LANCASHIRE COMBINED FIRE AUTHORITY
PERFORMANCE COMMITTEE
Meeting to be held on 29th November 2018

PERFORMANCE MANAGEMENT INFORMATION FOR 2ND QUARTER 2018/19
(Appendix 1 refers)

Contact for further information:
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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 2 Measuring Progress report and note the contents of the 6 negative KPI Exception Reports.

Information

As set out in the report.

Business Risk

High

Environmental Impact

High

Equality & Diversity Implications

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

HR Implications

Medium

Financial Implications

Medium

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

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

Measuring Progress

2018-19 Quarter 2

Combined Fire Authority
29th November 2018

Lancashire Fire and Rescue Service

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Lancashire Fire and Rescue Service
Measuring Progress
Jul 18 – Sep 18

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Introduction

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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 the current KPI 2018/19 reporting year. During 2017/18 two performance measures relating to 'call handling' were 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.

KPI 2.4.1 is for information only and shows the availability of RDS crewed fire engines without wholetime 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).
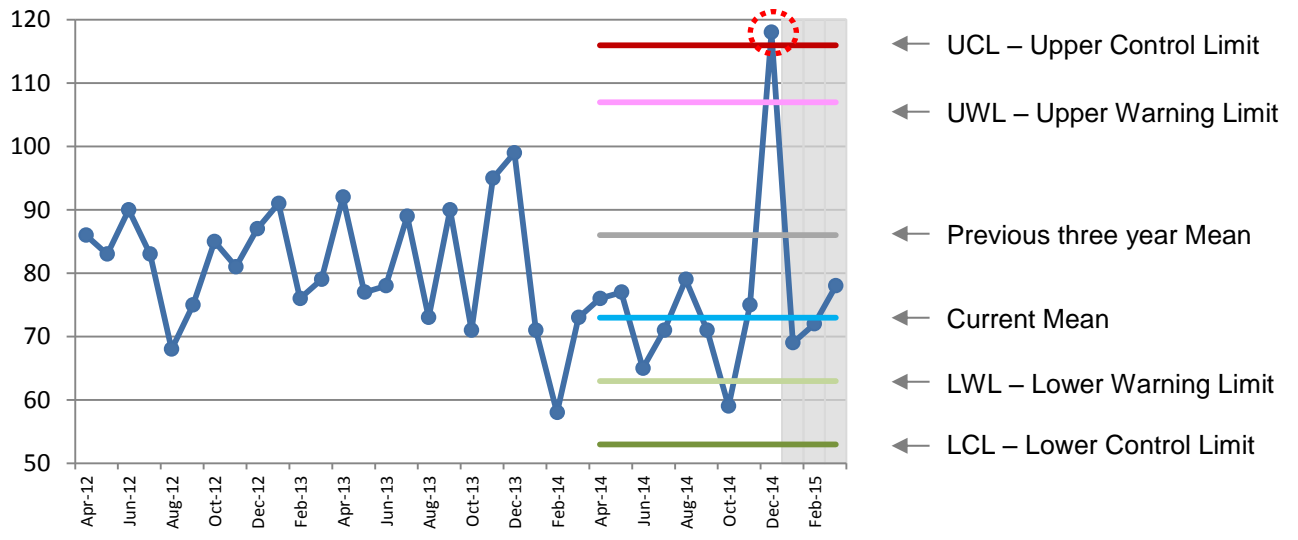
KPI Exception Overview

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 July 2018 – September 2018 six KPI's are classified as being in negative exception.

KPI	Description	Progress	Exception Positive / Negative	Page (s)
1 - Preventing and Protecting				
1.2	Overall Activity	⇩	–	9
1.6	Deliberate Fires (ASB)	⇩	–	11
2 - Responding to Emergencies				
2.1.1	Critical Fire – 1st Fire Engine Attendance	⇩	–	13
2.3	Fire Engine Availability – Wholetime, Day Crewing and day Crewing Plus	⇩	–	16
2.4	Fire Engine Availability - Retained Duty System	⇩	–	18
2.4.1	Fire Engine Availability - Retained Duty System (without wholetime detachments)	Subset of KPI 2.4 and provided for information only		21
4 - Engaging with our Staff				
4.2.1	Staff Absence - Excluding Retained Duty System	⇩	–	22

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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 two activity 4785, previous year quarter two activity 3962, an increase of 20.77%.

Included within this KPI is the incident type 'Gaining Entry', where we attended on request of the North West Ambulance Service. During quarter two, we were asked to attend on 314 occasions, of which 163 resulted in the use of tools to gain entry to a property.
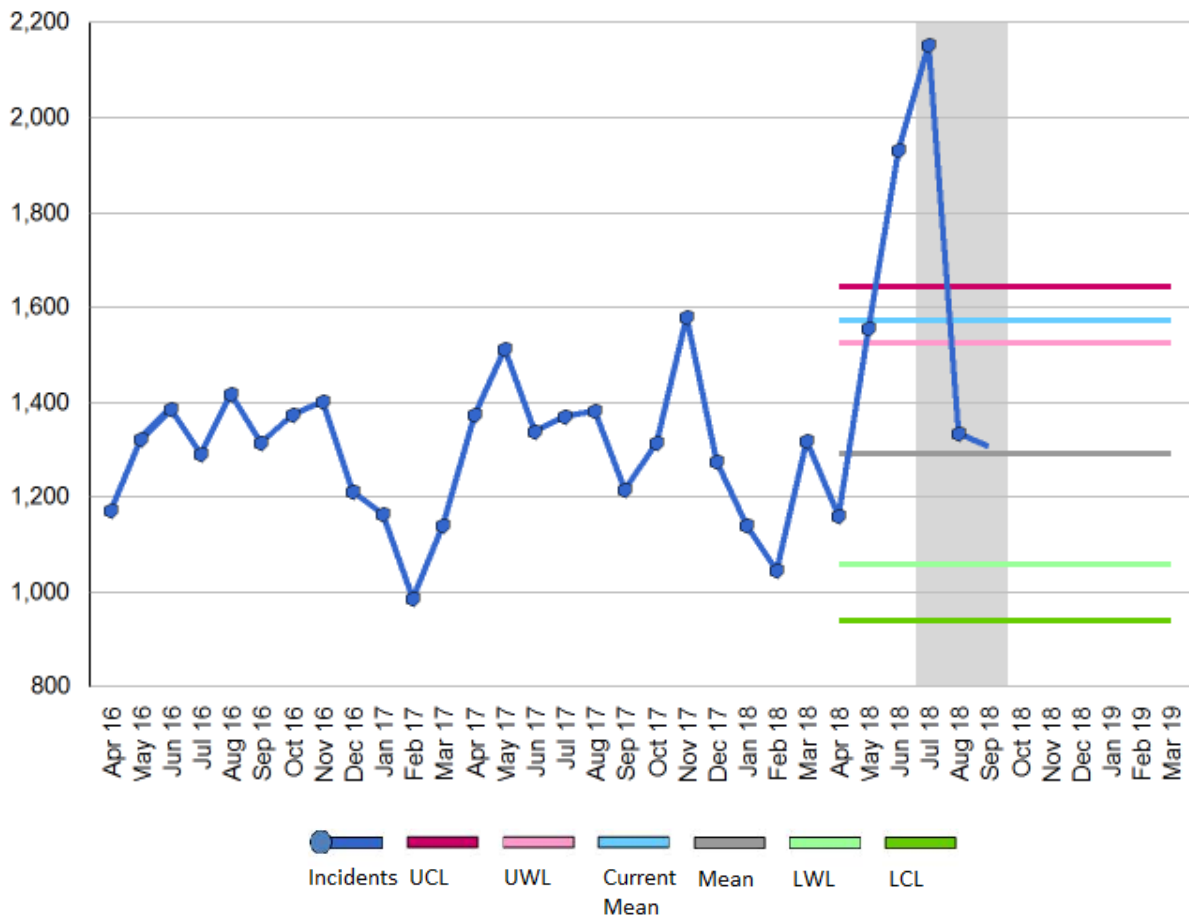
	Year to Date	**2018/19 Quarter 2**	*Previous year to Date*	*2017/18 Quarter 2*
1.2 Number of attended incidents	9424	**4785**	*8179*	*3962*

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**		
			2017/18	**2016/17**	**2015/16**
	1570	1289	1320	1263	1285

What are the reasons for an Exception Report

This is a negative exception report due to a single monthly point, within quarter 2, of the XmR chart being beyond the upper control limit. The control limits are calculated based upon a standard deviation calculation of the previous three years activity.

