

## LANCASHIRE COMBINED FIRE AUTHORITY

### PERFORMANCE COMMITTEE

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

#### MINUTES

<u>PRESENT:</u>	
<u>Councillors</u>	
R Woollam (Chair)	
P Rigby (Vice-Chair)	
L Beavers	
A Kay	
Z Khan	
D Smith	
B Yates	

In accordance with the resolution of the predecessor Performance Review Committee at its inaugural meeting on the 30<sup>th</sup> 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.

<u>Officers</u>	
J Charters, Assistant Chief Fire Officer (LFRS) M Winder, Area Manager, Head of Service Delivery (LFRS) M Hamer, Area Manager, Prevention and Protection (LFRS) J Rossen, Area Manager, Head of Service Delivery (LFRS) A Hewitt, Prevention Support Manager (LFRS) L Barr, Member Services Officer (LFRS)	
<u>In attendance</u>	
G Basson, North West Fire Control	
15/22	<u>APOLOGIES FOR ABSENCE</u>
	Apologies were received from County Councillors H Khan and T Hurn and Councillor J Rigby.
16/22	<u>DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS</u>
	None received.

17/22	<u>MINUTES OF PREVIOUS MEETING</u>
	<u>RESOLVED</u> : - That the Minutes of the last meeting held on 14 September 2022 be confirmed as a correct record and signed by the Chairman.
18/22	<u>PERFORMANCE MANAGEMENT INFORMATION</u>
	<p>The Assistant Chief Fire Officer presented a comprehensive report to the Performance Committee. This was the 2<sup>nd</sup> quarterly report for 2022/23 as detailed in the Community Risk Management Plan 2022-2027.</p> <p>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.</p> <p>Members examined each indicator in turn focusing on those KPIs in exception as follows:</p> <p><b>KPI 1 – Valuing our people so that they can focus on making Lancashire safer</b></p> <p>1.1 <u>Overall Staff Engagement</u></p> <p>Members received an update on how staff were engaged during the period.</p> <p>From July to September 2022, staff engagement centred on informing and involving people in relation to the emergency cover review (ECR) consultation. An extended version of the public consultation survey was created specifically for members of staff which included more detailed questions to collect their feedback on the proposals. The survey was available online and via paper copies. Twenty-seven staff engagement sessions with firefighters were held throughout the consultation period plus additional sessions with managers.</p> <p>Sixteen station visits were carried out by principal officers and Area Managers during the period, along with 33 wellbeing interactions which included wellbeing support dog interactions, health and wellbeing workshops and traumatic incident briefings. The Service also engaged with staff in matters relating to vehicles and equipment including replacement of tactical PPE and breathing apparatus; road traffic collision tools and equipment; and climate change vehicles.</p> <p>1.2.1 <u>Staff Absence Wholetime</u></p> <p>This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime staff divided by the total average strength.</p> <p>Annual Standard: Not more than 5 shifts lost. Annual Shifts Lost ÷ 4 quarters: 1.25</p> <p>Cumulative total number of shifts lost: 4.513</p>

The negative exception report was due to the number of shifts lost through absence per employee being above the Service target for quarter 2 as it was half way through the year. It was noted that the Office of National Statistics (ONS) reported nationally that absence rates were high across public services.

During quarter 2, July to September 2022, absence statistics showed Whole-time personnel absence above target for the quarter.

1,542 Wholetime absence shifts lost = 2.54 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 – 1 case
- Gastro-intestinal (abdominal pain, vomiting, diarrhoea) – 1 case

There were 34 other cases of long-term absence also recorded within the 3 months:

- Hospital / post operative – 9 cases
- Mental health (Other) – 5
- Musculo skeletal (Back) – 4
- Mental health (stress) – 3 cases
- Heart, cardiac & circulatory problems – 2 cases
- Covid-19 Coronavirus (sickness) – 2 cases
- Cause known, but not specified – 1 case
- Gastro-Intestinal (abdominal pain, vomiting, diarrhoea) – 1 case
- Cancer and tumours – 1 case
- Respiratory (cold, cough, influenza) – 1 case
- Musculo Skeletal (upper limb) – 1 case
- Musculo Skeletal (lower limb) – 1 case
- Musculo Skeletal (other, unable to define) – 1 case
- Skin Condition – 1 case
- Virus/Infectious diseases – 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.

#### 1.2.2 Staff Absence On-Call (OC)

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, 1.84%.

