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LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Thursday, 14 March 2019 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 - 60)

5. DATE OF NEXT MEETING

   The next scheduled meeting of the Committee has been agreed for 10:00 hours on 27 June 2019 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

   Further meetings are: scheduled for 19 September 2019 and 28 November 2019
   proposed for 4 March 2020

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.

LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Thursday, 29 November 2018, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

S Holgate (Chairman)
P Britcliffe
S Clarke
F De Molfetta (for M Tomlinson)
M Khan (Vice-Chairman)
M Parkinson (for Z Khan)
M Perks
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

J Johnston, Deputy Chief Fire Officer (LFRS)
D Russel, Assistant Chief Fire Officer (LFRS)
S Morgan, Head of Service Delivery (Pennine, Eastern and Southern) (LFRS)
J Keighley, Assistant Member Services Officer (LFRS)

In attendance

T Tracey, Senior Operations Manager (NWFC)
G Basson, Operations Manager (NWFC)

6/18 APOLOGIES FOR ABSENCE

Apologies were received from County Councillors L Beavers and M Tomlinson and Councillor Z Khan.

7/18 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

8/18 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 13 September 2018 be confirmed as a correct record and signed by the Chairman.

9/18 PERFORMANCE MANAGEMENT INFORMATION

The Chairman, County Councillor Holgate welcomed Tessa Tracey, Senior Operations Manager and Ged Basson, Operations Manager, North West Fire Control (NWFC) who had been invited to present Members with an overview on how NWFC were improving their performance on call handling and how they managed the Moorland incidents during the summer months.

Mrs Tracey gave an update to Members on the total average breakdown of emergency calls that NWFC handled each year for each Fire and Rescue Service which included small fires, house and building fires, road traffic collisions with people trapped in vehicles, flooding both in buildings, local areas and environmental risks such as chemical and fuel spillages. In addition, NWFC looked after a diverse range of risk premises throughout the North West. To reassure Members with their issues regarding the time of call to time of mobilising, Mrs Tracey advised that NWFC had a target of 90 seconds and over the last two quarters the figures had remained quite static.

In relation to improving performance and working with Control Room Operators (CRO), NWFC was looking at the following:

- Automatic call distribution (ACD) system which distributed the calls between staff and presented the call to the CRO who had been available in the ACD for the longest time and if a CRO did not answer the call within 5 seconds it would ring around the room. In addition, NWFC was monitoring activity levels, ensuring CRO's were fully available and exploring staffing efficiencies.

- Time of call to time of mobilisation where each CRO had to complete 2 call handling self-assessments each month to make sure that they were applying the correct processes to their call handling.

- Specific incidents that take longer, rescues of persons in height and water and Road Traffic Incidents NWFC was going to work with the FRS's to investigate better ways of working.

- Bespoke call handling assessments for specific Fire and Rescue Services which would include Lancashire. This would include identifying the calls which were taking longer to handle and NWFC would work with Lancashire to address the issues.

In addition, NWFC was delivering a training strategy to all their staff in relation to emergency call management. This would make sure that all staff were following the staged (1 to 3) approached to emergency call handling system and the benefits of call challenge which reduced the number attendances to incidents were discussed.

NWFC had also employed an Information Data Manager. The role was to provide quality statistics to enhance the reporting and identify specific target area's for improvement.

Ged Basson, Operations Manager gave Members an overview on the water safety board project partnership working between United Utilities (UU), Fire and Rescue Services and NWFC to assist with call handling times in relation to rescue of persons in water. He explained that UU had paid for water safety boards in 3 lakes across Lancashire to reduce fatalities and injuries which would immediately identify the location of the caller which would improve performance and ensure a quicker call handling and response time. In addition, safety equipment was attached to the safety board to enable the caller to assist in rescuing the person in water. It was noted that UU was very impressed with the water boards and would be placing them around more lakes and would extend this across Cumbria, Cheshire and Merseyside.

Members were given an overview of the NWFC experiences of the Moorland incidents and how they maintained the Service during the Moorland fires. NWFC adopted their Spate Conditions way of working and when it became apparent the Moorland grass fires were increasing NWFC proceeded into this well-rehearsed way of working. In addition, staffing levels were increased and the training/resilience room was opened. It was noted that NWFC did continue to maintain fire cover within the key station areas throughout the period of the Moorland Fires and were extremely proud that throughout the intense period of activity that there were no fatalities in the North West region in relation to the Moorland Fires.

Members noted a comparison of Lancashire statistics during a 2 week period (26 June to 9 July 2018) between activity levels 2018/17 which gave an appreciation of the call volumes that NWFC was managing throughout that time. In relation to improving performance, NWFC had ongoing projects which included an upgrade to their integrated communications control system, this allowed an enhanced mobile phone location of caller to 5m radius which was due go live on 30 April 2019. Other improvements would be the mobilising rules on the system (CRO's were required to read before mobilising) this would enhance the way they were presented to separate those that were for information only and those that would affect mobilisations.

The Chairman, County Councillor Holgate thanked Mrs Tracey and Mr Basson for their presentation and the Committee asked that Members' appreciation be extended to all those involved at NWFC.

In response to a question raised by Councillor Smith regarding an application for mobile phone location, Mr Basson confirmed that it was the same technology used by NWFC which allowed them to identify the callers' precise location.

In response to a question raised by Councillor Smith, Mrs Tracey advised that as part of the recruitment process for CRO it was not essential for them to speak additional languages. However NWFC had a system called 'Language Line'. This allowed a CRO to have access to an interpreter via a conference call. The CRO would then engage in the normal questioning technique. Quite often callers who could speak limited English did know their postcode.

In response to a question raised by County Councillor Clarke regarding call challenge, Mrs Tracey confirmed that the CRO's would advise the caller to call back if circumstances did change or if there was any doubt NWFC would make the attendance.

The Assistant Chief Fire Officer advised Members that this was the 2nd quarterly report for 2018/19 as detailed in the Risk Management Plan 2017-2022. In addition, the Assistant Chief Fire Officer reported that of the 6 negative Key Performance Indicators' (KPI) with the exception of 4.2.1 staff absence there were a number of inter related points to be considered for the reasons why they were in negative exception. The Assistant Chief Fire Officer emphasised that if the Service were reviewing incredibly high activity levels, particularly around grass fires this would have an impact on the KPI's in relation to deliberate fires and anti-social behaviour fires which in turn would affect the Service's ability to meet our emergency response standards and if the Service did not meet one KPI it would have an impact on the other 4 KPI's.

The report showed there were 6 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:-

1.2 Overall Activity

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

Quarter 2 activity 4,785, previous year quarter 2 activity 3,962, an increase of 20.77%.

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 2 we were asked to attend on 314 occasions, of which 163 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 July was the main cause of the exception with 2,150 incidents recorded; 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. Members noted that July recorded an average of 69 incidents per day against the 10 year July average of 46. The activity levels had now reduced with August and September recording a below average activity count. Activity peaked on the 2 July at 120 pump attended incidents, which just surpassed the 114 recorded on 27 June and on 4 separate days peaked above 100 daily incidents. It was accidental and not secondary fires which accounted for the largest increase, raising to 404 during July; the largest single monthly count since 2005. This was a

38% increase on the 292 recorded in June. As reported in quarter 1 It was probable that 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 would have had an effect on the conditions which increased the likelihood of fire, dry conditions, ignitable materials and the probability of people being in situations that could of led to a fire incident.

In terms of actions being taken to improve performance, it would be very difficult to specifically target an intervention which would result in a reduction of the overall activity. The Assistant Chief Fire Officer reassured Members that the Service Performance beyond quarter 2 had started to realign which should bring this KPI back in within the performance parameters. The Service would certainly expect to see realignment towards quarter 3 and if not within quarter 4 as the reason for this exception report was the high peak within one particular month.

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 2	2017/18 Quarter 2
1.6.1 Deliberate Fires – Anti-Social Behaviour	686	419
1.6.2 Deliberate Fires – Dwellings	28	35
1.6.3 Deliberate Fires – Non-Dwellings	17	41

This was a negative exception report due to a single monthly point of the XmR chart being beyond the upper control limit. The control limits were calculated based upon a standard deviation calculation of the previous 3 years activity.

High activity levels during July were the main cause of the Anti-Social Behaviour (ASB) KPI being in exception. This was the highest single monthly activity since April 2013 (521). It was noted that quarter 2 had recorded the exact same number of ASB fires as recorded during quarter 1 (687) Overall, the ASB levels in quarter 2 were 64% greater than that recorded in quarter 2 in 2017/18. Although each quarter recorded the same number of incidents there was a shift in activity within districts, Rossendale 45% decrease between quarter 1 and 2, however Chorley increasing by 45%, Wyre 24% decrease and Pendle 23% increase. The largest increases by property type were in: Other outdoors (including land) and 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.
Members noted that even though the Winter Hill incident accounted for just one incident; it lasted for approximately 42 days. The subsequent impact on resources was shown in the critical fire response KPI's.

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.

The Assistant Chief Officer reassured Members that the Service was confident that this KPI would realign within the appropriate performance parameter for quarter 3.

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 2 – 1st pump response 84.00%, previous year quarter 2 was 87.67%

This was a negative exception report due to critical fire 1st pump response being below the standard. Overall, quarter 2 pass rate was 84.76%, 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 due to warm weather, combined with the resource intensive incident of Winter Hill, caused this KPI to temporary 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 which led quarter 2 to return an overall pass rate of 84%. The response achieved to non-residential buildings, particularly private garden sheds, garages and permanent agricultural led to a reduction of the pass rate during quarter 2. Even though the resources engaged during the Winter Hill incident which lasted the whole of July and into the first week of August, did have a negative impact on critical fire response. It was noted 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 incident stop message achieved 85.71%. The Officer in Charge was 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 implied that the 'Extended travel distances to incident' which accounted for 48% of returns was the main reason for missed attendance times. This aligned with pumps having

to cover a wider area due to resources engaged at Winter Hill.

