Lancashire Combined Fire Authority
Performance Committee

Wednesday, 15 March 2023 in Main Conference Room, Service Headquarters, Fulwood commencing at 10.00 am.

If you have any queries regarding the agenda papers or require any further information, please initially contact Diane Brooks on telephone number Preston (01772) 866720 and she will be pleased to assist.

Agenda

Part 1 (open to press and public)

Chairman's Announcement – Openness of Local Government Bodies Regulations 2014
Any persons present at the meeting may photograph, film or record the proceedings, during the public part of the agenda. Any member of the press and public who objects to being photographed, filmed or recorded should let it be known to the Chairman who will then instruct that those persons are not photographed, filmed or recorded.

1.   **Apologies For Absence**

2.   **Disclosure of Pecuniary and Non-Pecuniary Interests**

     Members are asked to consider any pecuniary/non-pecuniary interests they may have to disclose to the meeting in relation to matters under consideration on the agenda.

3.   **Minutes of Previous Meeting (Pages 1 - 26)**

4.   **Performance Management Information (Pages 27 - 74)**

5.   **Bright Sparx Presentation**

     Verbal report.

6.   **Date of Next Meeting**

     The next scheduled meeting of the Committee has been agreed for 10:00 hours on **28 June 2023** in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

     Further meetings are: scheduled for 13 September 2023 and 13 December 2023
                             proposed for 6 March 2024

7.   **Urgent Business**

     An item of business may only be considered under this heading where, by reason of special circumstances to be recorded in the Minutes, the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency. Wherever possible, the Clerk should be given advance warning of any member's intention to raise a matter under this heading.

8. **Exclusion of Press and Public**

The Authority is asked to consider whether, under Section 100A(4) of the Local Government Act 1972, they consider that the public should be excluded from the meeting during consideration of the following items of business on the grounds that there would be a likely disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 12A to the Local Government Act 1972, indicated under the heading to the item.

LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Wednesday, 14 December 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	
Z Khan	
D Smith	
B Yates	

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 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)
In attendance
G Basson, North West Fire Control

15/22	APOLOGIES FOR ABSENCE
	Apologies were received from County Councillors H Khan and T Hurn and Councillor J Rigby.
16/22	DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS
	None received.

17/22	MINUTES OF PREVIOUS MEETING
	RESOLVED: - 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	PERFORMANCE MANAGEMENT INFORMATION
	The Assistant Chief Fire Officer presented a comprehensive report to the Performance Committee. This was the 2nd 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 focusing on those KPIs in exception 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 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.

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.

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: 4.513 |

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%

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.

(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.

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 – 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 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 – 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 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:
• 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 99.18%; 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 wholetime 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 wholetime 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 30th 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 30th 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

	service was 53; 98.83% against a standard of 97.5%; a variance of 1.37%. The Chair thanked the Assistant Fire Officer for a detailed and concise update of the report. <u>RESOLVED</u>: - That the Performance Committee: i) noted the Quarter 2 Measuring Progress report, including the three negative exceptions; and ii) approved that options for a revised on-call availability key performance indicator and critical fire 1st pump response, be presented to Planning Committee at its meeting in February 2023.
19/22	<u>NORTH WEST FIRE CONTROL PRESENTATION</u>
	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). <u>Emergency Calls in to NWFC</u> 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. <u>Emergency Calls for LFRS</u> 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. <u>Admin Calls in to NWFC</u> 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. 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. Mr Basson confirmed with Councillor Smith, that all calls received regarding the

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

	other Fire and Rescue Services (Cumbria, Cheshire, and Manchester).
	RESOLVED: - That the content of the presentation be noted.
20/22	WATER SAFETY ACTIVITY PRESENTATION
	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.

The Water Safety Campaign:-
• was a campaign to raise awareness of the risks of water;
• ran from April to September with the ability to scale up due to the weather conditions.
• was data driven following the principles of Equality Impact Assessment;
• adapted within all areas towards their risk;
• was multi-agency.

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.

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

Objectives for the 2022 campaign included;
• to increase the number of people, spanning a range of ages, that received water safety education both formally and informally;
• to reduce the number of drowning incidents;
• to promote local and national drowning prevention projects, initiatives, and messages;
• to reduce the overall number of incidents and associated risks to LFRS staff;
• to increase the overall campaign engagement from 16% in 2021 to 18% in 2022. |

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 1st 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

	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.

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.

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.

County Councillor Yates left the meeting.

<u>RESOLVED</u>: - That the content of the presentation be noted. |
| 21/22 | <u>REVIEW OF FAMILY GROUP COMPARATIVE INFORMATION</u> |
| | 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'.

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).

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.

At the 16 March 2022 Performance Committee meeting, (resolution *24-20/21 – review of Family Group Comparative Information*), 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.

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 |

	to be developed by FRS who shared certain characteristics, some of which individual FRS may presently be unaware of.

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.

RESOLVED: - 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. |
| 22/22 | DATE OF NEXT MEETING |
| | The next meeting of the Committee would be held on 15 March 2023 at 1000 hours in the Main Conference Room at Lancashire Fire and Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 28 June 2023 and 13 September 2023 and agreed for 13 December 2023. |

M NOLAN
Clerk to CFA

LFRS HQ
Fulwood

Lancashire Combined Fire Authority

Performance Committee

Meeting to be held on 15 March 2023

Performance Management Information For 3rd Quarter 2022/23
(Appendix 1 refers)

Contact for further information – Jon Charters, Assistant Chief Fire Officer (ACFO)
Tel: 01772 866801

Executive Summary

This paper provides a clear measure of our progress against the Key Performance Indicators (KPI) detailed in the Community Risk Management Plan 2022-2027.

Recommendation

The Performance Committee is asked to note and endorse the Quarter 3 Measuring Progress report, including the three negative exceptions.

Information

As set out in the report.

Business Risk

High

Environmental Impact

High – the report apprises the Committee of the Authority's progress.

Equality & Diversity Implications

High – the report apprises the Committee of the Authority's progress.

HR Implications

Medium

Financial Implications

Medium

Local Government (Access to Information) Act 1985

List of background papers

Paper:
Date:
Contact:
Reason for inclusion in Part 2 if appropriate: N/A

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Measuring Progress
Performance Report

QUARTER 3: OCTOBER 2022 – DECEMBER 2022

2022/23

making Lancashire **safer**

1

Introduction

The following pages set out Lancashire Fire and Rescue Service's Performance Framework, an explanation of how our Key Performance Indicator's (KPI) are measured and how we are performing.

The document illustrates our performance across all our KPI's and where appropriate, by an analysis of the KPI's which are classified as being in exception, along with an analysis of the cause and actions being taken to improve performance.

Table of contents

Explanation of Performance Measures

KPI's are monitored either by using an XmR chart, comparing current performance against that achieved in the previous years activity, or against a pre-determined standard - for example: the response standard KPI's are measured against a range of set times.

The set times are dependent upon the risk rating given to each Super Output Area (SOA), which is presented as a percentage of occasions where the standard is met.

XmR chart explanation (Value [X] over a moving [m] range [R]).

> An XmR chart is a control chart used to highlight any significant changes in activity so that interventions can be made before an issue arises. It can also highlight where activity has decreased, potentially as a result of preventative action which could be replicated elsewhere.

Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are based upon the previous three years activity and are set using a statistically derived constant, approximately equivalent to three standard deviations.

An exception report is generated if the upper, or lower, XmR rules are breached.

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

• A single point beyond the Upper Control Limit is classified as a negative exception.
• A single point beyond the Lower Control Limit is classified as a positive exception.

Example XmR chart: In the example below, this KPI would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for May 2021 (⬭) is above the Upper Control Limit (UCL) and a positive exception in September 2021 (⬭) for meeting rule 2, being below the Lower Control Limit (LCL).

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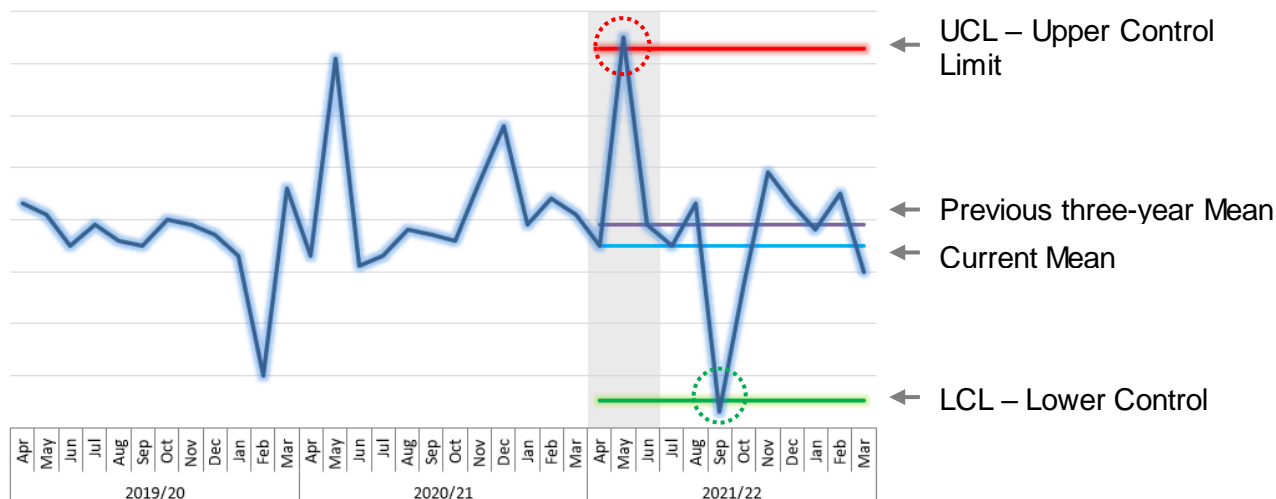
Performance Framework and indicator trends
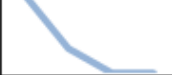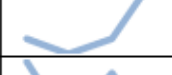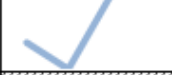
The Combined Fire Authority sets the Service challenging targets for a range of key performance indicators (KPI) which help them to monitor and measure our performance in achieving success and meeting our priorities. Performance against these KPI's is scrutinised every quarter at the Performance Committee.

The following graphic illustrates our priorities and how their respective KPI's fit within the overall performance framework.

This section also provides an overview of the performance direction of the KPI's. Each KPI is shown within its priority, with an indicator called Sparkline's; which are the inset summary charts and indicate the relative direction of travel over the last four quarters. The last point of the chart represents the most recent quarter. Sparkline's are simple indicative indicators and are not intended to have labelled points or axes.

The cell shading within the Progress column denotes whether the indicator is:

within accepted limits	in positive exception	in negative exception	not applicable
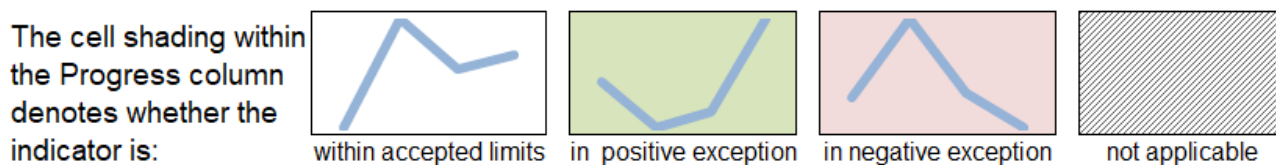
KPI		Description	Progress	Page (s)
1		**Valuing our people so that they can focus on making Lancashire safer.**		
1.1		Overall Staff Engagement: Performance measure of how engaged our staff are		8
1.2.1		Staff Absence Wholetime (WT)		9
1.2.2		Staff Absence On-Call (OC)		11
1.2.3		Staff Absence Greenbook		12
1.3.1		Workforce Diversity (as a %): Performance measure of how representative our staff are of our communities		14
1.3.2		Workforce Diversity Recruited (as a %): Performance measure of our success in recruiting a diverse workforce		15
1.4		Staff Accidents:		16

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KPI		Description	Progress	Page (s)
2		**Preventing fires and other emergencies from happening. Protecting people and property when fires happen.**		
2.1		Critical Fire Risk Map Score		17
2.2		Overall Activity		18
2.3		Accidental Dwelling Fires (ADF)		20
2.3.1		ADF – Harm to people: Casualties		21
2.3.2		ADF – Harm to Property: Extent of Damage (Fire Severity)		22
2.4		Accidental Building Fires (Commercial Premises)		23
2.4.1		ABF (Commercial Premises) – Harm to property: Extent of Damage (Fire Severity)		24
2.5		ABF (Non-Commercial Premises)		25
2.5.1		ABF (Non-Commercial Premises: Private Garages/Sheds) – Harm to Property: Extent of Damage (Fire Severity)		26
2.6		Deliberate Fires Total: Specific performance measure of deliberate fires		27
2.6.1		Deliberate Fires – Dwellings		28
2.6.2		Deliberate Fires – Commercial Premises		29
2.6.3		Deliberate Fires – Other (rubbish, grassland, vehicles etc.)		30
2.7		HFSC		31
2.8		Numbers of other prevention activities such as Childsafe, wasted lives etc		32
2.9		Fire Safety Activity (including Business Fire Safety Checks)		33
2.10		Building Regulation Consultations (BRC) (number and completed on time)		34

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KPI		Description	Progress	Page (s)
3		**Responding to fire and other emergencies quickly.**		
3.1		Critical Fire Response – 1st Fire Engine Attendance		35
3.2		Critical Special Service Response – 1st Fire Engine Attendance		36
3.3		Total Fire Engine Availability		37
3.3.1		Fire Engine Availability Wholetime Shift Systems		38
3.3.2		Fire Engine Availability On-Call Shift Systems		39
4		**Delivering value for money in how we use our resources.**		
4.1		Progress Against Allocated Budget		41
4.2		Partnership Collaboration		42
4.3		Overall User Satisfaction		45

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1.1 Overall Staff Engagement

A written update on staff engagement will be provided on a quarterly basis.

Scope and definition:

Staff engagement is achieved through a variety of activities carried out every day across the service including station visits, digital staff sessions, appraisals and team meetings. This includes a programme of wellbeing interactions such as workplace toolbox talks, station visits, workshops and wellbeing support dog visits. All members of staff can raise questions, ideas and improvements on the service's intranet and staff are regularly involved in testing and trialling new equipment and ways of working. Surveys and consultations are held on specific matters when required such as proposals for new uniform, or engagement with our staff around Emergency Cover Review proposals.

A comprehensive staff survey is undertaken periodically to gain insight from all staff on a range of topics including leadership and management, training and development, and equality, diversity and inclusion. The feedback is used to shape future activity and bring about improvements and new ideas. The survey includes a staff engagement index which is a measure of overall staff engagement based on levels of pride, advocacy, attachment, inspiration and motivation. The current staff engagement index score is 79% (2021).

Measurement/update:

From October to December 2022, twenty-two stations visits were carried out by principal officers and area managers as part of our service-wide station visits programme. Executive board members held an engagement event at our training centre for flexi duty officers and seven online question and answer events were held with wholetime and on-call firefighters in relation to winter challenges and the national pay dispute.

Fifty-three wellbeing interactions were undertaken ranging from health and wellbeing workshops to support-dog interactions. The service engaged staff in several trials relating to our fleet including new vehicle Closed Circuit Television (CCTV) systems and the latest plug-in and self-charging hybrid car technology. We also surveyed our on-call (OC) staff to obtain their views and experiences as part of a review of the OC duty system.

