

**LANCASHIRE COMBINED FIRE AUTHORITY  
PERFORMANCE COMMITTEE**

Meeting to be held on 17 March 2021

**PERFORMANCE MANAGEMENT INFORMATION FOR 3RD QUARTER 2020/21  
(Appendices 1 and 2 refer)**

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 (attached as appendix 1).

The report also includes a BrightSparx presentation (attached as appendix 2).

**Recommendation**

The Performance Committee is asked to endorse the Quarter 3 Measuring Progress report, note the content of the 1 negative exception.

**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	Date	Contact
Performance Management Information		Steve Healey (DCFO)
Reason for inclusion in Part 2, if appropriate: N/A		



Lancashire Fire  
and Rescue Service

## Measuring Progress Performance Report

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October 2020 - December 2020

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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.

The document illustrates our performance across all our KPI's and 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.

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## Performance Framework

The Combined Fire Authority sets the Service challenging targets for a range of key performance indicators (KPI) which help them to monitor and measure our performance in achieving success and meeting our priorities. Performance against these KPIs is scrutinised every quarter at the Performance Committee.

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

<p><b>1</b> Preventing fires and other emergencies from happening.</p> <p>Protecting people and property when fires happen.</p>	<ul style="list-style-type: none"> <li>1.1 Critical Fire Risk Map Score</li> <li>1.2 Overall Activity</li> <li>1.3 Accidental Dwelling Fires (ADF)               <ul style="list-style-type: none"> <li>1.3.1 ADF – Extent of Damage (Fire Severity)</li> <li>1.3.2 ADF – Number of incidents where occupants have received a Home Fire Safety Check</li> </ul> </li> <li>1.4 ADF Casualties</li> <li>1.5 Accidental Building Fires               <ul style="list-style-type: none"> <li>1.5.1 Accidental Building Fires – Extent of Damage (Fire Severity)</li> </ul> </li> <li>1.6.1 Deliberate Fires – Antisocial Behaviour (ASB)</li> <li>1.6.2 Deliberate Fires – Dwellings</li> <li>1.6.3 Deliberate Fires – Non Dwellings</li> <li>1.7 High Risk HFSC</li> <li>1.8 Road Safety Education</li> <li>1.9 Fire Safety Enforcement</li> </ul>
<p><b>2</b> Responding to fire and other emergencies quickly and competently.</p>	<ul style="list-style-type: none"> <li>2.1.1 Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance</li> <li>2.1.2 Critical Fire Response – 2<sup>nd</sup> Fire Engine Attendance</li> <li>2.2.1 Critical Special Service Response – 1<sup>st</sup> Fire Engine Attendance</li> <li>2.3 Fire Engine Availability (Wholetime, Day Crewing &amp; Day Crewing Plus)</li> <li>2.4 Fire Engine Availability (On Call)               <ul style="list-style-type: none"> <li>2.4.1 Fire Engine Availability (On Call) – Without wholetime detachments</li> </ul> </li> <li>2.5 Staff Accidents</li> </ul>
<p><b>3</b> Delivering value for money in how we use our resources.</p>	<ul style="list-style-type: none"> <li>3.1 Progress Against Savings Programme</li> <li>3.2 Overall User Satisfaction</li> </ul>
<p><b>4</b> Valuing our people so that they can focus on making Lancashire safer.</p>	<ul style="list-style-type: none"> <li>4.1 Overall Staff Engagement               <ul style="list-style-type: none"> <li>4.2.1 Staff Absence (Excluding On Call)</li> <li>4.2.2 Staff Absence (On Call)</li> </ul> </li> </ul>

**Explanation of Performance Measures**

KPI's are monitored either by using an XmR chart, 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 set times are 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.

**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.**

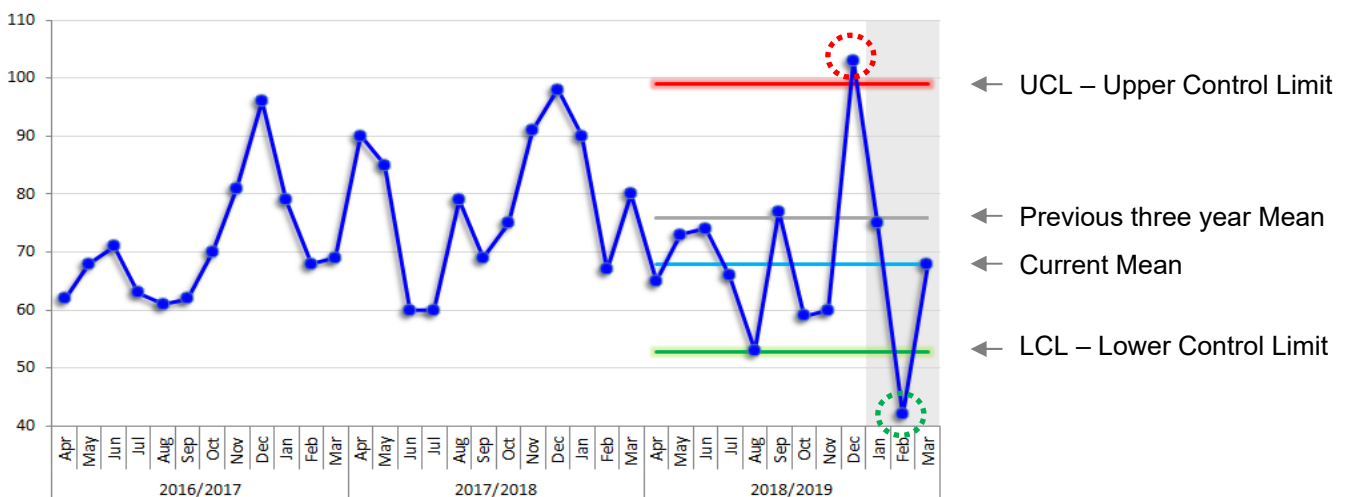
Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are based upon the previous three years activity and are set using a statistical constant, derived from the standard deviation.

An exception report is generated if the XmR rules are breached.

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

1. A single point beyond the Upper Control Limit is classified as a negative exception.
2. A single point beyond the Lower Control Limit is classified as a positive exception.

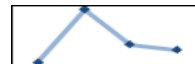
**Example XmR chart:** In the example below, KPI 1.3 would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for December 2018 ( ) is above the Upper Control Limit (UCL) and a positive exception in February 2019 ( ) for meeting rule 2.



**Key Performance Index and Indicator trends**

This section provides an overview of the performance direction of the KPI's. Each KPI is shown within its priority with an indicator, called Sparkline's, which are the inset summary charts below and indicate the relative direction of travel and trends over the last four quarters; so the last point of the chart will always represent the most recent quarter. Sparkline's are simple indicative indicators and are not intended to have labelled points or axes.

The cell shading denotes whether the indicator is - within accepted limits:































is in positive exception:


























or is in negative exception:



KPI	Description	Progress	Page (s)
<b>1</b>	<b>Preventing fires and other emergencies from happening. Protecting people and property when fires happen.</b>		
1.1	 Risk Map Score		9
1.2	 Overall Activity		10
1.3	 Accidental Dwelling Fires (ADF)		12
1.3.1	 ADF - Extent of Damage (Fire Severity)		13
1.3.2	 ADF - Number of Incidents Where Occupants have Received a HFSC		14
1.4	 Accidental Dwelling Fire Casualties		15
1.5	 Accidental Building Fires (ABF) - Non Dwellings		16
1.5.1	 ABF (Non Dwellings) - Extent of Damage (Fire Severity)		17
1.6.1	 Deliberate Fires - Anti-Social Behaviour		18
1.6.2	 Deliberate Fires - Dwellings		18
1.6.3	 Deliberate Fires - Non Dwellings		18
1.7	 High Risk Home Fire Safety Checks		19
1.8	 Road Safety Education Evaluation		20
1.9	 Fire Safety Enforcement		21



**Key Performance Index and Indicator trends**

KPI	Description	Progress	Page (s)
<b>2 Responding to fire and other emergencies quickly and competently.</b>			
2.1.1	 Critical Fire Response - 1st Fire Engine Attendance		22
2.1.2	 Critical Fire Response - 2nd Fire Engine Attendance		23
2.2.1	 Critical Special Service Response - 1st Fire Engine Attendance		24
2.3	 Fire Engine Availability - Wholetime, Day Crewing and Day Crewing Plus		25
2.4	 Fire Engine Availability - On-Call Duty System		26
2.4.1	 Fire Engine Availability - On-Call Duty System (without wholetime detachments)	Subset of KPI 2.4 and provided for information only	27
2.5	 Staff Accidents		28
<b>3 Delivering value for money in how we use our resources.</b>			
3.1	 Progress Against Savings Programme		29
3.2	 Overall User Satisfaction		30
<b>4 Valuing our people so that they can focus on making Lancashire safer.</b>			
4.1	 Overall Staff Engagement		31
4.2.1	 Staff Absence - Excluding On-Call Duty System		32
4.2.2	 Staff Absence - On-Call Duty System		35

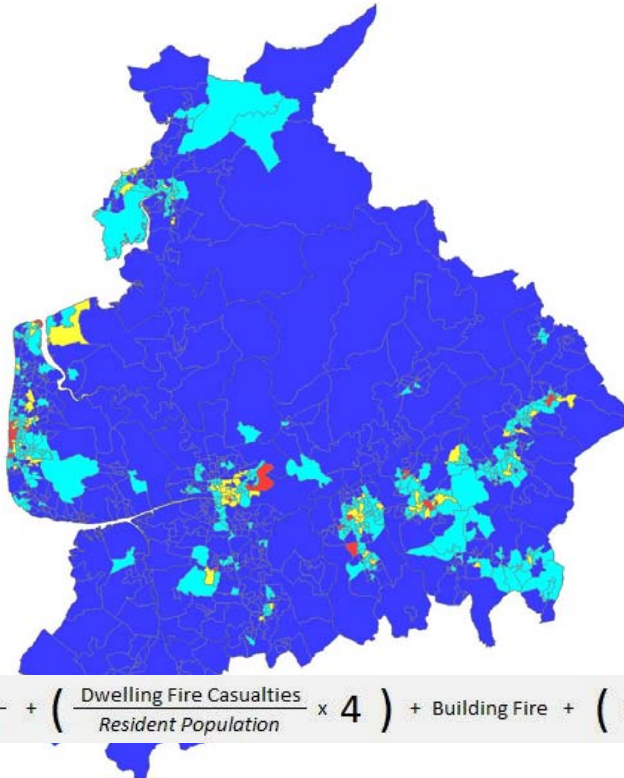
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1.1 Risk Map



Risk Score  
**32,448**

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 formula shown below.