#### 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: 3.053

The negative exception report was due to the number of shifts lost through absence per employee being above the Service target for quarter 2.

During quarter 2, July to September 2022, absence statistics showed non-uniformed personnel above target for the quarter.

329 non-uniformed absence shifts lost = 1.57 against a target of 1.25

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

- Cardiovascular – 1 case

There were 5 other cases of long-term absence which were also recorded within the 3 months:

- Hospital / post operative – 2 cases
- Heart, Cardiac & Circulatory problem – 1 case
- Cancer and tumours – 1 case
- Covid-19 coronavirus (sickness) – 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.

The Assistant Chief Fire Officer advised that the Service had robust HR practices across all levels within the Service. HR, Occupational Health, and the Service Fitness Advisor worked closely together to support individuals in restoring their health for returning to work.

In response to a question raised by County Councillor Kay regarding the process of returning to work from a long-term illness, the Assistant Chief Fire Officer advised that the Service eased individuals back to work on modified duties tailored around their condition; rebuilding confidence and competence in line with medical advice. He added that the 'Fit to Ride' programme helped refresh firefighter skills.

### 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 4%	Not stated 3%	White 93%
Sexual Orientation:	LGBT 3%	Heterosexual 47%	Not stated 50%
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 59%
	Male	Grey book 92%	Green book 41%
Ethnicity:	BME	Grey book 3%	Green book 7%
	White	Grey book 95%	Green book 87%
	Not stated	Grey book 2%	Green book 6%

Sexual Orientation:	LGBT	Grey book 3%	Green book 3%
	Heterosexual	Grey book 46%	Green book 50%
	Not stated	Grey book 51%	Green book 47%

Disability:	Disability	Grey book 3%	Green book 4%
	No disability	Grey book 95%	Green book 89%
	Not stated	Grey book 2%	Green book 7%

### 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 35%	Male 65%	
Ethnicity:	BME 0%	White 95%	Not Stated 5%
Sexual Orientation:	LGBT 16%	Heterosexual 73%	Not stated 11%
Disability:	Disability 3%	No disability 94%	Not stated 3%

During quarter 2, there were a total of 37 new recruits. 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.

### 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 33; previous year to date 44  
Quarterly activity increased 8.70% 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.

$(\text{Dwelling Fires} \div \text{Total Dwellings}) + (\text{Dwelling Fire Casualties} \div \text{Resident Population} \times 4) + \text{Building Fire} + (\text{IMD} \times 2) = \text{Risk Score.}$

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

## 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 10,286; previous year to date 9,853  
Quarterly activity increased 8.41% over the same quarter of the previous year.

In quarter 2, the Service attended 5,386 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) – 2420, 45%
- Total Primary Fire Calls (accidental dwelling / building and deliberate dwelling / commercial fires and other primary fires) – 511, 10%
- Total Secondary Fire Calls (deliberate and accidental fires) – 1298, 24%
- Total Special Service Calls (critical incidents, gaining entry, RTCs, Flooding and other critical incidents) – 1139, 21%

The Assistant Chief Fire Officer highlighted that a paper would be taken to the Planning Committee early next year which would propose to extend the revised Automatic Fire Alarm Attendance policy to a 24-hour period as the data from April 2022 to date, had been positive.

## 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 407; previous year to date 432  
Quarterly activity increased 4.10% over the same quarter of the previous year.

### 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 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.

Fatal, year to date 4; previous year to date 1  
Injuries appear Serious, year to date 6; previous year to date 5  
Injuries appear Slight year to date 7; previous year to date 17

Quarterly activity decreased 23.08% 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 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 89% against
- same quarter of the previous year, combined percentage of 87%.

Combined quarterly percentage had therefore increased 2% over the same quarter of the previous year.

### 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 140; previous year to date 142

Quarterly activity increased 5.88% over the same quarter of the previous year.

The Assistant Chief Fire Officer explained that performance had been sustained due to the extensive work that had taken place with the Community Safety Partnerships, employing a partnership approach to identify and triage empty properties to make them secure.

#### 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 69% against
- same quarter of the previous year, combined percentage of 76%.

Combined quarterly percentage had therefore decreased 7% 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 51; previous year to date 52  
Quarterly activity remained static against 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 22% against
- same quarter of the previous year, combined percentage of 30%.