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

County Councillor De Molfetta reported as the Service was unable to obtain the performance information from other Fire and Rescue Authorities to compare their activity levels, LFRS should be very satisfied with their performance for this quarter.

The Deputy Chief Officer advised Members that if the Service adapted its way of working to the number of raising incidents / activities this would prove to be very positive and the possibility of looking at the Service target parameters for next year was discussed which would be considered again at a future Planning Committee.

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 2 availability 99.30%, previous year quarter 2 - 99.47%

This was a negative exception report due to the cumulative RDS availability to the end of quarter 2 being below the 99.5% standard.

It was noted that this KPI had been very near the standard for some time, so the effect of the prolong Winter Hill incident had cause WT availability to drop below the 99.5% standard.

Members noted that the decrease in availability had started in June, being most pronounced in July and then increasing during August; then returning to above standard levels in September. These periods coincided with the Winter Hill incident, which started on the 28 June and the final stop message being sent on 8 August.

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 was 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) would mean that instances of switch crewing, where a crew operates a special appliance in place of a pump, could be more easily filtered from the results. This would improve performance as the pump was technically available for use.

As the Winter Hill incident appeared to be related to the decrease in availability it was expected that this KPI would now return to normal levels. This was corroborated by the improvement in availability for the month of September, which was now within standard.

This KPI would continue to be monitored and the newly implemented off the run recording practices by NWFC could be included in the reporting process.

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 2 was 84.88%, previous year quarter 2 was 87.49%, a decrease of 2.85%.

The previous quarter (April to June 2018) recorded 88.92%.
Annual Standard: Above 95%.

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

Quarter 2 availability decreased by 4.04% over that achieved for quarter 1. With August recording the lowest RDS availability of the year to date 83.14%. The Winter Hill incident had highlighted in the exception report for KPI 2.3 as to the decrease in availability, which could also be used to explain the decrease in RDS availability during July and with a further drop during August could be attributed to the school holiday period to cover child care and the summer holiday season.

Local level monitoring continues with additional analysis at pump level showing that just 6 stations continued 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 measured RDS availability without Wholetime staff imports, so that a clear picture was available to assist monitoring. Continued analysis from that reported in quarter 1 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 2 was 80.04%. This excluded the WT detachments shown in KPI 2.4.

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 2.982
Quarter 2 results indicated the number of shifts lost through absence per employee being above the Service target for 3 months during quarter 2.

During quarter 2 (July 2018 to September 2018), absence statistics showed above target for all 3 months. Shifts lost showed a monthly increase from July through to September for uniformed personnel, however they still remained under the target for absence. Non-uniformed personnel were considerably above the target over all 3 months. The main reasons continued to be cases of mental health and muscular-skeletal. At the end of September the cumulative totals 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 with the exception of RDS was 2.9 shifts lost which was above the Service target of 2.50 shifts 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 Chairman, County Councillor Holgate confirmed that the quarter 2 exception performance statistics were the consequences of an extreme situation, particularly during the months of June and July and the Service should be in an improved position in quarter 3.

KPI 1 – Preventing and Protecting

1.3 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 2 activity 197, previous year quarter 2 activity 208, a decrease of 5%.

Total number of Accidental Dwelling Fires – Year to Date, 411
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 2, 27%, quarter 2 of previous year 23%. Percentage limited to room of origin in quarter 2, 60%, quarter 2 previous year 61%, limited to floor of origin in quarter 2, 8%, quarter 2 previous year 7% and spread beyond floor 5%, previous year 9%.
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	15	8%	20	10%
Q3			15	6%
Q4			18	8%

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 or origin.
No exception report required

1.7 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 2	2017/18 Quarter 2
Fatal	1	0
Victim went to hospital visit, injuries appeared Serious	1	1
Victim went to hospital visit, injuries appeared Slight	9	10
TOTAL	11	11

No exception report required.

1.8 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 2	2017/18 Quarter 2
	92	88

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 2 Accidental Building Fires activity, 90: -

	2017/18					2017/18			
	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	90	8%	37%	17%	39%	18%	30%	13%	39%
Q2	75	13%	28%	19%	40%	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	67%	72%
Q3		68%
Q4		71%

No exception report required.

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 2 the ‘Safe Drive Stay Alive’ programme had been seen by 981 students.

There was a total of 5,983 participants during quarter 2, 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	5893	85%	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: 2018/19	% of all premises audited Year end: 2017/18
33759	18286	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	30%	10%	56%
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 2 – 2nd pump response 82.48%, previous year quarter 2 was 88.03%
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 2 results 90.78% achieved against a target of 90%, previous year quarter 2, 87.27%.
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, 38
Quarter 2 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 September 2018 as reported to Resources Committee - £27.8m
Spend for the period to date was £28.1m
Overspend for the period £0.3m
Variance 0.55%
No exception report required.

3.2 Overall User Satisfaction

Total responses 1955; number satisfied 1936
% satisfied 99.03 against a standard of 97.50
Variance 1.57%

There had been 1955 people surveyed since April 2012.

In quarter 2 of 2018/19 – 95 people were surveyed. 92 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 2 results indicate percentage pass within standard
Cumulative retained absence (as % of available hours cover) 0.86%
No exception report required.

RESOLVED:- That the Performance Committee endorsed the quarter 2 measuring progress report and noted the contents including the 6 negative key performance indicator exception reports.

10/18 DATE OF NEXT MEETING

The next meeting of the Committee would be held on 14 March 2019 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 27 June 2019, 19 September 2019 and 28 November 2019.

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

LANCASHIRE COMBINED FIRE AUTHORITY
PERFORMANCE COMMITTEE
Meeting to be held on 14th March 2019

PERFORMANCE MANAGEMENT INFORMATION FOR 3RD QUARTER 2018/19 (Appendix 1 refers)

Contact for further information:
David Russel, Assistant Chief Fire Officer (ACO) – 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 3 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 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 3

Combined Fire Authority
14th March 2019

Lancashire Fire and Rescue Service

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Lancashire Fire and Rescue Service
Measuring Progress
Oct 18 – Dec 18

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 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.

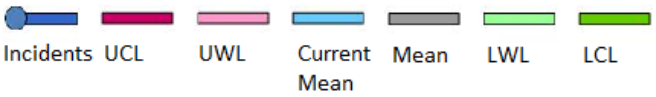
Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are set using a standard deviation calculation based upon the previous three years activity.

An exception report is generated if the XmR rules are breached. Note that a 'positive' exception could also be generated.

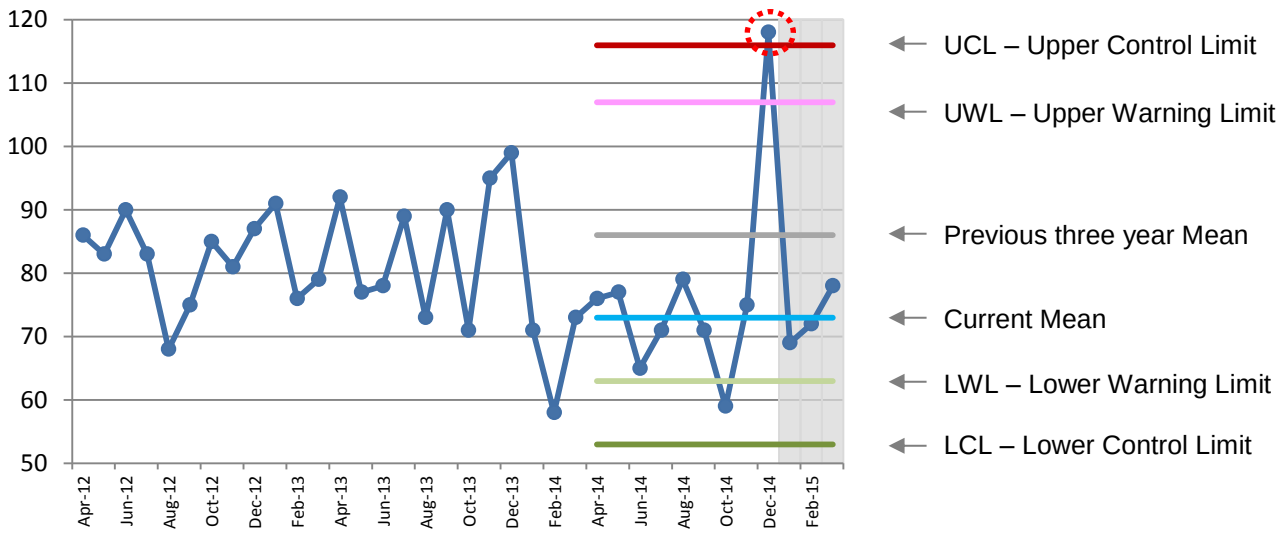
The following rules are applicable to the XmR charts and define when an exception has occurred:

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:



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 October 2018 – December 2018 six KPI's are classified as being in negative exception.

