 DATE OF NEXT MEETING

The next meeting of the Committee would be held on Thursday, 29 November 2018 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were agreed for 14 March 2019, 27 June 2019 and 19 September 2019.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

**LANCASHIRE COMBINED FIRE AUTHORITY
PERFORMANCE COMMITTEE**

Meeting to be held on 29th November 2018

**PERFORMANCE MANAGEMENT INFORMATION FOR 2ND QUARTER 2018/19
(Appendix 1 refers)**

Contact for further information:

David Russel, Assistant Chief Fire Officer – Tel No. 01772 866801

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 2 Measuring Progress report and note the contents of the 6 negative KPI Exception Reports.

Information

As set out in the report.

Business Risk

High

Environmental Impact

High

Equality & Diversity Implications

High – the report appraises 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 Performance Management Information	Date	Contact David Russel (ACO)
Reason for inclusion in Part 2, if appropriate: N/A		

Measuring Progress



2018-19 Quarter 2

Combined Fire Authority
29th November 2018

Lancashire Fire and Rescue Service

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Introduction

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 wholtime 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.

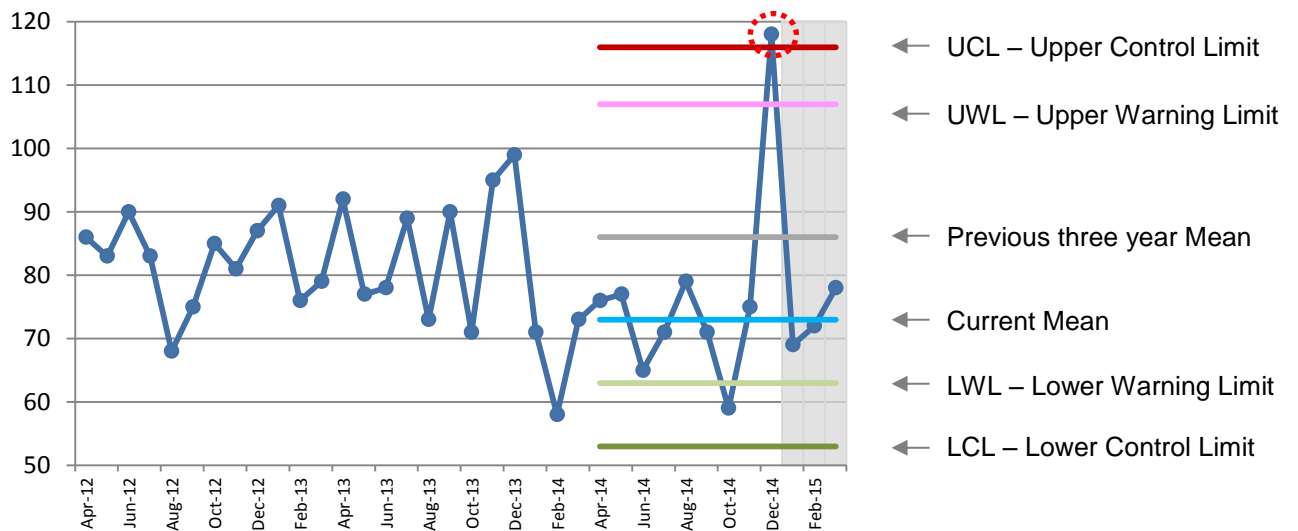
The following rules are applicable to the XmR charts and define when an exception has occurred:

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).



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 July 2018 – September 2018 six 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 – 1 st Fire Engine Attendance	↓	–	13
2.3	Fire Engine Availability – Wholetime, Day Crewing and day Crewing Plus	↓	–	16
2.4	Fire Engine Availability - Retained Duty System	↓	–	18
2.4.1	Fire Engine Availability - Retained Duty System (without wholetime detachments)	Subset of KPI 2.4 and provided for information only		21
4 - Engaging with our Staff				
4.2.1	Staff Absence - Excluding Retained Duty System	↓	–	22

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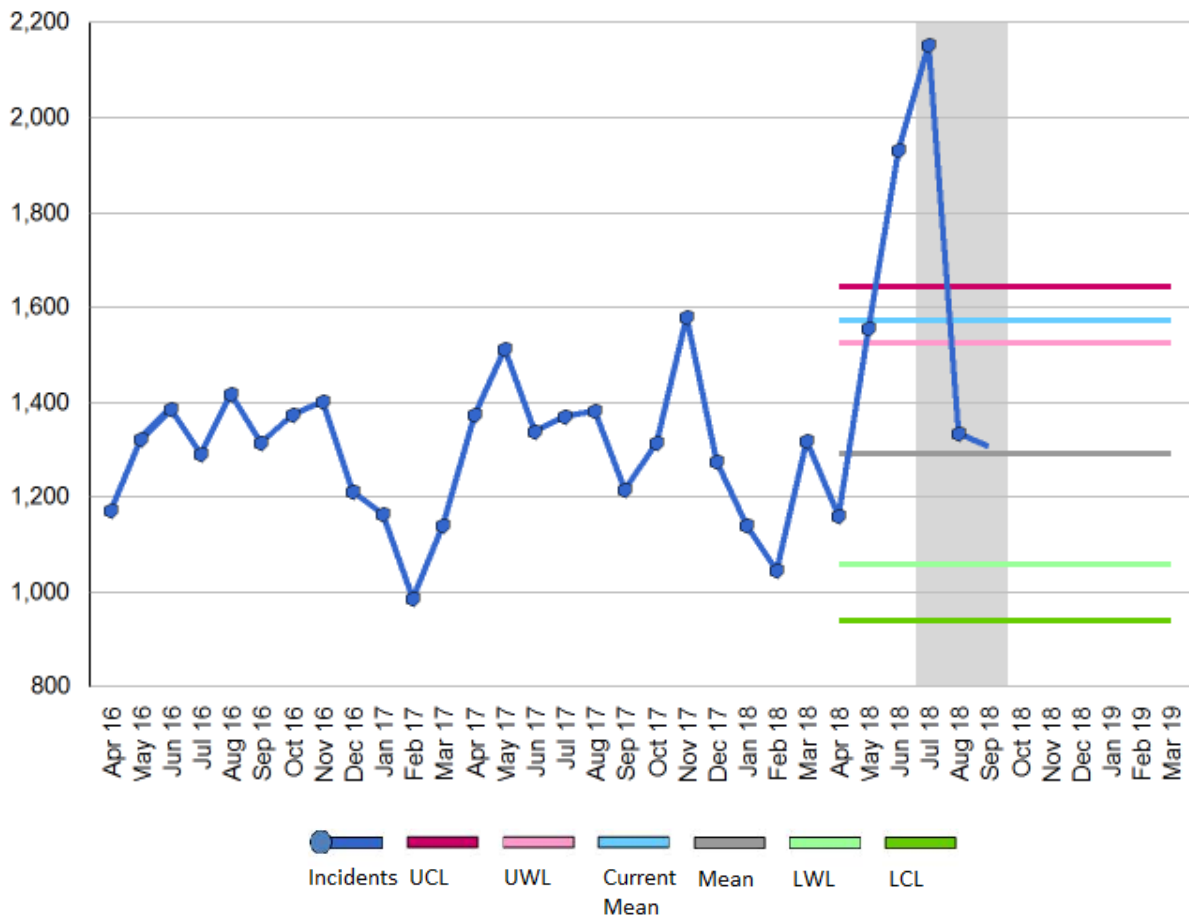
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1.2 Overall Activity

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

Quarter two activity 4785, previous year quarter two activity 3962, an increase of 20.77%.

Included within this KPI is the incident type 'Gaining Entry', where we attended on request of the North West Ambulance Service. During quarter two, we were asked to attend on 314 occasions, of which 163 resulted in the use of tools to gain entry to a property.



