LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Wednesday, 14 September 2022, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:	
Councillors	
R Woollam (Chair)	
P Rigby (Vice-Chair)	
L Beavers	
A Kay	
H Khan	
Z Khan	
J Rigby	
D Smith	
J Singleton (Substitute)	

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 Charters, Assistant Chief Fire Officer (LFRS)
M Hutton, Area Manager, Head of Prevention, Protection & Road Safety (LFRS)
J Rossen, Area Manager, Head of Service Delivery (LFRS)
D Brooks, Principal Member Services Officer (LFRS)
L Barr, Member Services Officer (LFRS)
In attendance
K Wilkie, Fire Brigades Union

10/22	MINUTES OF PREVIOUS MEETING
	The Assistant Chief Fire Officer advised that in the minutes of the previous meeting, regarding the User Satisfaction KPI 3.2, he committed to bring details of how the survey was conducted to a future meeting and those details would be covered within the respective KPI in the meeting.

	This was agreed by the Chair. RESOLVED: - That the Minutes of the last meeting held on 29 June 2022 be confirmed as a correct record and signed by the Chair.
11/22	APOLOGIES FOR ABSENCE
	Apologies were received from County Councillor Ash Sutcliffe.
12/22	DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS
	None received.
13/22	PERFORMANCE MANAGEMENT INFORMATION
	The Chair made the following opening remarks: *"Following the sad passing of Her Late Majesty Queen Elizabeth II, it has been agreed by the Authority Chairman and the Clerk to the Authority that this Performance Committee meeting will take place in order to comply with statutory requirements, as the summons and agenda for the meeting had already been issued at the time of the announcement of her death by Buckingham Palace.* *The Authority expresses its sincere condolences to King Charles III and other Royal Family members at this time of national mourning.* *I would now like to hold a minute's silence in respect of Her Late Majesty Queen Elizabeth II".* At its meeting held 7 February 2022, the Planning Committee approved the introduction, amendment, and removal of some KPIs in order to provide better information, in a more understandable way, and to enable measurement against more specific goals (resolution 30/20-21 refers). It was also agreed that the format the KPI suite be ordered to better reflect the content of the refreshed Community Risk Management Plan (CRMP) 2022-27 alongside the Service's STRIVE values. The Assistant Chief Fire Officer presented a comprehensive report to the Performance Committee. This was the 1st quarterly report for 2022/23 as detailed in the Community Risk Management Plan 2022-2027. This quarter, 3 Performance Indicators (KPIs) were shown in negative exception. These were 1.2.1 Staff Absence Wholetime (WT), 1.2.3 Staff Absence Greenbook, and 3.3.2 Fire Engine Availability On-Call Shift Systems. Members examined each indicator in turn as follows: **KPI 1 – Valuing our people so that they can focus on making Lancashire safer**

1.1   Overall Staff Engagement

Members received an update on how staff were engaged during the period.

From April to June 2022, staff engagement centred on informing and involving people in relation to the day crewing plus (DCP) duty system and wider emergency cover review (ECR). Two question and answer events were held for DCP staff with senior managers. Three staff working groups helped to shape proposals for a new flexible duty system, research off-road appliances to form part of a proposed trial and consider crewing arrangements for the urban search and rescue team, all of which form part of the ECR consultation.

Twenty-eight station visits were carried out by principal officers and area managers during the period along with 19 wellbeing interactions. In addition, four workshops were held in partnership with the Firefighters Charity covering stress, sleep, and relaxation during Mental Health Awareness Week with one workshop on nutrition.

All staff were also invited to an event, in person and online, involving a quiz during Loneliness Week. The winner of a staff competition to come with ideas to save energy was announced, which was an initiative to repair uniforms, where possible, rather than ordering new items.

1.2.1   Staff Absence Wholetime

This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime staff divided by the total average strength.

Annual Standard: Not more than 5 shifts lost.
Annual Shifts Lost ÷ 4 quarters: 1.25

Cumulative total number of shifts lost: 1.885

The negative exception report was due to the number of shifts lost through absence per employee being above the Service target for quarter 1.

During quarter 1, April to June 2022, absence statistics showed Whole-time personnel absence above target for the quarter.

1,193 Wholetime absence shifts lost = 1.88 against a target of 1.25.