Analysis

Activity during July was the cause of this KPI being in exception; recording 2,150 incidents. This is the highest single monthly activity since November 2008 (2,267) and greater than that recorded in June 2018 (1,928), which was responsible for quarter 1 being in exception.

July recorded an average of 69 incidents per day against the ten year July average of 46. Activity levels have now reduced with August and September recording a below average activity count.

Activity peaked on the 2nd of July at 120 pump attended incidents, just surpassing the 114 recorded on 27th June. Four separate days peaked above 100 daily incidents.

Accidental and not known secondary fires recorded the largest increase, rising to 404 during July; the largest single monthly count since 2005. This is a 38% increase on the 292 recorded in June.

Deliberate secondary fire activity increased in July to 411 incidents from the previous June high of 325. The 10 year July average is 245.

Further detail around secondary deliberate fires is covered in KPI 1.6.1

As report in quarter one, the prolonged warm and dry weather, which continued throughout July, contributed to the increase in secondary incidents. July recorded the lowest monthly rainfall in the North West region in the last 10 years and the highest July temperatures.

These two casual factors will have an effect on the conditions which increase the likelihood of fire; dry conditions, ignitable materials and the probability of people being in the situations which could lead to a fire incident, such as: barbecues, outdoor activities, smoking outside etc.

Actions being taken to improve performance?

Media communication enforcing the 'carelessness causes fires' message, along with the high profile Winter Hill incident, had been used to increase public awareness during the warm and dry spell; but it was the break in the weather which contributed to the main reduction in secondary fires during August and September.
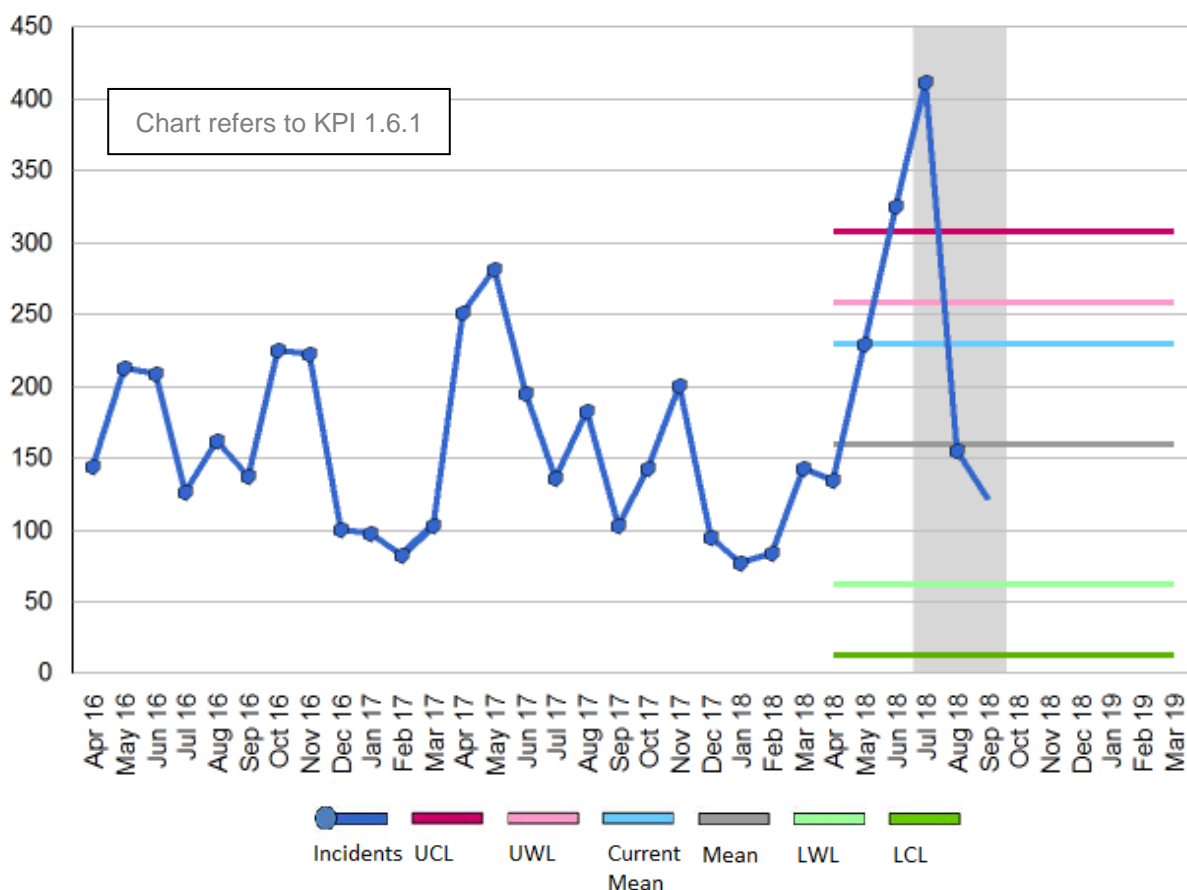
1.6 Deliberate Fires

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 two activity 686, previous year quarter two activity 419.
1.6.2 Deliberate fires (Dwellings) quarter two activity 28, previous year quarter two activity 35.
1.6.3 Deliberate fires (Non dwellings) quarter two activity 17, previous year quarter two activity 41.

Chart refers to KPI 1.6.1

Deliberate Fire Type	Year to Date	2018/19 Quarter 2	*Previous year to Date*	*2017/18 Quarter 2*
1.6.1 Deliberate Fires - ASB	1373	686	*1145*	*419*
1.6.2 Deliberate Fires - Dwellings	67	28	*53*	*35*
1.6.3 Deliberate Fires - Non Dwellings	59	17	*90*	*41*

	Current Mean	3 year Mean	Monthly Mean		
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.			**2017/18**	**2016/17**	**2015/16**
	228	159	156	150	171

What are the reasons for an Exception Report

This is a negative exception report due to a single monthly point of the XmR chart being beyond the upper control limit. The control limits are calculated based upon a standard deviation calculation of the previous three years activity.

Analysis

High activity during July is the cause of the ASB KPI (1.6.1) being in exception; recording 411 Anti-Social Behaviour (ASB) fire incidents. This is the highest single monthly activity since April 2013 (521).

Coincidentally, quarter 2 recorded exactly the same number of ASB fires as recorded during quarter 1, at 687. Overall, ASB levels in quarter 2 2018/19 are 64% greater than that of quarter 2 of the previous 2017/18 year.

As the main driver behind KPI 1.2 being in exception is due to secondary fires, the same analysis applies. The following is particular to deliberate secondary fires (ASB).

Although each quarter recorded the same number of incidents there was a shift in activity within districts, with Rossendale seeing a 45% decrease between the two quarters, but with Chorley increasing 45%. Also, Wyre saw a 24% decrease but Pendle a 23% increase.

The largest increases by property type have been seen in: Outdoor - Grassland, woodland and crops, which saw increases of 80% (78 incidents in June to 141 in July).

KPI 1.6.2 (Deliberate Fires – Dwellings) and KPI 1.6.3 (Deliberate Fires - Non Dwellings) both recorded a decrease over quarter 1 and over quarter 2 of the previous year.

It is worth noting that even though the Winter Hill incident accounted for just one incident; it lasted for approx. 42 days. The subsequent impact on resources are as shown in the critical fire response KPI's.

Actions being taken to improve performance?

As these fires are caused by intent it is more difficult to target fire safe messages. However, as the increase appears to coincide with the warm and dry period, the break in the weather appears to have led to a reduction in such incidents, which have now returned to normal levels.

2.1.1 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 two 1ˢᵗ pump response 84.00%, previous year quarter two 87.67%.