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1.2.1 Staff Absence Wholetime (WT)

Cumulative shifts lost
6.710

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.
(Represented on the chart as annual shifts lost ÷ 4 quarters = 1.25)
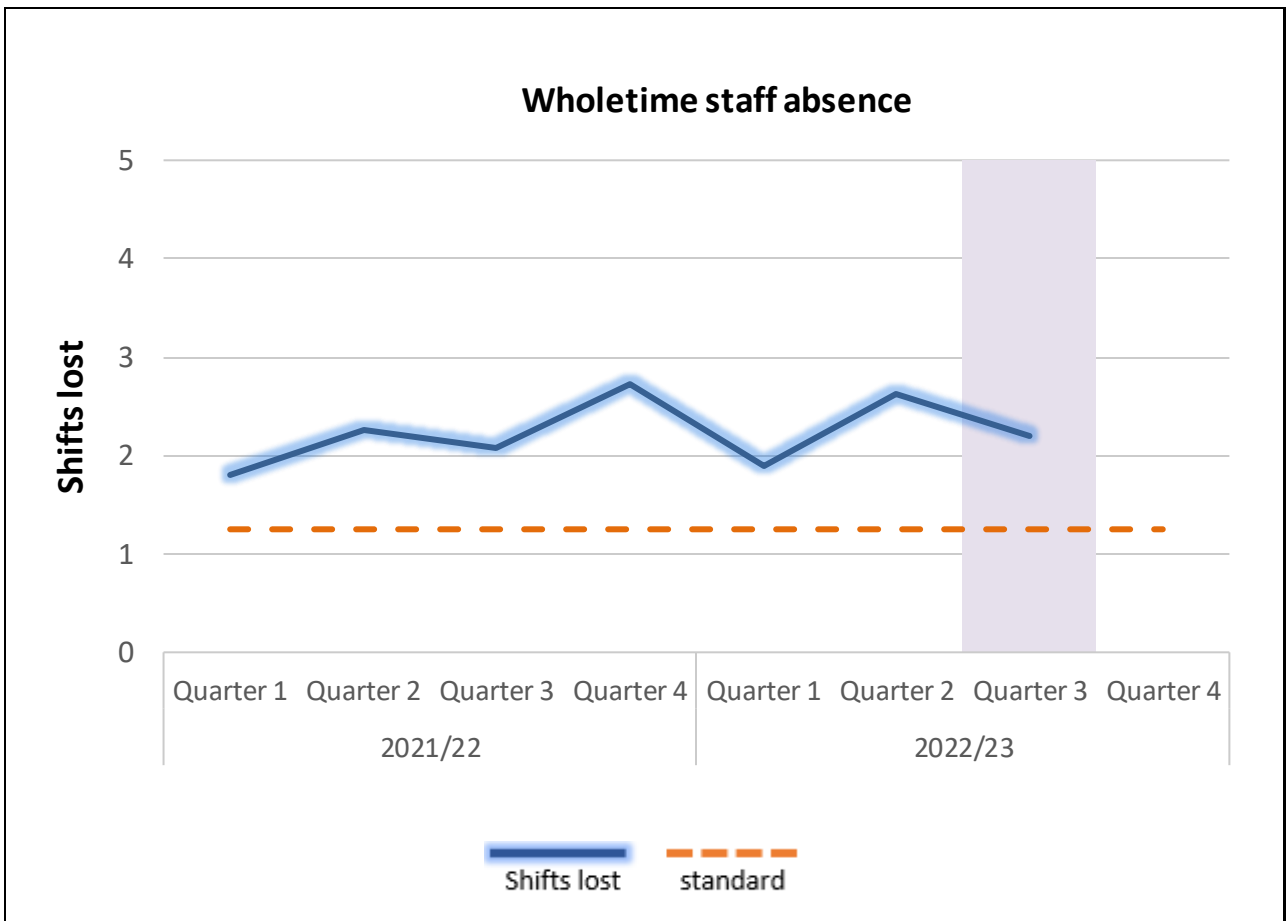
Cumulative total number of shifts lost: 6.710

What are the reasons for an Exception report

This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for quarter 3.

Analysis

During quarter three October – December 2022, absence statistics show Whole-time personnel absence above target for the quarter.

1,492 Wholetime absence shifts lost = 2.37 against a target of 1.25

There were three cases of long-term absence which span over the total of the 3 months. The absence reasons being:

- Gastro-Intestinal (abdominal pain, vomiting, diarrhoea)
- Cancer and Tumours
- Mental Health – Other

There were 28 other cases of long-term absence which were also recorded within the 3 months:

Reason	Case/s	Reason	Case/s
Hospital/Post Operative	7	Cancer and Tumours	1
Mental Health - Other	4	Cause Known, but not Specified	1
Other known causes (not specified	3	Covid-19 Coronavirus - Sickness	1
Musculo Skeletal - Other/Unable to define	2	Heart, Cardiac and Circulatory problems	1
Musculo Skeletal - Back	2	Respiratory - Cold/Cough/Influenza	1
Musculo Skeletal - Lower Limb	2	Skin Condition	1
Mental Health - Stress	2		

Actions being taken to improve performance

The Service aims 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 off 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 (PTI's).
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

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1.2.2 Staff Absence On-Call (OC)	Cumulative Absence 1.58%

The percentage of contracted hours lost due to sickness for all On-Call contracted staff. An individual's sickness hours are only counted as absent where they overlap with their contracted hours.

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

Cumulative On-Call absence, as a percentage of available hours of cover at end of the quarter, 1.58%.

On-Call Staff absence
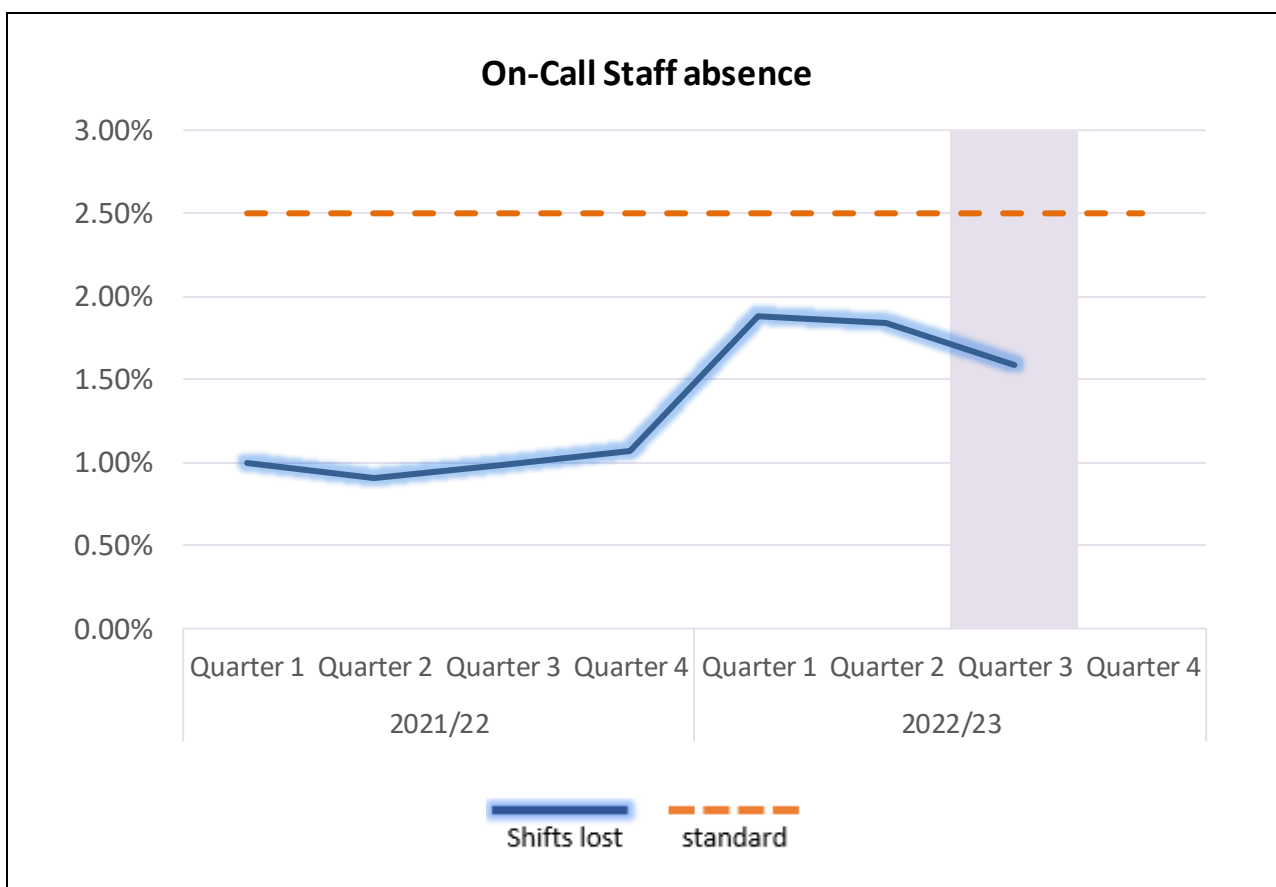
Cumulative On-Call absence (as % of available hours of cover):	1.58%

1.2.3 Staff Absence Greenbook		Cumulative shifts lost 5.427

The cumulative number of shifts (days) lost due to sickness for all Greenbook support staff divided by the average strength.

Annual Standard: Not more than 5 shifts lost.
(Represented on the chart as annual shifts lost ÷ 4 quarters = 1.25)

Greenbook staff absence
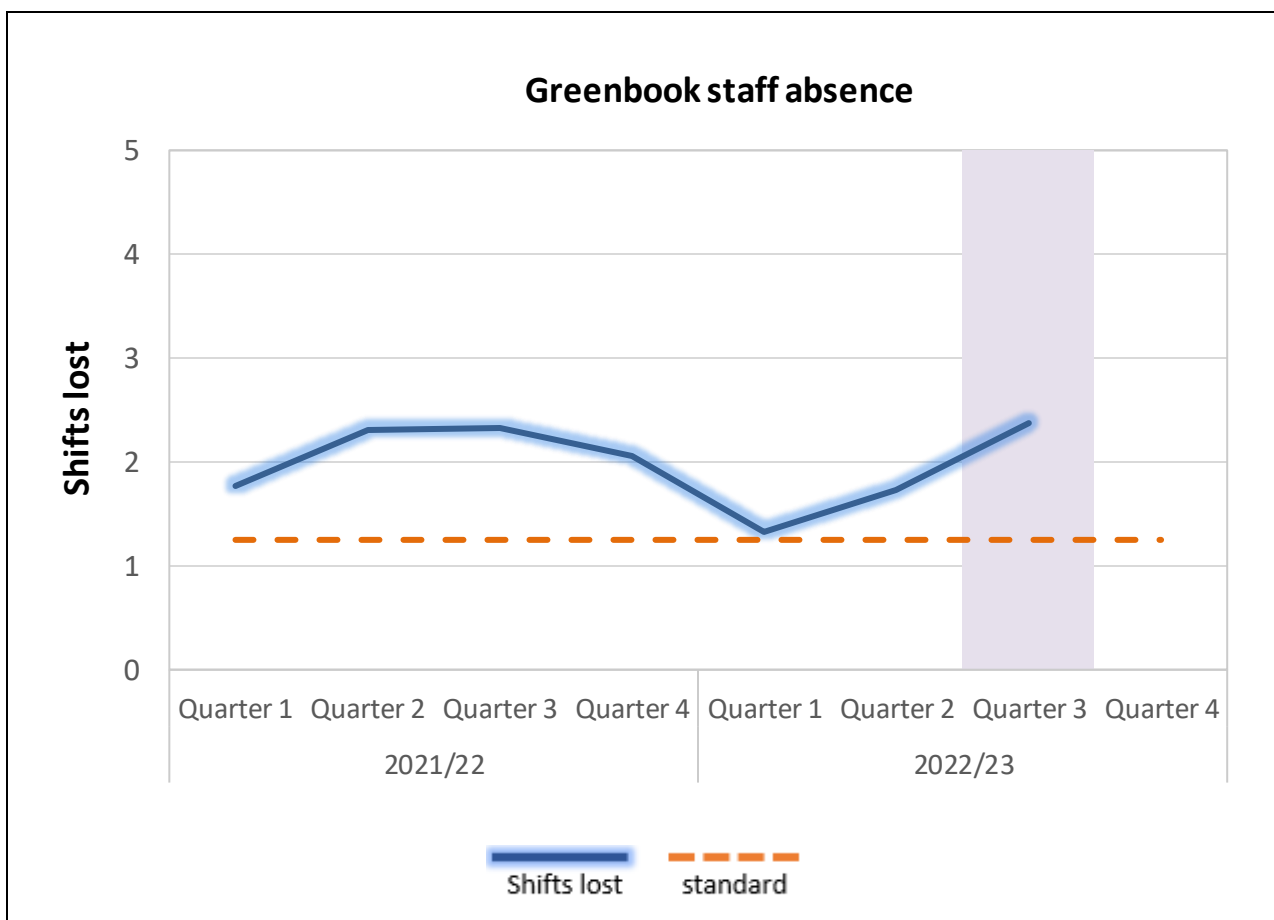
Cumulative total number of shifts lost:	5.427

What are the reasons for an Exception report

This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for quarter 3.

Analysis

During quarter three October – December 2022, absence statistics show non-uniformed personnel absence above target for the quarter.

507 non-uniformed absence shifts lost = 2.40 against a target of 1.25

There were 3 case of long-term absence which span over the total of the 3 months. The reason being:

- Cardiovascular
- Heart, Cardiac and Circulatory problems
- Hospital/Post Operative

There was one other case of long-term absence which were also recorded within the 3 months:

Reason	Case/s
Hospital/Post Operative	1

Actions being taken to improve performance

The Service aims 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 off 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.

- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

1.3.1 Workforce Diversity	Diversity Percentage (Refer to charts)

Workforce diversity as a percentage: Performance measure of how representative our staff are of our communities, to monitor equality and diversity within Lancashire Fire and Rescue Service.

Combined diversity percentage of Grey book operational and Green book support staff.

- Female (20%)
- Male (80%)

Gender

- BME (3%)
- White (94%)
- Not Stated (3%)

Ethnicity

- LGBT (4%)
- Hetrosexual (51%)
- Not Stated (45%)

Sexual orientation

- Disability (3%)
- No Disability (94%)
- Not Stated (3%)

Disability
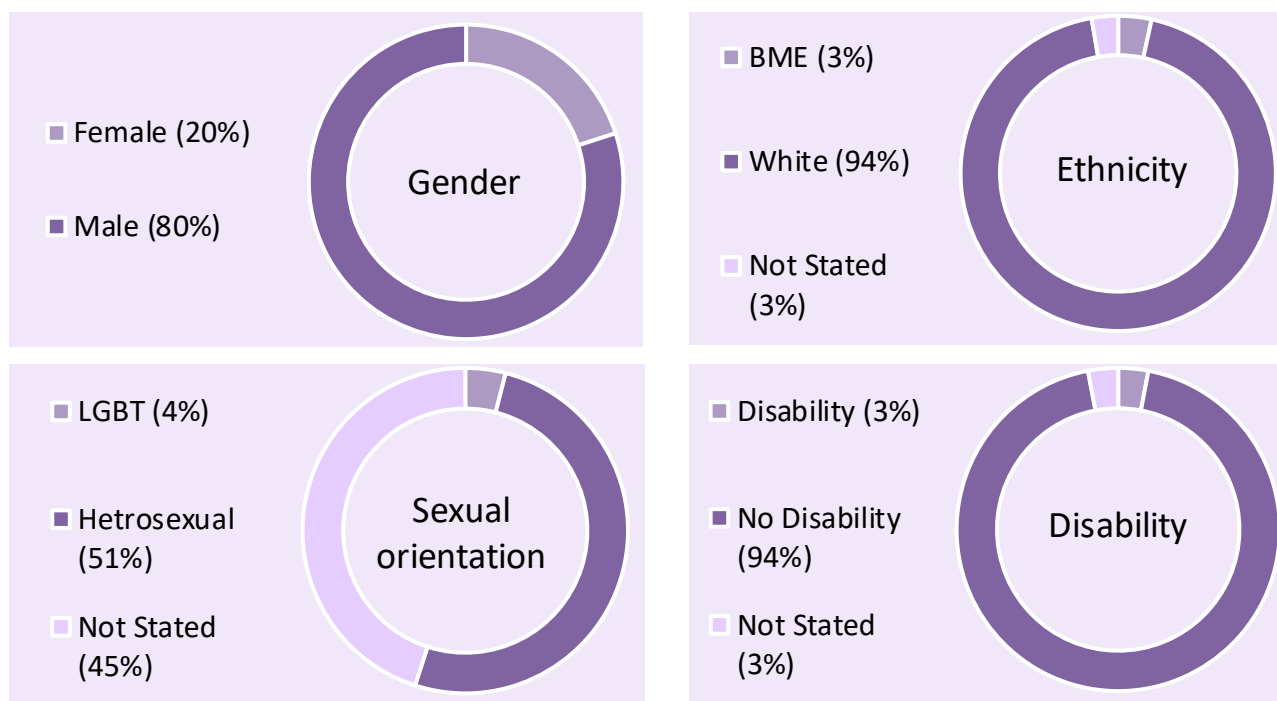
Diversity percentage by Grey book operational staff and Green book support staff. Counts will include double counts if dual contract between Grey and Green book.

Gender	Female	Grey	9%	Green	60%
	Male		91%		40%
Ethnicity	BME	Grey	3%	Green	6%
	White		95%		89%
	Not stated		2%		5%
Sexual orientation	LGBT	Grey	4%	Green	3%
	Heterosexual		51%		53%
	Not stated		45%		44%
Disability	Disability	Grey	3%	Green	3%
	No disability		95%		90%
	Not stated		2%		7%

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1.3.2 Workforce Diversity Recruited		Diversity Percentage (Refer to charts)

Workforce diversity recruited as a percentage: Performance measure of our success in recruiting a diverse workforce to monitor equality and diversity within Lancashire Fire and Rescue Service.

