

LANCASHIRE COMBINED FIRE AUTHORITY

Meeting to be held on 19th June 2017

PERFORMANCE MANAGEMENT INFORMATION FOR 4TH QUARTER 2016/17 AND ANNUAL ROAD SAFETY INITIATIVES UPDATE (Appendices 1 and 2 refer)

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Executive Summary

This paper provides a clear measure of our progress against the Key Performance Indicators (KPI's) detailed in the Risk Management Plan 2013-2017 and additionally to update members on the road safety initiatives carried out within the last twelve months across the county.

Recommendation

The Authority is asked to note and endorse the contents of the paper and appendices.

Information

The Service's KPI's are measured quarterly and reported through to the Performance Committee. However, due to the Lancashire County Council elections the Performance Committee was not held and therefore this report is presented to the CFA for information.

The summary of the full year's performance within Lancashire is highlighted in Appendix 1, Measuring Progress report.

Lancashire fire and Rescue Service has achieved its best ever performance results. The headlines are:

- There has been a 10% reduction in accidental fires in people's homes over the previous year, equating to almost 100 fewer fires, and a 24% reduction than there were five years ago as reported in the Measuring Progress report.
- The number of people killed within dwelling fires has fallen by half of that recorded 5 years ago, and are at their lowest since 2005/6.
- Fire within buildings (other than dwellings) are at an all-time low and have reduced by 25% over the last 5 years.
- Similarly, deliberate secondary fires, which are fires related to anti-social behaviour, are at a 10 year low, and have reduced by 72% over that time.
- Accidents to staff continue to decrease with 2016/17 recording one of the lowest counts over the last 10 years.

The Service continues to work with partners in reducing the numbers of road traffic collisions and improving outcomes. Through a partnership approach Lancashire Fire & Rescue Service has been working to improve road safety outcomes and work with our partners in delivering various initiatives that are outlined in Appendix 2.

Business Risk

High

Environmental Impact

High

Equality & Diversity Implications

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

HR Implications

Medium

Financial Implications

Medium

**Local Government (Access to Information) Act 1985
List of Background Papers**

Paper	Date	Contact
Performance Management Information		David Russel (ACO)
Reason for inclusion in Part 2, if appropriate: N/A		



Appendix 1

Measuring Progress report: April 2016 – March 2017

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Measuring Progress

2016-17 Quarter 4

Combined Fire Authority
19th June 2017

Lancashire Fire and Rescue Service



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Introduction

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

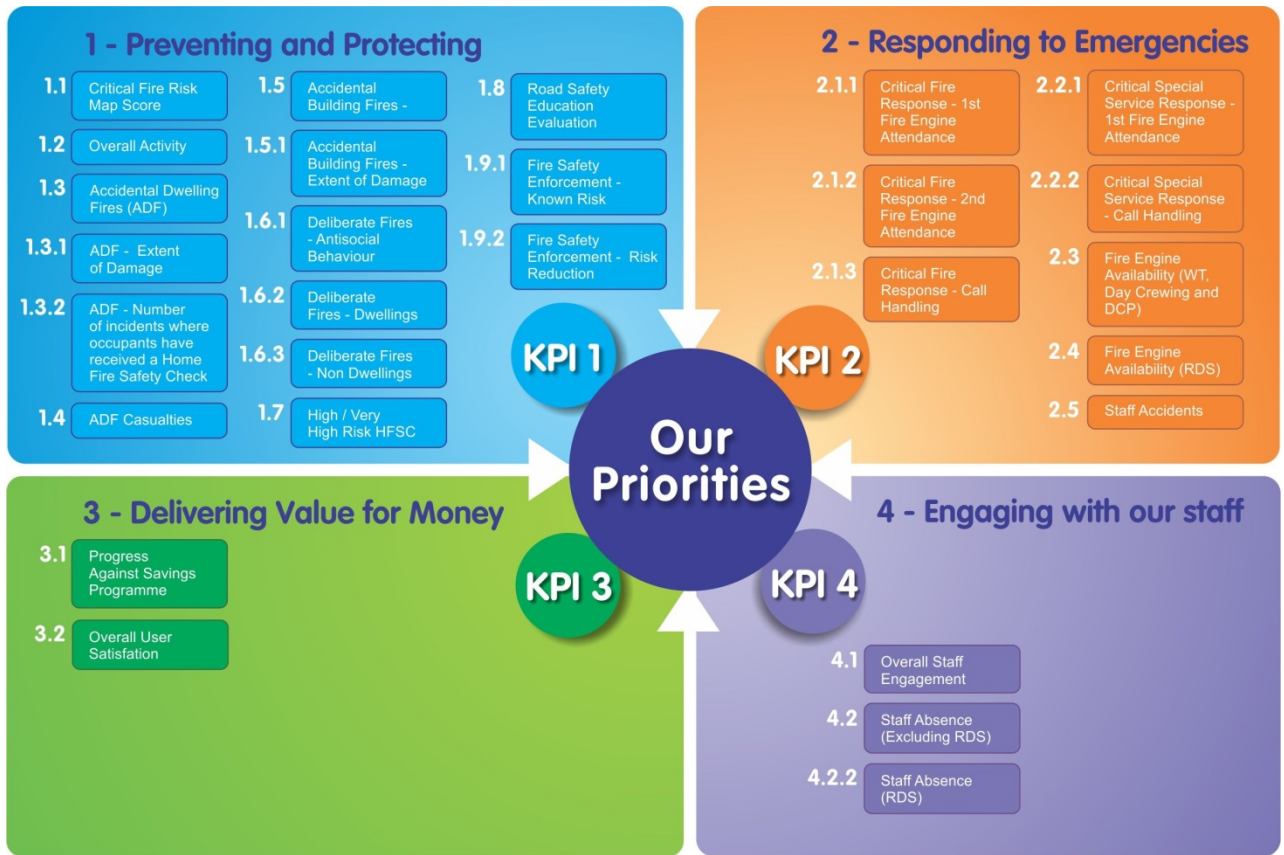
This is followed, where appropriate, by an analysis of the KPI's which are classified as being in exception, along with an analysis of the cause and actions being taken to improve performance. The remainder of the document illustrates our performance across all other KPI's.

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Performance Framework

The below graphic illustrates the Services four priorities and how their respective KPI's fit within the overall performance framework.



Explanation of Performance Measures

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

The response standards are measured against a set range of times dependent upon the risk rating given to each Super Output Area (SOA), which is presented as a percentage of occasions where the standard is met. A two percent tolerance has been added to create a buffer so that a positive/negative exception report is not produced each quarter where only slight variations from the standard occur.

It is worth noting that there can be positive as well as negative exception reports. Positive exceptions are where performance levels meet set rules, as detailed on the following page.

Explanation of Performance Measures

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

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

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

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

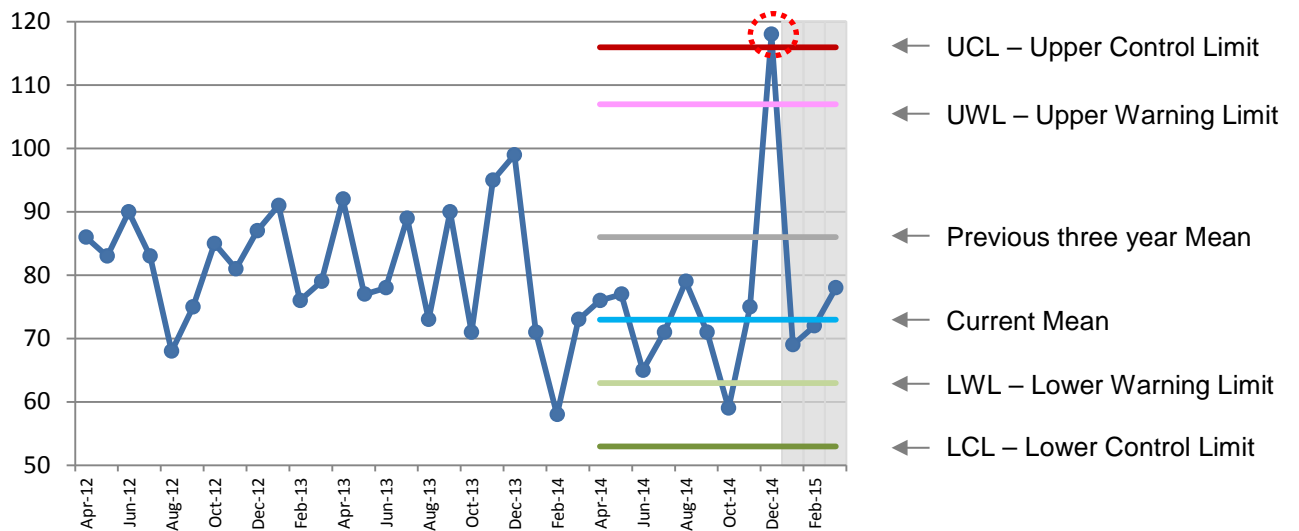
The following rules are applicable to the XmR charts and define when an exception has occurred:

1. A single point beyond the control limit
2. Two out of three consecutive points near the control limits
3. A trend of six consecutive points either up or down
4. A shift of eight or more consecutive points above or below the mean line

XMR chart key definitions:

						
Incidents	UCL	UWL	Current Mean	Mean	LWL	LCL

Example XmR chart: In the example below, KPI 1.3 would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for December 2014 (⊙) is above the Upper Control Limit (UCL).



KPI Exception Overview

The KPI Exception Overview highlights those KPI's that are classified as being in exception. Each KPI is shown with an indicator to illustrate whether performance is: Improving (↑), indicating a positive exception or, Declining (↓), which would produce a negative exception. This is followed by any relevant exception reports, which detail the reasons for the exception, analysis of the issue, and actions being taken to improve performance.

For the period January 2017 – March 2017 five KPI's are classified as being in negative exception.

KPI	Description	Progress	Exception Positive / Negative	Page (s)
2 - Responding to Emergencies				
2.1.1	Critical Fire Response - 1st Fire Engine Attendance	↓	–	9
2.2.1	Critical Special Service Response - 1st Fire Engine Attendance	↓	–	11
2.2.2	Critical Special Service Response - Call Handling	↓	–	13
2.4	Fire Engine Availability – Retained Duty System	↓	–	15
4 - Engaging with our Staff				
4.2.1	Staff Absence - Excluding Retained Duty System	↓	–	17

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Exception report: 2.1.1 Critical Fire Response - 1st Fire Engine Attendance

Performance indicator: 2.1.1 Critical Fire Response – 1st Fire Engine Attendance

Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the SOA in which the fire occurred.