There were 2 cases of long-term absence which spanned over the total of the 3 months; the reasons being:

- Mental health – Work related stress – 1 case
- Gastro-intestinal (abdominal pain, vomiting, diarrhoea) – 1 case

There were 26 other cases of long-term absence also recorded within the 3 months:

- Hospital / post operative – 5 cases
- Musculo skeletal (lower limb) – 4 cases
- Mental health (stress) – 3 cases
- Musculo Skeletal (other / unable to define) – 3 cases
- Covid-19 Coronavirus – 2 cases
- Heart, cardiac & circulatory problems – 2 cases
- Respiratory (cold, cough, influenza) – 2 cases
- Headache / migraine / neurological – 1 case
- Musculo skeletal (shoulder) – 1 case
- Musculo Skeletal (upper limb) – 1 case
- Musculo Skeletal (back) – 1 case
- Cause known but not specified – 1 case

To improve performance, the Service aimed to continue with:

- Early intervention by Occupational Health Unit (OHU) doctor / nurse / physiotherapist.
- Human Resources (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 of staff due to health issues.
- To be included again within the leadership conference to assist future managers' understanding and interpretation of the policy.
- Encouraging employees to make use of our Employee Assistance Programme provider Health Assured and The Firefighters Charity.
- HR to be in attendance at Stress Risk Assessment meetings, to support managers and to offer appropriate support to the employee along with signposting.
- OHU to organise health checks for individuals on a voluntary basis.
- Support from Service Fitness Advisor / Personal Training Instructors (PTIs).
- Promotion of health, fitness / and wellbeing via the routine bulletin and Employee Assistance Programme.

In response to a question from County Councillor Kay regarding private medical care for firefighters, the Assistant Chief Fire Officer advised that staff health issues were managed through the Service's Occupational Health department.

1.2.2 Staff Absence On-Call

This indicator measured the percentage of contracted hours lost due to sickness for all on-call contracted staff.

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

Cumulative on-call absence (as a % of available hours cover) at the end of the quarter, 1.88%.

In response to a question raised by Councillor Smith regarding the difference in standards for absence between Wholetime staff and On-call staff, the Assistant

Chief Fire Officer explained that the standards set differed due to the way absences were calculated. Wholetime staff absence was calculated by shift and On-Call staff absence was calculated using contracted hours which could be flexible. Mark Hutton confirmed that On-Call absences were calculated as a percentage of available hours of cover.

1.2.3 Staff Absence Greenbook

This new indicator measured the cumulative number of shifts (days) lost due to sickness for all green book support staff divided by the average strength.

Annual Standard: Not more than 5 shifts lost.
Annual Shifts Lost ÷ 4 quarters: 1.25

Cumulative shifts lost: 1.326

The negative exception report was due to the number of shifts lost through absence per employee being above the Service target for quarter 1.

During quarter 1, April to June 2022, absence statistics showed that non-uniformed personnel above target for the quarter.

309 non-uniformed absence shifts lost = 1.33 against a target of 1.25

There was 1 case of long-term absence which span over the total of the 3 months; the reason being:

- Cardiovascular – 1 case

There were 4 other cases of long-term absence which were also recorded within the 3 months:

- Mental Health (stress) – 2 cases
- Headache / Migraine / Neurological – 1 case
- Hospital / post operative – 1 case

To improve performance, the Service aimed to continue with:

- Early intervention by Occupational Health Unit (OHU) doctor / nurse / physiotherapist.
- Human Resources (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 of staff due to health issues.
- 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 Fire Fighters Charity.
- HR to be in attendance at Stress Risk Assessment meetings, to support

managers and to offer appropriate support to the employee along with signposting.
- OHU to organise health checks for individuals on a voluntary basis.
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

1.3.1 Workforce Diversity

This new indicator measured diversity as a percentage.

Combined diversity percentage of grey book (operational) and green book (support) staff:

Gender:	Female 19%	Male 81%	
Ethnicity:	BME 3%	Not stated 3%	White 94%
Sexual Orientation:	LGBT 3%	Heterosexual 48%	Not stated 49%
Disability:	Disability 3%	No disability 94%	Not stated 3%

Separate diversity percentage of grey book (operational) and green book (support) staff:

Gender:	Female	Grey book 8%	Green book 60%
	Male	Grey book 92%	Green book 40%
Ethnicity:	BME	Grey book 3%	Green book 6%
	Not stated	Grey book 2%	Green book 7%
	White	Grey book 95%	Green book 87%
Sexual Orientation:	LGBT	Grey book 4%	Green book 2%
	Heterosexual	Grey book 47%	Green book 51%
	Not stated	Grey book 49%	Green book 47%
Disability:	Disability	Grey book 3%	Green book 4%
	No disability	Grey book 95%	Green book 88%
	Not stated	Grey book 2%	Green book 8%

1.3.2 Workforce Diversity Recruited

This new indicator measured workforce diversity recruited as a percentage.