Combined quarterly percentage had therefore decreased 8.7% 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 1,467; previous year to date 1,174  
Quarterly activity increased 43.39% 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 36; previous year to date 57  
Quarterly activity decreased 33.33% 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 53; previous year to date 78.

Quarterly activity decreased 41.67% 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 1,378; previous year to date 1,039  
Quarterly activity increased 55.36% over the same quarter of the previous year.

Members were informed that there had been a spike in deliberate fires in Hyndburn and South Ribble. The Assistant Chief Fire Officer confirmed that the Community Protection Manager and Group Managers in those areas worked with partners to help identify hotspot areas and provided/obtained support with the aim of preventing future incidents.

## 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 10,427; previous year to date 7,590.  
Quarterly activity increased 37.1% over the same quarter of the previous year.

HFSCs with high-risk outcomes, year to date 59%; previous year to date 68%  
Quarterly activity decreased 9.0% over the same quarter of the previous year.

## 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,	55 sessions delivered to 1,561 attendees;
RoadSense,	26 sessions delivered to 845 attendees;
SENDSafe,	4 sessions delivered to 79 pupils;
Wasted Lives,	4 sessions delivered to 176 pupils;
Biker Down,	3 sessions delivered to 52 attendees;
FIRES,	37 completed referrals;
Partner Training,	58 organisations/agencies – 179 people.

Specific Education packages – delivered Water Safety, ASB, Deliberate Fire Setting etc (Covers key stages 2, 3 and 4), across 67 sessions, delivered to 4,713 young people.

Arson Threat Referrals - 199.

## 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, Quarter 2, 576;  
Formal Activity in Quarter 2, 9%, same quarter of the previous year 6%.  
Quarterly activity increased 3% over the same quarter of the previous year.

Members noted the cumulative number of Business Fire Safety Checks undertaken for 2022/23 was 819.

## 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 283, of which 170 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.

Area Manager – Head of Prevention & Protection, Matt Hamer was refining the delivery of protection activity and ensuring that resources were coordinated to meet the requirements and timeframes of the Building Regulation Consultation process.

### **KPI 3 - Responding to fire and other emergencies quickly**

#### **3.1 Critical Fire Response – 1<sup>st</sup> 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 – 1<sup>st</sup> Fire Engine Attendance, year to date 84.74%; previous year to date 88.36%.

Quarterly response decreased 6.85% over the same quarter of the previous year.

The Assistant Chief Fire Officer informed Members that a paper would be taken to Planning Committee next year in relation to reviewing response standards. Lancashire Fire and Rescue Service had some of the quickest response times in the country which were set following previous Emergency Cover Reviews (ECR), however, due to changes within the current ECR, it was proposed to review the response times to make sure that they were fit for the future, sustainable and achievable.

### 3.2 Critical Special Service Response – 1<sup>st</sup> 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 – 1<sup>st</sup> Fire Engine Attendance, year to date 90.10%; previous year to date 89.66%.

Quarterly response decreased 0.11% 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 84.31%; previous year to date 88.75%.

Quarterly availability decreased 2.45% over the same quarter of the previous year.

It was noted that the key periods of Covid-19 restrictions/lockdowns were:

- 23<sup>rd</sup> March to 10<sup>th</sup> May 2020. The first national lockdown was announced.

- 22<sup>nd</sup> September 2020. New restrictions announced, including working from home.
- 5<sup>th</sup> November 2020 to 2<sup>nd</sup> December 2020. Second lockdown in England.
- 6<sup>th</sup> January 2021 to 29<sup>th</sup> 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 99.18%; previous year to date 99.26%.

Quarterly response decreased 0.30% 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 72.23%; previous year to date 80.21%.

Quarterly availability decreased 4.19% 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 quarter 2.

Availability of OC pumps during the quarter was recorded at 71.38%, with each month being below 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 desired outcome 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. Five additional OCSOs were appointed in September 2022, increasing the total to 8.