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 32,448, previous year score 31,816.

$$\frac{\text{Dwelling Fires}}{\text{Total Dwellings}} + \left( \frac{\text{Dwelling Fire Casualties}}{\text{Resident Population}} \times 4 \right) + \text{Building Fire} + \left( \text{IMD} \times 2 \right) = \text{Risk Score}$$

Score Category	Risk Grade	Score (15-18)	SOA Count (15-18)	Score (16-19)	SOA Count (16-19)	Score (17-20)	SOA Count (17-20)
Less than 36	L	12,012	524	12,528	542	12,058	520
Between 36 & 55	M	13,654	321	13,230	310	13,798	324
Between 56 & 75	H	4,598	74	4,306	68	4,718	74
Greater than 75	VH	1,850	22	1,752	21	1,871	23
Grand Total		32,114	941	31,816	941	32,448	941

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2019 count	21	68	310	542	31,816
2020 count	23	74	324	520	32,448
Change	10% Overall increase in Very High risk SOA's	9% Overall increase in High risk SOA's	5% Overall increase in Medium risk SOA's	-3% Overall decrease in Low risk SOA's	2% Overall increase in fire risk

**Lancashire Fire and Rescue Service**  
**Measuring Progress**  
**October 20 – December 20**

**1.2 Overall Activity**

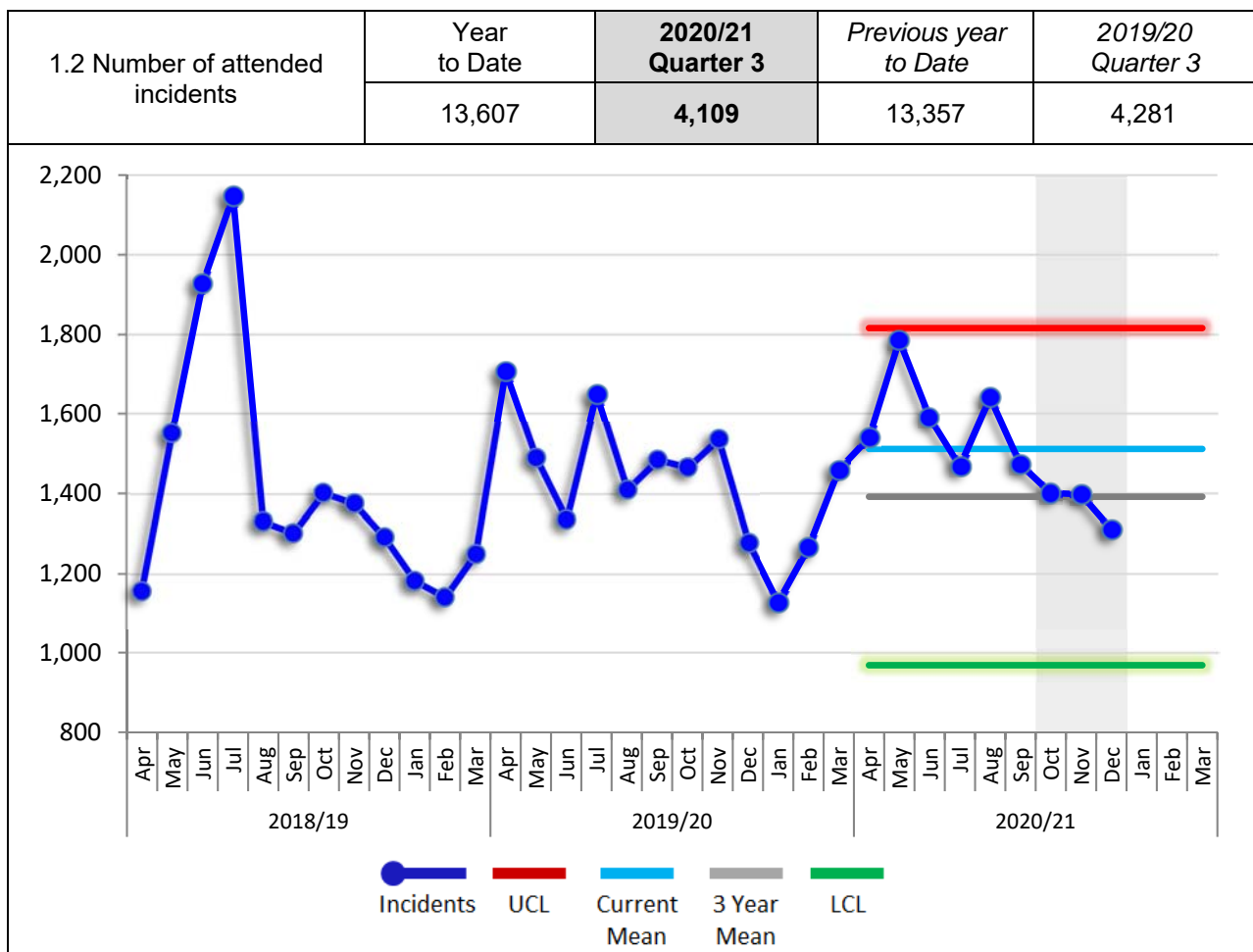


Quarter activity  
**4,109**

The number of incidents that LFRS attend with one or more pumping appliances. Includes fires, special service calls, false alarms and collaborative work undertaken with other emergency services. For example, missing person searches on behalf of the Police and gaining entry incidents at the request of the Ambulance Service.

A breakdown of incident types included within this KPI is shown on the following page.

Quarterly activity decreased 4.02% over the same quarter of the previous year.



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		
		2019/20	2018/19	2017/18
1,512	1,392	1,434	1,422	1,320

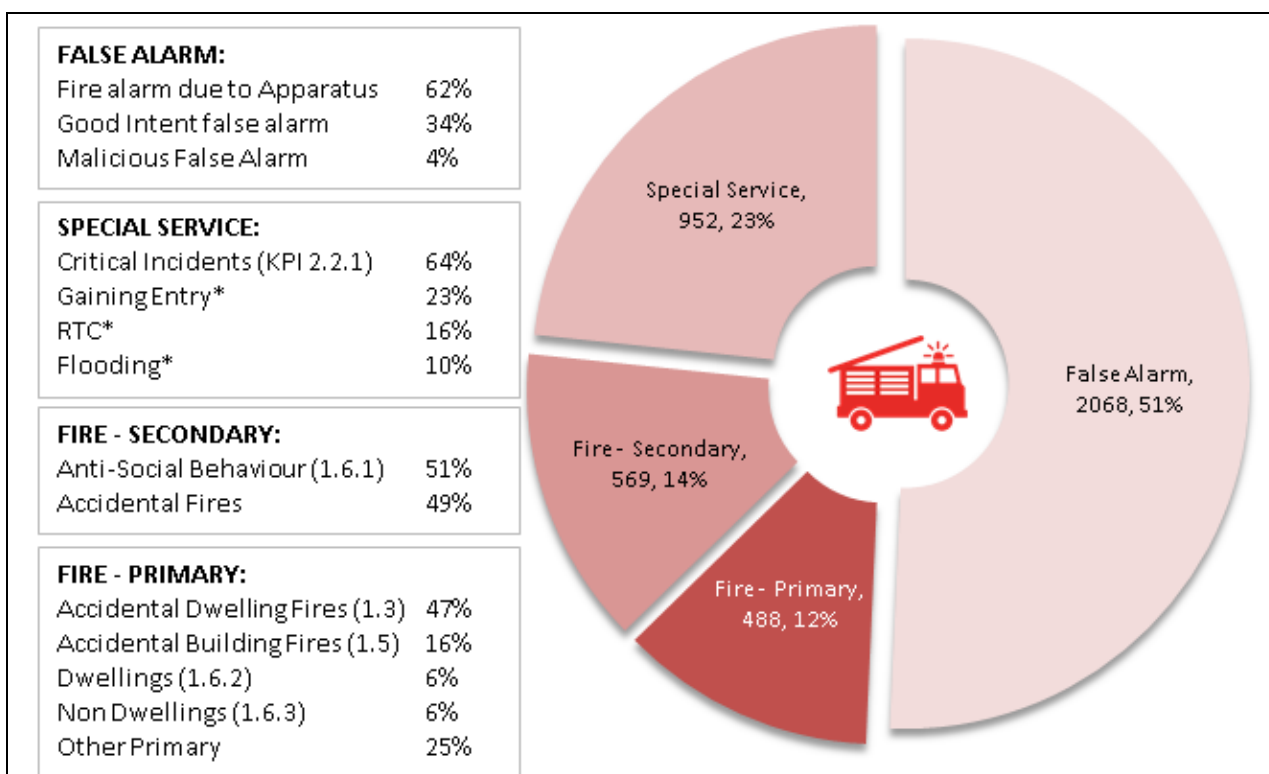
1.2 Overall Activity Breakdown



Quarter activity  
**4,109**

Incidents attended by Lancashire Fire and Rescue Service consist of a myriad of different types. The breakdown below, whilst not an exhaustive list, aims to illustrate how activity captured within KPI 1.2 Overall Activity is split by the different types of incidents.

The chart figures represent the count and percentage each activity contributes to the quarter’s activity, whilst the inset table breaks the incident types down further.



Chimney fires only contribute a small proportion and are not shown in the above chart. \*Included within KPI 2.2.1

	FALSE ALARM incidents make up half of the Service’s activity. During quarter 3 false alarms consisted of: 62% Fire alarm due to Apparatus, 34% Good Intent false alarm and 4% Malicious False Alarm.
	SPECIAL SERVICE incidents are made up of a number of different activities, of which, 608 have been defined as critical incidents and are captured within KPI 2.2.1. On behalf of the Ambulance Service we were asked to gain entry to a property on 407 occasions, of which, 217 (53%) resulted in the use of tools to gain entry to a property. Also, 16% of special service incidents are Road Traffic Collisions (RTC) and 10% are flooding related.
	SECONDARY FIRE incidents are typically anti-social behaviour fires (KPI 1.6.1). These mainly involve loose refuse. However; accidental fires recorded a large increase during the November lockdown period, as such, 49% are recorded with an accidental/unknown cause.
	PRIMARY FIRE incidents encompass Accidental Dwelling Fires at 47% and are shown later in the report as KPI 1.3. Accidental Building Fires contribute 16% and again are covered within its own KPI 1.5.

**1.3 Accidental Dwelling Fires**

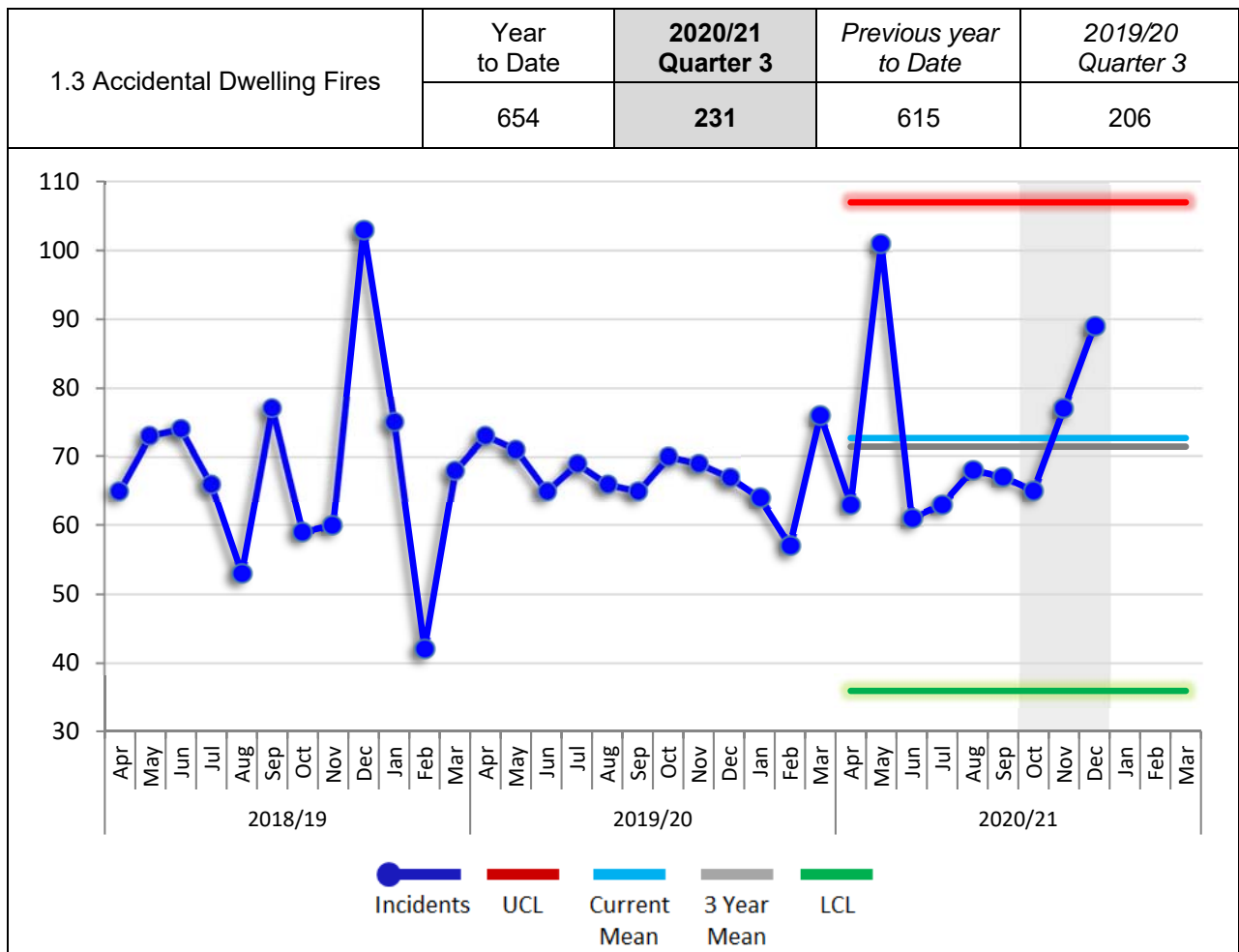


Quarter activity  
**231**

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.

