**LANCASHIRE COMBINED FIRE AUTHORITY**
**PERFORMANCE COMMITTEE MEETING**
Meeting to be held on 15 December 2021

**REVIEW OF KPIS AHEAD OF REPORT TO PLANNING COMMITTEE**

Contact for further information: Deputy Chief Fire Officer Steve Healey
Telephone: 01772 866801

*Table 1Executive Summary and Recommendations*

**Executive Summary**

The Key Performance Indicators (KPIs) have been re-ordered, prioritising 'Valuing Our People' to reflect the service's values as set out by STRIVE. Several supplementary KPIs have been included to provide a tool with which to measure the Service's progress and several KPIs have been amended/removed to provide a more relevant reflection of performance.

Our response KPI's are proposed to remain the same with regards to the first fire engine response time standards. This is due to the strong correlation of our risk map scoring and effectively and efficiently being able to respond to our highest risk areas. The removal of the second fire engine response time will allow Lancashire Fire and Rescue Service (LFRS) to align with most Fire and Rescue Services' across the country, whilst still delivering a response to risk methodology and ensuring LFRS interventions will occur on arrival as a result of first fire engine response for both critical fire and special service calls.

**Recommendation(s)**

Performance Committee is asked to approve the changes to KPIs and their inclusion within the Service's Measuring Progress Report. The recommendations will then progress to the scheduled Planning Committee meeting in February 2022 who will then be asked to agree the relevant performance levels.

**Information**

**Proposed update to KPIs**

The KPIs have been re-ordered to prioritise 'valuing our people' to better reflect the service's STRIVE values and several KPIs have been added or amended to provide better information in a more understandable way and to enable measurement against goals.

The proposed changes will be implemented as and when the underpinning technology and integration within new PowerBi performance management software comes into effect within LFRS, anticipated in the second half of 2022-23 performance year.

**Re-ordered KPIs**

Existing arrangements                    New Proposals

**1** **Preventing** fires and other emergencies from happening.

**Protecting** people and property when fires happen.

**2** **Responding** to fire and other emergencies quickly and competently.

**3** **Delivering** value for money in how we use our resources.

**4** **Valuing** our people so that they can focus on making Lancashire safer.

**1** **Valuing** our people so that they can focus on making Lancashire safer.

**2** **Preventing** fires and other emergencies from happening.

**Protecting** people and property when fires happen.

**3** **Responding** to fire and other emergencies quickly.

**4** **Delivering** value for money in how we use our resources.

**Current KPI 1 Reporting and removal of 1.3.2**

**KPI 1 – Preventing fires and other emergencies from happening. Protecting people and property when fires happen.**

| | | |
|---|---|---|
| 1.1 | | Risk Map Score |
| 1.2 | | Overall Activity |
| 1.3 | | Accidental Dwelling Fires (ADF) |
| 1.3.1 | | ADF Extent of Damage (Fire Severity) |
| ~~1.3.2~~ | | ~~ADF Number of Incidents where occupants have received a home fire safety check (HFSC)~~ |
| 1.4 | | Accidental Dwelling Fire Casualties |
| 1.5 | | Accidental Building Fires (ABF) – Non Dwellings |
| 1.5.1 | | ABF Non-Dwellings Extent of Damage (Fire Severity) |
| 1.6.1 | | Deliberate Fires Antisocial Behaviour |
| 1.6.2 | | Deliberate Fires Dwellings |
| 1.6.3 | | Deliberate Fires Non Dwellings |
| 1.7 | | High Risk Home Fire Safety Checks |
| 1.8 | | Road Safety Education Evaluation |
| 1.9 | | Fire Safety Enforcement |

**1.3.2 Remove:** The current performance measure of **Accidental Dwelling Fire (ADF) – number of incidents where occupants have received a Home Fire Safety Check (HFSC)**. It is difficult to understand and explain this indicator - success is implied if the % of households that experience a fire after having had a HFSC goes up (as this is alleged to be indicative of correct targeting) but arguably it's also indicative of the Service not being able to fully mitigate risk.


**New KPI 1**
**Valuing our people so that they can focus on making Lancashire safer**

Five new KPI headings have been added to enable the Service to better measure progress and identify areas for improvement. The staff accidents KPI has been moved into this KPI from 'Responding to Incidents', as this section reflects LFRS' commitment to our staff.

