

## LANCASHIRE COMBINED FIRE AUTHORITY

### PERFORMANCE COMMITTEE

Thursday 9 June 2016 at 1000 hours in the Main Conference Room, Service Headquarters, Fulwood

### MINUTES

#### PRESENT:-

#### County Councillors

T Aldridge  
P Britcliffe  
F DeMolfetta (for C Crompton)  
N Penney  
M Perks  
J Shedwick (for V Taylor)  
D Stansfield

#### Blackburn with Darwen Council

M Khan (Vice-Chairman)

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 / Director of Strategy and Planning (LFRS)  
D Russel – Assistant Chief Fire Officer / Director of Service Delivery (LFRS)  
S Fryer – Head of Service Delivery – Pennine, Eastern & Southern (LFRS)  
B Norman – Head of Service Delivery – Western, Northern & Central (LFRS)  
D Robinson – Knowledge & Information Manager (LFRS)  
D Brooks – Principal Member Services Officer (LFRS)  
J Harney – Member Services Assistant (LFRS)

#### Unions

I McGill, FBU  
K Wilkie, FBU

### CHAIRMAN'S ANNOUNCEMENT

The Vice-Chairman, Councillor Khan expressed his gratitude and best wishes on behalf of the Committee to former CFA Member, County Councillor Graham Gooch for all his hard work during his time on the Committee.

### APOLOGIES FOR ABSENCE

Apologies were received from County Councillors C Crompton, S Holgate, V Taylor and Councillor Z Khan.

## DISCLOSURE OF PECUNIARY AND NON-PECUNIARY INTERESTS

None received.

## MINUTES OF THE PERFORMANCE COMMITTEE MEETING HELD ON 17 MARCH 2016

09/15 RESOLVED:- That the minutes of the meeting held on 17 March 2016 be confirmed and signed by the Chairman.

## PERFORMANCE MANAGEMENT INFORMATION FOR 4TH QUARTER 2015/16

The Assistant Chief Fire Officer advised Members that this was the 4th quarterly report for 2015/16 as detailed in the Risk Management Plan 2013-2017.

The end of year report showed there were 5 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:-

### 2.1.1 Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance

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

The response standards for the first fire engine attending a critical fire (including call handling time KPI 2.1.3) 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 are 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 88% of occasions.

Quarter 4 – 1<sup>st</sup> pump response 88.28%, previous year quarter 4 87.07%.

Overall, Quarter 4 pass rate was 88.28%, which was within the standard; however, the measure was cumulative over the year with a 2015/16 pass rate of 85.28%.

#### **Exception report provided.**

The Assistant Chief Fire Officer advised that this reporting period showed an improvement with only January being below standard. Quarter 4 returned a standard of 88% pass rate for 1<sup>st</sup> Fire Engine Response to Critical Incidents. Members were advised each failure response time to attend a Critical Fire Incident would be scrutinised and investigated by a Head of Service Delivery. The most common reasons reported for not meeting attendance times were:

- The incident was in a neighbouring station ground and the local appliance was engaged elsewhere;
- The incident was in a remote part of the incident ground with extended travel times;

- Failing to book in attendance.

Performance would continue to be monitored.

In response to a question raised by County Councillor Shedwick, the Assistant Chief Fire Officer confirmed that one of the most common reasons reported for not meeting attendance times was where incidents were in remote areas where extended travel time was needed with some areas more affected than others.

In response to a question raised by County Councillor Penney, AM Norman confirmed the procedure of recording geographic area road closure notifications was routinely received from home authorities and this worked well.

### 2.2.1 Critical Special Service Response – 1<sup>st</sup> 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. The response standard for the first fire engine attending a critical special call (including call handling time KPI 2.2.2) is 13 minutes. We have achieved our standard when the time between the TOC and TIA of the first fire engine arriving at the incident is less than 13 minutes.

Standard: To be met on 91.5% of occasions

Quarter 4 results 92.18% achieved against a target of 91.5%, previous year quarter 4 87.02%, an improvement of 5.16%.

Overall, quarter 4 pass rate was 92.18%, which is within the standard; however, the measure is cumulative over the year with a 2015/16 pass rate of 86.45%.

**Exception report provided.**

### 2.2.2 Critical Special Service Response – Call Handling

This indicator measured the time from the 'Time of Call' to the 'Time of Send' of the first appliance mobilised. A median was used to calculate the average time for the month. This excluded duplicate calls for the same incident.

The median call handling time for quarter 4 was 96 seconds, previous year quarter 4 124 seconds; an improvement of 28 seconds. The previous quarter three (October to December) recorded 116 seconds.