1.2 Number of attended incidents	Year to Date	2018/19 Quarter 2	Previous year to Date	2017/18 Quarter 2
	9424	4785	8179	3962

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
1570	1289	1320	1263	1285

What are the reasons for an Exception Report

This is a negative exception report due to a single monthly point, within quarter 2, 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 July was the cause of this KPI being in exception; recording 2,150 incidents. This is the highest single monthly activity since November 2008 (2,267) and greater than that recorded in June 2018 (1,928), which was responsible for quarter 1 being in exception.

July recorded an average of 69 incidents per day against the ten year July average of 46. Activity levels have now reduced with August and September recording a below average activity count.

Activity peaked on the 2nd of July at 120 pump attended incidents, just surpassing the 114 recorded on 27th June. Four separate days peaked above 100 daily incidents.

Accidental and not known secondary fires recorded the largest increase, rising to 404 during July; the largest single monthly count since 2005. This is a 38% increase on the 292 recorded in June.

Deliberate secondary fire activity increased in July to 411 incidents from the previous June high of 325. The 10 year July average is 245.

Further detail around secondary deliberate fires is covered in KPI 1.6.1

As report in quarter one, the prolonged warm and dry weather, which continued throughout July, contributed to the increase in secondary incidents. July recorded the lowest monthly rainfall in the North West region in the last 10 years and the highest July temperatures.

These two casual factors will have an effect on the conditions which increase the likelihood of fire; dry conditions, ignitable materials and the probability of people being in the situations which could lead to a fire incident, such as: 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, had been used to increase public awareness during the warm and dry spell; but it was the break in the weather which contributed to the main reduction in secondary fires during August and September.

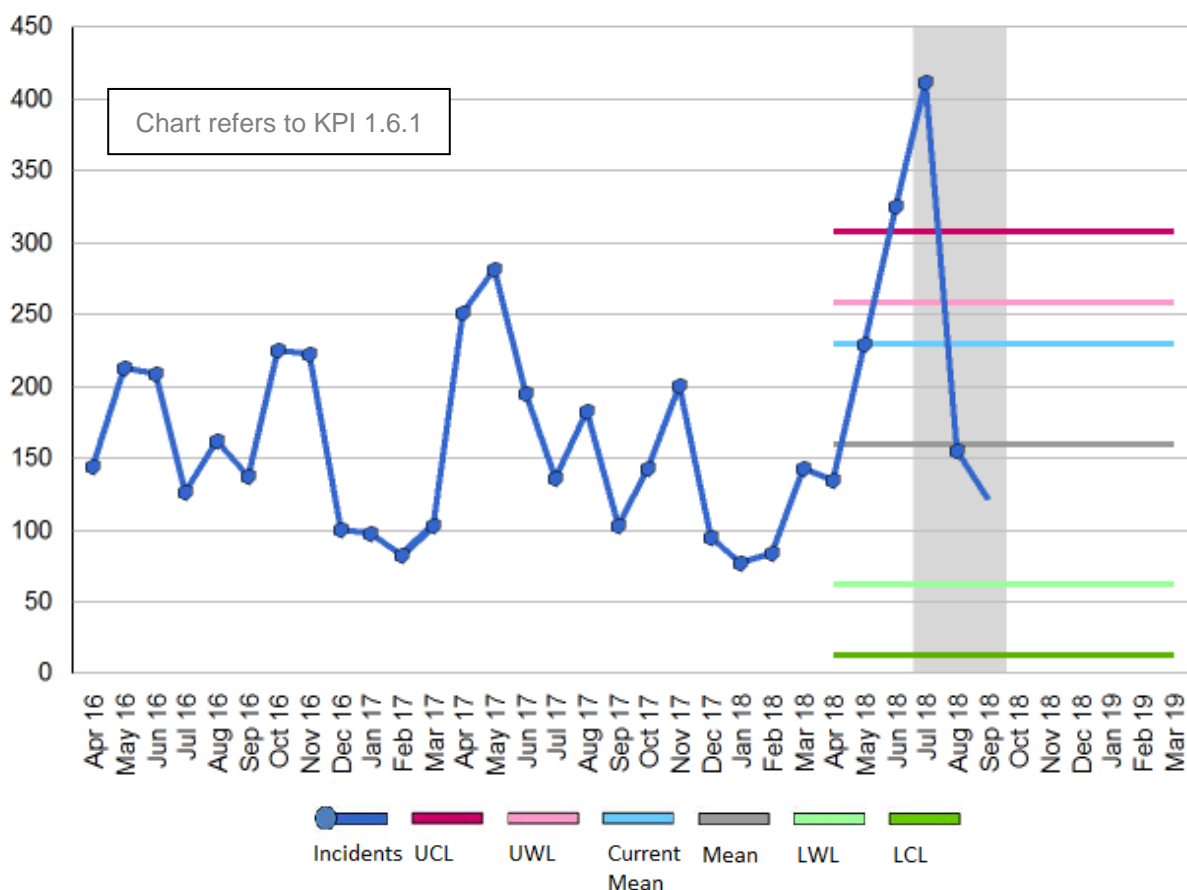
1.6 Deliberate Fires

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 two activity 686, previous year quarter two activity 419.

1.6.2 Deliberate fires (Dwellings) quarter two activity 28, previous year quarter two activity 35.

1.6.3 Deliberate fires (Non dwellings) quarter two activity 17, previous year quarter two activity 41.



Deliberate Fire Type	Year to Date	2018/19 Quarter 2	Previous year to Date	2017/18 Quarter 2
1.6.1 Deliberate Fires - ASB	1373	686	1145	419
1.6.2 Deliberate Fires - Dwellings	67	28	53	35
1.6.3 Deliberate Fires - Non Dwellings	59	17	90	41

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
	228	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 during July is the cause of the ASB KPI (1.6.1) being in exception; recording 411 Anti-Social Behaviour (ASB) fire incidents. This is the highest single monthly activity since April 2013 (521).

Coincidentally, quarter 2 recorded exactly the same number of ASB fires as recorded during quarter 1, at 687. Overall, ASB levels in quarter 2 2018/19 are 64% greater than that of quarter 2 of the previous 2017/18 year.

As the main driver behind KPI 1.2 being in exception is due to secondary fires, the same analysis applies. The following is particular to deliberate secondary fires (ASB).

Although each quarter recorded the same number of incidents there was a shift in activity within districts, with Rossendale seeing a 45% decrease between the two quarters, but with Chorley increasing 45%. Also, Wyre saw a 24% decrease but Pendle a 23% increase.

The largest increases by property type have been seen in: Outdoor - Grassland, woodland and crops, which saw increases of 80% (78 incidents in June to 141 in July).

KPI 1.6.2 (Deliberate Fires – Dwellings) and KPI 1.6.3 (Deliberate Fires - Non Dwellings) both recorded a decrease over quarter 1 and over quarter 2 of the previous year.

It is worth noting that even though the Winter Hill incident accounted for just one incident; it lasted for approx. 42 days. The subsequent impact on resources are as shown in the critical fire response KPI's.

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, the break in the weather appears to have led to a reduction in such incidents, which have now returned to normal levels.