Combined diversity percentage of grey book (operational) and green book (support) staff:

Gender:	Female 32%	Male 68%	
Ethnicity:	BME 0%	Not stated 5%	White 95%
Sexual Orientation:	LGBT 14%	Heterosexual 81%	Not stated 5%
Disability:	Disability 0%	No disability 3%	Not stated 97%

It was noted that a further breakdown of the data would not be provided as it may enable the identification of individuals, due to the small numbers of recruits during

certain periods.

The Assistant Chief Fire Officer informed members that the Service had put concerted strategies and investment into attracting a more diverse workforce and a gradual shift in workforce diversity was being noted.

1.4   Staff Accidents

This indicator measured the number of accidents which occurred to staff members at work within the quarter: Wholetime, On-Call and Greenbook.

Total number of staff accidents, year to date 8; previous year to date 21 Quarterly activity decreased 61.90% over the same quarter of the previous year.

KPI 2 - Preventing, fires and other emergencies from happening and Protecting people and property when fires happen

2.1   Risk Map Score

This indicator measured the fire risk in each Super Output Area, of which there were 942. Risk was determined using fire activity over the previous 3 fiscal years along with a range of demographic data, such as population and deprivation. The County risk map score was updated annually and presented to the Performance Committee in the quarter 1 reporting period.

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

(Dwelling Fires ÷ Total Dwellings) + (Dwelling Fire Casualties ÷ Resident Population x 4) + Building Fire + (IMD x 2) = Risk Score.

The current score was 31,576 and the previous year's score was 31,862 which meant that the fire risk continued to reduce.

County Councillor Lorraine Beavers highlighted that the Risk Grade of 'Very High' had risen by 19% to 25 and asked about the Service's strategy to improve risk. The Assistant Chief Fire Officer replied that there were many societal factors which contributed to risk including the cost of living and deprivation. Each area had a district plan with the delivery of services being tailored to those areas by strategically identifying risks. Area Manager, Mark Hutton explained that the Service worked to influence public behaviour and lifestyle choices, targeting Home Fire Safety Checks for maximum benefit to reduce the number of casualties from Accidental Dwelling Fires. However, with an ageing population, a stretched health care sector and social care sector, it was difficult to influence outcomes for some individuals within the capacity of a Home Fire Safety Check. He added that Lancashire County Council had taken the decision to charge for their telecare system, (which often included an integrated smoke detector), whereas it had previously been provided for free, and if less people used the telecare system, it would directly impact risk in communities.

2.2   Overall Activity

This indicator measured the number of incidents that LFRS attended with one or more pumping appliances. Incidents attended included fires, special service calls, false alarms and collaborative work undertaken with other emergency services i.e.: missing person searches on behalf of the Police and gaining entry incidents at the request of the Ambulance Service.

Incidents attended, year to date 4,901; previous year to date 4,867
Quarterly activity increased 0.70% over the same quarter of the previous year.

In quarter 1, the Service attended 4,901 incidents. The report presented a chart which represented the count and percentage that each activity had contributed to the overall quarter's activity:

- Total False Alarm Calls (due to apparatus, good intent and malicious) – 2082, 43%
- Total Primary Fire Calls (accidental dwelling / building and deliberate dwelling / commercial fires and other primary fires) – 496, 10%
- Total Secondary Fire Calls (deliberate and accidental fires) – 1201, 25%
- Total Special Service Calls (critical incidents, gaining entry, RTCs, Flooding and other critical incidents) – 1102, 22%

Area Manager, Mark Hutton, advised Members that a revised false alarm policy had been introduced on 1st April 2022 to reduce the number of Accidental False Alarms (AFAs), specifically unwanted fire alarm calls. It was noted that the majority of AFAs had occurred in premises where staff were in the building. A considerable amount of work had therefore been undertaken to educate businesses to investigate when their fire alarm sounded, making an emergency call if needed. This process would allow businesses to return to work more quickly in the case of a false alarm. Since the policy had been introduced, there had been a 40% reduction within property types covered by the policy change, (Members noted that there were exemptions such as hospitals and education establishments). Within quarter 1, there had been no feedback to suggest that the expected service had not been provided and it had been a successful 1st quarter.

