

**LANCASHIRE COMBINED FIRE AUTHORITY
PERFORMANCE COMMITTEE**

Meeting to be held on 7th June 2018

**PERFORMANCE MANAGEMENT INFORMATION FOR 4TH QUARTER 2017/18
(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) detailed in the Integrated Risk Management Plan 2017-2022

Recommendation

The Performance Committee is asked to endorse the Quarter 4 Measuring Progress report and note the contents of the 3 negative KPI Exception Reports.

Information

As set out in the report.

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

Measuring Progress

2017-18 Quarter 4

Combined Fire Authority
7th June 2018

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.

The above graphic illustrates a change for the 2017/18 reporting year. The two performance measures relating to 'call handling' have now been incorporated into the 3 response indicators of 2.1.1, 2.1.2 and 2.2.1. This is to best represent the time taken from receiving a call to the fire engine arriving at scene.

An additional KPI of 2.4.1 has been created to show the availability of RDS crewed fire engines without wholtime crew imports to supplement when RDS staff are unavailable.

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.

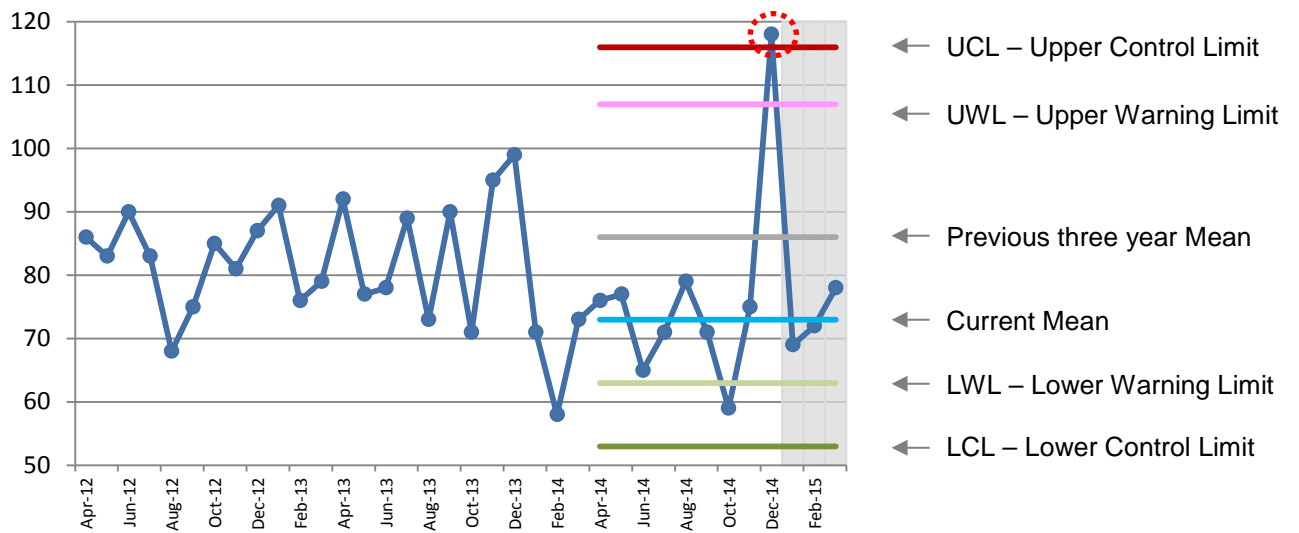
The following rules are applicable to the XmR charts and define when an exception has occurred:

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 2018 – March 2018 three KPI's are classified as being in negative exception.

KPI	Description	Progress	Exception Positive / Negative	Page (s)
2 - Responding to Emergencies				
2.2.1	Critical Special Service – 1 st Fire Engine Attendance	↓	–	9
2.4	Fire Engine Availability - Retained Duty System	↓	–	11
2.4.1	Fire Engine Availability - Retained Duty System (without wholetime detachments)	Subset of KPI 2.4 and provided for information only		13
4 - Engaging with our Staff				
4.2.1	Staff Absence - Excluding Retained Duty System	↓	–	14

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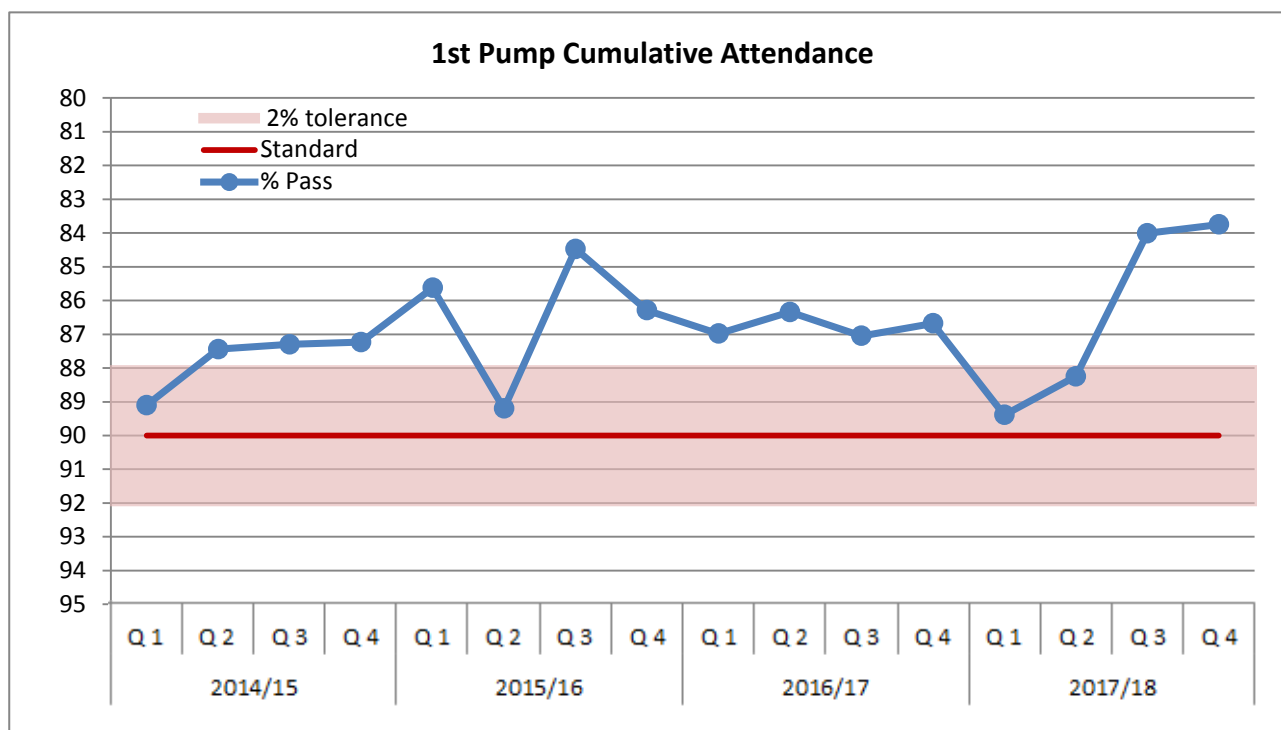
2.2.1 Lancashire Emergency Response Standard - Critical Special Service - 1st Fire Engine Attendance

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 call handling time and fire engine response time. The response standard for the first fire engine attending a critical special service call is 13 minutes.

Standard: 90% of occasions.

Quarter four response percentage pass rate 82.95%, previous year quarter four 85.29%

1 st pump cumulative attendance standard	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
	83.75%	82.95%	86.68%	85.29%



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 82.95%, with a cumulative pass rate of 83.75%, which is outside of the 90% standard and 2 percent tolerance.

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Analysis

Each month of quarter 4 recorded a pass rate below the standard, with the month of January recording the lowest pass rate of the quarter at 77.24%.

Whilst February and March returned above yearly average response times the high failure rate during the colder temperatures in the New Year contributed to January recording one of the highest RTC counts in the year which, along with extended travel times, led to January recording the second lowest pass rate over the last 12 months.

