

LANCASHIRE COMBINED FIRE AUTHORITY

PLANNING COMMITTEE

Meeting to be held on 7 February 2022

REVIEW OF KEY PERFORMANCE INDICATORS

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

Executive 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 in our newly produced Community Risk Management Plan which is further underpinned by our STRIVE values. 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 monitoring of second fire engine response times will align Lancashire Fire and Rescue Service (LFRS) with most Fire and Rescue Services across the country.

Recommendation(s)

Planning Committee is asked to approve the changes to KPIs and their inclusion within the Service's Measuring Progress Report.

Information

Contained within this Planning Committee paper is an outline of the circumstances that have led to several proposals to introduce, amend, or remove performance monitoring across our 5 core priorities of:

- Valuing our People so they can focus on making Lancashire safer
- Preventing Fires and other emergencies from happening and,
- Protecting people and property when they happen
- Responding to fires and other emergencies quickly and competently
- Delivering value for money in how we use our resources.

There is a description of the change proposals, including rationales for their review. All supported by a visual summary of how the proposed KPI suite will look following approval/endorsement of the changes.

The most simplistic change has been to re-order the KPI suite to better reflect the content of the refreshed Community Risk Management Plan (CRMP) 2022-27 along with the Service's STRIVE values. The outcome of this change now sees 'Valuing our People' as the primary KPI, further demonstrating our intent to put our people first.

Several KPI's have been introduced, amended, or removed to provide better information, in a more understandable way, and to enable measurement against more specific 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, this is anticipated in the second half of 2022-23 performance year.

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

Key Performance Indicator 1 (previously KPI 4)

Valuing our People has historically been the 4th section of our KPI suite which has included two basic performance measures:

1. Staff Absences (Excluding On Call)
2. Staff Absences (On Call)

To align with our recently reviewed Community Risk Management Plan (including a re-prioritisation of our 5 key organisational values), '*Valuing our People so they can focus on making Lancashire safer*' is highlighted as being our primary or most important organisational priority, now mirrored in our suite of key performance indicators by its change from the 4th section to the 1st section.

Additionally, **five** new KPI headings have been added which will enable the service to better measure progress and identify more specific areas for improvement.

1.1 Overall Staff Engagement

A measure of how engaged our staff are using indicators such as staff surveys.

1.2.1 Staff Absence Wholetime

Historically this performance measure was a combination of Wholetime Operational staff along with Greenbook Support staff. Changes are being proposed to monitor these separately to allow for improved scrutiny and targeting.

1.2.3 Staff Absence Greenbook

As previously stated, and in conjunction with KPI 1.2.1 and 1.2.2, this is a new KPI which now provides a more bespoke analysis of staff absences relative to working/employment arrangements.

1.3.1 Workforce Diversity (as a %)

This new KPI will enable us to analyse how reflective our workforce is of the communities we serve and help us to demonstrate that we are an employer of choice for all. Improving this will help develop the fifth new KPI:

1.3.2 Workforce Diversity Recruited (as a %)

This new KPI will help us to identify if our approach to recruitment along with the associated processes are effective at recruiting new staff from a diverse range of backgrounds.

One final change to the new KPI 1 section is the addition of the **Staff Accidents** KPI which has been moved into this KPI from 'Responding to Incidents', as this section reflects LFRS' commitment to our staff.

Below is a summary of the new KPI 1 suite (on top) in comparison to the existing KPI 4 (on the bottom).

1 Valuing our people so that they can focus on making Lancashire safer.	1.1	Overall Staff Engagement: Performance measure of how engaged our staff are.
	1.2.1	Staff Absence Wholetime (WT): Specific measure of WT absence.
	1.2.2	Staff Absence On-Call
	1.2.3	Staff Absence Greenbook: Specific measure of Greenbook absence.
	1.3.1	Workforce Diversity (as a %): 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: (Now included within KPI 1.)

4 Valuing our people so that they can focus on making Lancashire safer.	4.2.1	Staff Absence (Excluding On Call)
	4.2.2	Staff Absence (On Call)

Preventing fires and other emergencies from happening and Protecting people and property when fires happen.

Key Performance Indicator 2 (Previously KPI 1)

Naturally the result of moving 'Valuing our People' into our number 1 KPI has changed the number of the other 3 KPI sections.