Quarterly activity increased 12.1% over the same quarter of the previous year.



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		
		2019/20	2018/19	2017/18
73	71	68	68	79

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**1.3.1 ADF - Extent of Damage (Fire Severity)**



Quarter activity:  
**96%**

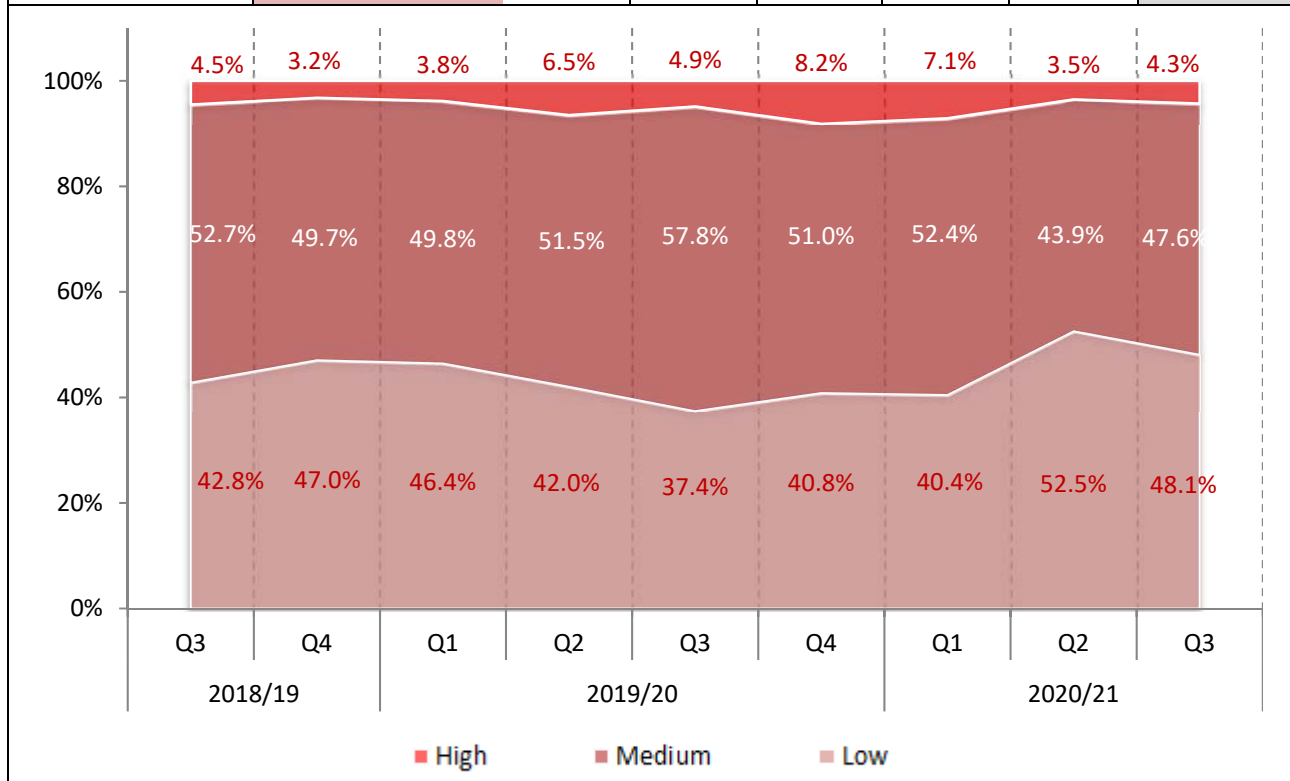
ADF criteria as 1.3. Extent of fire and heat damage is recorded at the time the STOP message is sent and includes all damage types.

The chart below shows a rolling quarterly severity of Accidental Dwelling Fire over the previous two years. Each quarter is broken down into high, medium & low and is calculated using the Cheshire Fire Severity Index for Accidental Dwelling Fires.

Each quarter includes the percentage out of 100% that each severity type represents of the total, with an indicator to illustrate the direction against the same quarter of the previous year.

The latest quarter recorded a combined 'low' and 'medium' severity of 95.7%. This is an increase of 0.6% against the 95.1% recorded in the same quarter of the previous year.

1.3.1 ADF – Severity of Fire	Severity (Direction against the same quarter of previous year)	Previous Rolling 4 Quarters				Quarter 3
		Quarter 3	Quarter 4	Quarter 1	Quarter 2	
High	↓	4.9%	8.2%	7.1%	3.5%	<b>4.3%</b>
Medium	↓	57.8%	51.0%	52.4%	43.9%	<b>47.6%</b>
Low	↑	37.4%	40.8%	40.4%	52.55	<b>48.1%</b>



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



% with previous HFSC  
**13%**

*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.*

*An improvement is shown if the percentage of '% of ADF's with previous HFSC' is greater than the comparable quarter of the previous year. This indicates that the correct households are being targeted with prevention activities.*

**Over the latest quarter, Accidental Dwelling Fires with a previous HFSC decreased 2% against the total number of ADF's over the same quarter of the previous year.**

	2020/21		↑/↓	2019/20	
	ADF's with previous HFSC	% of ADF's with previous HFSC	Progress	ADF's with previous HFSC	% of ADF's with previous HFSC
Quarter 1	26	12%	↑	23	11%
Quarter 2	21	11%	↓	26	13%
Quarter 3	31	13%	↓	31	15%
Quarter 4				27	14%



## 1.4 Accidental Dwelling Fire Casualties



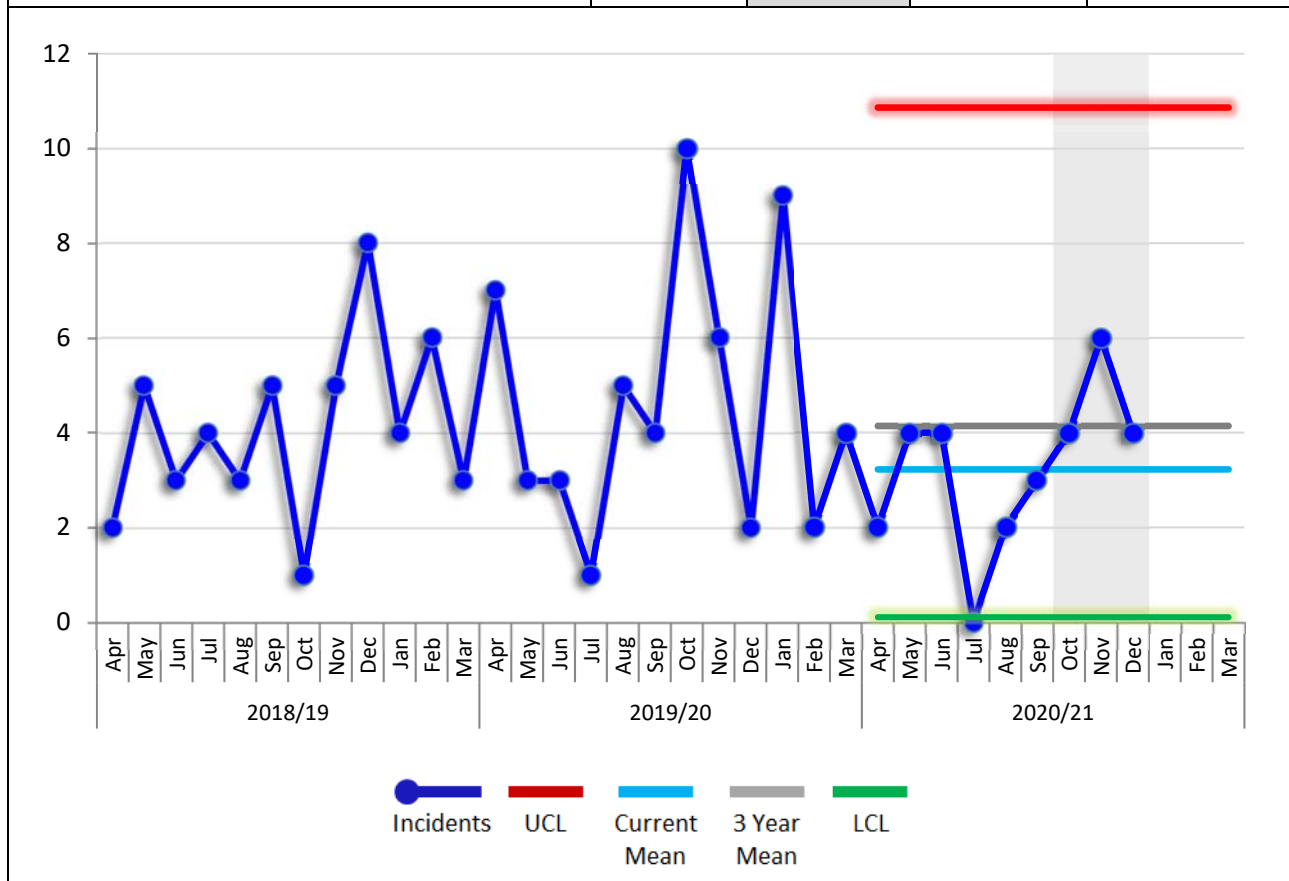
Quarter activity  
**14**

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.

