

LANCASHIRE COMBINED FIRE AUTHORITY

PERFORMANCE COMMITTEE

Thursday, 15 March 2018, at 10.00 am in the Main Conference Room, Service Headquarters, Fulwood.

MINUTES

PRESENT:

Councillors

S Holgate (Chairman)
L Beavers
P Britcliffe
S Clarke
F De Molfetta (for M Khan)
M Perks
Z Khan
D Smith
D Stansfield
M Tomlinson

In accordance with the resolution of the predecessor Performance Review Committee at its inaugural meeting on the 30th July 2004 (Minute No. 1/04 refers), representatives of the LFRS, the Unions and Audit had been invited to attend all Performance Committee meetings to participate in discussion and debate.

Officers

J Johnston, Deputy Chief Fire Officer (LFRS)
D Russel, Assistant Chief Fire Officer (LFRS)
S Morgan, Head of Service Delivery, (Pennine, Eastern and Southern (LFRS)
J Charters, Head of Service Delivery (Western, Northern and Central) (LFRS)
J Keighley, Assistant Member Services Officer (LFRS)

In attendance

A Hewitson, Fire Brigades Union
K Wilkie, Fire Brigades Union

16/17 APOLOGIES FOR ABSENCE

Apologies were received from Councillor M Khan.

17/17 DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

18/17 MINUTES OF PREVIOUS MEETING

RESOLVED: - That the Minutes of the last meeting held on the 30 November 2017 be confirmed as a correct record and signed by the Chairman.

19/17 PERFORMANCE MANAGEMENT INFORMATION

The Chairman, CC Holgate introduced Group Manager Mark Hutton, Community Protection Manager (Northern Area) who presented Members with an overview of the LFRS contribution to the Response and Recovery efforts due to the North Lancashire Floods that occurred on the evening of 22 November 2017.

GM Hutton explained that the Service had received comparatively little warning from the Flood Advisory Service as, although heavy rain had been forecast, and Flood Alerts issued the static nature of the weather system had not been foreseen which from the onset of the event in the late afternoon rapidly resulted in the escalation to flood warnings. This event was different from fluvial flooding seen during events such as Storm Desmond as this was an incredibly intense period of rainfall within a very defined geographical area which remained static over North Lancashire. It was reported that the monitoring equipment at Lancashire University recorded the highest rainfall ever recorded in such a short period of time. The impacts were mostly felt in Lancaster, Wyre and Blackpool and the Service received calls from across these Districts i.e. not just localised around rivers, with some communities being completely unaffected whilst others nearby had been very severely impacted.

The total number of flooding calls which North West Fire Control (NWFC) received and LFRS responded to was tabled. This illustrated how the Service had responded by moving large numbers of fire appliances into the North of the County to ensure appliances were available for rescues.

NWFC handled 395 calls during the event; every call was prioritised based on life risk to balance speed and allocation of resources. Although response activity initially focused on 'pumping out' and property protection, as the weather event and associated impacts escalated the focus increasingly became protection of life and responding to persons trapped in vehicles and properties. Incident records will show that the Service rescued 76 people and 20 horses, with no injuries being reported throughout the response which involved 39 Fire Appliances.

In addition a High Volume pump was deployed in Lancaster, protecting utility supplies to over 100 flats which prevented residents from being rehoused. A Tactical co-ordinating group was established at Lancaster Hall enacting pre-prepared plans. Also present alongside Local Authority and Police staff were the Coastguard who had taken part in rescue operations and also assessed river levels. Close liaison was maintained with the Environment Agency and the Fire and Rescue Service National Co-ordinating Centre and National Resilience Advisory Team throughout to constantly assess likely further developments and prepare potential future resource requirements. The LFRS Corporate Communications Team were based in the Command Support room at Service Headquarters.

A recovery group was established by Lancaster City Council for those residents most severely affected and for other districts, although recovery was an important issue it was not

required to be managed in the same way, in those Districts LFRS Officers worked with Council Officers on specific recovery issues. LFRS attended in Galgate for four days after the flooding, every household affected by the flooding was subsequently contacted and offered a Home Fire Safety Check as fire risk can escalate post flood due to damaged electrics and improvised lighting / heating. The recovery co-ordinating group ensured activities of LFRS, Council, Third Sector Agencies, Environmental Agency etc were aligned.