1ˢᵗ pump cumulative attendance standard	Year to Date	2018/19 Quarter 2	Previous year to Date	2017/18 Quarter 2
	84.76%	84.00%	89.25%	87.67%
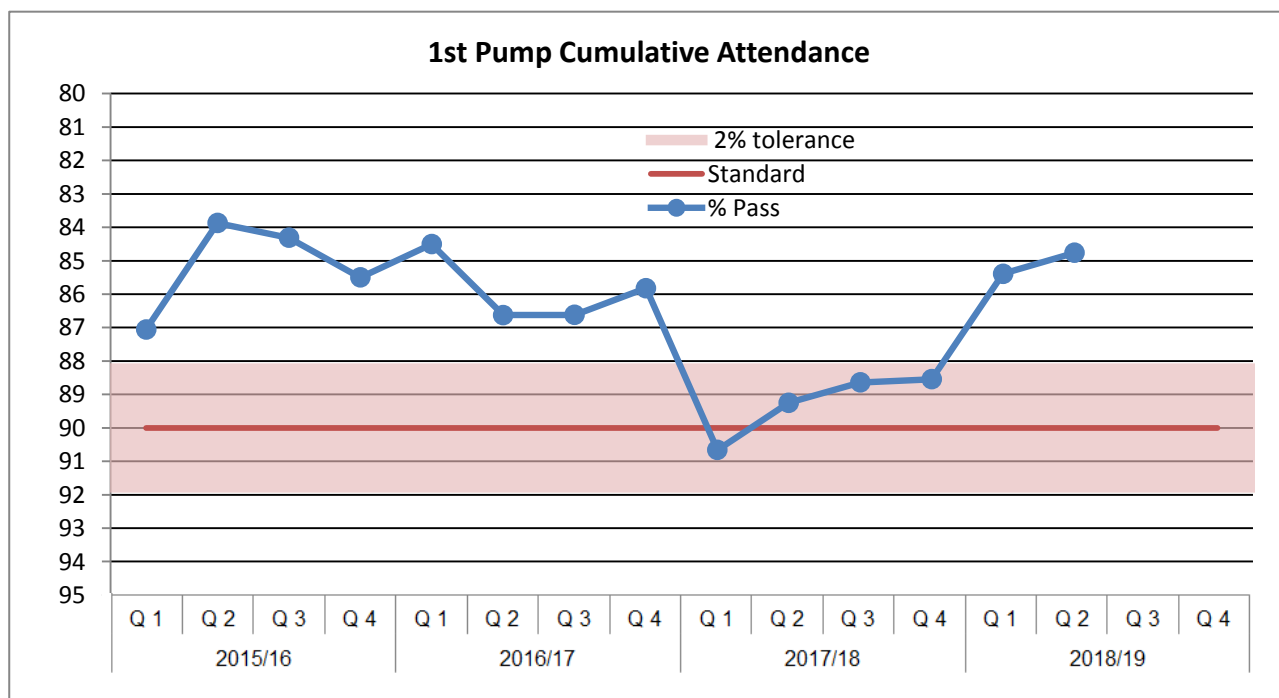
1st Pump Cumulative Attendance

What are the reasons for an Exception Report

This is a negative exception report due to critical fire 1st pump response being below the standard. Overall, the cumulative quarter two pass rate was 84.76%, which is outside of the 90% standard and 2 percent tolerance.

Analysis

During the 2017/18 year this KPI was within standard, however, due to the resource intensive incident of Winter Hill and the warm weather related increase in activity during June and July both caused this KPI to temporarily dip below standard during quarters 1 and 2.

The Months of August and September were both within the 2% tolerance at 87.83% and 88.56% respectively, unfortunately the month of July was below the standard, with only 75% of critical fire incidents being within standard. This led quarter 2 to return an overall pass rate of 84%.

The response achieved to non-residential buildings, particularly private garden sheds, permanent agricultural and private garages led to a reduction of the pass rate during quarter 2.

Resources engaged during the Winter Hill incident, which lasted the whole of July and in to the first week of August, had a negative impact on critical fire response. During this period there were 149 critical fire incidents, of which, just 77.85% were attended within standard.

The response to critical fire incidents in the week immediately following the Winter Hill stop message achieved 85.71%.

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 2 narratives indicates that the 'Extended travel distances to incident', which accounted for 48% of returns, was the main reason for missed attendance times. This aligns with pumps having to cover a wider area due to resources engaged at Winter Hill.

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

	2017/18						2018/19					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Failed	123	136	140	135	106	117	108	139	150	123	94	108
Incidents	105	118	126	119	95	102	94	124	121	93	83	97
% Pass	85.4%	86.8%	90.0%	88.1%	89.6%	87.2%	87.0%	89.2%	80.7%	75.6%	88.3%	89.8%

Over the quarter two period, 42% of the failures failed by less than 60 seconds.

The Call handling monthly [median] call handling times are shown below in seconds.

	2017/18						2018/19					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Median Seconds	80	79	79	78	77	76	70	73	74	75	78	65

Actions being taken to improve performance?

The reduction in performance appears to have been related to the prolonged warm and dry period, particularly, the protracted Winter Hill incident. Once the incident had been closed and we moved into the autumn season, there has been an improvement in response back in line with that achieved during 2017/18.

Ongoing actions by Heads 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 continue to improve performance.

## 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*
- *Appliance change over*
- *Debrief*

- *Lack of equipment*
- *Miscellaneous*
- *Unavailable*
- *Welfare*

Standard: 99.5%

Quarter two availability 99.30%, previous year quarter two 99.47%.
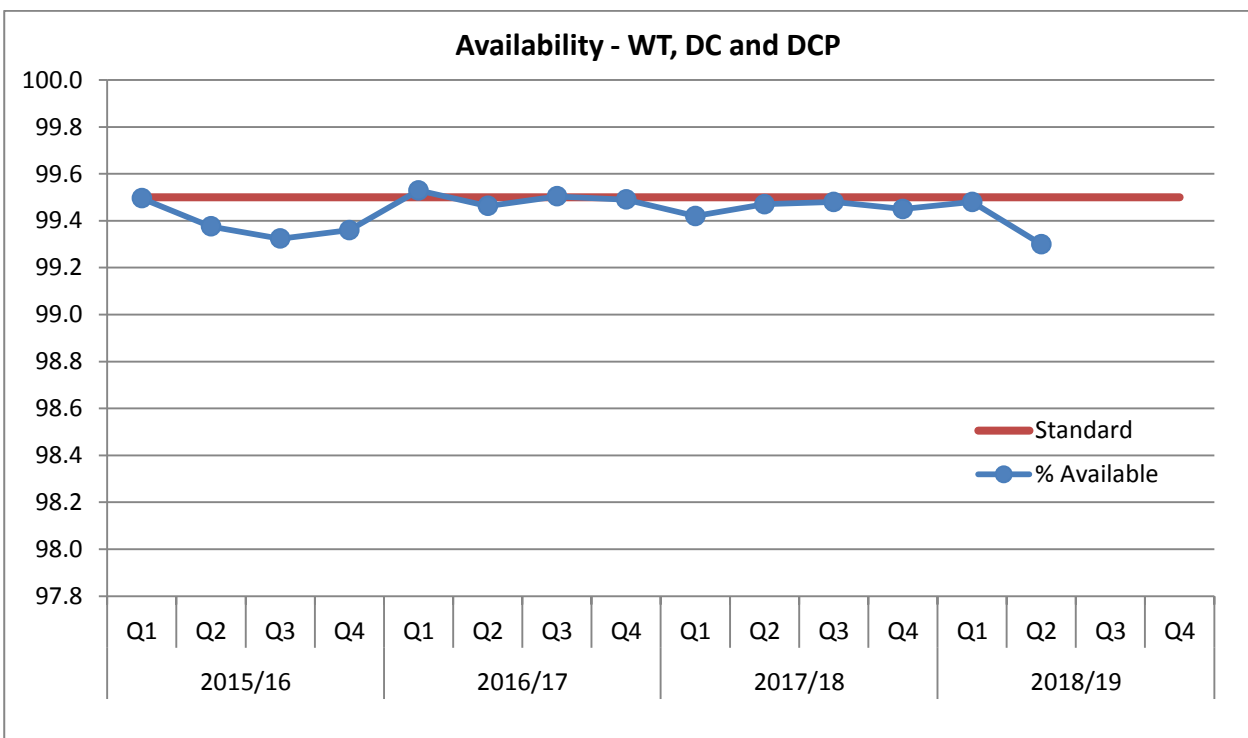
What are the reasons for an Exception Report

This is a negative exception report due to the cumulative RDS availability to the end of quarter two being below the 99.5% standard.

Analysis

This KPI has been very near the standard for some time, so the effect of the prolong Winter Hill incident has caused Wholetime (WT) availability to drop below the 99.5% standard.

The table below shows the WT availability for each individual month of quarter 1 and 2. The decrease in availability starting in June, being most pronounced in July and then increasing during August; then returning to above standard levels in September.

These periods coincide with the Winter Hill incident, which started on 28th June and the final stop message being sent on 8th August 2018.