The Officer in Charge (OIC) is now required to provide a specific narrative from a set list for the failure to respond to an incident within standard. Analysis of quarter 4 narratives implies that the travel distance involved, along with heavy traffic en-route, are the main reasons for missed attendance times.

Failure to book in attendance at an incident is also cited 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.

2017/18												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Failed	8	12	15	14	20	15	18	76	14	28	16	23
Incidents	101	115	114	141	122	122	127	225	134	123	108	162
% Pass	92.1%	89.6%	86.8%	90.1%	83.6%	87.7%	85.8%	66.2%	89.6%	77.2%	85.2%	85.8%

Over the quarter four period, 15% 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 in seconds.

2017/18												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Median Seconds	127	127	127	131	131	131	138	138	138	134	134	134

Actions being taken to improve performance?

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

Service Delivery Managers (SDM) are also monitoring WT crew reaction times and instigating local improvements where required. The importance of recording pump response failures has also been impressed upon SDM's which, in conjunction with mandatory completion and the use of defined failure reasons, will aid recording accuracy and develop understanding of failure reasons.

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

Exception report: 2.4 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.

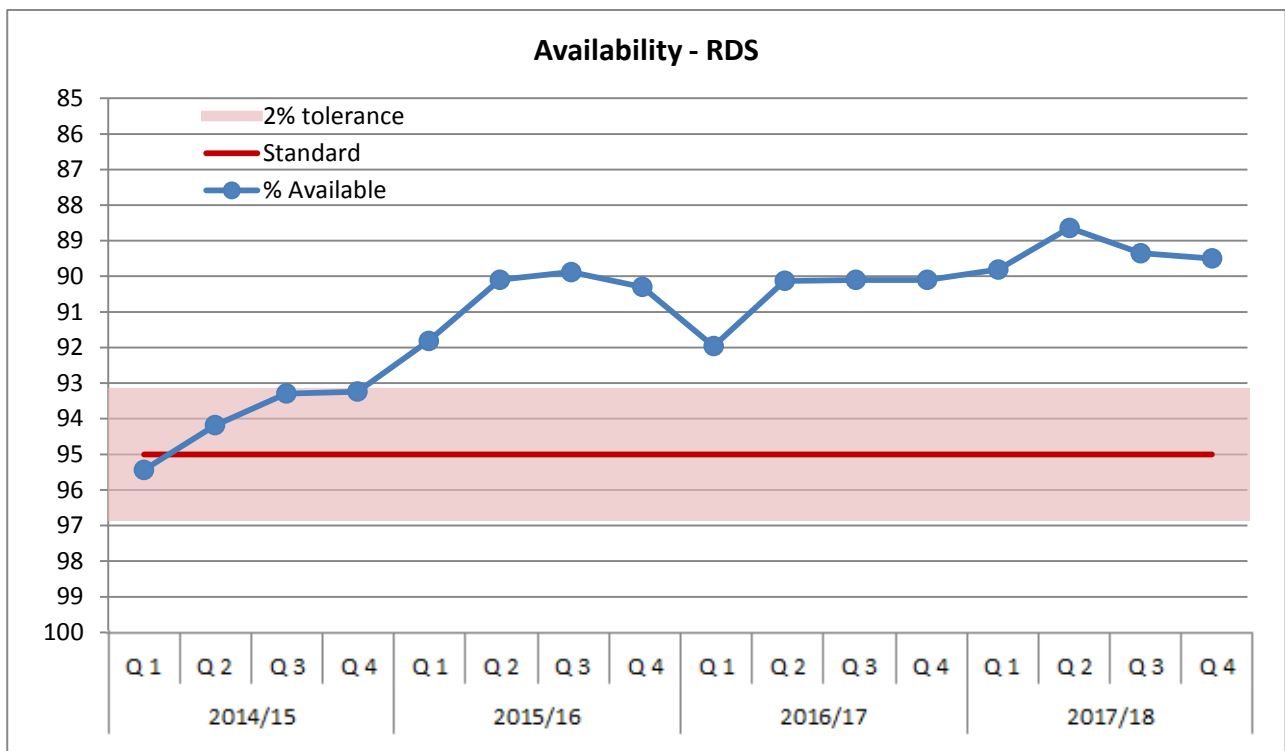
Fire engines are designated as unavailable (off-the-run) for the following reasons:

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

The percentage of time that RDS crewed engines are available for quarter four was 89.96%, previous year quarter four 89.87%, an improvement of 0.09%. The previous quarter (October to December 2017) recorded 90.74%.

Standard: Above 95%.

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



What are the reasons for an Exception Report

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

Analysis

Quarter 4 availability decreased slightly over that reported for quarter 3, by 0.78%. Local level monitoring continues with additional analysis at pump level, along with a new KPI (2.4.1) which measures RDS availability without wholetime staff imports.

Continuing the analysis reported in quarter 3; 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, along with 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

The new recruits, which started in May of 2017, will begin to show an improvement in RDS crew availability when the respective qualifications of BA and BA Team Leader have been completed, and they have gained experience to start acting up to cover the OIC role.

There is a minimum of 6 months before a Firefighter is BA qualified, and a further 6 month period of BA experience before acquiring further BA Team Leader skills. As such, results in availability may only start to be realised during the 2018/19 year.

Similarly, some stations which have suffered from a lack of an available driver will start to show improvements when staff members continue to build driving hours in preparation for their Emergency Fire Appliance Driving course (EFAD).

There are stations where staff on dual contracts makeup half of the RDS crew, with the inevitable impact on RDS availability.

The Retained Support Officer (RSO) role will assist in some of these areas, particularly around recruitment and firefighter/officer development, and in conjunction with the various Strengthening and Improving work streams, the service should see a positive effect on availability over time.

The forthcoming Wholetime (WT) recruitment campaign is also being used as an opportunity to promote RDS vacancies. RSO's are supporting the 'Have a Go' days and will collate information from potential applicants.

2.4.1 Fire Engine Availability - Retained Duty System (without whole-time detachments).

Performance indicator: 2.4.1 Fire Engine Availability – Retained Duty System (without whole-time detachments).

Subset of KPI 2.4 and provided for information only.

This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS) when whole-time detachments are not used to support availability. 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 86.07%. This excludes the whole-time detachments shown in KPI 2.4

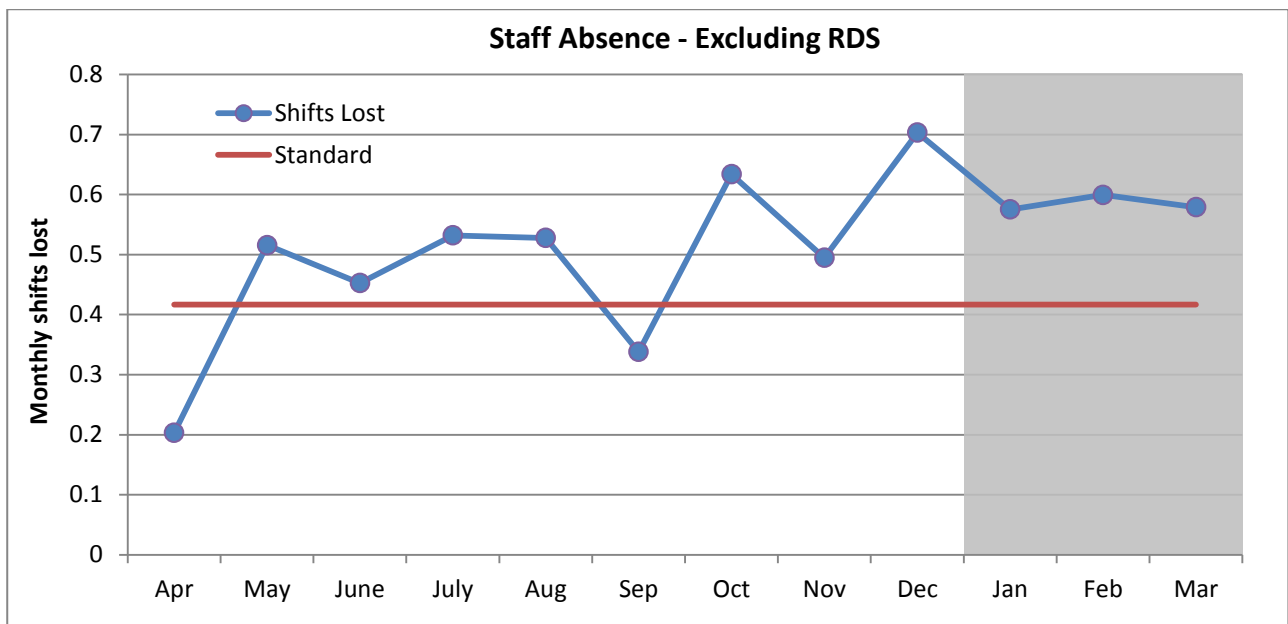
Standard: As a subset of KPI 2.4 there is no standard attributable to this KPI.

