

Public Document Pack

LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Thursday, 27 June 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 - 66)

5. DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 19 September 2019 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meetings are: scheduled for 28 November 2019
 proposed for 18 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, 14 March 2019, 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)
Z Khan
D Smith
D Stansfield
M Tomlinson

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 Charters, Head of Service Delivery (Western, Northern and Central) (LFRS)
D Brooks, Principal Member Services Officer (LFRS)
J Keighley, Assistant Member Services Officer (LFRS)

11/18 APOLOGIES FOR ABSENCE

Apologies were received from County Councillor P Britcliffe.

12/18 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

13/18 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 29 November 2018 be confirmed as a correct record and signed by the Chairman.

14/18 PERFORMANCE MANAGEMENT INFORMATION

The Assistant Chief Fire Officer advised Members that this was the 3rd quarterly report for 2018/19 as detailed in the Risk Management Plan 2017-2022. 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:-

1.3 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 3 activity 226, previous year quarter 3 activity 264, a decrease of 15%.

Total number of Accidental Dwelling Fires – Year to Date, 632.

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

It was noted that December was always a challenging month for the Service, a recording of 105 ADF's against a limit of 98. The months of October and November both recorded below average activity levels. However, encouragingly, the cumulative number of incidents to date was the lowest over the previous 10 years at 632. This was 10% fewer than the same position last year and 31% than 10 years ago.

In response to a question raised by the Chairman, County Councillor Holgate, the Assistant Chief Fire Officer confirmed that the main cause of ADF's during the month of December was seasonal which related to cooking incidents and people heating their homes. In terms of actions being taken by the Service in relation to cooking and fires the Winter Safety campaign, 'Keep it clean, keep it clear' was continuing and Community Fire Safety teams had shared campaign leaflets and promotional material with Partner agencies to highlight best practice and offer of Home Fire Safety Checks to those most vulnerable. This had proved to be a successful campaign across Lancashire.

In addition, there was a significant amount of work which continued to take place which includes: safety initiatives and collaboration with partners continued around the county with: Student Safe, Dementia cafes and work with Community groups which were all ongoing during the Winter period.

In response to a question raised by County Councillor Perks, the Assistant Chief Fire Officer reported that primarily cooking related incidents were the largest proportion of incidents. In addition, the problematic groups were discussed and it was confirmed that the Service continued to target and raise awareness within those vulnerable groups.

In response to a question raised by Councillor Dave Smith, the Assistant Chief Fire Officer confirmed that the majority of the incidents were reported during the festival period and towards the end of December.

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 3 – 1st pump response 85.38%, previous year quarter 3 was 87.47%

This was a negative exception report due to critical fire 1st pump response being below the standard. Overall, quarter 3 pass rate was 84.67%, which was outside of the 90% standard and 2% tolerance.

Members noted that 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 the scene and the pre-determined attendance was for 2 pumps, contributed to fewer resources being available during a busy month.

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

It was reported that the reduced performance in quarter 3 could not be accounted for by policy decisions or actions which affected call handling or crew reaction times and so were more likely to be accounted for in the phase when appliances were driving to incidents.

In terms of actions being taken, Service Delivery Managers (SDM) would continue to monitor Wholetime (WT) crew reaction times, instigating local improvements where required and highlight the importance of ensuring the appliance had been booked in to attendance upon arrival. In addition, the Assistant Chief Fire Officer advised that the Service had considered a technology solution which would auto recognise a fire appliance in attendance during an incident as the Service was still

experiencing a number of incidents where the OIC had failed to press the button to book the fire appliance at an incident. However, due to competing priorities at North West Fire Control (NWFC) to improve mobilising the implementation of this technology would be some time away.

AM Morgan reassured Members that during meetings with their management team they continued to recognise the importance of ensuring the fire appliance had been booked in attendance upon arrival at incidents and work was continuing to improve this issue.

AM Charters advised that during adverse weather and different environmental conditions the Service drivers would drive differently to incidents which could slightly affect their attendance times.

The Assistant Chief Fire Officer advised that the Home Office had released a report which ranked the 45 Fire Rescue Service's in England by the fastest response times. Lancashire had continued to hold its performance and was ranked 7th across all incident types. It was noted that the Home Office report would be presented to a future Performance Committee.

In response to a question raised by County Councillor Tomlinson with regards to the standard figures, the Assistant Chief Fire Officer confirmed that he would be working with the 2 Heads of Service Delivery to look at the standards the Service employed across all our KPI's and also to challenge the Service in terms of how we would present the future reports which would provide the Service with a performance framework that was fit for purpose and achievable to take us through the next 2 to 3 years. Any changes would be presented to the Planning Committee with the prior approval of the Chairman of the Performance Committee.

In response to a query raised by County Councillor Clarke, the Assistant Chief Fire Officer reassured Members that the risk areas (very high, high, medium and low) were not set nationally. He explained that every fire authority across the country set its own emergency response standards. It was reported that Lancashire had generally set the most challenging emergency response times by any fire authority in the country.

In addition, the Deputy Chief Fire Officer confirmed to Members that the Service had been credited by Her Majesty's Inspector's for implementing risk based standards and they had recognised that it was very difficult to compare 1 Service with another Service without reverting back to national standards.

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 3 – 2nd pump response 80.98%, previous year quarter 3 was 86.92%

This was a negative exception report due to critical fire 2nd pump response being below the standard. Overall, the cumulative quarter 3 pass rate was 82.49%, which was outside the 85% standard and 2% tolerance.

The findings highlighted in the 1st pump critical fires were 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 was for 2 pumps, contributed to fewer resources being available during a busy month.

This correlated with the narratives received from the officer in charge (OIC) where analysis of quarter 3 narratives indicated that the 'Extended travel distances to incident', which accounted for 30% of returns, was the main reason for missed attendance times.

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 3 availability 99.39%, previous year quarter 3 - 99.48%

This was a negative exception report due to the cumulative Wholetime (WT), day Crewed (DC) and Day Crewing Plus (DCP) availability to the end of quarter 3 being below the 99.5% standard.

It was noted that this KPI was measured cumulatively, as such; the effect of the protracted Winter Hill incident during late June until early August was continuing to affect the standard recorded to the end of December 2018. The decrease in availability started in June, being most pronounced in July and then improving in August. Availability returned to above standard in September, with the months of October, November and December all being above the 99.5% standard. If this trend continued then it was expected that this KPI would be moved out of exception before the end of quarter 4.

As the decrease in availability appeared to have been related to the Winter Hill incident this KPI now appeared to have returned to normal levels.

This KPI would continue to be monitored and the newly implemented off the run recording practices by North West Fire Control would be included in the reporting process when available.

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 3 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%.

Annual Standard: Above 95%.

This was a negative exception report due to the cumulative RDS availability to the end of quarter 3 being below the standard and outside of the 2% percent tolerance. 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.

Local level monitoring continued 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 52% of the total for the quarter.

The amount of RDS stations that were in exception had dropped from 12 to 9 in this quarter, increasing availability and reducing the need for exception reporting. In addition, 2 RDS initial Breathing Apparatus (BA) courses were 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 had taken up his post, was already having a positive effect on the Southern RDS stations. Dual contract staff within LFRS had increased again this quarter. The positives a dual contract member of staff could bring to an RDS station could be immense, benefits included: knowledge of IT systems, operational experience, mentoring and increasing WT understanding of RDS units.

This quarter, 6 of our RDS stations had all seen availability rises of 10% or more since the last quarter, while some of this could be attributed to holiday periods a strong recruitment campaign should start to show rewards.

December reported that 4 RDS stations attained 100% availability, a number of which 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 gave resilience to the unit, lessening issues of sickness and annual leave; it made drill pre planning and Safe to Command development easier and gave the crew family/work/on-call flexibility.

In terms of actions being taken to improve performance AM Morgan recommended that for stations running below their optimum establishment of contracted hours the Service would focus on recruitment, look at existing contract alignment and ensure staff were fulfilling existing contracts.

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

Local action plans for Stations with availability of less than 85% were 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 (RSO) role had seen great strides in firefighter/officer development, and the greatest numbers of recruits applying to join the RDS ever seen. As these changes took effect over the course of the next 12 months it was predicted that availability would subsequently increase.

In addition, AM Charters reported that alongside recruitment the Service continued to focus on the retention of staff which continued to remain a challenging issue for the Service. It was reported that over the last 2 years there had been a turnover of 50% new RDS entrants who had terminated their contract due to changes with their primary employer, location and family circumstances. However, Members were reassured that the Service had invested in additional RSO's who would continue to support staff at each unit.

The Deputy Chief Fire Officer advised that at the recent LGA Fire Conference the Lead HMICFRS had indicated they were shaping up the key theme areas for the next round of inspections and it looked like we would be inspected again in 2020. One area of focus was RDS availability. To put our performance into context, our standard was above 95% availability when compared against the national picture that had really poor availability; we would be the top or very near top performer across the country.

In response to a query raised by County Councillor Beavers, AM Charters confirmed that over recent years the Service had tried to move away from 160 hours over 7 days per week to much more realistic reduced contracts which increased our numbers, however this gave the Service challenges in other areas in terms of development, training and maintaining competencies.

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 3 was 85.89%. 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 4.437

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

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

At the end of December the cumulative totals showed 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 was above the Service target of 3.75 shifts lost for this quarter.

Members noted that action taken continued to be early intervention by the Occupational Health Unit (OHU) 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, OHU to organise health checks for individuals on a voluntary basis, 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 provider and The Firefighters Charity.

Members then examined each indicator in turn as follows:-

KPI 1 – Preventing and Protecting

1.1 Risk Map Score

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

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

Score for 2015-2018 – 32,114, previous year score 32,398.
No exception report required.

1.2 Overall Activity

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

Quarter 3 activity 4,070, previous year quarter 3 activity 4,162, a decrease of 2.21%.

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 3 we were asked to attend on 351 occasions, of which 202 resulted in the use of tools to gain entry to a property.

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 3, 26%, quarter 3 of previous year 20%. Percentage limited to room of origin in quarter 3, 61%, quarter 3 previous year 69%, limited to floor of origin in quarter 3, 11%, quarter

3 previous year 5% and spread beyond floor 2%, previous year 6%.
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 | 17 | 9% | 20 | 10% |
| Q3 | 24 | 11% | 15 | 6% |
| Q4 | | | 18 | 8% |

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’ and 6 ‘limited to room or origin and 1 incident had damaged ‘Limited to floor of origin’.

No exception report required

1.4 Accidental Dwelling Fire Casualties

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

| Casualty Status | 2018/19 Quarter 3 | 2017/18 Quarter 3 |
|--|----------------------|----------------------|
| Fatal | 4 | 0 |
| Victim went to hospital visit, injuries appeared Serious | 3 | 2 |
| Victim went to hospital visit, injuries appeared Slight | 10 | 8 |
| TOTAL | 17 | 10 |

No exception report required.

1.5 Accidental Building Fires (Non-Dwellings)

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

| | | |
|---------------------------|----------------------|----------------------|
| Total number of incidents | 2018/19 Quarter 3 | 2017/18 Quarter 3 |
| | 102 | 90 |

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 3 Accidental Building Fires activity, 86: -

| | 2018/19 | | | | | 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 | 99 | 3% | 32% | 14% | 51% | 18% | 30% | 13% | 39% |
| Q2 | 78 | 13% | 26% | 18% | 44% | 31% | 34% | 12% | 23% |
| Q3 | 86 | 22% | 33% | 15% | 30% | 21% | 42% | 15% | 22% |
| Q4 | | | | | | 20% | 41% | 14% | 26% |

No exception report required.