Actions being taken to improve performance:

- The Service appointed 35 successful applicants from the latest recruitment campaign.
- The Service would continue to deliver a recruitment strategy, which incorporated a targeted approach to stations that were in exception, whilst utilising data to identify the specific contractual/availability needs of those stations.
- The Service would continue to review On-Call contracts to ensure they were effective in improving appliance availability, whilst also ensuring contractual performance of staff was maintained.
- Recent recruitment of On-Call staff into WT posts (e.g., LFRS, Greater Manchester FRS, and Lancashire Constabulary) had impacted units through several On-Call staff leaving, not being available during training or reducing their hours due to shift patterns.
- Challenges around Light Goods Vehicle (LGV) and Officer in Charge (OIC) skills continued to be an issue across the Service. To remedy this, Firefighters in development could be nominated for LGV courses, following discussion with Station and Group Managers.
- High levels of sickness on some stations continued to be an issue, with Covid-19 continuing to be a contributor during the quarter.
- On-Call Support Officers (OCSOs) would continue to support On-Call units through the delivery of area-based training, primarily targeted at FFs in development. This support would aid progression through the FF development programme, subsequently increasing opportunities for FFs to progress to more specialist skills such as LGV driving or Incident Command.
- OCSOs were working with the Incident Command team to develop workshops that would resume in the spring. Local ad hoc sessions had been delivered, post incident command assessment, to support and develop OICs with their command skills.
- Support national On-Call campaigns and utilise their recruitment literature and designs. Align recruitment campaigns with NFCC On-Call Firefighter Days and raise the profile of the occasion during national volunteers' week.

- Invest in On-Call using relevant recruitment material and effective allocation of internal resources. Additional resources for the recruitment vehicle had been identified and requested which included new banners, QR code cards for each station, and new On-Call staff for advertisement.
- Quarter 2 saw the expansion of the OCSO team following the appointment of new staff in September.

The Assistant Chief Fire Officer advised that the Deputy Chief Fire Officer was the lead at national level (within NFCC) on the provision of the on-call system.

In response to a question from County Councillor Woollam on how long it took to train an on-call recruit, the Assistant Chief Fire Officer advised that the Service recognised that individuals typically had employment elsewhere. Initial two weeks basic training was followed by a 6-month period of training on station which followed with a two-week BA course and other training which took place during the evening and weekends. The Service was conscious to deliver training that was sympathetic and flexible to an individual's primary employment and home life. In response to an additional question, he confirmed that there were two back-to-back courses planned in spring 2023 and two in autumn 2023 which provided the potential for 96 new on-call firefighters.

The Assistant Chief Fire Officer introduced Area Manager Mark Winder who gave a presentation regarding some of the challenges of the on-call system:

- Often it was not a 'one size fits all' solution that was required
- People nowadays often do not work in their local area

The On-Call Review Terms of Reference were set on 30 June 2022. A project team briefing was conducted which identified 12 project deliverables across 3 themes. The 3 themes were: recruitment and retention; the On-Call Support Officer function; and response arrangements.

#### Theme 1 – Recruitment and Retention

- Review – Entry Requirements.
- Review – Maintenance of Skills requirements.
- Review – Remuneration.
- Review – Contract Changes.
- Review – Middle Managers Performance Training.
- Review – Recruitment methods and opportunities.
- Review – Specialist roles, i.e., Driver only.
- Standardise & coordinate recruitment campaign process.

Area Manager Mark Winder explained that entry requirements for on-call firefighters included living within 5 minutes of an on-call fire station and meeting the necessary fitness standard. The 5-minute locality radius was a limitation which would be considered. It was recognised that on-call firefighter training was a significant commitment with training taking place within leave from employment, on weekends and in the evenings, however, initial support was also offered from OCSOs which could facilitate additional training to suit an individual's personal



life. The refinement of the maintenance of skills would be investigated and the new Learning Management System would be introduced in April/May 2023.

On-call firefighter pay would be reviewed although Members were informed that LFRS paid the highest retaining fee in the UK. Currently, the minimum contract for an on-call firefighter was 60 hours per week with a maximum of 120 hours. The service employed a number of dual contract staff whose primary employment was with LFRS as firefighters and who also provided additional on-call hours. To achieve the highest level of availability, a flexible approach may be needed regarding contracted hours.

The Middle Managers Performance Training ensured that middle managers fully understood the challenges facing the on-call system and that individuals were performing appropriately.

Recruitment methods and opportunities would be explored and maximised with current employers that provide on-call staff and firefighter transfers from other Fire and Rescue Services.

Specialist roles were being considered, such as whether a 'driver only' role could be achieved.

#### Theme 2 – On-Call Support Officer Function

- 1 – Review structure and invest in team.
- 2 – Standardise induction and development.
- 3 – Standardise OCSO role across the Service (including cover).
- 4 – Upskill OCSO as Service Trainers.
- 5 – Review ARA for the role in line with others of similar nature.
- 6 – Standardise & coordinate recruitment campaign process.
- 7 – Provide Recruitment vehicle.
- 8 – Continual professional development sessions.
- 9 – Issue Service iPads to OCSO.