The response standards for the first fire engine attending a critical fire (including call handling time KPI 2.1.3) are as follows^[1]:

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

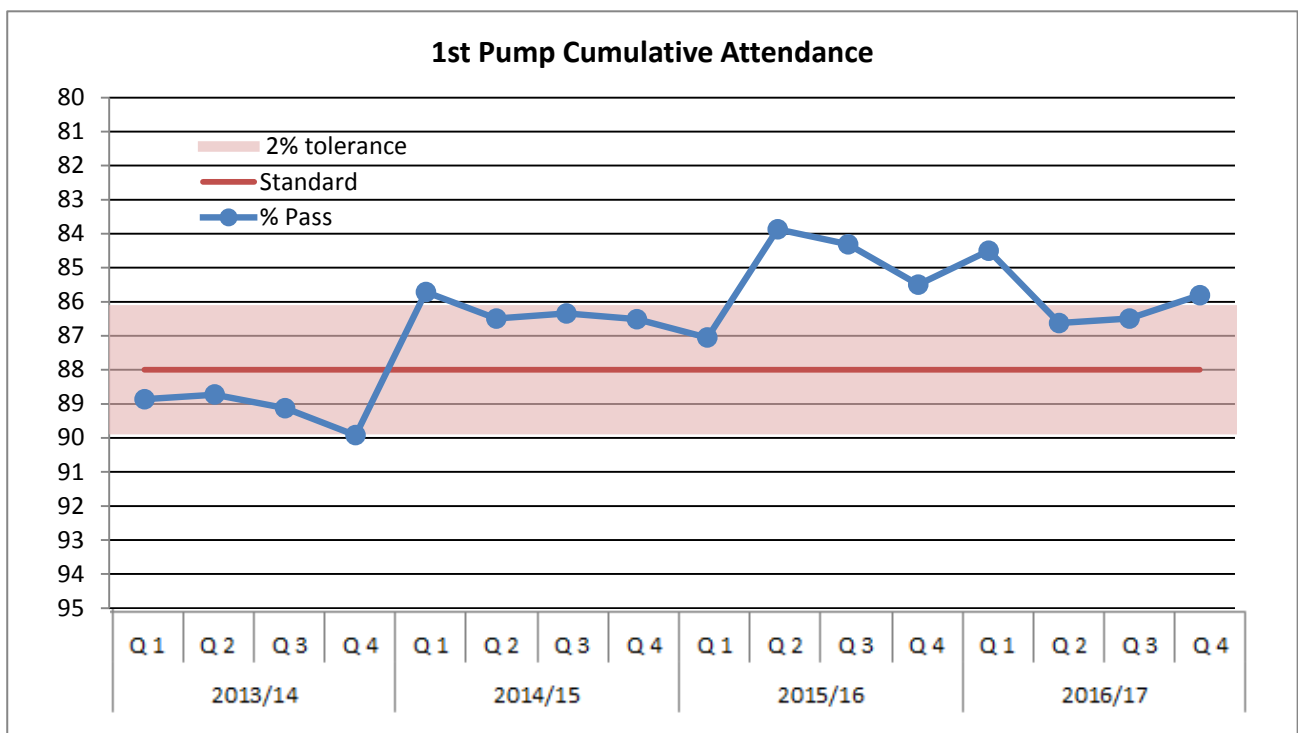
We have achieved our standard when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident is less than the relevant response standard.

^[1] The above times now include the previous 'call handling' element. Ref note [1] 2015/16 Q2 for explanation.

We aim to achieve this standard on 88% of occasions.

Quarter four 1st pump response 83.43%, previous year quarter four 89.03%.

1 st pump cumulative attendance standard	Year to Date	2016/17 Quarter 4	Previous year to Date	2015/16 Quarter 4
	85.81%	83.43%	85.50%	89.03%



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What are the reasons for an Exception Report

This is a negative exception report due to critical fire 1st pump response being below the standard, and outside of the 2 percent tolerance. Overall, quarter four pass rate was 83.43%, with a cumulative pass rate of 85.81%, which is outside of the 88% standard.

Analysis

A poor monthly performance during quarter 4; with all months recording a pass rate below the standard. February recorded the second lowest pass rate of the year.

The Officer in Charge (OIC) is now required to provide a narrative for the failure to respond to the incident within standard. Analysis of 42 narratives implies that the travel distance involved, along with incidents occurring outside of their own station area, are the main reasons for longer travel times.

Failure to book in attendance or the MDT failing to acknowledge an attendance, still account for a small number of failure reasons. This is the subject of continued focus by the Heads of Service Delivery.

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

	2016/17											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Failed	11	23	19	7	12	18	15	20	17	20	20	17
Incidents	99	115	128	105	118	108	122	122	141	124	106	114
% Pass	88.9	80.0	85.2	93.3	89.8	83.3	87.7	83.6	87.9	83.9	81.1	85.1

Over the quarter four period, 49% of the failures failed by less than 60 seconds.

Call handling is a contributing factor as this is now included within the overall response time. The individual monthly [median] call handling times are shown below.

	2016/17											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Median Seconds	88	83	76	82	89	83	82	85	77	80	76	77

Actions being taken to improve performance?

Head's of Service Delivery (HoSD) are implementing and monitoring performance measures to remedy deficiencies and drive improvement.

It is hoped that on-going initiatives to address these issues will bring the cumulative standard back to within the 2% tolerance.

Exception report: 2.2.1 Critical Special Service Response – 1st Fire Engine Attendance

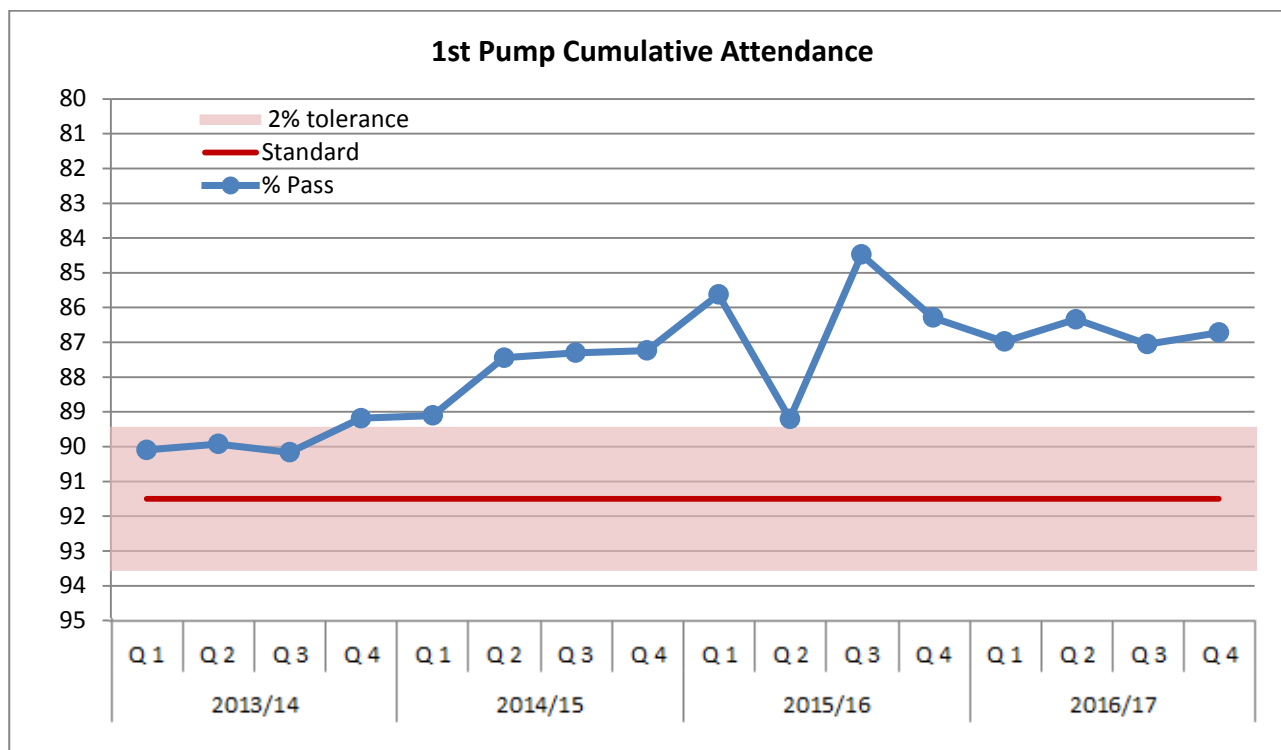
Performance indicator: 2.2.1 Critical Special Service Response – 1st Fire Engine Attendance

Critical special service incidents are non-fire incidents where there is a risk to life, for example, road traffic collisions, rescues and hazardous materials incidents. For these incidents there is a single response standard which measures how long it takes the first fire engine to attend. The response standard for the first fire engine attending a critical special service call (including call handling time (KPI 2.2.2) is 13 minutes. We have achieved our standard when the time between the 'Time of Call' and 'Time in attendance' of the first fire engine arriving at the incident is less than 13 minutes.

Quarter four response percentage pass rate 85.15%, previous year quarter four 91.62%, a worsening of 6.47%.

Standard: 91.5% of occasions.

1 st pump cumulative attendance standard	Year to Date	2016/17 Quarter 4	Previous year to Date	2015/16 Quarter 4
	86.66%	85.15%	86.29%	91.62%



What are the reasons for an Exception Report

This is a negative exception report due to critical Special Service 1st pump response being below the standard. Overall, quarter four pass rate was 85.15%, with a cumulative pass rate of 86.66%, which is outside of the 91.5% standard and 2 percent tolerance.

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Analysis

Each month of quarter 4 recorded a pass rate below the standard, with February and March recording two of the lowest achievements in the year.

The Officer in Charge (OIC) is now required to provide a narrative for the failure to respond to the incident within standard. Analysis of 34 narratives implies that the travel distance involved, along with incidents occurring outside of their own station area, are the main reasons for longer travel times.

Traffic conditions accounted for a small number failures.

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

	2016/17											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Failed	22	14	23	18	22	14	13	9	14	15	14	16
Incidents	120	124	209	132	143	99	113	93	118	113	90	100
% Pass	81.7	88.7	89.0	86.4	84.6	85.9	88.5	90.3	88.1	86.7	84.4	84.0

Over the quarter four period, 22% of the failures failed by less than 60 seconds.

Call handling is a contributing factor as this is now included within the overall response time. The individual monthly [median] call handling times are shown below.

	2016/17											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Median Seconds	130	135	120	120	131	137	118	122	130	124	112	123

Actions being taken to improve performance?

Head's of Service Delivery (HoSD) are implementing and monitoring performance measures to remedy deficiencies and drive improvement.

It is hoped that on-going initiatives to address these issues will bring the cumulative standard back to within the 2% tolerance.

Exception report: 2.2.2 Critical Special Service Response – Call Handling

Performance indicator: 2.2.2 Critical Special Service Response – Call Handling

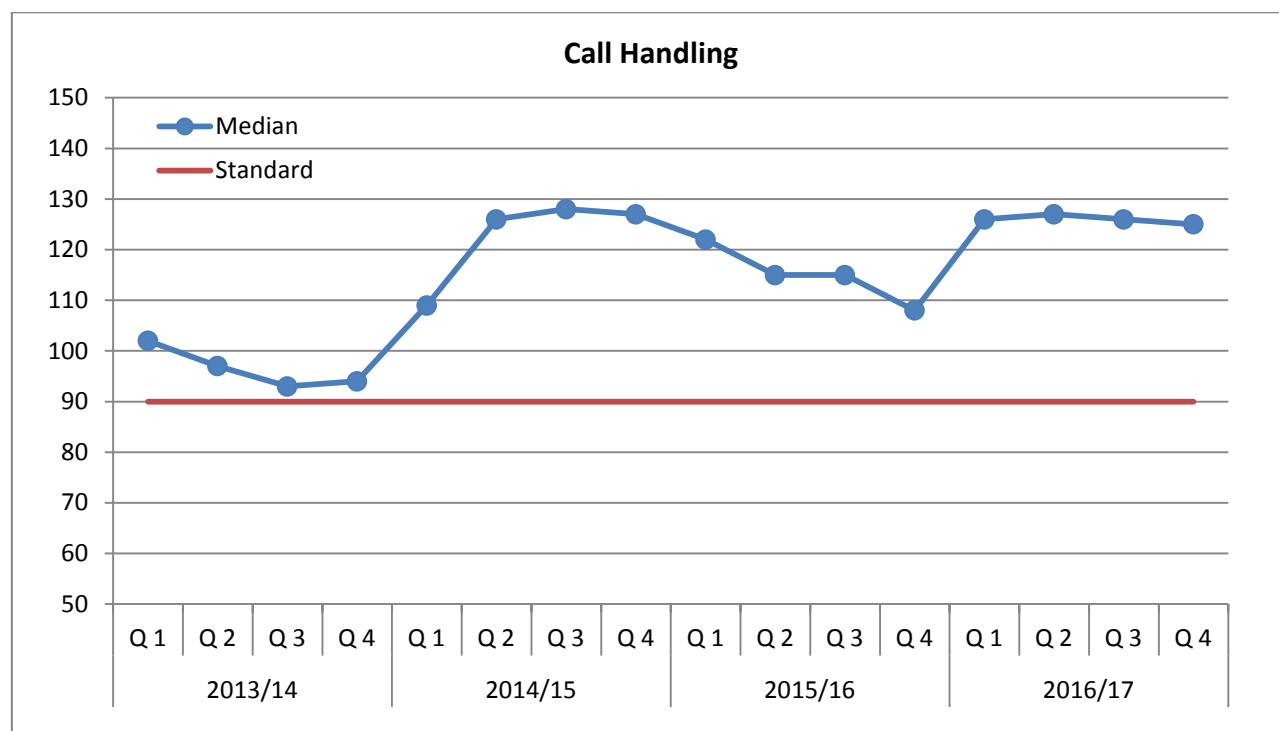
Call handling time is calculated from the ToC to the ToS of the first appliance mobilised. A median is used to calculate the average time for the month. Excludes duplicate calls for the same incident.