There were 3 public meetings held in Lancaster (Halton, Hala and Galgate) which were well represented by all the agencies with several hundred members of the effected communities attending.

After the event the Service held a range of debriefs and learning would be incorporated into future practice by the Operational Assurance Group.

The Chairman, CC Holgate thanked GM Hutton for the presentation and the Committee asked that Members' appreciation be extended to all those involved.

In response to a question raised by Councillor D Smith about the additional flooding caused by bow waves off vehicles as they drove down flooded roads, GM Hutton advised that it would normally be the LCC Highway's who would shut flooded roads. GM Hutton advised this could be very challenging during rapid on-set events, and that certain communities in Lancashire had their own Flood Action Groups (where local residents participated in pre-agreed activities to assist the overall response and protection of their communities without putting themselves at risk). One such activity that was being discussed was locating road closure signs where they would be accessible to these groups.

The Assistant Chief Fire Officer advised Members that this was the 3rd quarterly report for 2017/18 as detailed in the Risk Management Plan 2017-2022.

The report showed there were 3 negative KPI Exception Reports. An exception report was provided which detailed the reasons for the exception, analysis of the issue and actions being taken to improve performance.

Members focussed on the indicators where an exception report was presented and examined each indicator in turn as follows:-

2.2.1 Critical Special Service – 1st Fire Engine Attendance

This indicator measured how long it took the first fire engine to respond to critical non-fire incidents such as road traffic collisions, rescues and hazardous materials incidents. For 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 call is 13 minutes.

Standard: To be met on 90% of occasions

Quarter 3 results 77.59% achieved against a target of 90%, previous year quarter 3, 88.89%. This was a negative exception report due to critical Special Service 1st pump response being below the standard. Overall, quarter 3 pass rate was 77.59%, with a cumulative pass rate of 83.89% which is outside of the 90% standard and 2% tolerance.

Exception report provided.

The Assistant Chief Officer advised that during this reporting period each month of quarter 3 recorded a below standard pass rate, with the month of November recording the lowest pass rate of the year to date at 65.61%.

It was noted that whilst October's response times continued to show improvement on last year, November and December returned lower figures in part attributed to extended call handling and response times during periods of spate call volumes, adverse weather, flooding and road closures, particularly in the Lancaster and Wyre Districts.

In addition, over a 2 day period in November, a very high rate of flooding incidents in Lancaster, Wyre and Blackpool accounted for the standard achieved, with over 100 incidents being recorded which equated to 51% of all special service incidents within the month.

In response to a question raised by CC M Tomlinson, the Assistant Chief Fire Officer confirmed that some targets were historical. It was agreed that target setting would be considered further at year end.

2.4 Fire Engine Availability – Retained Duty System

This indicator measured the availability of fire engines that were crewed by the retained duty system. It was measured as the percentage of time a fire engine was available to respond compared to the total time in the period.

The percentage of time that RDS crewed engines were available for quarter 3 was 90.80%, previous year quarter 3 was 90.07%, an improvement of 0.73%.

The previous quarter (July to September 2017) recorded 87.49%.
Annual Standard: Above 95%

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

Exception report provided.

The Assistant Chief Fire Officer reported that quarter 3 availability had improved over quarter 2, though it was still below the average of the previous 2 years. Local level monitoring continued, with additional analysis at pump level, along with a new KPI 2.4.1 which measured RDS availability without wholetime staff imports.

Continuing the analysis reported in quarter 2; there had been an impact on available RDS hours which was due to the number of RDS personnel who were successful in obtaining a wholetime position. This was due to leaving the RDS service, being able to commit fewer hours due to wholetime commitment or being unavailable due to development (wholetime recruit course).

With an ageing workforce, the loss of staff due to retirement also had an impact on the ability to fully crew an appliance and a number of retirements had occurred, along with a number of resignations, although some temporary which had also reduced coverage.

The Retained Duty System Recruitment and Improvement Group (RIG) would continue to be responsible for progressing areas for improvement, continuing to work on a number of

ongoing actions which would strive to deliver incremental improvements in order to strengthen and support the Retained Duty System.