Area Manager, Mark Winder stated that the number of OCSOs had increased which gave support for the unit managers and provided a clear line management chain. Standardising induction and development was set up around the OCSOs to ensure that individuals were given the required skills and met expectations within the role. OCSOs would provide support to operational cover which included incident command.

All OCSOs would be provided with a training qualification to enable them to support with on-call recruit training at Service Training Centre (STC). This would also help to build awareness and familiarity with the on-call staff.

The provision of recruitment vehicles would enable the promotion of on-call to be mobile and to attend events. OCSOs would be supported with continual professional development sessions which would help to maintain their skills. As an investment into the role, OCSOs had been issued with service iPads which gave them the ability to work from different locations.

### Theme 3 – Response Arrangements

- Turn in arrangements – Extension of turn in times (Preesall trial).
- Turn out arrangements – Virtual unit on Gartan.

The Service was running a trial at 2 on-call fire stations that faced recruitment challenges, by extending the time to respond to station. During the trial at Preesall fire station, the response period had been expanded to 8 minutes. Broadening the response time would extend the area that the Service could recruit from, allowing more people to apply.

Regarding Turn Out arrangements, the Service would mobilise a fire engine with a standard crew of 4. It was being considered whether, for those on-call stations located closely together, individuals could be mobilised together to make up the mobilisation numbers and increase availability: there could be opportunities within the Gartan system to achieve this.

In response to a question raised by County Councillor Kay, Area Manager Mark Winder confirmed that the On-Call Support Officers worked proactively engaging with local businesses to attract individuals onto the on-call system.

County Councillor Beavers queried whether the on-call firefighters needed to be as highly trained as wholtime staff given the intense level of training required while maintaining a work/life balance. In response, Area Manager Mark Winder advised that in recognition of the initial and ongoing training required, on-call firefighters training did not include additional specialist skills found in the wholtime workforce (such as for special appliances, swift water training etc). Issues experienced by staff were being worked through with the aim of getting the best balance for individuals and the best levels of availability.

Councillor Smith had queried whether the 95% target for fire engine availability for the on-call system was set too high. The Assistant Chief Fire Officer advised that the Service recognised the need for a review in the way on-call availability was reported. He proposed that options be taken to Planning Committee at its meeting in February next year.

### **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 30<sup>th</sup> September was £23.5million, £0.3million more than the budget, the majority of which was attributable to inflation and particularly, increases in fuel and energy prices.

The variance for quarter 2 was 0.48%.

## 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

The Blue Light Collaboration board met on the 30<sup>th</sup> of September 2022, where a presentation on the initial five projects was delivered to the strategic leads. This presentation incorporated the Project Initiation Documents (PID) and Highlight Reports for each project. Progress for the planning of each project was as follows:

### Estates and Co-location

This project aimed to understand the partnership footprint in terms of what was on offer;

This project would be considering the following opportunities:

- LanCon Headquarters regeneration,
- Review of the LanCon Estate arising from Target Operating Model (TOM) and Estates Roadmap.
- The environmental shift in fleet to electronic vehicles and the Sustainability and Environmental Strategy.

The project was currently in coping phase and the PID was in production.

### Leadership Development

This project aimed to map out the current offer by all partners and understand what was already underway and planned, develop a joint MOU, and hold a roundtable discussion between partners and explore mechanisms in relation to how this could practically work (cost, booking on staff, which systems were used, evaluation, familiarisation with terminology).

This project would be considering the following opportunities:

- The 'Outside In' programme.
- The 'Leading the Way' course days 1, 2 and 3.
- Recruitment and selection training.
- CPD development days with quality speakers and the Durham University Leadership Programme.

It may also consider learning from other organisations such as away days for new recruits.

#### Command Units

The aim of this project was to establish and deliver additional collaborative uses of the command units in LFRS in line with Joint Emergency Services Interoperability Programme (JESIP) principles. The key objectives were to improve operational effectiveness and in line with the LFRS mission; 'Making Lancashire Safer'.

#### Missing Persons (MisPer)

This project aimed to improve the existing collaborative approach to identification of the location of missing persons. The existing offer had been evaluated and learning and improvement had been made. The existing training for the Missing from Home (MFH) manager training for LanCon staff would continue to be supported by LFRS in terms of assets available.