The median call handling time for quarter four is 121 seconds, previous year quarter four 95 seconds, a worsening of 26 seconds. The median for the months of quarter three (October to December 2016) recorded 124 seconds.

A negative exception report has been produced due to the median being a longer duration than the 90 second standard.

Standard: Within 90 seconds.

Median response	Year to Date	2016/17 Quarter 4	Previous year to Date	2015/16 Quarter 4
(Seconds)	125	121	108	95



What are the reasons for an Exception Report

This is a negative exception report due to performance being below standard, with quarter 4 call handling recording an improvement over previous quarters in the year.

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Analysis

Quarter 4 recorded the lowest call handling time of each quarter of 2016/17, with February posting the lowest median call time of the year.

	2016/17											
Median Seconds	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	130	135	120	120	131	137	118	122	130	124	112	123

The latest performance report available from NWFC is for quarter 3, this shows that the average time taken from receiving a call to alerting the first resource is 112 seconds for Lancashire, the same as achieved during quarter 2. This is 3 seconds slower than the average for all FRS's handled by NWFC.

This average is for *all* emergency calls; however, this KPI looks at a subset of calls which tend to be more challenging in terms of identifying an addressable location. This naturally occurs when either the caller is in an unfamiliar location or when the incident occurs away from a landmark or road junction.

It is hoped that further analysis of call handling data, in conjunction with NWFC, will help highlight where the issues lie and aid targeting of areas for improvement.

Actions being taken to improve performance

1. Performance standards have been written into each individual's appraisal review against which their performance and that of their team will be measured and managed.
2. FRS's are being asked to review the final classifications for incidents in order to make these easier to record and report on. This will also allow for more specific reporting to be done based on incident type per FRS rather than a generic NWFC report.
3. Staff are working through phased development plans in order to achieve competent status as quickly as possible.
4. FRS's are being encouraged to converge on ways of working wherever possible to reduce the number of response plans (mobilising rule sets) that Control Room Operators (CRO's) have to apply.

Exception report: 2.4 Fire Engine Availability - Retained Duty System

Performance indicator: 2.4 Fire Engine Availability – Retained Duty System

This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS). It is measured by calculating the percentage of time a fire engine is available to respond compared to the total time in the period.

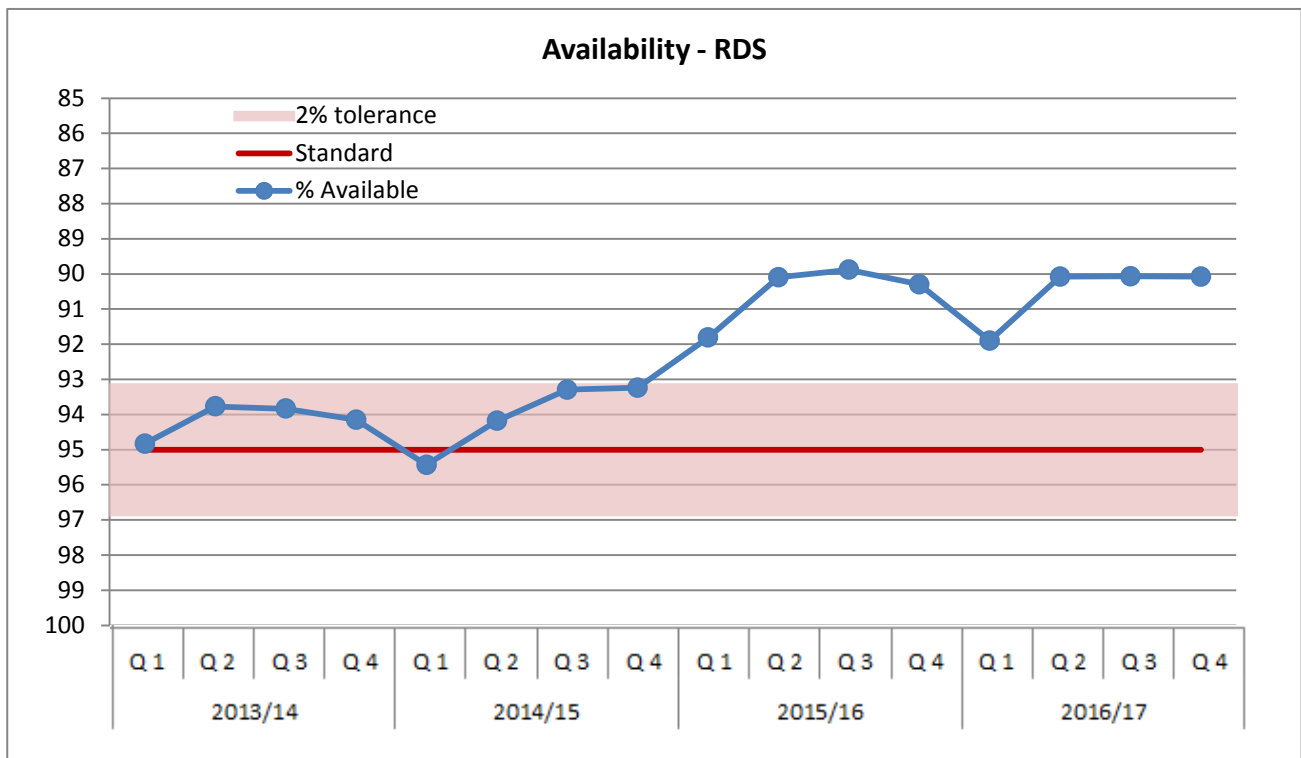
Fire engines are designated as unavailable (off-the-run) for the following reasons:

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

The percentage of time that RDS crewed engines are available for quarter four was 89.87%, previous year quarter four 91.57%, a worsening of 1.7%. The previous quarter (October to December 2016) recorded 90.07%.

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

Annual standard: Above 95%



What are the reasons for an Exception Report

This is a negative exception report due to the cumulative RDS availability for the three months of quarter four being below the standard and outside of the two per cent tolerance.

Analysis

A slight worsening in quarter 4 over the previous quarter, though the cumulative position has remained static over the last 3 quarters. Additional analysis is now supplied at pump level to aid local level monitoring.

The number of RDS personnel who were successful in obtaining a wholetime position has had an impact on available RDS hours. This is due to leaving the RDS service, being able to commit fewer hours due to W/T commitment or being unavailable due to development (W/T recruit course).

With an ageing workforce, the loss of staff due to retirement also has an impact on the ability to fully crew an appliance, and a number of retirements have occurred over the last three quarters.

The Service has also seen a number of resignations, albeit, some temporarily which has also reduced coverage.

Continuing work by the Retained Duty System Recruitment and Improvement Group (RIG) will be responsible for progressing areas for improvement. This isn't being viewed as a project with start and finish dates but as a number of ongoing pieces of work which will strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

Actions being taken to improve performance

Local performance monitoring is being led by Heads of Service Delivery to track progress against this KPI and to identify opportunity to improve performance

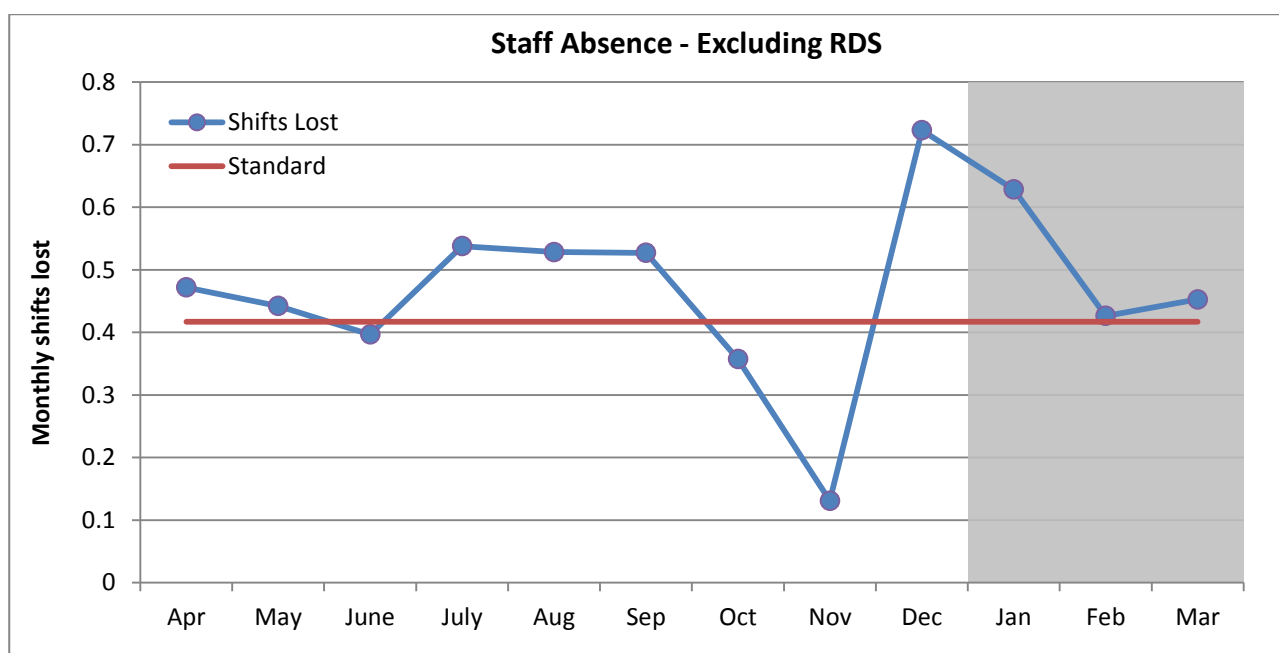
It is hoped that ongoing initiatives to address these issues will bring the standard back to within the 2% tolerance.

Exception report: 4.2.1 Staff Absence - Excluding Retained Duty System

4.2.1 Staff Absence - Excluding Retained Duty System

The cumulative number of shifts (days) lost due to sickness for all wholetime, DCP, DC and support staff divided by the total number of staff.

Annual Standard: Not more than 5 shifts lost.
 (Represented on the chart as annual shifts lost ÷ 12 months)



Cumulative total number of monthly shifts lost	5.624
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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 each month during quarter four.