County Councillor Singleton commented that it had been a good policy change to make considering the information received.

2.3   Accidental Dwelling Fires (ADF)

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'.

Members noted that a primary fire was one involving property (excluding derelict property) or any fires involving casualties, rescues or any fire attended by 5 or more pumping appliances.

Accidental Dwelling Fires, year to date 205; previous year to date 237
Quarterly activity decreased 13.5% over the same quarter of the previous year.

The Assistant Chief Fire Officer reminded Members that Home Fire Safety Checks were the primary offering to tackle domestic fire risk alongside youth intervention and anti-fire setting education packages, with post fire follow up action undertaken also.

2.3.1   ADF – Harm to people: Casualties

This indicator reported the number of fire related fatalities, slight and serious injuries at primary fires where a dwelling had been affected <u>and</u> 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.

Fatal,   year to date 2; previous year to date 1
Injuries appear Serious,   year to date 4; previous year to date 3
Injuries appear Slight   year to date 2; previous year to date 6

Quarterly activity decreased 20.0% over the same quarter of the previous year.

2.3.2   ADF – Harm to property: Extent of damage (fire severity)

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

Extent of fire, heat and smoke damage was recorded at the time the 'stop' message was sent and included all damage types.

The table in the report showed a breakdown of fire severity with a directional indicator that compared:

- current quarter, combined percentage of 84% against
- same quarter of the previous year, combined percentage of 87%.

Combined quarterly percentage had therefore decreased 3.0% over the same quarter of the previous year.

The Assistant Chief Fire Officer detailed the adoption of the 'extent of damage' approach used within the National Incident Recording System to assist with the transparency on data pertaining to damage resulting from Accidental Dwelling Fires.

2.4   Accidental Building Fires (ABF) (Commercial Premises)

This indicator reported the number of primary fires where a building had been affected (which was other than a dwelling or a private building associated with a

dwelling), and the cause of fire had been recorded as ''Accidental' or 'Not known'.

ABF (Commercial Premises), year to date 68; previous year to date 74
Quarterly activity decreased 8.11% over the same quarter of the previous year.

The Assistant Chief Fire Officer explained that extensive work had taken place with the Community Safety Partnerships, as outlined in detail at the last Performance Committee meeting, employing a partnership approach to identifying and triaging empty properties to then make them secure. He asked that Members continue to work within their local authorities to reinforce the importance of that approach.

County Councillor Beavers asked whether the Covid-19 lockdown had affected the figures for the last 2 years as there had been less opportunity for people to start derelict property fires. Area Manager, Mark Hutton, stated that the hospitality and entertainment industry had reopened resulting in an increase in incidents. He assured Members that Fire Protection work had been conducted upon the re-opening of businesses post Covid-19, and that this work continued via Business Safety Advisers to mitigate risk in the face of the 'cost of trading' crisis, therefore, circumstances were making a return to 'pre Covid-19'.

In response to a question from County Councillor Kay in relation to people breaking into empty public houses that were being sold or going through planning applications, the Assistant Chief Fire Officer explained that it came under the remit / work being conducted via the Community Safety Partnership and asked that Members report any concerns about a local property to their respective Station Manager to assist the gathering of this type of risk information.

2.4.1   ABF (Commercial Premises) – Harm to property: Extent of damage (fire severity)

This indicator reported the number of primary fires where a building had been affected (which was other than a dwelling or a private building associated with a dwelling), and the cause of fire had been recorded as ''Accidental' or 'Not known'.

Extent of fire, heat and smoke damage was recorded at the time the 'stop' message was sent and included all damage types.

The table in the report showed a breakdown of fire severity with a directional indicator that compared:

- current quarter, combined percentage of 67% against
- same quarter of the previous year, combined percentage of 72%.

Combined quarterly percentage had therefore decreased 4.5% over the same quarter of the previous year.

2.5   Accidental Building Fires (Non-Commercial Premises)

This indicator reported the number of primary fires where a private garage,

private shed, private greenhouse, private summerhouse, or other private non-residential building had been affected and the cause of fire had been recorded as 'Accidental' or 'Not known'.

ABF (Non-Commercial Premises), year to date 26; previous year to date 29
Quarterly activity decreased 10.34% over the same quarter of the previous year.