**There was 1 fatality during the latest quarterly period. One casualty is recorded as serious and 12 slight. The same quarter of the previous year recorded no fatalities, 8 serious and 10 slight.**

Casualty Status	Year to Date	2020/21 Quarter 3	Previous year to Date	2019/20 Quarter 3
Fatal	1	1	3	0
Victim went to hospital, injuries appear Serious	3	1	18	8
Victim went to hospital, injuries appear Slight	25	12	20	10
Total	29	14	41	18



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		
		2019/20	2018/19	2017/18
3	4	5	4	4

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

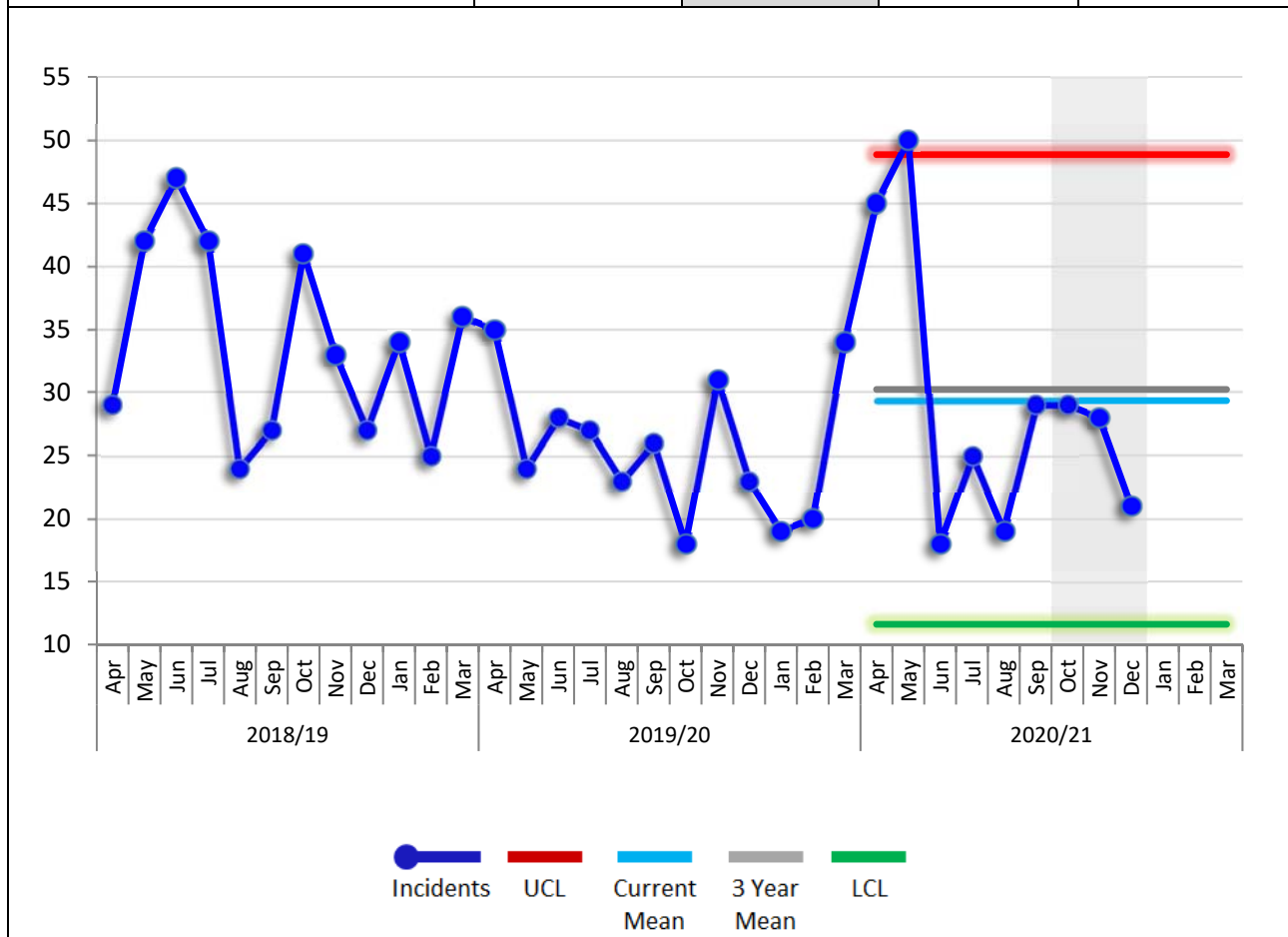


Quarter activity  
**78**

Primary fire criteria as 1.3. Accidental Building Fires (ABF) are recorded as: 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'.

**Quarterly activity increased 8.33% over the same quarter of the previous year.**

1.5 Accidental Building Fires	Year to Date	2020/21 Quarter 3	Previous year to Date	2019/20 Quarter 3
	264	<b>78</b>	235	72



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		
		2019/20	2018/19	2017/18
29	30	26	34	31

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**1.5.1 ABF (Non Dwellings) - Extent of Damage (Fire Severity)**



Quarter activity:  
**75.6%**

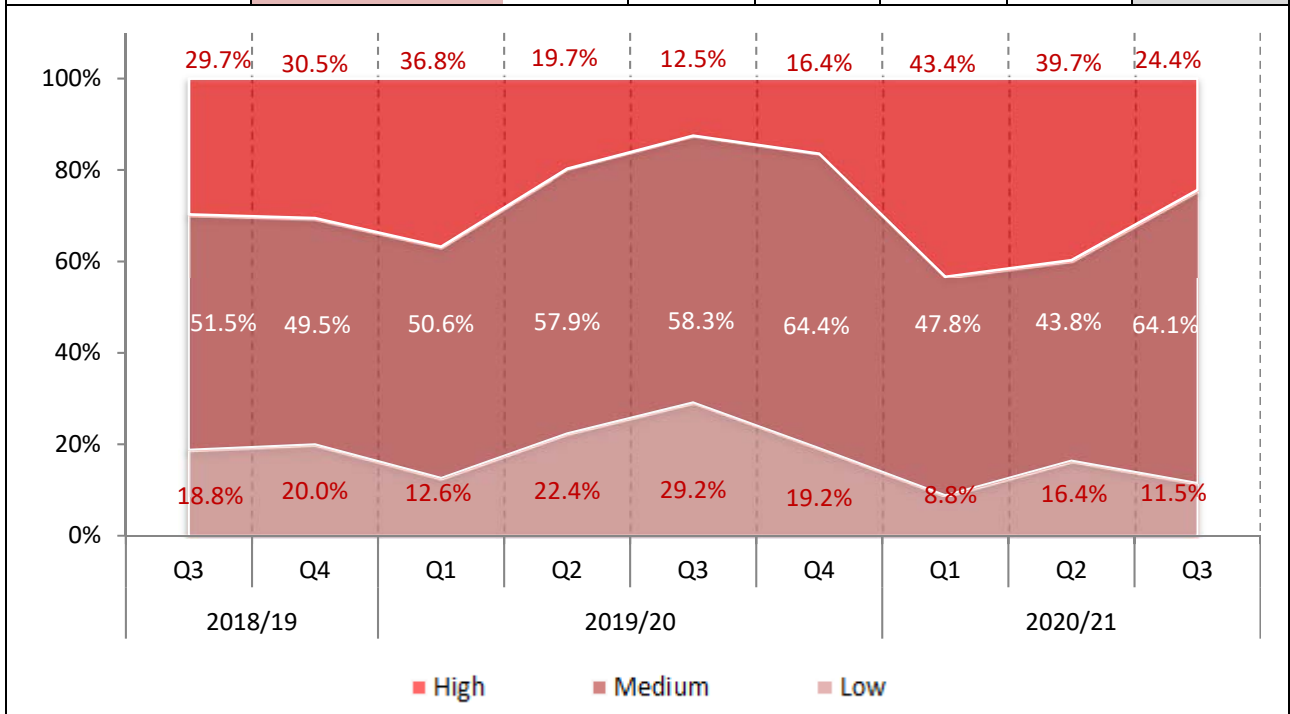
ABF criteria as 1.5. Extent of fire and heat damage is recorded at the time the STOP message is sent and includes all damage types. Included within this KPI are property types of private garages and private sheds; due to their single room construction, any damage is often classified as 'whole building', which will have the effect of increasing their severity category outcome.

The chart below shows a rolling quarterly severity of ABF over the previous two years. Each quarter is broken down in to high, medium & low and is calculated using the Cheshire Fire Severity Index for Accidental Dwelling Fires methodology, applied to Accidental Building Fires.

Each quarter includes the percentage out of 100% that each severity type represents of the total, with an indicator to illustrate the direction against the same quarter of the previous year.

**The latest quarter recorded a combined 'low' and 'medium' severity of 75.6%. This is a decrease of 11.9% against the combined severity of 87.5% recorded in the same quarter of the previous year.**

1.5.1 ABF – Severity of Fire	Severity (Direction against the same quarter of previous year)		Previous Rolling 4 Quarters				Quarter 3
			Quarter 3	Quarter 4	Quarter 1	Quarter 2	
	High	↑	12.5%	16.4%	43.4%	39.7%	<b>24.4%</b>
	Medium	↑	58.3%	64.4%	47.8%	43.8%	<b>64.1%</b>
	Low	↓	29.2%	19.2%	8.8%	16.4%	<b>11.5%</b>



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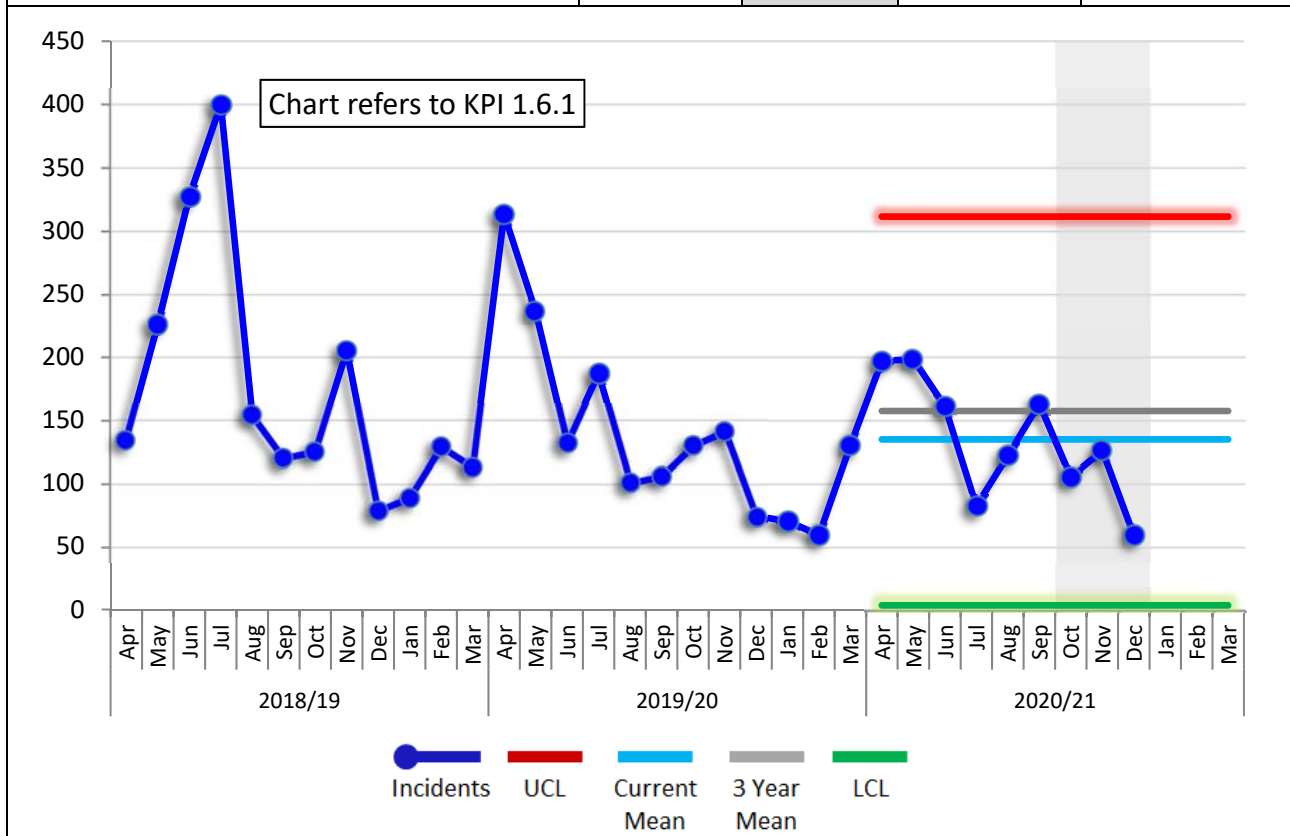
**1.6 Deliberate Fires**