1.6 Deliberate Fires

This indicator reported the number of primary and secondary fires where the cause of fire had been recorded as 'Deliberate'. Secondary fires were the majority of outdoor fires including grassland and refuse fires unless they involved casualties or rescues, property loss or 5 or more appliances attended. They included fires in single derelict buildings.

| | | |
|--|----------------------|----------------------|
| Deliberate Fire Type | 2018/19 Quarter 3 | 2017/18 Quarter 3 |
| 1.6.1 Deliberate Fires – Anti-Social Behaviour | 410 | 436 |
| 1.6.2 Deliberate Fires – Dwellings | 35 | 27 |
| 1.6.3 Deliberate Fires – Non-Dwellings | 37 | 30 |

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 | 64% | 68% |
| Q4 | | 71% |

No exception report required.

County Councillor Perks stated that although the figures showed a decline they did not include details to evidence the quality of the visit. He requested a lot more background information be included and would like to see a footnote in future reports that explained why the numbers had declined and to include more detail on what was involved on the visit such as: how many HFSCs had been undertaken in a high risk super output area; whether it was possible to identify visits to someone suffering from dementia and include the links we had with partners. The Assistant Chief Fire Officer noted these comments and confirmed that he was currently looking at a refresh of the standards which would need to be agreed by the Planning Committee. The Deputy Chief Fire Officer also added that it would be more comprehensive to include reference to the number of people who self-assessed.

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.

The crashed car displays were shown at 29 different events during quarter 3.

There were a total of 4,630 participants during quarter 3, 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 | 10613 | 85% | 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 |
|--------------------|------------------------------------|--|--|
| 34192 | 18476 | 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 | 25% | 7% | 60% |
| Q4 | | | |

No exception report required.

KPI 2 – Responding to Emergencies

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 is 13 minutes.

Standard: To be met on 90% of occasions

Quarter 3 results 89.50% achieved against a target of 90%, previous year quarter 3, 78.10%.

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, 49

Quarter 3 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 December 2018 as reported to Resources Committee - £40.2m

Spend for the period to date was £40.2m

Overspend for the period £0.0m

Variance 0.00%

No exception report required.

3.2 Overall User Satisfaction

Total responses 2033; number satisfied 2012

% satisfied 98.97 against a standard of 97.50

Variance 1.50%

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

In quarter 3 of 2018/19 – 78 people were surveyed. 76 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 were engaged with the organisation. These questions mirrored those asked in the Civil Service People Survey.

An improvement was shown if the percentage engagement index was 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 3 results indicate percentage pass within standard

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

No exception report required.

The Chairman, County Councillor Holgate informed Members that he had recently attended the LGA Annual Fire Conference. He asked the Deputy Chief Fire Officer to update Members given he had been invited to talk on Lancashire's HMICFRS inspection result.

The Deputy Chief Fire Officer advised that he had tried to present in a respectful way particularly on how the journey to change the culture of the organisation had taken time. He felt the presentation had been received well and had received good feedback. The future direction of the HMI programme was that services underperforming would have interventions; a key for our journey towards outstanding would be evaluation and making sure we shared it freely ie: it was noted by the HMI that we had a debriefing app from incidents which asked what did you learn and what were the issues. Therefore we captured learning in a new way now that we had not been able to before. Our view was we were happy to share this good practice with other Services across the country.

The Deputy Chief Fire Officer advised that he had been asked at the conference to be the NFCC Lead for Wellbeing.

RESOLVED:- That the Performance Committee endorsed the quarter 3 measuring progress report and noted the contents including the 6 negative key performance indicator exception reports.

15/18 DATE OF NEXT MEETING

The next meeting of the Committee would be held on 27 June 2019 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 19 September 2019 and 28 November 2019 and agreed for 4 March 2020.

LFRS HQ
Fulwood

M NOLAN
Clerk to CFA

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LANCASHIRE COMBINED FIRE AUTHORITY PERFORMANCE COMMITTEE

Meeting to be held on 27th June 2019

PERFORMANCE MANAGEMENT INFORMATION FOR 4TH QUARTER 2018/19 (Appendices 1 and 2 refers)

Contact for further information:

David Russel, Deputy Chief Fire Officer (DCFO) – 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 4 Measuring Progress report and note the contents of the 1 positive and 4 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 Performance Management Information | Date | Contact David Russel (DCFO) |
| Reason for inclusion in Part 2, if appropriate: N/A | | |

Measuring Progress



2018-19 Quarter 4

Combined Fire Authority
27th June 2019

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.

| Table of Contents | Page (s) |
|-------------------------------------|-----------------|
| Introduction | 3 |
| Performance Framework | 5 |
| Explanation of Performance Measures | 5 - 6 |
| KPI Exception Overview | 7 |
| KPI Exception Report Analysis | 9 - 22 |
| Key Performance Indicators | 23 - 40 |

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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.

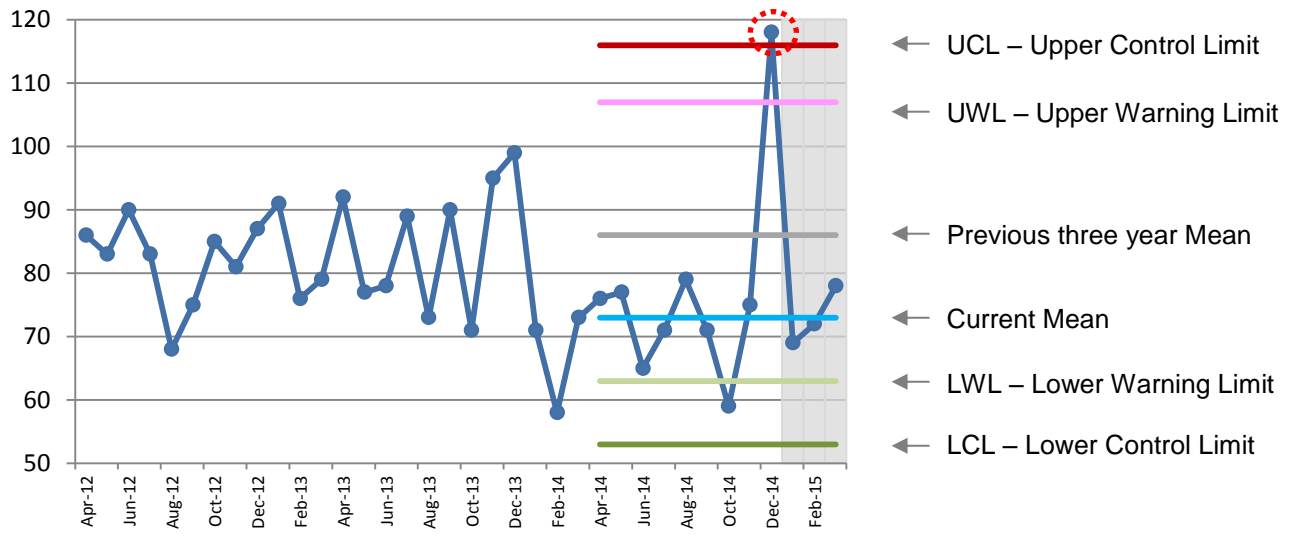
The following rules are applicable to the XmR charts and define when an exception has occurred:

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 January 2019 – March 2019 one KPI is classified as being in positive exception and four 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 – 1 st Fire Engine Attendance | ↓ | – | 11 |
| 2.1.2 | Critical Fire – 2 nd Fire Engine Attendance | ↓ | – | 14 |
| 2.4 | Fire Engine Availability - Retained Duty System | ↓ | – | 16 |
| 2.4.1 | Fire Engine Availability - Retained Duty System (without wholetime detachments) | Subset of KPI 2.4 and provided for information only | | 19 |
| 4 - Engaging with our Staff | | | | |
| 4.2.1 | Staff Absence - Excluding Retained Duty System | ↓ | – | 20 |

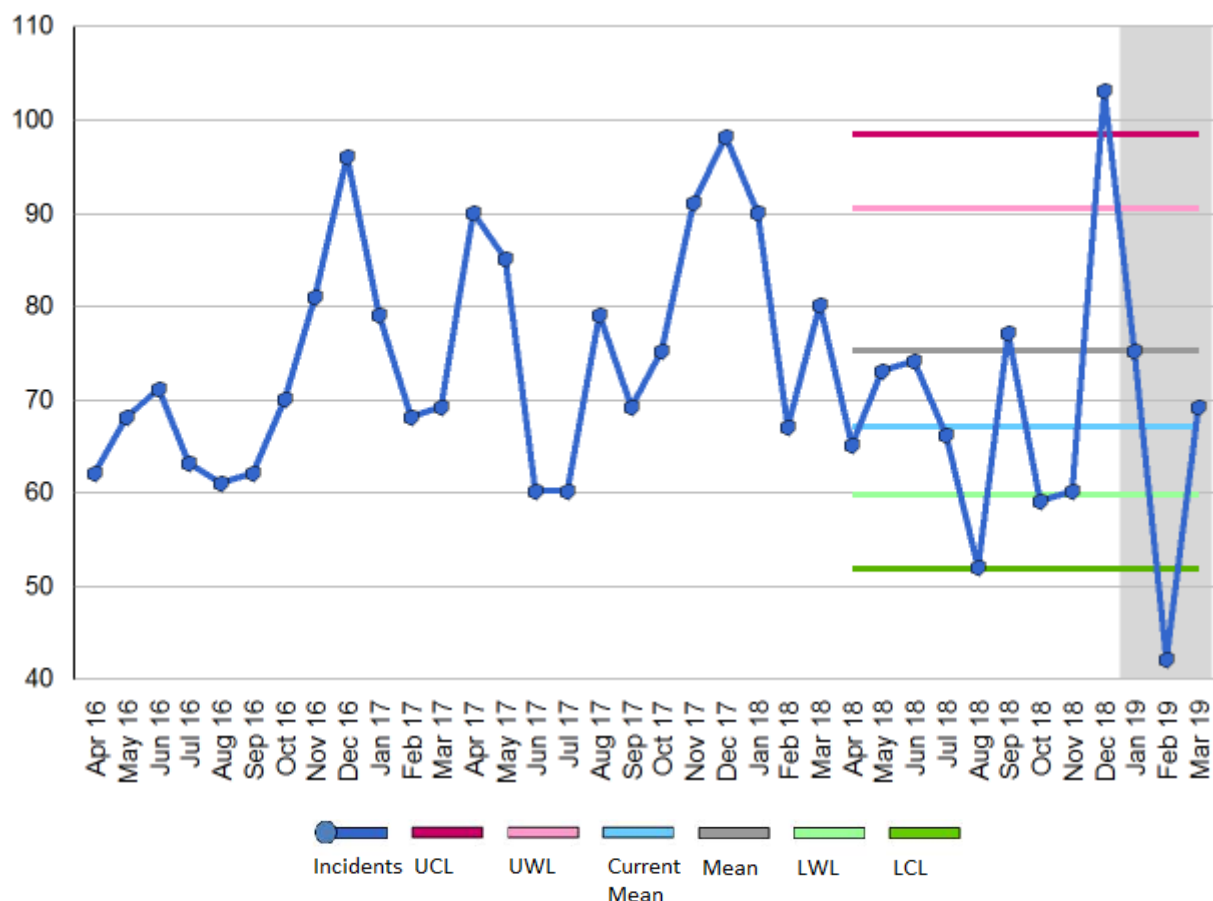
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1.3 Accidental Dwelling Fires

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 four activity 186, previous year quarter four activity 237, a decrease of 22%.



| | | | | |
|-------------------------------|--------------|--------------------------|-----------------------|-------------------|
| 1.3 Accidental Dwelling Fires | Year to Date | 2018/19 Quarter 4 | Previous year to Date | 2017/18 Quarter 4 |
| | 815 | 186 | 944 | 237 |

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 |
| 67 | 75 | 78 | 70 | 78 |

Lancashire Fire and Rescue Service

Measuring Progress

Jan 19 – Mar 19

What are the reasons for an Exception Report

This is a positive exception report due to the number of Accidental Dwelling Fires recorded during the month of February being better than the lower control limit (Please refer to rule 1 on page 6).