KPI	Description	Progress	Exception Positive / Negative	Page (s)
1 - Preventing and Protecting				
1.3	Accidental Dwelling Fires	⇩	–	9
2 - Responding to Emergencies				
2.1.1	Critical Fire – 1st Fire Engine Attendance	⇩	–	11
2.1.2	Critical Fire – 2nd Fire Engine Attendance	⇩	–	14
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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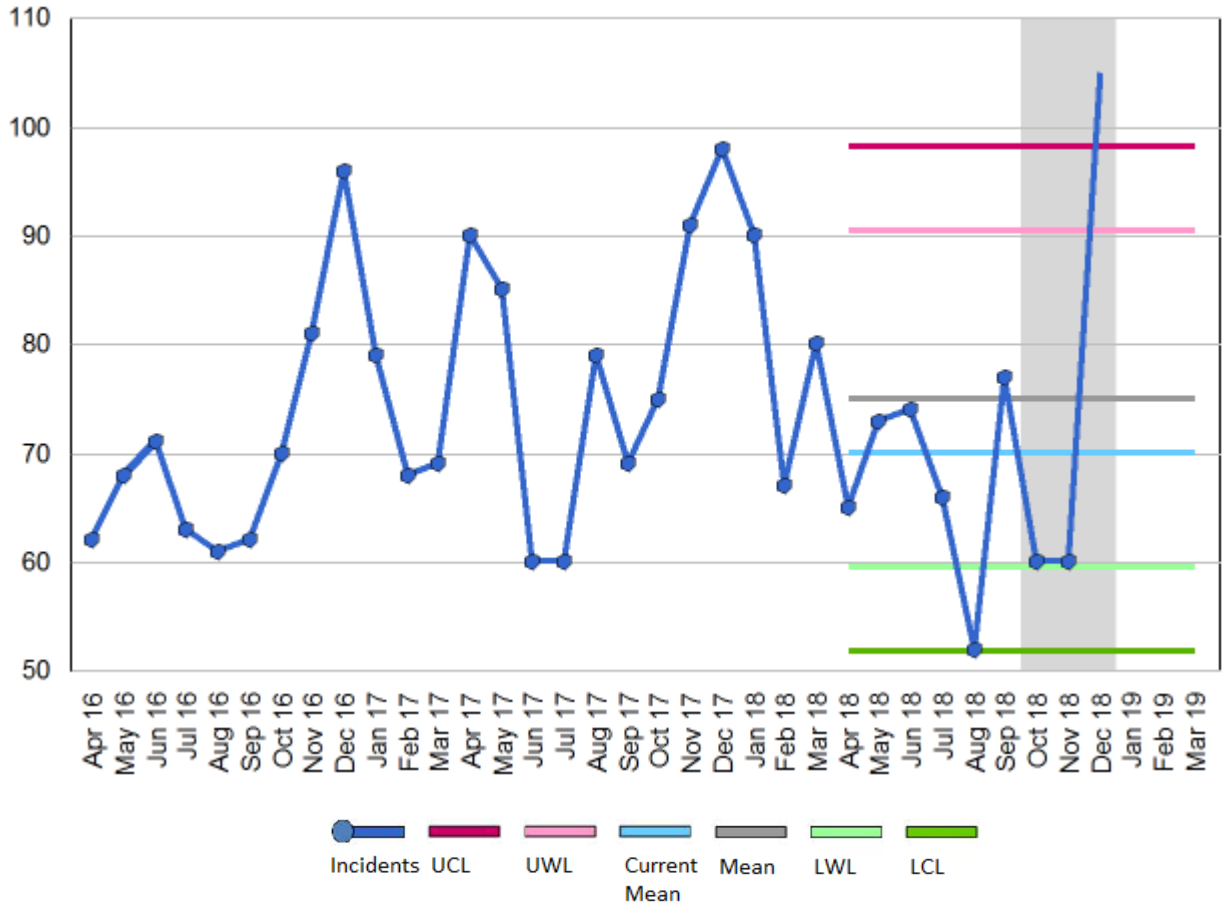
1.3 Accidental Dwelling Fires

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 three activity 226, previous year quarter three activity 264, a decrease of 15%.



1.3 Accidental Dwelling Fires	Year to Date	**2018/19 Quarter 3**	*Previous year to Date*	*2017/18 Quarter 3*
	632	226	*707*	*264*

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**
70	75	78	70	78

What are the reasons for an Exception Report

This is a negative exception report due to Accidental Dwelling Fires (ADF's) having a single point in December above the upper control limit.

Analysis

As illustrated on the previous page the month of December has historically tested the upper control limit of the XmR chart. This is where a spike in activity has neared the control limit, and during December 2018 this limit was breached, recording 105 ADF's and against a limit of 98.

The last occasion that Accidental Dwelling Fire activity recorded over 100 incidents was in December 2014, which recorded the same 105 incidents.

The months of October and November both recorded below average activity levels.

Encouragingly, the cumulative number of incidents to date is the lowest over the previous 10 years at 632. This is 10% fewer than the same position last year and 31% than 10 years ago.

Also, the percentage of fires confined to the item first ignited increased over previous quarters and against the same period of the previous year, implying a lower severity of fire outcome.

Although cooking related incidents still account for the largest proportion of incidents, a rise in winter seasonal activity accounted for a proportion of the quarter 3 increases. The use of 'Candles' and 'Heating/Fire' recording notable increases over previous quarters, along with 'Microwave oven' and 'Washing machine' fires.

These were combined with an increase in 'Combustible articles too close to heat source (or fire)' and of electrical goods with 'Fault in equipment or appliance'.

An increase in ADF's during certain times of the day appear in quarter 3 which coincides with the change in clocks being put back an hour in October. This appears as a jump in incidents during 17:00 and 18:00. Anecdotally, this is attributed to a change in behaviour due to the earlier nights and is seen again during quarter 1 after the clocks move forward, when the incident peak moves to between 18:00 and 19:00.

Actions being taken to improve performance?

The Winter Safety campaign *'Keep it clean, keep it clear'* is continuing and Community Fire Safety teams have shared campaign leaflets and promotional material with Partner agencies to highlight best practice and the offer of a HFSC to those most vulnerable.

Certain areas have also offered the service to neighbours of those contacted for a HFSC, so as to capture those with possible similar lifestyles and raise safety awareness within neighbourhoods.

Safety initiatives and collaboration with partners continue around the county with: Student Safe, Dementia cafes and work with Community groups all ongoing during the Winter period.

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:

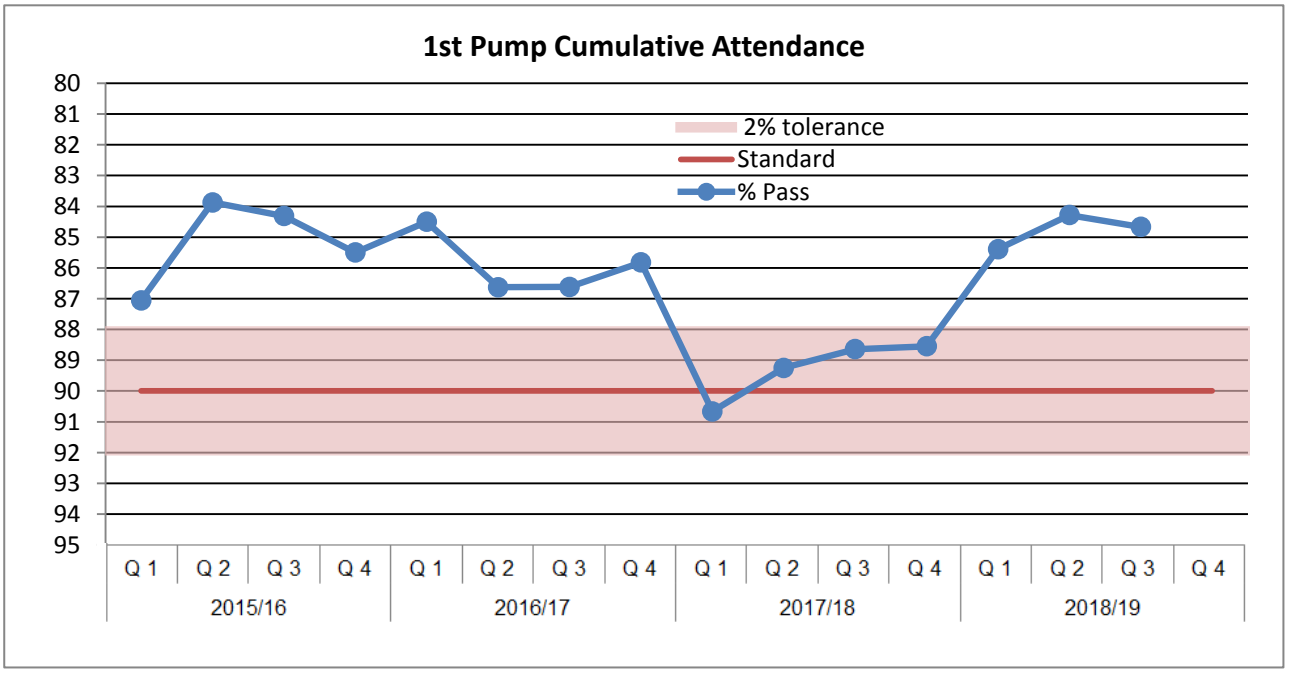
- *Very high risk area = 6 minutes*
- *High risk area = 8 minutes*
- *Medium risk area = 10 minutes*
- *Low risk area = 12 minutes*

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 three 1st pump response 85.38%, previous year quarter three 87.47%.

1st pump cumulative attendance standard	**Year to Date**	2018/19 Quarter 3	*Previous year to Date*	*2017/18 Quarter 3*
	84.67%	85.38%	88.64%	87.47%



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 three pass rate was 84.67%, which is outside of the 90% standard and 2 percent tolerance.

Analysis

The month of October was just within the 2% tolerance at 88%, however, the months of November and December recorded pass rates of 83.76% and 84.46% respectively. This led quarter 3 to return an overall pass rate of 85.38%.

Over 50% of the critical fire incidents during December were to residential dwelling buildings. This coincided with December recording the second largest number of critical fire incidents over the last 12 months and due to the nature of such incidents, in respect of the time spent at scene and the pre-determined attendance is for 2 pumps, contributed to fewer resources being available during a busy month.

This correlates with the narratives received from the officer in charge (OIC) where analysis of quarter 3 narratives indicates that the 'Extended travel distances to incident', which accounted for 40% of returns, was the main reason for missed attendance times.

It would appear that the reduced performance in quarter 3 cannot be accounted for by policy decisions or actions affecting call handling or crew reaction times and so are more likely to be accounted for in the phase when appliances are driving to incidents.

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

	2017/18			2018/19								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Failed	16	11	15	14	15	29	32	11	12	15	19	23
Incidents	135	106	117	108	139	150	122	94	106	125	117	148
% Pass	88.1%	89.6%	87.2%	87.0%	89.2%	80.7%	73.8%	88.3%	88.7%	88.0%	83.8%	84.5%

Over the quarter three period, 35% of the failures failed by less than 60 seconds.

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

	2017/18			2018/19								
Median Seconds	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	78	77	76	70	73	74	75	78	65	75	82	68

Actions being taken to improve performance?