In summary, the new KPI 2 has **two** new measures of performance, whilst **one** performance measure has been removed. There have also been some subtle changes to how several the KPI's in this section are worded.

The aim of the two new KPI headings is 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, to provide a more representative account of the data.

The two new KPI headings are:

2.6 Deliberate Fires Total: Specific performance measure of deliberate fires

Historically, Measuring Progress reports have only reported on deliberate fires resulting from anti-social behaviour as the cause. This new performance measure will provide an overall measure of deliberate fires whilst also still be broken down into existing 3 deliberate fire performance measures (Dwellings (2.6.1), Commercial Premises (2.6.2) and Other (2.6.3)).

2.10 Building Regulation Consultations (BRC) (number and completed on time)

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.

The one KPI that has been removed:

1.3.2 Accidental Dwelling Fire (ADF) – number of incidents where occupants have received a Home Fire Safety Check (HFSC).

The reason this has been removed is due to the difficulty around understanding and/or explaining this indicator - success is implied if the percentage 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 as the household has still experienced a fire.

Below is a summary of the new KPI 2 (on top), in comparison to the existing KPI 1 (on the bottom).

<h1 style="font-size: 48px; margin: 0;">2</h1> <p style="margin: 0;">Preventing fires and other emergencies from happening.</p> <p style="margin: 0;">Protecting people and property when fires happen.</p>	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 <u>Childsafe</u> / wasted lives etc:	
2.9	Fire Safety Enforcement (including business FSC)	
2.10	Building Regulation Consultations (BRC) (number and completed on time):	

<h1 style="font-size: 48px; margin: 0;">1</h1> <p style="margin: 0;">Preventing fires and other emergencies from happening.</p> <p style="margin: 0;">Protecting people and property when fires happen.</p>	1.1	Critical Fire 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
	1.4	ADF Casualties
	1.5(a)	Accidental Building Fires (Commercial Premises)
	1.5(b)	Accidental Building Fires (Non-Commercial Premises)
	1.5.1(a)	ABF (Commercial Premises) – Extent of Damage (Fire Severity)
	1.5.1(b)	ABF (Non-Commercial Premises: Private Garages and Private Sheds) – Extent of Damage (Fire Severity)
	1.6.1	Deliberate Fires – Antisocial Behaviour (ASB)
	1.6.2	Deliberate Fires – Dwellings
	1.6.3	Deliberate Fires – Commercial Premises
	1.7	High Risk HFSC
1.8	Road Safety Education	
1.9	Fire Safety Enforcement	

Responding to fire and other emergencies quickly

Key Performance Indicator 3 (Previously KPI 2)

In summary, the new KPI 3 has **one** new measure of performance, **two** performance measures have been removed, whilst **one** existing measure of performance has been moved within the new KPI 1.

The one new KPI heading is:

3.3 Total Fire Engine Availability

As we have not previously had a measure of overall Fire Appliance Availability, it has been difficult to cumulatively demonstrate how effective we are at providing our service to Lancashire. This new KPI has been added to give overall Fire Engine Availability to provide an accurate 'Lancashire wide' view and a greater level of scrutiny.

The two KPI's that are proposed to be removed are:

2.1.2 Critical Fire Response – 2nd Fire Engine Attendance

Critical Fire Response – 2nd Fire Engine Attendance is proposed to be removed to align to the majority of the other 45 FRs in England. It is proposed that our response times will be measured against immediate interventions which will be from the first attending appliance. Many incidents take more than two appliances to bring to a safe conclusion and operational debriefing will be used to provide a more detailed assessments and analysis of response performance and intervention. Performance is measured against the time of call to the time the first fire engine arrives at the incident.

2.4.1 Fire Engine Availability (On Call) – without Wholetime Detachments

We will still track on-call availability, however there will be no requirement to include a separate measure for wholetime detachments. Exploring options such as a dynamic cover tool will help us to ensure our resources are in the right place at the right time.

The one KPI that has been moved to the new KPI 1 is:

1.4 Staff Accidents (Previously 2.5)

The staff accidents KPI has been moved into KPI 1 'Valuing our People' from 'Responding to Incidents' as it better reflects our commitment to our staff.

Below is a summary of the new KPI 3 (on top) in comparison to the existing KPI 2 (on the bottom).