Analysis

During quarter four January - March 2017, absence statistic shows below target in January, which is due to a number of employees returning from long term sick (over 3 months). Shifts lost showed a steady increase during February and March for both non-uniformed and uniformed, taking absence over the Service target. The main reason for this increase has been due to 2 cancer cases, 2 long term mental health cases and other cases relating to musculoskeletal and non-work related injuries.

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At the end of March the cumulative totals show that non-uniformed staff absence was below target at 4.63 shifts lost per employee, whole-time staff absence was above target at 5.97 shifts per employee. Overall absence for all staff (except Retained Duty System) was 5.62 shifts lost which exceeds the Service target of 5 shifts at the end of the fourth quarter.

Actions being taken to improve performance

Early intervention by OHU doctor/nurse/physiotherapist, HR support to managers in following the Attendance Policy managing individual long term cases, addressing review periods/triggers in a timely manner and dealing with capability off staff due to health issues. Absence management presentations and question and answer session on the ILM course and as part of the leadership conference have taken place to assist future managers understanding and interpretation of the policy. We encourage employees to make use of our Employee Assistance Programme provider OPTUM and The Firefighters Charity.

The new Absence Management Policy was introduced on 1 September 2016 and is being rolled out to managers, who are invited to training provided by HR.

Key Performance Indicators

This section gives an overview of the performance direction of the KPI's which are not in exception. Each KPI is shown within its priority with an indicator to illustrate whether performance is: Improving (↑), Maintaining (↔) or Declining (↓), followed by a summary of the current position.

KPI	Description	Progress	Page (s)
1 - Preventing and Protecting			
1.1	Risk Map Score	↑	20
1.2	Overall Activity	↓	21
1.3	Accidental Dwelling Fires	↑	22
1.3.1	ADF - Extent of Damage	↓	23
1.3.2	ADF - Number of Incidents Where Occupants have Received a HFSC	↑	23
1.4	Accidental Dwelling Fire Casualties	↔	24
1.5	Accidental Building Fires (Non Dwellings)	↑	25
1.5.1	ABF (Non Dwellings) - Extent of Damage	↑	26
1.6	Deliberate Fires	↑	27
1.7	High Risk Home Fire Safety Checks	↓	28
1.8	Road Safety Education Evaluation	↔	39
1.9.1	Fire Safety Enforcement - Known Risk	↑	30
1.9.2	Fire Safety Enforcement - Risk Reduction	↓	30
2 - Responding to Emergencies			
2.1.2	Critical Fire Response - 2nd Fire Engine Attendance	↑	31
2.1.3	Critical Fire Response - Call Handling	↑	32
2.3	Fire Engine Availability - Wholetime, Day Crewing & Day Crewing Plus	↑	33
2.5	Staff Accidents	↓	34
3 - Delivering Value for Money			
3.1	Progress Against Savings Programme	↑	35
3.2	Overall User Satisfaction	↑	36
4 - Engaging with our Staff			
4.1	Overall Staff Engagement	↑	37
4.2.2	Staff Absence - Retained Duty System	↑	38

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1.1 Risk Map

This indicator measures the fire risk in each SOA. Risk is determined using fire activity over the previous three fiscal years along with a range of demographic data, such as population and deprivation. Specifically, the risk score for each SOA is calculated using the following formula:






$$\frac{\text{Dwelling fires}}{\text{Total dwellings}} + \left[\frac{\text{Dwelling fire casualties}}{\text{Resident population}} \times 4 \right] + \text{Building fire count} + \left[\text{IMD} \times 2 \right] = \text{Risk Score}$$

Once an SOA has been assigned a score, it is then categorised by risk grade.

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

The County risk map score is updated annually, before the end of the first quarter. An improvement is shown by a year on year decreasing 'score' value. Current score 32990, previous year score 33268.

Score Category	Grade	Score (11-14)	SOA Count (11-14)	Score (12-15)	SOA Count (12-15)	Score (13-16)	SOA Count (13-16)
Less than 36	L	11686	508	12366	533	11944	519
Between 36 & 55	M	13208	306	12130	281	13578	314
Between 56 & 75	H	6040	95	5440	86	4890	76
Greater than 75	VH	2714	32	3332	41	2578	32
Grand Total		33648	941	33268	941	32990	941

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2015 count	41	86	281	533	33268
2016 count	32	76	314	519	32990
Change	 -22% Overall reduction in Very High risk SOA's	 -12% Overall reduction in High risk SOA's	 12% Overall increase in Medium risk SOA's	 -3% Overall reduction in Low risk SOA's	 -1% Overall reduction in fire risk

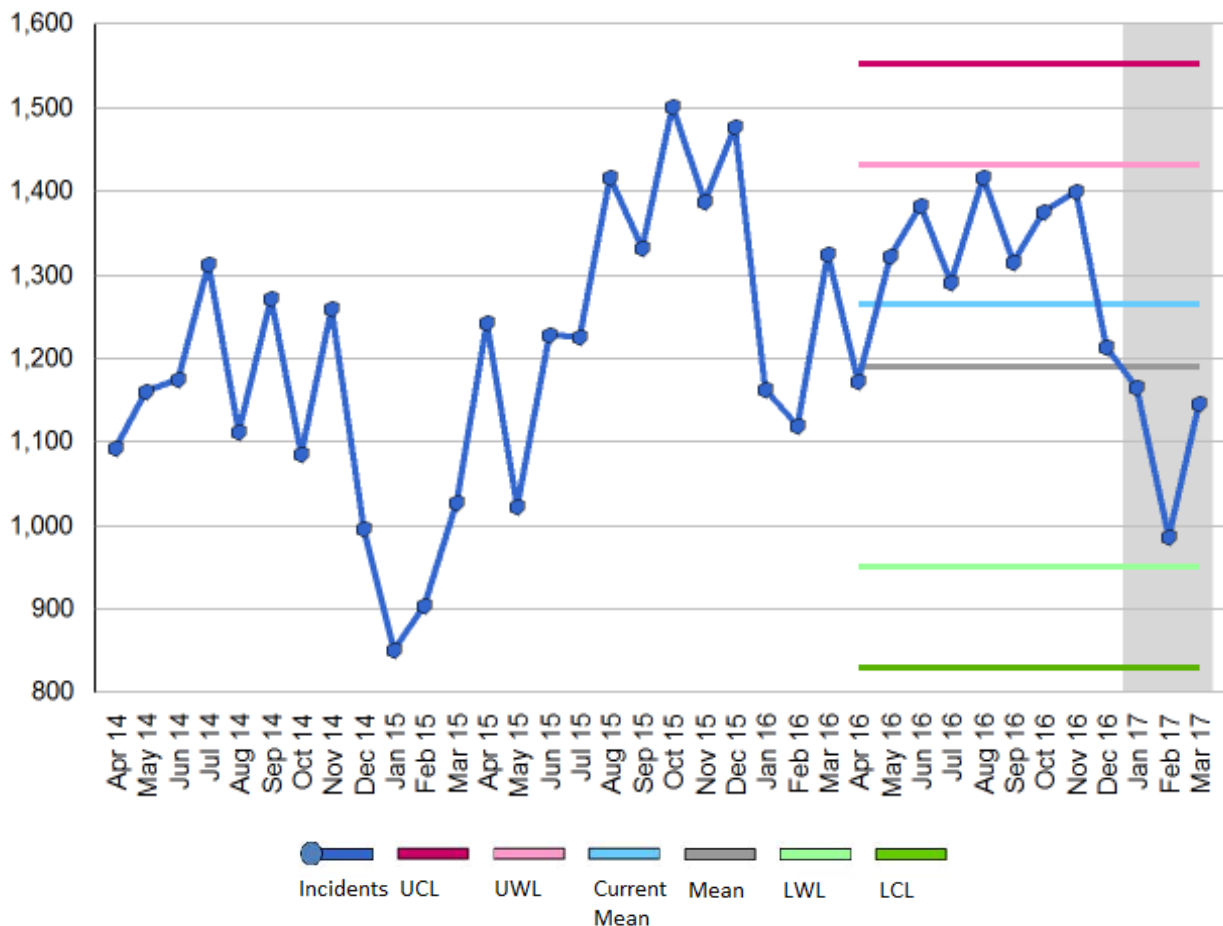
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1.2 Overall Activity

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

Quarter four activity 3291, previous year quarter four activity 3609, a decrease of 8.81%.

Included within this KPI is a new incident type of 'Gaining Entry'. This is where we have attended on behalf of the North West Ambulance Service. During quarter four we attended on 106 occasions.



1.2 Number of attended incidents	Year to Date	2016/17 Quarter 4	<i>Previous year to Date</i>	<i>2015/16 Quarter 4</i>
	15165	3291	15428	3604

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

Current Mean	3 year Mean	Monthly Mean		
		2015/16	2014/15	2013/14
1263	1189	1285	1102	1181

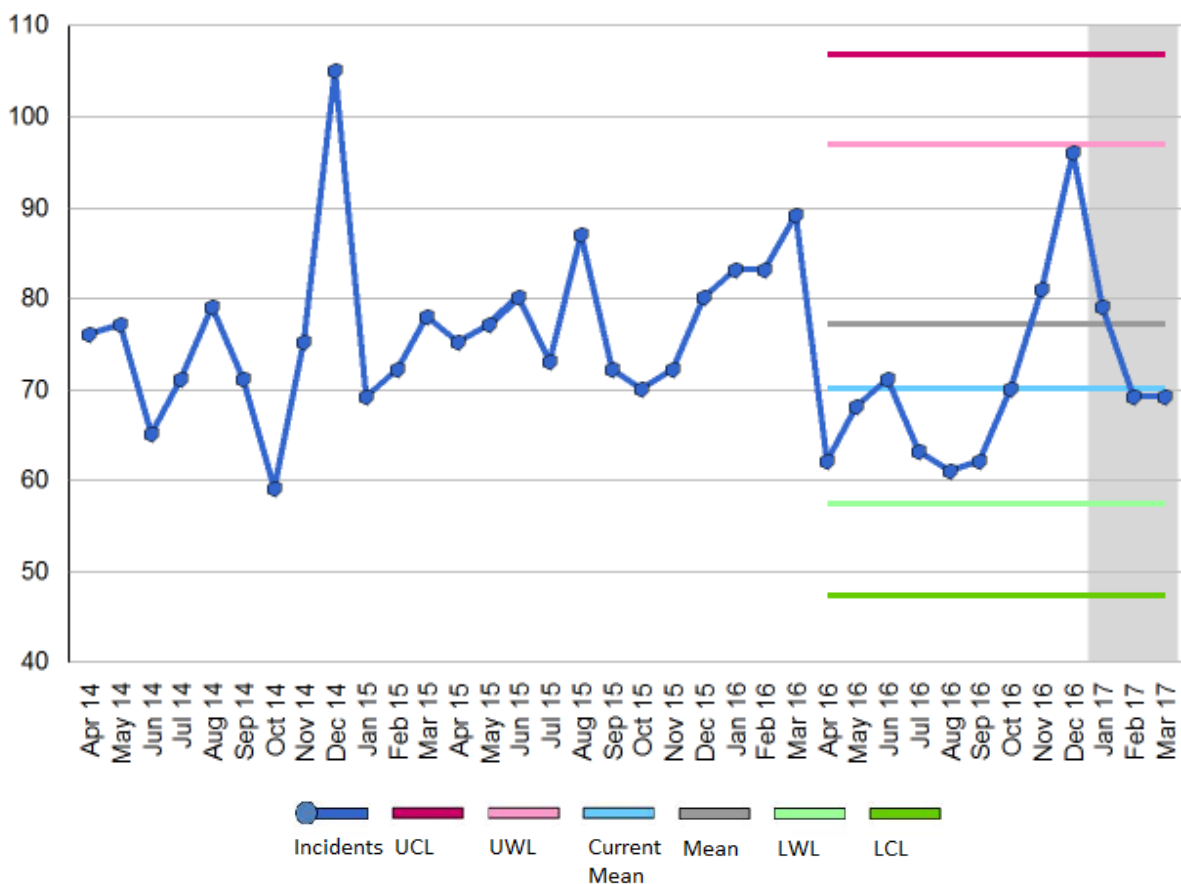
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1.3 Accidental Dwelling Fires

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

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more appliances. An appliance is counted if either the appliance, equipment from it or personnel riding on it, were used to fight the fire.