	Quarter 1			Quarter 2		
	Apr	May	Jun	Jul	Aug	Sep
Standard achieved	99.61%	99.61%	99.22%	98.27%	99.47%	99.65%

The reason of 'Crew welfare' featured most prominently during July as to why a pump was off the run. This was followed by 'Mechanical', 'Repairs' or 'Damage'. This is consistent with the geography of the moorland fire and the physical stress placed upon appliances over a prolonged period.

A change in the process of recording the off the run reason by North West Fire Control (NWFC) will mean that instances of switch crewing, where a crew operates a special appliance in place of a pump, can be more easily filtered from the results. This will help improve performance as the pump is technically available for use.

Actions being taken to improve performance

As the decrease in availability appears to have been related to the Winter Hill incident it is expected that this KPI will now return to normal levels. This is corroborated by the improvement in availability for the month of September, which is now within standard.

This KPI will continued to be monitored and the newly implemented off the run recording practices by NWFC can be included in the reporting process.

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 two was 84.88%, previous year quarter two 87.49%, a decrease of 2.85%. The previous quarter (April to June 2018) recorded 88.92%.

Standard: Above 95%.

A negative exception report has been produced due to percentage availability being below the standard.
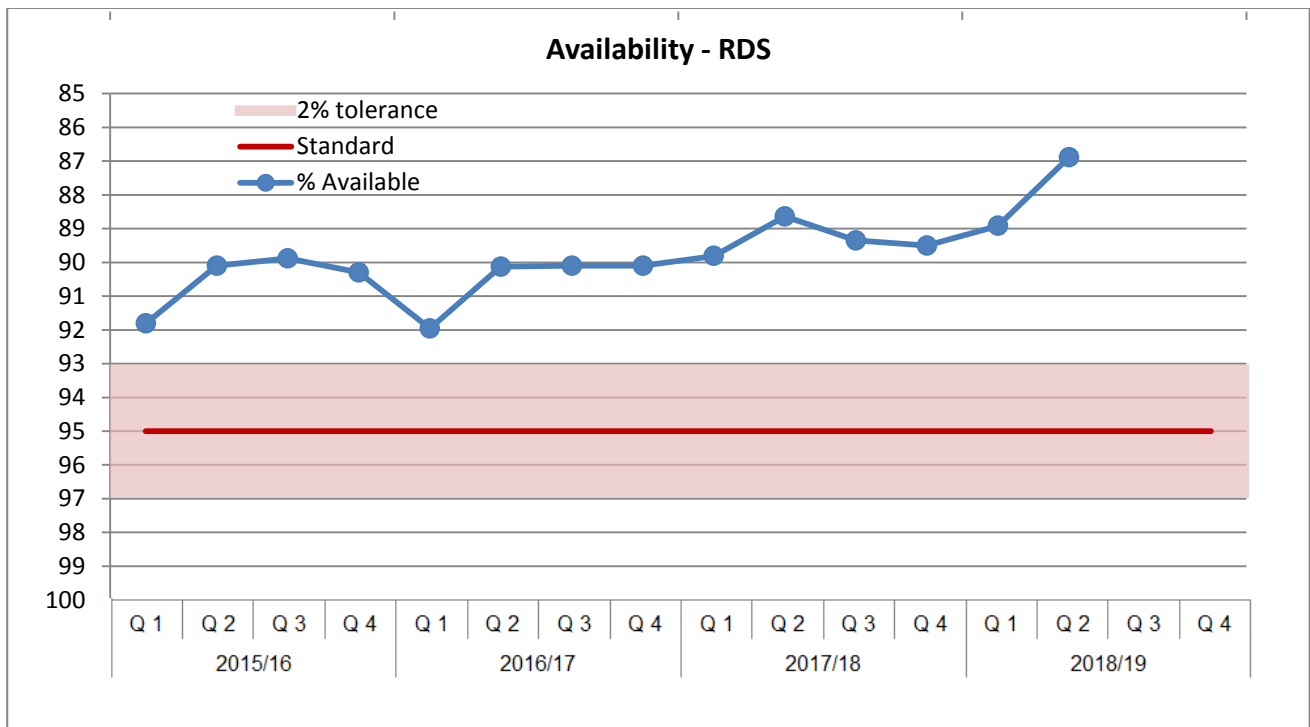
What are the reasons for an Exception Report

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

Analysis

Quarter 2 availability decreased by 4.04% over that achieved for quarter 1. August recorded the lowest RDS availability of the year to date, at 83.14%.

The Winter Hill incident has been highlighted in the exception report for KPI 2.3 as to the decrease in availability, which can also be used to explain the decrease in RDS availability during July, with the table below showing the decrease during the moorland fire incident.

A further drop during August could be attributed to the school holiday period to cover child care and the summer holiday season.

	Quarter 1			Quarter 2		
	Apr	May	Jun	Jul	Aug	Sep
Standard achieved	89.95%	89.41%	87.39%	85.69%	83.14%	85.85%

Local level monitoring continues with additional analysis at pump level showing that just six stations continue to account for the largest proportion of off the run hours, with these stations' accounting for 48.8% of the total for the quarter.

KPI (2.4.1) measures RDS availability without wholetime staff imports, so that a clear picture is available to assist with the monitoring of the situation.

Continuing the analysis reported in quarter 1; 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, 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 wholetime detachments).

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

<u>Subset of KPI 2.4 and provided for information only</u>.

This indicator measures the availability of fire engines that are crewed by the retained duty system (RDS) when wholetime 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 two was 80.04%. This excludes the wholetime detachments shown in KPI 2.4

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

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)

Staff Absence - Excluding RDS
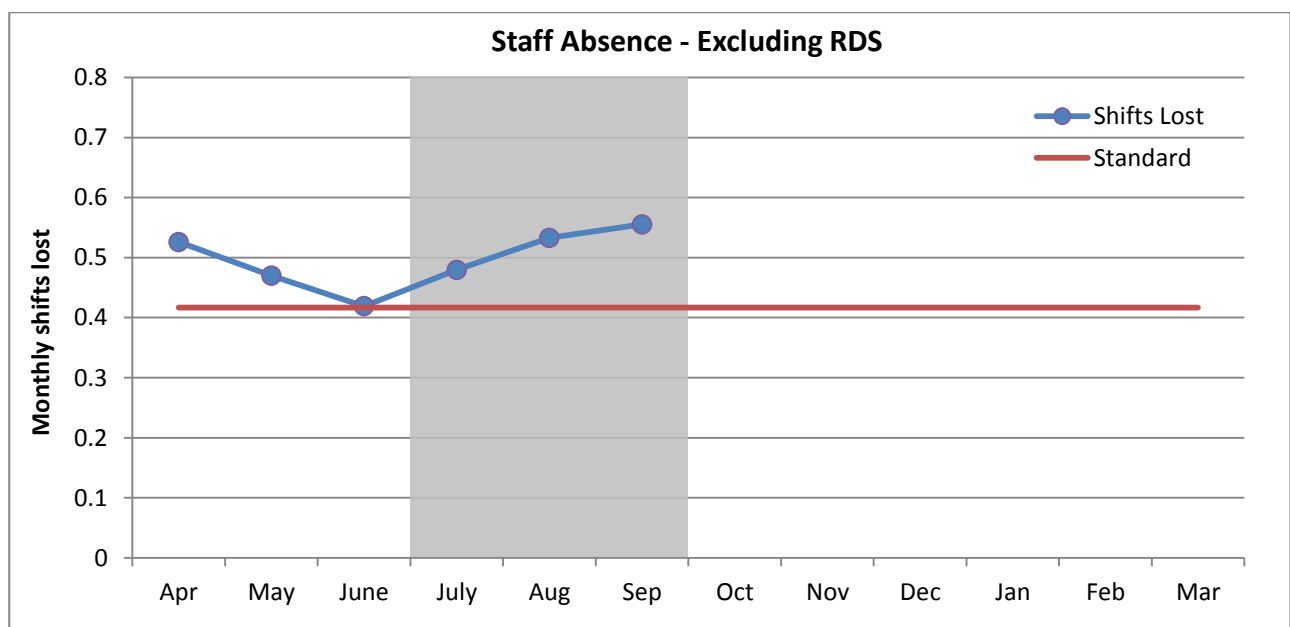
Cumulative total number of monthly shifts lost	2.982

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 two.

Analysis

During quarter two July 2018 - September 2018, absence statistics shows above target for all three months. Shifts lost showed a monthly increase from July through to September for uniformed personnel, however they still remain under the target for absence. Non-uniformed personnel are considerably above the target over all three months. The main reasons continue to be cases of mental health and muscular-skeletal.