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	6.154
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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 three months during quarter four.

Analysis

During quarter four January 2018 - March 2018, absence statistics shows we have been above target for all three months. Shifts lost showed a monthly increase from January through to March in both non-uniformed and uniformed personnel. The main reasons continue to be cases of mental health, musculo-skeletal and cold/flu. Another contributing factor for being over the target is due to having fourteen long term absences which still remain open at this time.

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At the end of March the cumulative totals show that non-uniformed staff absence was above target at 7.23 shifts lost per employee, for whole-time staff absence was 5.80 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 6.15 shifts lost which is above the Service target for yearend of 5.0 lost shifts.

Actions being taken to improve performance

To reduce this, the Service aims to continue with:

- Early intervention by OHU doctor/nurse/physiotherapist,
- HR supporting managers in following the Absence Management Policy managing individual long term cases, addressing review periods/triggers in a timely manner and dealing with capability off staff due to health issues.
- Absence management presentations/training and question and answer sessions on the ILM course and for newly appointed managers.
- To be included again within the leadership conference to assist future managers understanding and interpretation of the policy.
- Encouraging employees to make use of our Employee Assistance Programme provider Health Assured and The Firefighters Charity.
- HR to be in attendance at Stress Risk assessment meetings, to support managers and to offer appropriate support to the employee along with signposting.
- OHU to organise health checks for individuals on a voluntary basis.

New Actions:

- Support from Service Fitness Advisor/PTI's
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

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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	↑	18
1.2	Overall Activity	↓	19
1.3	Accidental Dwelling Fires	↓	20
1.3.1	ADF - Extent of Damage	↑	21
1.3.2	ADF - Number of Incidents Where Occupants have Received a HFSC	↓	21
1.4	Accidental Dwelling Fire Casualties	↑	22
1.5	Accidental Building Fires (Non Dwellings)	↔	23
1.5.1	ABF (Non Dwellings) - Extent of Damage	↑	24
1.6	Deliberate Fires	↔	25
1.7	Home Fire Safety Checks	↓	26
1.8	Road Safety Education Evaluation	↔	27
1.9.1	Fire Safety Enforcement - Known Risk	↓	28
1.9.2	Fire Safety Enforcement - Risk Reduction	↓	28
2 - Responding to Emergencies			
2.1.1	Critical Fire Response - 1st Fire Engine Attendance	↑	29
2.1.2	Critical Fire Response - 2nd Fire Engine Attendance	↑	30
2.3	Fire Engine Availability - Wholetime, Day Crewing & Day Crewing Plus	↔	31
2.5	Staff Accidents	↑	32
3 - Delivering Value for Money			
3.1	Progress Against Savings Programme	↔	33
3.2	Overall User Satisfaction	↑	34
4 - Engaging with our Staff			
4.1	Overall Staff Engagement	n/a	35
4.2.2	Staff Absence - Retained Duty System	↑	36

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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 32398, previous year score 32990.

Score Category	Grade	Score (12-15)	SOA Count (12-15)	Score (13-16)	SOA Count (13-16)	Score (14-17)	SOA Count (14-17)
Less than 36	L	12366	533	11944	519	11980	521
Between 36 & 55	M	12130	281	13578	314	13722	321
Between 56 & 75	H	5440	86	4890	76	4654	74
Greater than 75	VH	3332	41	2578	32	2042	25
Grand Total		33268	941	32990	941	32398	941

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2016 count	32	76	314	519	32990
2017 count	25	74	321	521	32398
Change	 -22% Overall reduction in Very High risk SOA's	 -3% Overall reduction in High risk SOA's	 2% Overall increase in Medium risk SOA's	 0% Overall reduction in Low risk SOA's	 -2% Overall reduction in fire risk

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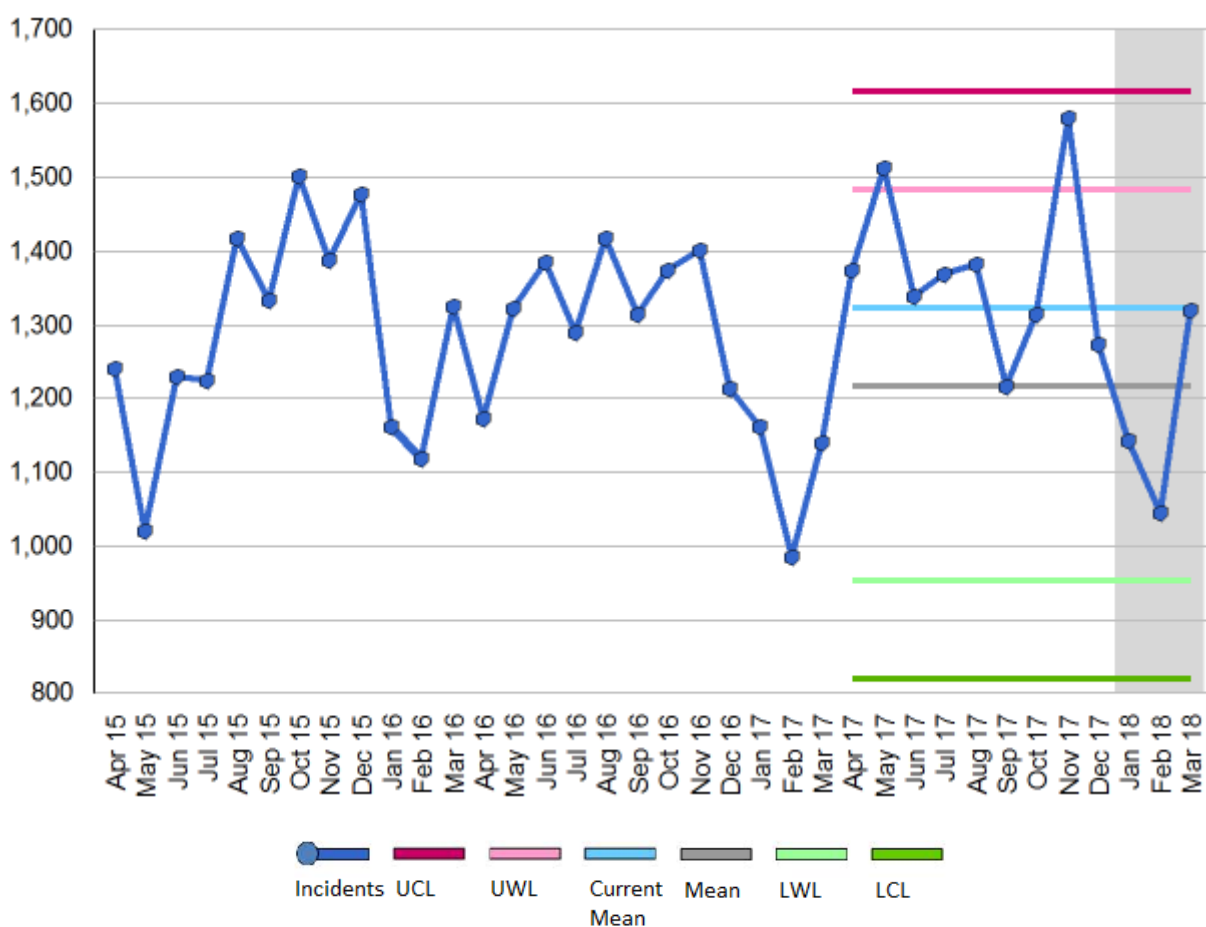
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1.2 Overall Activity

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

Quarter four activity 3501, previous year quarter four activity 3283, a decrease of 8.91%.