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:

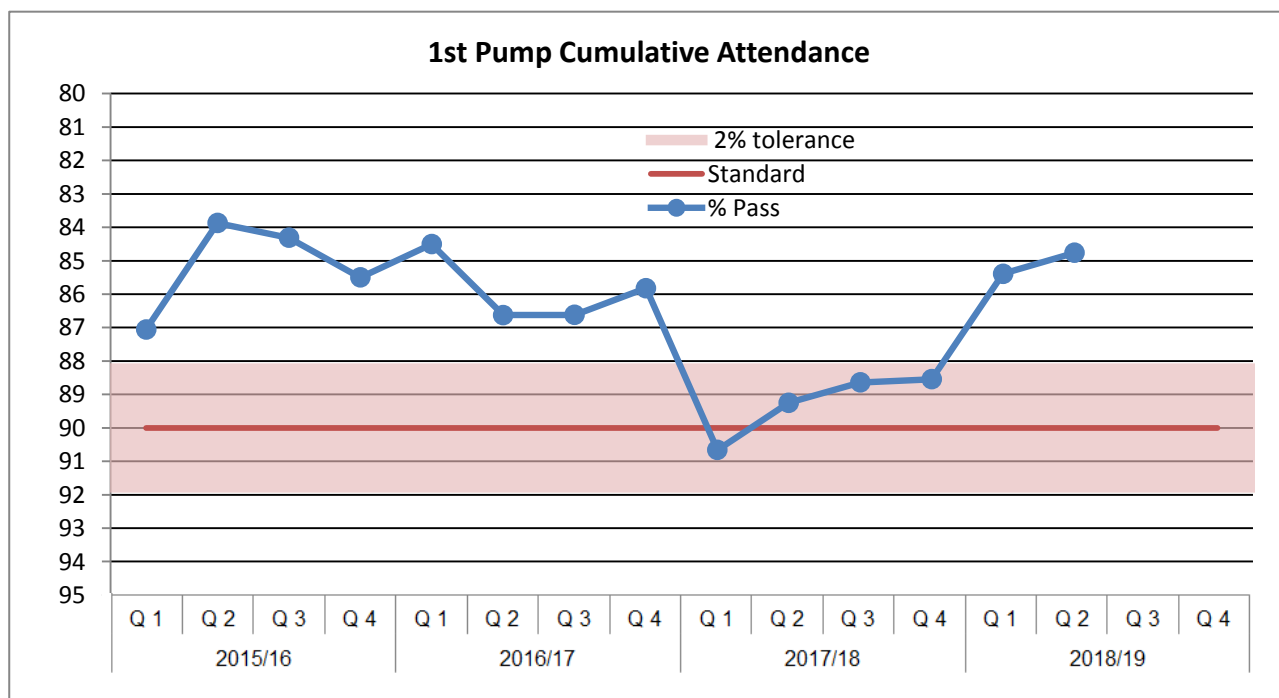
- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

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 two 1st pump response 84.00%, previous year quarter two 87.67%.

1 st pump cumulative attendance standard	Year to Date	2018/19 Quarter 2	Previous year to Date	2017/18 Quarter 2
	84.76%	84.00%	89.25%	87.67%



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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, the cumulative quarter two pass rate was 84.76%, which is outside of the 90% standard and 2 percent tolerance.

Analysis

During the 2017/18 year this KPI was within standard, however, due to the resource intensive incident of Winter Hill and the warm weather related increase in activity during June and July both caused this KPI to temporarily dip below standard during quarters 1 and 2.

The Months of August and September were both within the 2% tolerance at 87.83% and 88.56% respectively, unfortunately the month of July was below the standard, with only 75% of critical fire incidents being within standard. This led quarter 2 to return an overall pass rate of 84%.

The response achieved to non-residential buildings, particularly private garden sheds, permanent agricultural and private garages led to a reduction of the pass rate during quarter 2.

Resources engaged during the Winter Hill incident, which lasted the whole of July and in to the first week of August, had a negative impact on critical fire response. During this period there were 149 critical fire incidents, of which, just 77.85% were attended within standard.

The response to critical fire incidents in the week immediately following the Winter Hill stop message achieved 85.71%.

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 2 narratives indicates that the 'Extended travel distances to incident', which accounted for 48% of returns, was the main reason for missed attendance times. This aligns with pumps having to cover a wider area due to resources engaged at Winter Hill.

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

	2017/18						2018/19					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Failed	123	136	140	135	106	117	108	139	150	123	94	108
Incidents	105	118	126	119	95	102	94	124	121	93	83	97
% Pass	85.4%	86.8%	90.0%	88.1%	89.6%	87.2%	87.0%	89.2%	80.7%	75.6%	88.3%	89.8%

Over the quarter two period, 42% of the failures failed by less than 60 seconds.

The Call handling monthly [median] call handling times are shown below in seconds.

	2017/18						2018/19					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Median Seconds	80	79	79	78	77	76	70	73	74	75	78	65

Actions being taken to improve performance?

The reduction in performance appears to have been related to the prolonged warm and dry period, particularly, the protracted Winter Hill incident. Once the incident had been closed and we moved into the autumn season, there has been an improvement in response back in line with that achieved during 2017/18.

Ongoing actions by Heads 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 continue to improve performance.

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

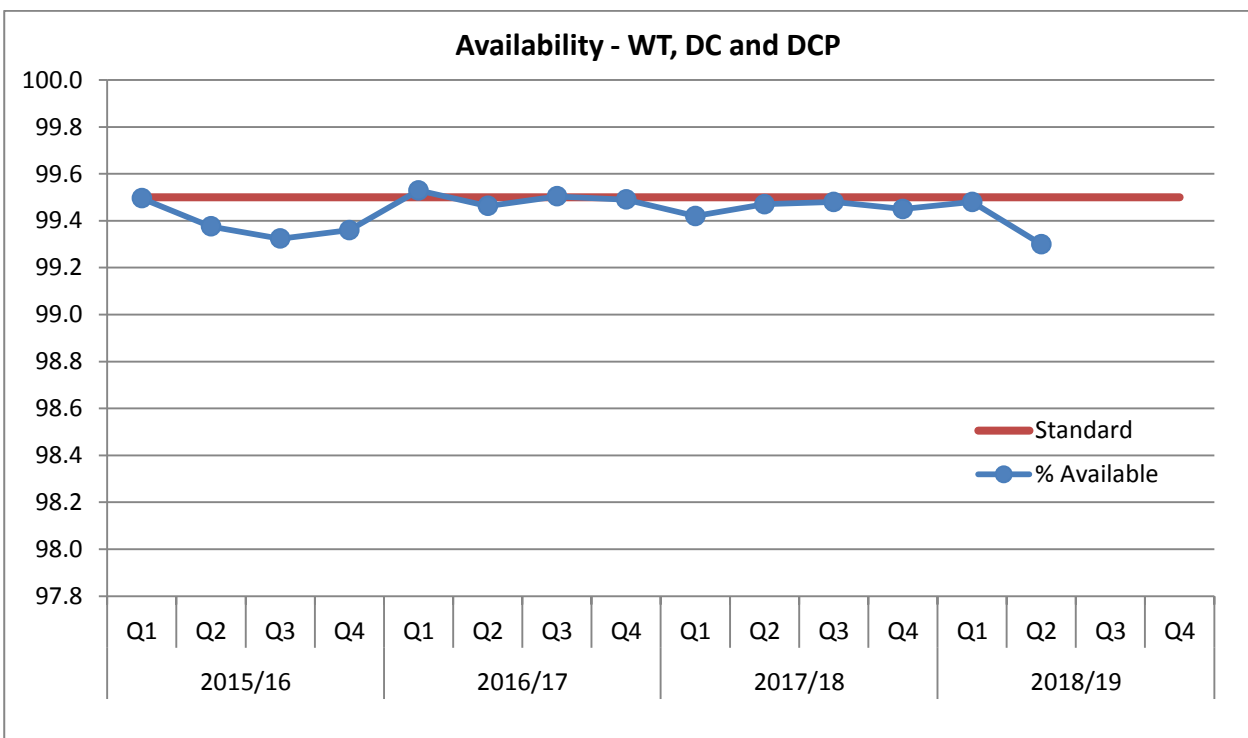
This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.

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 two availability 99.30%, previous year quarter two 99.47%.



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 two being below the 99.5% standard.

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Analysis

This KPI has been very near the standard for some time, so the effect of the prolong Winter Hill incident has caused Wholetime (WT) availability to drop below the 99.5% standard.

The table below shows the WT availability for each individual month of quarter 1 and 2. The decrease in availability starting in June, being most pronounced in July and then increasing during August; then returning to above standard levels in September.