Analysis

There were 42 recorded Accidental Dwelling Fire incidents in February 2019; this is the lowest monthly count over the previous 10 years. The year also had the second lowest monthly count during August, at 53 incidents.

This contributed to the year-end ADF count to be at an all-time low, with 815 incidents recorded for 2018/19. This is 129 fewer incidents than the previous year, a reduction of 16% against that recorded 5 years ago, and a 34% reduction over the last 10 years.

The number of delivered Home Fire Safety Checks has been actively increased during 2018/19, along with Safe & Well and the Winter Safety campaign.

There has been shown to be a correlation between seasonal temperature and its influence on social behaviour, particularly when the temperatures are low. A relatively mild winter period has no doubt helped contribute to the February low, a month which historically records lower numbers due to the shorter number of days.

Actions undertaken to improve performance

A large number of local and county wide initiatives have been undertaken with the aim of reducing the causes of Accidental Dwelling Fires. Below is a sample from across the county.

- Winter safety campaign undertaken in most areas and an increase in the number of Safe and Well visits.
- Community Fire Safety (CFS) attendance at Age UK events, Dementia cafes, engagement with people with a health, physical or mental health condition to highlight key messages and champion LFRS campaigns.
- Engagement with local pubs, with material left to highlight awareness of cooking under the influence.
- Continued encouragement of partner agencies to refer those they feel at risk of fire.
- The Live Safe, Age Well presentation delivered to Councils and other large employee organisations.

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:

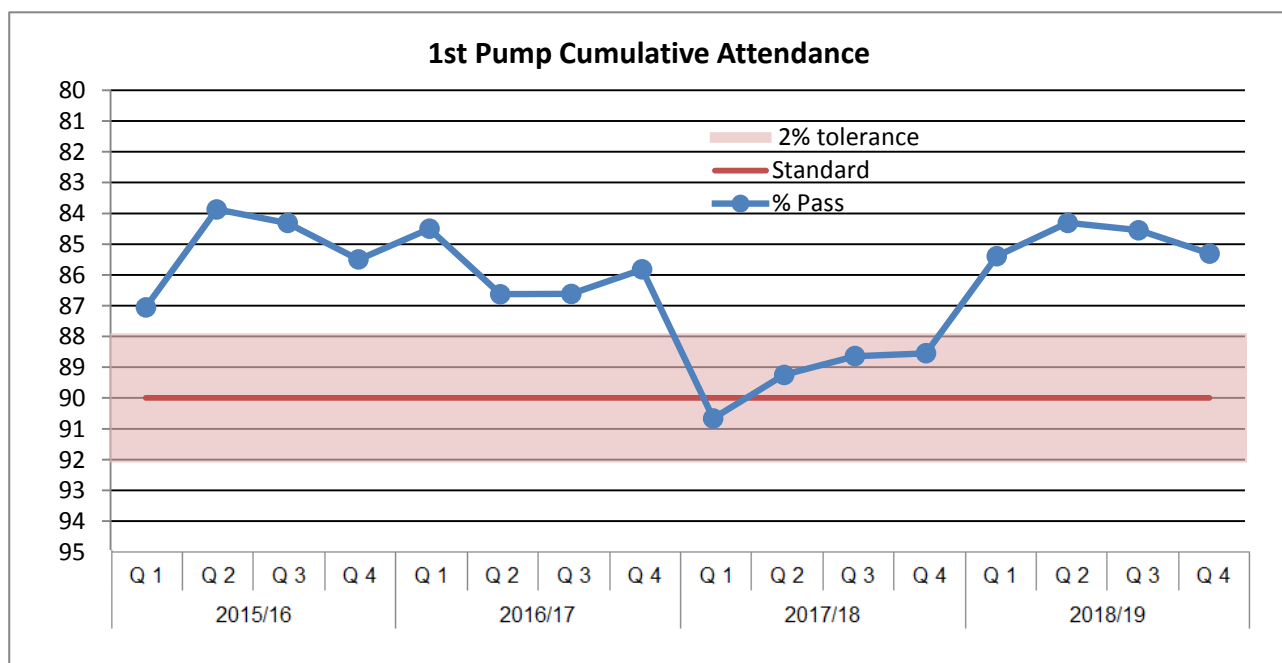
- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

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 four 1st pump response 87.97%, previous year quarter four 88.27%.

| 1 st pump cumulative attendance standard | Year to Date | 2018/19 Quarter 4 | Previous year to Date | 2017/18 Quarter 4 |
|---|---------------|-------------------|-----------------------|-------------------|
| | 85.31% | 87.97% | 88.55% | 88.27% |



Lancashire Fire and Rescue Service

Measuring Progress

Jan 19 – Mar 19

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 quarter four pass rate was 87.97%, which is outside of the 90% standard and 2 percent tolerance.

Analysis

The month of January was within standard at 90.52%, however, the month of February recorded a pass rate of 83.95%, below the standard and outside of the 2% tolerance. March recorded 88.24%, which is within tolerance. This led quarter 4 to return an overall pass rate of 87.97%.

February recorded the lowest number of critical fire incidents over the year. As shown in the table below, the frequency of failures remained constant over the three months; this makes it more difficult to maintain a high pass rate when there are fewer numbers of overall incidents. This contributes to a below standard pass rate when the 'baseline' number of failures is taken from a lower pool of incidents,

The narratives received from the officer in charge (OIC) indicates that the travel time (Extended travel distances to incident' or 'Traffic'), which accounted for 26% of returns, were the main reason for missed attendance times.

It would appear that the reduced performance in quarter 4 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 period 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.

| | 2018/19 | | | | | | | | | | | |
|-----------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| Failed | 14 | 15 | 29 | 32 | 11 | 12 | 15 | 19 | 24 | 11 | 13 | 14 |
| Incidents | 108 | 139 | 150 | 122 | 95 | 106 | 125 | 118 | 144 | 116 | 81 | 119 |
| % Pass | 87.0% | 89.2% | 80.7% | 73.8% | 88.4% | 88.7% | 88.0% | 83.9% | 83.3% | 90.5% | 84.0% | 88.2% |

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

There has been a small but steady improvement over the year. The monthly [median] call handling times are shown below in seconds.

| | 2018/19 | | | | | | | | | | | |
|----------------|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| Median Seconds | 71 | 73 | 74 | 75 | 79 | 65 | 75 | 82 | 67 | 72 | 73 | 67 |

Lancashire Fire and Rescue Service
Measuring Progress
Jan 19 – Mar 19

Actions being taken to improve performance

Ongoing actions by Service Delivery Managers (SDM):

Monitor Wholetime (WT) crew reaction times, instigating local improvements where required and highlight the importance of ensuring the appliance has been booked in 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, we can consider if there are any actions which could be taken to improve attendance performance or reduce risk by community safety action.

New actions being implemented:

The six month Pre-Alerting trial commenced 15th April 2019 at: C50 Preston, C52 Fulwood, S53 Bamber Bridge and S57 Penwortham. This aims to reduce the time that crews take to react to the initial mobilisation.

Proposed removal of the 'Available redirection' appliance status in NWFC/MDT's (Mobile Data Terminal) as this has the effect of showing an appliance as unavailable.

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:

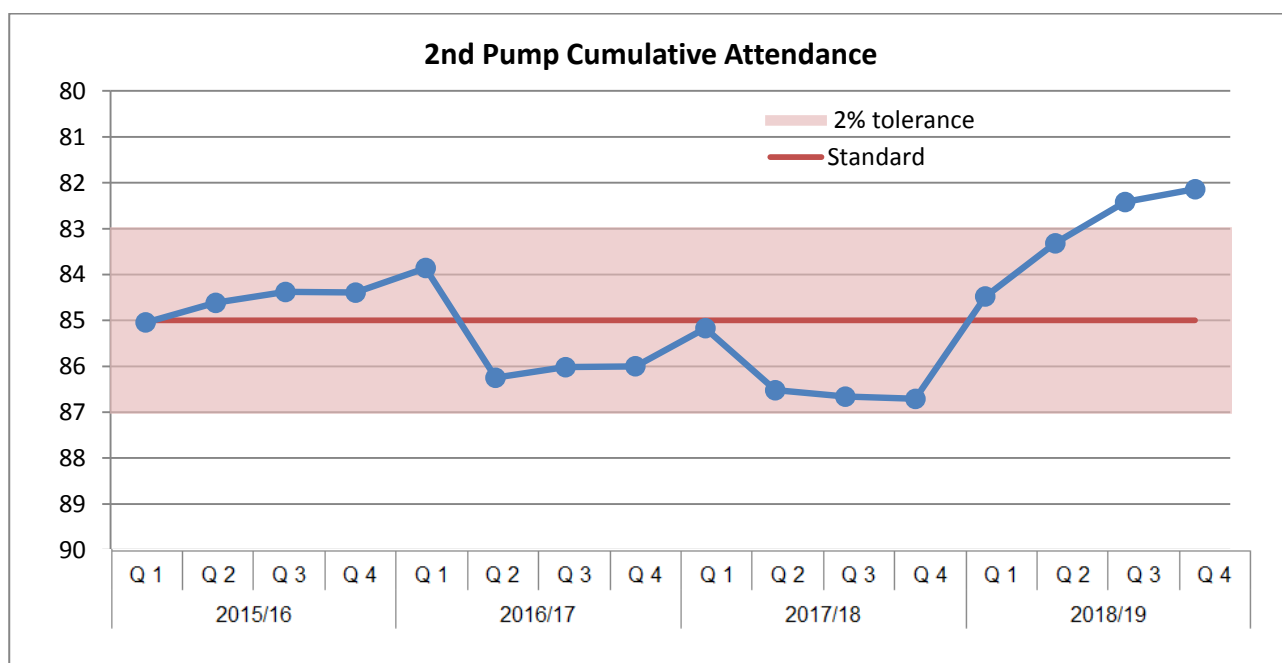
- Very high risk area = 9 minutes
- High risk area = 11 minutes
- Medium risk area = 13 minutes
- Low risk area = 15 minutes

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 four 2nd pump response 81.15%, previous year quarter four 86.86%.

| 2 nd pump cumulative attendance standard | Year to Date | 2018/19 Quarter 4 | Previous year to Date | 2017/18 Quarter 4 |
|---|---------------|-------------------|-----------------------|-------------------|
| | 82.14% | 81.15% | 86.71% | 86.86% |



Lancashire Fire and Rescue Service
Measuring Progress
Jan 19 – Mar 19

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 quarter four pass rate was 81.15%, which is outside of the 85% standard and 2 percent tolerance.

Analysis

The month of January was just within the 2% tolerance at 83.16%, along with the month of March, which recorded one of the highest pass rates of the year at 84.69%. However, the month of February recorded a pass rate of 73.13%, the second lowest of the year. This led quarter 4 to return an overall pass rate of 81.15%.

The findings highlighted in the 1st pump critical fires are mirrored here for the 2nd pump, with the month of February recording just 67 incidents, whilst the number of failures remained consistent with other months.