Ongoing actions by Service Delivery Managers (SDM) to monitor Wholetime (WT) crew reaction times, instigating local improvements where required and the highlight the importance of ensuring the appliance has been booked in to attendance upon arrival.

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.

We are also assessing the utilisation of the Service's Geographical Information System (GIS) to analyse individual attendance standard failures and identify if the failures relate to specific Super Output Areas (SOA's). If confirmed, then consider if there are any actions which could be taken to improve attendance performance or reduce risk by community safety action.

It is hoped that on-going initiatives to address these issues will continue to improve performance.

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:

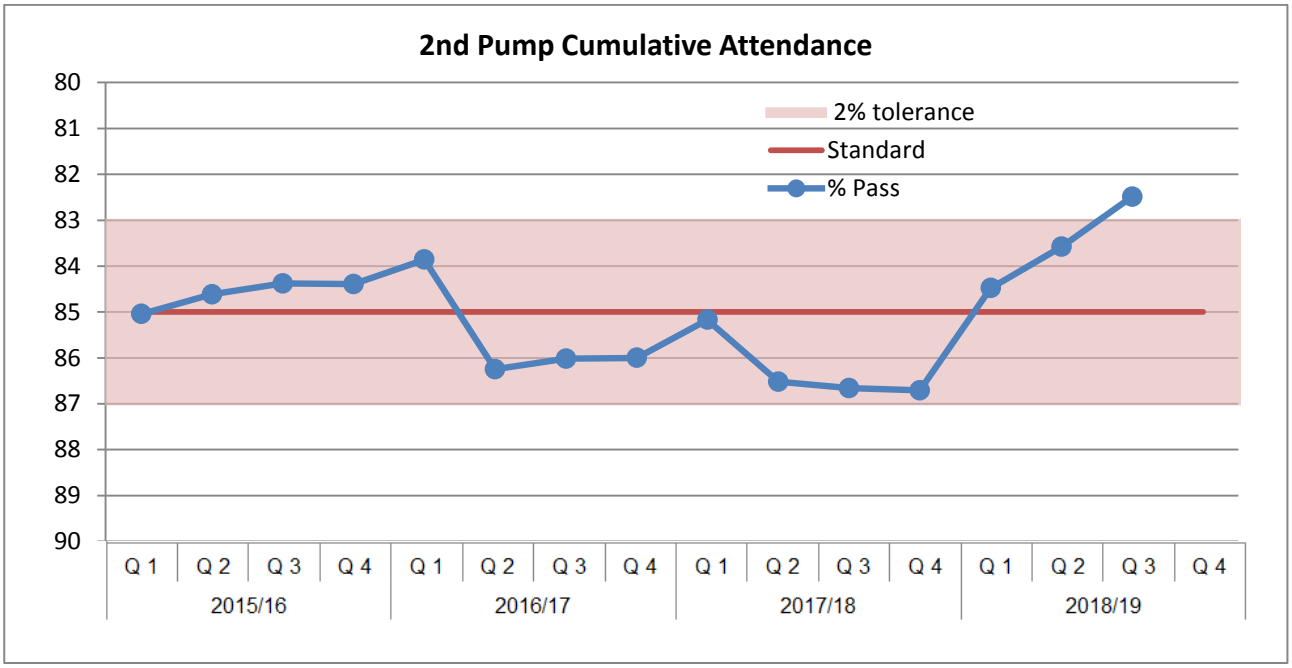
- *Very high risk area = 9 minutes*
- *High risk area = 11 minutes*
- *Medium risk area = 13 minutes*
- *Low risk area = 15 minutes*

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 three 2nd pump response 80.98%, previous year quarter three 86.92%.

2nd pump cumulative attendance standard	**Year to Date**	2018/19 Quarter 3	*Previous year to Date*	*2017/18 Quarter 3*
	82.49%	80.98%	86.66%	86.92%



What are the reasons for an Exception Report

This is a negative exception report due to critical fire 2nd pump response being below the standard. Overall, the cumulative quarter three pass rate was 82.49%, which is outside of the 85% standard and 2 percent tolerance.

Analysis

The month of October was just within the 2% tolerance at 83.81%, however, the months of November and December recorded pass rates of 81.91% and 77.95% respectively. This led quarter 3 to return an overall pass rate of 80.98%.

The findings highlighted in the 1st pump critical fires are mirrored here for the 2nd pump, with 37% of the critical fire responses during December being to residential dwelling buildings. This coincided with December recording the second largest number of critical fire incidents over the last 12 months and due to the nature of such incidents, in respect of the time spent at scene and the pre-determined attendance is for 2 pumps, contributed to fewer resources being available during a busy month.

This correlates with the narratives received from the officer in charge (OIC) where analysis of quarter 3 narratives indicates that the 'Extended travel distances to incident', which accounted for 30% of returns, 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								
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Failed	20	7	14	11	24	17	27	10	12	17	17	28
Incidents	122	89	101	89	121	125	99	80	91	105	94	127
% Pass	83.6%	92.1%	86.1%	87.6%	80.2%	86.4%	72.7%	87.5%	86.8%	83.8%	81.9%	78.0%

Over the quarter three period, 28% 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								
Median Seconds	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	78	77	76	70	73	74	75	78	65	75	82	68

Actions being taken to improve performance?

The second pump response attendance to critical fire incidents is closely related to those of the first pump (KPI 2.1.1), as such, please refer to the actions being undertaken to improve first pump attendance.

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

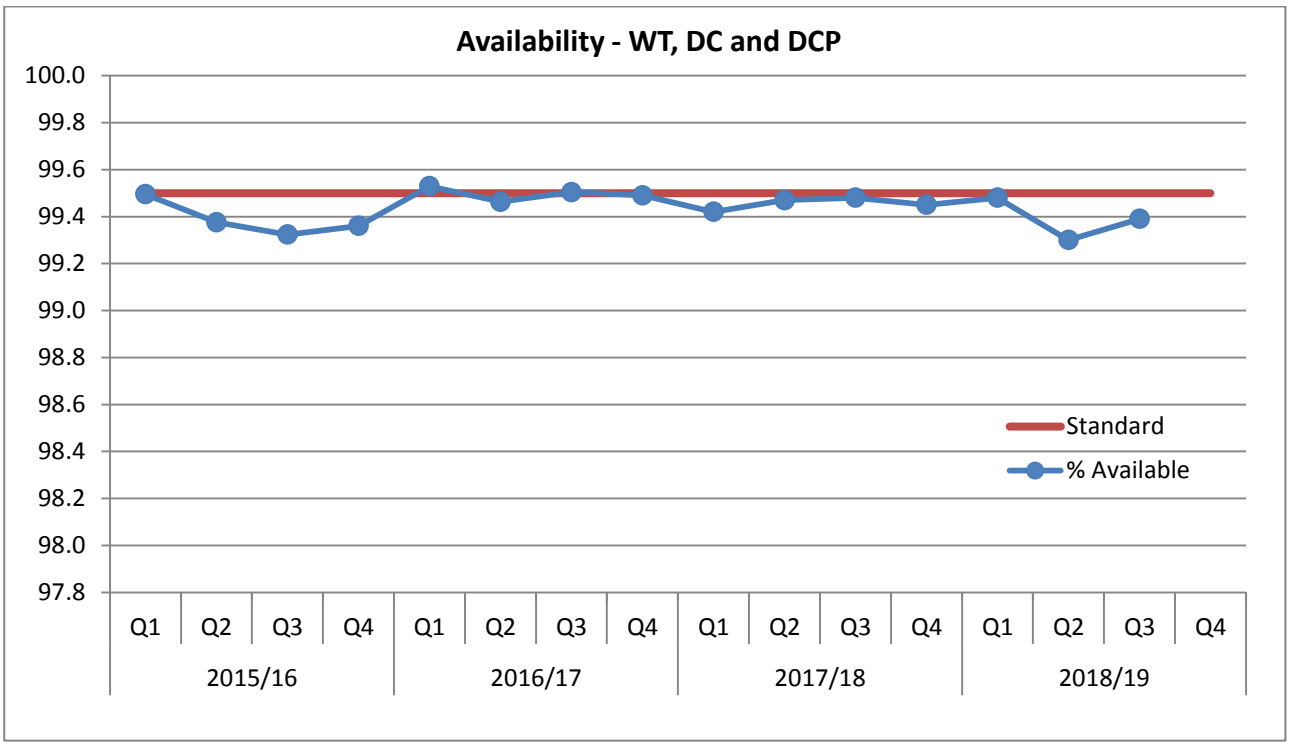
This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.

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 three cumulative availability 99.39%, previous year quarter three 99.48%.



What are the reasons for an Exception Report

This is a negative exception report due to the cumulative Wholetime (WT), Day Crewed (DC) and Day Crewing Plus (DCP) availability to the end of quarter three being below the 99.5% standard.

Analysis

This KPI is measured cumulatively, as such; the effect of the protracted Winter Hill incident during late June until early August is continuing to affect the standard recorded to the end of December 2018.

The table below shows the availability for each individual month. The decrease in availability started in June, being most pronounced in July and then improving during August. Availability returned to above standard levels in September, with the months of October, November and December all being above the 99.5% standard.

If this trend continues then it is expected that this KPI will be moved out of exception before the end of quarter 4.

	Quarter 1			Quarter 2			Quarter 3		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Standard achieved	99.61%	99.61%	99.22%	98.27%	99.47%	99.65%	99.55%	99.53%	99.62%

Actions being taken to improve performance

As the decrease in availability appears to have been related to the Winter Hill incident this KPI now appears to have returned to normal levels. This is corroborated by the improvement in availability, shown in the table above, for each month of quarter 3.

This KPI will be continued to be monitored and the newly implemented off the run recording practices by North West Fire Control (NWFC) can be included in the reporting process when available.

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.