Quarter four activity 217, previous year quarter four activity 256, a decrease of 15%.



1.3 Accidental Dwelling Fires	Year to Date	2016/17 Quarter 4	<i>Previous year to Date</i>	<i>2015/16 Quarter 4</i>
		851	217	942
			256	

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

Current Mean	3 year Mean	Monthly Mean		
		2015/16	2014/15	2013/14
70	78	78	75	81

1.3.1 ADF - Extent of Damage

ADF criteria as 1.3. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

*The ADF activity count is limited to only those ADF's which had an extent of damage shown above.

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1st ignited in quarter four 27%, quarter four of previous year 18%. Percentage limited to room of origin in quarter four 55%, quarter four previous year 71%, limited to floor of origin in quarter four 10%, quarter four previous year 7% and spread beyond floor 8%, previous year 4%.

	2016/17					↑/↓ Progress	2015/16			
	*ADF activity	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin		Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Quarter 1	152	19%	63%	13%	6%	↓	25%	60%	8%	7%
Quarter 2	128	22%	65%	10%	3%	↓	28%	57%	12%	3%
Quarter 3	181	23%	67%	8%	3%	↑	30%	56%	8%	6%
Quarter 4	168	27%	55%	10%	8%	↓	18%	71%	7%	4%

1.3.2 ADF - Number of Incidents Where Occupants have Received a HFSC

ADF criteria as 1.3. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.

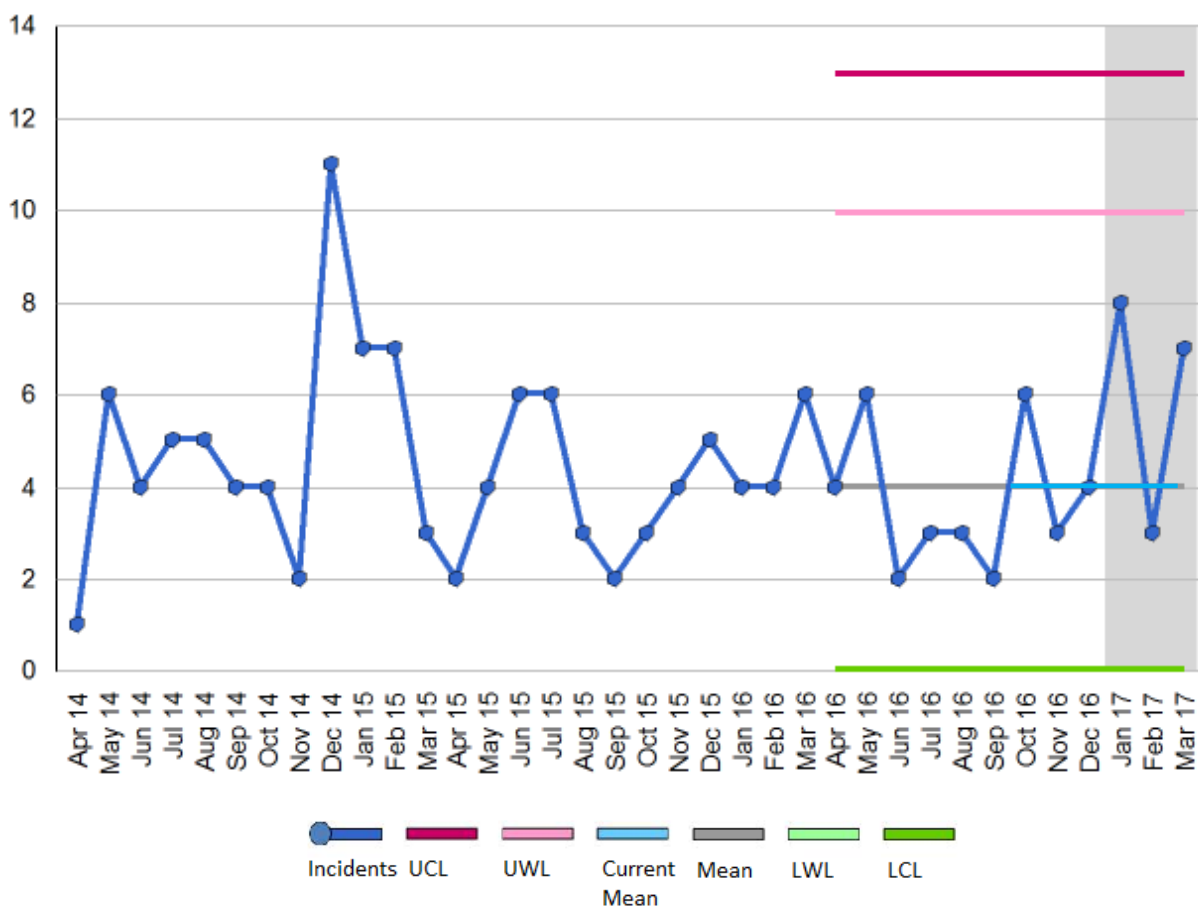
	2016/17		2015/16	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC
Quarter 1	15	7%	7	3%
Quarter 2	13	7%	7	3%
Quarter 3	20	8%	4	2%
Quarter 4	22	10%	6	2%

Analysis: Of the twenty-two accidental dwelling fire incidents that had received a HFSC within the previous 12 months, seven had 'Heat and smoke damage only', six resulted in damage 'Limited to item first ignited', seven 'limited to room of origin', one 'Limited to floor of origin' and one 'Spread beyond floor of origin'.

1.4 Accidental Dwelling Fire Casualties

ADF criteria as 1.3. The number of fire related fatalities, slight and serious injuries. A slight injury is defined as; a person attending hospital as an outpatient (not precautionary check). A serious injury is defined as; at least an overnight stay in hospital as an in-patient.

During quarter four there have been 3 fatalities. Five casualties are recorded as serious and 10 with slight injuries. Quarter four of the previous year recorded two fatalities, 4 serious and 8 slight.



Casualty Status	Year to Date	2016/17 Quarter 4	Previous year to Date	2015/16 Quarter 4
Fatal	3	3	6	2
Victim went to hospital, injuries appear Serious	16	5	13	4
Victim went to hospital, injuries appear Slight	32	10	30	8
Total	51	18	49	14

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

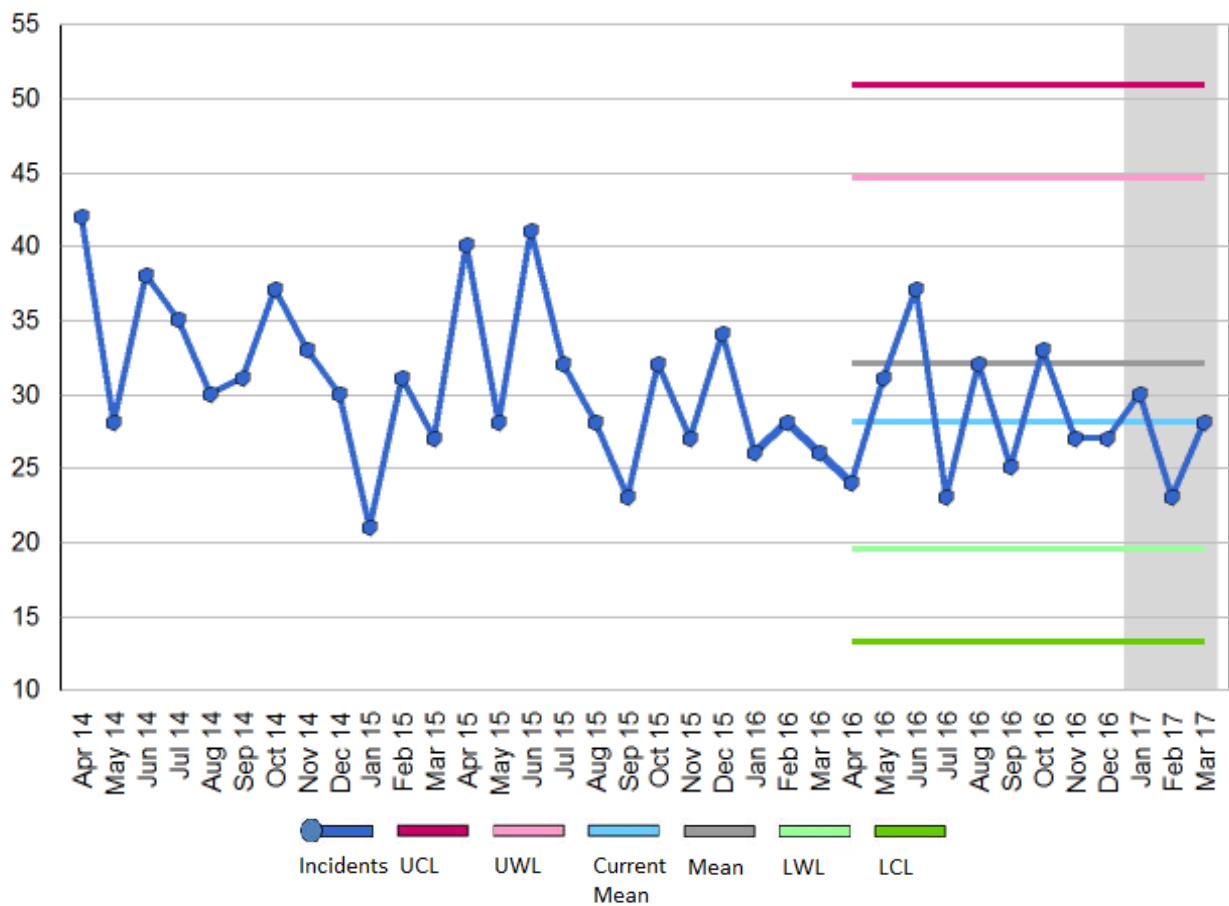
Current Mean	3 year Mean	Monthly Mean		
		2015/16	2014/15	2013/14
4	4	4	4	5

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1.5 Accidental Building Fires (Non Dwellings)

Primary fire criteria as 1.3. The number of primary fires where; the property type is 'Building' and the property sub type does not equal 'Dwelling' and the cause of fire has been recorded as 'Accidental' or 'Not known'.

Number of accidental building fires quarter four activity 81, previous year quarter four activity 81.



1.5 Accidental Building Fires	Year to Date	2016/17 Quarter 4	Previous year to Date	2015/16 Quarter 4
		81	366	81

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

Current Mean	3 year Mean	Monthly Mean		
		2015/16	2014/15	2013/14
28	32	31	32	35

1.5.1 ABF (Non Dwellings) - Extent of Damage

ABF criteria as 1.5. Extent of fire and heat damage is limited to: Item ignited first, Limited to room of origin, Limited to floor of origin and Spread beyond floor of origin.

*The ABF activity count is limited to only those ABF's which had an extent of damage shown above.

An improvement is shown if the total percentage of 'Item first ignited' and 'Room of origin' is greater than the comparable quarter of the previous year.