Analysis of the (quarter 4) officer in charge (OIC) narratives indicates that the ‘Extended travel distances to incident’, accounted for 50% 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.

| | 2018/19 | | | | | | | | | | | |
|-----------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| Failed | 11 | 24 | 17 | 27 | 10 | 12 | 17 | 17 | 28 | 16 | 18 | 15 |
| Incidents | 89 | 121 | 125 | 99 | 80 | 91 | 105 | 95 | 122 | 95 | 67 | 98 |
| % Pass | 87.6% | 80.2% | 86.4% | 72.7% | 87.5% | 86.8% | 83.8% | 82.1% | 77.0% | 83.2% | 73.1% | 84.7% |

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

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

| | 2018/19 | | | | | | | | | | | |
|----------------|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| Median Seconds | 71 | 73 | 74 | 75 | 79 | 65 | 75 | 82 | 67 | 72 | 73 | 67 |

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.

2.4 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.

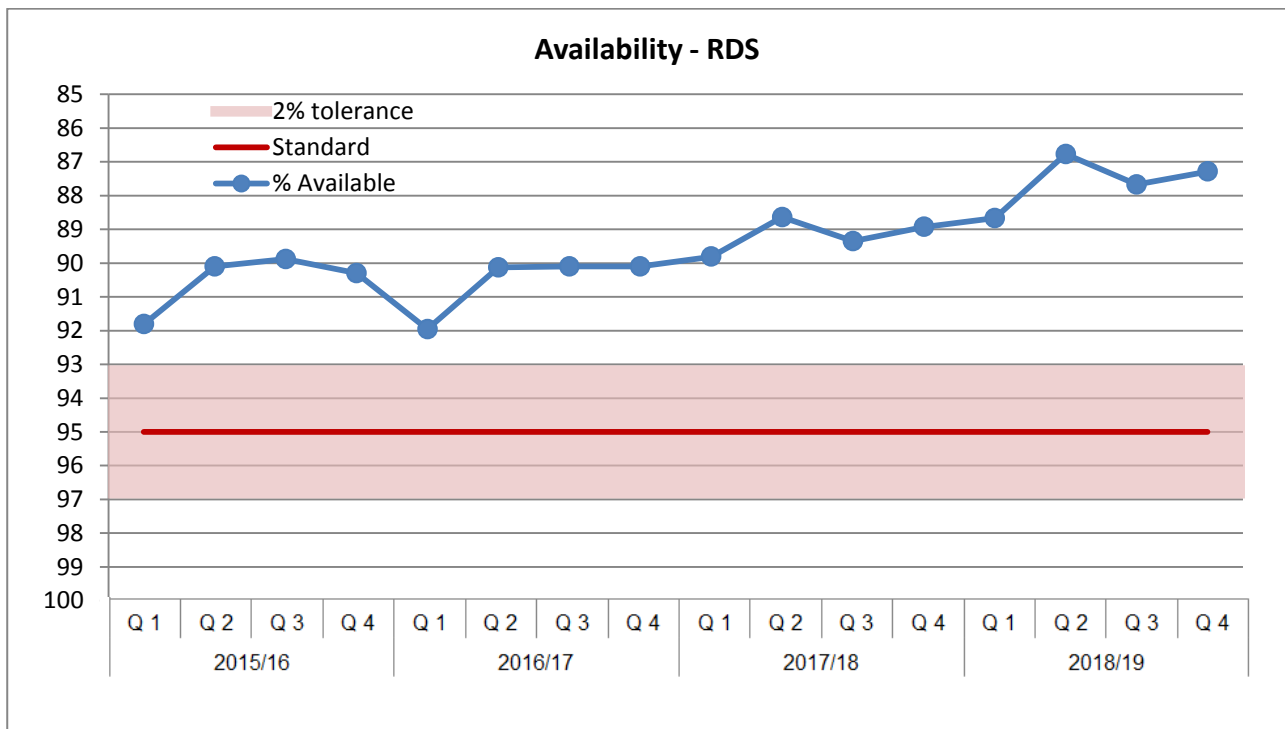
Fire engines are designated as unavailable (off-the-run) for the following reasons:

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

The percentage of time that RDS crewed engines were available for quarter four was 87.05%, a decrease of 2.12% over the previous quarters 89.17%. The cumulative availability to the end of quarter 4 was 87.29% against the previous quarter’s cumulative (April to March 2018) at 88.90%.

Standard: Above 95%.

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



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Measuring Progress
Jan 19 – Mar 19

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

Analysis

Quarter 4 recorded a decrease over both quarter 3, although January recorded the highest individual month of availability over the year, at 91.17%. Unfortunately, both February and March returned two of the lowest months of the year.

| | Quarter 1 | | | Quarter 2 | | | Quarter 3 | | | Quarter4 | | |
|-------------------|-----------|-------|-------|-----------|-------|-------|-----------|-------|-------|----------|-------|-------|
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
| Standard achieved | 89.54 | 88.69 | 86.86 | 85.15 | 82.92 | 85.73 | 88.41 | 90.42 | 88.73 | 91.17 | 85.27 | 84.55 |
| | 88.37% | | | 84.59% | | | 89.17% | | | 87.05% | | |

Local level monitoring continues with additional analysis at pump level showing that six stations accounted for 43.2% of off the run hours within quarter 4.

The amount of RDS stations that are in exception has increased from 9 to 11 in this quarter although it should be noted that 2 of the stations have lost staff to the W/T recruits course affecting their availability through this quarter. All recently qualified W/T staff are to give dual contract cover on their return boosting their units with development and cover.

Lack of drivers and OICs (Officer in Command) continues to be an issue on some stations.

The Southern Retained Support Officer (RSO) has been appointed, and is having a positive effect on the Southern RDS stations, with 4 new recruits starting the initial course in June 2019.

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.

Actions being taken to improve performance

Two RDS initial Breathing Apparatus courses are scheduled for May & June further adding an increase to availability numbers next quarter.

Working alongside TOR over the last year the RSO group removed theory based learning from the On-Call initial course and delivered it to recruits on area prior to the course starting, this essentially allowed an extra 2 days of practical learning for recruits on the course.

Also trialled this quarter was for successful recruits to attend a pre course learning with their area RSO. The students were required to attend four 3 hour sessions culminating in the pre learning day at STC. The sessions included, H&S, ladder and pump theory, knots and lines, rank structure

Lancashire Fire and Rescue Service

Measuring Progress

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as well as attitude and discipline. The sessions not only gave the students pre course development, it also brought the students together prior to the course starting, this in turn formed bonds that assisted each other during the course. It was noted by TOR the recruit's attitude and propensity for learning was greatly improved.

This quarter recruitment campaign saw LFRS receive over 120 On-Call applications service wide. This is a vast improvement on previous year's campaigns and emphasises the work being carried out by RSO's. Over the last year there has been a marked improvement on the public's awareness of On-Call, this will only assist the service to attract potential applicants in the future.

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 were available for quarter four was 83.06%. This excludes the wholetime detachments shown in KPI 2.4

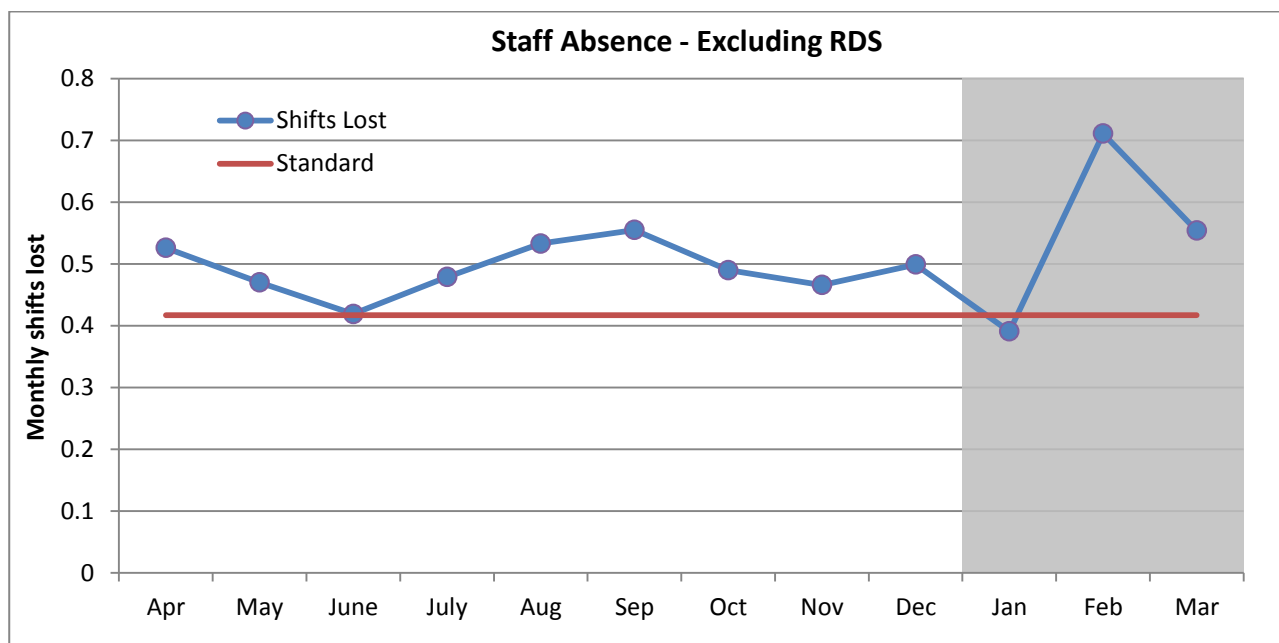
Standard: As a subset of KPI 2.4 there is no standard attributable to this KPI.

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 | 6.093 |
|--|-------|

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 two months during quarter four.

Analysis

During quarter four January 2019 – March 2019, absence statistics show above target for two of the three months. Whilst shifts lost for uniformed personnel for the month of January remained below target, this increased above target for February and March. 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 7 cases of long term absence which span over the 3 months.

At the end of March the cumulative totals show that non-uniformed staff absence was above target making Lancashire safer

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at 8.9 shifts lost per employee and for whole-time, staff absence was just above target at 5.25 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 6.16 shifts lost which is above the Service target of 5 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 | ↑ | 24 |
| 1.2 | Overall Activity | ↑ | 25 |
| 1.3.1 | ADF - Extent of Damage | ↑ | 26 |
| 1.3.2 | ADF - Number of Incidents Where Occupants have Received a HFSC | ↔ | 26 |
| 1.4 | Accidental Dwelling Fire Casualties | ↓ | 27 |
| 1.5 | Accidental Building Fires (Non Dwellings) | ↓ | 28 |
| 1.5.1 | ABF (Non Dwellings) - Extent of Damage | ↓ | 29 |
| 1.6 | Deliberate Fires | ↑ | 30 |
| 1.7 | Home Fire Safety Checks | ↔ | 31 |
| 1.8 | Road Safety Education Evaluation | ↔ | 32 |
| 1.9.1 | Fire Safety Enforcement - Known Risk | ↓ | 33 |
| 1.9.2 | Fire Safety Enforcement - Risk Reduction | ↑ | 33 |
| 2 - Responding to Emergencies | | | |
| 2.2.1 | Critical Special Service - 1 st Pump Attendance | ↑ | 34 |
| 2.3 | Fire Engine Availability – Wholetime, Day Crewing and Day Crewing Plus | ↑ | 35 |
| 2.5 | Staff Accidents | ↓ | 36 |
| 3 - Delivering Value for Money | | | |
| 3.1 | Progress Against Savings Programme | ↑ | 37 |
| 3.2 | Overall User Satisfaction | ↑ | 38 |
| 4 - Engaging with our Staff | | | |
| 4.1 | Overall Staff Engagement | ↑ | 39 |
| 4.2.2 | Staff Absence - Retained Duty System | ↑ | 40 |

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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 |