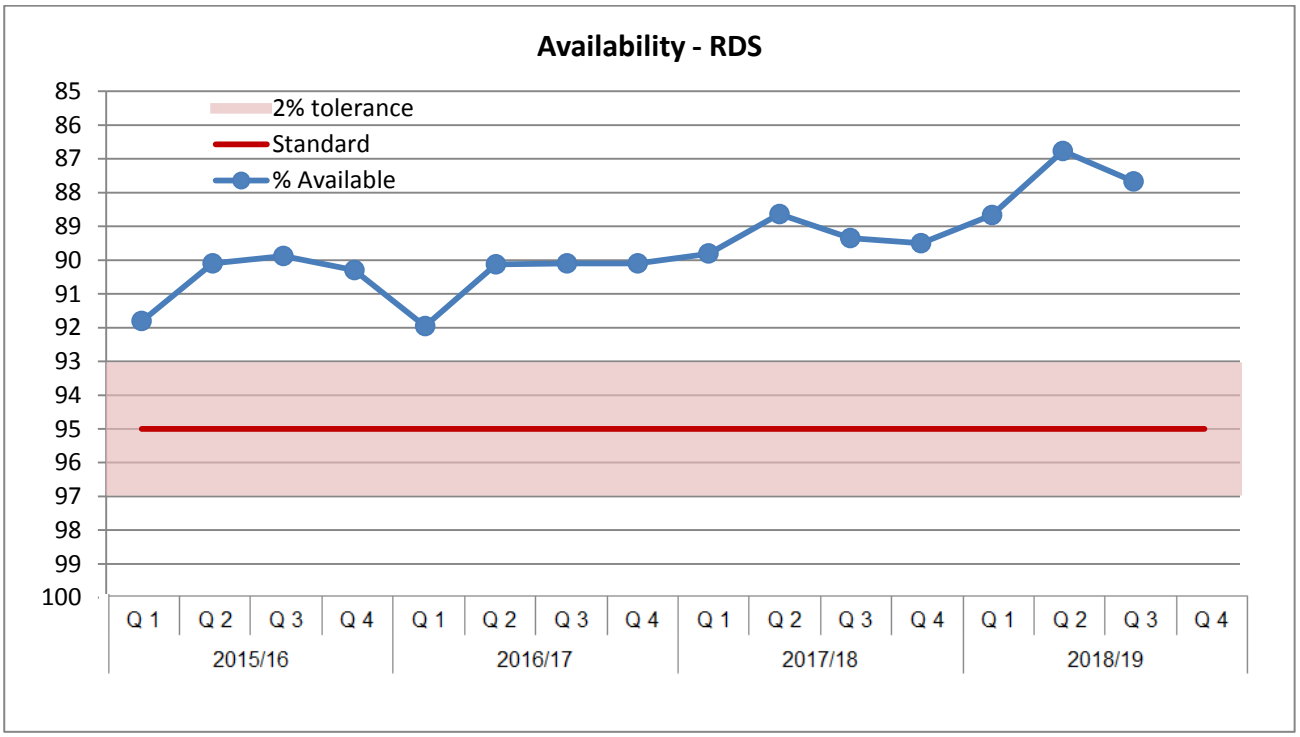
Fire engines are designated as unavailable (off-the-run) for the following reasons:

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

The percentage of time that RDS crewed engines were available for quarter three was 89.46%, an increase of 4.57% over the previous quarters 84.89%. The cumulative availability to the end of quarter 3 was 87.67% against the previous quarter cumulative (April to September 2018) at 86.89%.

Standard: Above 95%.

A negative exception report has been produced due to percentage availability being below the standard.



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

Analysis

Quarter 3 recorded an improvement over both quarter 1 and quarter 2, with November recording the highest RDS availability of the year to date, at 90.74%, the highest overall percentage since February 2018. Quarter 3 also recorded the same availability as quarter 3 of the previous year.

	Quarter 1			Quarter 2			Quarter 3		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Standard achieved	89.81%	88.95%	87.24%	85.66%	83.14%	85.89%	88.59%	90.74%	89.10%

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 52% of the total for the quarter.

The amount of RDS stations that are in exception has dropped from 12 to 9 in this quarter, increasing availability and reducing the need for exception reporting.

Two RDS initial Breathing Apparatus (BA) courses are scheduled and fully crewed for spring resulting in newly BA qualified staff throughout the RDS service.

The appointment of a new Southern Retained Support Officer (RSO), who has taken up his post, is already having a positive effect on the Southern RDS stations.

Dual contract staff within LFRS has increased again this quarter. The positives a dual contract member of staff can bring to an RDS station can be immense, benefits include: knowledge of IT systems, operational experience, mentoring and increasing WT understanding of RDS units.

This quarter, six of our RDS stations have all seen availability rises of 10% or more since the last quarter, while some of this can be contributed to holiday periods a strong recruitment campaign should start to show rewards.

December saw 4 RDS stations attain 100% availability, a number of whom demonstrated the advantages of having increased numbers of crews on relatively low contract hours against the historical RDS model of low numbered crews on high contracted hours.

This model gives resilience to the unit, lessoning issues of sickness and annual leave; it makes drill pre planning and Safe to Command development easier and gives the crew family/work/on-call flexibility.

Actions being taken to improve performance

For stations running below their optimum establishment of contracted hours we are to focus on recruitment, look at existing contract alignment and ensure staff are fulfilling existing contracts.

Ongoing issues with stations which lack drivers and Officers in Charge (OIC) should diminish over time as the recruitment of new crew members develop and gain driving and safe to command skills. Current RDS staff are being looked at service wide to assess future OIC/driver upskilling.

Local action plans for Stations with availability of less than 85% are continuing to be produced in conjunction with Station District Managers, Unit Managers and Retained Support Officers to tailor the support required to each unit.

In addition to the above recommendations, further input from the Retained Support Officer role has seen great strides in firefighter/officer development, and the greatest numbers of recruits applying to join the RDS ever seen. As these changes take effect over the course of the next 12 months it is envisaged that availability will subsequently increase.

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 three was 85.89%. This excludes the wholetime detachments shown in KPI 2.4

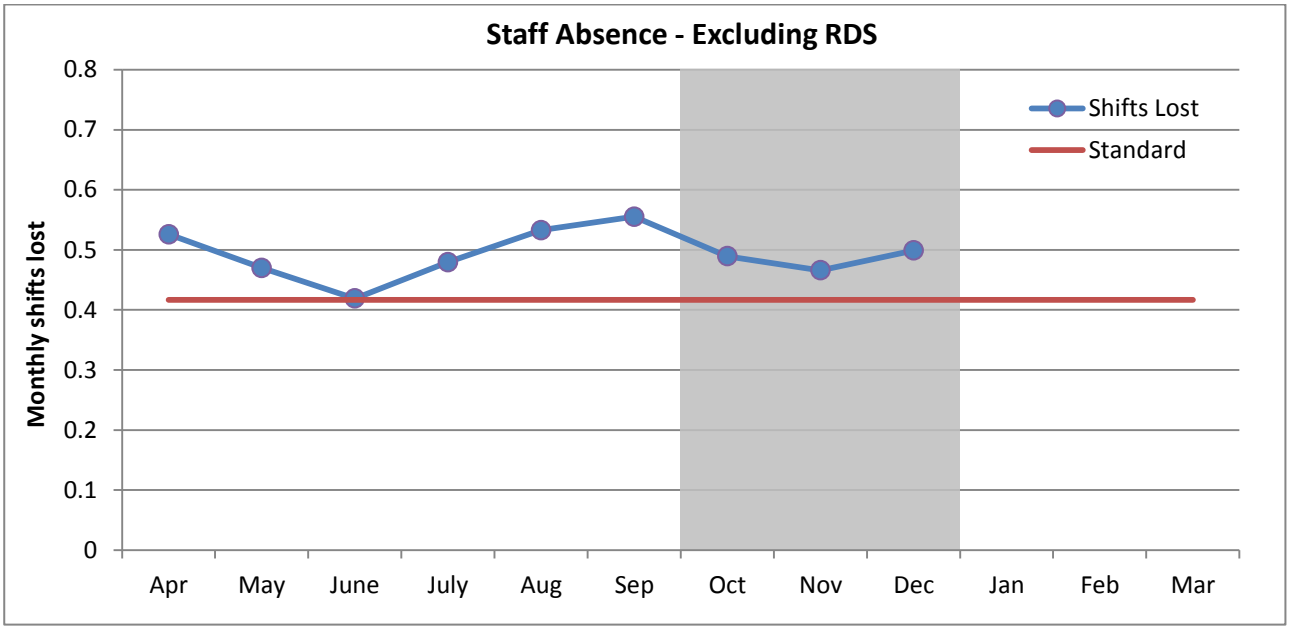
Standard: As a subset of KPI 2.4 there is no standard attributable to this KPI.

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	4.437

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 three.

Analysis

During quarter three October 2018 - December 2018, absence statistics shows above target for all three months. Shifts lost showed a monthly increase from October through to December 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 are cases of muscular-skeletal and mental health, there were 10 cases of long term absence which span over the 3 months and 1 left the Service on ill health retirement.

At the end of December the cumulative totals show that non-uniformed staff absence was above

target at 6.1 shifts lost per employee and for whole-time, staff absence was just above target at 3.8 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 4.4 shifts lost which is above the Service target of 3.75 shifts lost for this quarter.