Percentage of accidental building fires limited to item 1st ignited in quarter four 23%, quarter four of previous year 24%. Percentage limited to room of origin in quarter four 38%, quarter four previous year 30%, limited to floor of origin in quarter four 16%, quarter four previous year 20% and spread beyond floor 23%, previous year 26%.

	*ABF activity	2016/17				↑/↓ Progress	2015/16			
		Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin		Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Quarter 1	75	11%	41%	17%	31%	↓	29%	26%	13%	32%
Quarter 2	62	6%	52%	13%	29%	↑	26%	28%	11%	34%
Quarter 3	73	14%	51%	15%	21%	↓	20%	49%	12%	19%
Quarter 4	69	23%	38%	16%	23%	↑	24%	30%	20%	26%

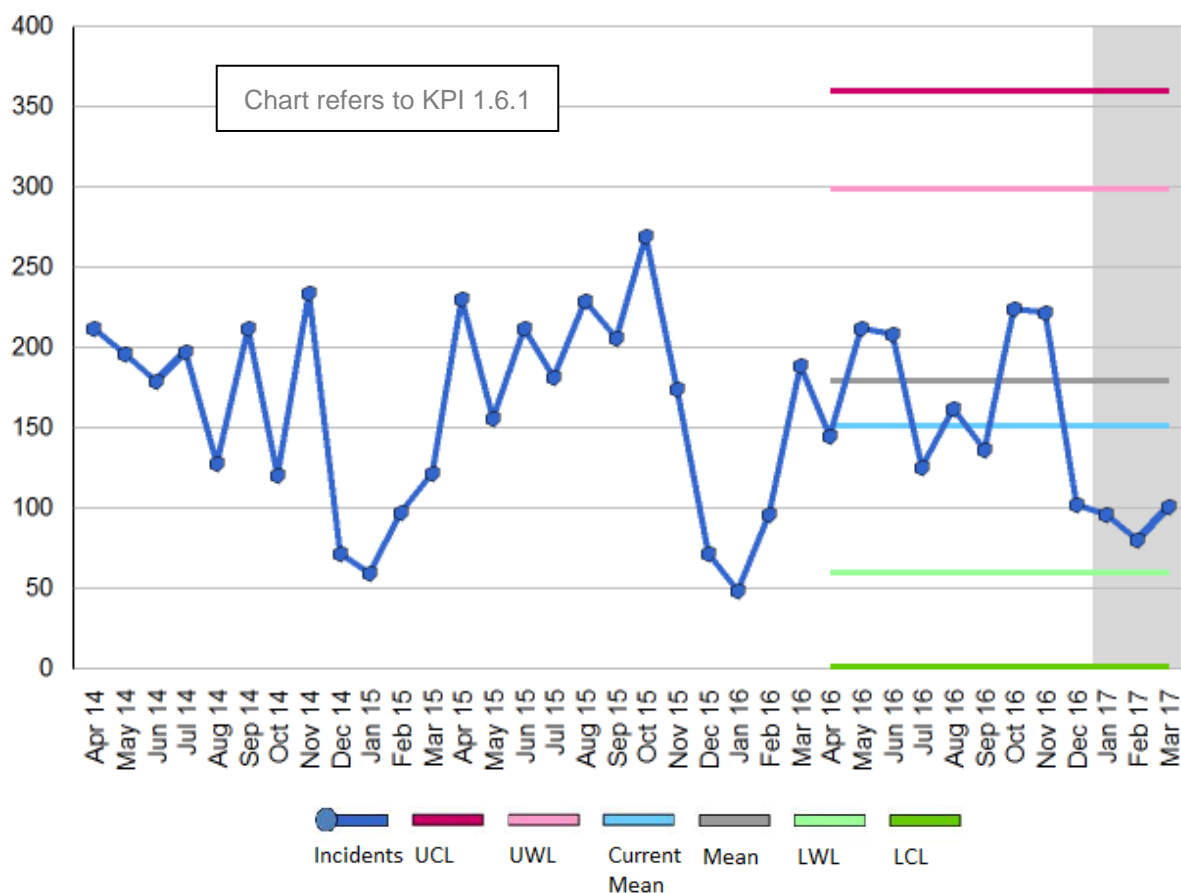
1.6 Deliberate Fires

The number of primary and secondary fires where; the cause of fire has been recorded as 'Deliberate'. Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or 5 or more appliances attend. Includes fires in single derelict buildings.

1.6.1 Deliberate fires (ASB) quarter four activity 277, previous year quarter four activity 332.

1.6.2 Deliberate fires (Dwellings) quarter four activity 29, previous year quarter four activity 25.

1.6.3 Deliberate fires (Non dwellings) quarter four activity 25, previous year quarter four activity 37.



Deliberate Fire Type	Year to Date	2016/17 Quarter 4	Previous year to Date	2015/16 Quarter 4
1.6.1 Deliberate Fires - ASB	1810	277	2057	332
1.6.2 Deliberate Fires - Dwellings	113	29	110	25
1.6.3 Deliberate Fires - Non Dwellings	140	25	157	37

The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.	Current Mean	3 year Mean	Monthly Mean		
			2015/16	2014/15	2013/14
	150	179	171	152	214

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1.7 High Risk Home Fire Safety Checks

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

An improvement is shown if the percentage of high HFSC outcomes is greater than the comparable quarter of the previous year.

Percentage of high risk HFSC outcomes in quarter four 72%, quarter four of the previous year 80%.

	2016/17		↑/↓	2015/16	
	% of High HFSC outcomes	% of High HFSC outcomes (Cumulative)	Progress	% of High HFSC outcomes	% of High HFSC outcomes (Cumulative)
Quarter 1	79%	79%	↑	67%	67%
Quarter 2	75%	77%	↑	68%	67%
Quarter 3	74%	76%	↔	74%	67%
Quarter 4	72%	75%	↓	80%	71%

1.8 Road Safety Education Evaluation

The percentage of participants of the Wasted Lives and Childsafe Plus education packages that show a positive change to less risky behaviour following the programme. This is based on comparing the overall responses to an evaluation question pre and post-delivery of the course.

An improvement is shown if the percentage positive influence on participants behaviour is greater than the comparable quarter of the previous year.

A programme is also being delivered called 'Safe Drive Stay Alive'. This has been delivered to 7,378 students. Additionally, the 'Crashed cars' shown at events, have been seen by approximately 27,200 people to date.

Total number of participants 8733, with a percentage of positive influence ^[1] on participant's behaviour for the current year to date of 85%.

	2016/17 (Cumulative)		↑/↓	2015/16 (Cumulative)	
	Total participants	% positive influence on participants behaviour	Progress	Total participants	% positive influence on participants behaviour
Quarter 1	1832	87%	↑	4811	82%
Quarter 2	2847	85%	↑	6630	84%
Quarter 3	6398	85%	↕	8119	85%
Quarter 4	8733	85%	↕	11943	85%

^[1] From a sample

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1.9.1 Fire Safety Enforcement - Known Risk

The percentage of premises that have had a Fire Safety Audit (as recorded in the CFRMIS system to date), as a percentage of the number of all known premises (as recorded in the Address Base Premium Gazetteer) in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applies.

Total number of premises within system 30913, number of premises audited to date 17184 (56%).

Number of premises	Number of premises audited to date	% of all premises audited to date: 2016/17	% of all premises audited Year end: 2015/16
30913	17184	56%	55%

1.9.2 Fire Safety Enforcement - Risk Reduction

The percentage of Fire Safety Audits carried out within the period resulting in enforcement action. Enforcement action is defined as one or more of the following; notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

An improvement is shown if the 'Satisfactory Audits' percentage is greater than the comparable quarter of the previous year.

Satisfactory audits in quarter four 29%, previous year quarter four 32%

Requiring formal activity in quarter four 8%, previous year quarter four 10%

Requiring informal activity in quarter four 61%, previous year quarter four 58%

	2016/17			↑/↓ Progress	2015/16		
	Satisfactory audits	Requiring formal activity	Requiring informal activity		Satisfactory audits	Requiring formal activity	Requiring informal activity
Quarter 1	28%	8%	59%	↓	35%	9%	53%
Quarter 2	34%	10%	57%	↓	38%	10%	50%
Quarter 3	26%	9%	63%	↓	40%	8%	48%
Quarter 4	29%	8%	61%	↓	32%	10%	58%

2.1.2 Critical Fire Response - 2nd Fire Engine Attendance

Critical fire criteria as 2.1.1. The response standards for the 2nd fire engine attending a critical fire (including call handling time KPI 2.1.3) are as follows^[1]:

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

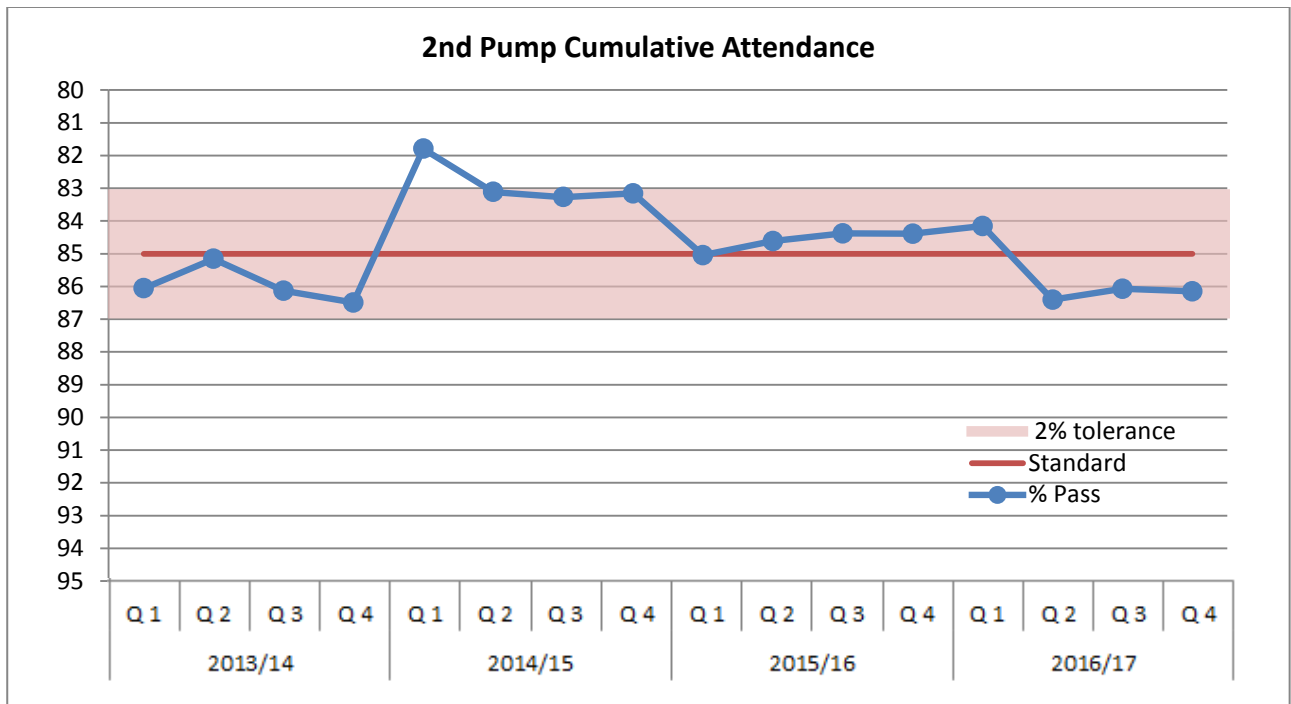
We have achieved our standard when the time between the 'Time of Call' and 'Time in Attendance' of second fire engine arriving at the incident is less than the relevant response standard.