These periods coincide with the Winter Hill incident, which started on 28th June and the final stop message being sent on 8th August 2018.

	Quarter 1			Quarter 2		
	Apr	May	Jun	Jul	Aug	Sep
Standard achieved	99.61%	99.61%	99.22%	98.27%	99.47%	99.65%

The reason of 'Crew welfare' featured most prominently during July as to why a pump was off the run. This was followed by 'Mechanical', 'Repairs' or 'Damage'. This is consistent with the geography of the moorland fire and the physical stress placed upon appliances over a prolonged period.

A change in the process of recording the off the run reason by North West Fire Control (NWFC) will mean that instances of switch crewing, where a crew operates a special appliance in place of a pump, can be more easily filtered from the results. This will help improve performance as the pump is technically available for use.

Actions being taken to improve performance

As the decrease in availability appears to have been related to the Winter Hill incident it is expected that this KPI will now return to normal levels. This is corroborated by the improvement in availability for the month of September, which is now within standard.

This KPI will continued to be monitored and the newly implemented off the run recording practices by NWFC can be included in the reporting process.

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.

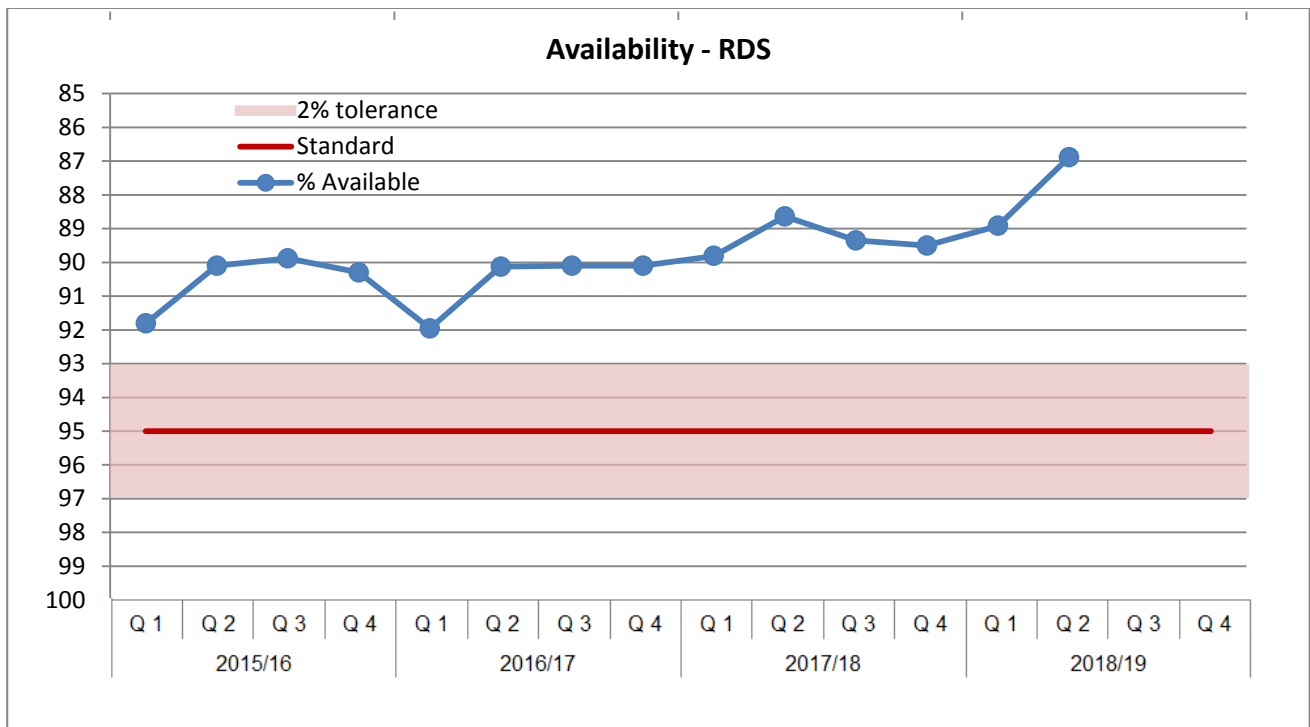
Fire engines are designated as unavailable (off-the-run) for the following reasons:

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

The percentage of time that RDS crewed engines are available for quarter two was 84.88%, previous year quarter two 87.49%, a decrease of 2.85%. The previous quarter (April to June 2018) recorded 88.92%.

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 two being below the standard and outside of the two per cent tolerance.

Analysis

Quarter 2 availability decreased by 4.04% over that achieved for quarter 1. August recorded the lowest RDS availability of the year to date, at 83.14%.

The Winter Hill incident has been highlighted in the exception report for KPI 2.3 as to the decrease in availability, which can also be used to explain the decrease in RDS availability during July, with the table below showing the decrease during the moorland fire incident.

A further drop during August could be attributed to the school holiday period to cover child care and the summer holiday season.

	Quarter 1			Quarter 2		
	Apr	May	Jun	Jul	Aug	Sep
Standard achieved	89.95%	89.41%	87.39%	85.69%	83.14%	85.85%

Local level monitoring continues with additional analysis at pump level showing that just six stations continue to account for the largest proportion of off the run hours, with these stations' accounting for 48.8% 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 1; 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, 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 whole-time detachments).

Performance indicator: 2.4.1 Fire Engine Availability – Retained Duty System (without whole-time 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 whole-time 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 two was 80.04%. This excludes the whole-time detachments shown in KPI 2.4

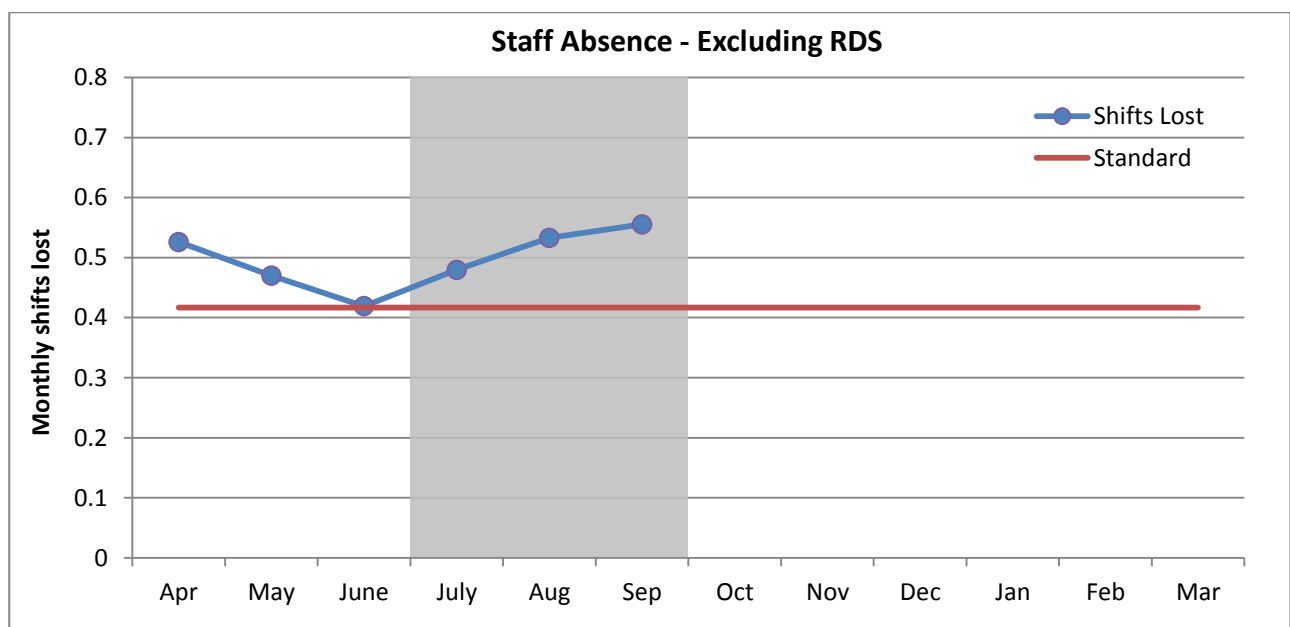
Standard: As a subset of KPI 2.4 there is no standard attributable to this KPI.