Combined diversity percentage of Grey book operational staff and Green book support staff.

- Female (26%)
- Male (74%)

Gender

- BME (2%)
- White (94%)
- Not Stated (4%)

Ethnicity

- LGBT (11%)
- Hetrosexual (82%)
- Not Stated (7%)

Sexual orientation

- Disability (2%)
- No Disability (97%)
- Not Stated (1%)

Disability
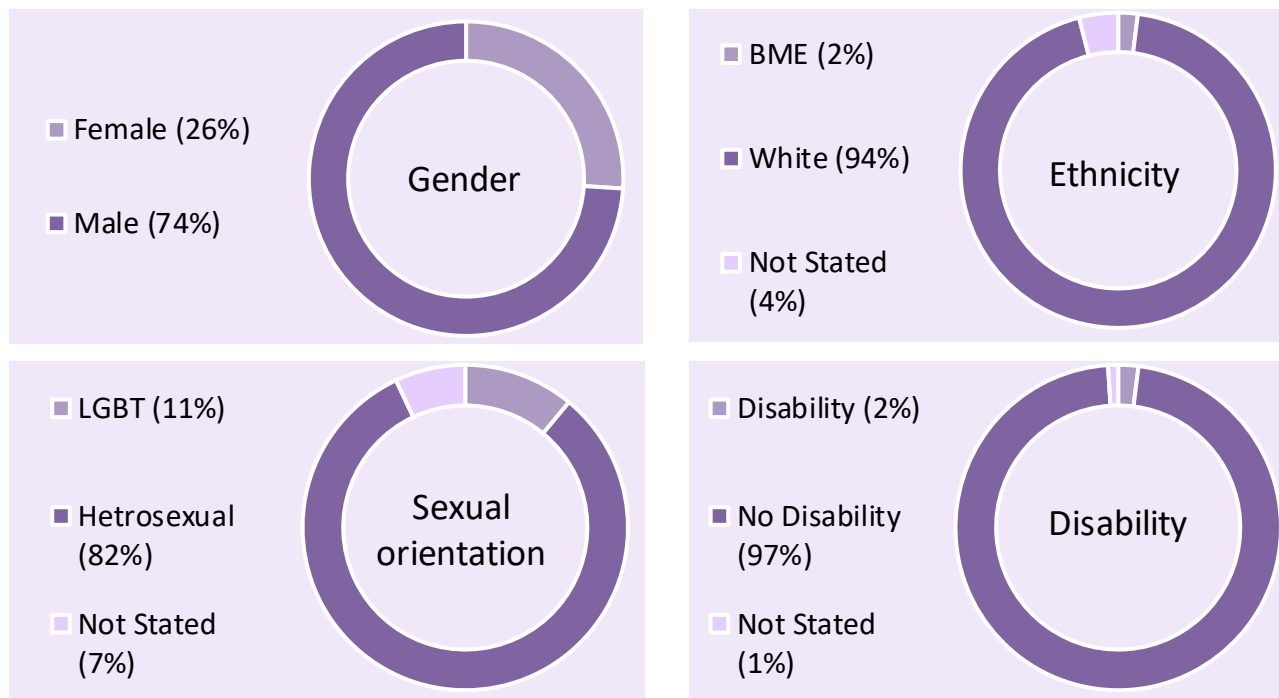
During quarter 3, there were a total of 138 new recruits.

No further breakdown is provided to prevent the possible identification of individuals due to the small numbers of recruits during certain periods.

1.4 Staff Accidents		Activity 11

This KPI details the numbers of accidents which have occurred to LFRS staff members at work within the quarter: Wholetime, On-Call and Greenbook.

As part of our Health and Safety Management System we report and investigate all accidents which occur within Lancashire Fire and Rescue Service (LFRS) to identify any learning opportunities which can contribute to improving our safety culture within Service.

As the body ultimately responsible for health and safety performance, this KPI enables Fire Authority members to view LFRS progress on managing health and safety risks within LFRS.

An improvement is shown if the average number of staff accidents per quarter is within the control limits.

Quarterly activity decreased 35.29% over the same quarter of the previous year.

Total number of staff accidents	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	44	**11**	61	17
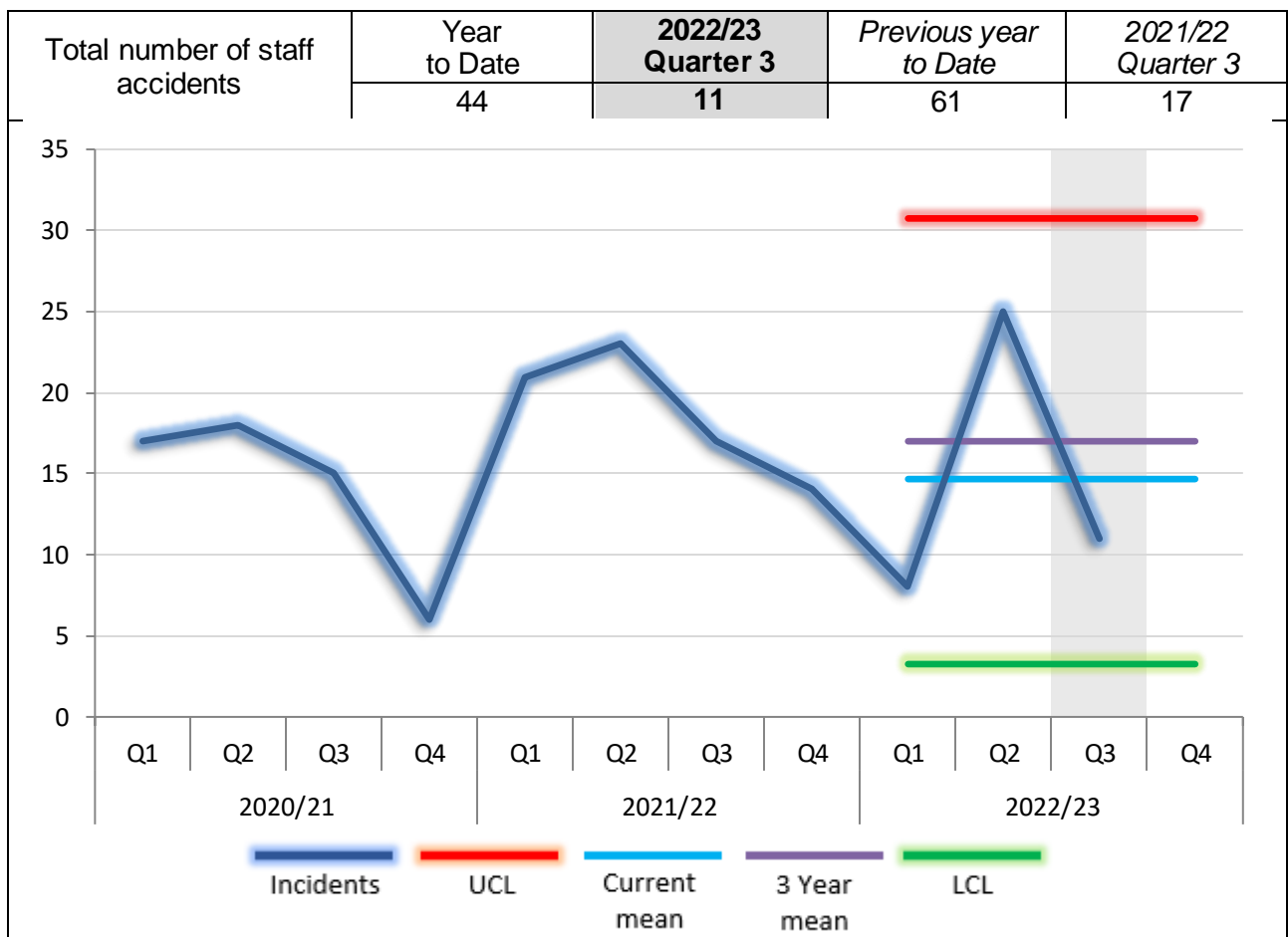
2.1 Risk Map

Risk Score
31,576

This indicator measures the fire risk in each Super Output Area (SOA). Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation.

Specifically, the risk score for each SOA is calculated using the formula shown below. Once an SOA has been assigned a score, it is then categorised by risk grade.

$$\frac{Dwelling\ Fires}{Total\ Dwellings} + \left(\frac{Dwelling\ Fire\ Casualties}{Resident\ Population} \times 4 \right) + Building\ Fire + \left(IMD \times 2 \right) = Risk\ Score$$
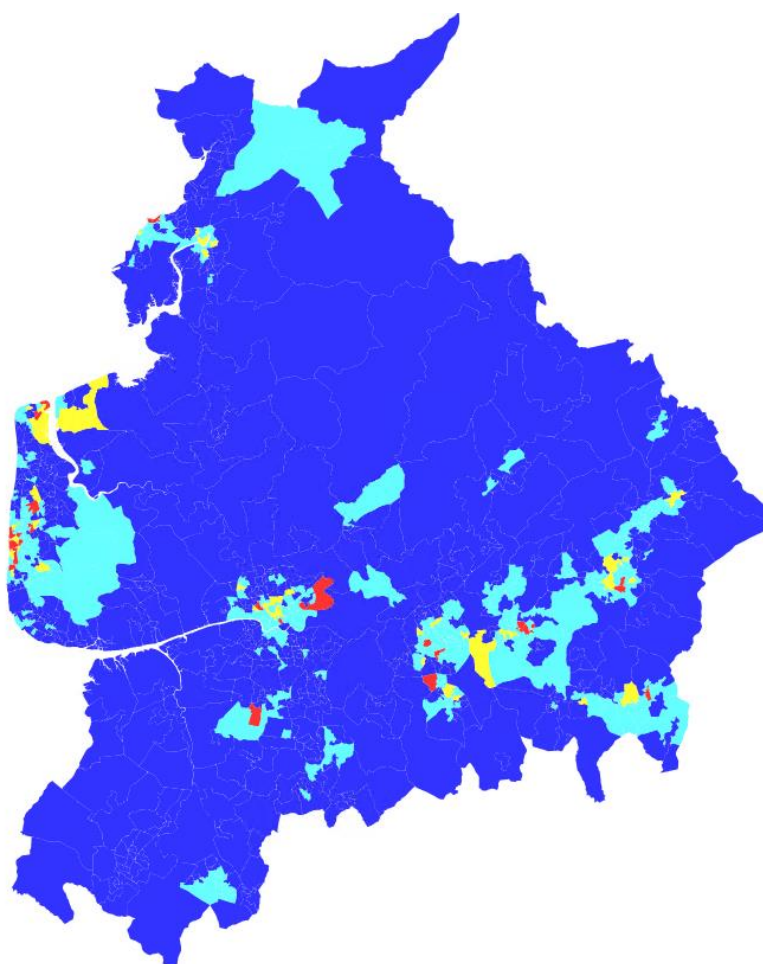
The County risk map score is updated annually before the end of the first quarter.

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

An improvement is shown by a year-on-year decreasing 'Overall Risk Score' value.

The inset table below shows the latest count of risk areas against the previous year, along with the overall risk score compared to the previous year.

2022 score: 31,576

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2022 count	**25**	**47**	**333**	**536**	**31,576**
2021 count	21	61	338	521	31,862
Direction / % Change	19%	23%	1%	3%	1%

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2.2 Overall Activity		Quarter Activity 4,693

The number of incidents that LFRS attend with one or more pumping appliances. Includes fires, special service calls, false alarms and collaborative work undertaken with other emergency services. For example, missing person searches on behalf of the Police and gaining entry incidents at the request of the Ambulance Service.

A breakdown of incident types included within this KPI are shown on the following page.

Quarterly activity increased 1.60% over the same quarter of the previous year.
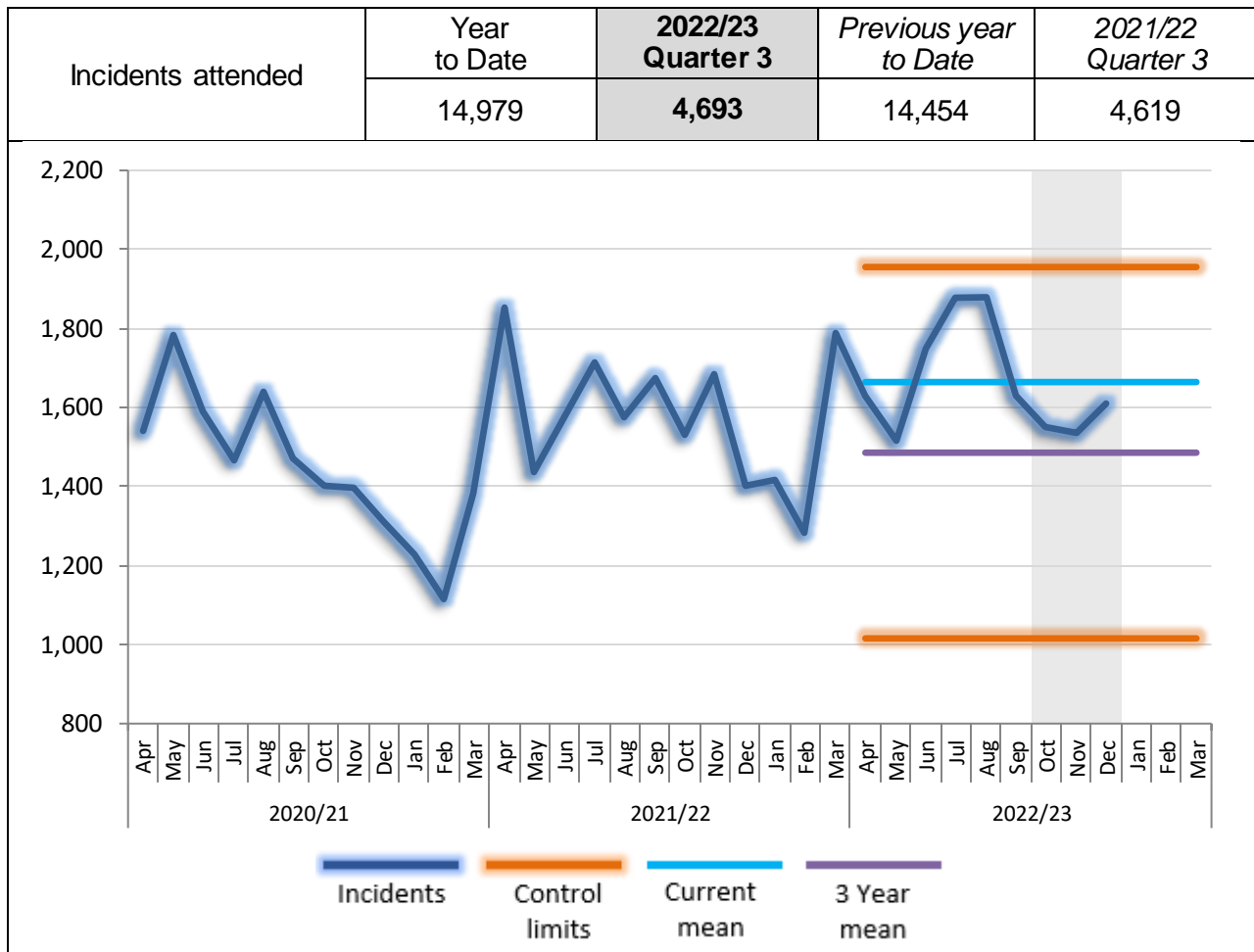
Incidents attended	Year to Date	2022/23 Quarter 3	Previous year to Date	2021/22 Quarter 3
	14,979	4,693	14,454	4,619

	Current mean	3 Year mean	2021/22	2020/21	2019/20
Current mean activity and the monthly mean activity over the previous 3 years.	1,664	1,485	1,578	1,445	1,433

2.2 Overall Activity Breakdown		Quarter Activity 4,693

Incidents attended by Lancashire Fire and Rescue Service consist of a myriad of different types. The breakdown below, whilst not an exhaustive list, aims to illustrate how activity captured within KPI 2.2 Overall Activity is split by the different types of incidents.

The chart figures represent the count and percentage each activity contributes to the quarter's activity, whilst the inset table breaks the incident types down further.

FALSE ALARM:
Fire Alarm due to Apparatus	67%
Good Intent False Alarm	29%
Malicious False Alarm	4%

FIRE - PRIMARY:
Accidental Dwelling (2.3)	46%
Accidental Building (2.4)	12%
Accidental Building (2.5)	4%
Deliberate Dwellings (2.6.1)	5%
Deliberate Commercial (2.6.2)	7%
Other Primary	26%

FIRE - SECONDARY:
Deliberate Fires	52%
Accidental Fires	48%

SPECIAL SERVICE:
Critical Incidents (KPI 3.2)	60%
*Gaining Entry	33%
*RTC	21%
*Flooding	21%
*Other Critical incident	25%

Chart segments:
- Special Service, 1365, 29%
- False Alarm, 2273, 49%
- Fire - Secondary, 590, 13%
- Fire - Primary, 438, 9%

Fires yet to be classified, and chimney fires (<1%) and are not shown on the chart breakdown.