Initially, two personnel across the USAR team and Drone team were to undertake the Missing From Home manager course. Additional crews in LFRS had been identified as specialist teams and would receive a bespoke training programme which was currently being mapped out. These teams would develop an increased knowledge of managing a missing person within the context of potential crime scene management. All LFRS assets would remain available regardless of the additional skills imparted to the specialist teams.

#### First Responder

The final project was between LFRS and North West Ambulance Service (NWAS). The aim of the project was to train a small initial team of five Community Safety Staff to participate in NWAS First Responder scheme. They would respond from the workplace to a restricted call set that revolved primarily around defibrillator use and cardiac arrest. Once proof of concept was ascertained, the plan was for the scheme to be broadened.

#### 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 July, 54 people had been surveyed and the number satisfied with the

	<p>service was 53; 98.83% against a standard of 97.5%; a variance of 1.37%.</p> <p>The Chair thanked the Assistant Fire Officer for a detailed and concise update of the report.</p> <p><u>RESOLVED:</u> - That the Performance Committee:</p> <ul style="list-style-type: none"> <li>i) noted the Quarter 2 Measuring Progress report, including the three negative exceptions; and</li> <li>ii) approved that options for a revised on-call availability key performance indicator and critical fire 1<sup>st</sup> pump response, be presented to Planning Committee at its meeting in February 2023.</li> </ul>
19/22	<p><u>NORTH WEST FIRE CONTROL PRESENTATION</u></p>
	<p>The Chair welcomed Ged Basson, Senior Operations Manager, North West Fire Control (NWFC). Mr Basson, provided the Committee with a presentation detailing the performance of NWFC during quarter 2 (July – September 2022).</p> <p><u>Emergency Calls in to NWFC</u></p> <p>NWFC received 36,743 in quarter 2 compared to 43,583 for the same quarter of 2021/22. For the year to date, NWFC had received 77,044 emergency calls compared to 86,544 for the same period of the previous year. Emergency calls included 999 calls from members of the public and emergency calls from Lancashire Constabulary and North West Ambulance Service. Mr Basson highlighted that there were peaks in call handling during the spring/summer months and around Bonfire night in November.</p> <p><u>Emergency Calls for LFRS</u></p> <p>A total of 9,299 emergency calls were received in quarter 2 for LFRS, compared to 10,414 for the same quarter of the previous year. For the year to date, NWFC had received 19,835 emergency calls for LFRS, compared to 20,845 for the same period of the previous year.</p> <p><u>Admin Calls in to NWFC</u></p> <p>NWFC had received a total of 31,727 admin calls in quarter 2, compared to 29,432 in quarter 2 of the previous year. The number of calls for the year to date was 61,452, compared to 58,506 for the same period of the previous year. Mr Basson explained that the exception in July, which fell outside of the tolerance level, was due to the extreme weather conditions.</p> <p>Admin calls included crews and officers contacting NWFC for either guidance, or to offer advice such as notification of missing equipment, defective resources, liaising with control regarding exercises or resources availability.</p> <p>Mr Basson confirmed with Councillor Smith, that all calls received regarding the</p>

same incident were all recorded as separate calls and not as one collective call.

#### Admin Calls for LFRS

Within quarter 2, a total of 7,384 admin calls were received for Lancashire Fire and Rescue (LFRS), compared to 6,116 in quarter 2 of the previous year. For the year to date, NWFC had received 14,405 admin calls for LFRS compared to 12,319 calls for the same period of the previous year.

#### Calls Challenged Resulting in No Mobilisation

In quarter 2, the percentage of calls challenged and not mobilised to was 44%, compared to 42% for the same quarter of 2021/22. For the year to date 45% had been challenged and had resulted in no mobilisation, compared to 42% of calls for the same period of the previous year.

In April, NWFC implemented a new call challenge process for automated fire alarms on behalf of LFRS, which could have attributed to the positive exception in quarter 2.

#### Fires: Average Response to Mobilise First Resource

For NWFC, mobilising performance times for fires in quarter 2 was 84 seconds which was under the 90 second target. NWFC had continued to mobilise resources to fires under the 90 second target for the year to date.

#### All FRS Response Times – Fires

The call handling times for fires continued to be relatively favourable compared to other fire and rescue services (Cumbria, Cheshire, and Manchester). The call handling time remained within the 90 second target.