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	2.982
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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 two.

Analysis

During quarter two July 2018 - September 2018, absence statistics shows above target for all three months. Shifts lost showed a monthly increase from July through to September for uniformed personnel, however they still remain under the target for absence. Non-uniformed personnel are considerably above the target over all three months. The main reasons continue to be cases of mental health and muscular-skeletal.

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At the end of September the cumulative totals show that non-uniformed staff absence was above target at 4.6 shifts lost per employee, for whole-time staff absence was below target at 2.4 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 2.9 shifts lost which is above the Service target of 2.50 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	↑	26
1.3	Accidental Dwelling Fires	↑	27
1.3.1	ADF - Extent of Damage	↑	28
1.3.2	ADF - Number of Incidents Where Occupants have Received a HFSC	↓	28
1.4	Accidental Dwelling Fire Casualties	↔	29
1.5	Accidental Building Fires (Non Dwellings)	↓	30
1.5.1	ABF (Non Dwellings) - Extent of Damage	↓	31
1.7	Home Fire Safety Checks	↓	32
1.8	Road Safety Education Evaluation	↔	33
1.9.1	Fire Safety Enforcement - Known Risk	↓	34
1.9.2	Fire Safety Enforcement - Risk Reduction	↑	34
2 - Responding to Emergencies			
2.1.2	Critical Fire Response - 2nd Fire Engine Attendance	↑	35
2.2.1	Critical Special Service - 1 st Pump Attendance	↑	36
2.5	Staff Accidents	↓	37
3 - Delivering Value for Money			
3.1	Progress Against Savings Programme	↓	38
3.2	Overall User Satisfaction	↑	39
4 - Engaging with our Staff			
4.1	Overall Staff Engagement	↑	40
4.2.2	Staff Absence - Retained Duty System	↑	41

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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

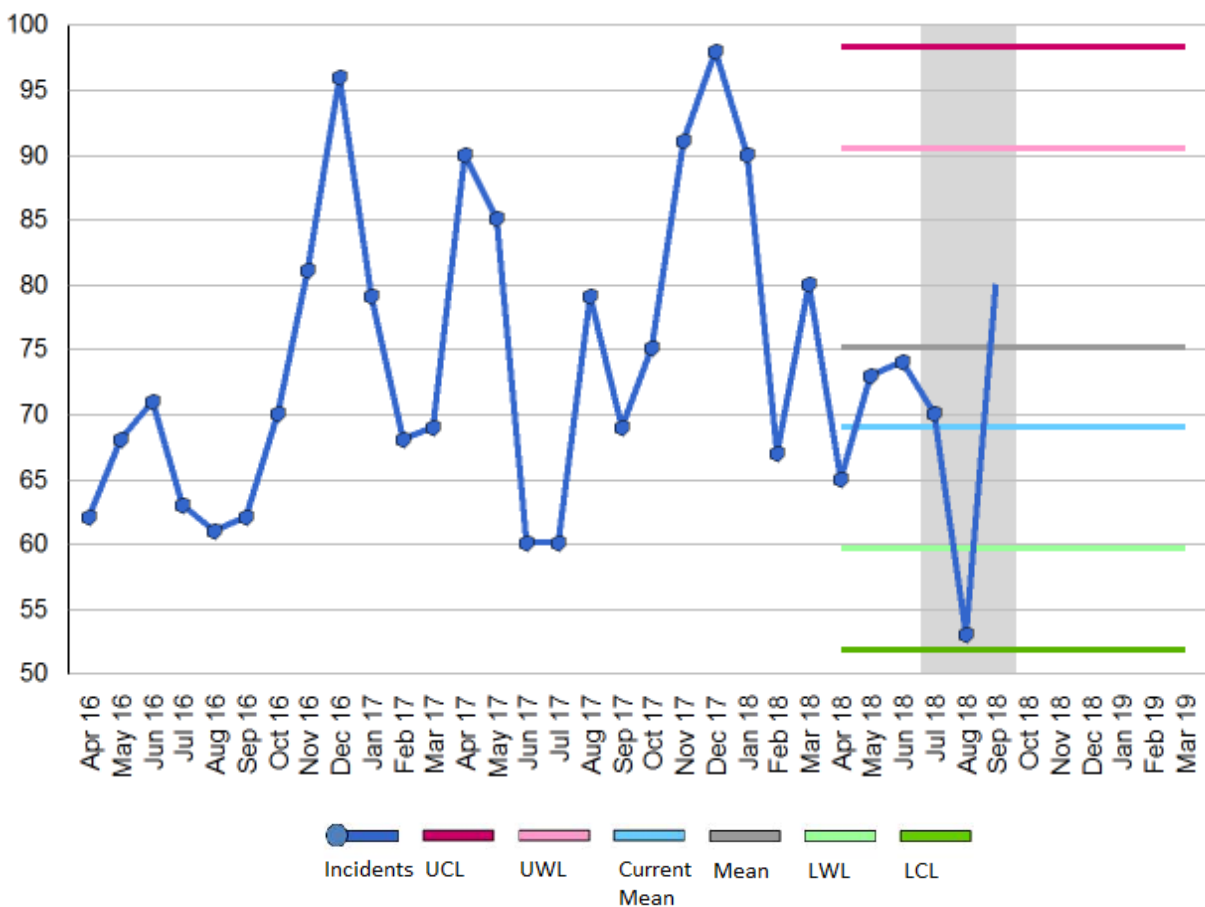
Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2017 count	25	74	321	521	32398
2018 count	22	74	321	524	32114
Change	 -12% Overall reduction in Very High risk SOA's	 0% Overall reduction in High risk SOA's	 0% Overall increase in Medium risk SOA's	 1% Overall reduction in Low risk SOA's	 -1%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

1.3 Accidental Dwelling Fires

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

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or 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 two activity 197, previous year quarter two activity 208, a decrease of 5%.



1.3 Accidental Dwelling Fires	Year to Date	2018/19 Quarter 2	<i>Previous year to Date</i>	<i>2017/18 Quarter 2</i>
		411	197	443
			208	

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
69	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 two 27%, quarter two of previous year 23%. Percentage limited to room of origin in quarter two 60% quarter two previous year 61%, limited to floor of origin in quarter two 8%, quarter two previous year 7% and spread beyond floor 5%, previous year 9%.

	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	152	24%	60%	11%	6%	↑	23%	59%	11%	7%
Quarter 2	130	27%	60%	8%	5%	↑	23%	61%	7%	9%
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.