Quarter activity  
**290**

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 ASB Fires	Year to Date	<b>2020/21 Quarter 3</b>	Previous year to Date	2019/20 Quarter 3
		1,213	<b>290</b>	1,420



Deliberate Fire Type		Year to Date	<b>2020/21 Quarter 3</b>	Previous year to Date	2019/20 Quarter 3
	1.6.1 Deliberate Fires - ASB	1,213	<b>290</b>	1,420	345
	1.6.2 Deliberate Fires - Dwellings	85	<b>31</b>	94	29
	1.6.3 Deliberate Fires - Non Dwellings	87	<b>27</b>	113	35

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		
		2019/20	2018/19	2017/18
135	157	140	175	157

**1.7 Home Fire Safety Checks**



Quarter outcome  
**69%**

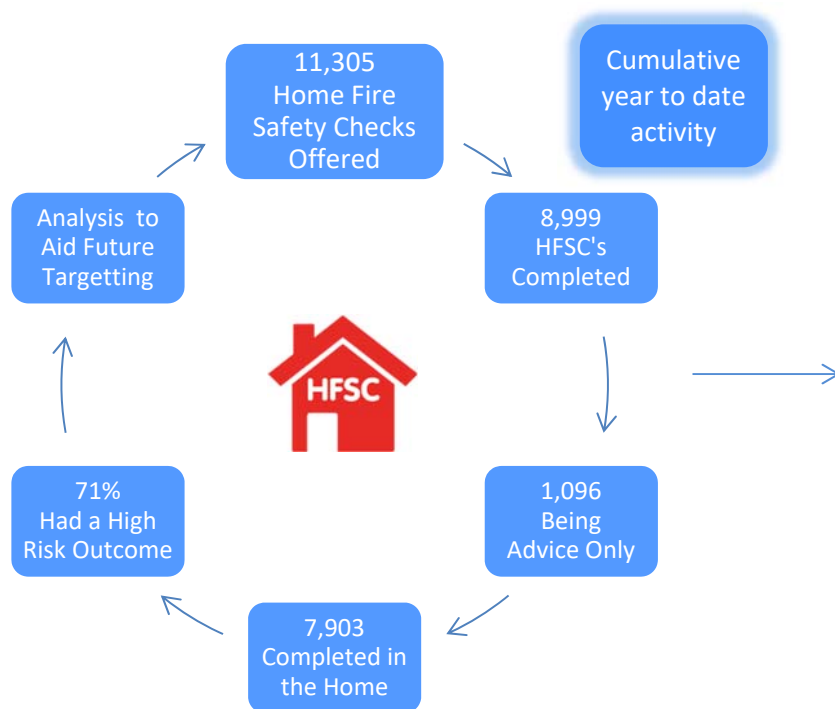
The percentage of completed HFSC's (KPI 1.7.1), excluding refusals, carried out by LFRS personnel or partner agencies in the home, where the risk score has been determined to be high.


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.

The number of completed HFSC's decreased 29% over the same quarter as the previous year; this is due to the challenges presented by the Covid 19 pandemic. However, through a modified HFSC process we have still been able to deliver HFSC's, engaging with the most vulnerable which has resulted in a 9% increase of those with a high risk outcome.

	2020/21		↑/↓	2019/20	
	<b>HFSC completed</b>	<b>% of High HFSC outcomes</b>	<b>Progress</b>	<b>HFSC completed</b>	<b>% of High HFSC outcomes</b>
Quarter 1	2,205	71%	↓/↑	4,401	65%
Quarter 2	3,302	72%	↓/↑	4,770	61%
Quarter 3	3,492	69%	↓/↑	4,364	60%
Quarter 4				4,028	61%



 To help illustrate the importance of the Home Fire Safety Check service; we have been able to monitor properties that have refused a HFSC, but subsequently, suffered an Accidental Dwelling Fire.

**During this quarter 7 Properties recorded an ADF after refusing a HFSC during the previous rolling 12 month period.**

## 1.8 Road Safety Education Evaluation



Quarter activity  
n/a

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.

Total participants are a combination of those engaged with at Wasted Lives and Road Sense events.

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

**The total number of participants and those with a percentage of positive influence<sup>[1]</sup> on participant's behaviour are not available due to the ongoing pandemic. Please refer to the below narrative.**

	2020/21 (Cumulative)		↑/↓	2019/20 (Cumulative)	
	Total participants	% positive influence on participants behaviour <sup>[1]</sup>	Progress	Total participants	% positive influence on participants behaviour <sup>[1]</sup>
Quarter 1	Please refer to the narrative below.		-/-	4,354	85%
Quarter 2			-/-	8,158	85% <sup>[2]</sup>
Quarter 3			-/-	16,417	85% <sup>[2]</sup>
Quarter 4				21,516	85% <sup>[2]</sup>

<sup>[1]</sup> From a sample. <sup>[2]</sup> Estimate

Due to the ongoing Covid-19 pandemic, Lancashire Fire and Rescue (LFRS) have been unable to deliver road safety activities in the normal way. As such, LFRS has undertaken Wasted Lives sessions via an online video chat service: Microsoft Teams.

During quarter 3, there have been 5 Wasted Lives sessions, involving 40 attendees.

To ensure our road safety messages continue to be available, we are engaging with people via our social media platforms; which included coverage of the Road Safety week during November. We also continued to share information via our 'Biker down' page.

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**1.9 Fire Safety Enforcement**



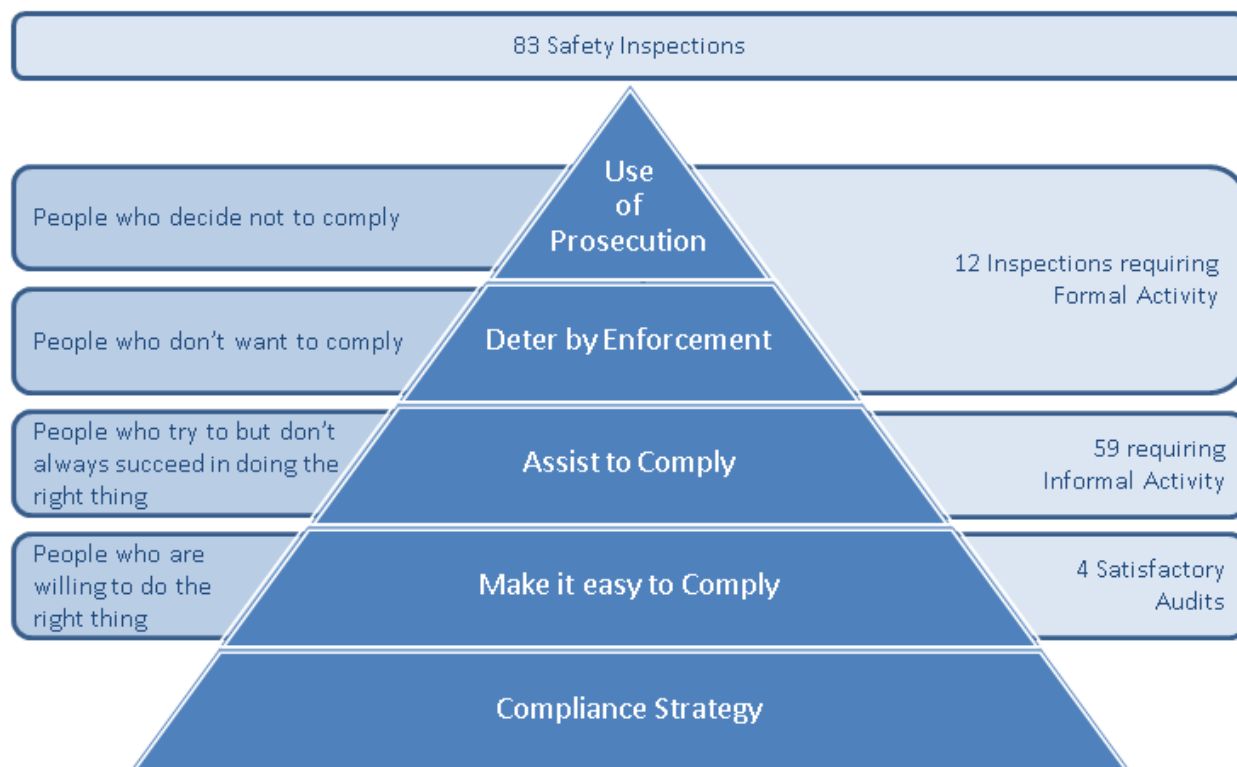
Quarter activity  
**14%**

The number of Fire Safety Enforcement inspections carried out within the period resulting in supporting businesses to improve and become compliant with fire safety regulations or to take formal action of enforcement and prosecution of those that fail to comply. Formal activity is defined as one or more of the following; enforcement notice or an action plan, alterations notice or prohibition notice.

An improvement is shown if the percentage of audits 'Requiring formal activity' is greater than the comparable quarter of the previous year. This helps inform that the correct businesses are being identified.

\*The 'Number of Inspections' count includes Business safety advice and advice to other enforcement authorities, which are not captured within the formal/informal or satisfactory counts.

	2020/21					↑/↓	2019/20
Quarter	*Number of Inspections	Requiring		Satisfactory Audit	Percentage requiring Formal Activity	Progress	Percentage requiring Formal Activity
		Formal Activity	Informal Activity				
1	18	5	7	4	28%	↑	9%
2	48	7	29	9	15%	↑	9%
3	83	12	59	4	14%	↑	10%
4							13%



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**2.1.1 Emergency Response Standards - Critical Fires - 1<sup>st</sup> Fire Engine Attendance**



Quarter response  
**89.58%**

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.

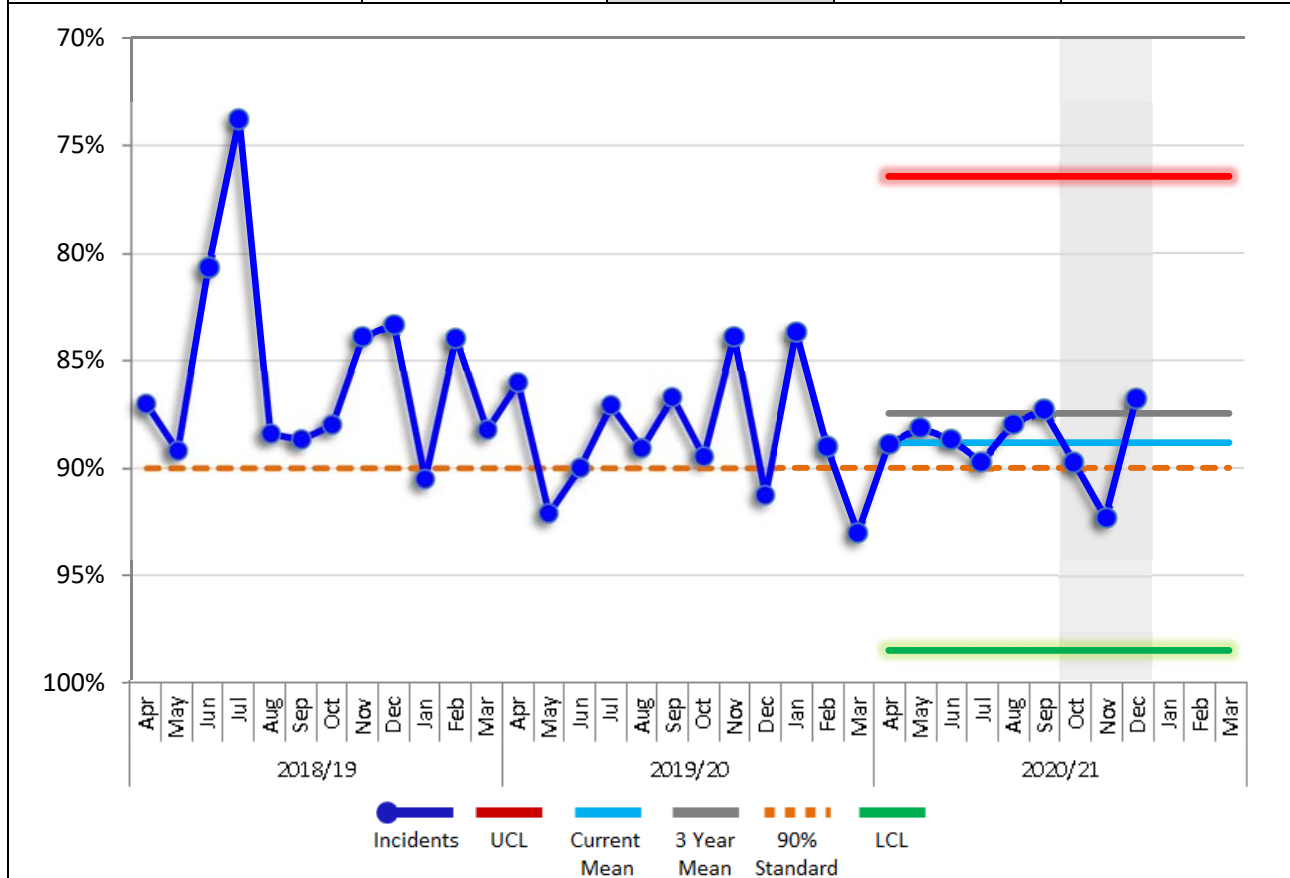
The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