^[1] The above times now include the previous 'call handling' element. Ref note [1] 2015/16 Q2 for explanation.

We aim to achieve this standard on 85% of occasions.

Quarter four 2nd pump response 86.38%, previous year quarter four 84.43%.

2 nd pump cumulative attendance standard	Year to Date	2016/17 Quarter 4	Previous year to Date	2015/16 Quarter 4
	86.15%	86.38%	84.39%	84.43%



2.1.3 Critical Fire Response – Call Handling

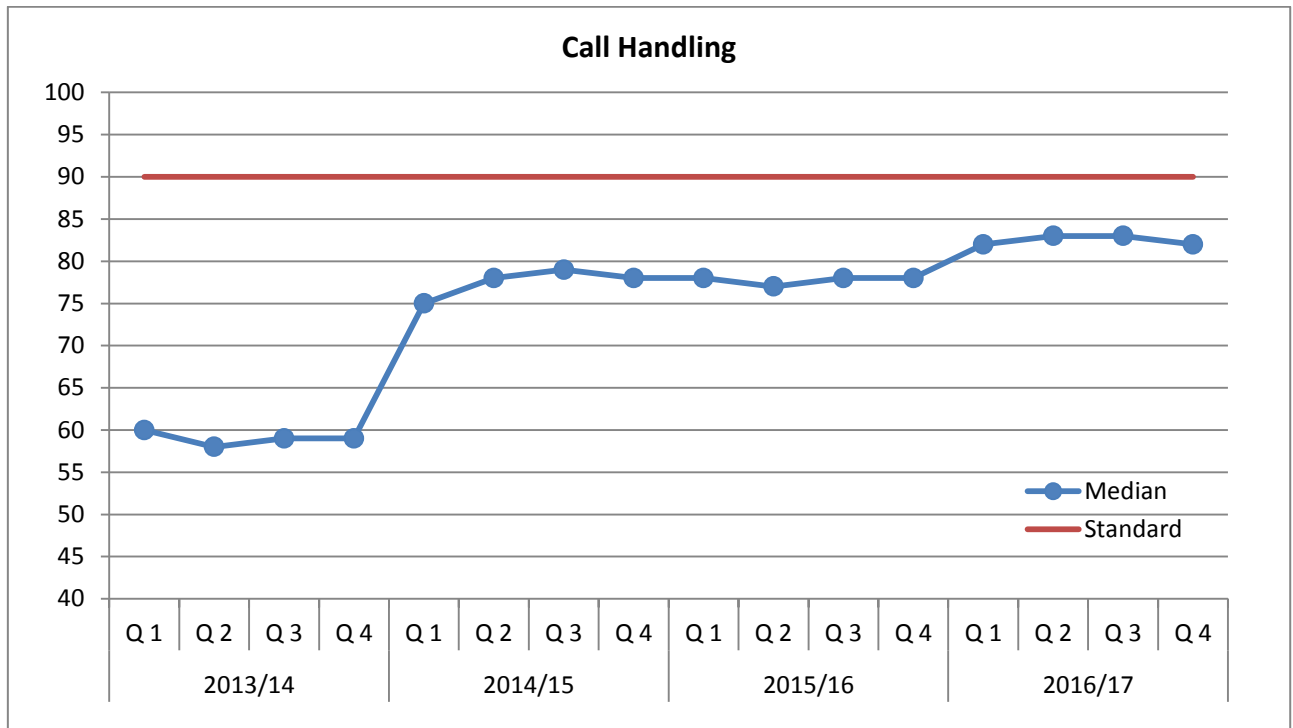
Performance indicator: 2.1.3 Critical Fire Response – Call Handling

Critical fire criteria as 2.1.1. Call handling time is calculated from the 'Time of Call' to the 'Time of Send' of the first fire engine. The measure used is taken from the Performance Framework used by North West Fire Control (NWFC). A median is used to calculate the average time for the quarter. Excludes duplicate calls for the same incident.

The median call handling time for quarter four is 78 seconds; previous year quarter four was 78 seconds.

Standard: Within 90 seconds.

Median response (Seconds)	Year to Date	2016/17 Quarter 4	Previous year to Date	2015/16 Quarter 4
	82	78	78	78



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

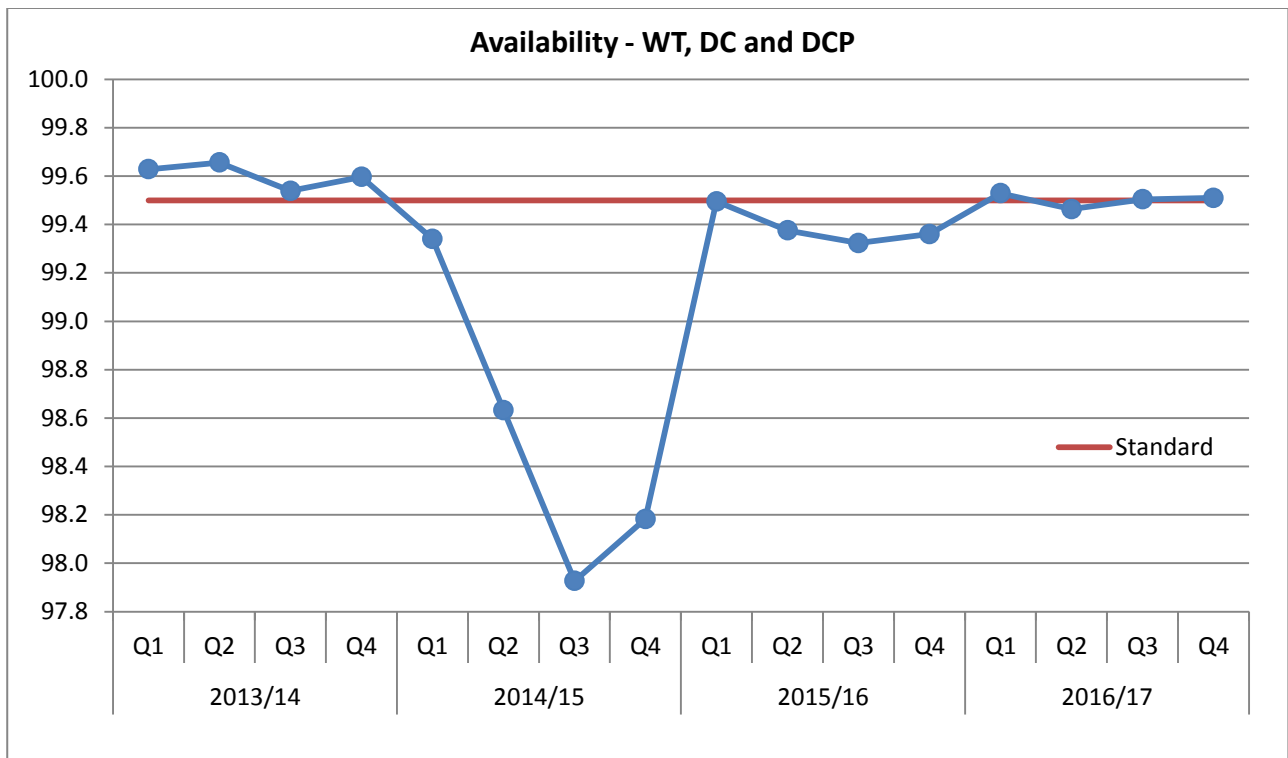
This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.

Fire engines are designated as unavailable for the following reasons:

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

Annual Standard: Above 99.5%

Quarter four availability 99.51%, previous year quarter four 99.36%.

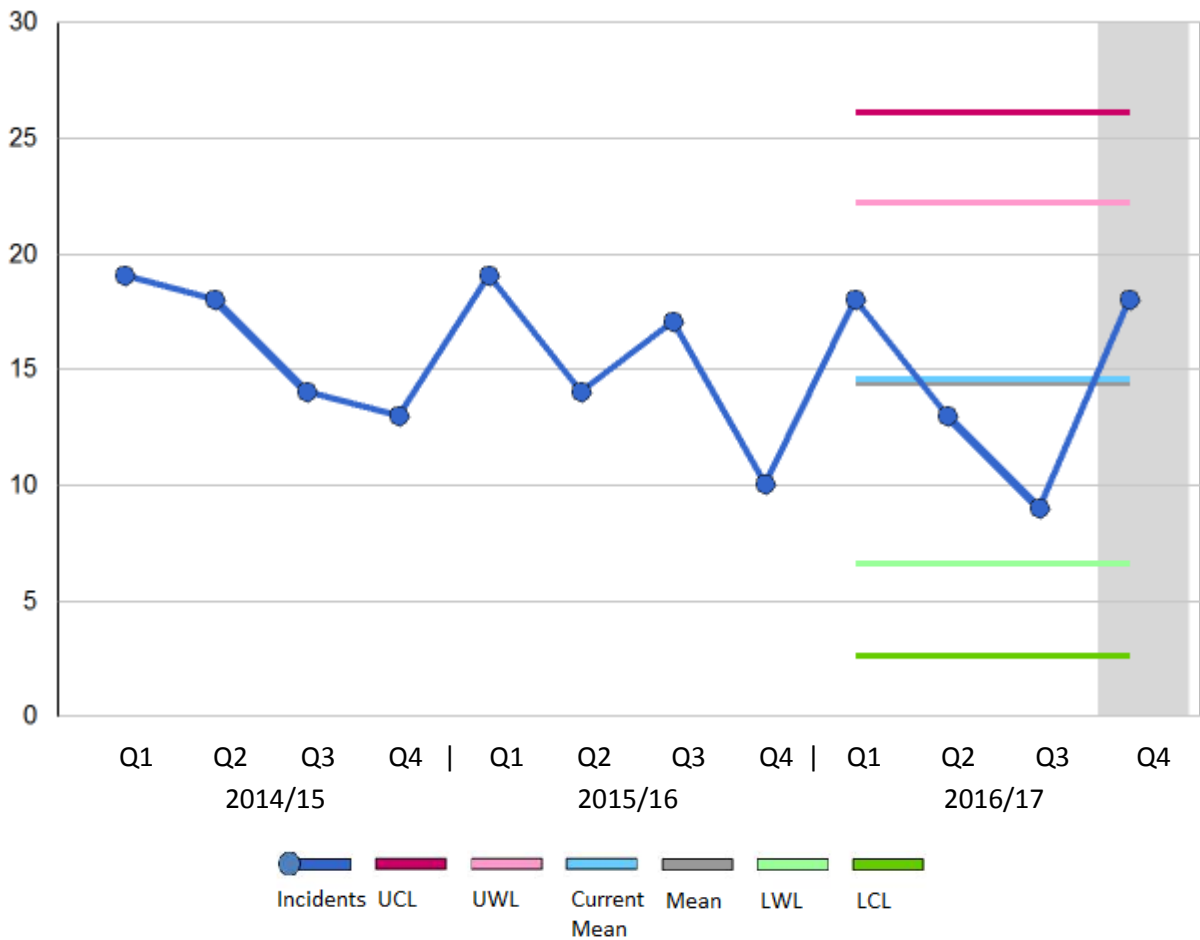


2.5 Staff Accidents

The number of staff accidents.

An improvement is shown if the average number of staff accidents per quarter is lower than the mean of the previous three years.

Number of staff accidents in quarter four 18. Previous year quarter four 10.



Total number of staff accidents	Year to Date	2016/17 Quarter 4	Previous year to date	2015/16 Quarter 4
	58	18	60	10

The grey line on the XmR chart denotes the mean quarterly activity over the previous 3 years and the pale blue line the current

Current Mean	3 year Mean	Quarterly Mean		
		2015/16	2014/15	2013/14
15	14	15	16	12

3.1 Progress Against Savings Programme

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

Budget to end of quarter four £55.7 million. The spend for the period is £55.6 million.