#### Special Service Calls – Average Response to Mobilise First Resource

Mobilising performance times for LFRS in quarter 2 for special service calls was 125 seconds which had been maintained from quarter 2 of the previous year. LFRS mobilising times for special service calls for the year to date was 127 seconds compared to 126 seconds for the same period of the previous year. It was noted that several incidents were exempted from the data which included those incidents where there was not an automatic response from NWFC, but when Lancashire FRS had asked that further clarification was sought from a specialist officer, e.g., NILO, prior to mobilisation due to the type of incident, such as suspect packages, and missing persons. Other incidents excluded were, when crews had proceeded to fix a defective smoke alarm several hours after being notified or where incidents had to be queued due to a depletion of FRS resources in a location.

#### All FRS Response Times – Special Service Calls

The average response times for all FRS Special Service Calls was similar to the

	<p>other Fire and Rescue Services (Cumbria, Cheshire, and Manchester).</p> <p><u>RESOLVED:</u> - That the content of the presentation be noted.</p>
20/22	<p><u>WATER SAFETY ACTIVITY PRESENTATION</u></p>
	<p>Area Manager – Head Prevention and Protection, Matt Hamer provided members with a presentation regarding the 2022 Water Safety Campaign ‘Be Water Aware’. He advised Members that the recent tragic incident in Solihull where children fell through ice on open water and lost their lives, highlighted that water safety was not limited to the summer months. Tony Hewitt, Prevention Support Manager was to be Chair of proposed Lancashire Water Safety Partnership and was actively targeting water safety around the seasonal changes. The Service worked with partners and schools to raise awareness of the risks, currently around ice.</p> <p>The Water Safety Campaign:-</p> <ul style="list-style-type: none"> <li>• was a campaign to raise awareness of the risks of water;</li> <li>• ran from April to September with the ability to scale up due to the weather conditions.</li> <li>• was data driven following the principles of Equality Impact Assessment;</li> <li>• adapted within all areas towards their risk;</li> <li>• was multi-agency.</li> </ul> <p>Tony Hewitt explained that the Service had identified a large increase in the number of people accessing open water through water related hobbies, however, those people were not necessarily aware of the associated risks. Community Fire Safety (CFS) Team Leaders were involved in a project around identifying nationalities in Lancashire translating safety resources into different languages.</p> <p>Tony Hewitt reported that the crews carried out work, centered around World Drowning Prevention Day, to identify sites most at risk in order to improve the safety at those sites using a multi-agency approach. The reasons the Service ran a Water Safety Campaign included that, in 2020, there were 254 accidental drownings in the UK. Almost half of those people did not intend to enter the water, and 78% of accidental drownings were male. To tackle this, those involve in open water-based activities would be targeted</p> <p>Objectives for the 2022 campaign included;</p> <ul style="list-style-type: none"> <li>• to increase the number of people, spanning a range of ages, that received water safety education both formally and informally;</li> <li>• to reduce the number of drowning incidents;</li> <li>• to promote local and national drowning prevention projects, initiatives, and messages;</li> <li>• to reduce the overall number of incidents and associated risks to LFRS staff;</li> <li>• to increase the overall campaign engagement from 16% in 2021 to 18% in 2022.</li> </ul>

Tony Hewitt advised that 2022 was the first year that the Service had been able to go into schools following lockdown to deliver messages to children face to face, around water safety and risks. The Service aimed to reduce the number of drowning incidents, as in 2022 there had been 4 fatalities in open water in Lancashire.

The Service delivered;

- NFCC Drowning Prevention Week (25 April – 01 May 2022);
- Royal Life Saving Society Drowning Prevention Week (15 – 25 June 2022);
- for the first time since its introduction last year, LFRS actively engaged in World Health Organisation's initiative World Drowning Prevention Day (25 July 2022), aimed at raising water safety awareness around the world;
- approx. 3800 learners joined the virtual session organised and run by the Prevention Support Team;
- approx. 7000 learners received in-school water safety input;
- delivered sessions to non-school settings such as Blackburn Youth Zone, NCS group, Fire Cadets, Prince's Trust Team and voluntary youth groups (e.g. Beavers);
- targeted engagement at known hotspots.

Tony Hewitt informed Members that, as part of the NFCC Drowning Prevention Week, a number of messages were delivered over social media through Corporate Communications and face to face delivery was carried out in a number of schools. During World Drowning Prevention Day, national landmarks were lit up blue to raise awareness of drowning prevention. In Lancashire, landmarks included were Blackpool Tower, Ormskirk Clock Tower, and venues in West Lancashire.