2.5.1 ABF (Non-Commercial premises: Private garages and sheds) – Harm to property: Extent of damage (fire severity)

This indicator reported the number of primary fires where a private garage, private shed, private greenhouse, private summerhouse, or other private non-residential building had been affected and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Extent of fire, heat and smoke damage was recorded at the time the 'stop' message was sent and included all damage types.

The table in the report showed a breakdown of fire severity with a directional indicator that compared:

- current quarter, combined percentage of 20% against
- same quarter of the previous year, combined percentage of 14%.

Combined quarterly percentage had therefore increased 6.2% over the same quarter of the previous year.

2.6 Deliberate Fires Total: Specific performance measure of deliberate fires

This new indicator provided an overall measure of primary and secondary fires where the cause of fire had been recorded as deliberate.

Deliberate Fires – Total, year to date 732; previous year to date 660
Quarterly activity increased 10.91% over the same quarter of the previous year.

2.6.1 Deliberate Fires – Dwellings

This indicator reported the number of primary fires where a dwelling had been affected and the cause of fire had been recorded as deliberate.

Deliberate Fires – Dwellings, year to date 16; previous year to date 27
Quarterly activity decreased 40.74% over the same quarter of the previous year.

2.6.2 Deliberate Fires - Commercial Premises

This indicator reported the number of primary fires where the property type was a building, other than a dwelling or a private building associated with a dwelling, and the cause of fire had been recorded as deliberate.

Deliberate Fires – Commercial Premises, year to date 33; previous year to date

42.

Quarterly activity decreased 21.43% over the same quarter of the previous year.

2.6.3   Deliberate Fires – Other (rubbish, grassland, vehicles etc).

This indicator reported the number of primary and secondary fires where the property type was other than a building, except where the building was recorded as derelict, and the cause of fire had been recorded as deliberate.

The majority of deliberate fires were outdoor secondary fires and included grassland and refuse fires. Derelict vehicle fires were also included under secondary fires.

Deliberate Fires – Other, year to date 683; previous year to date 591
Quarterly activity increased 15.57% over the same quarter of the previous year.

2.7   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 high.

An improvement was shown if:

- the total number of HFSC's completed was greater than the comparable quarter of the previous year; and
- the percentage of high HFSC outcomes was greater than the comparable quarter of the previous year.

HFSCs completed, year to date 5,007; previous year to date 3,650
Quarterly activity increased 37.2% over the same quarter of the previous year.

HFSCs with high-risk outcomes, year to date 58%; previous year to date 66%
Quarterly activity decreased 8.0% over the same quarter of the previous year.

The Assistant Chief Fire Officer stated that a great deal of work was being undertaken to re-engage with partners who referred into the Service pre Covid-19 and training was being provided to refresh them on identifying risks within the homes they visit. Therefore, the volume and quality of referrals from those trusted referral sources should return over the coming months to pre Covid-19 levels. In the meantime, the increased levels of HFSCs being delivered were also as a result of positive work being undertaken within districts to identify and address risks and vulnerabilities within those communities.

Area Manager, Mark Hutton, advised that example safety cards were available for Members to collect after the meeting. The safety cards, which had been funded by partners would be produced with an integrated thermometer.

Area Manager, Mark Hutton was concerned that the cost of living crisis could see

behavioural changes with more people using candles, open fires, and perhaps only living in parts of larger houses. He was also concerned people may buy cheaper electrical heating appliances which may not be an appropriate quality standard and which had the potential to increase risk. The safety card contained heating and fire safety advice and included advice for those who may need financial support.

County Councillor Kay suggested libraries would be a good place to leave the cards as Lancashire County Council libraries would be open for people to use to keep warm in the colder weather.

2.8   Numbers of prevention activities such as Childsafe, wasted lives etc

Members received an update on the number of sessions delivered against the following prevention activities during the quarter:

ChildSafe,   172 sessions delivered to 5,354 attendees;
RoadSense,   88 sessions delivered to 3,171 attendees;
SENDSafe,   9 sessions delivered to 123 pupils;
Wasted Lives,   9 sessions delivered to 871 pupils;
Biker Down,   7 sessions delivered to 95 attendees;
FIRES,   48 completed referrals;
Partner Training,   18 organisations/agencies – 285 people.

Specific Education packages – delivered Water Safety, ASB and grass fires training, across 11 sessions, delivered to 2,050 young people.

Arson Threat Referrals - 196.