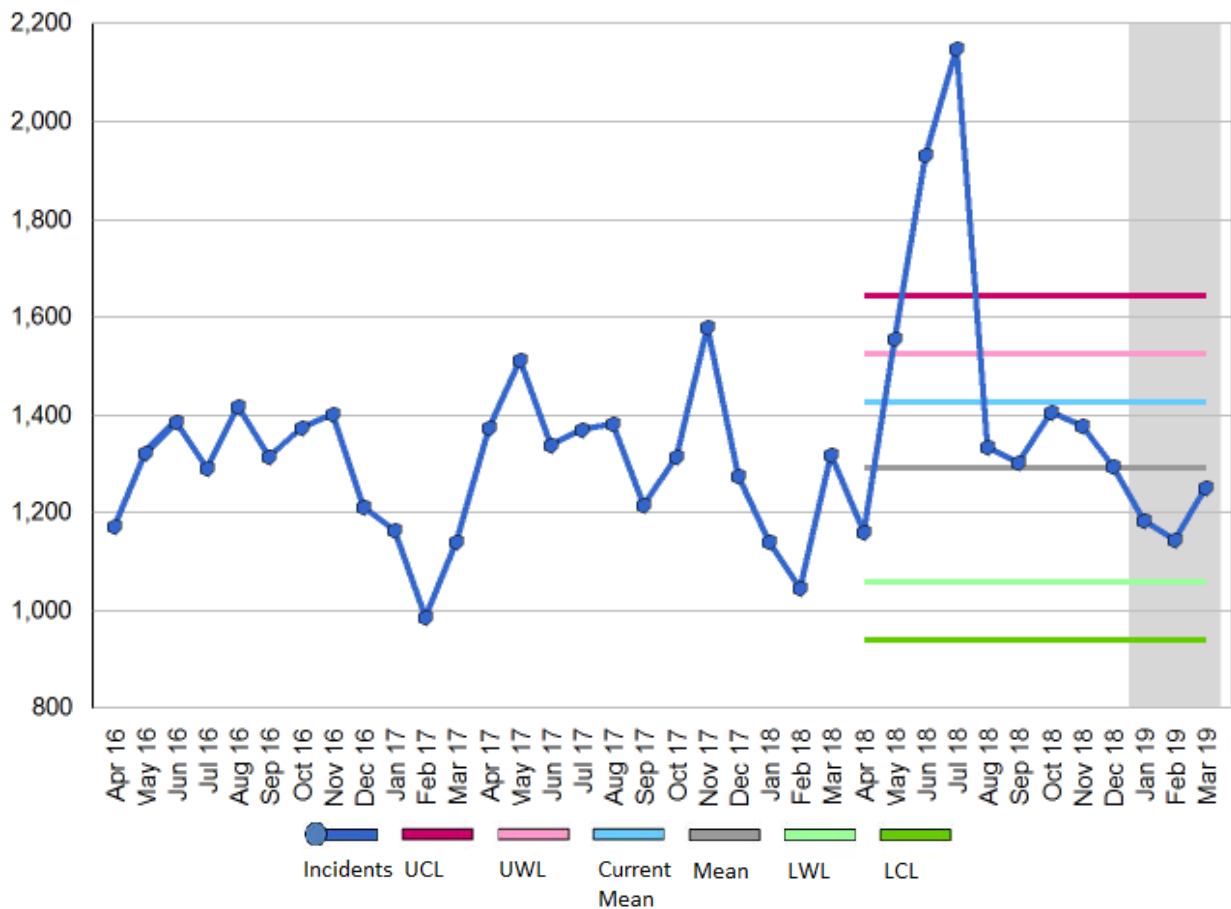
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1.2 Overall Activity

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

Quarter four activity 3575, previous year quarter four activity 3499, an increase of 2.17%.

Included within this KPI is the incident type ‘Gaining Entry’, where we attended on request of the North West Ambulance Service. During quarter four, we were asked to attend on 349 occasions, of which 218 resulted in the use of tools to gain entry to a property.



| | | | | |
|----------------------------------|--------------|--------------------------|------------------------------|--------------------------|
| 1.2 Number of attended incidents | Year to Date | 2018/19 Quarter 4 | <i>Previous year to Date</i> | <i>2017/18 Quarter 4</i> |
| | 17062 | 3575 | 15840 | 3499 |

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 |
| 1421 | 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 four 25%, quarter four of previous year 21%. Percentage limited to room of origin in quarter four 64% quarter four previous year 64%, limited to floor of origin in quarter four 8%, quarter four previous year 9% and spread beyond floor 4%, 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 | 164 | 24% | 63% | 10% | 3% | ↓ | 20% | 69% | 5% | 6% |
| Quarter 4 | 138 | 25% | 64% | 8% | 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 | 15 | 8% | 18 | 8% |

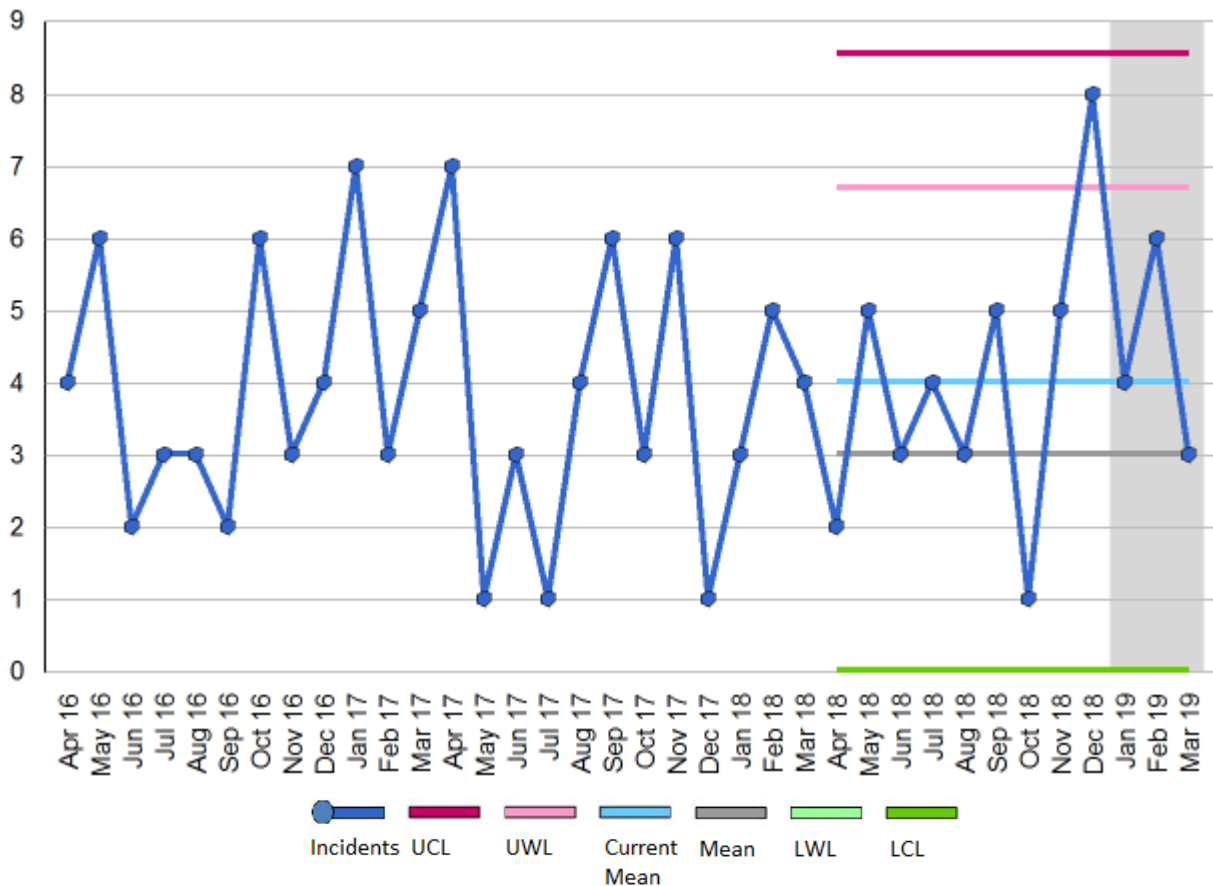
Analysis: Of the 15 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 4 had 'Heat and smoke damage only', 2 resulted in damage 'Limited to item first ignited', 7 'limited to room of origin' and 2 incidents had damage 'Limited to floor of origin'.

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.

No fatalities occurred during quarter four. Three casualties are recorded as serious and 10 slight. Quarter four of the previous year recorded 4 fatalities, 1 serious and 7 slight.



| Casualty Status | Year to Date | 2018/19 Quarter 4 | Previous year to Date | 2017/18 Quarter 4 |
|--|--------------|-------------------|-----------------------|-------------------|
| Fatal | 8 | 0 | 6 | 4 |
| Victim went to hospital, injuries appear Serious | 8 | 3 | 7 | 1 |
| Victim went to hospital, injuries appear Slight | 33 | 10 | 31 | 7 |
| Total | 49 | 13 | 44 | 12 |

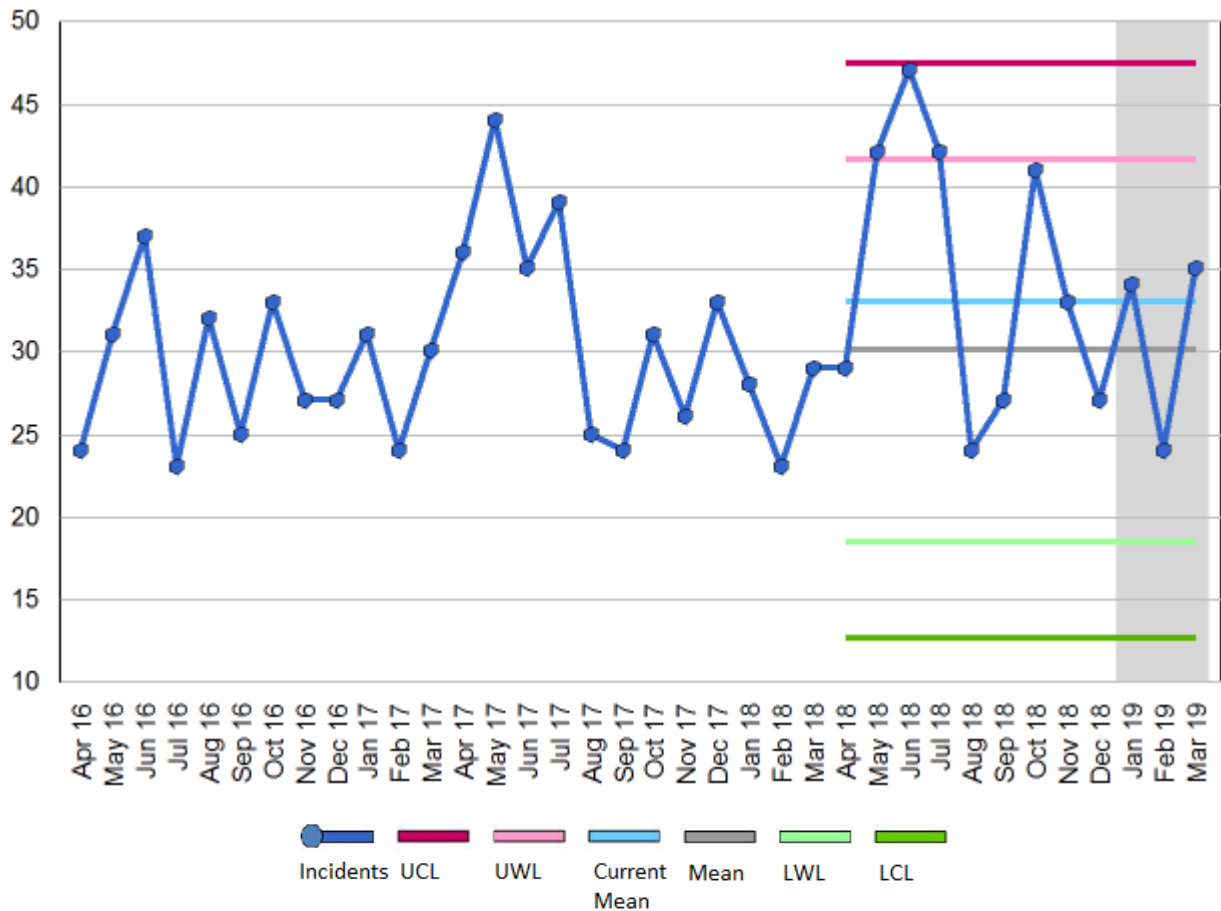
The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the

| 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 four activity 93, previous year quarter four activity 80.