Actions being taken to improve performance

The Service aims to continue with:

- Early intervention by Occupational Health Unit (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 Institute of Leadership & Management (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.
- Human Resources 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/Personal Training Instruction'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
1.2	Overall Activity	⬆	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
1.6	Deliberate Fires	⬆	32
1.7	Home Fire Safety Checks	⇩	33
1.8	Road Safety Education Evaluation	⇔	34
1.9.1	Fire Safety Enforcement - Known Risk	⇩	35
1.9.2	Fire Safety Enforcement - Risk Reduction	⇩	35
2 - Responding to Emergencies			
2.2.1	Critical Special Service - 1st 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

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

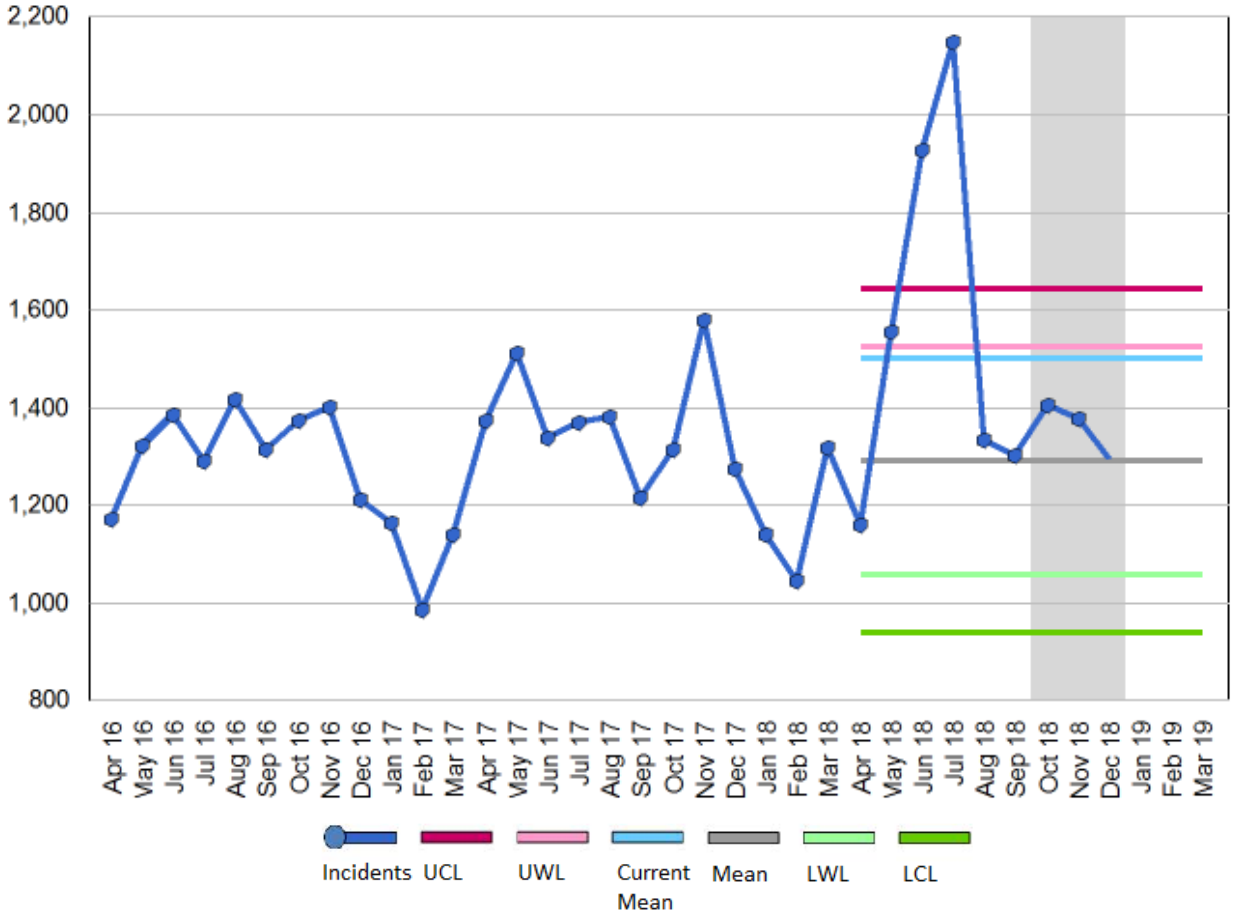
Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2017 count	25	74	321	521	32398
2018 count	22	74	321	524	32114
Change	-12% Overall reduction in Very High risk SOA's	0% Overall reduction in High risk SOA's	0% Overall increase in Medium risk SOA's	1% Overall reduction in Low risk SOA's	-1% Overall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

1.2 Overall Activity

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

Quarter three activity 4070, previous year quarter three activity 4162, a decrease of 2.21%.

Included within this KPI is the incident type 'Gaining Entry', where we attended on request of the North West Ambulance Service. During quarter three, we were asked to attend on 351 occasions, of which 202 resulted in the use of tools to gain entry to a property.



1.2 Number of attended incidents	Year to Date	**2018/19 Quarter 3**	*Previous year to Date*	*2017/18 Quarter 3*
	13488	**4070**	*12341*	*4162*

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**
1498	1289	1320	1263	1285

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 three 26%, quarter three of previous year 20%. Percentage limited to room of origin in quarter three 61% quarter three previous year 69%, limited to floor of origin in quarter three 11%, quarter three previous year 5% and spread beyond floor 2%, previous year 6%.

	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	132	21%	64%	9%	5%	⇧	23%	61%	7%	9%
Quarter 3	167	26%	61%	11%	2%	⇩	20%	69%	5%	6%
Quarter 4							21%	64%	9%	6%

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	17	9%	20	10%
Quarter 3	24	11%	15	6%
Quarter 4			18	8%

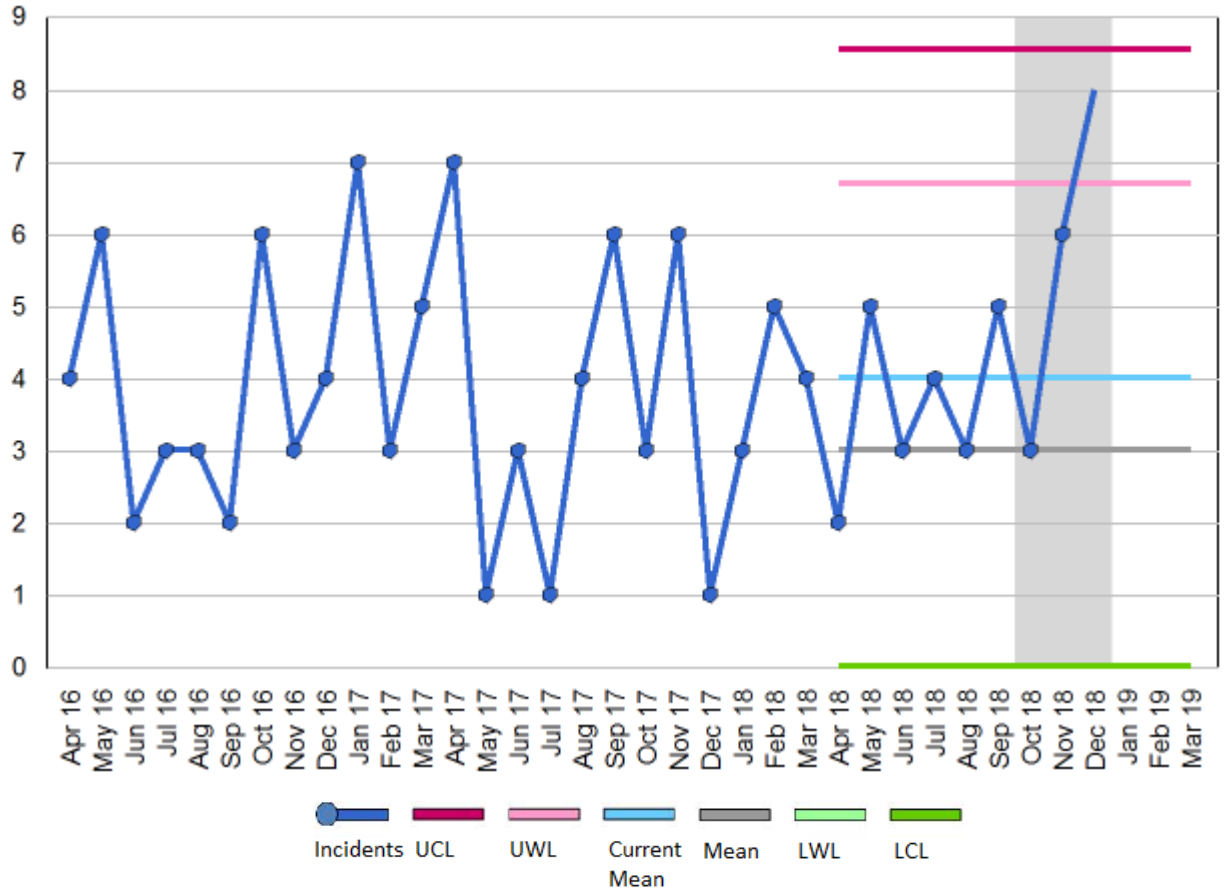
Analysis: Of the 24 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 13 had 'Heat and smoke damage only', 4 resulted in damage 'Limited to item first ignited', 6 'limited to room of origin' and one incident had damage 'Limited to floor of origin'.

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.

Four fatalities occurred during quarter three. Three casualties are recorded as serious and 10 slight. Quarter three of the previous year recorded 2 serious and 8 slight.