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 199 occasions.



1.2 Number of attended incidents	Year to Date	2017/18 Quarter 4	<i>Previous year to Date</i>	<i>2016/17 Quarter 4</i>
	15841	3501	15157	3283

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		
		2016/17	2015/16	2014/15
1320	1217	1263	1286	1102

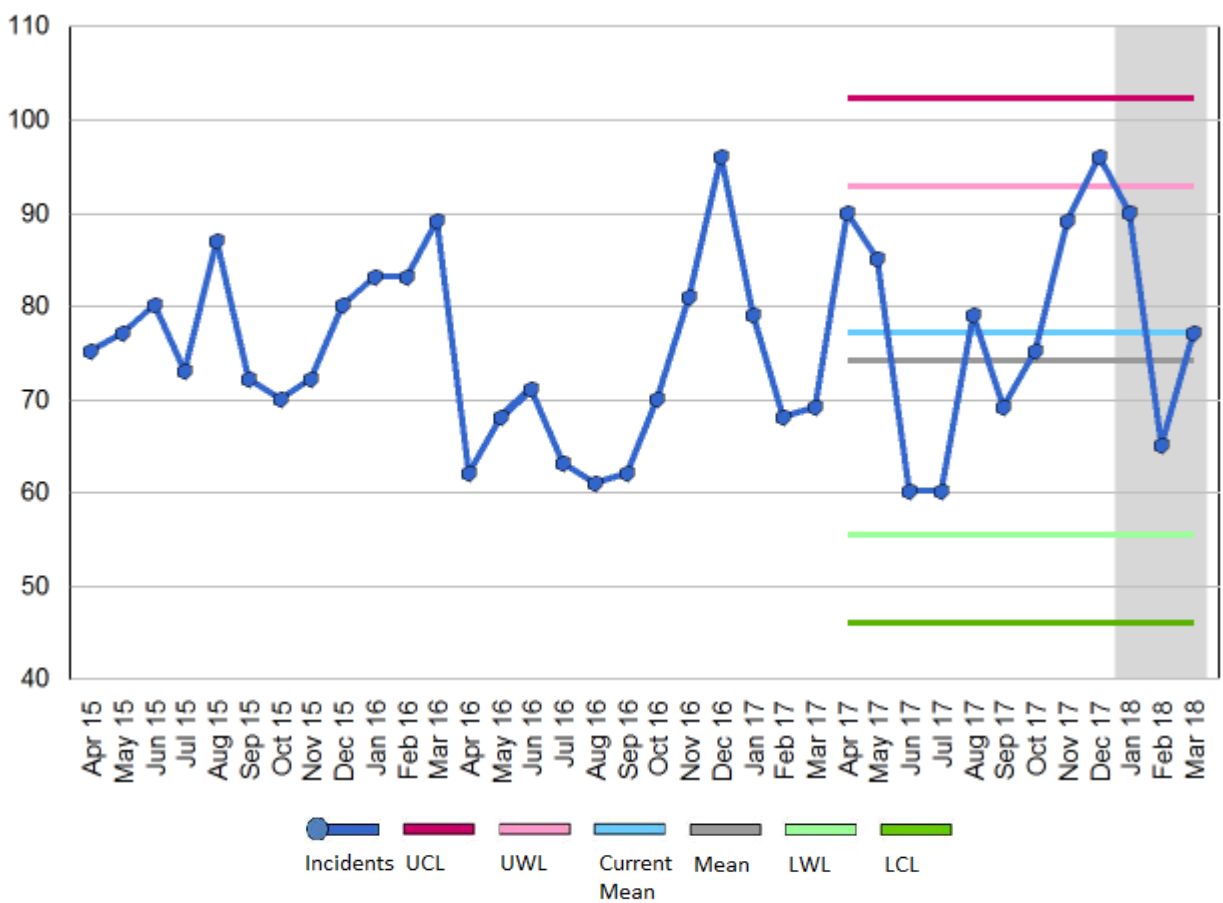
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1.3 Accidental Dwelling Fires

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 232, previous year quarter four activity 216, an increase of 7%.



1.3 Accidental Dwelling Fires	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
	935	232	850	216

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		
		2016/17	2015/16	2014/15
77	74	70	78	74

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 24%, quarter four of previous year 25%. Percentage limited to room of origin in quarter four 62% quarter four previous year 59%, limited to floor of origin in quarter four 8%, quarter four previous year 9% and spread beyond floor 6%, previous year 7%.

	2017/18					↑/↓	2016/17			
	*ADF activity	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin	Progress	Item 1st ignited	Room of origin	Floor of origin	Spread beyond floor of origin
Quarter 1	178	23%	59%	11%	7%	↔	19%	63%	13%	6%
Quarter 2	149	23%	61%	7%	9%	↓	22%	65%	10%	3%
Quarter 3	192	20%	69%	5%	6%	↔	23%	67%	8%	3%
Quarter 4	176	24%	62%	8%	6%	↑	25%	59%	9%	7%

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.

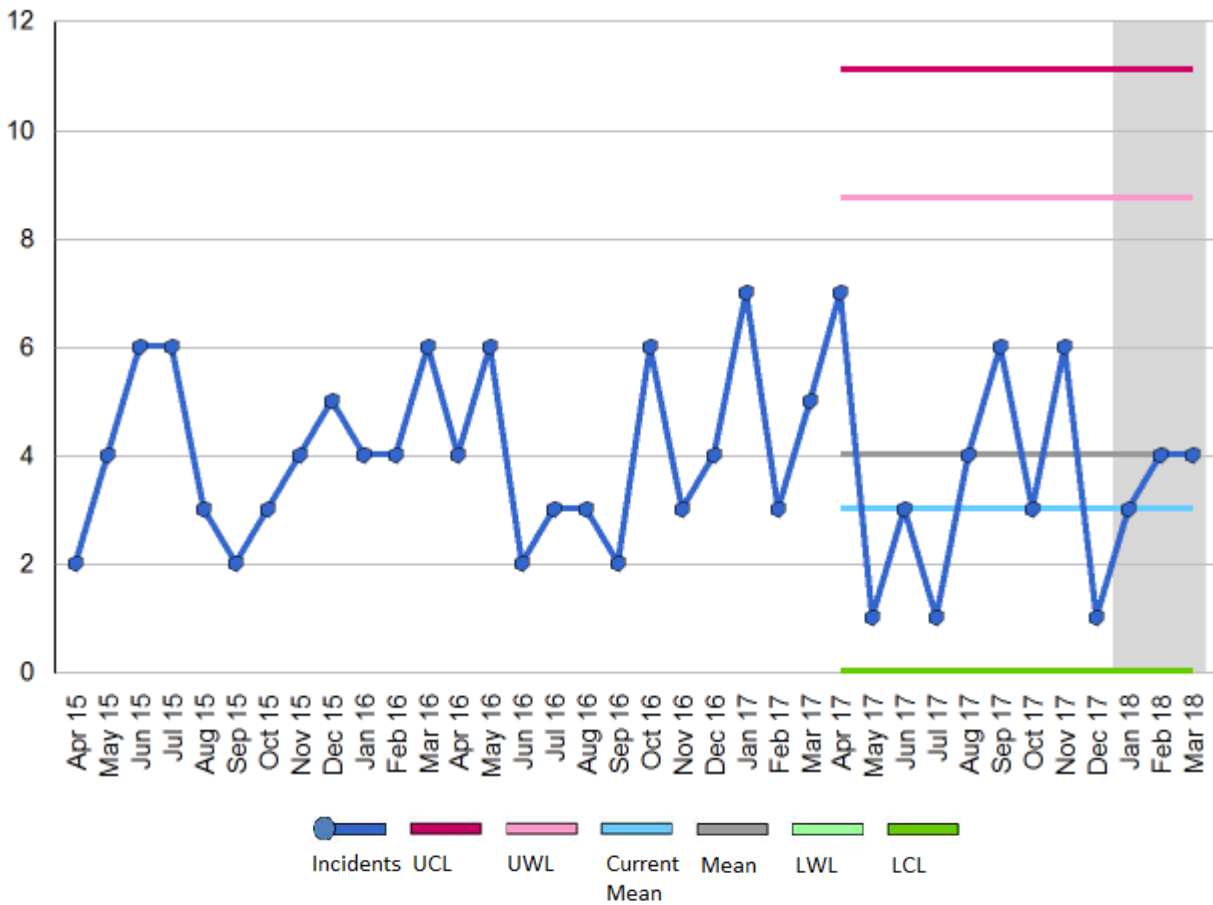
	2017/18		2016/17	
	ADF's with previous HFSC	% of ADF's with previous HFSC	ADF's with previous HFSC	% of ADF's with previous HFSC
Quarter 1	15	6%	15	7%
Quarter 2	20	10%	13	7%
Quarter 3	15	6%	20	8%
Quarter 4	18	8%	21	10%