- 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 **90% 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.

The latest quarter 1<sup>st</sup> pump response increased 1.52% of total first fire engine attendances over the same quarter of the previous year.

1 <sup>st</sup> pump attendance standard	Year to Date	2020/21 Quarter 3	Previous year to Date	2019/20 Quarter 3
	88.80%	<b>89.58%</b>	88.31%	88.06%





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**2.1.2 Emergency Response Standards - Critical Fires – 2<sup>nd</sup> Fire Engine Attendance**



Quarter response  
**87.77%**

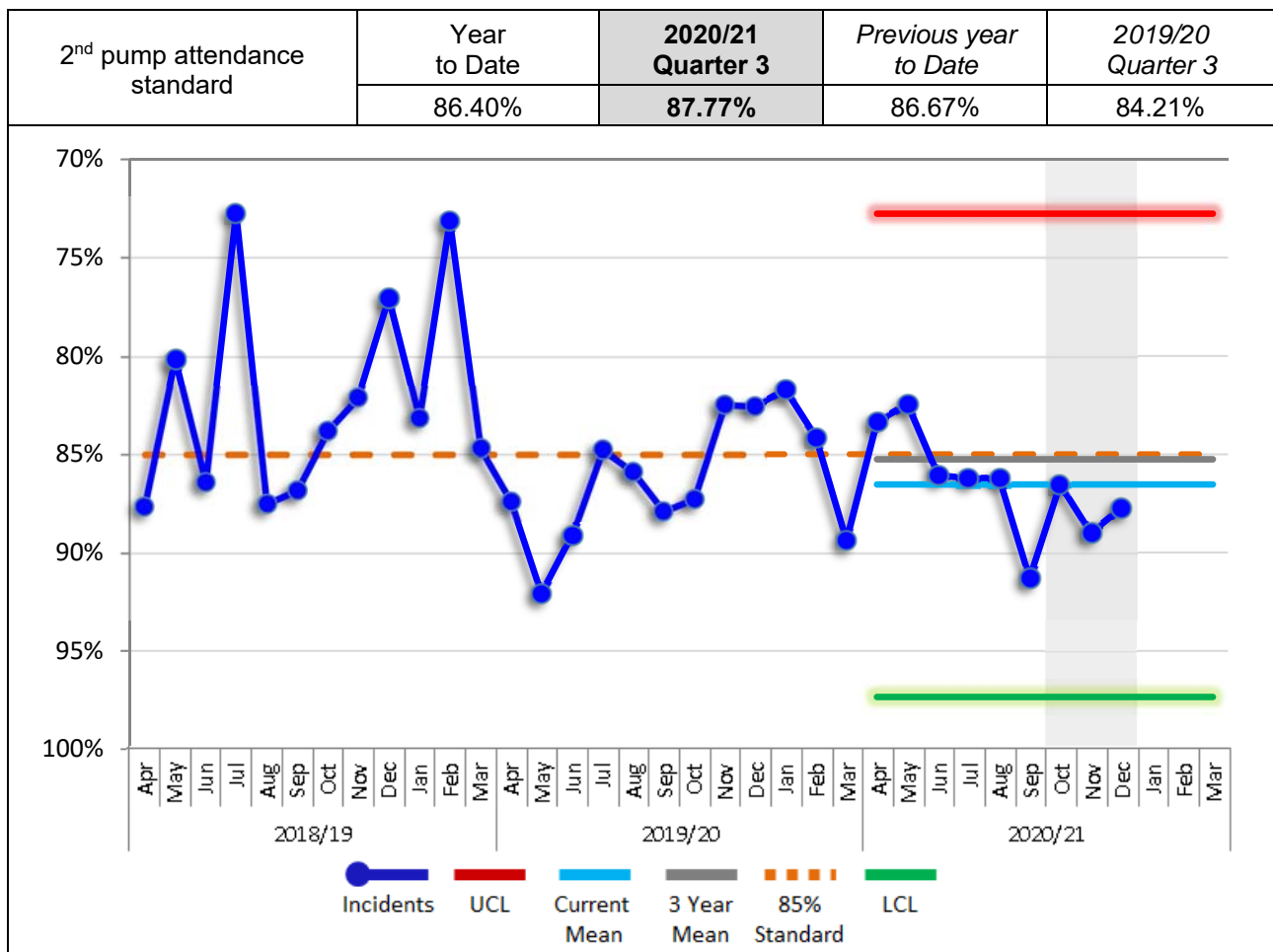
Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) 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 **85% 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.

The latest quarter 2<sup>nd</sup> pump response increased 3.56% of total second pump attendances over the same quarter of the previous year.



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**2.2.1 Emergency Response Standard -  
 Critical Special Service - 1<sup>st</sup> Fire Engine  
 Attendance**

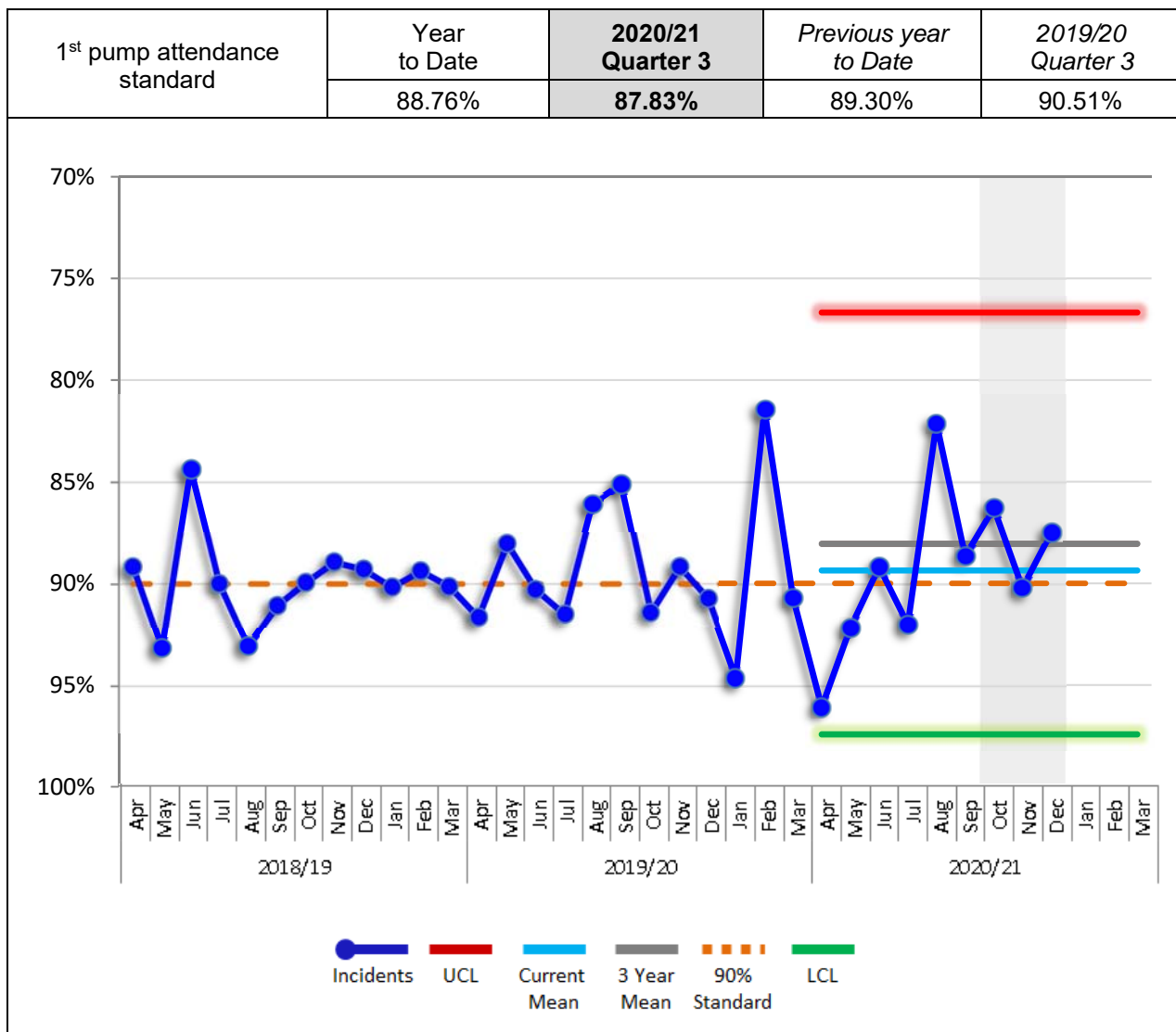


Quarter response  
**87.83%**

*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.*

*We have achieved our **90% standard** when the time between the 'Time of Call' and 'Time in Attendance' of first fire engine arriving at the incident is less than the response standard.*

**The latest quarter 1<sup>st</sup> pump response decreased 2.96 of the total responses over the same quarter of the previous year.**