3	Responding to fire and other emergencies quickly.	3.1 Critical Fire Response – 1 st Fire Engine Attendance 3.2 Critical Special Service Response – 1 st 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
2	Responding to fire and other emergencies quickly and competently.	2.1.1 Critical Fire Response – 1 st Fire Engine Attendance 2.1.2 Critical Fire Response – 2 nd Fire Engine Attendance 2.2.1 Critical Special Service Response – 1 st Fire Engine Attendance 2.3 Fire Engine Availability (Wholetime, Day Crewing & Day Crewing Plus) 2.4 Fire Engine Availability (On Call) 2.4.1 Fire Engine Availability (On Call) – Without wholetime detachments 2.5 Staff Accidents

Delivering value for money in how we use our resources

Key Performance Indicator 4 (Previously KPI 3)

In summary, **one** new measure of performance has been added to this section.

The one new KPI heading in this section is:

4.2 Partnership Collaboration

This new KPI - Partnership Collaboration, has been added and will provide a qualitative analysis of collaboration with our various partners across Lancashire.

Below is a summary of the new KPI 4 (on top) in comparison to the existing KPI 3 (on the bottom).

4 Delivering value for money in how we use our resources.	4.1	Progress Against Allocated Budget
	4.2	Partnership Collaboration
	4.3	Overall User Satisfaction
3 Delivering value for money in how we use our resources.	3.1	Progress Against Savings Programme
	3.2	Overall User Satisfaction

Complete Summary

Existing KPI's

1	Preventing fires and other emergencies from happening.	1.1	Critical Fire RiskMap Score
		1.2	Overall Activity
	Protecting people and property when fires happen.	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	
	1.4	ADF Casualties	
	1.5(a)	Accidental Building Fires (Commercial Premises)	
	1.5(b)	Accidental Building Fires (Non-Commercial Premises)	
	1.5.1(a)	ABF (Commercial Premises) – Extent of Damage (Fire Severity)	
	1.5.1(b)	ABF (Non-Commercial Premises: Private Garages and Private Sheds) – Extent of Damage (Fire Severity)	
	1.6.1	Deliberate Fires – Antisocial Behaviour (ASB)	
	1.6.2	Deliberate Fires – Dwellings	
	1.6.3	Deliberate Fires – Commercial Premises	
	1.7	High Risk HFSC	
	1.8	Road Safety Education	
	1.9	Fire Safety Enforcement	

2	Responding to fire and other emergencies quickly and competently.	2.1.1	Critical Fire Response – 1 st Fire Engine Attendance
		2.1.2	Critical Fire Response – 2 nd Fire Engine Attendance
		2.2.1	Critical Special Service Response – 1 st Fire Engine Attendance
		2.3	Fire Engine Availability (Wholetime, Day Crewing & Day Crewing Plus)
		2.4	Fire Engine Availability (On Call)
		2.4.1	Fire Engine Availability (On Call) – Without wholetime detachments
2.5	Staff Accidents		

3	Delivering value for money in how we use our resources.	3.1	Progress Against Savings Programme
		3.2	Overall User Satisfaction

4	Valuing our people so that they can focus on making Lancashire safer.	4.2.1	Staff Absence (Excluding On Call)
		4.2.2	Staff Absence (On Call)

Proposed KPI's

1	Valuing our people so that they can focus on making Lancashire safer.	1.1	Overall Staff Engagement: Performance measure of how engaged our staff are.
		1.2.1	Staff Absence Wholetime (WT): Specific measure of WT absence.
		1.2.2	Staff Absence On-Call
		1.2.3	Staff Absence Greenbook: Specific measure of Greenbook absence.
		1.3.1	Workforce Diversity (as a %): 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: <i>(Now included within KPI 1.)</i>		

2	Preventing fires and other emergencies from happening.	2.1	Critical Fire RiskMap 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):		

3	Responding to fire and other emergencies quickly.	3.1	Critical Fire Response – 1 st Fire Engine Attendance
		3.2	Critical Special Service Response – 1 st 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

4	Delivering value for money in how we use our resources.	4.1	Progress Against Allocated Budget
		4.2	Partnership Collaboration
		4.3	Overall User Satisfaction

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.

Environmental impact

None

Equality and diversity implications

None

HR implications

None

Financial implications

None

Local Government (Access to Information) Act 1985

List of background papers

Paper: Review of Key Performance Indicators

Date: 7 February 2022

Contact: DCFO Steve Healey (01772 866801)

Reason for inclusion in Part 2 if appropriate: N/A