Analysis: Of the 18 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, seven had 'Heat and smoke damage only', four resulted in damage 'Limited to item first ignited', six 'limited to room of origin' and one to 'Limited to 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.

Four fatalities occurred during quarter four. One casualty is recorded as serious and 6 slight. Quarter four of the previous year recorded 3 fatalities, 5 serious and 7 slight.



Casualty Status	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
Fatal	6	4	3	3
Victim went to hospital, injuries appear Serious	7	1	16	5
Victim went to hospital, injuries appear Slight	30	6	29	7
Total	43	11	48	15

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.

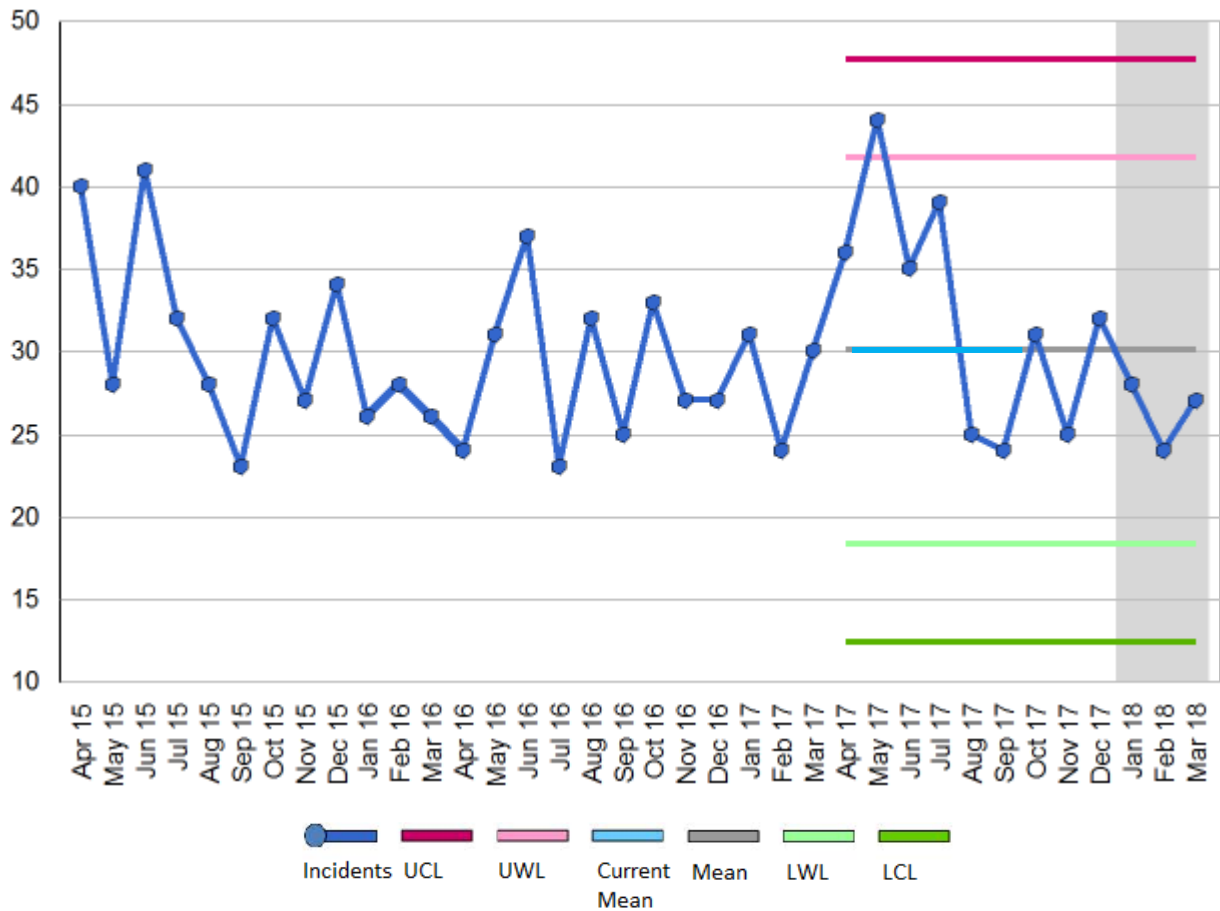
Current Mean	3 year Mean	Monthly Mean		
		2016/17	2015/16	2014/15
3	4	4	4	5

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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 79, previous year quarter four activity 85.



1.5 Accidental Building Fires	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
		370	79	344
			85	

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		
		2016/17	2015/16	2014/15
30	30	28	30	32

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 21%, quarter four of previous year 23%. Percentage limited to room of origin in quarter four 40%, quarter four previous year 36%, limited to floor of origin in quarter four 13%, quarter four previous year 15% and spread beyond floor 27%, previous year 26%.

	*ABF activity	2017/18				↑/↓ Progress	2016/17			
		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	95	18%	30%	13%	39%	↔	11%	41%	17%	31%
Quarter 2	65	31%	34%	12%	23%	↑	6%	52%	13%	29%
Quarter 3	71	20%	42%	15%	23%	↓	14%	51%	15%	21%
Quarter 4	63	21%	40%	13%	27%	↑	23%	36%	15%	26%