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



Quarter availability  
**99.16%**

*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.*

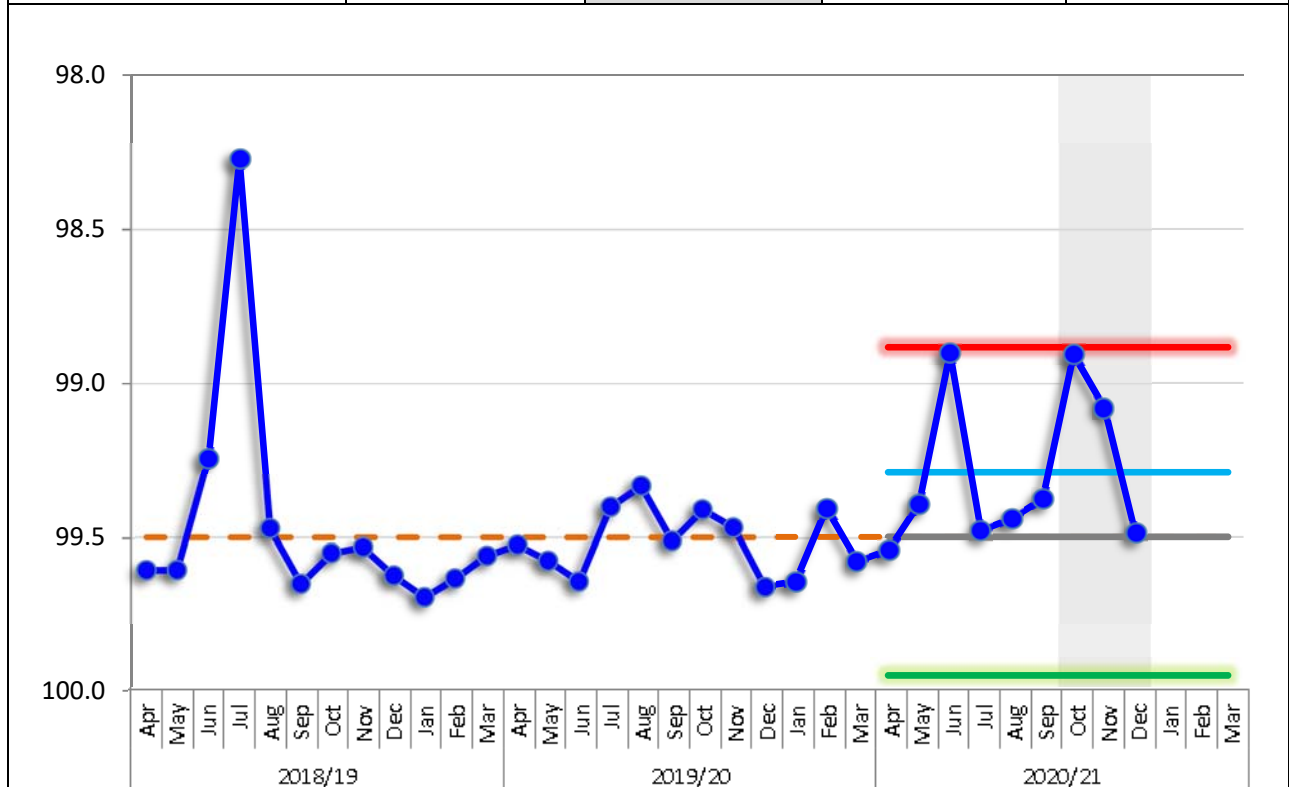
*Fire engines are designated as unavailable for the following reasons:*

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

**Standard: 99.5%**


**Year to date availability of 99.29% is a decrease of 0.21% over the same period of the previous year.**

Fire engine availability – WT, DC and DCP	Year to Date	2020/21 Quarter 3	Previous year to Date	2019/20 Quarter 3
	99.29%	<b>99.16%</b>	99.50%	99.51%



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● Incidents    ■ UCL    ■ Current Mean    ■ 3 Year Mean    - - - 99.5% Standard    ■ LCL

<b>2.4 Fire Engine Availability – On-Call Duty System</b>		Quarter availability <b>87.90%</b>
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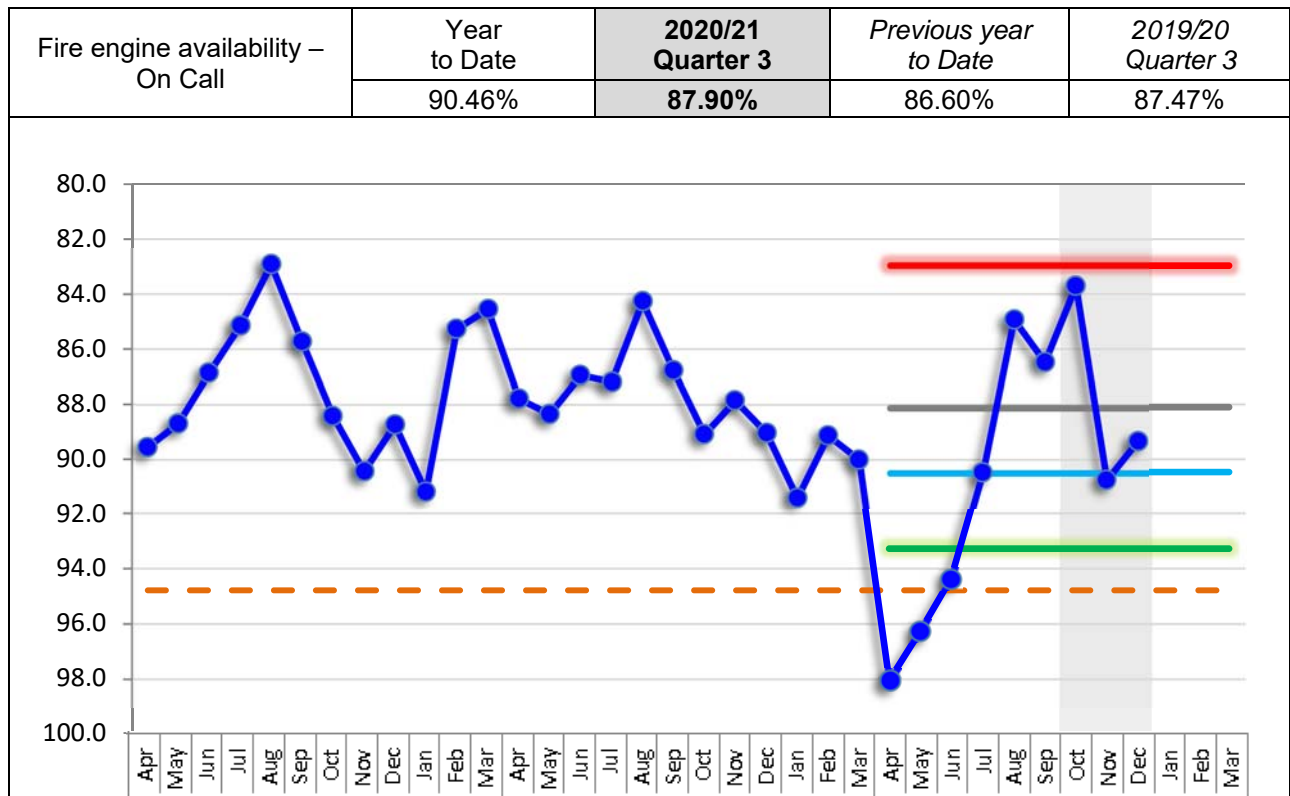
This indicator measures the availability of fire engines that are crewed by the On Call duty system. It is measured by calculating the percentage of time a fire engine is available to respond compared against the total time in the period.

Fire engines are designated as unavailable (off-the-run) for the following reasons. This is further broken down by the percentage of off-the-run (OTR) hours that each reason contributes to the total. A Fire engine can be OTR for more than one reason; hence the percentages are interpreted individually, rather than as a proportion of the total:

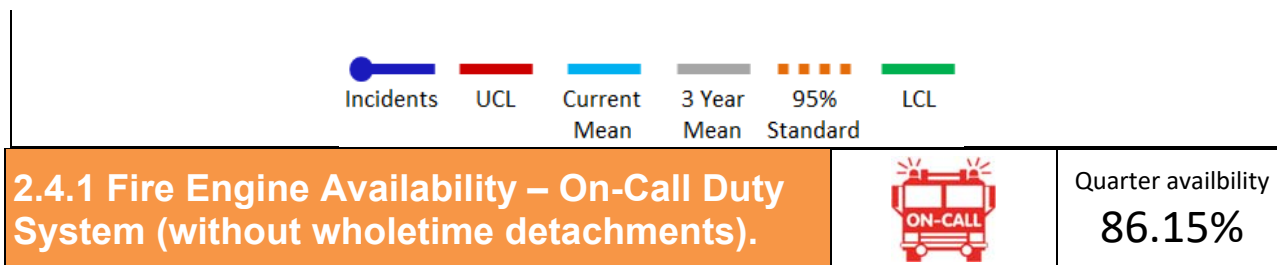
- Manager deficient 61%
- Not enough BA wearers 51%
- Crew deficient 63%
- No driver 36%

**Standard: Above 95%**

**Year to date availability 90.46%, a 4.46% increase against the previous year to date total availability of 86.60%.**



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**Performance indicator: 2.4.1 Fire Engine Availability – On-Call Duty System (without wholetime detachments).**

**Subset of KPI 2.4 and provided for information only.**

*This indicator measures the availability of fire engines that are crewed by the On-Call duty system (OC) 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*

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

**The percentage of time that On-Call crewed engines were available for the most recent quarter was 86.15%. This excludes the wholetime detachments shown in KPI 2.4**

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**2.5 Staff Accidents**

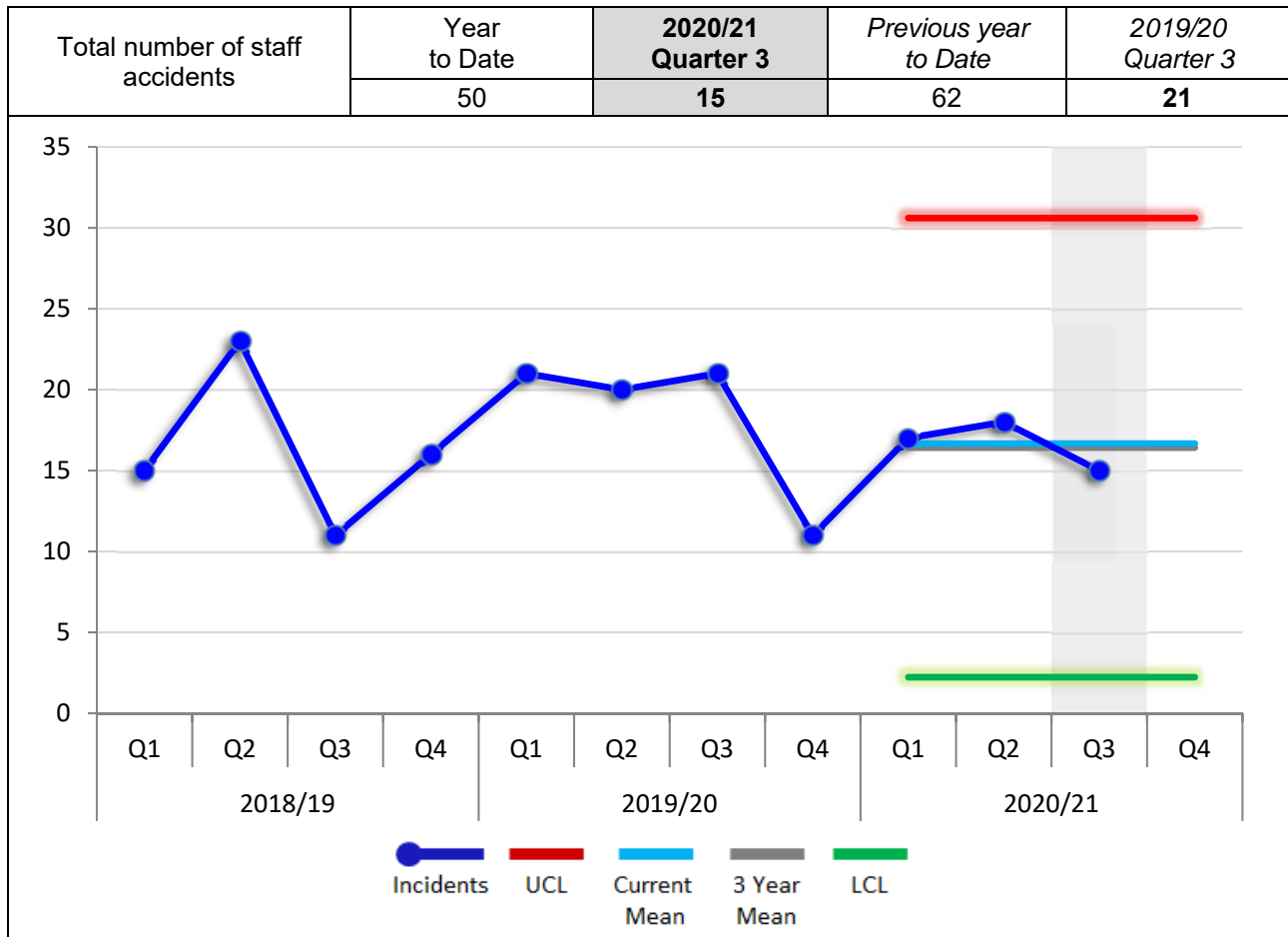


Quarter activity  
**15**

The number of staff accidents.