At the end of September the cumulative totals show that non-uniformed staff absence was above target at 4.6 shifts lost per employee, for whole-time staff absence was below target at 2.4 shifts lost per employee. Overall absence for all staff (except Retained Duty System) was 2.9 shifts lost which is above the Service target of 2.50 shifts lost for this quarter.

Actions being taken to improve performance

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.

- 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	⬆	26
1.3	Accidental Dwelling Fires	⬆	27
1.3.1	ADF - Extent of Damage	⬆	28
1.3.2	ADF - Number of Incidents Where Occupants have Received a HFSC	⬇	28
1.4	Accidental Dwelling Fire Casualties	⇔	29
1.5	Accidental Building Fires (Non Dwellings)	⬇	30
1.5.1	ABF (Non Dwellings) - Extent of Damage	⬇	31
1.7	Home Fire Safety Checks	⬇	32
1.8	Road Safety Education Evaluation	⇔	33
1.9.1	Fire Safety Enforcement - Known Risk	⬇	34
1.9.2	Fire Safety Enforcement - Risk Reduction	⬆	34
2 - Responding to Emergencies			
2.1.2	Critical Fire Response - 2nd Fire Engine Attendance	⬆	35
2.2.1	Critical Special Service - 1st Pump Attendance	⬆	36
2.5	Staff Accidents	⬇	37
3 - Delivering Value for Money			
3.1	Progress Against Savings Programme	⬇	38
3.2	Overall User Satisfaction	⬆	39
4 - Engaging with our Staff			
4.1	Overall Staff Engagement	⬆	40
4.2.2	Staff Absence - Retained Duty System	⬆	41

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 32114, previous year score 32398.

Score Category	Grade	Score (13-16)	SOA Count (13-16)	Score (14-17)	SOA Count (14-17)	Score (15-18)	SOA Count (15-18)
Less than 36	L	11944	519	11980	521	12012	524
Between 36 & 55	M	13578	314	13722	321	13654	321
Between 56 & 75	H	4890	76	4654	74	4598	74
Greater than 75	VH	2578	32	2042	25	1850	22
Grand Total		32990	941	32398	941	32114	941

| Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2017 count	25	74	321	521	32398
2018 count	22	74	321	524	32114
Change	⬇ -12% Overall reduction in Very High risk SOA's	⬅➡ 0% Overall reduction in High risk SOA's	⬅➡ 0% Overall increase in Medium risk SOA's	⬆ 1% Overall reduction in Low risk SOA's	⬇ -1% Overall reduction in fire risk

1.3 Accidental Dwelling Fires

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

A primary fire is one involving property (excluding derelict property) <u>or</u> any fires involving casualties, rescues, <u>or</u> any fire attended by five <u>or</u> 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 two activity 197, previous year quarter two activity 208, a decrease of 5%.
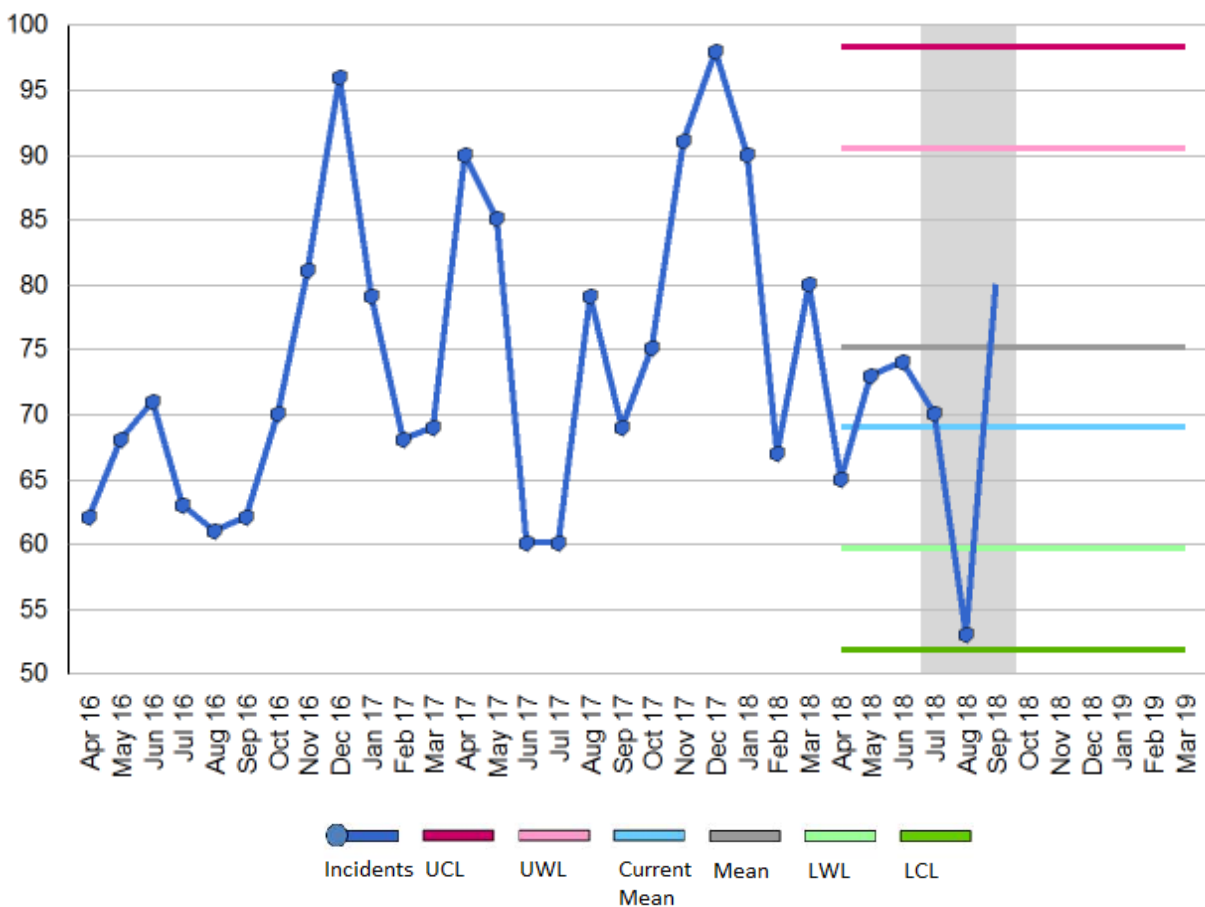
1.3 Accidental Dwelling Fires	Year to Date	**2018/19 Quarter 2**	*Previous year to Date*	*2017/18 Quarter 2*
	411	197	*443*	*208*

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**		
			2017/18	**2016/17**	**2015/16**
	69	75	78	70	78

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 two 27%, quarter two of previous year 23%. Percentage limited to room of origin in quarter two 60% quarter two previous year 61%, limited to floor of origin in quarter two 8%, quarter two previous year 7% and spread beyond floor 5%, previous year 9%.

	2018/19					⬆/⬇	2017/18			
	*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	152	24%	60%	11%	6%	⬆	23%	59%	11%	7%
Quarter 2	130	27%	60%	8%	5%	⬆	23%	61%	7%	9%
Quarter 3										
Quarter 4										