It was noted that the actions being taken to improve performance were that the new recruits, who started in May 2017 would continue to show an improvement in RDS crew availability when the respective qualifications of Breathing Apparatus (BA) and BA Team Leader had been completed and staff had gained experience to start acting up to cover the Officer in Charge role. There was a minimum of 6 months before a Firefighter was BA qualified, and a further 6 month period of BA experience before acquiring BA Team Leader Skills. Therefore results in availability may only start to be realised later during quarter 3 which was illustrated in KPI 2.4.1, where quarter 3 availability excluding wholetime detachments improved 3.58% to 87.58% from 84% in quarter 2. Similarly some stations had suffered from a lack of available driver however, this would start to show improvement when staff members continued to build driving hours in preparation for their Emergency Fire Appliance Driving Course. There were stations where staff on dual contracts made up half of the RDS crew, with the inevitable impact on the RDS availability.

The Retained Support Officer (RSO) role would continue to assist in some of these areas, in particular around recruitment and firefighter/officer development and with the various strengthening and improving work streams the Service should see a positive effect on availability over time.

The forthcoming WT recruitment campaign would also be an opportunity to promote RDS vacancies. RSO's were continuing to support the 'Have a Go' days and would collate information from potential applicants.

2.4.1 Fire Engine Availability – Retained Duty System (without wholetime detachments) Subset of KP1 2.4 and provided for information only

This indicator measured the availability of fire engines that were crewed by the retained duty system (RDS) when wholetime detachments were not used to support availability. It was measured by calculating the percentage of time a fire engine was available to respond compared to the total time in the period.

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

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

The percentage of time that RDS crewed engines were available for quarter 3 was 87.58%. This excluded the wholetime detachments shown in KPI 2.4.

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

4.2.1 Staff Absence – Excluding Retained Duty System

This indicator measured the cumulative number of shifts (days) lost due to sickness for all wholetime, day crewing plus, day crewing and support staff divided by the total number of

staff.

Annual Standard: Not more than 5 shifts lost

Cumulative total number of monthly shifts lost 4.40

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

Exception report provided.

The Assistant Chief Fire Officer advised Members that during quarter 3 (October 2017 to December 2017), absence statistics showed above target for all 3 months. Shifts lost showed a monthly increase from October through to December for both non-uniformed and uniformed personnel. The main reasons continued to be cases of mental health, muscular-skeletal and hospital procedures, which when compared to quarter 2 had been increased by 40% to 50% which could be due to the time of the year as there was also a large spike in respiratory conditions compared to the previous quarter. In addition, another contributing factor for being over target was due to having 9 long term absences.

Overall absence for all staff with the exception of RDS was 4.40 shifts lost which was above the Service target for this quarter of 3.75 lost shifts.

The Assistant Chief Fire Officer reassured Members that the absence management policy was robust and aimed to support staff to an early return to work. Action taken continued to be early intervention by the Occupational Health Unit and where appropriate, issues around capability due to health issues were reviewed and addressed. The Service would continue to run leadership conferences to assist future managers to understand policy which included absence management. In addition, new actions had commenced which included support from the Service Fitness Advisors/Personal Trainers Instructors, promotion of health, fitness and wellbeing via the routine bulletin and employees were encouraged to make use of the Employee Assistance Programme.

Members then examined each indicator in turn as follows:-

KPI 1 – Preventing and Protecting

1.1 Risk Map Score

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

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

Score for 2014-2017 – 32,398, previous year score 32,990.

No exception report required.

1.2 Overall Activity

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

Quarter 3 activity 4,162 previous year quarter 3 activity 3,983, an increase of 4.49%.

Total number of incidents 2017/18 – Year to Date, 4,162

Included within this KPI was a new incident type of 'Gaining Entry'. This was where LFRS had attended on behalf of the North West Ambulance Service. During quarter 3 we attended on 163 occasions.

No exception report required.

1.3 Accidental Dwelling Fires

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

Quarter 3 activity 259, previous year quarter 3 activity 247, an increase of 5%.

Total number of Accidental Dwelling Fires – Year to Date, 259

No exception report required.

1.3.1 Accidental Dwelling Fires – Extent of Damage

This indicator reported the number of primary fires where a dwelling had been affected and the cause of the fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

Extent of fire and heat damage was limited to: Item ignited first, limited to room of origin, limited to floor of origin and spread beyond floor of origin.

*The ADF activity count was limited to only those ADF's which had an extent of damage shown above. An improvement was shown if the total percentage of 'Item first ignited' and 'Room of origin' was greater than the comparable quarter of the previous year.