2.9   Fire Safety Activity (including Business Fire Safety Checks)

This indicator reported the number of Fire Safety Enforcement inspections carried out within the period which resulted in supporting businesses to improve and become compliant with fire safety regulations or where formal action of enforcement and prosecution had been taken for those that failed to comply. An improvement was shown if the percentage of audits that required formal activity was greater than the comparable quarter of the previous year.

Total Fire Safety Enforcement Inspections, year to date 502;
Formal Activity, year to date 5%, previous year to date 7%.
Quarterly activity decreased 2% over the same quarter of the previous year.

Members noted the cumulative number of Business Fire Safety Checks undertaken for 2022/23 was 229.

The Assistant Chief Fire Officer stated that the progress of Business Fire Safety Checks had been included within the Protection KPI in response to a Member request at the last meeting. He highlighted that delivery of training to carry out Business Fire Safety Checks was ongoing, enabling more checks to be undertaken moving forward.

The Assistant Chief Fire Officer explained that a report would be taken to a future meeting of the Planning Committee in respect of a new KPI for Business Fire Safety Checks to incorporate into the Measuring Progress report once training rollout was concluded and the activity fully embedded into the Service.

2.10   Building Regulation Consultations (BRC) (number and completed on time)

Where the Regulatory Reform (Fire Safety) Order 2005 applied to premises (or would apply following building work) the building control body must consult with LFRS for comments / advice regarding fire safety. LFRS should make any comments in writing within 15 working days from receiving a BRC.

This new indicator provided Members with information on the number of building regulations consultations received during the period together with improvement actions.

Building Regulation Consultations received 183 (22 of these were still showing as incoming/pending awaiting further information), of which 103 were completed within timeframe (LFRS should make comments in writing within 15 working days of receiving a BRC).

Improvement Actions were noted as follows:

To comply with the NFCC Competency Framework for Fire Safety Regulators, consultations must be completed by Level 4 qualified Fire Safety Inspectors. It was the same inspectors who were required to complete the more complex audits required by the risk-based inspection program, consequently use of finite resources must be fully co-ordinated and balanced. To achieve this and ensure consultation timelines were achieved:

- Development work continued to qualify more of the existing staff to L4 standard.
- Recruitment would be undertaken in Q3 to increase establishment in the function.
- Improved administration and consultation monitoring arrangements would be implemented.
- The newly formed Built Environment and Ops Liaison team would take an increasing role in co-ordinating the receipt and completion of consultations within timescales.

KPI 3 - Responding to fire and other emergencies quickly

3.1   Critical Fire Response – 1st Fire Engine Attendance

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

The response standards included call handling and fire engine response time for

the first fire engine attending a critical fire, 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.

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

Critical Fire Response – 1st Fire Engine Attendance, year to date 89.15%; previous year to date 89.20%.

Quarterly response decreased 0.05% over the same quarter of the previous year.

3.2   Critical Special Service Response – 1st Fire Engine Attendance

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

The response standard included how long it took the first fire engine to respond to critical special service (non-fire) incidents where there was a risk to life such as road traffic collisions, rescues, and hazardous materials incidents. For these critical special service call incidents there was a single response standard of 13 minutes (which measured call handling time and fire engine response time).

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

Critical Special Service Response – 1st Fire Engine Attendance, year to date 92.50%; previous year to date 91.53%.

Quarterly response increased 0.97% over the same quarter of the previous year.

3.3   Total Fire Engine Availability

This indicator measured the availability of fire engines by all crewing types. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

Total Fire Engine Availability, year to date 84.84%; previous year to date 91.31%.

Quarterly response decreased 6.47% over the same quarter of the previous year.

It was noted that the key periods of Covid-19 restrictions/lockdowns were:
- 23rd March to 10th May 2020. The first national lockdown was announced.

- 22nd September 2020. New restrictions announced, including working from home.
- 5th November 2020 to 2nd December 2020. Second lockdown in England.
- 6th January 2021 to 29th March 2021. Third national lockdown / stay at home order.

3.3.1 Fire Engine Availability – Wholetime Shift System

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	* Lack of equipment	* Appliance change over
* Crew deficient	* Miscellaneous	* Debrief
* Engineer working on station	* Unavailable	* Welfare

Annual Standard: 99.5%

Fire Engine Availability – Wholetime Shift System, year to date 99.31%; previous year to date 99.19%.

Quarterly response increased 0.12% over the same quarter of the previous year.