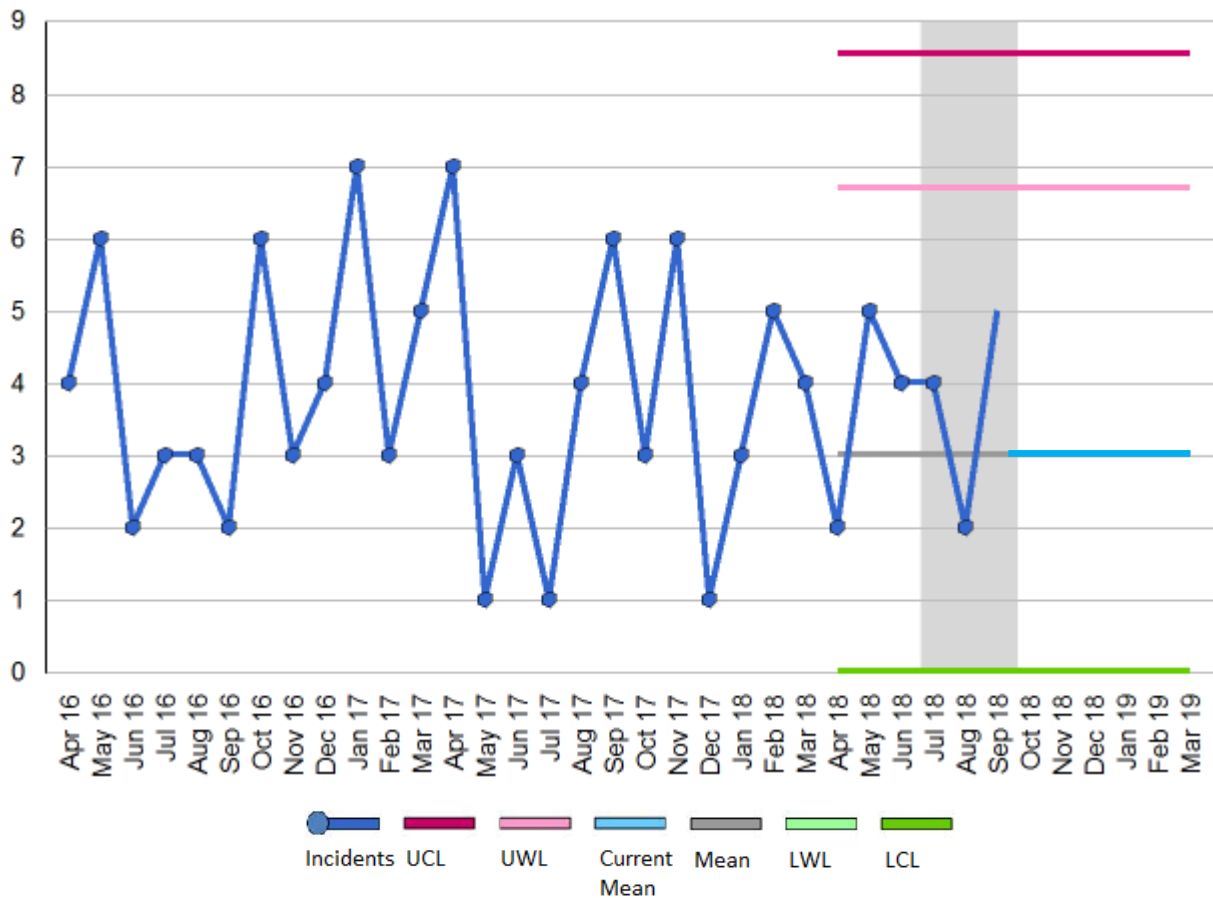
	2018/19		2017/18	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC
Quarter 1	21	10%	15	6%
Quarter 2	15	8%	20	10%
Quarter 3			15	6%
Quarter 4			18	8%

Analysis: Of the 15 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 7 had 'Heat and smoke damage only', 2 resulted in damage 'Limited to item first ignited' and 6 'limited to room 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.

One fatality occurred during quarter two. One casualty is also recorded as serious and 9 slight. Quarter two of the previous year recorded 1 serious and 10 slight.



Casualty Status	Year to Date	2018/19 Quarter 2	Previous year to Date	2017/18 Quarter 2
Fatal	3	1	2	0
Victim went to hospital, injuries appear Serious	2	1	4	1
Victim went to hospital, injuries appear Slight	17	9	16	10
Total	22	11	22	11

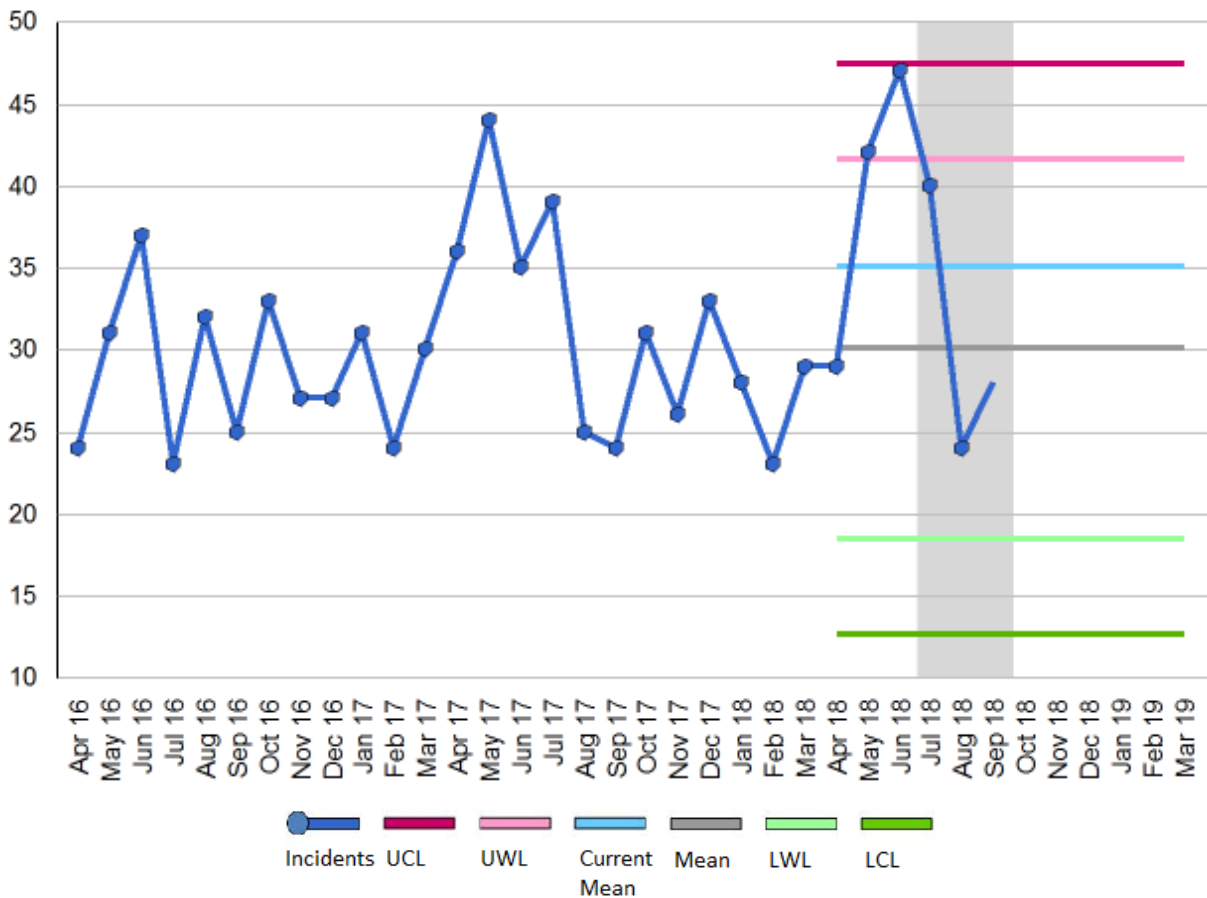
The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2017/18	2016/17	2015/16
3	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 two activity 92, previous year quarter two activity 88.



1.5 Accidental Building Fires	Year to Date	2018/19 Quarter 2	<i>Previous year to Date</i>	<i>2017/18 Quarter 2</i>
		210	92	203
			88	

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
35	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 two 13%, quarter two of previous year 31%. Percentage limited to room of origin in quarter two 28%, quarter two previous year 34%, limited to floor of origin in quarter two 19%, quarter two previous year 12% and spread beyond floor 40%, previous year 23%.