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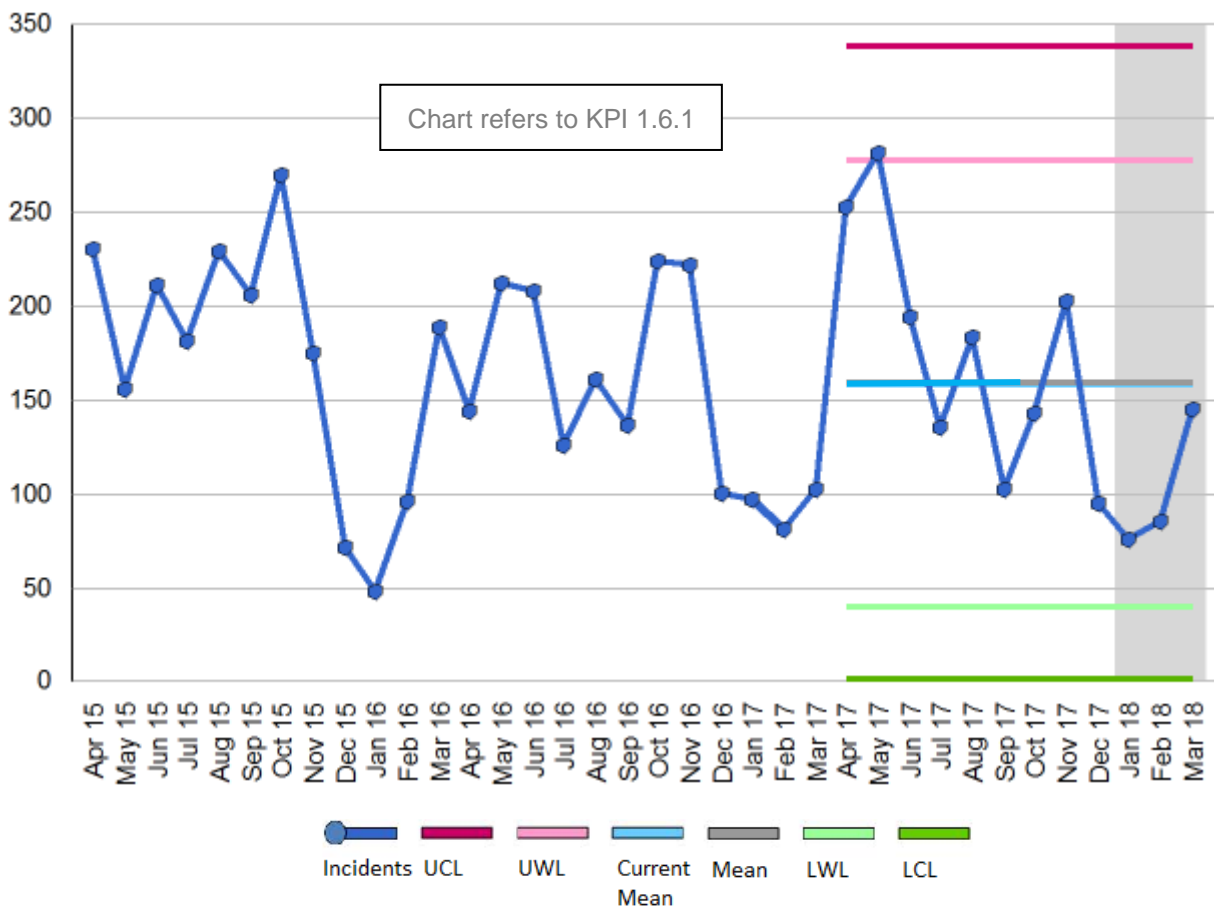
1.6 Deliberate Fires

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 305, previous year quarter four activity 280.

1.6.2 Deliberate fires (Dwellings) quarter four activity 28, previous year quarter four activity 29.

1.6.3 Deliberate fires (Non dwellings) quarter four activity 23, previous year quarter four activity 29.



Deliberate Fire Type	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
1.6.1 Deliberate Fires - ASB	1890	305	1811	280
1.6.2 Deliberate Fires - Dwellings	107	28	113	29
1.6.3 Deliberate Fires - Non Dwellings	142	23	146	29

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		
			2016/17	2015/16	2014/15
	157	158	150	171	152

1.7 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 high.

An improvement is shown if:

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

**Count of HFSC's in quarter four 2017/18, percentage of high risk HFSC outcomes in quarter four 71%.
Count of HFSC's in quarter four of the previous year 2937, percentage high risk 72%.**

	2017/18		↑/↓	2016/17	
	<i>HFSC completed</i>	<i>% of High HFSC outcomes</i>	Progress	<i>HFSC completed</i>	<i>% of High HFSC outcomes</i>
Quarter 1	3110	68%	↓	1931	79%
Quarter 2	3241	72%	↓	2556	75%
Quarter 3	2624	68%	↓	3030	74%
Quarter 4	2979	71%	↓	2937	72%

1.8 Road Safety Education Evaluation

The percentage of participants of the Wasted Lives and RoadSense 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.

The 'Safe Drive Stay Alive' programme has been seen by 2,273 students during quarter 4. The 'Crashed cars' shown at events, have been seen by approximately 8,341 people to date.

There was a total of 6,290 participants during quarter 4, with a percentage of positive influence^[1] on participant's behaviour for the current year to date of 85%.

	2017/18 (Cumulative)		↑/↓	2016/17 (Cumulative)	
	Total participants	% positive influence on participants behaviour	Progress	Total participants	% positive influence on participants behaviour
Quarter 1	1441	85%	↓	1832	87%
Quarter 2	2259	85%	↔	2847	85%
Quarter 3	3938	85%	↔	6398	85%
Quarter 4	10228	85%	↔	8733	85%

^[1] From a sample

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 32532, number of premises audited to date 17960 (55%).

Number of premises	Number of premises audited to date	% of all premises audited to date: 2017/18	% of all premises audited Year end: 2016/17
32532	17960	55%	56%

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 18%, previous year quarter four 29%

Requiring formal activity in quarter four 5%, previous year quarter four 8%

Requiring informal activity in quarter four 74%, previous year quarter four 61%

	2017/18			↑/↓ Progress	2016/17		
	Satisfactory audits	Requiring formal activity	Requiring informal activity		Satisfactory audits	Requiring formal activity	Requiring informal activity
Quarter 1	26%	8%	64%	↓	27%	9%	59%
Quarter 2	26%	10%	65%	↓	31%	9%	60%
Quarter 3	26%	5%	67%	↓	26%	9%	63%
Quarter 4	18%	5%	74%	↓	29%	8%	61%

2.1.1 Lancashire Emergency Response Standards - Critical Fires - 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 Super Output Area (SOA) in which the fire occurred.

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

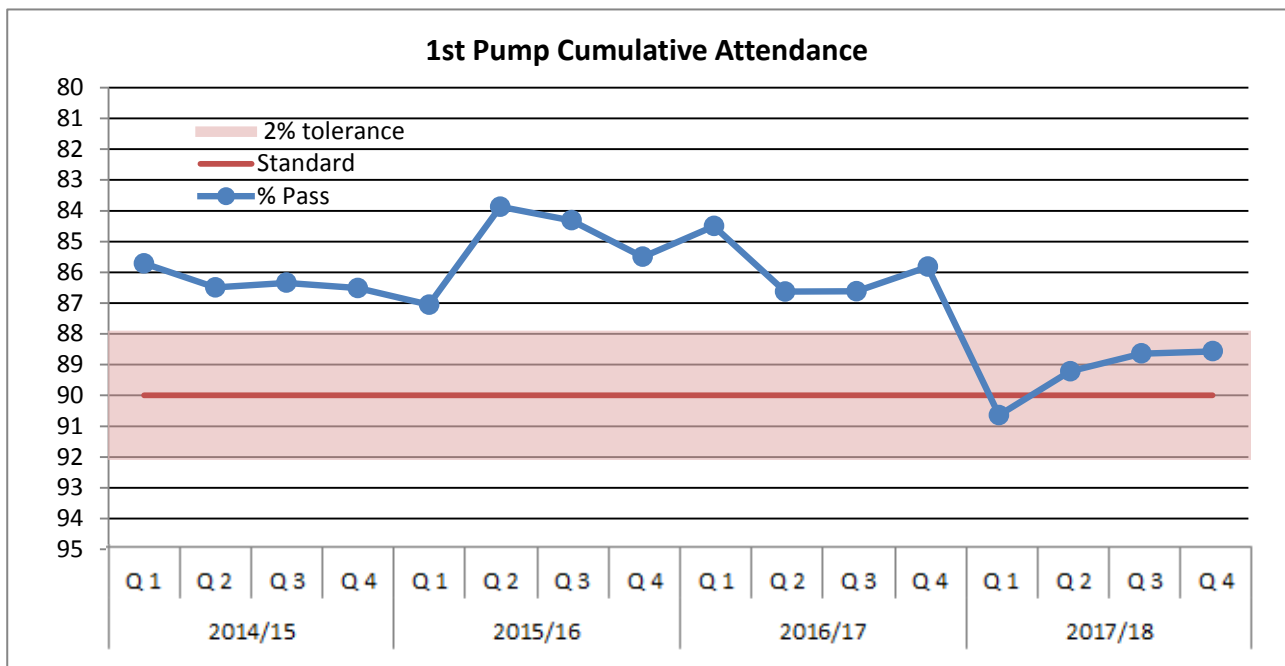
- Very high risk area = 6 minutes
- High risk area = 8 minutes
- Medium risk area = 10 minutes
- Low risk area = 12 minutes

We have achieved our 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.