Percentage of accidental dwelling fires limited to item 1st ignited in quarter 3 20%, quarter 3 of previous year 23%. Percentage limited to room of origin in quarter 3 70%, quarter 3 previous year 67%, limited to floor of origin in quarter 3 5%, quarter 3 previous year 8% and spread beyond floor 6%, previous year 3%.

No exception report required.

1.3.2 Accidental Dwelling Fires – Number of Incidents where occupants have received a Home Fire Safety Check

This indicator reported the number of primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental or Not known' by the extent of the fire and heat damage. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.

	2017/18		2016/17	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC

Q1	15	7%	15	7%
Q2	20	10%	13	7%
Q3	15	6%	20	8%

Of the 15 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 6 had 'heat and smoke damage only', 6 resulted in damage 'limited to item first ignited' and 3 'limited to room or origin'.

No exception report required.

1.4 Accidental Dwelling Fire Casualties

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

Casualty Status	2017/18 Quarter 3	2016/17 Quarter 3
Fatal	0	0
Victim went to hospital visit, injuries appeared Serious	2	3
Victim went to hospital visit, injuries appeared Slight	8	10
TOTAL	10	13

No exception report required.

The Assistant Chief Fire Officer reported that the Service had recently experienced 4 fatal fires in domestic dwellings within a 10 day period. AM Morgan then gave Members a brief explanation of each incident. In addition, the Assistant Chief Fire Officer reassured Members that for every fatal fire the Service undertakes a fatal fire debrief process.

1.5 Accidental Building Fires (Non-Dwellings)

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

Total number of incidents	2017/18 Quarter 3	2016/17 Quarter 3
	88	87

No exception report required.

1.5.1 Accidental Building Fires (Non-Dwellings) – Extent of Damage

This indicator reported the number of primary fires where the property type was a building and the property sub-type was not a dwelling and the cause of fire had been recorded as 'Accidental or Not known' presented as a percentage extent of fire and heat damage.

This indicator showed the total number of Accidental Building Fires where damage was

limited to room of origin, limited to floor of origin and spread beyond floor of origin.

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

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

Quarter 3 Accidental Building Fires activity, 71: -

	2017/18					2016/17				
	ADF activity	Item 1 st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Item 1 st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	
Q1	95	18%	30%	13%	39%	11%	41%	17%	31%	
Q2	64	31%	34%	12%	23%	6%	52%	13%	29%	
Q3	71	20%	42%	15%	23%	14%	51%	15%	21%	

No exception report required.

1.6 Deliberate Fires

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

Deliberate Fire Type	2017/18 Quarter 3	2016/17 Quarter 3
1.6.1 Deliberate Fires – Anti-Social Behaviour	438	545
1.6.2 Deliberate Fires – Dwellings	27	33
1.6.3 Deliberate Fires – Non-Dwellings	28	32

No exception report required.

1.7 High / Very High Risk Home Fire Safety Checks

This indicator reported the percentage of completed Home Fire Safety Checks (HFSC), excluding refusals, carried out where the risk score had been determined to be either high or very high.

	2017/18	2016/17
	% of High and Very High HFSC outcomes	% of High and Very High HFSC outcomes
Q1	68%	79%
Q2	72%	75%
Q3	68%	74%

No exception report required.

In response to a question raised by CC Perks, GM Morgan confirmed dementia friends training as part of the Safe and Well work was still ongoing for all operational crews.

CC Perks welcomed and identified our good work with service partners, it was agreed that the Assistant Chief Fire Officer would circulate to Members outside the meeting the number of vulnerable people the Service had assisted with Dementia and to present this information at future Performance meetings.

1.8 Road Safety Education Evaluation

This indicator reported the percentage of participants of the Wasted Lives and Childsafe Plus education packages that showed a positive change to less risky behaviour following the programme; based on comparing the overall responses to an evaluation question before and after the course.

During quarter 3 the 'Safe Drive Stay Alive' programme had been seen by 1,804 students and the 'Crashed cars' shown at events, approximately 5,690 people to date.

	2017/18 (cumulative)		2016/17 (cumulative)	
	Total participants	% positive influence on participants' behaviour	Total participants	% positive influence on participants' behaviour
Q1	1441	85%	1832	87%
Q2	2259	85%	2847	85%
Q3	3938	85%	6398	85%

No exception report required.