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

ADF criteria as 1.3. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.
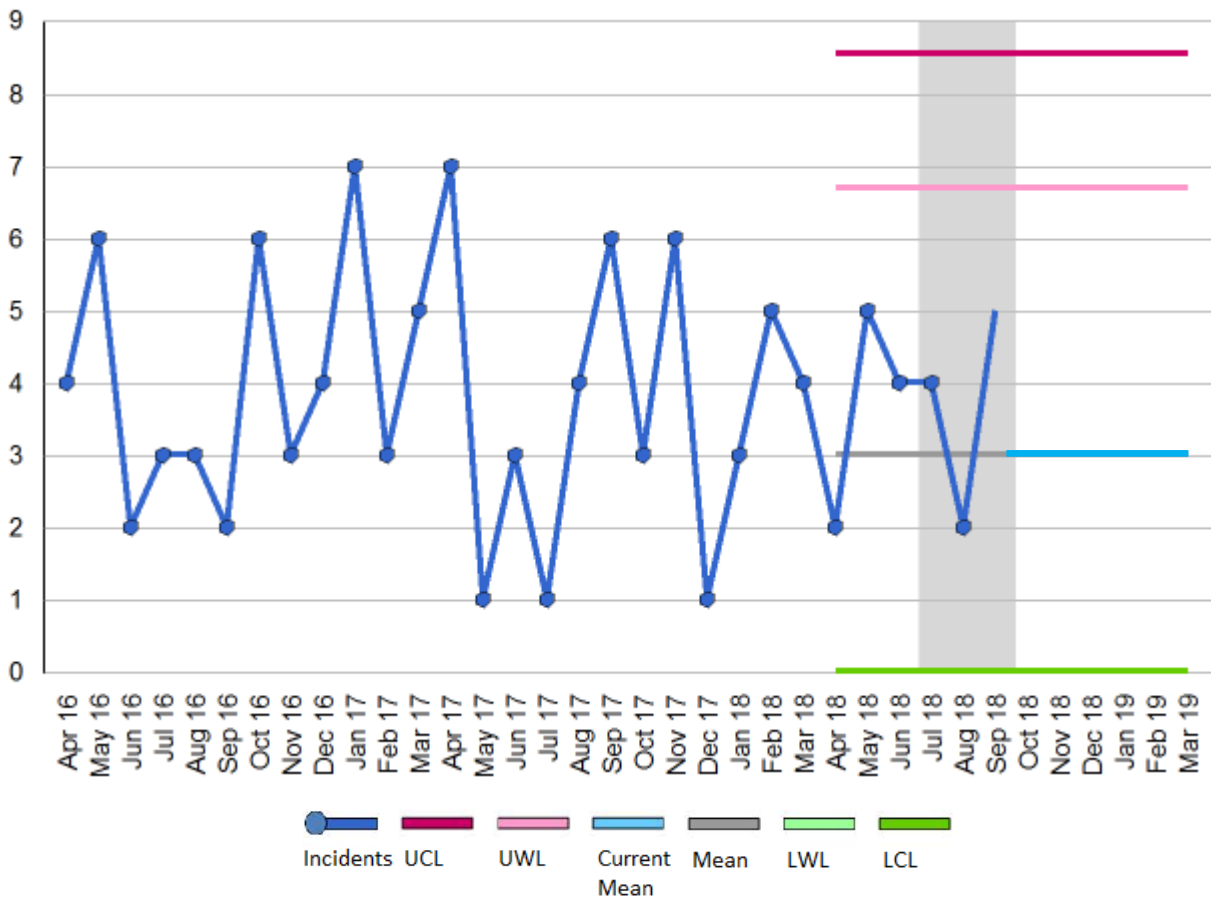
	2018/19		2017/18	
	ADF's with previous HFSC	**% of ADF's with previous HFSC**	*ADF's with previous HFSC*	*% of ADF's with previous HFSC*
Quarter 1	21	10%	15	6%
Quarter 2	15	8%	20	10%
Quarter 3			15	6%
Quarter 4			18	8%

Analysis: Of the 15 accidental dwelling fire incidents that had received a HFSC within the previous 12 months, 7 had 'Heat and smoke damage only', 2 resulted in damage 'Limited to item first ignited' and 6 'limited to room 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.

One fatality occurred during quarter two. One casualty is also recorded as serious and 9 slight. Quarter two of the previous year recorded 1 serious and 10 slight.

Casualty Status	Year to Date	**2018/19 Quarter 2**	*Previous year to Date*	*2017/18 Quarter 2*
Fatal	3	1	2	0
Victim went to hospital, injuries appear Serious	2	1	4	1
Victim went to hospital, injuries appear Slight	17	9	16	10
Total	22	11	22	11

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**		
		2017/18	**2016/17**	**2015/16**
3	3	3	4	4

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 two activity 92, previous year quarter two activity 88.

1.5 Accidental Building Fires	Year to Date	**2018/19 Quarter 2**	*Previous year to Date*	*2017/18 Quarter 2*
	210	92	*203*	*88*

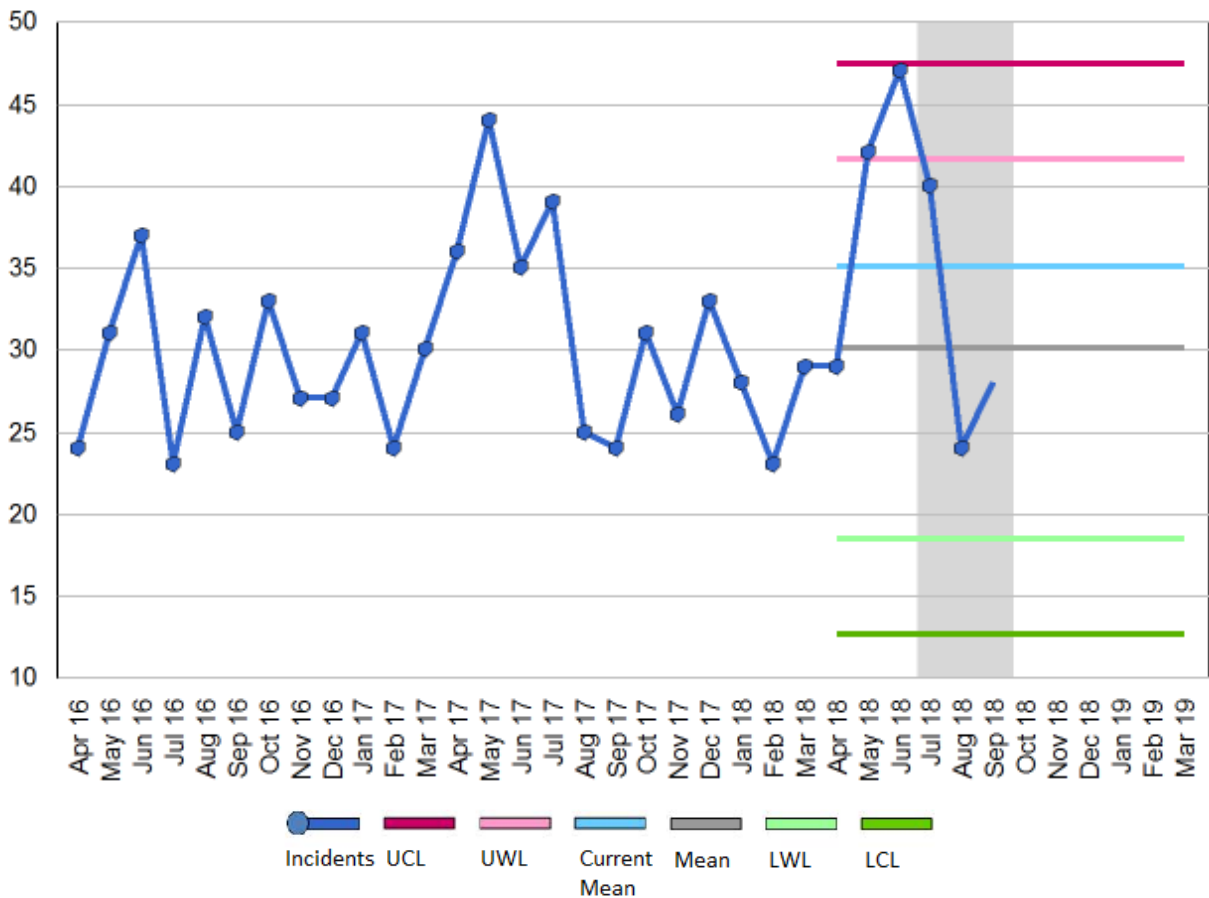|	Current Mean	3 year Mean	Monthly Mean		
			2017/18	**2016/17**	**2015/16**
The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.	35	30	31	28	30

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 two 13%, quarter two of previous year 31%. Percentage limited to room of origin in quarter two 28%, quarter two previous year 34%, limited to floor of origin in quarter two 19%, quarter two previous year 12% and spread beyond floor 40%, previous year 23%.

	*ABF activity	2018/19				Progress	2017/18			
		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	98	4%	33%	13%	50%	⇩	18%	30%	13%	39%
Quarter 2	75	13%	28%	19%	40%	⇩	31%	34%	12%	23%
Quarter 3							21%	42%	15%	22%
Quarter 4							20%	41%	14%	26%

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 two 3304, percentage of high risk HFSC outcomes in quarter two 67%. Count of HFSC's in quarter two of the previous year 3241, percentage high risk 72%.

	2018/19		⬆/⬇	2017/18	
	HFSC completed	% of High HFSC outcomes	**Progress**	*HFSC completed*	% of High HFSC outcomes
Quarter 1	2809	66%	⬇	3099	68%
Quarter 2	3304	67%	⬇	3241	72%
Quarter 3				2630	68%
Quarter 4				3008	71%

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 total participants in quarter 2 is in line with previous years and is a result of the school summer holiday period. The crashed car displays were shown at 23 different events during quarter 2.