Standard: 90% of occasions.

Quarter four 1st pump response 88.32%, previous year quarter four 83.38%.

1 st pump cumulative attendance standard	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
	88.57%	88.32%	85.82%	83.38%



2.1.2 Lancashire Emergency Response Standards - Critical Fires - 2nd 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 Super Output Area (SOA) in which the fire occurred.

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

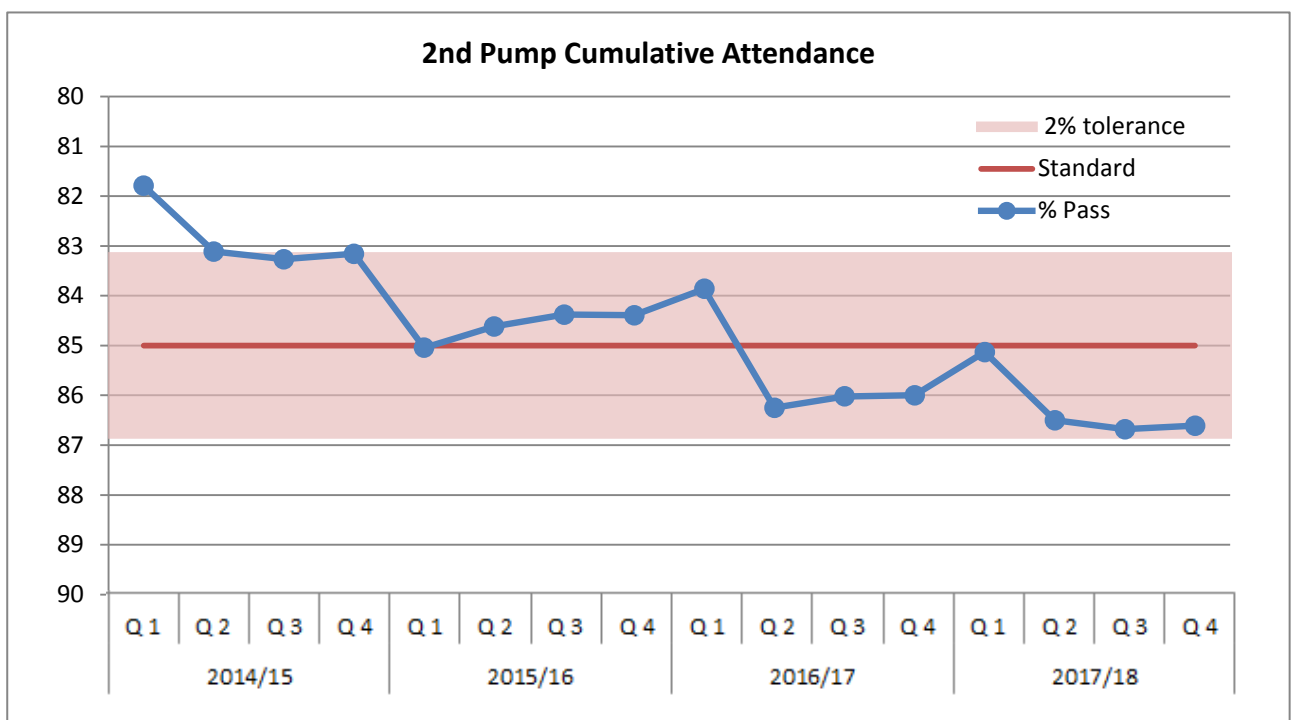
- Very high risk area = 9 minutes
- High risk area = 11 minutes
- Medium risk area = 13 minutes
- Low risk area = 15 minutes

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.

Standard: 85% of occasions.

Quarter four 2nd pump response 86.36%, previous year quarter four 86.00%.

2 nd pump cumulative attendance standard	Year to Date	2017/18 Quarter 4	Previous year to Date	2016/17 Quarter 4
	86.61%	86.36%	86.00%	85.95%



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

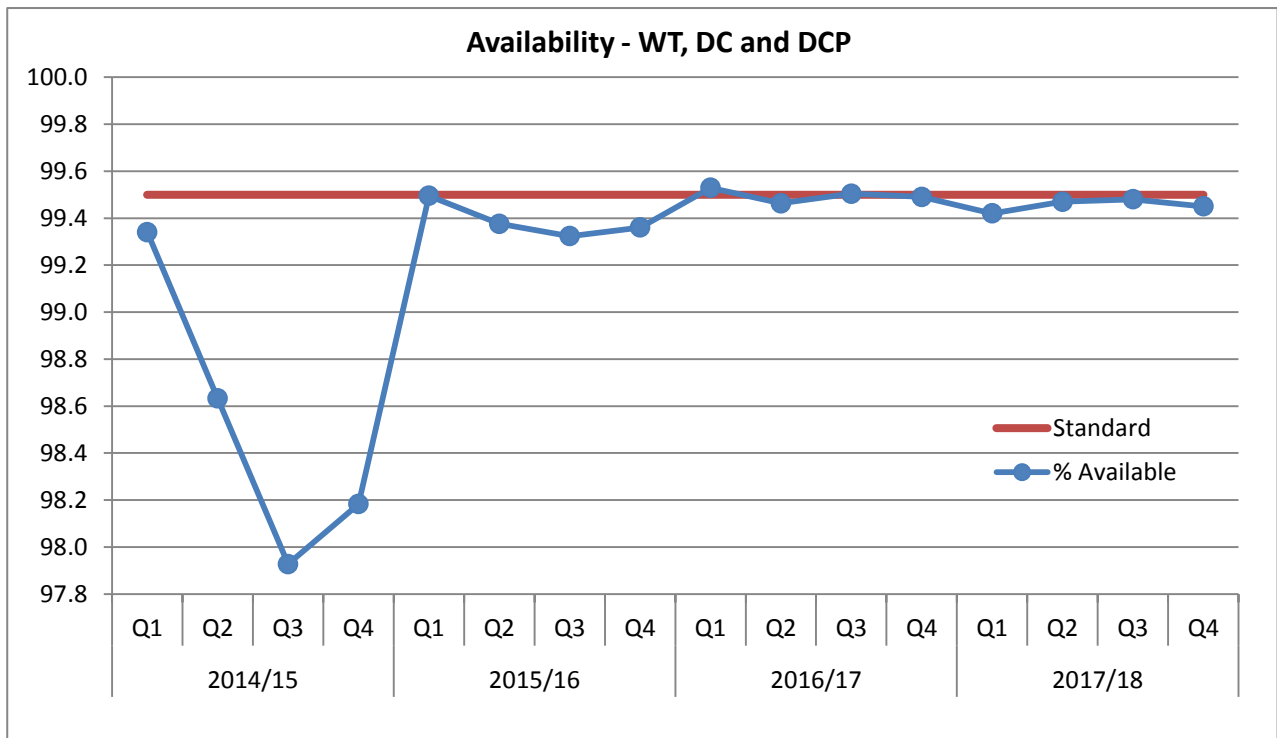
This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.