Casualty Status	Year to Date	**2018/19 Quarter 3**	*Previous year to Date*	*2017/18 Quarter 3*
Fatal	8	4	2	0
Victim went to hospital, injuries appear Serious	5	3	6	2
Victim went to hospital, injuries appear Slight	26	10	24	8
Total	39	17	32	10

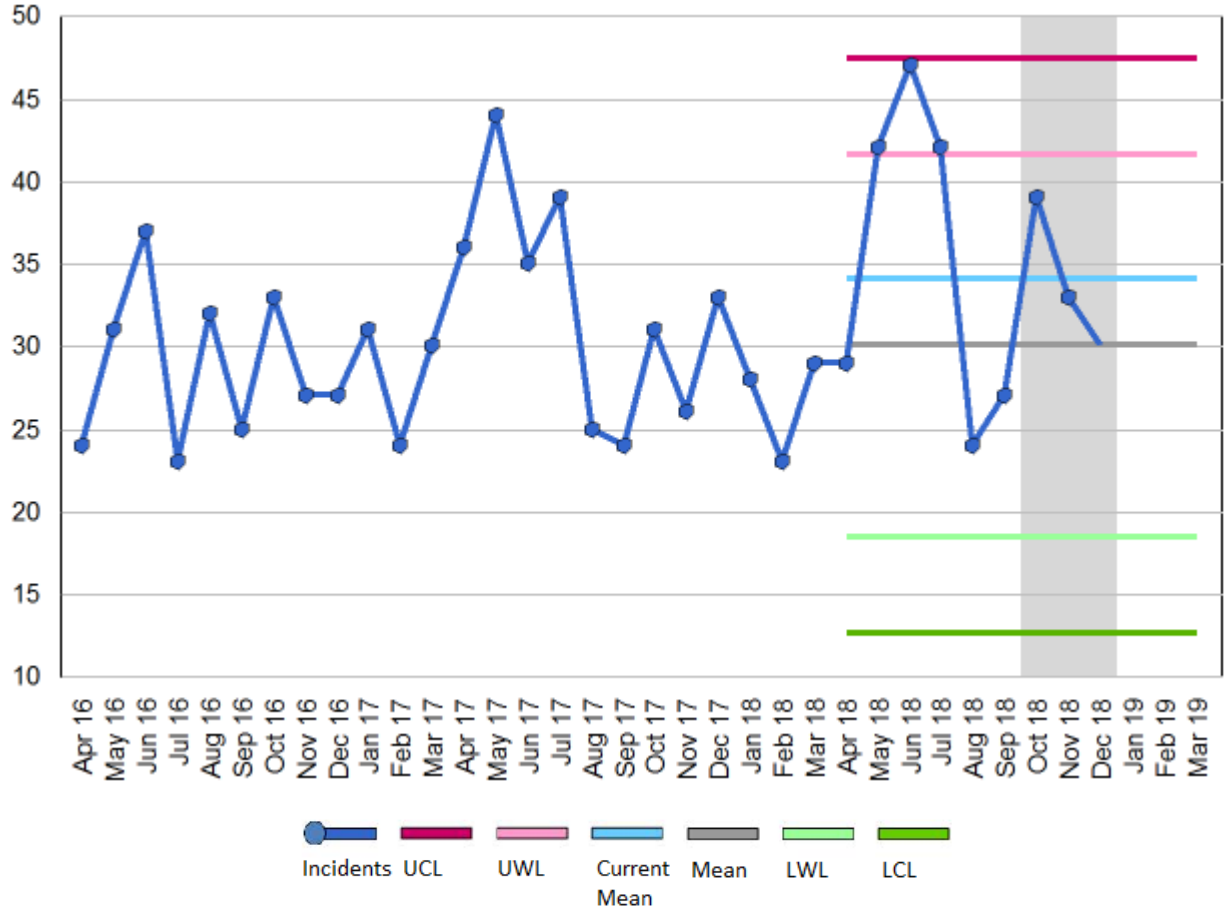
The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the

Current Mean	**3 year Mean**	**Monthly Mean**		
		2017/18	**2016/17**	**2015/16**
4	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 three activity 102, previous year quarter three activity 90.



1.5 Accidental Building Fires	Year to Date	**2018/19 Quarter 3**	*Previous year to Date*	*2017/18 Quarter 3*
	313	102	*293*	*90*

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**
34	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.

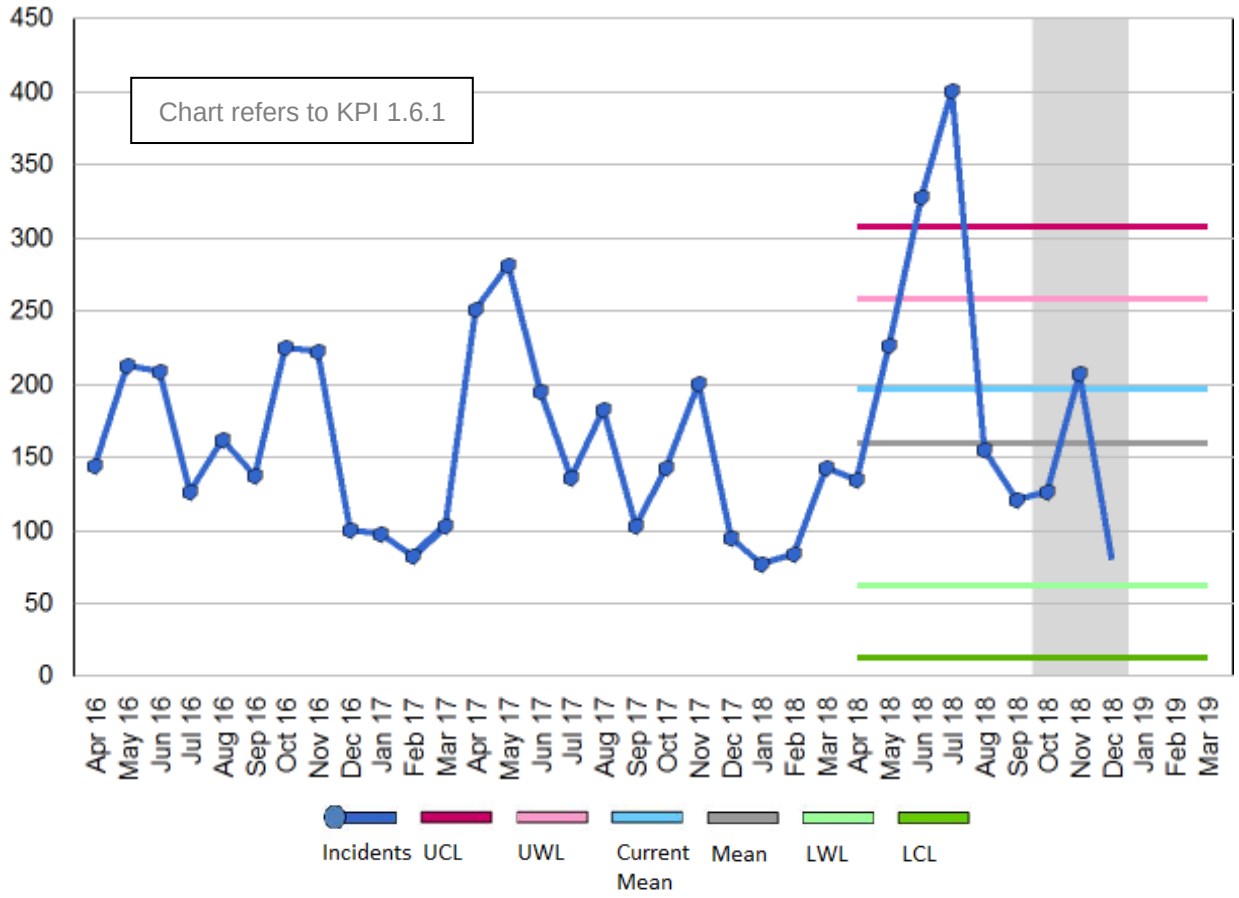
Percentage of accidental building fires limited to item 1st ignited in quarter three 22%, quarter three of previous year 21%. Percentage limited to room of origin in quarter three 33%, quarter three previous year 42%, limited to floor of origin in quarter three 15%, quarter three previous year 15% and spread beyond floor 30%, previous year 22%.

		2018/19				⇧/⇩	*2017/18*			
	***ABF 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	99	3%	32%	14%	51%	⇩	18%	30%	13%	39%
Quarter 2	78	13%	26%	18%	44%	⇩	31%	34%	12%	23%
Quarter 3	86	22%	33%	15%	30%	⇩	21%	42%	15%	22%
Quarter 4							20%	41%	14%	26%

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 three activity 410, previous year quarter three activity 436.
1.6.2 Deliberate fires (Dwellings) quarter three activity 35, previous year quarter three activity 27.
1.6.3 Deliberate fires (Non dwellings) quarter three activity 37, previous year quarter three activity 30.



Deliberate Fire Type	Year to Date	2018/19 Quarter 3	*Previous year to Date*	*2017/18 Quarter 3*
1.6.1 Deliberate Fires - ASB	1771	410	*1580*	*436*
1.6.2 Deliberate Fires - Dwellings	102	35	*80*	*27*
1.6.3 Deliberate Fires - Non Dwellings	96	37	*120*	*30*

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
	196	159	156	150	171

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 three 4180, percentage of high risk HFSC outcomes in quarter three 64%.
Count of HFSC's in quarter three of the previous year 2630, percentage high risk 68%.

	2018/19		⇧/⇩	2017/18	
	HFSC completed	**% of High HFSC outcomes**	**Progress**	***HFSC completed***	**% of High HFSC outcomes**
Quarter 1	2803	66%	⇩	3099	68%
Quarter 2	3353	67%	⇩	3241	72%
Quarter 3	4180	64%	⇩	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 crashed car displays were shown at 29 different events during quarter 3.

There was a total of 4630 participants during quarter 3, 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[1]**	**Progress**	***Total participants***	***% positive influence on participants behaviour***
Quarter 1	5002	85%	⇔	1441	85%
Quarter 2	5983	85%	⇔	2259	85%
Quarter 3	10613	85%	⇔	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 Community Fire Safety Management Information System (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 34192, number of premises audited to date 18476 (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*
34192	18476	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 three 25%, previous year quarter three 26%
Requiring formal activity in quarter three 7%, previous year quarter three 5%
Requiring informal activity in quarter three 60%, previous year quarter three 67%

	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	30%	10%	56%	⬆	26%	9%	65%
Quarter 3	25%	7%	60%	⇩	26%	5%	67%
Quarter 4					18%	5%	74%