There was a total of 981 participants during quarter 2, with a percentage of positive influence[1] on participant's behaviour for the current year to date of 85%.

	2018/19 (Cumulative)		⬆/⇩	2017/18 (Cumulative)	
	Total participants	**% positive influence on participants behaviour**	**Progress**	*Total participants*	*% positive influence on participants behaviour*
Quarter 1	5002	85%	⇔	1441	85%
Quarter 2	5983	85%	⇔	2259	85%
Quarter 3				3938	85%
Quarter 4				10228	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 33759, number of premises audited to date 18286 (54%).

Number of premises	Number of premises audited to date	% of all premises audited to date: 2018/19	*% of all premises audited Year end: 2017/18*
33759	18286	54%	55%

1.9.2 Fire Safety Enforcement - Risk Reduction

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

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

Satisfactory audits in quarter two 30%, previous year quarter two 26%
Requiring formal activity in quarter two 10%, previous year quarter two 9%
Requiring informal activity in quarter two 56%, previous year quarter two 65%

	2018/19			⬆/⬇	2017/18		
	Satisfactory audits	Requiring formal activity	Requiring informal activity	Progress	*Satisfactory audits*	*Requiring formal activity*	*Requiring informal activity*
Quarter 1	24%	4%	70%	⇩	26%	8%	64%
Quarter 2	30%	10%	56%	⬆	26%	9%	65%
Quarter 3					26%	5%	67%
Quarter 4					18%	5%	74%

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 two 2nd pump response 82.48%, previous year quarter two 88.03%.

2nd pump cumulative attendance standard	Year to Date	2018/19 Quarter 2	Previous year to Date	2017/18 Quarter 2
	83.58%	82.48%	86.52%	88.03%

2nd Pump Cumulative Attendance
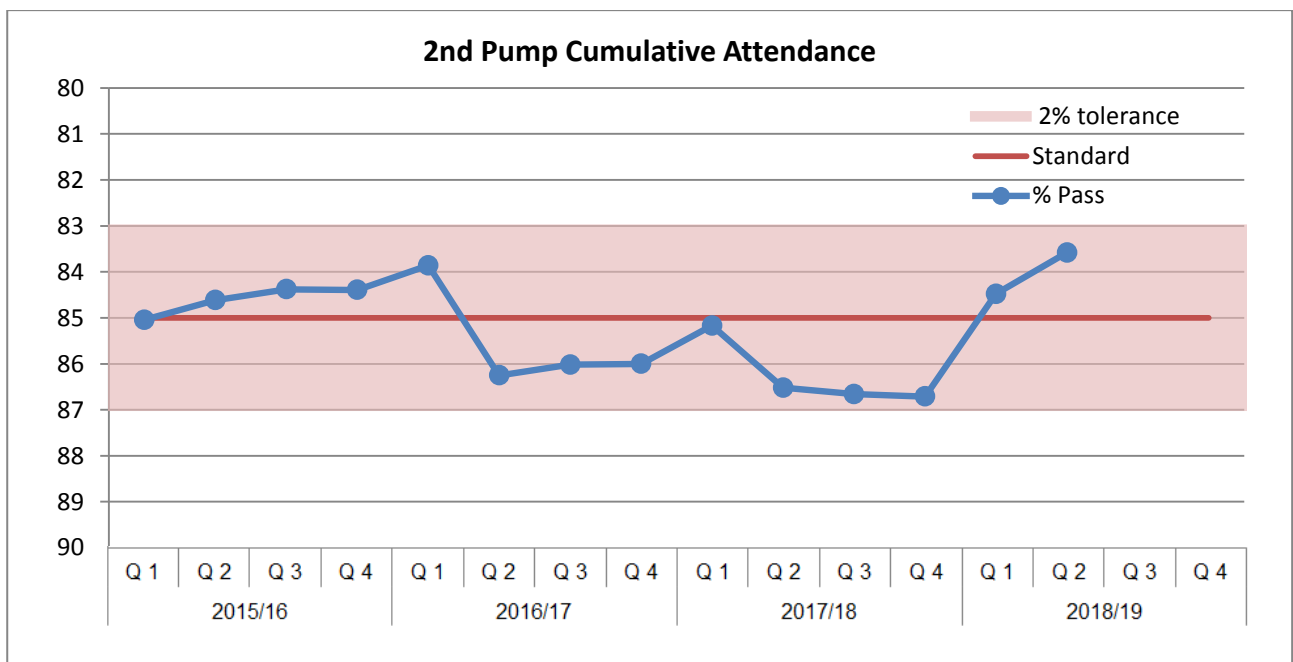
## 2.2.1 Emergency Response Standard - Critical Special Service - 1st Fire Engine Attendance

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 two response percentage pass rate 90.78%, previous year quarter two 87.27%**

1st pump cumulative attendance standard	Year to Date	2018/19 Quarter 2	Previous year to Date	2017/18 Quarter 2
	89.57%	90.78%	88.25%	87.27%
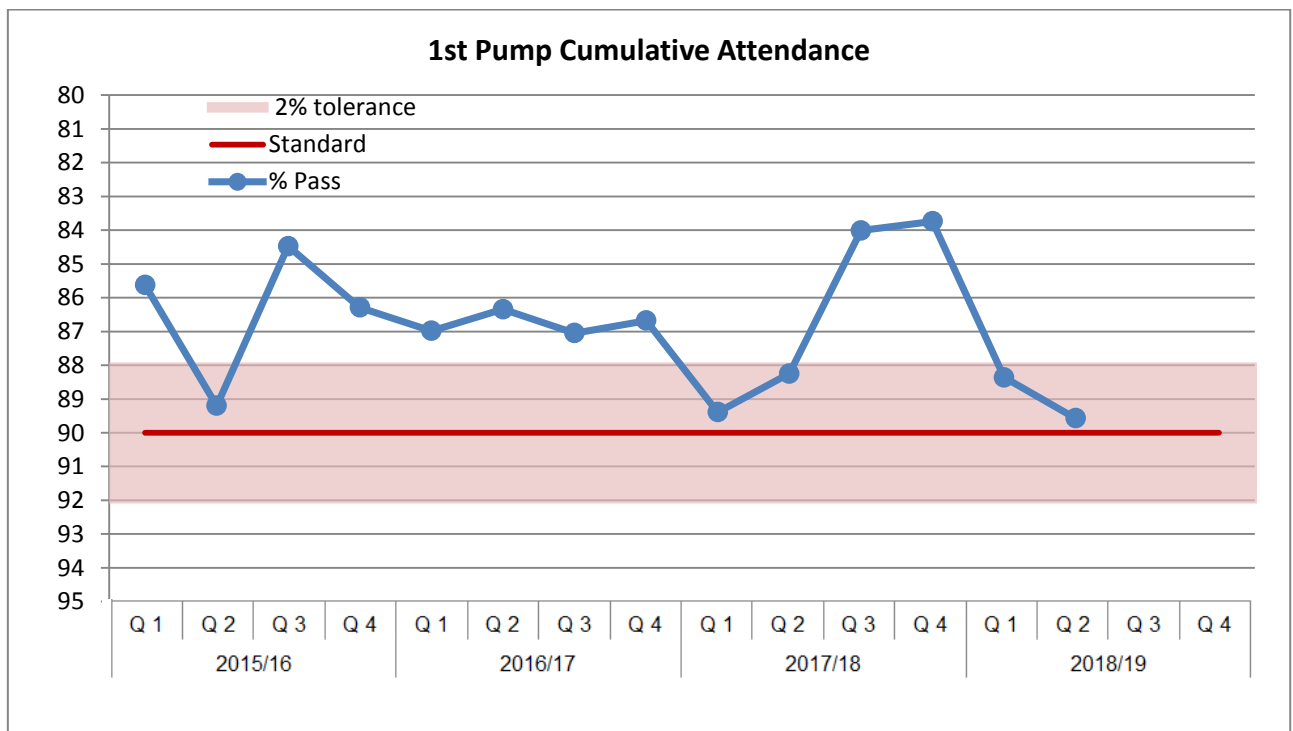
2.5 Staff Accidents