	*ABF activity	2018/19				↑/↓	2017/18			
		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	98	4%	33%	13%	50%	↓	18%	30%	13%	39%
Quarter 2	75	13%	28%	19%	40%	↓	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 two 3304, percentage of high risk HFSC outcomes in quarter two 67%.
Count of HFSC's in quarter two of the previous year 3241, percentage high risk 72%.**

	2018/19		↑/↓	2017/18	
	<i>HFSC completed</i>	<i>% of High HFSC outcomes</i>	Progress	<i>HFSC completed</i>	<i>% of High HFSC outcomes</i>
Quarter 1	2809	66%	↓	3099	68%
Quarter 2	3304	67%	↓	3241	72%
Quarter 3				2630	68%
Quarter 4				3008	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 total participants in quarter 2 is in line with previous years and is a result of the school summer holiday period. The crashed car displays were shown at 23 different events during quarter 2.

There was a total of 981 participants during quarter 2, with a percentage of positive influence^[1] on participant's behaviour for the current year to date of 85%.

	2018/19 (Cumulative)		↑/↓	2017/18 (Cumulative)	
	Total participants	% positive influence on participants behaviour	Progress	Total participants	% positive influence on participants behaviour
Quarter 1	5002	85%	↕	1441	85%
Quarter 2	5983	85%	↕	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 33759, number of premises audited to date 18286 (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
33759	18286	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 two 30%, previous year quarter two 26%

Requiring formal activity in quarter two 10%, previous year quarter two 9%

Requiring informal activity in quarter two 56%, previous year quarter two 65%

	2018/19			↑/↓ Progress	2017/18		
	Satisfactory audits	Requiring formal activity	Requiring informal activity		Satisfactory audits	Requiring formal activity	Requiring informal activity
Quarter 1	24%	4%	70%	↓	26%	8%	64%
Quarter 2	30%	10%	56%	↑	26%	9%	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:

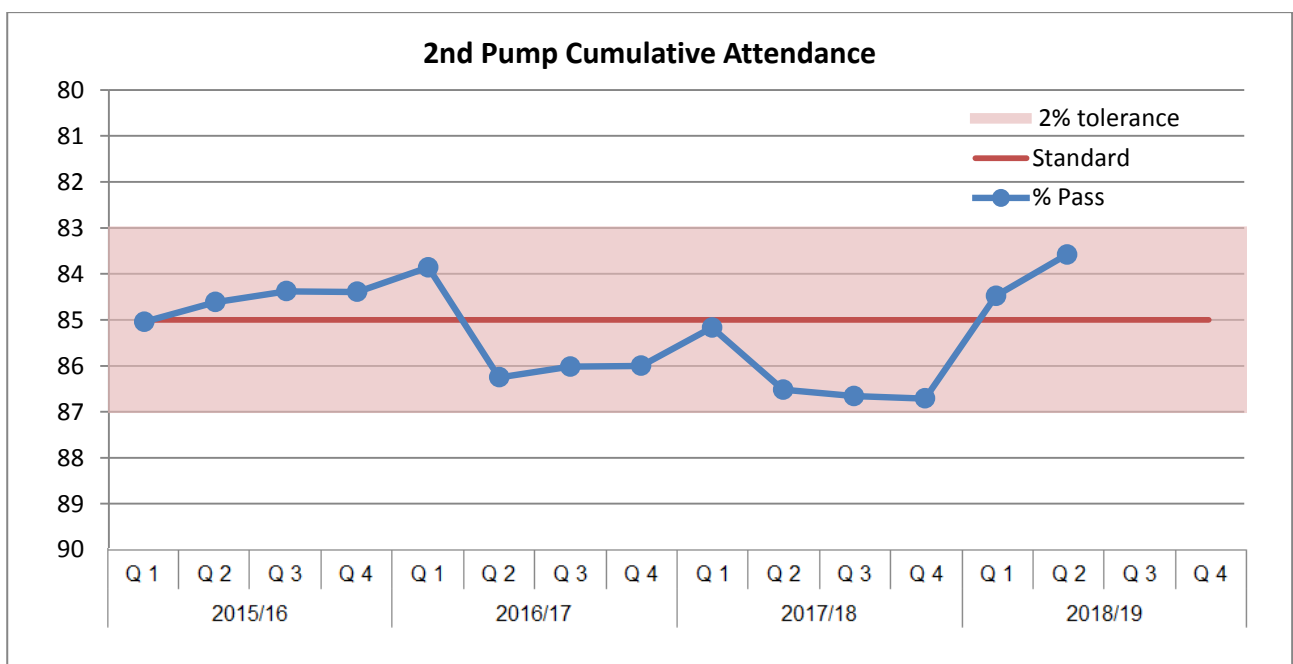
- Very high risk area = 9 minutes
- High risk area = 11 minutes
- Medium risk area = 13 minutes
- Low risk area = 15 minutes

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 two 2nd pump response 82.48%, previous year quarter two 88.03%.

2 nd pump cumulative attendance standard	Year to Date	2018/19 Quarter 2	Previous year to Date	2017/18 Quarter 2
	83.58%	82.48%	86.52%	88.03%



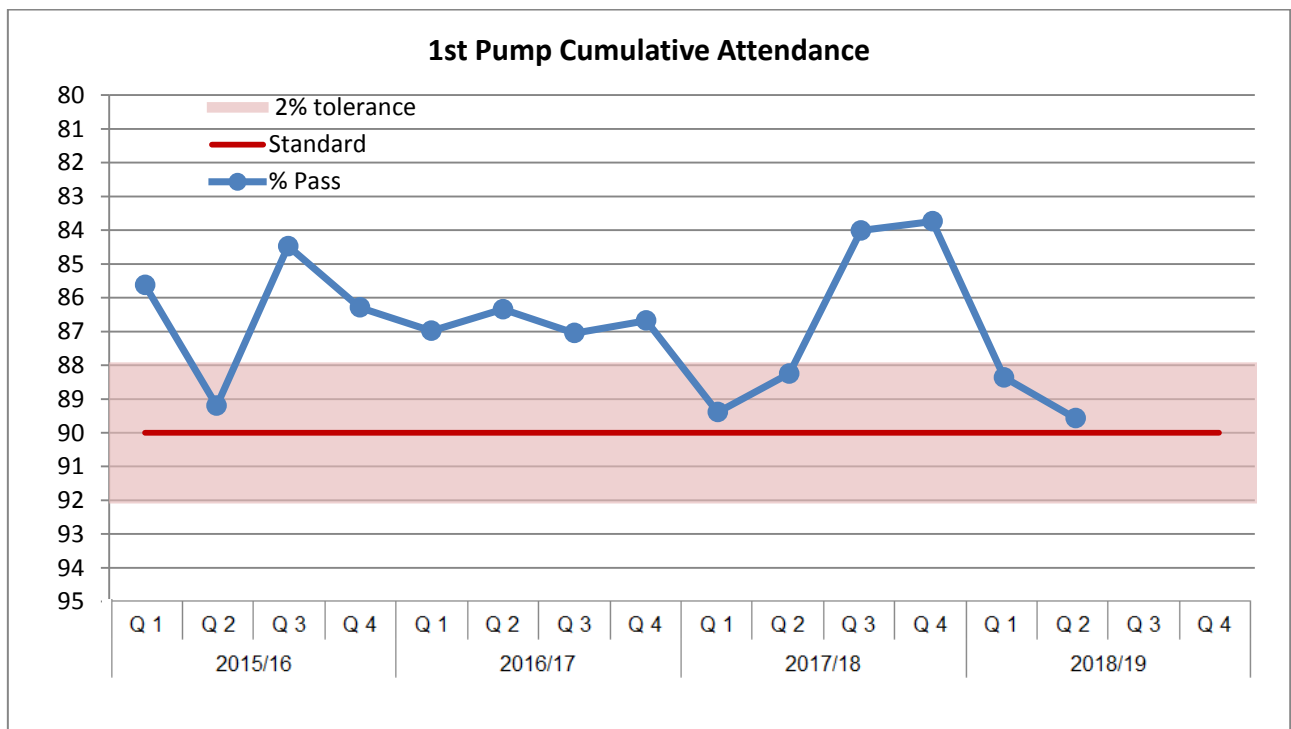
2.2.1 Emergency Response Standard - Critical Special Service - 1st Fire Engine Attendance

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and 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 service call is 13 minutes.