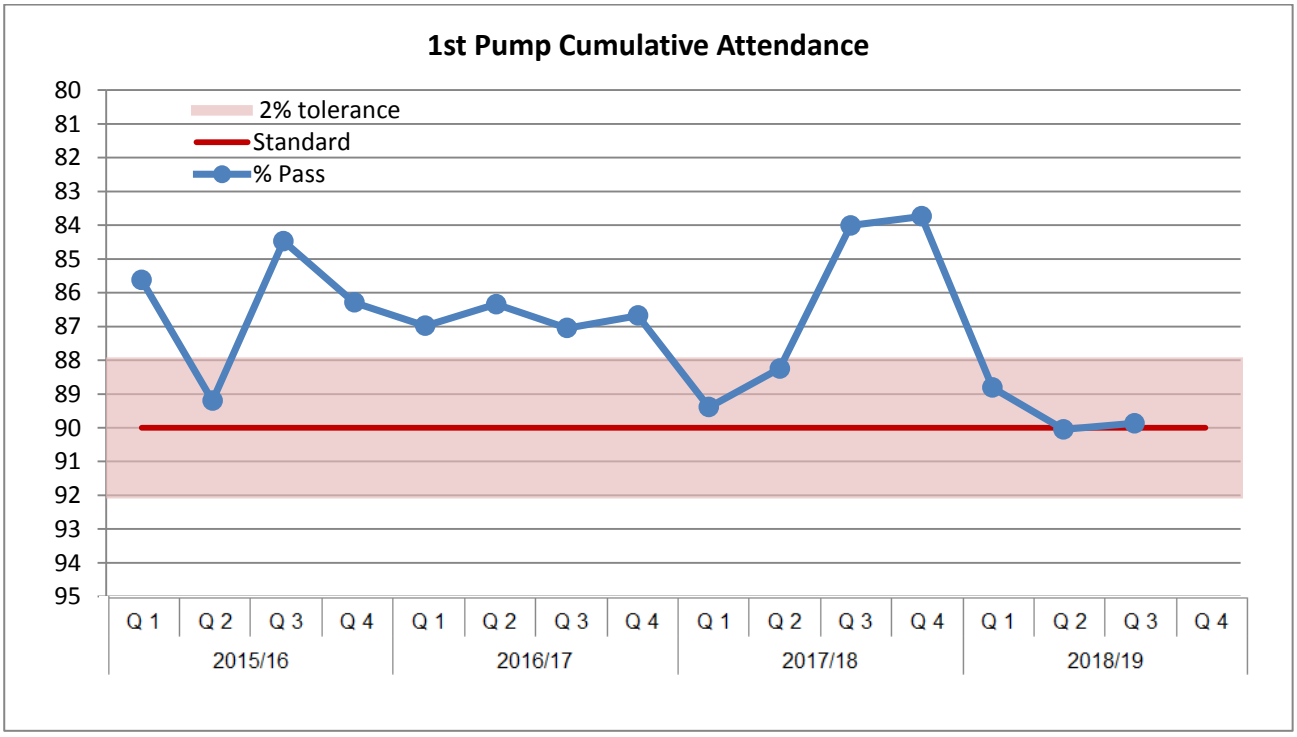
2.2.1 Emergency Response Standard - Critical Special Service - 1st Fire Engine Attendance

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 three response percentage pass rate 89.50%, previous year quarter three 78.10%

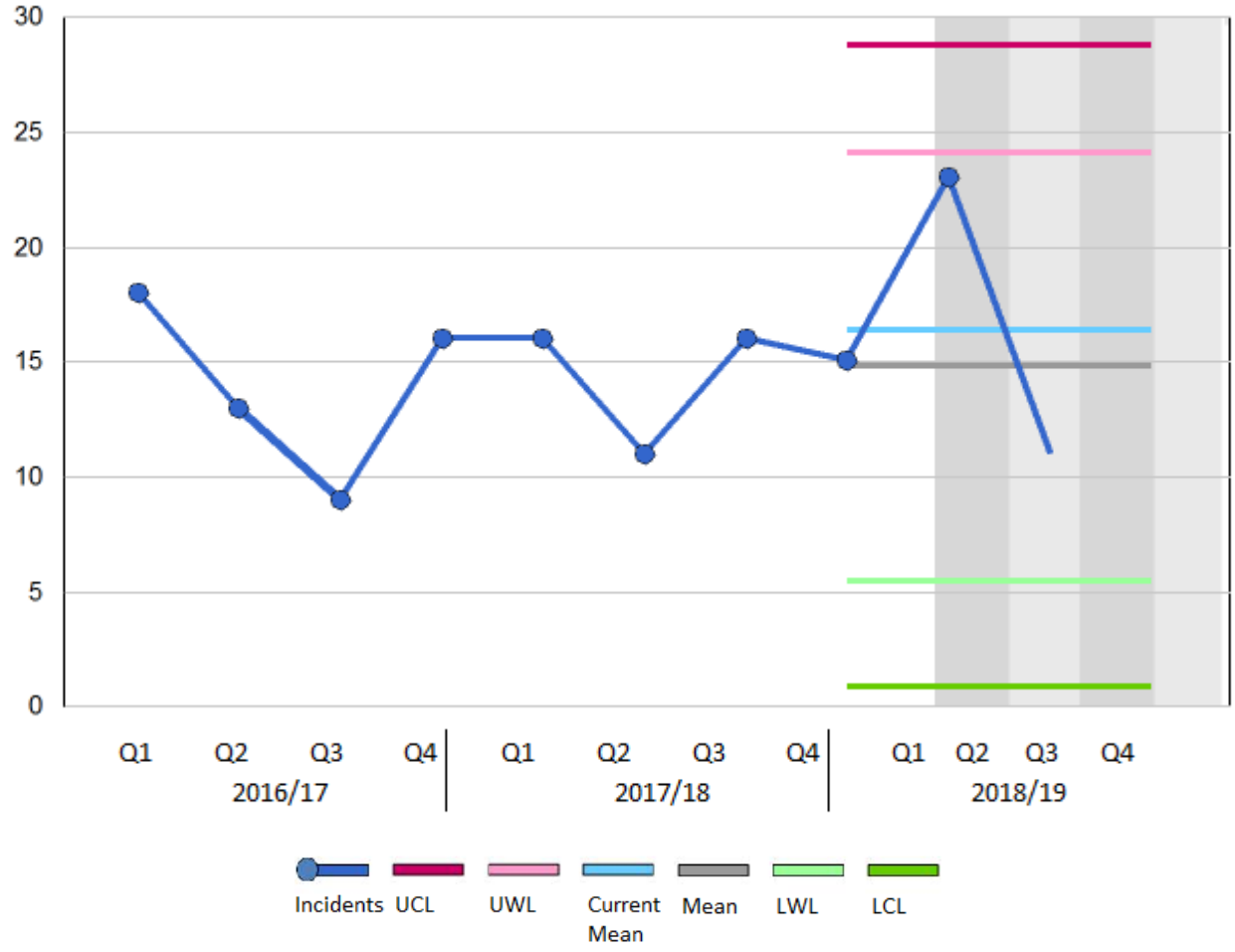
1st pump cumulative attendance standard	**Year to Date**	2018/19 Quarter 3	*Previous year to Date*	*2017/18 Quarter 3*
	89.87%	89.50%	84.21%	78.10%



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 three 11. Previous year quarter three 11.



Total number of staff accidents	Year to Date	2018/19 Quarter 3	*Previous year to date*	*2017/18 Quarter 3*
	49	11	43	11

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
16	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 December 2018 £40.2 million. The spend for the same period is £40.2 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 December of £40.2 million. The spend for the same period was £40.2 million. This gives a break even position for the year to date.

Variance:	0.00%

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.

78 people were surveyed in quarter three, 76 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?	2033	2012	98.97%	97.50%	1.50%

There have been 2,033 people surveyed since April 2012.

In quarter three of 2018/19 - 78 people were surveyed. 76 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%

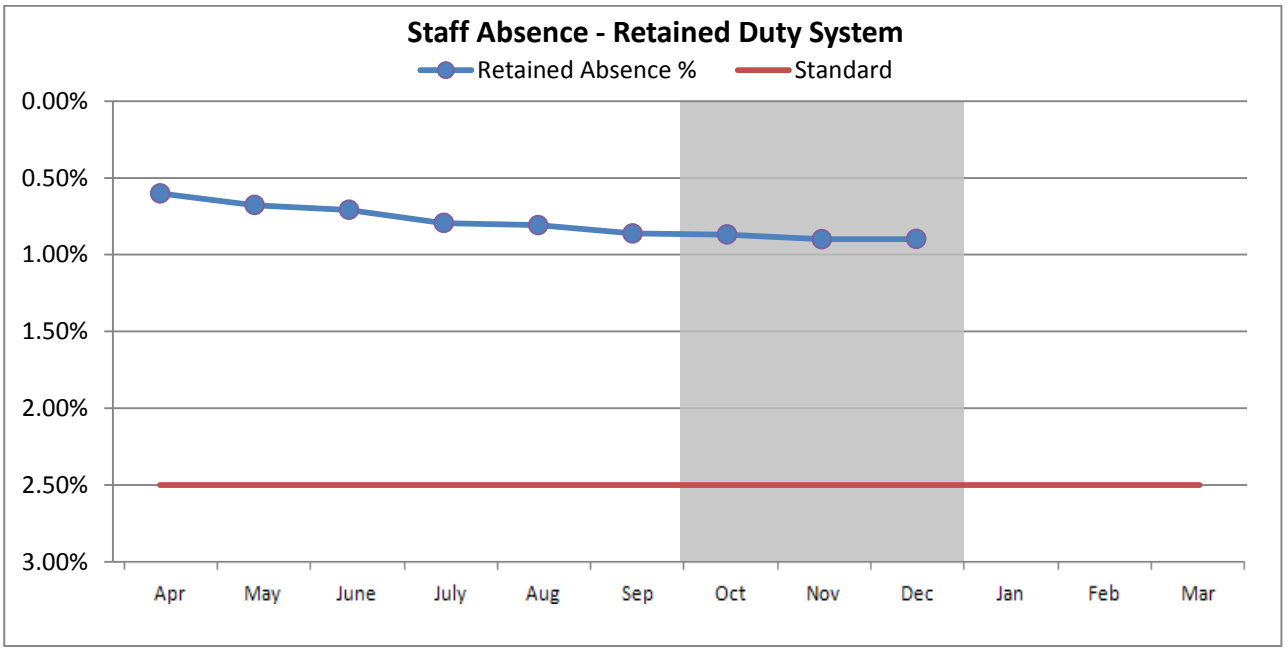
*Period 3, 2016/17

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 three, 0.90%

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



Cumulative retained absence (as % of available hours of cover)	0.90%

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