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

Standard: Above 99.5%

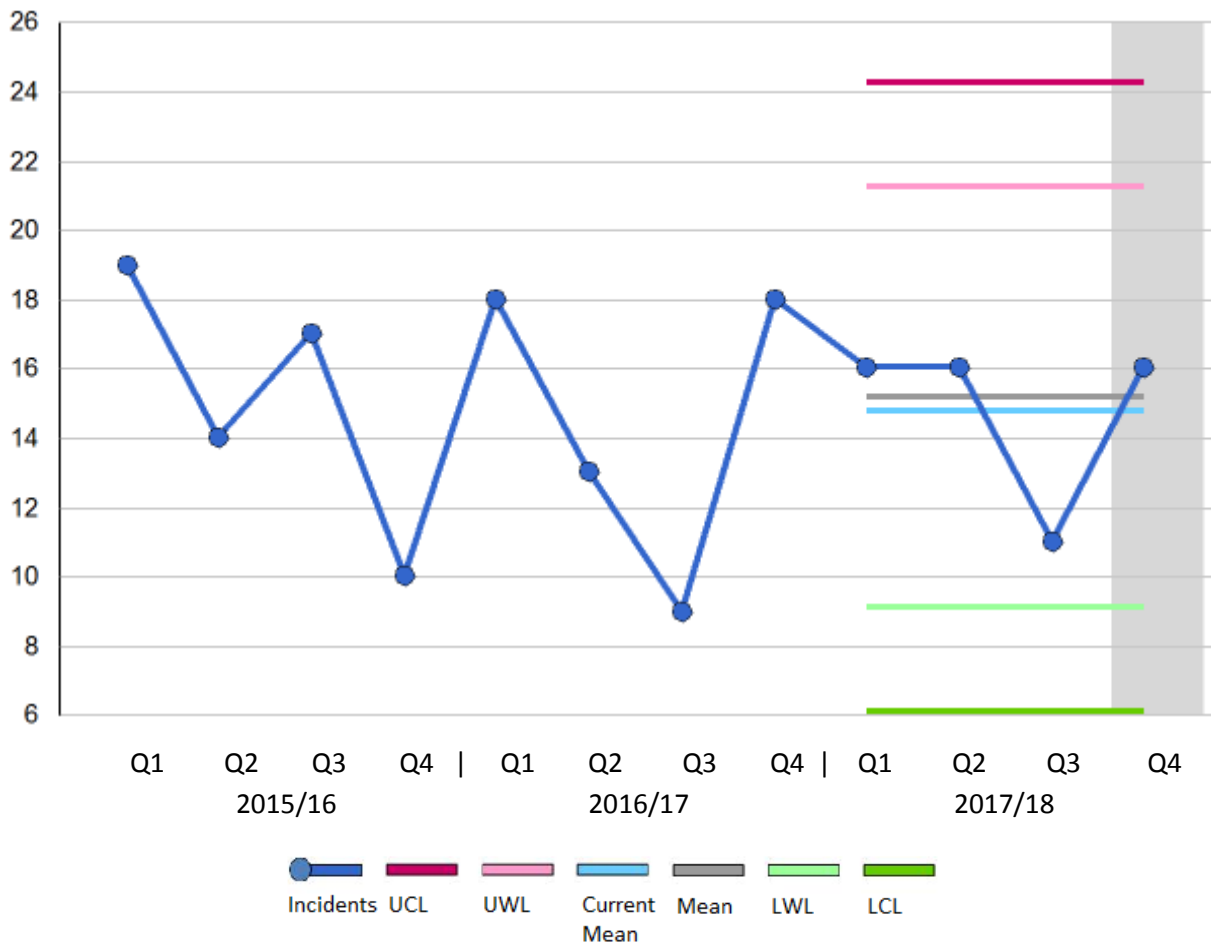
Quarter four availability 99.45%, previous year quarter four 99.49%.



2.5 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 16. Previous year quarter four 18.



Total number of staff accidents	Year to Date	2017/18 Quarter 4	Previous year to date	2016/17 Quarter 4
		59	16	58

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		
		2016/17	2015/16	2014/15
15	15	15	15	16

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 £53.9 million. The spend for the period is £53.9 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 2017/18 was set at £53.9 million. The spend for the year is currently £53.9 million, although the closure of the accounts process during May (including year-end accounting adjustments in respect of items such as provisions and reserves transfers and capital accounting) has yet to be finalised. Following completion of the year end process, this is expected to result in a broadly break even position, which will be reported to Resources Committee in May.

Variance:

0.00%

Lancashire Fire and Rescue Service
Measuring Progress
Jan 18 - Mar 18

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.

77 people were surveyed in quarter four, 75 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?	1838	1822	99.13%	97.50%	1.67%

There have been 1838 people surveyed since April 2012.

In quarter four of 2017/18 - 77 people were surveyed. 75 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.

Lancashire Fire and Rescue Service
Measuring Progress
Jan 18 - Mar 18

4.1 Overall Staff Engagement

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 response 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 previous survey.

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

A comprehensive survey will be undertaken in the new fiscal year. This will be reported in quarter 1 of 2018/19.

Previous results are shown below for information.

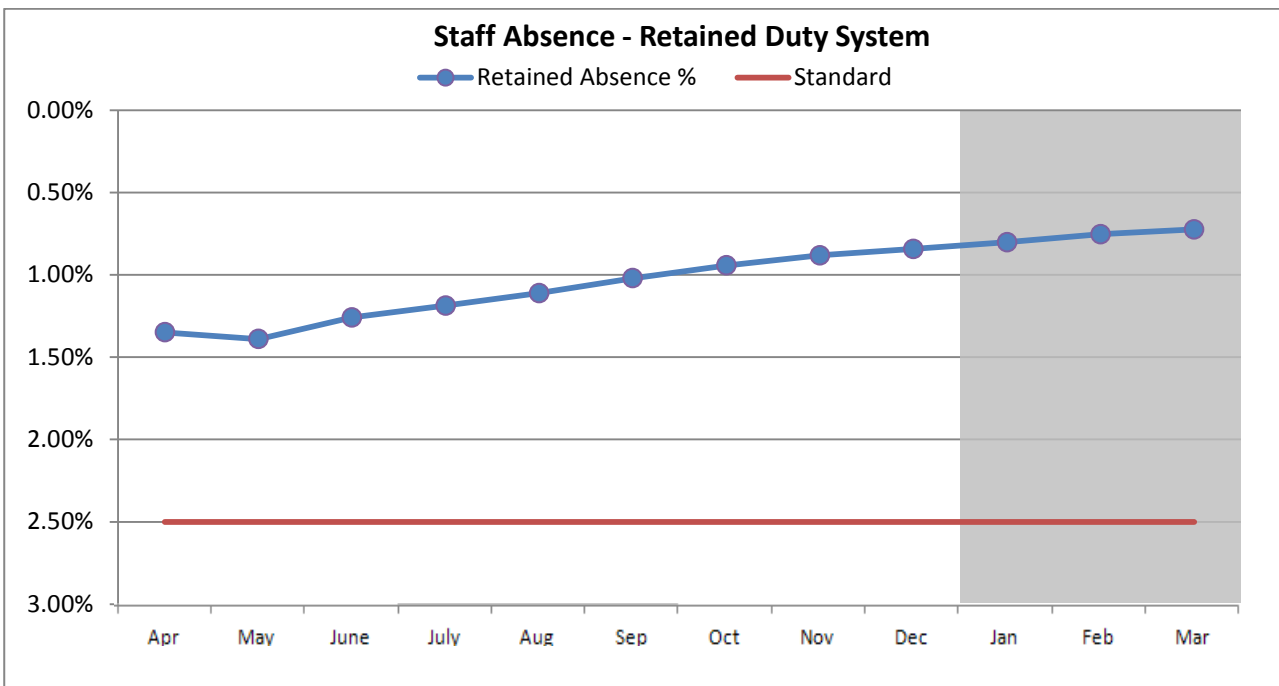
2016/17		
Period	Number of replies	Engagement index
1	220	62%
2	141	64%
3	141	64%

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, 0.72%

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



Cumulative retained absence (as % of available hours of cover)	0.72%
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