One of the next steps was to establish the Lancashire Water Safety Partnership and agree Terms of Reference. Andy Peacock, Manager for the HM Coast Guard for the North West had been acknowledged as the Vice-Chair of the Partnership and brought with him valuable experience. The partnership would allow the Service to gain better data to target campaign activity and carry out more joined up working. The launch date for the Lancashire Water Safety Partnership was 1<sup>st</sup> April 2023 but prior to that, the Service would work with partners and landowners to identify suitable locations for Water Safety Boards, safety equipment and ensure perimeters were secure. Another approach would be to check local schools' access to swimming lessons as many facilities were closing due to the cost of living crisis which potentially increased the risks around water.

Also being considered was a regional water safety partnership which had been agreed with most of the neighbouring Fire and Rescue Services and would commence in the new year. Services could share best practice and ensure consistency across regions.

In response to a query from Councillor Smith regarding whether swimming lessons were compulsory in schools, Tony Hewitt believed that schools made the decision which would be dependent on individual budgets.

County Councillor Yates stated that Councillors should press local authorities to



	<p>provide more funding for swimming lessons. Tony Hewitt agreed that it was fundamental for children to learn to swim as it was a life saving skill which, Mark Winder added, would be lost if not funded and it was important to have partners who could support the message.</p> <p>County Councillor Beavers believed that it was still mandatory for schools run by Lancashire County Council to provide swimming lessons, however, there were those schools such as academies that could choose. She added that her local authority provided free swimming for all children of school age, every weekend and school holiday.</p> <p>County Councillor Kay requested that Councillors be sent posters and materials so they could promote messages to the public. She also suggested that ‘what to do’ guidelines be put up near open water.</p> <p>County Councillor Yates left the meeting.</p> <p><u>RESOLVED</u>: - That the content of the presentation be noted.</p>
21/22	<p><u>REVIEW OF FAMILY GROUP COMPARATIVE INFORMATION</u></p>
	<p>At the final Performance Committee of each financial year, the Measuring Progress report was accompanied by a comparative performance analysis of other Fire and Rescue Services (FRS) which was formed upon historic ‘Family Groups’.</p> <p>Over the years, this comparison had enabled Lancashire Fire and Rescue Service (LFRS) to demonstrate to the Committee how the Service was performing against other FRS on a small number of Key Performance Indicators (KPIs).</p> <p>As the fire sector evolved, the use of Family Groups had slowly diminished as had the value of their use in effectively comparing FRS with FRS. The position had been further weakened by new FRS joining Family Groups that they were not originally intended to be placed within.</p> <p>At the 16 March 2022 Performance Committee meeting, (resolution 24-20/21 – <i>review of Family Group Comparative Information</i>), Area Manager Mark Hutton proposed that future Family Group analysis could involve data that looked beyond the Family Group, taken from other national databases that the Service could now access, and which could offer a broader and more suitable comparison than the current arrangements. Since that time, the National Fire Chiefs Council (NFCC) had commenced a project to nationally rework the Family Groups using common data relationships with the early outcomes of this work to be shared with each FRS by Christmas 2022 and planning workshops being delivered during 2023.</p> <p>The set of new groupings would have verifiable data and should offer a statistical tool for grouping the various Services in a way that could report ESV data (economic and social value). The project also aimed to enable new relationships</p>

	<p>to be developed by FRS who shared certain characteristics, some of which individual FRS may presently be unaware of.</p> <p>To facilitate the use of the new tools and datasets there were three regional workshops planned for the second quarter of 2023 (July to September). The Service therefore, proposed to pause any internal work on this topic and await the outcomes from the NFCC project before providing final options to Performance Committee for consideration later next year.</p> <p><u>RESOLVED</u>: - That the Performance Committee noted the progression of the national project and endorsed the Service await the delivery of the project outcomes, before determining the future provision of comparative data.</p>
22/22	<u>DATE OF NEXT MEETING</u>
	<p>The next meeting of the Committee would be held on <u>15 March 2023</u> at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.</p> <p>Further meeting dates were noted for 28 June 2023 and 13 September 2023 and agreed for 13 December 2023.</p>

LFRS HQ  
Fulwood

M NOLAN  
Clerk to CFA