3.3.2 Fire Engine Availability – On-Call Shift System

This indicator measured the availability of fire engines that were crewed by the on-call 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.

Fire engines were designated as unavailable (off the run) for the following reasons which include the percentage of off the run hours that each reason contributed to the total. Members noted that fire engines can be off the run for more than one reason; hence the percentages were interpreted individually (rather than as a proportion of the total):

- Manager deficient   60%
- Crew deficient   80%
- Not enough BA wearers   73%
- No driver   43%

Annual Aspirational Standard: 95%

Fire Engine Availability – On-Call Shift System, year to date 73.08%; previous year to date 84.90%.

Quarterly response decreased 11.82% over the same quarter of the previous

year.

The negative exception report was due to the percentage of On-Call (OC) pumps available to respond to emergencies being below the lower control limit during each month of quarter 1.

Availability of OC pumps during the quarter was recorded at 73.08%, with each month being outside the 79.43% control limit, and below the Service's 95% aspirational standard.

An On-Call review would be undertaken in the current year to look at fundamental elements of the On-Call system with the ultimate goal of improving appliance availability. The Service had also invested in the creation of additional On Call Support Officer (OCSO) posts to further strengthen the support to On-Call and help implement changes arising from the review. The appointees would take up post in September 2022.

Actions being taken to improve performance:
- The Service had received 183 new applications in the June recruitment campaign.
- Continue with a driven recruitment strategy, utilising a targeted approach to stations in exception.
- A focus upon existing contract alignment ensuring that staff were fulfilling their existing contracts when under contracted hours.
- High levels of sickness were still an issue on a small number of stations and Covid-19 continued to have a small effect on availability throughout the OC. Those absences were robustly managed via the Sickness Absence Management policy and procedures.
- On-Call Support Officers (OCSOs) and unit managers to support Firefighter development to assist timely nominations onto subsequent Command and Driving programmes.
- Support national On-Call campaigns and utilise their recruitment literature and designs.
- Invest in On-Call through recruitment material and resources.
- Fill OCSO vacancies to ensure all units receive support required.

Local action plans for stations with availability of less than 85% would continue to be produced in conjunction with Station Managers, Unit Managers and OCSOs to tailor the support required to each unit.

The Assistant Chief Fire Officer was pleased to report that the next 2 On-Call recruit courses had been fully populated.

Area Manager, John Rossen, advised that the Service was strengthening and improving its on-call arrangements through on call practitioners' groups and internal on-call steering group meetings. The Service had also implemented a comprehensive review of the on-call system with the aim of further improving the recruitment, development and retention of on-call staff with Lancashire Fire and Rescue Service being an employer of choice which would therefore improve overall fire engine availability and directly impact on this key performance

indicator.

The On-Call Project Plan key deliverables were:
- To consider revised entry requirements for Firefighters from other Fire and Rescue Services.
- To review the training and maintenance of Skills requirements for on-call staff. The project would also consider the Service developing an On-Call Training Team within the training centre to support on call training delivery.
- To review on-call remuneration arrangements and contractual changes which encompassed new wholetime apprentice Firefighters being potentially required to provide on-call cover.
- To develop On-Call Performance Workshops for Station Managers and develop the MMDP (Middle Management Development Programme) to include On-Call Management and Performance.
- To review how the Service recruited on-call firefighters and the feasibility of recruiting for specific roles for on-call staff i.e., recruiting to driver only roles.
- To develop an On-Call Service Order which drew together all on-call policy and procedures.
- To review the On-Call Support Officer roles. (This element of the project had been delivered and the Service had increased the number of On-Call Support Officers which was now providing significant benefits in the support to on-call).
- To consider changes to 'Turn in' arrangements such as potentially increasing the time for on-call staff to respond to the station. This would therefore increase the area the Service could recruit from.

In response to a question from County Councillor Singleton in relation to employing agency drivers due to incidents where no drivers were available, the Assistant Chief Fire Officer advised that the Service did not employ agency drivers. Focus instead was on ensuring that an appliance could be on-the-run, by virtue of it having the full complement of staff with the range of competent skill sets required i.e. Breathing Apparatus (BA), BA Team Leader, Incident Command, and driving qualifications, and that these aspects were managed by On Call leadership teams in conjunction with Service Training Centra in a Service wide and needs-led basis.