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

The number of staff accidents during the latest quarter decreased by 28.57% against the same quarter of the previous year.



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

Current Mean	3 year Mean	Quarterly Mean		
		2019/20	2018/19	2017/18
17	16	18	16	15

### 3.1 Progress against Savings Programme



Quarter variance  
**-1.57%**

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

**Budget to end of December 2020 £40.8 million. The spend for the same period was £39.9 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 2020/21 was set at £57.3 million, with a budget to 31 December of £40.8 million. The spend for the same period was £39.9 million. This gives an underspend for the period of £0.9 million, which is a result of the pandemic continuing to affect planned spend activity during the period.

This position will continue to be monitored in the forthcoming months, and we are currently working with budget holders to calculate what proportion of the underspend needs to be carried forwards into the next financial year to allow for catch up activities to take place.

Variance:

**-1.57%**

**3.2 Overall User Satisfaction**



Percentage satisfied  
**99%**

*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.*

**27 people were surveyed; 27 responded that they were very or fairly satisfied.**

Question	Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everything in to account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service?	2,553	2,525	98.90%	97.50%	1.44%

There have been 2,553 people surveyed since April 2012.

During the latest quarter - 27 people were surveyed and 27 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.



## 4.1 Overall Staff Engagement



Percentage Engaged  
**79%**

Staff were surveyed from October to December 2020 on topics including working at LFRS; equality, diversity and inclusion; health and wellbeing; training and development; leadership and management; and internal communication.

*An engagement index is calculated based on five questions measuring pride, advocacy, attachment, inspiration and motivation; factors that are understood to be important features shared by staff who are engaged with 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.*

The engagement index was previously measured in the last full staff survey undertaken in May 2018.

### 2020 STAFF SURVEY RESULTS:

**Engagement index – 79%, an increase of 9% on the 2018 survey.**

**Number of Responses – 458, a decrease of 6% on the 2018 survey.** This equates to a decrease of 31 people however the Service was unable to undertake focus groups and engage with crews at stations due to the coronavirus pandemic. These were carried out extensively during the last survey to encourage participation.

	Period		Change	↑/↓
	2020/21	2018/19		Progress
<b>Engagement index</b>	79.0%	70.13%	8.87%	↑
<b>Number of responses</b>	458	489	-6.34%	↓

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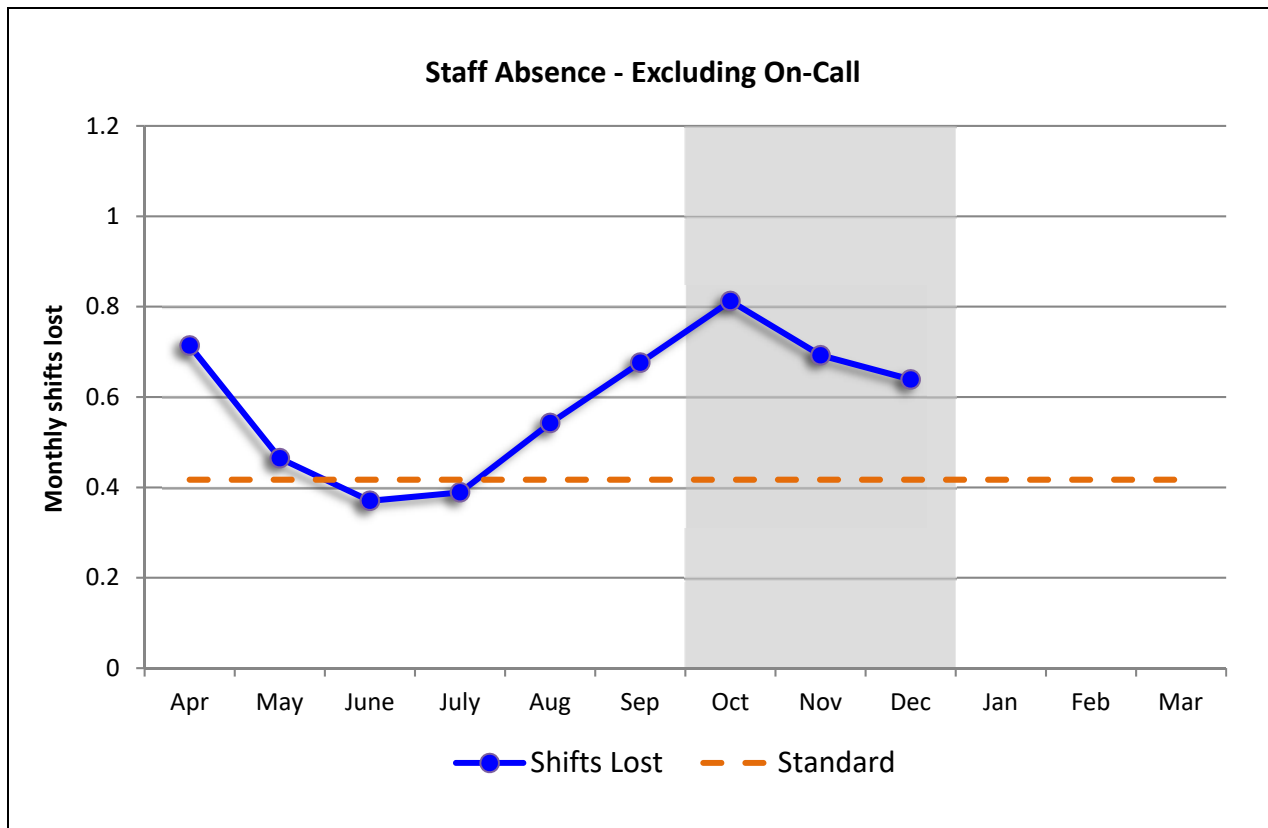
**4.2.1 Staff Absence - Excluding On-Call Duty System**



Shifts lost  
**5.300**

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

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



Cumulative total number of monthly shifts lost:

**5.300**

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**What are the reasons for an Exception Report**

This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for each month during quarter 3.

**Analysis**

During quarter three October 2020 – December 2020, absence statistics show above target for all three months for both Whole-time personnel and Non-uniformed personnel.

There were 10 cases of long-term absence which span over the total of the 3 months; the reasons being:

Green Book	
Reason	Case/s
Mental health	1
Gastro-intestinal	1

Grey Book	
Reason	Case/s
Muscular skeletal	3
Mental Health	2
Cancer	1
Neurological	1
Post Op/Hospital	1

There were 21 other cases of long term absence which were also recorded within the 3 months:

Green Book	
Reason	Case/s
Mental Health	2
Gastro-intestinal	1

Grey Book	
Reason	Case/s
Mental health	5
Operation	4
Coronavirus/Self isolation	3
Muscular skeletal	3
Cardiac	2
Neurological	1

During the quarter there were 16 of the 31 employees who returned to duty.

At the end of December 2020, the cumulative totals show that non-uniformed staff absence was above target at 6.73 shifts lost per employee, for whole-time uniformed staff absence was also above target at 4.84 shifts lost per employee. Overall absence for all staff (except On Call staff) was 5.3 shifts lost which is above the Service target of 3.75 shifts lost for this quarter.

The cumulative figures in this period include employees absent due to coronavirus and those required to self-isolate as a result of coronavirus since 1<sup>st</sup> September 2020.

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**Actions being taken to improve performance**

The Service aims to continue with:

- Early intervention by Occupational Health Unit (OHU) doctor/nurse/physiotherapist.
- Human Resources (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.
- 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/ Personal Training Instructors.
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

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**4.2.2 Staff Absence – On-Call Duty System**

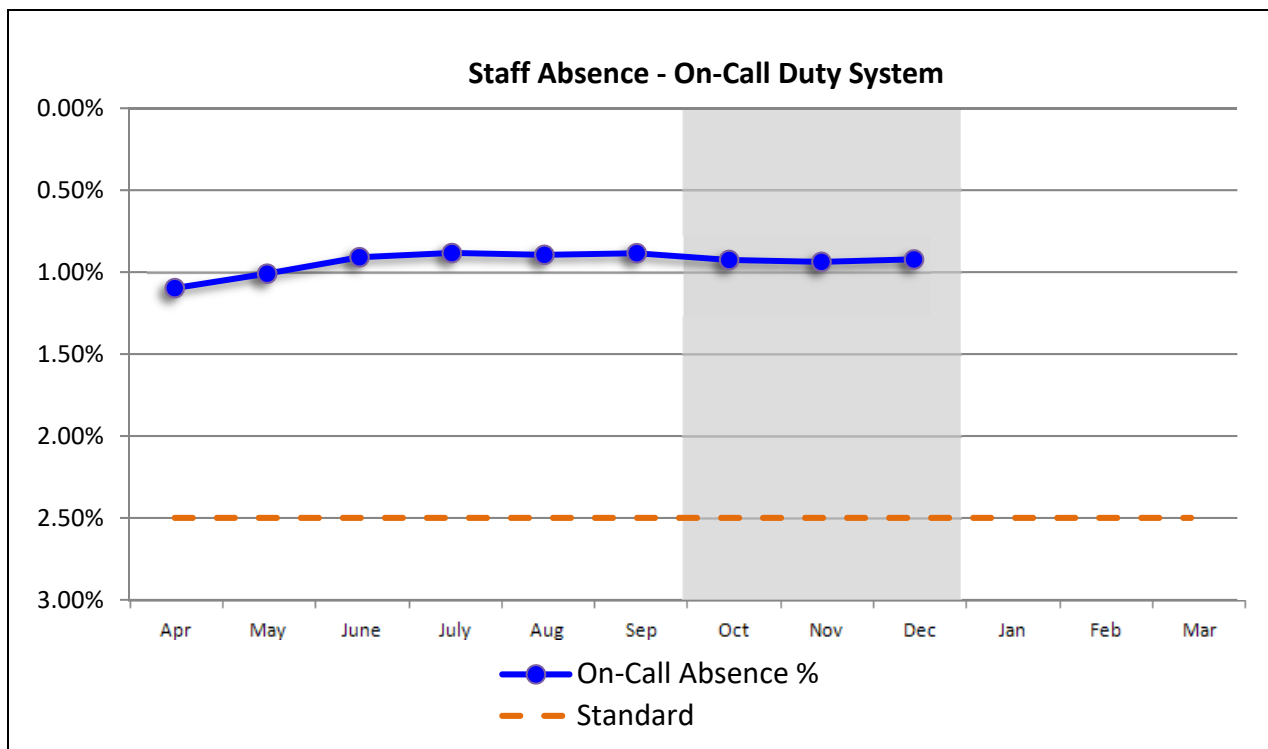


Absence  
**0.92%**

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

**Cumulative On-Call absence, as a percentage of available hours of cover at end of the quarter, 0.88%**

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



Cumulative On-Call absence (as % of available hours of cover):

**0.92%**