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 two 23. Previous year quarter two 16.
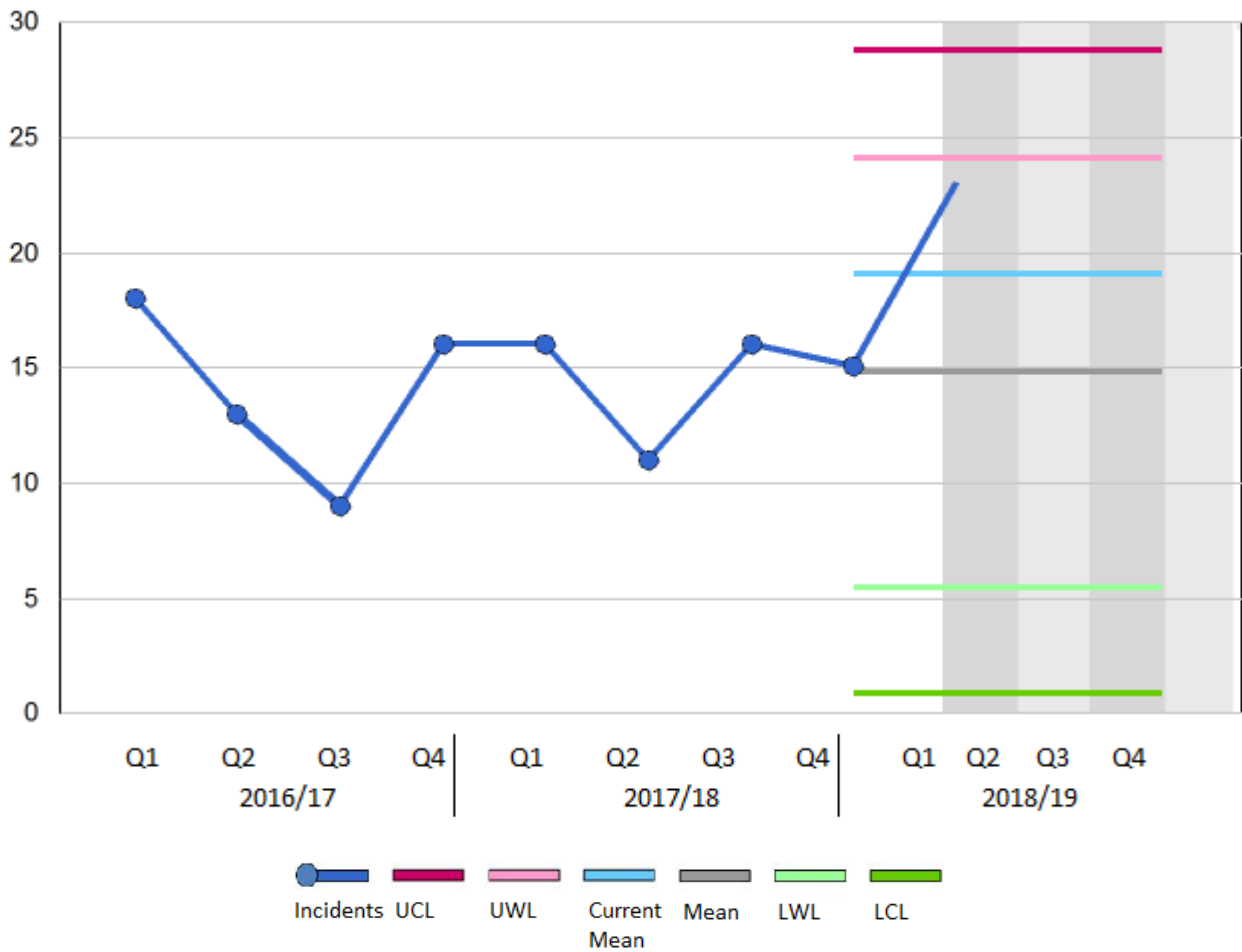
Total number of staff accidents	Year to Date	2018/19 Quarter 2	*Previous year to date*	*2017/18 Quarter 2*
	38	23	32	16

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		
			2017/18	**2016/17**	**2015/16**
	19	15	15	15	15

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 September 2018 £27.8 million. The spend for the same period is £28.1 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 2018/19 is £54.8 million, with a budget to 30 September of £27.8 million. The spend for the same period was £28.1 million. This gives an over spend for the period of £0.3 million.

Variance: | 0.55%

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.

95 people were surveyed in quarter one, 92 responded that they were very or fairly satisfied.

Question	Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everthing in to account, are you satisfied, dissatistfied, or neither with the service you received from Lancashire Fire and Rescue Service?	1955	1936	99.03%	97.50%	1.57%

There have been 1,955 people surveyed since April 2012.

In quarter two of 2018/19 - 95 people were surveyed. 92 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.

4.1 Overall Staff Engagement

Staff were surveyed during April/May 2018 on topics including internal communications, working for LFRS, organisational values, leadership and management, training and development and recognition. The survey also covered 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. These questions mirror those asked in the Civil Service People Survey.

An index score is derived from the answers given by staff about these questions to indicate the level of employee engagement in the organisation. For each respondent an engagement score is calculated as the average score across the five questions where strongly disagree is equivalent to 0, disagree is equivalent to 25, neither agree nor disagree is equivalent to 50, agree is equivalent to 75 and strongly agree is equivalent to 100. The engagement index is then calculated as the average engagement score in the organisation. This approach means that a score of 100 is equivalent to all respondents saying strongly agree to all five engagement questions, while a score of 0 is equivalent to all respondents saying strongly disagree to all five engagement questions.

An improvement is shown if the percentage engagement index is greater than the previous survey.

2018 Staff Survey results:

Responses – 489 (an increase of 3.5 times more than the last barometer in period 3 of 2016/17, which equates to a 247% increase).

Engagement index - 70.13% (an increase of 6% on the last staff barometer in period 3 of 2016/17).

	Period		Change
	2018/19	**2016/17***	
Number of replies	489	141	247%
Engagement index	70.13%	64%	6.13%

*Period 3, 2016/17

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 two, 0.86%

Annual Standard: No more than 2.5% lost as % of available hours of cover.
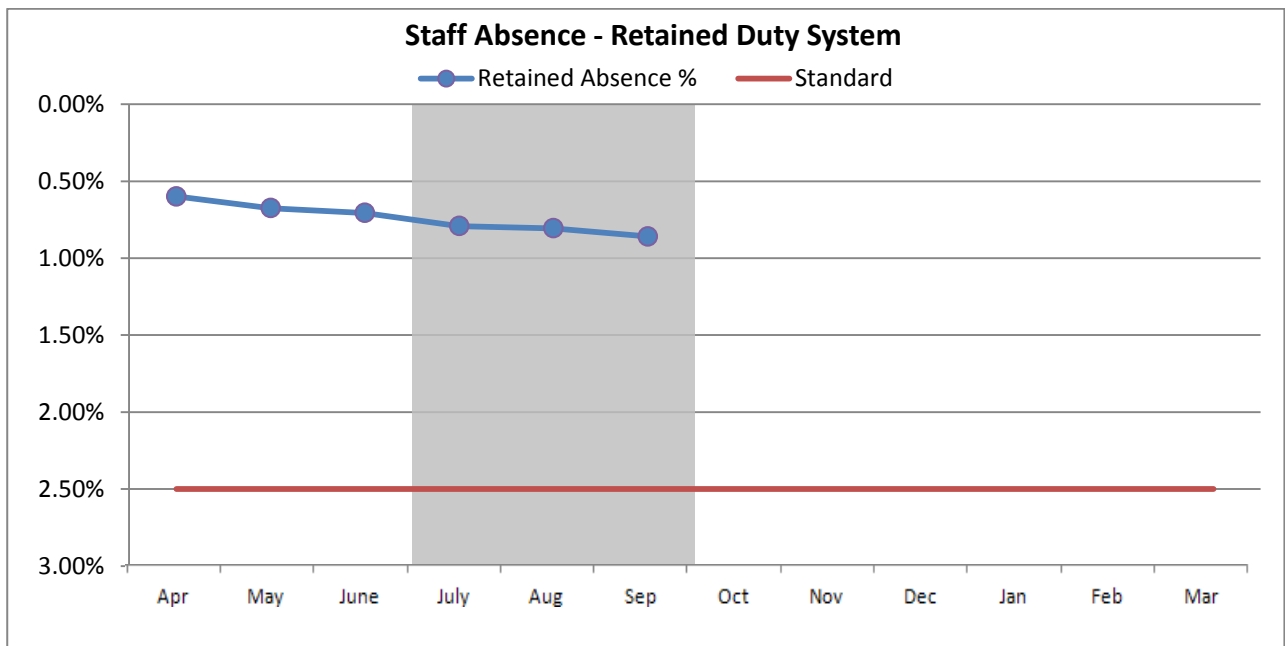
| Cumulative retained absence (as % of available hours of cover) | 0.86% |