Standard: Within 90 seconds

Quarter 4 results indicate percentage median being a longer duration than the standard. There has been a steady improvement in critical special service call handling over the year, with quarter 4 recording the shortest call handling of the year.

**Exception report provided.**

The Assistant Chief Fire Officer advised that for the fourth concurrent quarter call handling times had been reduced with the most recent quarter's performance being the best since transition to North West Fire Control.

County Councillor De Molfetta congratulated North West Fire Control staff for their hard work to bring improved performance, particularly given the challenges of working for the 4 authorities involved and as they were working as a new team with new and inexperienced team members.

In response to a question raised by County Councillor Shedwick, the Assistant Chief Fire Officer advised that whilst a number of experienced control staff had moved across to North West Fire Control some were new to the systems and the role and each had a development portfolio. Details of the number of staff classed as fully competent would be provided to Members outside the meeting.

#### 2.4 Fire Engine Availability – Retained Duty System

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

The percentage of time that RDS crewed engines were available for quarter 4 was 91.66%, previous year quarter 4 92.63, a decrease of 0.97%. The previous quarter three recorded 89.45%.

Annual Standard: Above 95%

Quarter 4 results indicated due to yearend cumulative RDS percentage availability for being below the standard and outside of the two per cent tolerance. However, quarter 4 of 2015/16 had seen a slight improvement of overall RDS appliance availability.

**Exception report provided.**

The Assistant Chief Fire Officer advised Members that the Service was proud of its Retained Duty System, nonetheless there were a number of stations where availability was low and this had a cumulative impact on overall performance. Following a review of the Retained Duty System, 6 Task and Finish groups had been formed to focus on specific areas of improvement, one of these was appliance availability. AM Fryer advised that action plans were being developed to improve appliance availability. Where a shortfall had been identified, areas were being developed and improvements were expected throughout next year. In addition, due to the nature of the Retained Duty System it took a significant amount of time to replace competent staff.

The Deputy Chief Fire Officer advised that there was no one single solution to ensure availability all the time. The Authority had set aside £600k to invest in the Retained Duty System to address a number of issues that were being faced including the recognition that people didn't necessarily live and work in their communities, yet the requirement to respond within 5 minutes of the station remained. The percentage attendance figures the Service achieved would be envy of most other Fire and Rescue Services where some only achieved 50% - 60% availability.

The Assistant Chief Fire Officer confirmed that the actions from the Task and Finish groups would be short, medium and long-term within a rolling time period of a year. On an annual basis the process of strengthening the Retained Duty System would be revisited therefore this was a continuous process.

##### 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 5.6

Quarter 4 results indicate the number of shifts lost through absence per employee per month during the quarter to be above the Service target for two months.

**Exception report provided.**

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 is updated annually, before the end of the first quarter. An improvement is shown by a year on year decreasing 'score' value.

Score for 2012-2015 - 33,268, previous year score 33,648.

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 4 activity 3,604, previous year quarter 4 activity 2,777, an increase of 29.78%.

Total number of incidents 2015/16 – Year to Date, 15,428

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 4 we attended on 180 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 4 activity 254, previous year quarter 4 activity 219, an increase of 16%.

Total number of Accidental Dwelling Fires – Year to Date, 938

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.

This indicator shows the total number of Accidental Dwelling Fires where damage is limited to the item first ignited and limited to the room of origin (it excludes incidents that are limited to heat/smoke damage only).

Quarter 4 Accidental Dwelling Fires activity, 179: -

	2015/16				2014/15				
	ADF activity	Item 1 <sup>st</sup> ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Item 1 <sup>st</sup> ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Q1	164	26%	60%	7%	6%	29%	58%	9%	4%
Q2	156	29%	56%	11%	3%	32%	56%	8%	5%
Q3	155	31%	55%	8%	6%	32%	56%	8%	4%
Q4	179	21%	69%	7%	4%	33%	56%	7%	4%

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 Home Fire Safety Check must be completed within 12 months of the fire occurring.

	2015/16		2014/15	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC
Q1	7	4%	4	2%
Q2	8	4%	8	4%
Q3	4	2%	3	1%
Q4	5	2%	9	4%

No exception report required.

**1.4 Accidental Dwelling Fire Casualties**

This indicator reported the number of fatalities, slight and serious injuries occurring at primary fires where a dwelling had been affected and the cause of fire had been recorded as 'Accidental' or 'Not known'.

Casualty Status	2015/16 Quarter 4	2014/15 Quarter 4
Fatal	2	2
Hospital visit, injuries appeared Serious	3	2
Hospital visit, injuries appeared Slight	14	13
TOTAL	19	17

No exception report required.