	FALSE ALARM incidents make up 49% of activity, with 67% being Fire alarm due to Apparatus incidents. On 1st April 2022 a revised false alarm policy was introduced to help reduce the number of AFA's. Since that time there has been a 42% reduction within property types covered by the policy change.
	FIRE PRIMARY incidents encompass Accidental Dwelling Fires at 46% and are shown later in the report within KPI 2.3. Accidental Building Fires are split between commercial (KPI 2.4) and non-commercial premises (KPI 2.5).
	FIRE SECONDARY incidents are caused by either a deliberate or accidental act, or the cause is not known. Deliberate fires mainly involve loose refuse and currently account for 52%, with accidental or not known fires accounting for 48%.
	SPECIAL SERVICE incidents are made up of several different activities, such as: Gaining entry to a property on behalf of the Ambulance Service, accounting for 33% and Road Traffic Collisions (RTC) 21%. *Subset of critical special service incidents (KPI 3.2).

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2.3 Accidental Dwelling Fires		Quarter Activity 200

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

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

Quarterly activity decreased 4.76% over the same quarter of the previous year.

Accidental Dwelling Fires	Year to date	**2022/23 Quarter 3**	*Previous year to date*	*2021/22 Quarter 3*
	605	**200**	642	210
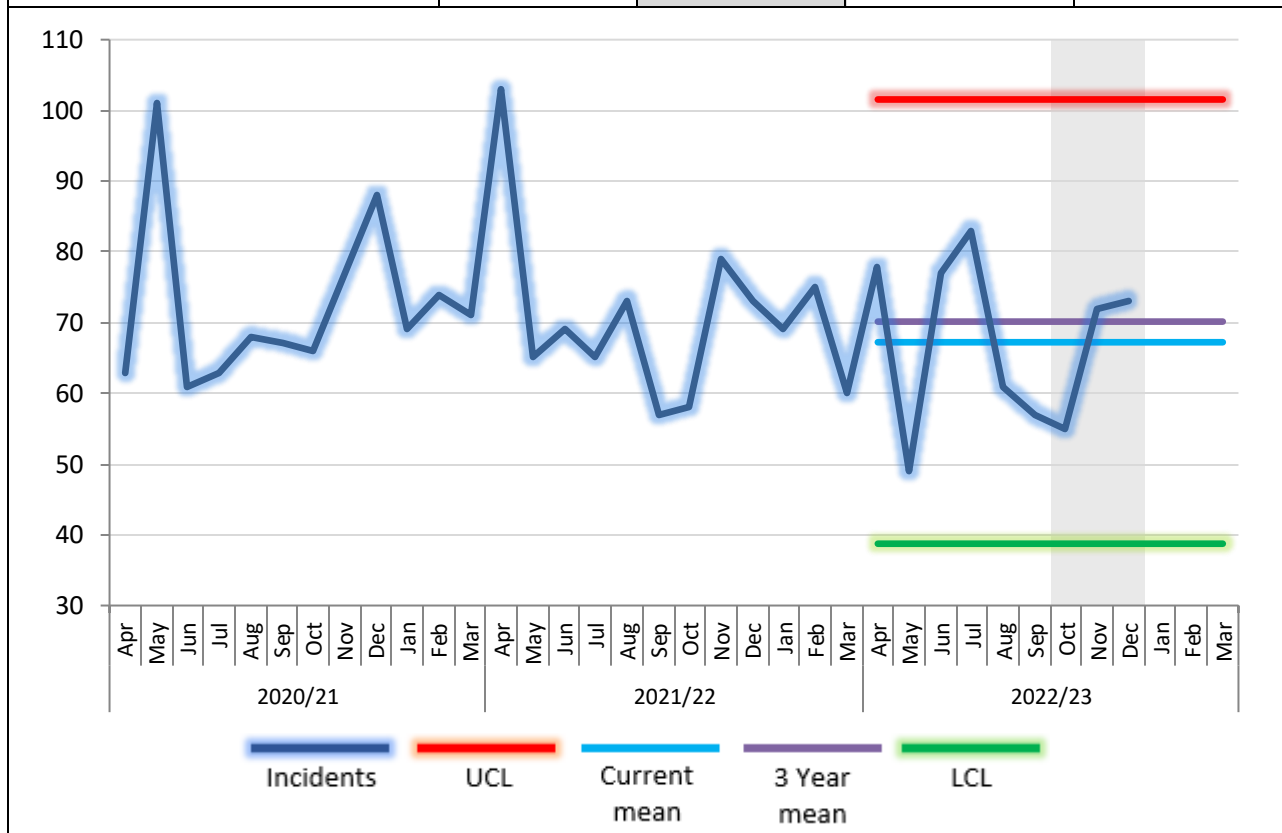
	Current mean	3 Year mean	2021/22	2020/21	2019/20
Current mean activity and the monthly mean activity over the previous 3 years.	**67**	70	71	72	68

2.3.1 ADF – Harm to people: Casualties		Quarter Activity 16

ADF criteria as 2.3. The number of fire related fatalities, slight and serious injuries.

- A slight injury is defined as: a person attending hospital as an outpatient (not precautionary check).
- A serious injury is defined as: at least an overnight stay in hospital as an in-patient.

Quarterly activity increased 45.45% over the same quarter of the previous year.

Casualty Status	Year to Date	**2022/23 Quarter3**	*Previous year to Date*	*2021/22 Quarter 3*
Fatal	5	**1**	4	3
Injuries appear Serious	10	**4**	9	4
Injuries appear Slight	17	**11**	21	4
Total	32	**16**	34	11
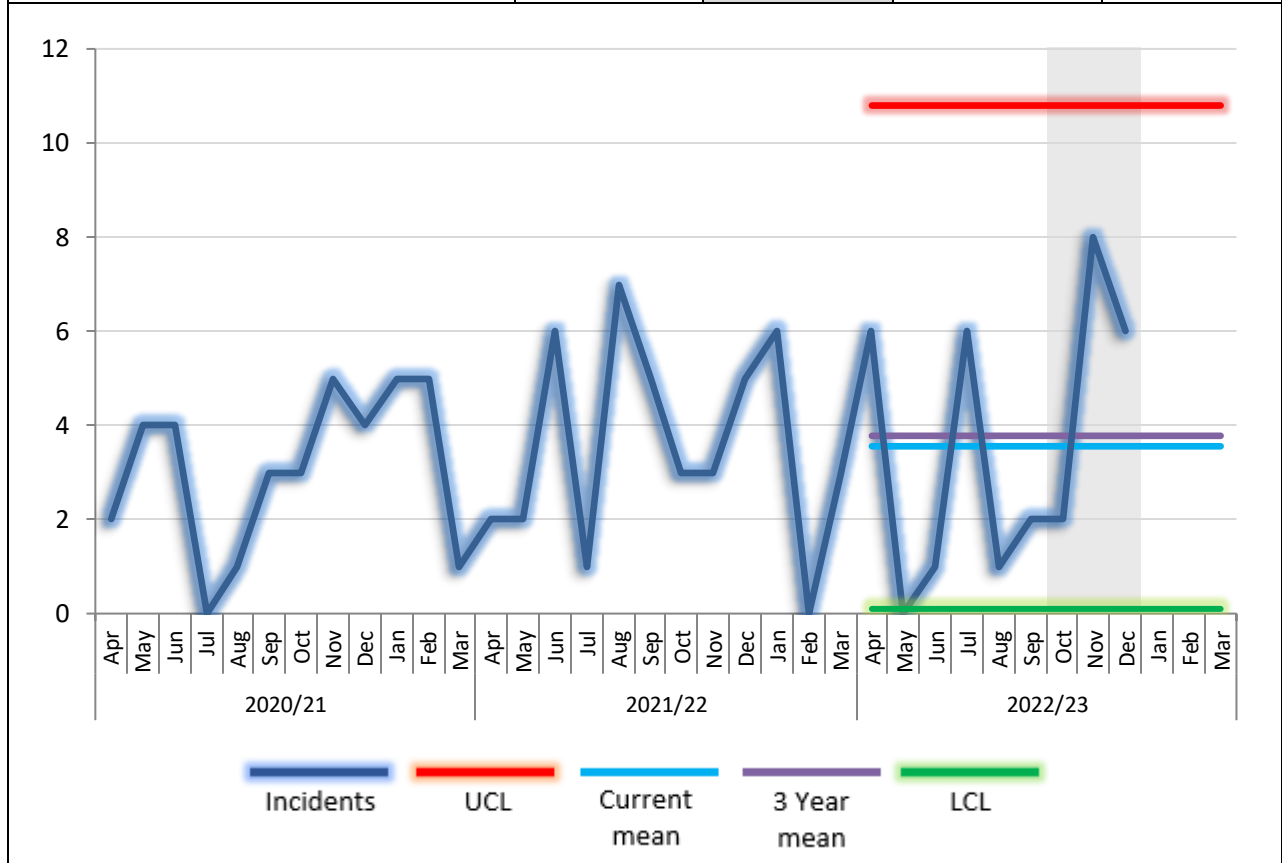
	Current mean	3 Year mean	2021/22	2020/21	2019/20
Current mean activity and the monthly mean activity over the previous 3 years.	**4**	4	4	3	5

2.3.2 ADF – Harm to property: Extent of damage (fire severity)		Quarter Percentage 83%

ADF criteria as 2.3. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at accidental dwelling fires, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires is limited to heat and/or smoke damage only, the item 1st ignited or to the room of origin, is higher than the comparable quarter of the previous year.

Combined quarterly percentage decreased 4% over the same quarter of the previous year.

Fire severity	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	⬆/⬇	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
Limited to heat and/or smoke	23%	25%	22%	-	⬆	21%	30%	21%	23%
Limited to item 1st ignited	13%	13%	19%	-	⬆	17%	17%	15%	16%
Limited to room of origin	47%	51%	42%	-	⬇	49%	41%	50%	51%
Limited to floor of origin	10%	4%	10%	-	⬌	8%	9%	10%	8%
Spread beyond floor of origin	3%	6%	4%	-	⬆	5%	3%	3%	2%
Whole Building	3%	1%	3%	-	⬆	1%	1%	0%	0%
Combined percentage	84%	89%	83%	-	⬇	87%	87%	87%	90%

Cumulative extent of damage breakdown

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2.4 Accidental Building Fires (Commercial Premises)		Quarter Activity 54

The number of primary fires where a building has been affected, which is other than a dwelling or a private building associated with a dwelling, and the cause of fire has been recorded as Accidental or Not known.

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

Quarterly activity decreased 20.59% over the same quarter of the previous year.

Accidental Building Fires (Commercial Premises)	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	195	**54**	210	68
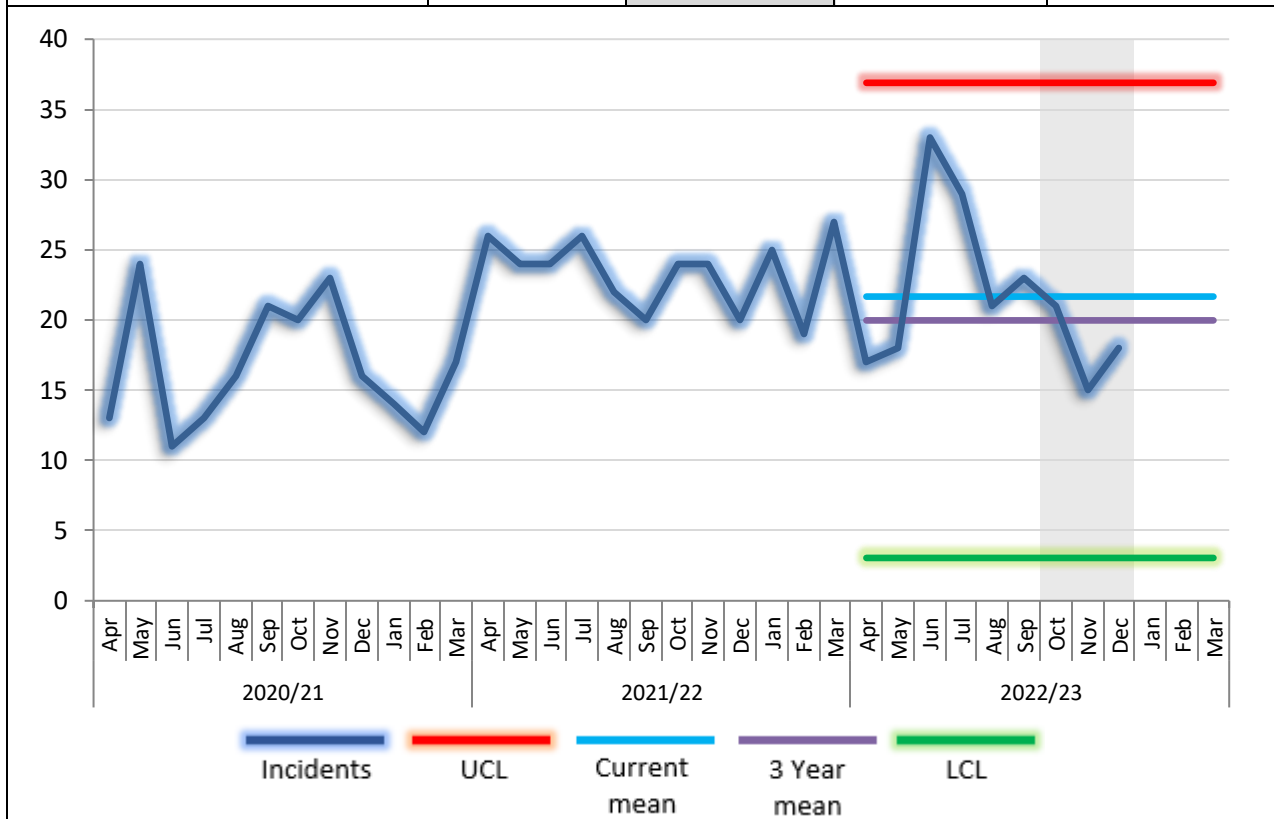
	Current mean	3 Year mean	2021/22	2020/21	2019/20
Current mean activity and the monthly mean activity over the previous 3 years.	**22**	20	23	17	20

2.4.1 ABF (Commercial Premises) – Harm to property: Extent of damage (fire severity)
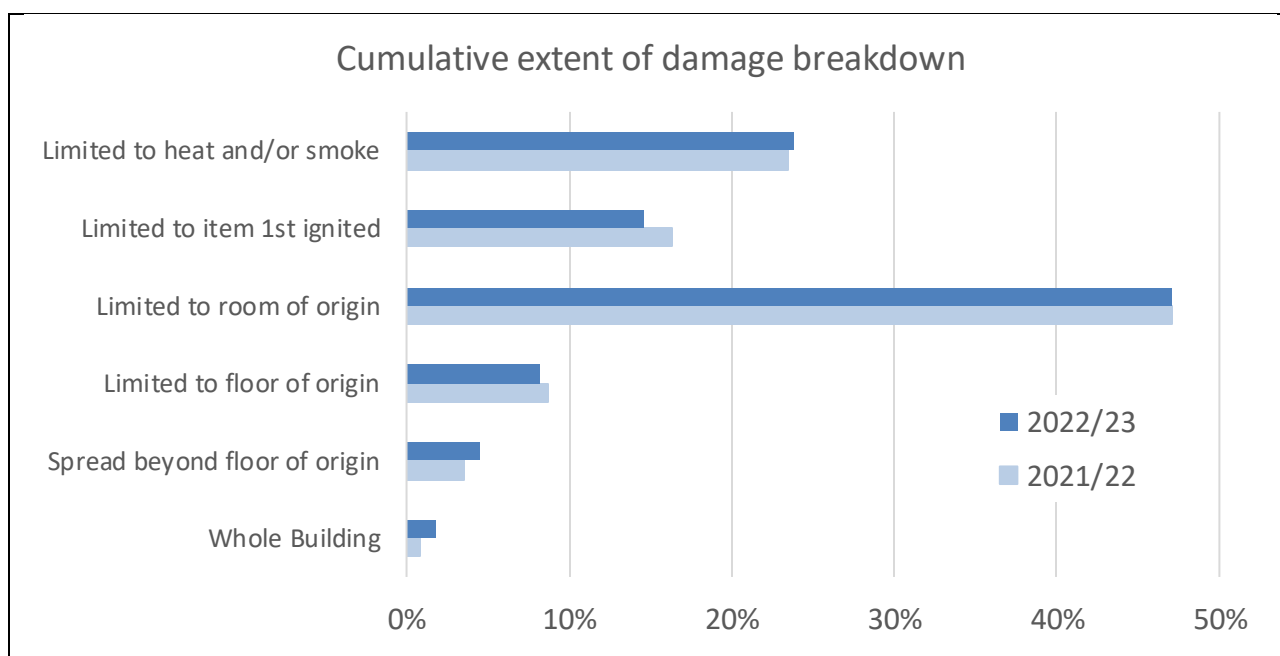
Quarter Activity
70%

ABF criteria as 2.4. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at accidental building fires, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires is limited to heat and/or smoke damage only, the item 1st ignited or to the room of origin, is higher than the comparable quarter of the previous year.