| | | | | |
|-------------------------------|--------------|--------------------------|------------------------------|--------------------------|
| 1.5 Accidental Building Fires | Year to Date | 2018/19 Quarter 4 | <i>Previous year to Date</i> | <i>2017/18 Quarter 4</i> |
| | 405 | 93 | 373 | 80 |

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 four 15%, quarter four of previous year 20%. Percentage limited to room of origin in quarter four 38%, quarter four previous year 41%, limited to floor of origin in quarter four 18%, quarter four previous year 14% and spread beyond floor 30%, previous year 26%.

| | *ABF activity | 2018/19 | | | | ↑/↓ Progress | 2017/18 | | | |
|-----------|---------------|------------------|----------------|-----------------|-------------------------------|-----------------|------------------|----------------|-----------------|-------------------------------|
| | | Item 1st ignited | Room of origin | Floor of origin | Spread beyond floor of origin | | Item 1st ignited | Room of origin | Floor of origin | Spread beyond floor of origin |
| Quarter 1 | 99 | 3% | 32% | 14% | 51% | ↓ | 18% | 30% | 13% | 39% |
| Quarter 2 | 80 | 13% | 26% | 18% | 44% | ↓ | 31% | 34% | 12% | 23% |
| Quarter 3 | 85 | 20% | 33% | 15% | 32% | ↓ | 21% | 42% | 15% | 22% |
| Quarter 4 | 59 | 15% | 38% | 18% | 30% | ↓ | 20% | 41% | 14% | 26% |

Lancashire Fire and Rescue Service

Measuring Progress

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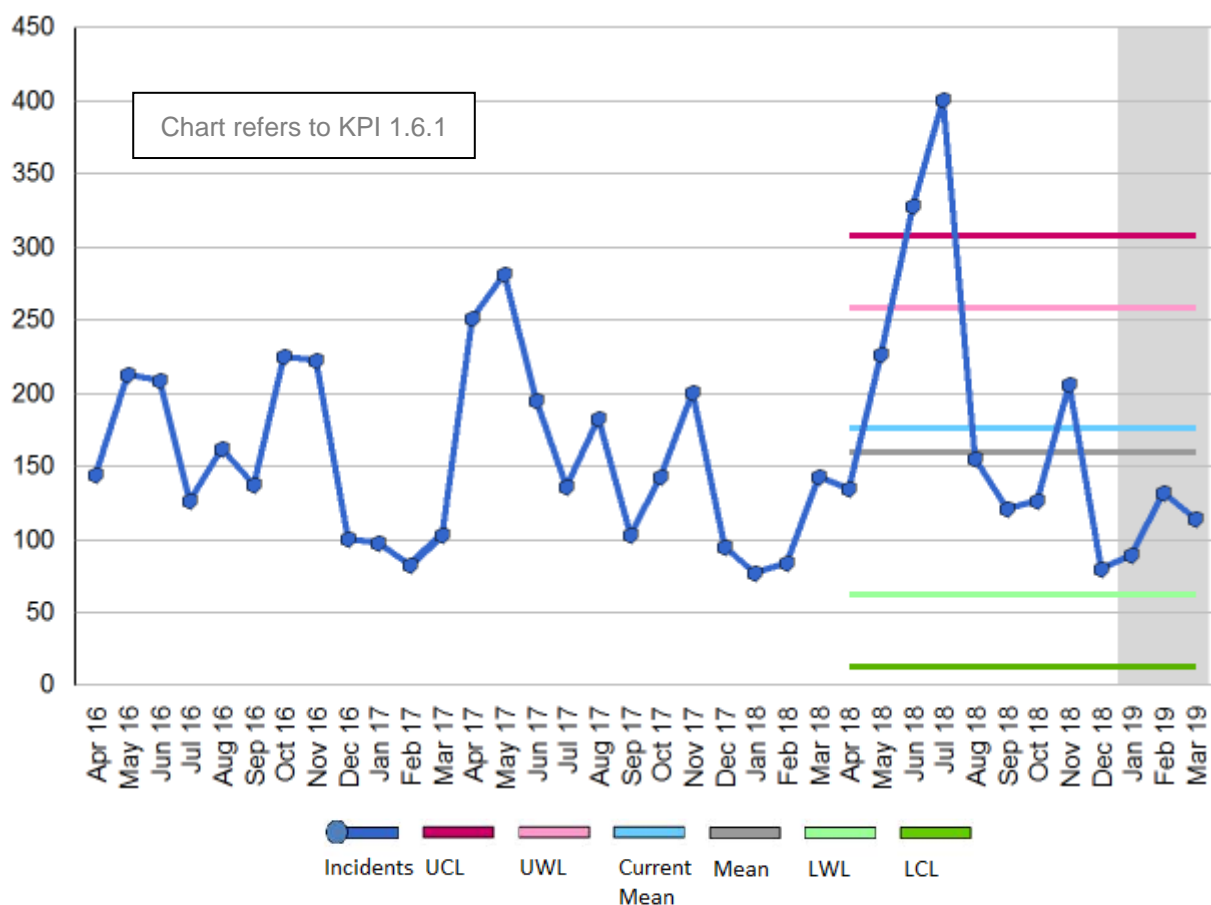
1.6 Deliberate Fires

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 four activity 333, previous year quarter four activity 301.

1.6.2 Deliberate fires (Dwellings) quarter four activity 22, previous year quarter four activity 29.

1.6.3 Deliberate fires (Non dwellings) quarter four activity 26, previous year quarter four activity 24.



| Deliberate Fire Type | Year to Date | 2018/19 Quarter 4 | Previous year to Date | 2017/18 Quarter 4 |
|--|--------------|-------------------|-----------------------|-------------------|
| 1.6.1 Deliberate Fires - ASB | 2103 | 333 | 1881 | 301 |
| 1.6.2 Deliberate Fires - Dwellings | 124 | 22 | 109 | 29 |
| 1.6.3 Deliberate Fires - Non Dwellings | 121 | 26 | 144 | 24 |

| | | | | | |
|---|---------------------|--------------------|---------------------|----------------|----------------|
| 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 |
| | 175 | 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 four 4430, percentage of high risk HFSC outcomes in quarter four 65%.
 Count of HFSC's in quarter four of the previous year 3008, percentage high risk 71%.**

| | 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 | 2802 | 66% | ↓/↓ | 3099 | 68% |
| Quarter 2 | 3355 | 67% | ↑/↓ | 3241 | 72% |
| Quarter 3 | 4186 | 64% | ↑/↓ | 2630 | 68% |
| Quarter 4 | 4430 | 65% | ↑/↓ | 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 15 different events during quarter 4.

There was a total of 6607 participants during quarter 4, 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 | 17220 | 85% | ↕ | 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 34484, number of premises audited to date 18617 (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 |
|--------------------|------------------------------------|--|---|
| 34484 | 18617 | 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 four 19%, previous year quarter four 18%

Requiring formal activity in quarter four 9%, previous year quarter four 5%

Requiring informal activity in quarter four 70%, previous year quarter four 74%

| | 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 | 19% | 9% | 70% | ↑ | 18% | 5% | 74% |

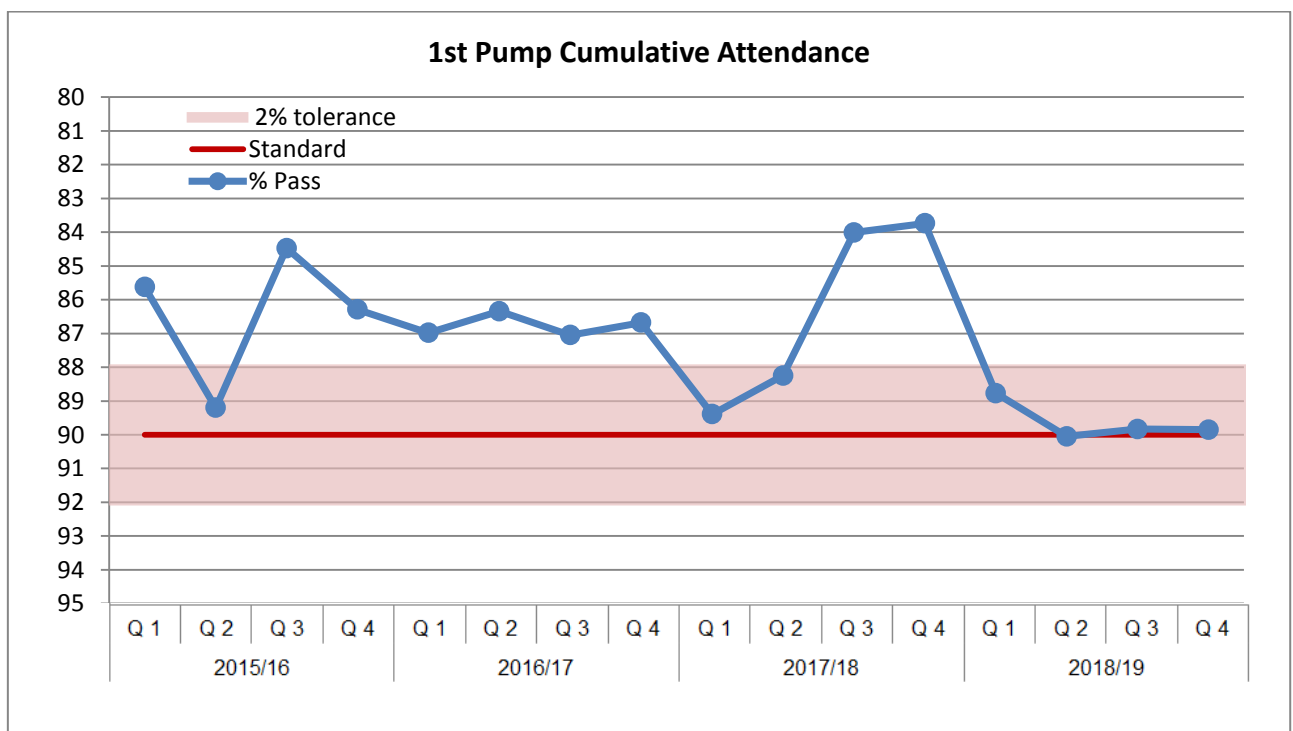
2.2.1 Emergency Response Standard - Critical Special Service - 1st Fire Engine Attendance

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 four response percentage pass rate 89.90%, previous year quarter four 82.86%

| 1 st pump cumulative attendance standard | Year to Date | 2018/19 Quarter 4 | Previous year to Date | 2017/18 Quarter 4 |
|---|---------------|-------------------|-----------------------|-------------------|
| | 89.85% | 89.90% | 83.88% | 82.86% |