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

The annual budget for 2016/17 was set at £55.7 million. The spend for the year is currently £55.6 million, prior to further year end accounting adjustments in respect of items such as provisions and reserves transfers and capital accounting. Following completion of the year end process, this is expected to result in a broadly break even position, however this figure will be finalised during the closure of the accounts process during May, and reported to Resources Committee in June.

Variance:

- 0.1%

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3.2 Overall User Satisfaction

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

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

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

75 people were surveyed in quarter four, 74 responded that they were very or fairly satisfied.

Question	Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everything into account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service?	1562	1549	99.17%	97.50%	1.71%

There have been 1562 people surveyed since April 2012.

In quarter four of 2016/17 - 75 people were surveyed. 74 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.

4.1 Overall Staff Engagement

Three times a year all staff are asked the same questions in an online survey covering feelings of pride, advocacy, attachment, inspiration and motivation - factors that are understood to be important features shared by staff who are engaged with the organisation. The survey mirrors the questions asked by the Civil Service People Survey.

From these responses: An index score to show the degree to which the respond group answers positively to a number of questions about their engagement with LFRS.

This is calculated by attributing a weighting to each of the five possible answers ranging from 0% to 100%, in 25% increments. The percentage scores are then totalled and divided by the number of questions (5). This individual person score is then totalled across the service then divided by the number of respondents.

An improvement is shown if the percentage engagement index is greater than the comparable quarter of the previous year.

An engagement index score is derived from the answers given by staff about questions relating to how engaged they feel with the Service.

Staff engagement index for period three is 64%, based upon 141 replies. This is 8% higher when compared against the same period last year.

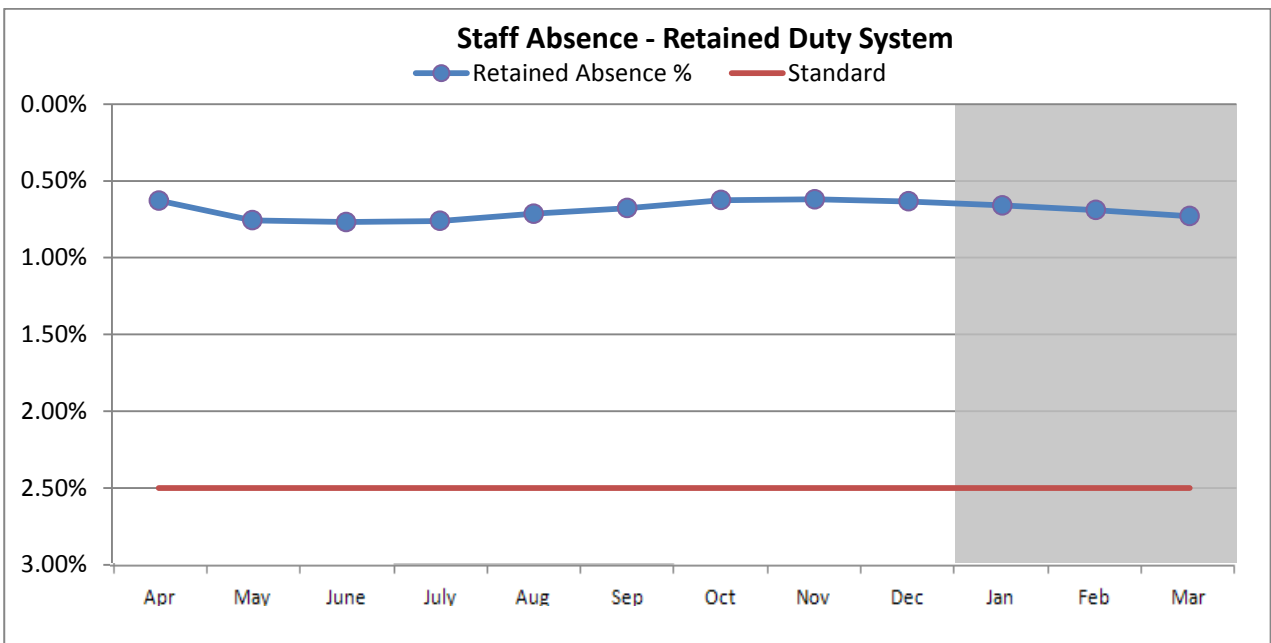
2016/17			2015/16		
Period	Number of replies	Engagement index	Period	Number of replies	Engagement index
1	220	62%	1	199	58%
2	141	64%	2	148	60%
3	141	64%	3	195	56%

4.2.2 Staff Absence - Retained Duty System

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

Cumulative retained absence, as a percentage of available hours of cover at end of quarter four, 0.73%

Annual Standard: Not more than 2.5% lost as % of available hours of cover.



Cumulative retained absence (as % of available hours of cover)	0.73%
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Appendix 2

Annual Report on Road Safety Intervention Activity

Annual Report

Road Safety Intervention Activity 2016-2017



Introduction

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

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

Thematic road safety group.

During 2016 a thematic road safety group has been established and chaired by Group Manager Crook.

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

Lancashire Road Safety Partnership (Formally LPfRS)

Lancashire Fire and Rescue continue to be a pro-active member of LRSP and have representatives at both Executive and operational group level. The partners are working very closely with each other and utilising the partnership strategy – 'Towards

Zero Lancashire: Road Safety Strategy for Lancashire, 2016 – 2026', in an attempt to reduce those killed or seriously injured on our roads in Lancashire.

In 2016 the Partnership agreed to develop two new posts i) A Road Safety Analyst – Andrew Wright hosted by Lancashire Constabulary and ii) A Road Safety Co-ordinator, Rhiannon Leeds – hosted by LFRS. The Road Safety Co-ordinator post will align all partnership action plans and priorities and ensure the partnerships road safety activities effectiveness. Action plans will be monitored and evaluated to ensure outcomes are examined with recommendations made and implemented. The Road Safety Analyst has recently produced some road safety reports that focus on the risks not only throughout Lancashire but actual risks within each district. The report is intended as a tool for better directing resources into reducing road traffic collisions of all severities across all of Lancashire's fourteen council districts and unitary authorities whilst combating the criminal use of the wider road network. The report also supports the delivery of the partnership road safety strategy; Towards Zero; Lancashire, 2016-2026.

LFRS Road Safety Thematic Group Priorities 2016-2018 programme.

1. Develop new road safe primary school package for year 6 (re-development of child safe plus) – modernise, rename and provide easier access for delivery.
2. Develop and promote delivery of Wasted Lives for year 11.
3. Safe drive stay alive expansion/development.
4. Develop virtual library for road safe prevention.
5. Review the biker down trial and consider for expansion.
6. Support delivery of cycle safety education by LFRS.
7. Review area community road safety partnership groups in conjunction with the LRSP coordinator.

1. Road sense. (Formally Road Safety education to Key Stage 2 (Year 5/6) Child safe Plus)

Road sense is the new name given to the road safety education programme that will replace Child Safe Plus from September 2017. Road sense will also replace the Child Safe Fire Safety sessions delivered to every primary school each year with the fire safety session being moved to year 7 in all secondary schools.

The programme focuses on three key road safety themes:-

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

As with the Wasted Lives programme the evaluation is captured using pre and post questionnaires in an attempt to influence behaviour and change attitudes. The results can also be used by Head Teachers as part of any OFSTED inspections to evidence the positive impact an external organisation has on its pupils.

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

In 2016 although under review we have delivered Child Safe Plus to 5,369 pupils in year 5/6 classrooms throughout Lancashire, Blackpool and Blackburn with Darwen. This figure should increase from September 2017 due to Road sense replacing the fire safety session's currently delivered in all primary schools pan Lancashire.

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

LFRS heavily support the delivery of a road safety education programme titled Wasted Lives. The programme is aimed at young and pre-drivers and aims to influence behaviour and change attitudes either as a driver or a passenger, thereby reducing risk to this specific group and to other road users.

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

Since the introduction of Wasted Lives in 2010 LFRS has delivered road safety education to over 80,000 young people throughout Lancashire, Blackpool and Blackburn with Darwen. For the period 2016 – 2017 LFRS has delivered the programme to 5932 young people.

From this year we will focus our delivery of Wasted Lives to year 11 students as pre-drivers and those employed as apprentices. The 17-25 year olds will receive road safety education by attending a Safe Drive Stay Alive presentation.

As Wasted Lives is the only recognised road safety education programme delivered to young people within this age group, it is considered that it has played a positive role in the reduction of those killed or seriously injured over the last 7 years.

Each Fire Station and Community Fire Safety Team has a Road Safety Reference Holder who is trained to deliver the programme. Typically, delivery takes place either within a secondary school setting (Year 11 – Pre Driver) or to 17-25 year olds in other settings (e.g. colleges or workplaces); a recent example of the latter being delivery of the programme to over 400 soldiers at Weeton Army Barracks. The programme is subject to evaluation through a pre and post questionnaire with a further follow up where possible three months after the programme is delivered. The results of the evaluation can then be utilised by Head Teachers as part of any OFSTED inspection demonstrating the positive influence LFRS have had on the young people, as an external organisation visiting the school.

Evaluation is taken across four key areas: 1) driver behaviour 2) speed 3) seatbelts 4) drink/drugs.

Evaluation feedback overall is that the input has positively changed both behaviour and attitudes in 85% of cases.

3. Safe Drive Stay Alive



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

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

Safe Drive Stay Alive is emotional and encourages reflection.

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

Ideally, delivery is carried out in a theatre setting where audiences are bused in from 6th form schools and 1st year students from Further Education Colleges. To date 13,413 students have seen this hard hitting educational programme. In 2016-2017 9,180 students attended from various sixth form schools and colleges around the county, this was a massive increase from the previous year.

Both Wasted Lives and SDSA are supported by the use of two crashed cars that are towed to venues, so that students can see first-hand the results of driving at speed under the influence of either alcohol or drugs. To date over 300,000 young people have received the education using the crashed cars.

4. Virtual Library

This is ongoing work not only at local level but national level through CFOA. The Road Safety Observatory is a national online one stop shop for all road safety professionals. It contains all the tools someone working within the road safety arena could need from interventions and statistics to all current road safety information.

5. Biker Down

Biker Down is a course that is aimed at motorcyclists of all ages and experience. The free course offers people the chance to learn practical skills to help avoid being involved in a crash, as well as essential first-aid training and advice on what to do should they find themselves first on the scene of a crash where someone is injured.

If you were the first on the scene of a collision involving a biker, would you know what to do? Would you know who most at risk is, how to protect the area or whether you should remove the helmet of a downed rider? Actions taken in the first few moments after an incident can be crucial in minimising injuries and can make a real difference to the lives of those involved.

Cheshire Fire and Rescue Service currently deliver the Biker Down course and two of our road safety reference holders have completed the training with a view to possibly introducing the course to bikers of Lancashire. Biker Down is also being developed in line with delivery by NWS on Bikesafe.

6. Cycle Safety

Currently Lancashire County Council deliver all cycle safety initiatives throughout the county and are mandated to do so. LCC staff and volunteers are trained to deliver Bikeability which is a government funded scheme delivered in primary schools countrywide. Some LFRS staff have been trained to deliver a shorter version of the national course which is named "passport to safer cycling". This programme is currently being refreshed and evaluated and LFRS staff will carry out awareness and education to all road users using resources available via Lancashire Road Safety Partnership utilising the Safe pass scheme.

7. Review of area road safety partnerships.

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