Quarterly activity decreased 2% over the same quarter of the previous year.

Fire severity	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	⬆/⬇	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
Limited to heat and/or smoke	16%	17%	20%	-	⬆	19%	28%	19%	24%
Limited to item 1st ignited	21%	14%	11%	-	⬇	16%	13%	15%	20%
Limited to room of origin	30%	39%	39%	-	⬆	36%	35%	38%	31%
Limited to floor of origin	24%	17%	21%	-	⬆	16%	13%	15%	11%
Spread beyond floor of origin	3%	6%	2%	-	⬆	7%	4%	1%	6%
Whole Building	6%	8%	7%	-	⬇	5%	6%	12%	8%
Combined percentage	67%	69%	70%	-	⬇	72%	76%	72%	75%

Cumulative extent of damage breakdown

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2.5 Accidental Building Fires (Non-Commercial Premises)		Quarter Activity 16

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

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

Quarterly activity increased 23.08% over the same quarter of the previous year.

Accidental Building Fires (Non-Commercial Premises)	Year to Date	2022/23 Quarter 3	Previous year to Date	2021/22 Quarter 3
	68	16	65	13
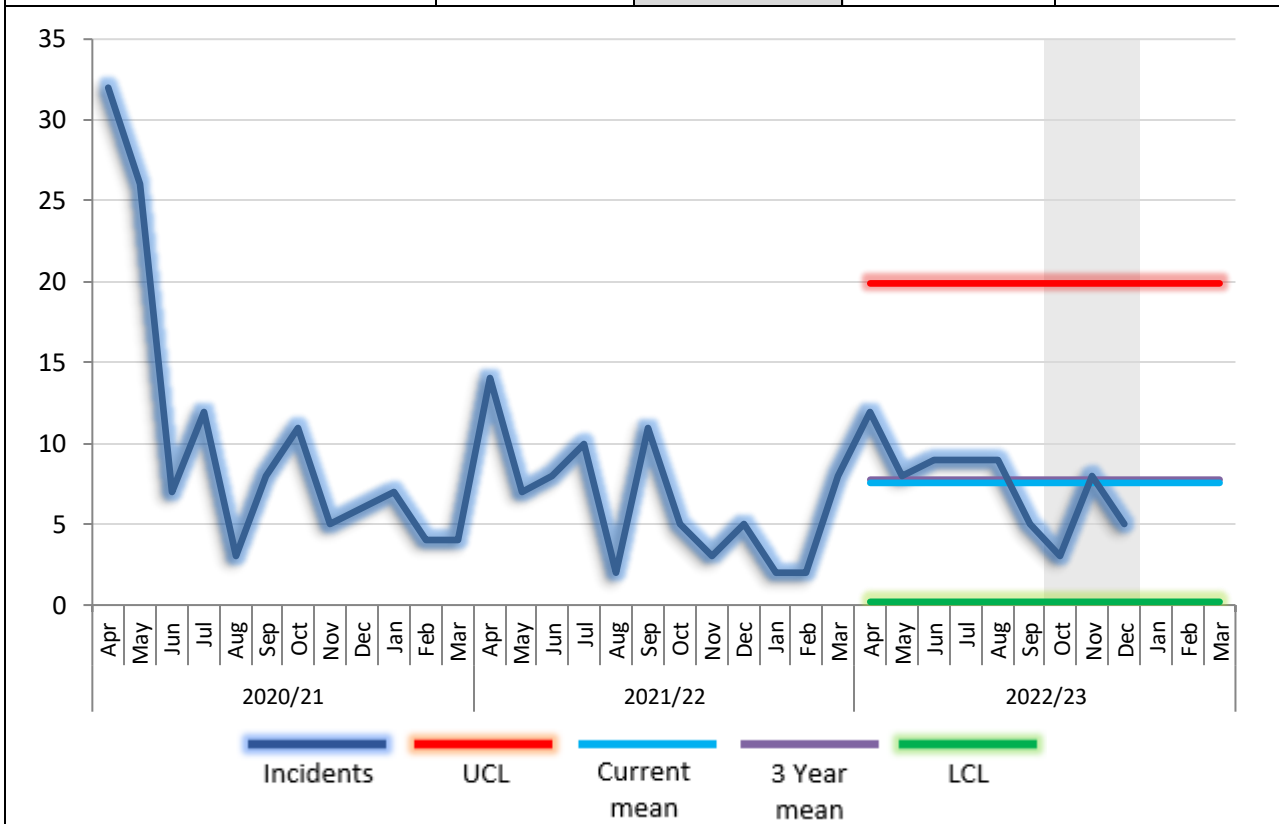
	Current mean	3 Year mean	2021/22	2020/21	2019/20
Current mean activity and the monthly mean activity over the previous 3 years.	8	8	6	11	6

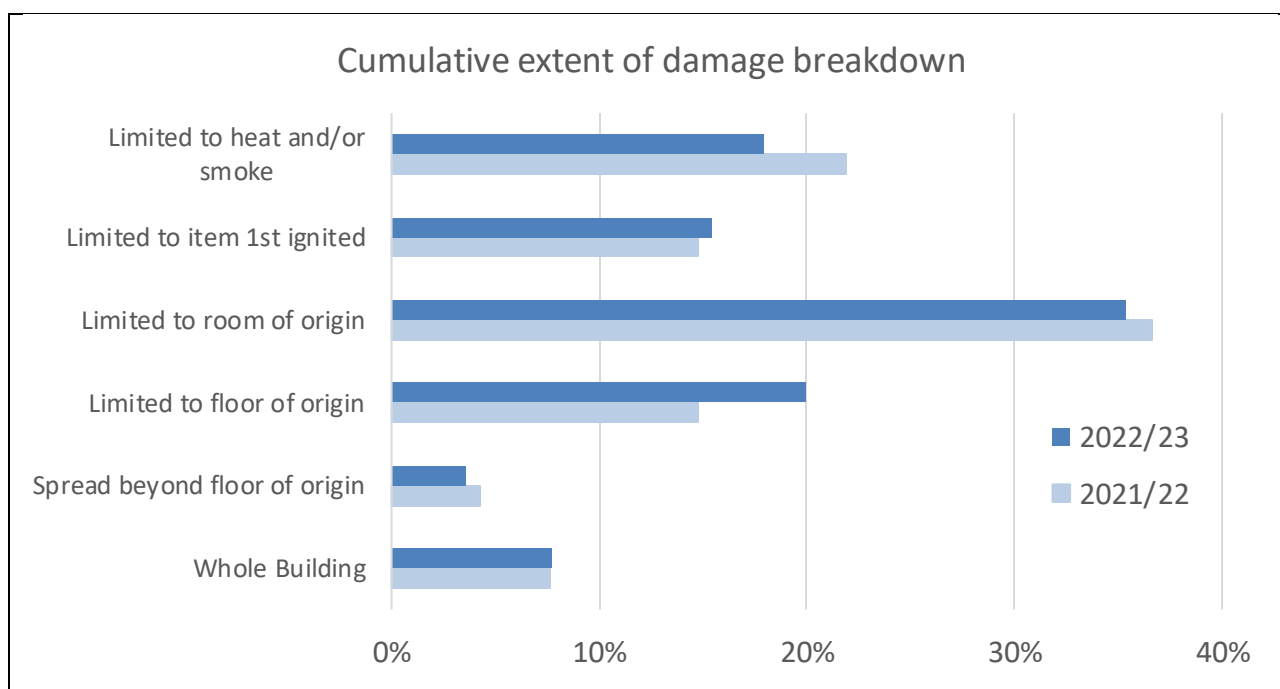| **2.5.1 ABF (Non-Commercial Premises: Private Garages and Sheds) – Harm to property: Extent of damage (fire severity)** | Quarter Activity 19% |

ABF criteria as 2.5. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at accidental building fires, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires is limited to heat and/or smoke damage only, the item 1st ignited or to the room of origin, is higher than the comparable quarter of the previous year.

Quarterly activity decreased 4.3% over the same quarter of the previous year.

Fire severity	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	⬆/⬇	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
Limited to heat and/or smoke	4%	9%	6%	-	⬇	3%	4%	8%	8%
Limited to item 1st ignited	0%	13%	0%	-	⬌	10%	17%	0%	17%
Limited to room of origin	16%	0%	13%	-	⬇	0%	9%	15%	0%
Limited to floor of origin	8%	13%	0%	-	⬌	0%	13%	0%	17%
Spread beyond floor of origin	0%	0%	0%	-	⬌	3%	0%	0%	8%
Whole Building	72%	65%	81%	-	⬆	83%	57%	77%	50%
Combined percentage	20%	22%	19%	-	⬇	14%	30%	23%	25%

Cumulative extent of damage breakdown
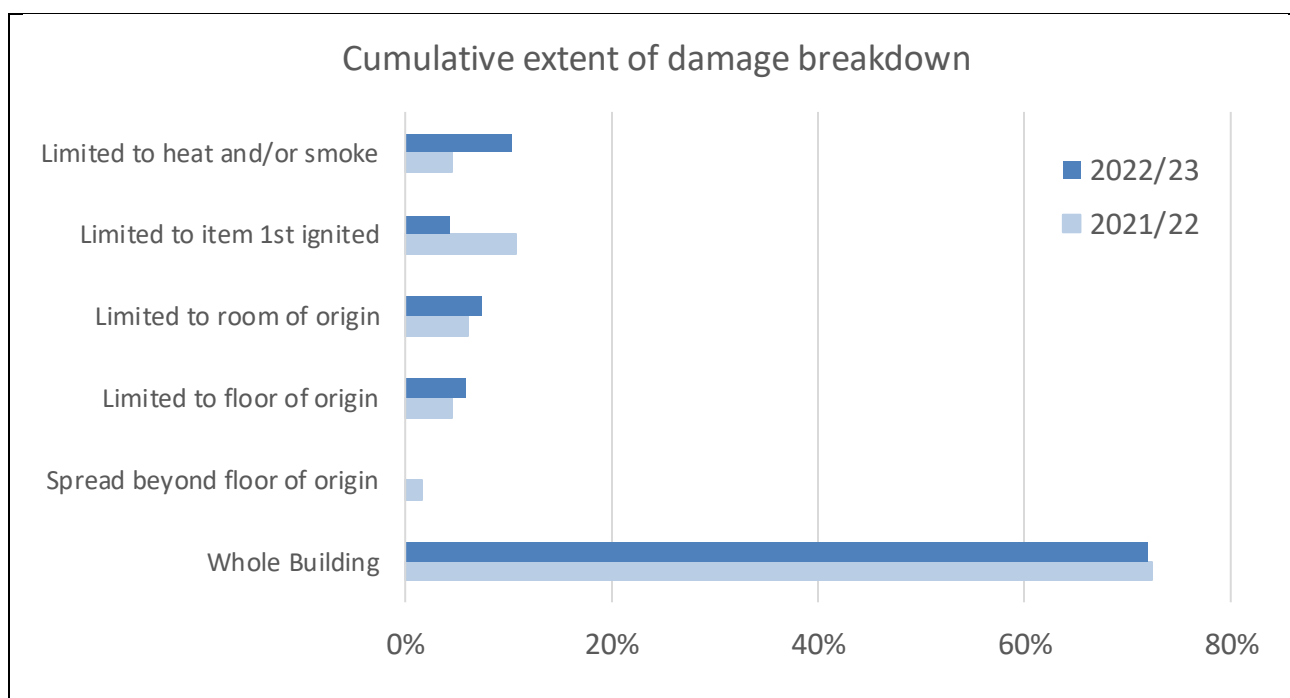
2.6 Deliberate Fires Total: Specific performance measure of deliberate fires		Quarter Activity 421

The number of primary and secondary fires where the cause of fire has been recorded as deliberate.

This is an overall total measure of deliberate dwelling, commercial premises, and other fires, which are further reported within their respective KPI's.

Quarterly activity increased 19.60% over the same quarter of the previous year.

Deliberate Fires	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	1,892	**421**	1,526	352
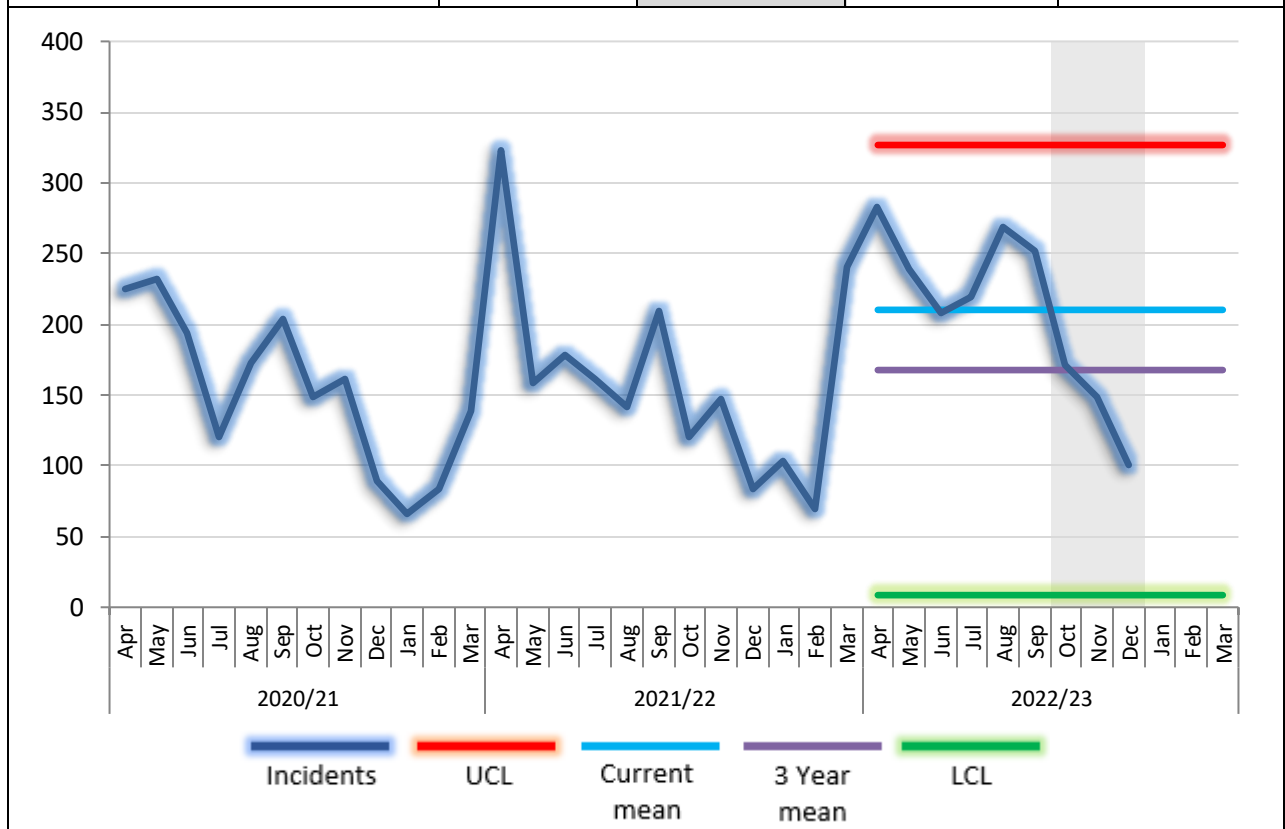
	Current mean	3 Year mean	2021/22	2020/21	2019/20
Current mean activity and the monthly mean activity over the previous 3 years.	**210**	168	161	153	189

2.6.1 Deliberate Fires – Dwellings		Quarter Activity 22

The number of primary fires where a dwelling has been affected and the cause of fire has been recorded as deliberate.

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

Quarterly activity decreased 24.14% over the same quarter of the previous year.