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

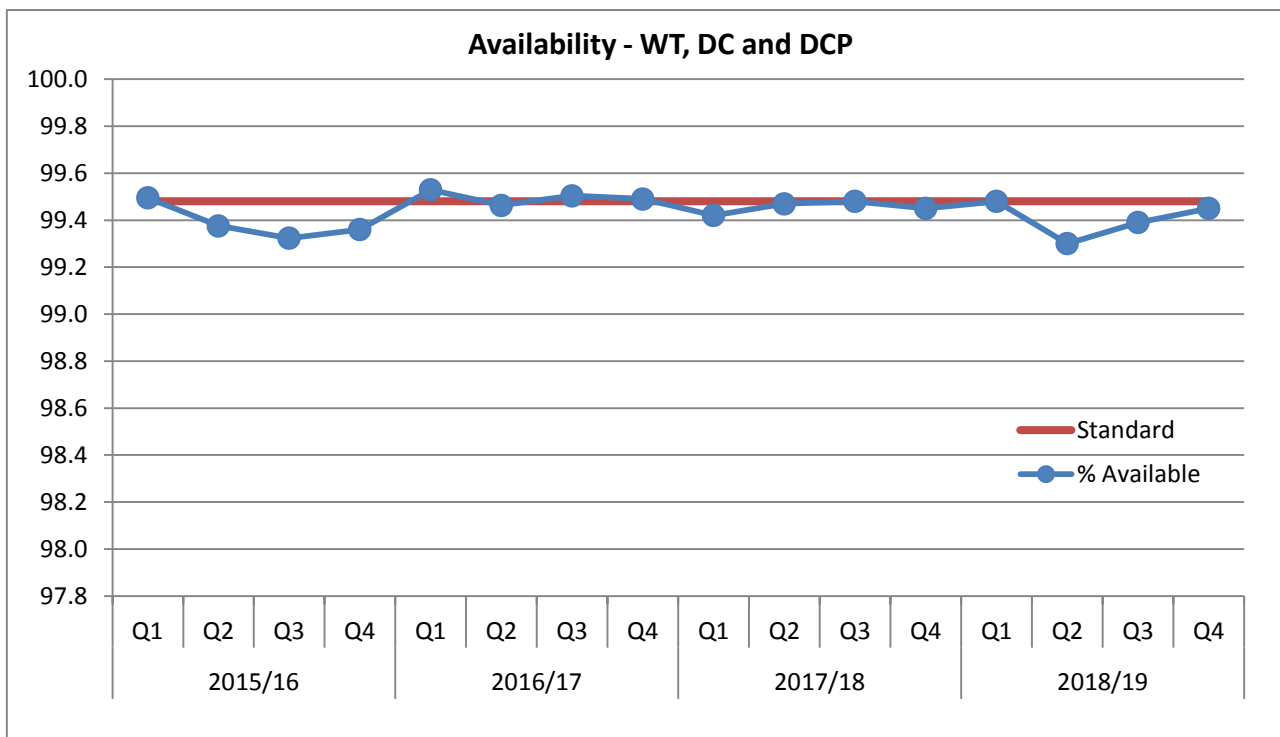
This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.

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%

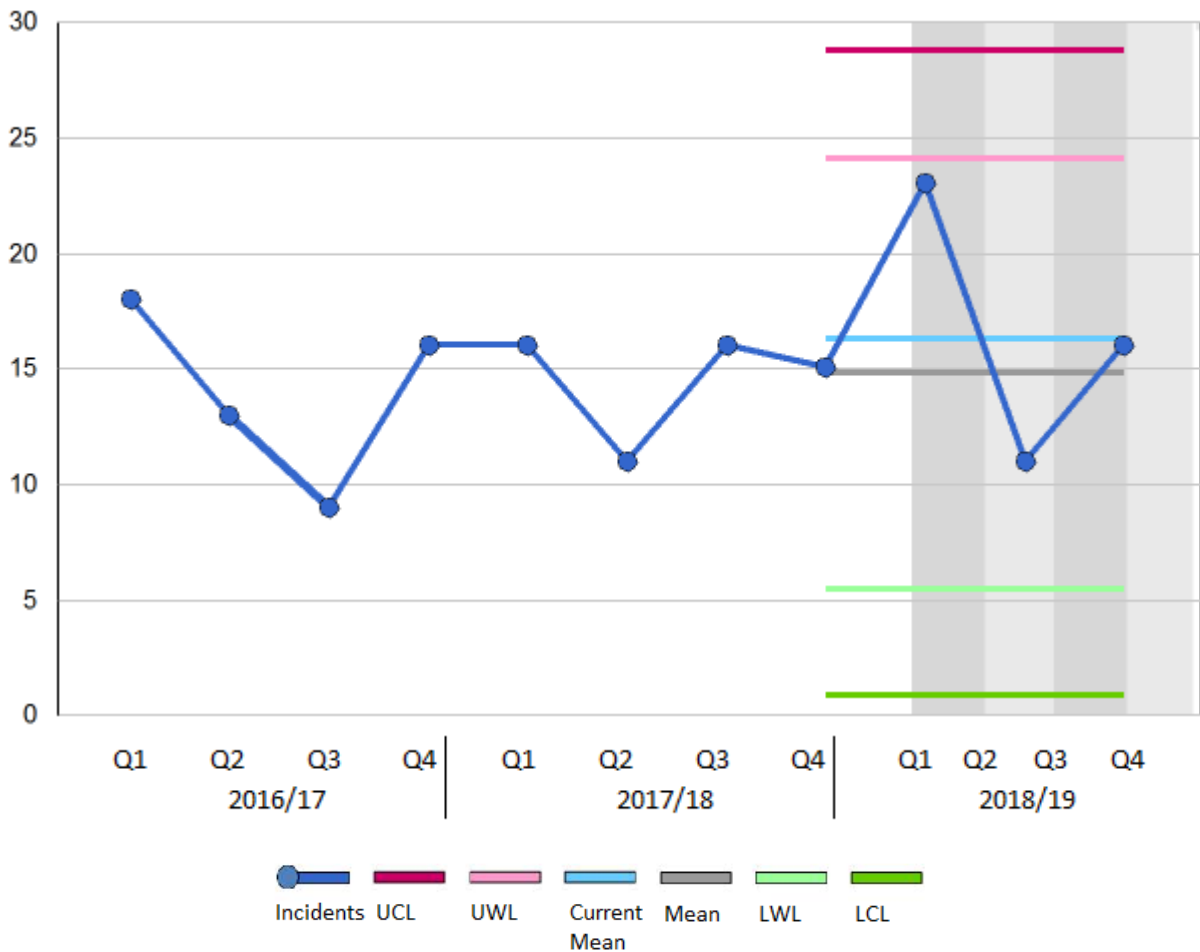
Quarter four cumulative availability 99.45%, previous year quarter four 99.45%.



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 four 16. Previous year quarter four 16.



| Total number of staff accidents | Year to Date | 2018/19 Quarter 4 | Previous year to date | 2017/18 Quarter 4 |
|---------------------------------|--------------|-------------------|-----------------------|-------------------|
| | 65 | 16 | 59 | 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 |
| 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 March 2019 £54.8 million. The spend for the same period is £54.3 million^[1].

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.

Variance:

| |
|-----------------------|
| -0.73% ^[2] |
|-----------------------|

^[1]Although the closure of the accounts process during May (including yearend accounting adjustments in respect of items such as provisions and reserves transfers and capital accounting) has yet to be finalised. Following completion of the yearend process, this is expected to result in an underspend of £0.4m, which will be reported to Resources Committee in May.

^[2]Variance based upon expected results.

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.

72 people were surveyed in quarter four, 72 responded that they were very or fairly satisfied.

| Question | Total | Number Satisfied | % Satisfied | % Standard | % Variance |
|--|-------|------------------|-------------|------------|------------|
| Taking everything into account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service? | 2105 | 2084 | 99.00% | 97.50% | 1.54% |

There have been 2,105 people surveyed since April 2012.

In quarter four of 2018/19 - 72 people were surveyed. 72 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% |

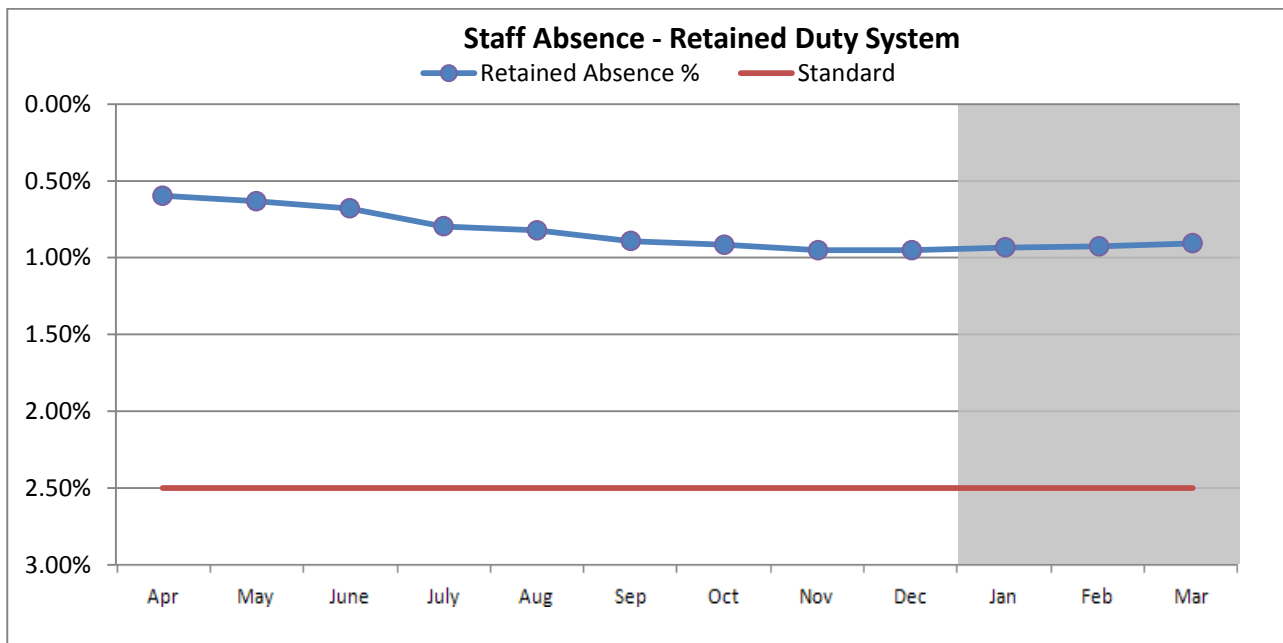
*Period 3, 2016/17

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 four, 0.91%

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



| | |
|--|-------|
| Cumulative retained absence (as % of available hours of cover) | 0.91% |
|--|-------|



Appendix 2

Annual Report on Road Safety Intervention Activity

Annual Report

Road Safety Intervention Activity 2018-2019

Introduction

Through our Integrated Risk Management Plan 2017-2022 (IRMP), prevention and protection services and our structure for delivery were reviewed over the course of the last IRMP to ensure that we are delivering appropriate services in line with our changing operating environment. As a result we have changed our working practices with a strategic focus on the quality of the services that we deliver. These services are delivered around four key themes: helping people to start safe, live safe, age safe **and be safe on our roads** with a focus on working collaboratively with other organisations.

To ensure constant improvement in all parts of our prevention priority, the Service has dedicated thematic groups which review current practice and results.

Thematic Road Safety Group.

During 2018 the Thematic Road Safety Group became well established and chaired by Group Manager Crook, meeting every 2 months. Acting GM Matt Hamer is currently the holding chairmanship.

Terms of reference have been developed alongside a priority work programme which supports the Lancashire Road Safety Partnership 'Towards Zero' strategy as described below.

The Terms of Reference are very clear and the group comprises of both Service Delivery and Service Support staff with representation from each of the 6 areas. One of the ambitions is to improve communication between strategic and practitioner levels. Also to send clear messages out to areas with key road safety priorities. We want to deliver focused activities, in areas identified as having issues.