**1.5 Accidental Building Fires (Non-Dwellings)**

This indicator reported the number of primary fires where the property type is a building and the property sub-type is not a dwelling and the cause of fire has been recorded as 'Accidental' or 'Not known'.

Total number of incidents	2015/16 Quarter 4	2014/15 Quarter 4
	80	79

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 is a building and the property sub-type is not a dwelling and the cause of fire has been recorded as 'Accidental' or 'Not known' presented as a percentage extent of fire and heat damage.

This indicator shows the total number of Accidental Building Fires where damage is limited to the item first ignited and limited to the room of origin (it excludes incidents that are limited to heat/smoke damage only).

Quarter 4 Accidental Building Fires activity, 68: -

	2015/16				2014/15				
	ADF activity	Item 1 <sup>st</sup> ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Item 1 <sup>st</sup> ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Q1	76	29%	28%	13%	30%	22%	19%	27%	32%
Q2	57	21%	30%	14%	35%	23%	34%	11%	32%
Q3	73	22%	47%	14%	18%	25%	29%	25%	21%
Q4	68	25%	29%	21%	25%	30%	30%	13%	28%

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 are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or more appliances attend. They include fires in single derelict buildings.

Deliberate Fire Type	2015/16 Quarter 4	2014/15 Quarter 4
1.6.1 Deliberate Fires – Anti-Social Behaviour	331	277
1.6.2 Deliberate Fires – Dwellings	27	38
1.6.3 Deliberate Fires – Non-Dwellings	37	28

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.

	2015/16	2014/15
	% of High and Very High HFSC outcomes	% of High and Very High HFSC outcomes
Q1	67%	59%
Q2	68%	64%
Q3	68%	65%
Q4	63%	63%

No exception report required.

### 1.8 Road Safety Education Evaluation

This indicator reported 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; based on comparing the overall responses to an evaluation question before and after the course.

	2015/16 (cumulative)		2014/15 (cumulative)	
	Total participants	% positive influence on participants' behaviour	Total participants	% positive influence on participants' behaviour
Q1	4811	82%	593	84%
Q2	6630	84%	1448	86%
Q3	8119	85%	4220	85%
Q4	8244	85%	5468	86%

No exception report required.

County Councillor Perks was pleased that not only was the evaluation showing the positive influence of this work but that the reach had increased significantly when compared with the previous year.

#### 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 applies.

Number of premises	Number of premises audited to date	% of all premises audited Year end: 2015/16	% of all premises audited Year end: 2014/15
32,556	18,051	55%	55%

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 is defined as one or more of the following: notification of deficiencies, action plan, enforcement notice, alterations notice or prohibition notice.

Period	Satisfactory audits 2015/16	Requiring formal activity – 2015/16	Requiring informal activity – 2015/16
Q1	35%	8%	53%
Q2	38%	9%	52%
Q3	40%	8%	48%
Q4	32%	9%	59%

No exception report required.

## KPI 2 – Responding to Emergencies

### 2.1.2 Critical Fire Response – 2<sup>nd</sup> 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 4 – 2<sup>nd</sup> pump response 84.38%, previous year quarter 4 82.80%  
No exception report required.

### 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. A median is used to calculate the average time for the quarter. Excluding duplicate calls for the same incident.

Standard: within 90 seconds

The median call handling time for quarter 4 is 79 seconds, previous year quarter 4 was 78 seconds, a worsening of 1 second.  
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 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

Annual Standard: Above 99.5%

The Assistant Chief Fire Officer reported to Members since the transition to North West Fire Control KPI data is now held by North West Fire Control. The use of NWFC's Business Information tool (BI Direct) to extract the data is proving problematic therefore alternative solutions are being investigated.  
No exception report required.

### 2.5 Staff Accidents

This indicator measured the number of staff accidents.

Total number of staff accidents 2015/16 – Year to Date, 60  
Quarter 4 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 2015/16 - £56.7m  
Budget to end of quarter 4 - £56.7m  
Spend for the period to date was £57.6m  
Overspend for the period £0.6m  
Variance 1.06%

The overspend included a one off payment of £3.2m towards the Local Government Pension Scheme deficit, as approved by the Authority in February 2016.

### 3.2 Overall User Satisfaction

Total responses 1256; number satisfied 1245  
% satisfied 99.1% against a standard of 97.5%  
Variance 1.67%  
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 feel with the Service.

Total responses 195  
Engagement index 56%  
No exception report required.

### 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 4 results indicate percentage pass within standard  
Cumulative retained absence (as % of available hours cover) 1.02%  
No exception report required.

10/15 RESOLVED:- That the Committee note and endorse the content of the report and the detailed management information presented.