Standard: 90% of occasions.

Quarter two response percentage pass rate 90.78%, previous year quarter two 87.27%

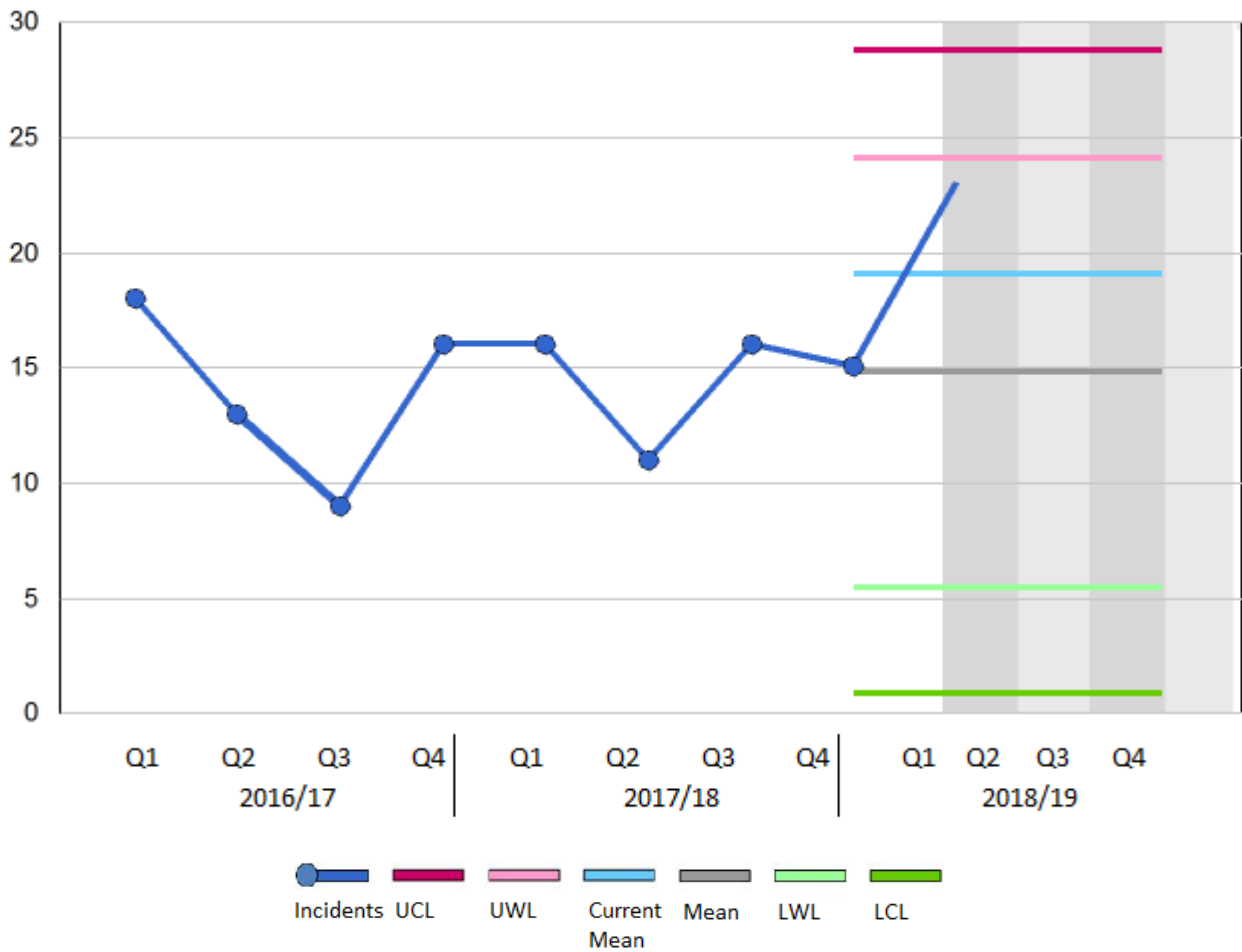
1 st pump cumulative attendance standard	Year to Date	2018/19 Quarter 2	Previous year to Date	2017/18 Quarter 2
	89.57%	90.78%	88.25%	87.27%



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 two 23. Previous year quarter two 16.



Total number of staff accidents	Year to Date	2018/19 Quarter 2	Previous year to date	2017/18 Quarter 2
	38	23	32	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
19	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 September 2018 £27.8 million. The spend for the same period is £28.1 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 30 September of £27.8 million. The spend for the same period was £28.1 million. This gives an over spend for the period of £0.3 million.

Variance:

0.55%

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.

95 people were surveyed in quarter one, 92 responded that they were very or fairly satisfied.

Question	Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everything in to account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service?	1955	1936	99.03%	97.50%	1.57%

There have been 1,955 people surveyed since April 2012.

In quarter two of 2018/19 - 95 people were surveyed. 92 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%

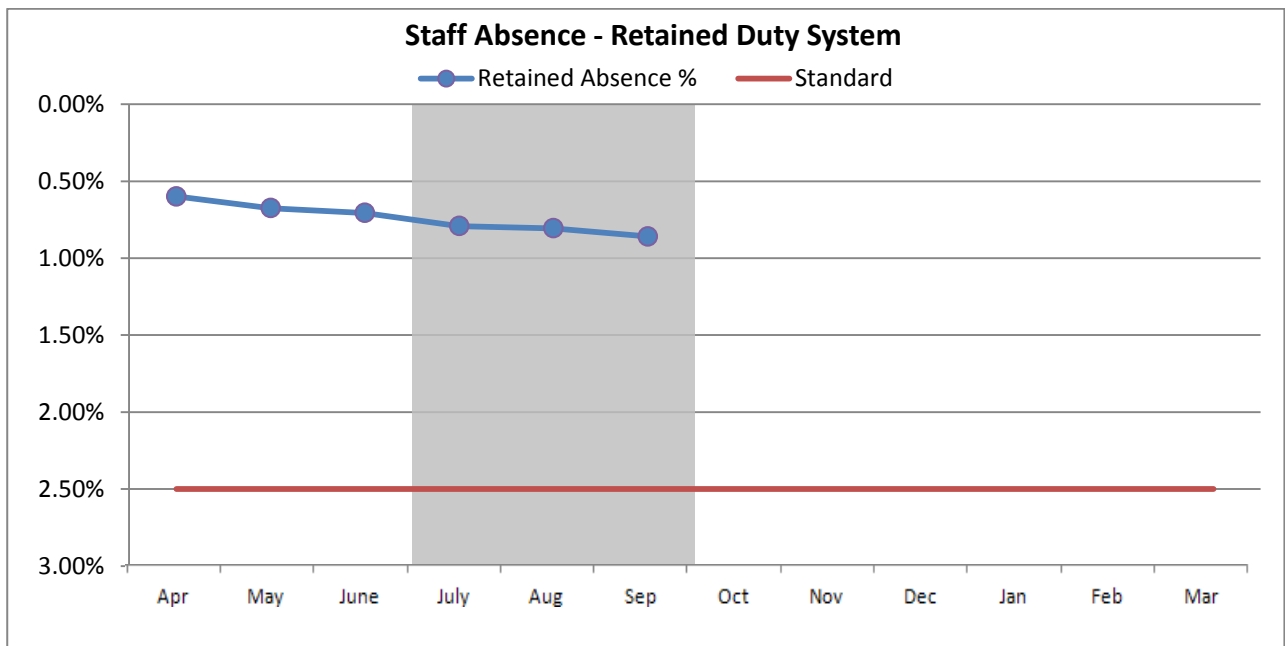
*Period 3, 2016/17

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 two, 0.86%

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



Cumulative retained absence (as % of available hours of cover)	0.86%
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