Lancashire Road Safety Partnership (Formally LPfRS)

Lancashire Fire and Rescue continue to be a pro-active member of LRSP and have representatives at both Executive and Operational group level. The partners are working very closely with each other and delivering the partnership strategy – 'Towards Zero' Lancashire: Road Safety Strategy for Lancashire, 2016 – 2026', in an attempt to reduce those killed or seriously injured on our roads.

In 2016, the Partnership agreed to develop two new posts:

- i) A Road Safety Analyst – hosted by Lancashire Constabulary
- ii) A Road Safety Co-ordinator – hosted by Lancashire Fire Rescue Service (LFRS).

The Road Safety Analyst produces road safety reports that focus on the risks not only throughout Lancashire but also on a district level. This data is a tool for better directing resources into reducing road traffic collisions of all severities across all of Lancashire's fourteen districts, whilst combating the criminal use of the wider road network.

The Road Safety Co-ordinator post aligns all partnership action plans and priorities and ensures the Partnership's road safety activity is effective. An ongoing action plan is monitored to ensure outcomes are reviewed with recommendations made and implemented.

LFRS Road Safety Thematic Group Priorities 2019-2020

1. Amend the Road Safe primary school package for year 6 (re-development of Road Sense) – modernise, add a section on fire safety and provide easier access for delivery;
2. Develop and promote delivery of Wasted Lives for year 11/ 10;
3. Further delivery of Biker Down courses;
4. Promote and record the use of Crashed Cars;
5. Support Safe Drive Stay Alive events;
6. Roll out Tyre Safe at Fire Fighters Charity car washes;
7. Trial Driving for Better Business (DFBB);
8. Use road safety statistics to inform area based road safety delivery;
9. Support the National Fire Chiefs Council Road Safety Calendar.

1. Road Sense. (Formally Road Safety education to Key Stage 2 (Year 6) Child safe Plus)

Road Sense is the name given to the road safety education programme that replaced Child Safe Plus from September 2017. Road Sense has replaced the Child Safe Fire Safety sessions delivered to every primary school each year with the fire safety session being moved to year 7 offered to all secondary schools under the Teen Safe banner.

The programme focuses on three key road safety themes which were selected to reflect our issues with young people:-

- In Car Safety;
- Pedestrian Safety;
- Cycle Safety.

As with the Wasted Lives programme the evaluation is captured using post-delivery questionnaires given to teachers in an attempt to influence behaviour and change attitudes. The package has been written to align with OFSTED inspections to evidence the positive impact an external organisation has on its pupils.

This initiative is an extension to our existing Child Safe programme so has little impact on schools in terms of additional time or scheduling. By the same token, it has low impact on LFRS resources yet ensures all children in Lancashire receive Road Safety education. This fits in with the LRSP delivery plan aged 0-100 years.

In September 2017 Road Sense delivery became mandatory and in the financial year 2018-2019 LFRS delivered Road Sense to 12,492 pupils in year 6 classrooms throughout Lancashire, Blackpool and Blackburn with Darwen.

Following a full academic year of delivery an evaluation took place considering feedback from 151 primary schools (all 350 were invited to take part) and both Operational and Community Safety staff from all areas. The general consensus was the package was a positive addition to Year 6 education however there were a number of recommendations from across the board:

- Update the video clips around cycling and in car safety;
- Introduce a quiz / interactive activity;
- Add a fire safety element at the start of the presentation to recap year 2 Child Safe.

These changes should be implemented by September 2019 with consultation from Operational and Community Safety staff before they go live.

2. 'Wasted Lives' Young Driver Road Safety Education Programme

LFRS heavily support the delivery of a road safety education programme titled Wasted Lives. We are now the only delivery partner following changes at Lancashire County Council. The programme is aimed at young and pre-drivers and hopes to influence behaviour and change attitudes either as a driver or a passenger, thereby reducing risk to this specific group and to other road users.

By actively engaging with this age group (15 – 25 year olds) Wasted Lives aims to maximise the opportunities for people to evaluate and reflect on their own attitudes and behaviour behind the wheel and as a passenger and promote real and lasting changes in how each participant behaves in a car.

Since the introduction of Wasted Lives in 2010, LFRS has delivered road safety education to over 100,000 young people throughout Lancashire, Blackpool and Blackburn with Darwen. For the period 2018–2019 LFRS has delivered the programme to 4,728 young people, a 2,200 increase on last year's figure.

Some changes have been made in 2019 to include more material around the dangers of mobile phone use in a vehicle to reflect the trend nationally of mobile phone use increasing by drivers.

We will continue to focus our delivery of Wasted Lives to year 10/11 students as pre-drivers and those employed as apprentices. The 17-25 year olds will receive road safety education by attending a Safe Drive Stay Alive (SDSA) presentation. Although it was expected that the numbers would fall due to SDSA replacing the input offered to colleges, there is concern about consistency of recording sessions.

As Wasted Lives is the only recognised road safety education programme delivered to young people within this age group, it is considered that it has played a positive role in the reduction of those killed or seriously injured over the last 9 years.

Each Fire Station and Community Fire Safety Team has a Road Safety Reference Holder who is trained to deliver the programme. Typically, delivery takes place either within a secondary school setting (Year 10 / 11) or to 17-25 year olds in other settings such as the workplace. The programme can be subject to evaluation through a pre and post questionnaire with a further follow up where possible three months after the programme is delivered. The results of the evaluation can then be utilised by Head Teachers as part of any OFSTED inspection demonstrating the positive influence LFRS has had on the young people, as an external organisation visiting the school.

Evaluation is taken across four key areas:

- 1) driver behaviour;
- 2) speed;
- 3) seatbelts;
- 4) drink/drugs.

Evaluation feedback overall suggests that the input has positively changed both behaviour and attitudes in 85% of cases. We continue to monitor this by dip sampling sessions.

3. Safe Drive Stay Alive

Safe Drive Stay Alive is a road safety initiative where the audiences hear real life stories from the emergency services and families who have all been affected by road traffic collisions.

The speakers have all come forward to share their emotional experiences in a bid to reduce the number of young people killed or seriously injured on Lancashire's roads.

Safe Drive Stay Alive is emotional and encourages reflection.

The sessions aim to encourage students to improve their attitudes towards risk taking behaviour on the roads.

Ideally, delivery is carried out in a theatre setting where audiences are bused in from 6th form schools and 1st year students from Further Education Colleges. In 2018-2019 6,481 students attended from various sixth form schools and colleges around the county.

Both Wasted Lives and SDSA are supported by the use of two crashed cars that are towed to venues, so that students can see first-hand the results of driving at speed under the influence of either alcohol or drugs. To date over 300,000 young people have received the education using the crashed cars. During 2018-2019 the vehicles attended 88 schools / events which we hope will increase year on year.

4. Fire Fighters Charity Car Wash; Incorporating Vehicle Safety Checks

Both Lancashire and Cheshire Fire & Rescue Service have worked closely on a pilot with Highways England to expand the Fire Fighter Charity Car washes to include an optional Vehicle Safety Check. Drivers are offered a free tyre safety check, then advice around the safety / health of their tyres. It has proved to be a welcome addition with drivers returning with family members or friends to get their vehicles checked too. This has inadvertently led to an increase in donations for the FF Charity.

The pilot was so successful it got through to the final of the National Highways England Awards. The trial has assisted the development of a toolkit which is supported by the National Fire Chiefs Council and will hopefully be adopted by other Fire Rescue Services across the country. Although there is an option to work with Highways England and utilise the laser tyre scanners they purchased, it is easy to replicate using manual tread depth checkers for very little cost.

5. Biker Down

Biker Down is a course that is aimed at motorcyclists of all ages and experience. The free 3 hour course offers people the chance to learn practical skills to help avoid being involved in a crash, as well as essential first-aid training and advice on what to do should they find themselves first on the scene of a crash where someone is injured. The initiative started in Kent and LFRS have signed a memorandum of understanding with Kent FRS to allow us to use the logo and delivery material.

LFRS has worked with North West Fire Control and LRSP to ensure the delivery is complementary of Bike Safe, which is a Police Led initiative. Anyone who attends Biker Down is encouraged to book onto Bike Safe which is seen as the next step in training as it involves a ride out with an Advanced Police Motorcyclist.

LFRS has successfully delivered 14 Biker Down Sessions since January 2019 with 210 people attending. The small delivery team have worked hard to promote the course and forge links with clubs and groups across the county. Plans are in place to expand the delivery and increase knowledge of the course throughout the biking fraternity. All feedback received has been very positive with all attendees saying they will recommend the course to their friends.

6. Safe Pass Mat

LRSP purchased 2 Safe Pass Mats, 1 of which is now stored at Chorley Fire Station. It is a visual aid for all road users around how to pass cyclists safely (allow 1.5 meters), and for educating cyclists to give themselves sufficient room (0.75 meters) away from the gutter to ensure a predictable riding line where they do not become unpredictable, moving in and out to pass grids for example. It has proved to be a

good engagement tool, being utilised at Road Safety events and Fire Station Open Days.

7. Review of area Casualty Reduction Partnerships

This work is currently ongoing with LFRS taking the lead and chairing the Pennine and Eastern Casualty Reduction Partnership, which takes its steer from the Lancashire Road Safety Partnership. In 2017/2018 The Northern and Western Casualty Reduction Partnership was established. We are currently looking at setting up another group for Southern and Central. This will enable all road safety partners to come together, look at the risks on the roads in each area and more importantly put action plans together in an attempt to reduce those killed or seriously injured on Lancashire's roads.

8. Senior Road Users Workshops

The Senior Road Users Workshops are a LRSP led initiative. A trial took place at Fylde Rugby Club and Blackburn Rovers Football Club with both attracting 90 attendees each. Following the success of the trial a further 4 events took place in 2018-2019 attracting 400 attendees. The events give delegates the opportunity to view a market place of exhibitors from local organisations and listen to presentations from Road Safety professionals covering topics that affect the more senior road user:

- In car safety; car seats and seatbelts;
- Fitness to drive;
- Medication and its effect on driving;
- Smart motorways;
- The law;
- Pedestrian safety;
- Alternative modes of transport.

In light of a national trend in the increase in collisions involving the more senior road user it is a welcome addition to Road Safety delivery.

9. Road Safety Week

Road Safety week last year was 19th– 25th November. The week is promoted by BRAKE the Road Safety Charity. Each year they select a theme which organisations throughout the country can work together to promote. The theme last year was 'Bike Smart.' As it was an open theme for motor cycles and push bikes it allowed engagement with people of all ages. It is estimated that 100 riders are injured each day in preventable crashes so there is a lot of scope to educate all road users about this issue.

Both Crews and CFS staff were involved in various activities throughout the week. All Road Sense and Child Safe sessions that were delivered on the run up and during the week of action enabled staff to engage with Young People about cycling safety and hand out information sheets provided by BRAKE that were age

appropriate. They highlighted the importance of cycle helmets and being seen on the roads, also being a considerate road user.

A number of stations organised their own Road Safety Events and utilised the Safe Pass Mat and Crashed Cars, also working with partners such as BAE as they have around 6000 employees at their Samlesbury site.

There was an increase in delivery of Wasted Lives throughout the month of November, in partnership with local High Schools. Throughout the week high schools were also visited to advise those who travelled to school on push bikes to wear helmets, use lights / bright clothing and be a predictable cyclist. Some high schools also promoted these key safety messages to parents and implemented a 'Cycling' policy which ensured pupils used a helmet if they were riding to school.

All stations received 'Bike Smart' handlebars which were used on social media to increase awareness of the campaign throughout the week and spark conversation. Staff joined forces with schools and other organisations to stand with pupils with the 'handlebars' to promote the initiative.