## Existing KPIs

| 4.2.1 | Staff Absence (Excluding On-Call) |
|-------|-----------------------------------|
| 4.2.2 | Staff Absence (On Call) |


## Proposed KPIs

| 1.1 | Overall Staff Engagement: <br> Performance measure of how engaged our staff are. |
|-------|-----------------------------------|
| 1.2.1 | Staff Absence Wholetime (WT): <br> Specific measure of WT absence. |
| 1.2.2 | Staff Absence On-Call |
| 1.2.3 | Staff Absence Greenbook: <br> Specific measure of Greenbook absence. |
| 1.3.1 | Workforce Diversity (as a %): <br> Performance measure of how representative our staff are of our communities. |
| 1.3.2 | Workforce Diversity Recruited (as a %): Performance measure of our success in recruiting a diverse workforce. |
| 1.4 | Staff Accidents: <br> *(Now included within KPI 1.)* |

**New KPI 2**
**Preventing fires and other emergencies from happening.**
**Protecting people and property when fires happen.**

Two new KPI headings have been ==added== to provide a clearer representation of the data and activity levels.

When dealing with relatively small numbers, percentages can be misleading; the KPIs will move to publishing numbers as opposed to percentages where appropriate, in order to provide a more representative account of the data.

Due to the Fire Safety and Building Safety Bills, FRS involvement with Building Regulations Consultations (BRC) will gain an increased focus. BRC are not currently shared with members/staff/public, yet they represent a significant proportion (over 500 per quarter) of Fire Safety Inspectors work. This has therefore been added as a KPI so Elected Members have oversight and challenge on Service performance.

**Proposed KPIs**

| | |
|------|------------------------------------------------------------------------------|
| 2.1 | Critical Fire Risk Map Score |
| 2.2 | Overall Activity |
| 2.3 | Accidental Dwelling Fires (ADF) |
| 2.3.1 | ADF - Harm to people - Casualties |
| 2.3.2 | ADF – Harm to Property- Extent of Damage (Fire Severity) |
| 2.4 | Accidental Building Fires (Commercial Premises) |
| 2.4.1 | ABF (Commercial Premises) – Harm to property - Extent of Damage (Fire Severity). To provide a clearer representation of the data and activity levels. |
| 2.5 | ABF (Non-Commercial Premises) |
| 2.5.1 | ABF (Non-Commercial Premises: Private Garages and Private Sheds) – Harm to Property - Extent of Damage (Fire Severity). |
| 2.6 | ==Deliberate Fires Total==: Specific performance measure of deliberate fires. |
| 2.6.1 | Deliberate Fires – Dwellings |
| 2.6.2 | Deliberate Fires – Commercial Premises |
| 2.6.3 | Deliberate Fires – Other (rubbish, grassland etc) |
| 2.7 | HFSC: |
| 2.8 | Numbers of other prevention activities such as Childsafe / wasted lives etc: |
| 2.9 | Fire Safety Enforcement (including business FSC) |
| 2.10 | ==Building Regulation Consultations (BRC) (number and completed on time):== |

**New KPI 3**
**Responding to fire and other emergencies quickly**

In addition to the proposed changes to monitoring response standards as detailed in the Executive summary above, a new KPI has been ==added== which gives overall Fire Engine Availability to provide an accurate 'Lancashire wide' view and a greater level of scrutiny.

Critical Fire Response – 2nd Fire Engine Attendance is proposed to be removed to align to the majority of the other 45 FRSs in England. It is proposed that our response times will be measured against immediate interventions which will be from the first attending appliance, which also includes call handling times.

**Proposed KPIs**

| 3.1 | Critical Fire Response – 1st Fire Engine Attendance |
|-----|--------------------------------------------------|
| 3.2 | Critical Special Service Response – 1st Fire Engine Attendance |
| 3.3 | ==Total Fire Engine Availability== |
| 3.3.1 | Fire Engine Availability Wholetime Shift Systems |
| 3.3.2 | Fire Engine Availability On-Call Shift Systems |

**New KPI 4**
**Delivering value for money in how we use our resources**

A new KPI for partnership collaboration has been ==added==, which will provide a qualitative analysis of collaboration across Lancashire.

**Proposed KPIs**

| 4.1 | Progress Against Allocated Budget |
|-----|-----------------------------------|
| 4.2 | ==Partnership Collaboration== |

**Business Risk**

It is essential that the Service uses a set of KPIs which are SMART and that any measure applied reflects performance accurately. In doing so this must provide a robust assessment framework by which the Authority can both understand and measure performance of the Service in an accurate and meaningful way. Which will allow for effective scrutiny of Service level performance.

The implementation of the new suite of KPI's is intrinsically linked to the development, testing and implementation of new digital developments, which will enable a more robust reporting mechanism through all levels within the Service. The new KPI suite cannot be fully brought to life until the workstream is introduced as business as usual. To ensure KPI performance is maintained to the authority the current KPI's will remain and the new KPIs be introduced at the appropriate time.

**HR Implications**

None.

**SHE Implications**

None.

**Financial Implications**

Consideration on the appropriate resources to complete the work

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

*Table 2 Details of any background papers*

| Paper: | |
|---|---|
| Date: | |
| Contact: | |
| Reason for inclusion in Part 2 if appropriate: | |