Deliberate Fires - Dwellings	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	57	**22**	86	29
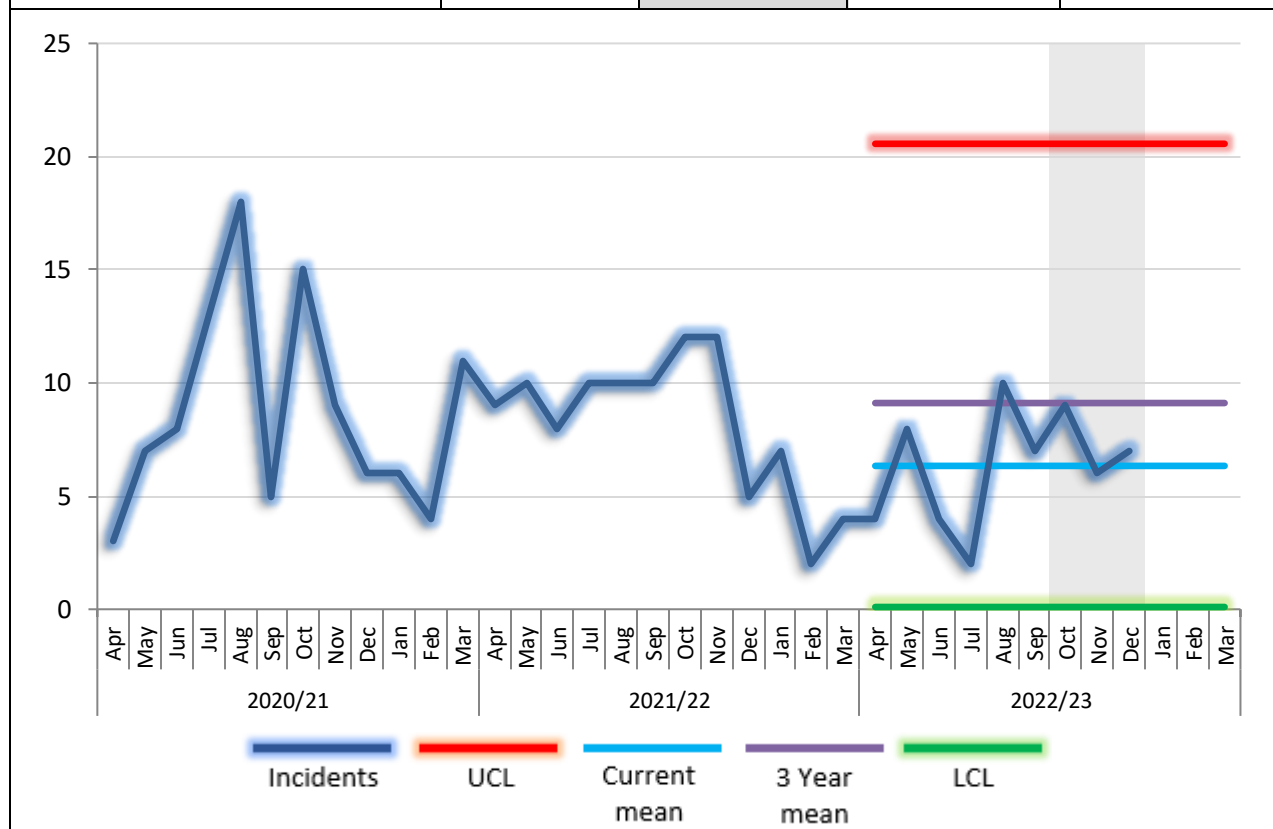
	Current mean	3 Year mean	2021/22	2020/21	2019/20
Current mean activity and the monthly mean activity over the previous 3 years.	**6**	9	8	9	10

2.6.2 Deliberate Fires – Commercial Premises		Quarter Activity 32

The number of primary fires where the property type is a building, which is other than a dwelling or a private building associated with a dwelling, and the cause of fire has been recorded as deliberate.

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

Quarterly activity increased 68.42% over the same quarter of the previous year.

Deliberate Fires – Commercial	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	88	**32**	97	19
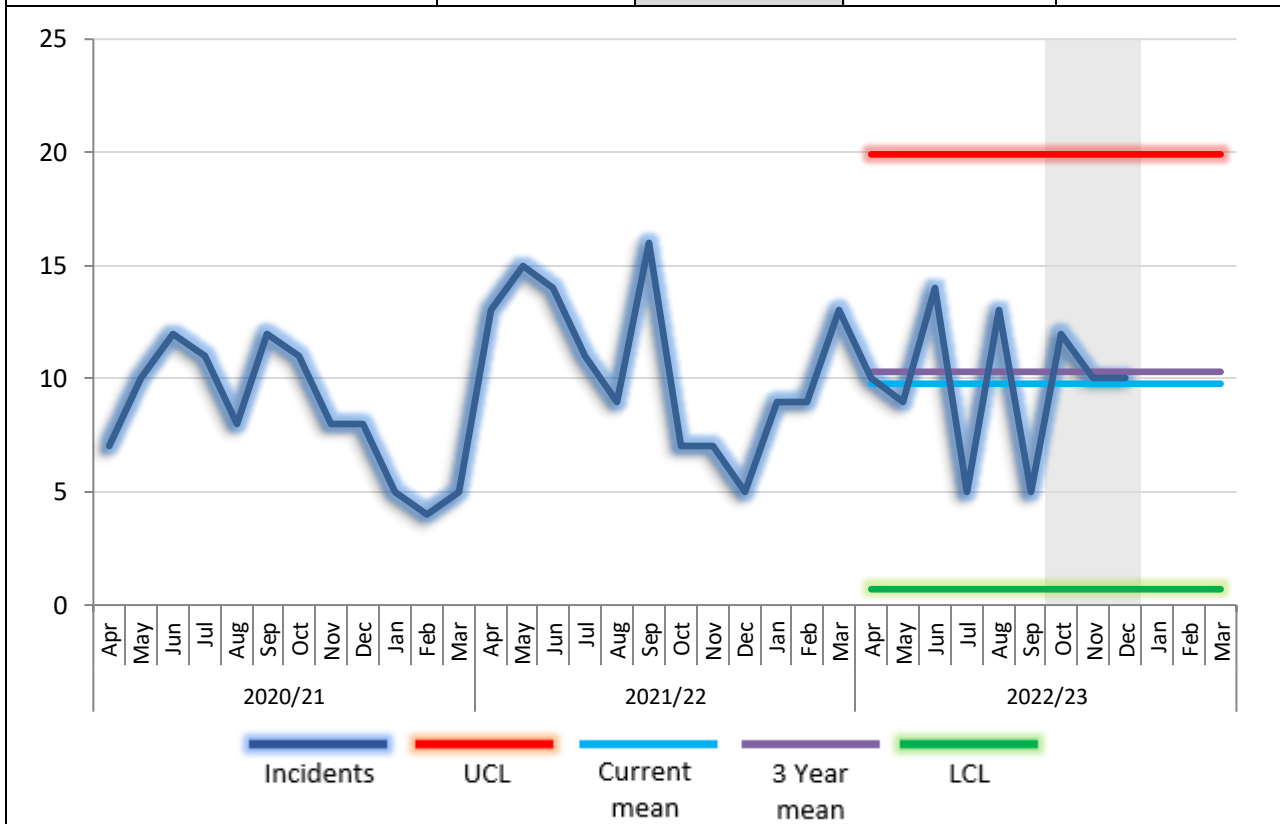
	Current mean	3 Year mean	2021/22	2020/21	2019/20
Current mean activity and the monthly mean activity over the previous 3 years.	**10**	10	11	8	12

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

	Quarter Activity
	367

The number of primary and secondary fires where the property type is other than a building, except where the building is recorded as derelict, and the cause of fire has been recorded as deliberate.

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

Primary fires are when the incident involves casualties or rescues, property loss or 5 or more pumping appliances attend the incident, and can include large scale moorland fires or vehicle fires which are not derelict.

Quarterly activity increased 20.72% over the same quarter of the previous year.

Deliberate Fires – Other	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	1,747	**367**	1,343	304
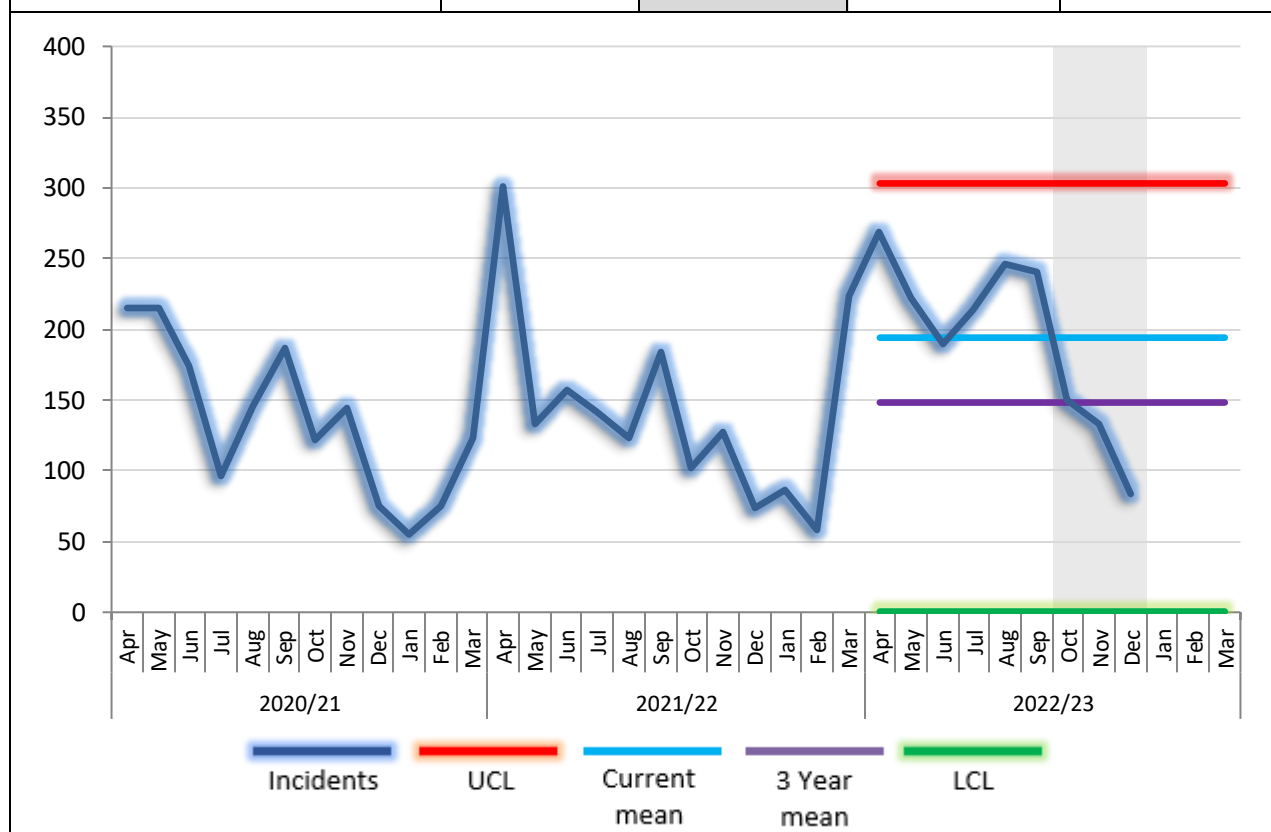
	Current mean	3 Year mean	2021/22	2020/21	2019/20
Current mean activity and the monthly mean activity over the previous 3 years.	**194**	149	143	136	167

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2.7 Home Fire Safety Checks (HFSC)	HFSC	Quarter Activity 55%

The percentage of completed HFSC's, excluding refusals, carried out by LFRS personnel or partner agencies in the home, where the risk score has been determined to be high.

An improvement is shown if:

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

Quarterly activity increased 15.7% over the same quarter of the previous year.

High risk outcomes decreased 7.0% over the same quarter of the previous year.

	2022/23		⬆/⬇	2021/22	
	HFSC completed	**% of High HFSC outcomes**	Progress	*HFSC completed*	*% of High HFSC outcomes*
Q 1	**5,024**	**58%**	⬆/⬇	3,650	66%
Q 2	**5,432**	**60%**	⬆/⬇	3,940	68%
Q 3	**5,800**	**55%**	⬆/⬇	5,015	62%
Q 4			-	5,033	60%

Cumulative year to date activity

21,259 Home Fire Safety Checks Offered

16,256 HFSC's Completed

1,572 Being Advice Only

14,684 Completed in the Home

57% Had a High Risk Outcome

Analysis to Aid Future Targeting

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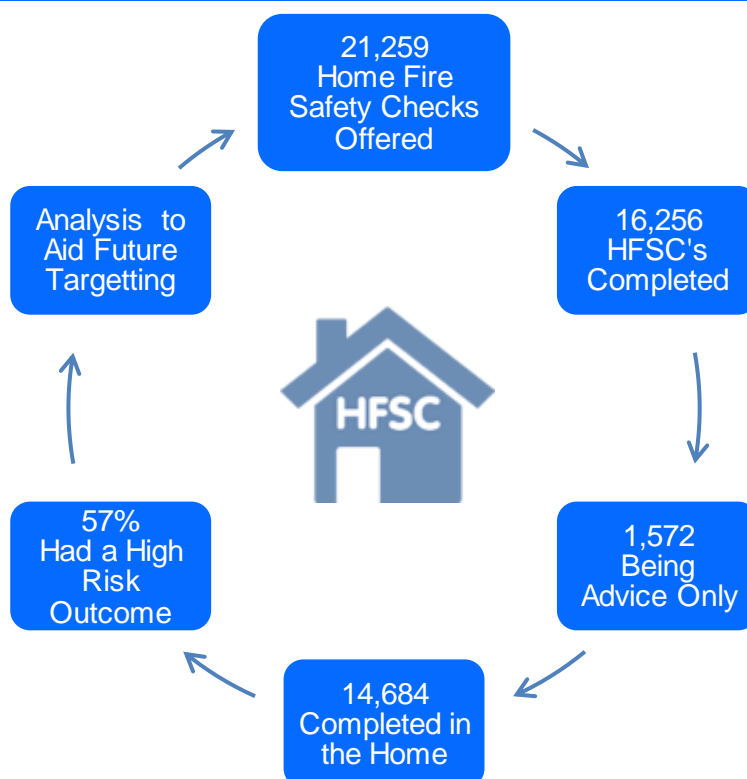
2.8 Numbers of prevention activities such as: Childsafe, wasted lives etc.

Activity	Description	Targets for delivery	Data for quarter 3 2022/23
ChildSafe	Fire Safety education package to Year 2 (key stage 1)	Offered to all year 2 pupils Due to Covid offer to all year 3 in 2021/22 academic year	241 sessions delivered to 8,274 attendees
RoadSense	Fire and Road Safety education package to Year 6 (key stage 2)	Offered to all year 6 pupils	172 sessions delivered to 5,640 attendees
SENDSafe	Fire Safety education package for learners with Special Educational Needs and Disabilities (SEND)	Offered to all SEND schools	6 sessions delivered
Wasted Lives	Pre Driver information session in workshop or assembly format. Aimed at Year 10 or Year 11 in high school (key stage 4)	Increase delivery aligned to district risk in the academic year 22/23	9 sessions delivered to 1,146 pupils
Biker Down	3 hour course aimed at Powered 2 Wheel riders covering incident management, first aid and the science of being seen	Deliver a minimum of 12 sessions per year	5 sessions 75 attendees
FIRES	Fire setting intervention delivered to 4-17 year olds. Referrals made by anyone who might work or support the family of a child who is setting fires	Deliver an intervention to all referrals	29 completed referrals
Partner Training (including care providers)	LFRS deliver a 'train the trainer' package to organisations/agencies within health and social care. There are currently 190 preferred partners and 73 standard partners registered with LFRS. Partnerships are reviewed and RAG rated quarterly	Increase the number of partners rated green on the RAG report and continue to review partnerships and provide training	34 organisations/ agencies 195 people
Specific education sessions such as Water Safety & Bright Sparx	Education package delivered either virtually or in person to educate about Water Safety, Anti-Social Behaviour (ASB), deliberate fire setting etc. Covers key stages 2,3 and 4	Increase delivery	157 sessions delivered to 24,849 attendees. These mainly consisted of BrightSparx ASB in quarter 3.
Arson Threat Referral	Bespoke service where a threat of arson has been made. Referrals largely come from the Police.	Meet demand from LanCon	166