## ANNUAL REPORT ON ROAD SAFETY EDUCATION ACTIVITY

The report provided Members with an annual overview of road safety intervention activity being delivered by the Lancashire Fire and Rescue Service to the communities of Lancashire on a daily basis.

The Assistant Chief Fire Officer reported to Members that Lancashire Fire and Rescue had a key role to play with partners in preventing Road Traffic Collisions and reducing the risk to life, however no single agency was solely responsible for reducing the number and impact of Road Traffic Collisions. The focus of the Service's involvement was to embed the approach within existing arenas of partnership working and to provide strategic commitment to road safety.

Members considered the details of planned national and local events which were aimed at generating maximum impact to raise awareness of the need for road safety.

11/15 RESOLVED:- That the Committee note and endorse the content of the report as presented.

## DATE OF NEXT MEETING

The next meeting of the Committee had been agreed for Thursday 15 September 2016 in the Main Conference Room, Service Headquarters, Fulwood at 1000 hours.

Further meeting date were noted for 1 December 2016.

## EXCLUSION OF PRESS AND PUBLIC

12/15 RESOLVED:- 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.

## COMPARATIVE PERFORMANCE

The Assistant Chief Fire Officer explained to Members that arrangements were in place within the old Best Value Family Group 4 to compile comparative data in respect of the two (now withdrawn) National Fire Indicators that related specifically to fire authorities.

Data was provided for the six components that made up the two National Indicators which formed the now withdrawn National Indicators: NI 33 – Number of deliberate primary and secondary fires per 10,000 population and NI 49 – Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checkups) per 100,000 population, 2014/15 – 2015/16 comparative progress/decline; percentage change in terms of actual numbers; and a summary overview in graphical form

Members examined each indicator in turn and noted Lancashire's position.

### **National Indicator 33 – Number of deliberate (i) primary and (ii) secondary fires per 10,000 population.**

#### NI 33 – Arson Incidents (deliberate fires) per 10,000 population

Position in Family Group 4th Quarter YTD 2015/16		BV – 4th Quarter YTD Comparison 2014/15 – 2015/16		Actuals – 4th Quarter YTD Comparison 2014/15 – 2015/16		
Position	2014/15	2015/16	% +/-	2014/15	2015/16	% +/-
12	15.9	17.6	10.23	2346	2586	10.23

#### NI 33i Deliberate primary fires per 10,000 population

Position in Family Group 4th Quarter YTD 2015/16		BV – 4th Quarter YTD Comparison 2014/15 – 2015/16		Actuals – 4th Quarter YTD Comparison 2014/15 – 2015/16		
Position	2014/15	2015/16	% +/-	2014/15	2015/16	% +/-
8	3.5	3.6	2.54	521	534	2.54

#### NI 33ii Deliberate secondary fires per 10,000 population

Position in Family Group 4th Quarter YTD 2015/16		BV – 4th Quarter YTD Comparison 2014/15 – 2015/16		Actuals – 4th Quarter YTD Comparison 2014/15 – 2015/16		
Position	2014/15	2015/16	% +/-	2014/15	2015/16	% +/-
12	12.4	13.9	12.34	1825	2050	12.34

**National Indicator 49 – Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checkups) per 100,000 population.**

NI 49i Number of primary fires per 100,000 population

Position in Family Group 4th Quarter YTD 2015/16		BV – 4th Quarter YTD Comparison 2014/15 – 2015/16		Actuals – 4th Quarter YTD Comparison 201/154 – 2015/16		
Position	2014/15	2015/16	% +/-	2014/15	2015/16	% +/-
12	145.3	148.0	1.82	2139	2178	1.82

NI49ii Number of fatalities in primary fires per 100,000 population

Position in Family Group 4th Quarter YTD 2015/16		BV – 4th Quarter YTD Comparison 2014/15 – 2015/16		Actuals – 4th Quarter YTD Comparison 2014/15 – 2015/16		
Position	2014/15	2015/16	% +/-	2014/15	2015/16	% +/-
13	0.4	0.6	48.78	6	9	48.78

NI49iii Number of non-fatal casualties in primary fires per 100,000 population

Position in Family Group 4th Quarter YTD 2015/16		BV – 4th Quarter YTD Comparison 2014/15 – 2015/16		Actuals – 4th Quarter YTD Comparison 2014/15 – 2015/16		
Position	2014/15	2015/16	% +/-	2014/15	2015/16	% +/-
14	5.8	5.6	-3.42	86	83	-3.42

13/15 RESOLVED: - That the Committee note the content of the report and the comparative outcomes.

LFRS HQ  
Fulwood

M NOLAN  
Clerk to the CFA