1.9.1 Fire Safety Enforcement – Known Risk

This indicator reported on the percentage of premises that have had a Fire Safety Audit as a percentage of the number of all known premises in Lancashire to which The Regulatory Reform (Fire Safety) Order 2005 applied.

Number of premises	Number of premises audited to date	% of all premises audited Year end: 2017/18	% of all premises audited Year end: 2016/17
32089	17768	55%	56%

No exception report required.

1.9.2 Fire Safety Enforcement – Risk Reduction

This indicator reported the percentage of Fire Safety Audits carried out within the period resulting in enforcement action. Enforcement action was defined as one or more of the following: notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

Period	Satisfactory audits 2017/18	Requiring formal activity – 2017/18	Requiring informal activity – 2017/18
Q1	25%	8%	65%

Q2	26%	10%	65%
Q3	25%	4%	68%

No exception report required.

KPI 2 – Responding to Emergencies

2.1.1 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, these are as follows:-

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

The response standards were determined by the risk map score and subsequent risk grade for the location of the fire.

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

Quarter 3 – 1st pump response 87.44%, previous year quarter 3 was 86.60%
No exception report required.

2.1.2 Critical Fire Response – 2nd Fire Engine Attendance

This indicator reported the time taken for the second fire engine to attend a critical fire incident measured from the time between the second fire engine arriving and the time it was sent to the incident. The target is determined by the risk map score and subsequent risk grade for the location of the fire.

Standard: to be in attendance within response standard target on 85% of occasions.

Quarter 3 – 2nd pump response 86.98%, previous year quarter 3 was 85.63%
No exception report required.

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

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

Fire engines were designated as unavailable for the following reasons:

- Mechanical
- Crew deficient

- Engineer working on station
 - Alternate crew
 - Appliances change over
 - Debrief
 - Lack of equipment
 - Miscellaneous
 - Unavailable
 - Welfare
- Annual Standard: Above 99.5%

Quarter 3 availability 99.48%, previous year quarter 3 - 99.50%
No exception report required.

2.5 Staff Accidents

This indicator measured the number of staff accidents.
Total number of staff accidents 2017/18 – Year to Date, 43
Quarter 3 results indicate percentage pass within standard
No exception report required.

KPI 3 – Delivering Value for Money

3.1 Progress Against Savings Programme

Annual budget for 2017/18 - £53.9m
Budget to end of quarter 3 - £39.4m
Spend for the period to date was £39.2m
Underspend for the period £0.2m
Variance -0.37%
No exception report required.

3.2 Overall User Satisfaction

Total responses 1761; number satisfied 1747
% satisfied 99.20% against a standard of 97.50%
Variance 1.75%

There have been 1761 people surveyed since April 2012.

In quarter 3 of 2017/18 – 55 people were surveyed. 55 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.
No exception report required.

KPI 4 – Engaging With Our Staff

4.1 Overall Staff Engagement

This indicator measured overall staff engagement. The engagement index score was derived from the answers given by staff that related to how engaged they felt with the Service.

Three times a year all staff was asked the same questions in on online survey to gauge engagement.

A comprehensive survey would be undertaken in the new fiscal year. This would be reported in quarter 1 of 2018/19. Previous results were shown below for information.

Period	2017/18		2016/17	
	Number of Replies	Engagement Index	Number of Replies	Engagement Index
1	-	-	220	62%
2	-	-	141	64%
3	-	-	141	64%

4.2.2 Staff Absence – Retained Duty System

This indicator measured the percentage of contracted hours lost due to sickness for all retained duty staff.

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

Quarter 3 results indicate percentage pass within standard

Cumulative retained absence (as % of available hours cover) 0.84%

No exception report required.

RESOLVED: - That the Committee:

- i) Endorsed the report and noted the contents of the 3 negative KPI exception reports.

20/17 DATE OF NEXT MEETING

The next scheduled meeting of the Committee has been agreed for 10:00 hours on 7 June 2018 in the Main Conference Room, at Lancashire Fire & Rescue Service Headquarters, Fulwood.

Further meeting dates were noted for 13 September 2018 and 29 November 2018.

LFRS HQ
Fulwood

M NOLAN
Clerk to CFA