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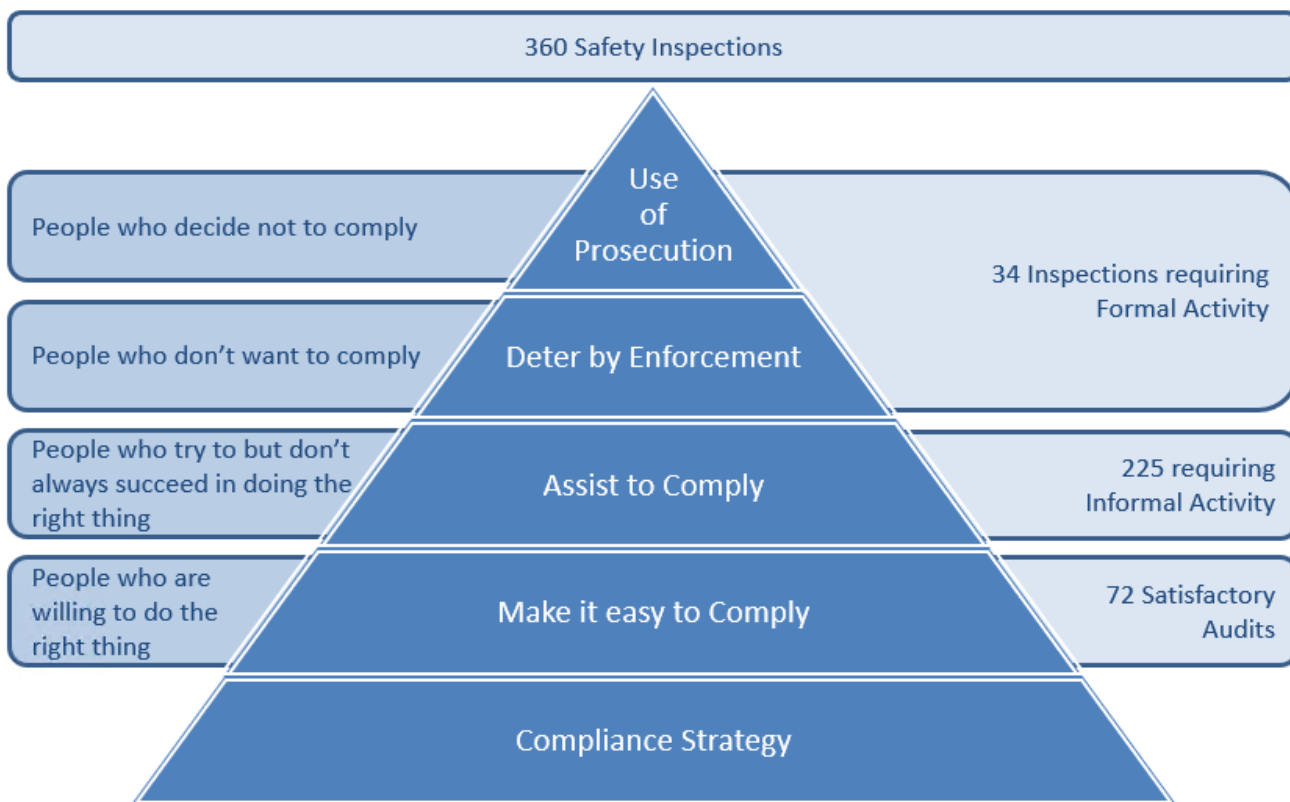| 2.9 Fire Safety Activity (including Business Fire Safety Checks)		Quarter Activity 9%

The number of Fire Safety Enforcement inspections carried out within the period resulting in supporting businesses to improve and become compliant with fire safety regulations or to take formal action of enforcement and prosecution of those that fail to comply. Formal activity is defined as one or more of the following: enforcement notice or an action plan, alterations notice or prohibition notice.

An improvement is shown if the percentage of audits 'Requiring formal activity' is greater than the comparable quarter of the previous year. This helps inform that the correct businesses are being identified.

Quarter 3 recorded an increase of 3% against the same quarter of the previous year.

Quarter	2022/23							⬆/⬇	2021/22	
	Fire Safety Enforcement Inspections	Formal Activity	Informal Activity	Satisfactory Audit	Business Safety Advice	% Formal Activity	% Informal Activity	Progress	% Formal Activity	% Informal Activity
1	504	28	333	95	48	6%	66%	⬇	7%	63%
2	576	52	402	82	40	9%	68%	⬆	6%	63%
3	360	34	225	72	29	9%	63%	⬆	6%	54%
4									7%	70%

360 Safety Inspections

Use of Prosecution

People who decide not to comply

34 Inspections requiring Formal Activity

People who don't want to comply

Deter by Enforcement

People who try to but don't always succeed in doing the right thing

Assist to Comply

225 requiring Informal Activity

People who are willing to do the right thing

Make it easy to Comply

72 Satisfactory Audits

Compliance Strategy

2022/23	Cumulative Business Fire Safety Checks	1,615

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2.10 Building Regulation Consultations (BRC)

Building Regulations: If a business intends to carry out building work it must do so in accordance with the requirements of current Building Regulations.

There are two building control bodies that can used, the Local Authority or an Approved Inspector.

These bodies are then responsible for ensuring compliance with building regulations which generally apply when:

- Erecting a new building
- Extending or altering an existing building
- Providing services and/or fittings in a building
- Altering the use of a building

Purpose of the consultation process: If the Regulatory Reform (Fire Safety) Order 2005 (FSO) applies to the premises, or will apply following the work, the building control body must consult with Lancashire Fire and Rescue Service (LFRS). LFRS then comments on Fire Safety Order requirements, and may also provide additional advice relevant to the building type which may exceed minimum requirements but, if adopted, would further enhance safety or resilience (e.g. use of sprinklers).

LFRS cannot enforce building regulations but can offer observations to the building control body regarding compliance if it is felt the proposals may not comply. In addition to securing a safe premises, an important outcome of the process is to ensure that the completed building meets the requirements of the FSO once occupied, so that no additional works are necessary. Reference: LABC - Building Regulations And Fire Safety Procedural Guidance.

Building Regulation Consultations	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4
Received	183	233	285	
Completed within timeframe[1]	103	170	244	

[1] LFRS should make comments in writing within 15 working days of receiving a BRC.

Actions to Improve

To comply with the NFCC Competency Framework for Fire Safety Regulators these consultations must be completed by Level 4 qualified Fire Safety Inspectors. It is the same inspectors who are 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 are achieved:

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

3.1 Critical Fire Response – 1ˢᵗ Fire Engine Attendance		Quarter Response 85.48%

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 2.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

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

We have achieved our **90% standard** when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident is less than the relevant response standard.

Quarterly response increased 0.93% over the same quarter of the previous year.

Critical Fire Response	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	84.90%	**85.48%**	87.18%	84.55%
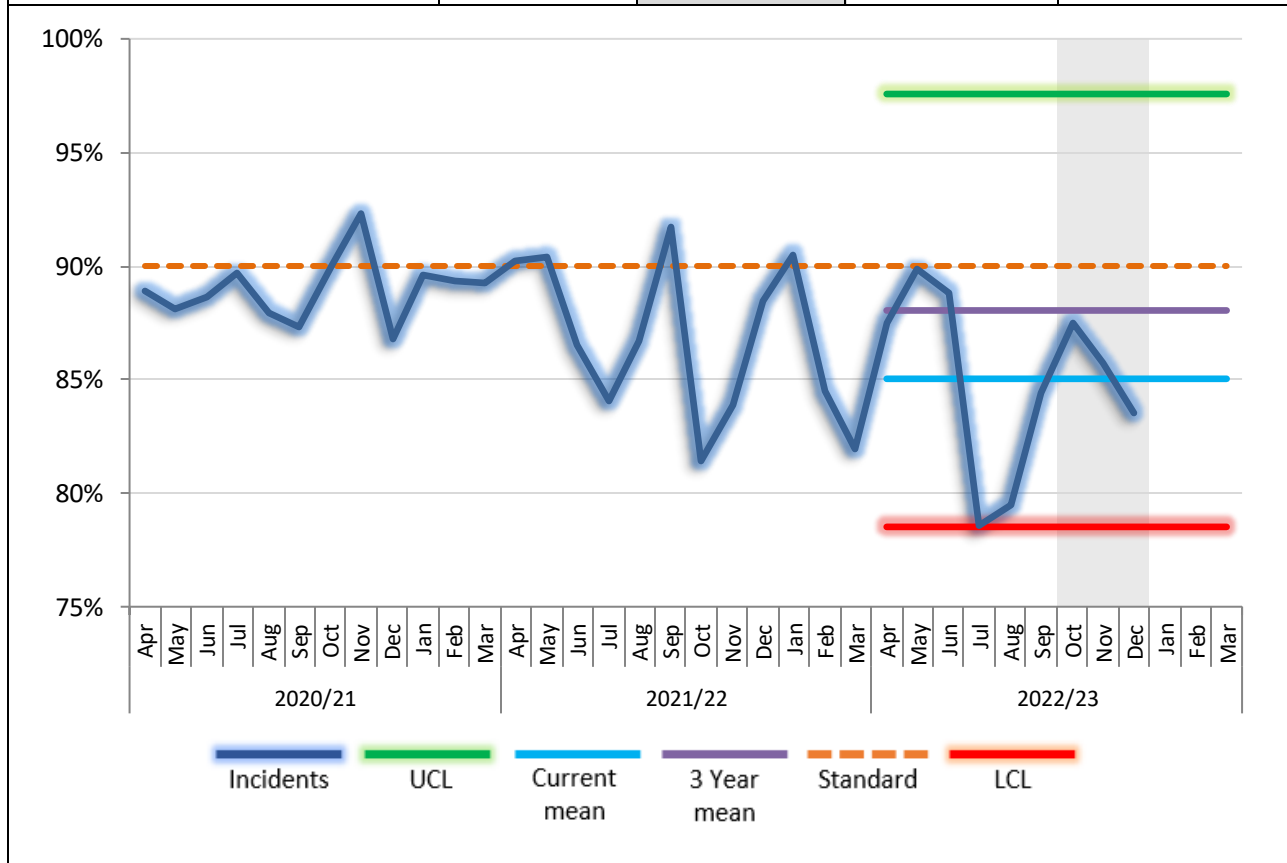
3.2 Critical Special Service Response – 1st Fire Engine Attendance		Quarter Response 88.90%

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures call handling time and fire engine response time.

The response standard for the first fire engine attending a critical special service call = 13 minutes.

We have achieved our **90% standard** when the time between the ''Time of Call' and 'Time in Attendance' of first fire engine arriving at the incident is less than the response standard.

Quarterly response increased 0.53% over the same quarter of the previous year.

Critical Special Service Response	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	89.71%	**88.90%**	89.23%	88.37%
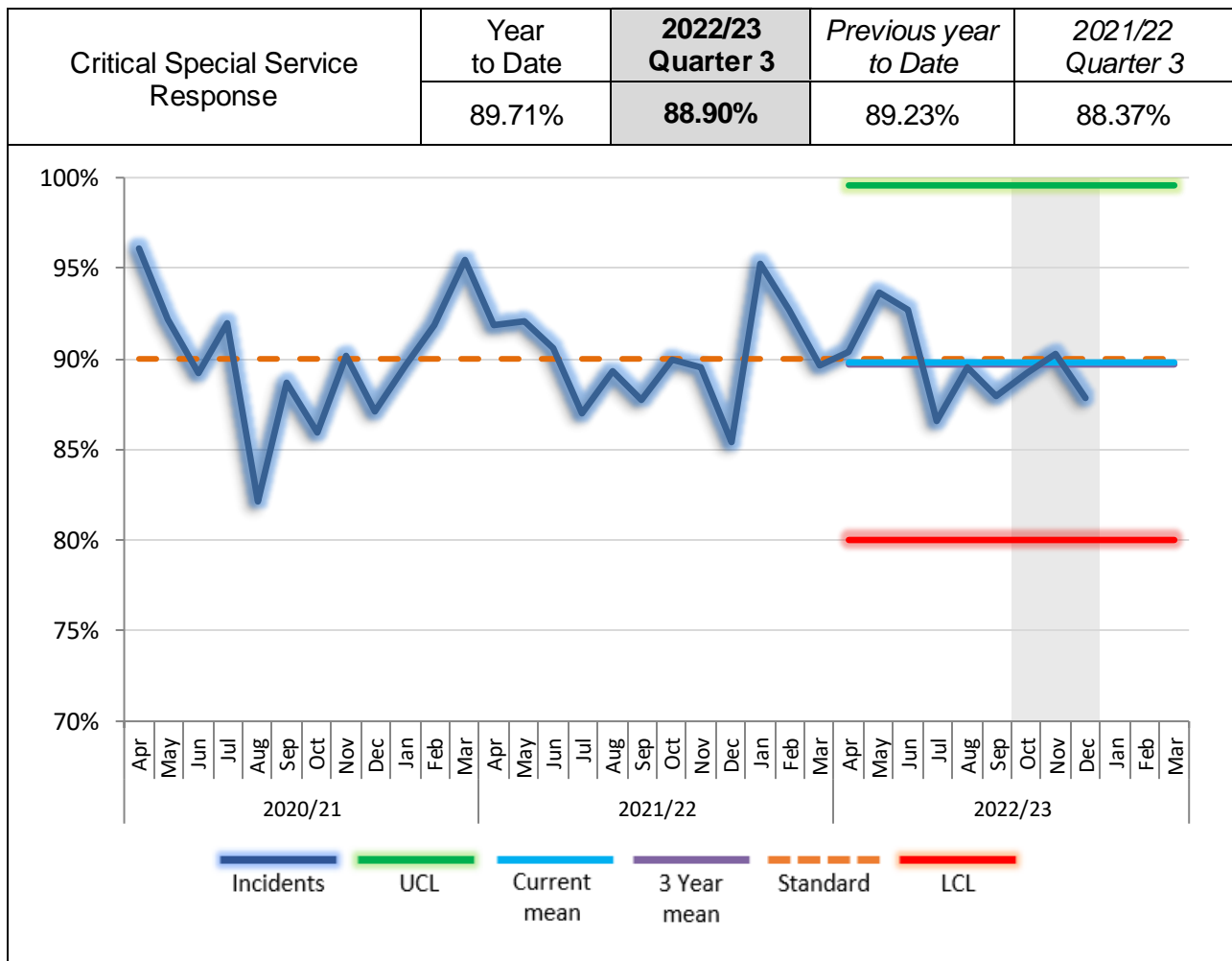
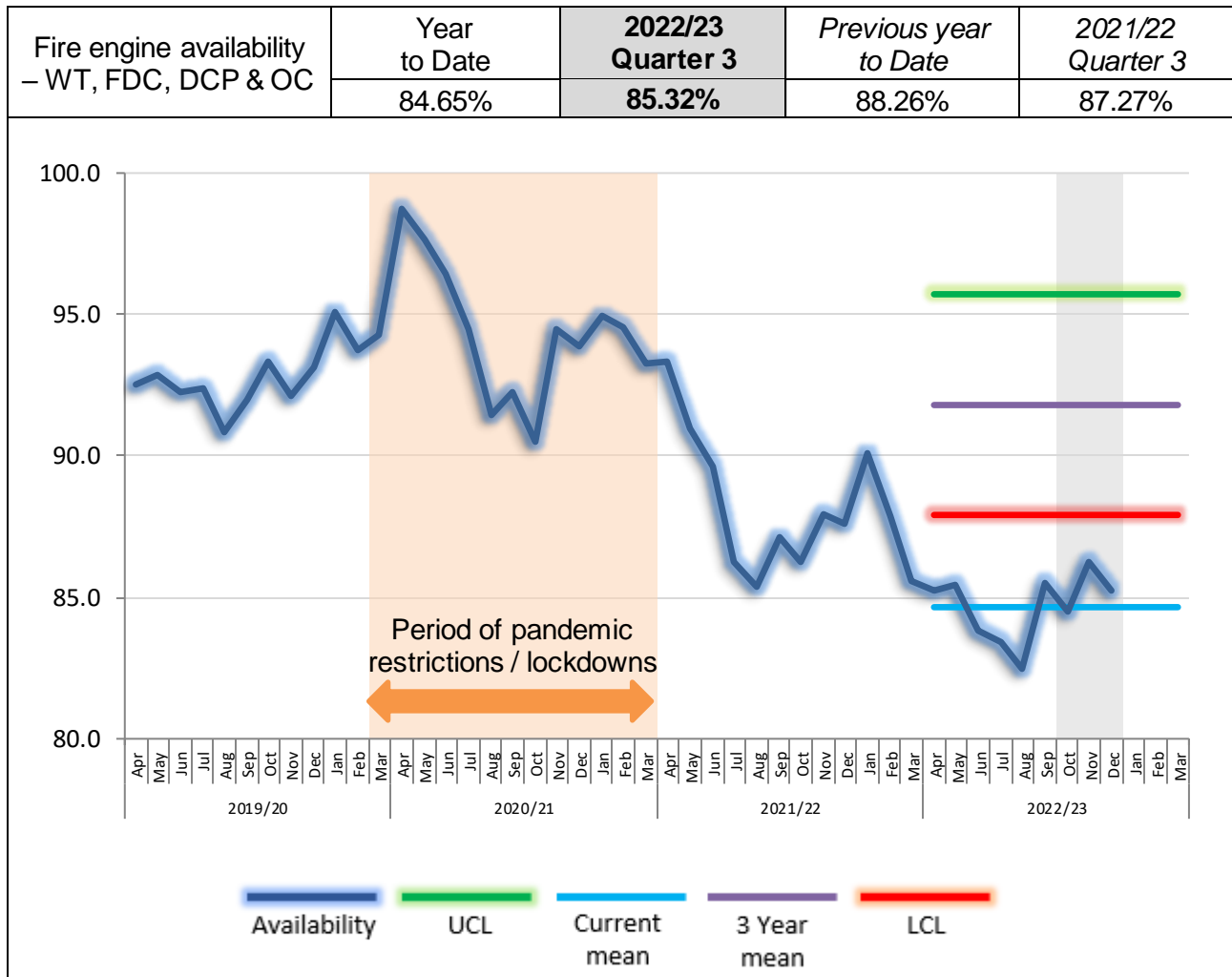| 3.3 Total Fire Engine Availability		Quarter Availability 85.32%

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

Refer to KPI 3.3.1 and 3.3.2 for breaches of control limits and reasons fire engines are designated as unavailable.