Councillor Smith suggested revising the Aspirational Standard of 95% for On-Call Fire Engine Availability as it was a high figure and difficult to achieve. The Assistant Chief Fire Officer informed that the On-Call project that the Service was undertaking aimed to maximise On-Call availability using various strategies to recruit and retain On-Call Firefighters. The Chair and County Councillor Singleton believed that the 95% Aspirational Standard should be kept.

In response to a query from the Chair regarding On-Call firefighters attending incidents and training with Wholetime firefighters, the Assistant Chief Fire Officer confirmed that it was current practice for on-call and wholetime staff to participate in drill training together which facilitated improved training outcomes. In terms of incidents, On-Call and Wholetime firefighters would be mobilised to incidents

together or separately depending on operational demands.

County Councillor Kay queried whether the Service worked with the Armed Forces to recruit those exiting to the on-call system. The Assistant Chief Fire Officer advised that the Service did work with the Armed Forces, was working towards the Armed Forces Covenant, and employed staff who had previously served with the Armed Forces.

In response to a question from County Councillor Beavers regarding an age limit for recruiting on-call firefighters, the Assistant Chief Fire Officer stated that there was no age limit for recruitment; it was only dependant on an individual's ability to meet the selection requirements.

KPI 4 - Delivering value for money in how we use our resources

4.1   Progress Against Allocated Budget

Members received an update on spend against the approved budget for the year.

The annual budget for 2022/23 was set at £63.0 million.
It was noted that the spend at the end of 30th June was £12.1m, which was in line with the budget.

The variance for quarter 1 was 0%.

4.2   Partnership Collaboration

Under the Policing and Crime Act 2017, blue light services were under a formal duty to collaborate to improve efficiency, effectiveness and deliver improved outcomes.

LFRS, Lancashire Constabulary and North West Ambulance Service had met at both tactical and strategic levels and had agreed and signed a strategic statement of intent which contained the following aims:

•   Improved Outcomes – The collaboration maintains or improves the service we provide to local people and local communities;
•   Reduce Demand – The collaboration should contribute towards our longer-term strategic objective of decreasing risk in communities and reducing demand on services;
•   Better Value for Money – The collaboration produces quantifiable efficiencies either on implementation or in the longer term;
•   Reduced inequalities within our communities – The collaboration contributes towards reducing inequalities wherever possible.

This new indicator provided Members with an update on partnership collaboration during the period.

Update
There had been an agreement in terms of a set of projects that were being scoped. The next steps were for project initiation documents to be drafted by the leads at tactical level, which would then be reported to the strategic level board who provide the governance.

Upon completion of the project initiation documents for the agreed set of projects and once the deliverables had been set, a high-level summary of the progress of the projects would be reported within the measuring progress KPI.

Area Manager, John Rossen confirmed that the workstreams agreed at tactical level were missing persons, estates/co-location, emergency first responders, leadership development, command units, and fire crime scene investigation.

4.3   Overall User Satisfaction

People surveyed included those who had experienced an accidental dwelling fire, a commercial fire or a special service incident that the Service attended.
The standard was achieved if the percentage of satisfied responses was greater than the standard.

Annual Standard: 97.5%

Since April 2022, 90 people had been surveyed and the number satisfied with the service was 87; 98.85% against a standard of 97.5%; a variance of 1.38%.

The Assistant Chief Fire Officer informed that up to 2013, the Service surveyed people across 6 different areas (HFSCs, child education, regulatory reform order, dwelling fires, commercial fires and special service calls) with a cost to the Service of c.£15k, however, following a review in relation to value for money during the austerity period, the decision was made to refine surveying to 3 areas (domestic fires, commercial fires and special service calls). In respect of value for money, it had reduced costs by two thirds whilst still providing a consistent overview of User Satisfaction levels which had remained broadly consistent for the last 10 years, continually surpassing the KPI target.

The Chair thanked the Assistant Fire Officer for a detailed and concise update of the report.

The Chair advised Members that Area Manager, Mark Hutton would soon be retiring. He thanked him on behalf of the committee for his input and enthusiasm and wished him well.

RESOLVED:- That the Performance Committee noted the Quarter 1 Measuring Progress report, including the three negative exceptions.

14/22	DATE OF NEXT MEETING
	The next meeting of the Committee would be held on <u>Wednesday, 14 December</u> at 10:00 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood. Further meeting dates were noted for 15 March 2023 and 28 June 2023 and agreed for 13 September.

<div align="right">M NOLAN
Clerk to CFA</div>

LFRS HQ
<u>Fulwood</u>