Quarterly availability decreased 1.95% over the same quarter of the previous year.

Fire engine availability – WT, FDC, DCP & OC	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	84.65%	**85.32%**	88.26%	87.27%

Key periods of Covid 19 pandemic restrictions/lockdowns:

- 23rd March to 10th May 2020. The first national lockdown is 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.

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3.3.1 Fire Engine Availability Wholetime Shift System		Quarter Availability 99.46%

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

Fire engines are designated as unavailable for the following reasons:

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

Standard: 99.5%

Quarterly availability increased 0.30% over the same quarter of the previous year.

Fire engine availability – WT, FDC and DCP	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	99.27%	**99.46%**	99.23%	99.16%
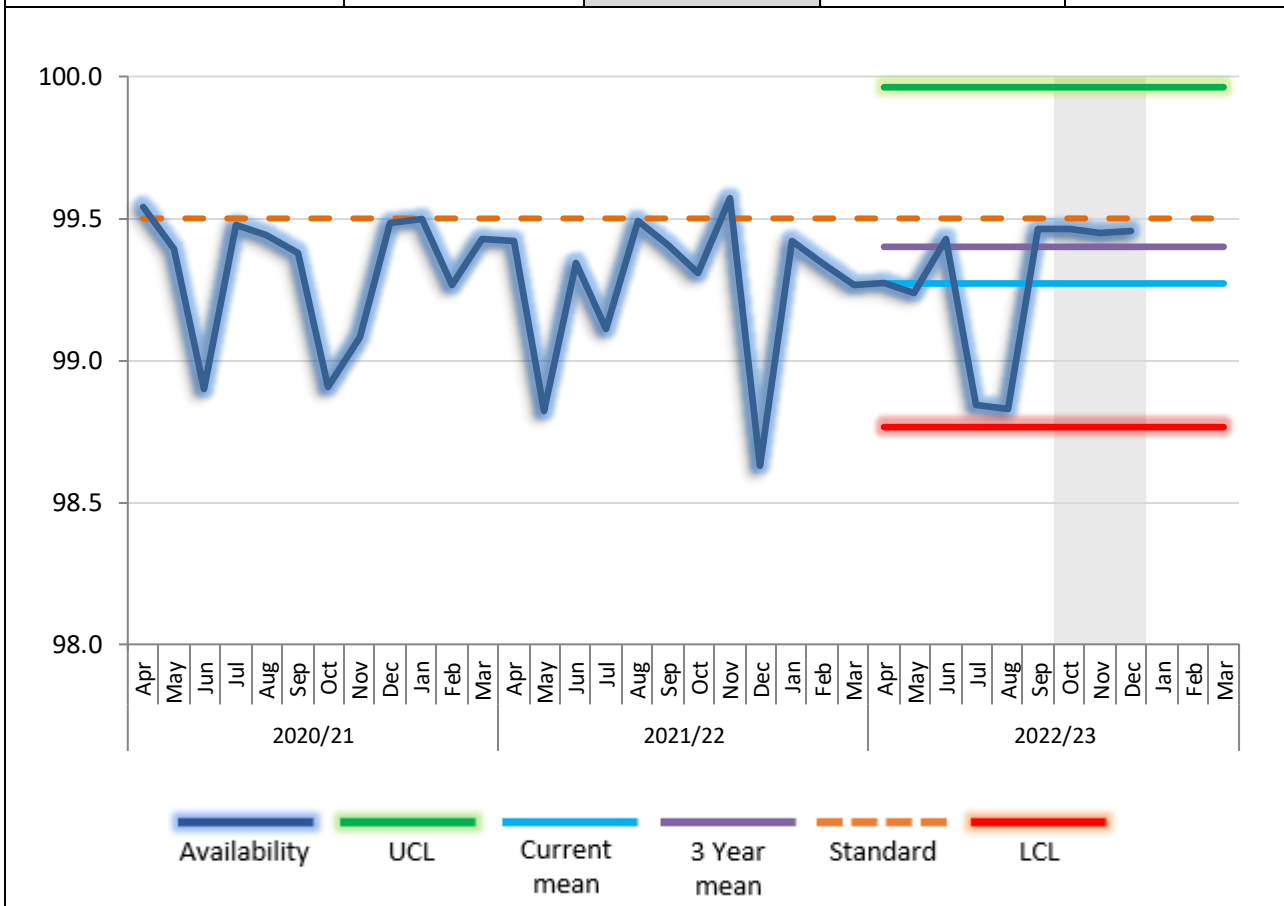
3.3.2 Fire Engine Availability On-Call Shift System		Quarter Availability 73.83%

This indicator measures the availability of fire engines that are crewed by the On-Call duty system. It is measured by calculating the percentage of time a fire engine is available to respond compared against the total time in the period.

Fire engines are designated as unavailable (off-the-run) for the following reasons. This is further broken down by the percentage of off-the-run (OTR) hours that each reason contributes to the total.

A Fire engine can be OTR for more than one reason; hence the percentages are interpreted individually, rather than as a proportion of the total:

- Manager deficient   60%
- Crew deficient   78%
- Not enough BA wearers   67%
- No driver   41%

Aspirational standard: 95%

Quarterly availability decreased 3.77% over the same quarter of the previous year.

Fire engine availability – OC	Year to Date	**2022/23 Quarter 3**	*Previous year to Date*	*2021/22 Quarter 3*
	72.76%	**73.83%**	79.43%	77.60%
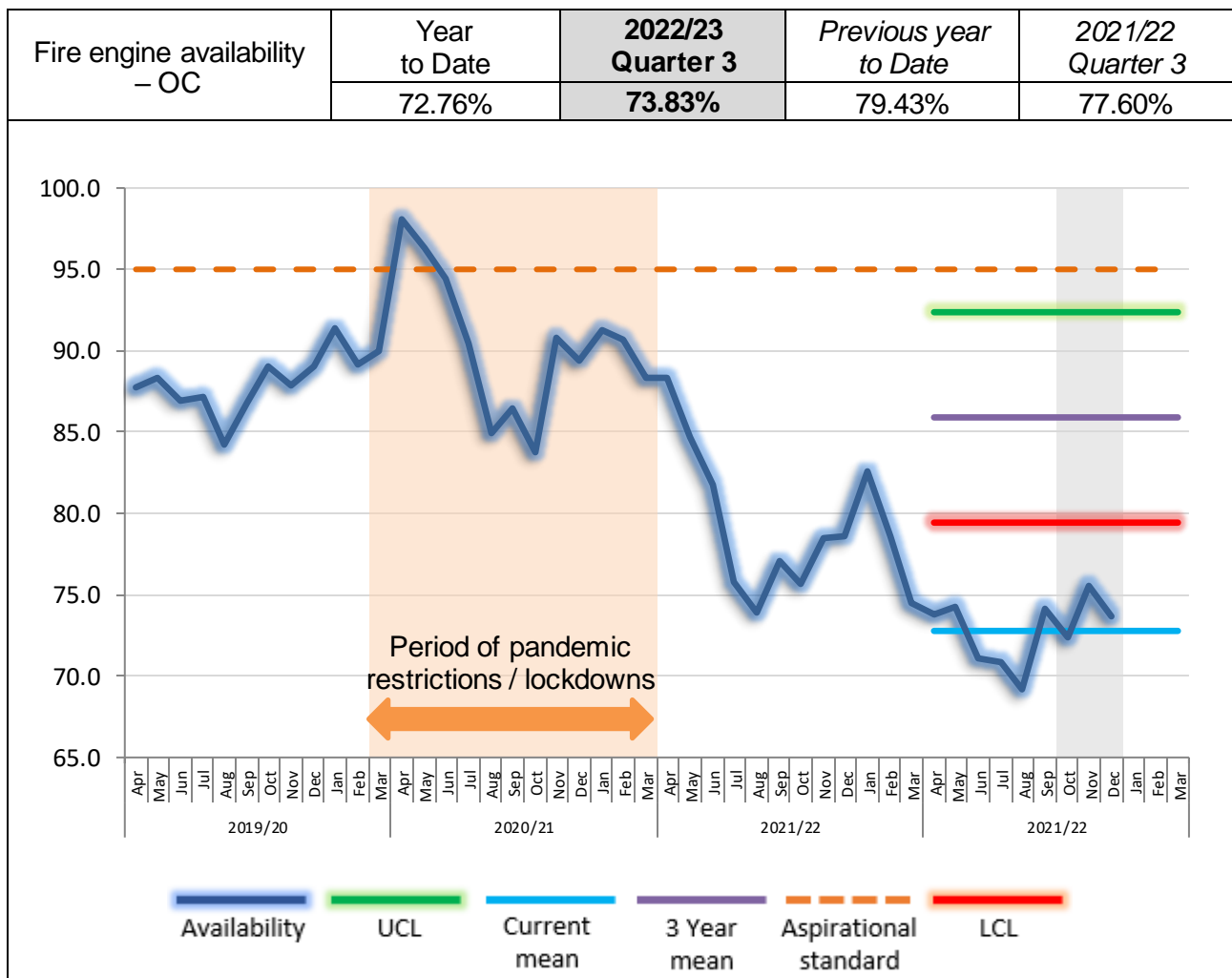
What are the reasons for an Exception report

This is a negative exception report due to the percentage of On-Call (OC) pumps available to respond to emergencies being below the lower control limit during quarter three.

Analysis

Availability of OC pumps during the quarter was recorded at 73.83%, with each month being below both the 79.43% control limit, and the Service's 95% aspirational standard.

An On-Call review is to be undertaken this year to look at fundamental elements of the On-Call system with the ultimate goal of improving appliance availability. The Service has also invested in additional On Call Support Officer (OCSO) posts to further strengthen the support to On-Call units and help implement changes arising from the review. This led to an additional five OCSO's being appointed during September 2022, increasing the total to 8, with the benefits expected to be seen in later months.

Actions being taken to improve performance

- The Service appointed 42 new recruits from the October 2022 recruitment campaign.

- The Service will continue to deliver a recruitment strategy, that incorporates a targeted approach to stations that are in exception, whilst utilising data to identify the specific contractual/availability needs of those stations.

- Commencement of a retention study undertaken by Station Managers and OSCO team leaders.

- The Service will continue to review On-Call contracts to ensure they are effective in improving appliance availability, whilst also ensuring contractual performance of staff is maintained.

- Challenges around Large Goods Vehicle (LGV) and Officer in Charge (OIC) skills continue to be an issue across the Service. To remedy this, Firefighters in development can be nominated for LGV courses, following discussion with Station and Group managers.

- OCSO's are working with the incident command team in workshops to support and develop OIC's 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 have been identified and requested which include, new banners, QR code cards for each station, and new On-Call staff for advertisement.

4.1 Progress Against Allocated Budget		Quarter variance n/a

The total cumulative value of the savings delivered to date compared to the year's standard and the total.

As a public service we are committed to providing a value for money service to the community and it is important that once a budget has been agreed and set, our spending remains within this.

This figure is not available at the present time due to the move to the new Finance System, an updated figure will be presented to Resources Committee in due course.

Variance: n/a

4.2 Partnership Collaboration

A written update on partnership collaboration will be provided on a quarterly basis.

Scope and definition:

The Police Force, Fire & Rescue Service and Emergency Ambulance Service are under a formal duty to collaborate under the Policing and Crime Act 2017. The objectives are to improve efficiency, effectiveness and deliver improved outcomes.

To meet the requirements of this duty, the respective blue light services, Lancashire Fire and Rescue (LFRS), Lancashire Constabulary (LanCon), and North West Ambulance Service (NWAS), have met at both tactical and strategic levels. Through these meetings the collaboration board have agreed and signed a strategic statement of intent. This contains the following aims:

- **Improved Outcomes** – The collaboration maintains or improves the service we provide to local people and local communities.

- **Reduced 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.

Measurement/update:

The Blue Light Collaboration board met on the 30th of September 2022 where a presentation on the initial five projects were 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 is as follows:

Missing Persons (MisPer)

Following a review of the mobilisation data, it was identified that the opportunities to provide LFRS support to these incidents had reduced. Therefore, the main project objective is to improve the existing collaborative approach to identification of the location of missing persons. Learning has been identified from the original process and improvements have been made. LFRS support for the Missing from Home Manager training for Lancashire Constabulary staff will be continued in terms of LFRS assets available. Furthermore, Lancashire Constabulary have provided training to Control staff to raise awareness.

The initial plan includes a small number of LFRS personnel from the Urban Search and Rescue (USAR) team and Drone team to undertake the Missing from Home manager course. This will develop knowledge and understanding regarding aspects of planning and undertaking a search. Additional crews in LFRS have been identified as specialist teams and will receive a bespoke training programme which is currently being mapped out. These teams will develop an increased knowledge of managing a missing person within

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the context of potential crime scene management. All LFRS assets will remain available regardless of the additional skills imparted to the specialist teams.

Estates and Co-location

This is a longer-term work stream with interdependencies, as there are several internal projects within Lancashire Constabulary to review current building stock. This includes Lancashire Constabulary headquarters, and various police stations. Property Leads from all three agencies are in contact with each other, and plans were being developed to organise a monthly catch-up meeting. This will ensure that each Blue Light Service was sighted to internal findings and provided with awareness in terms of future opportunities.

First Responder

A phased approach was agreed in terms of volunteers signing up to the scheme. Phase 1 is being rolled out to non-operational LFRS staff, such as Community Fire Safety. Subsequently, phase 2 will consider the roll out to operational staff.

Progress on phase 1 has resulted in the successful on boarding of one non-operational member of LFRS, who is responding to category 1 incidents. The NWAS reporting system has been modified to include LFRS staff, so we are able to analyse data and monitor the mobilisations. There are 4 additional volunteers identified, and they will undertake training shortly. Once the 5 initial volunteers have been operating for 3 months, the data will be analysed, and regular welfare checks will be completed. The findings will be used to inform plans for phase 2.

In terms of technology, an NWAS application is used to mobilise First Responders and there is an option for them to accept or decline the request forwarded to them. This data will also be used to report on the overall number of calls and responses received.

Further discussion would take place with Lancashire Constabulary to review if there are any suitable non-operational roles that could be added as First Responders. It was noted that operational staff did attend cardiac arrests alongside NWAS and that collaboration to this effect was already taking place.

Leadership Development

Initial scoping has been completed, in terms of what each organisation currently delivers for leadership development. The project is being delivered in two phases. Phase 1 covers some short-term objectives, seeking to maximise existing courses and events, and provide opportunities for staff from all three organisations to utilise places on these courses. An example of this is the 'Inside Out' programme, which is offered by Lancashire Constabulary. A benefit will be improved efficiency, through utilisation of unfilled places. Additionally, it will provide a platform for discussing ideas and sharing learning, as many of the leadership challenges are cross cutting in all three organisations.

Phase 2 will scope opportunities to collaborate on specific elements of supervisory and middle manager leadership programmes. This will lead to some efficiencies, as well as a platform to share ideas.

Command Units

The aim of this project is to establish and deliver additional collaborative uses of the command units in LFRS in line with the Joint Emergency Service Interoperability

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Programme (JESIP) principles. The key objectives are to improve operational effectiveness and in line with LFRS mission; 'Making Lancashire Safer'.

4.3 Overall User Satisfaction		Percentage satisfied 98.81%

The percentage of people who were satisfied with the service received as a percentage of the total number of people surveyed.

People surveyed include those who have experienced an accidental dwelling fire, a commercial fire, or a special service incident that we attended.

The standard is achieved if the percentage of satisfied responses is greater than the 97.50% standard.

99 people were surveyed; 97 responded that they were very or fairly satisfied.

Question	Running Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everthing in to account, are you satisfied, dissatistfied, or neither with the service you received from Lancashire Fire and Rescue Service?	3,186	3,148	98.81%	97.50%	1.34%

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