

Lancashire Combined Fire Authority

Performance Committee

Meeting to be held on 15 March 2023

Performance Management Information For 3rd Quarter 2022/23 (Appendix 1 refers)

Contact for further information – Jon Charters, Assistant Chief Fire Officer (ACFO)
Tel: 01772 866801

Executive Summary

This paper provides a clear measure of our progress against the Key Performance Indicators (KPI) detailed in the Community Risk Management Plan 2022-2027.

Recommendation

The Performance Committee is asked to note and endorse the Quarter 3 Measuring Progress report, including the three negative exceptions.

Information

As set out in the report.

Business Risk

High

Environmental Impact

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

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:

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

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Lancashire Fire
and Rescue Service

Measuring Progress Performance Report

QUARTER 3: OCTOBER 2022 – DECEMBER 2022

2022/23

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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4.3 Overall User Satisfaction.....	45

Explanation of Performance Measures

KPI's are monitored either by using an XmR chart, comparing current performance against that achieved in the previous 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.

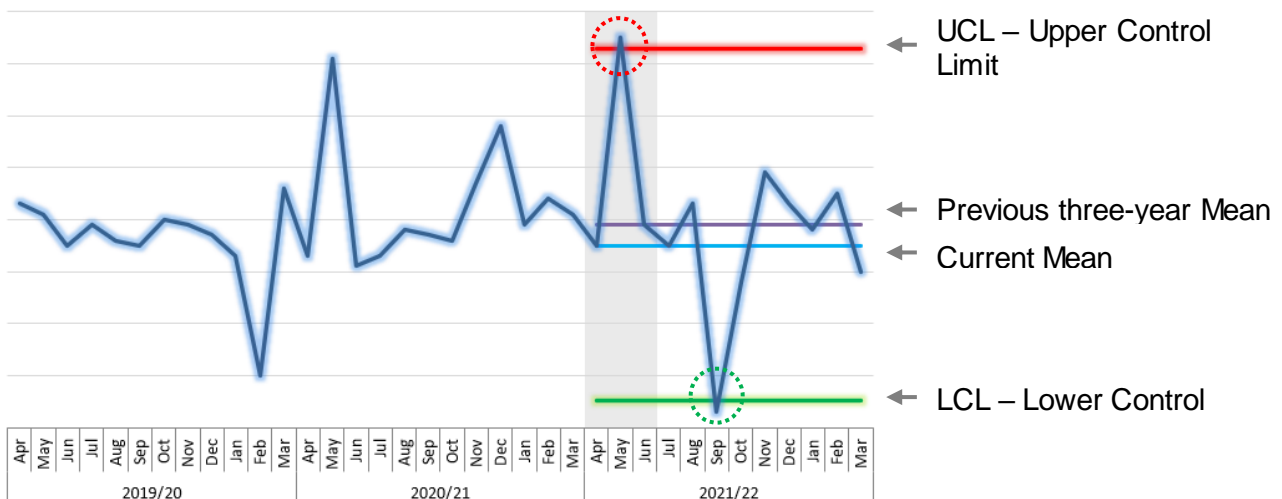
Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are based upon the previous three years activity and are set using a statistically derived constant, approximately equivalent to three standard deviations.

An exception report is generated if the upper, or lower, XmR rules are breached.

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

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

Example XmR chart: In the example below, this KPI would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for May 2021 (🔴) is above the Upper Control Limit (UCL) and a positive exception in September 2021 (🟢) for meeting rule 2, being below the Lower Control Limit (LCL).

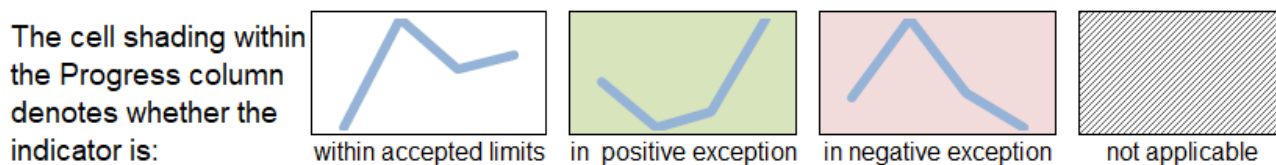







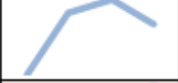





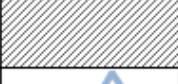


Performance Framework and indicator trends


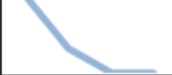





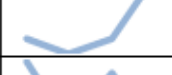


















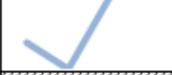




The Combined Fire Authority sets the Service challenging targets for a range of key performance indicators (KPI) which help them to monitor and measure our performance in achieving success and meeting our priorities. Performance against these KPI's is scrutinised every quarter at the Performance Committee.

















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

This section also 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 and indicate the relative direction of travel over the last four quarters. The last point of the chart represents the most recent quarter. Sparkline's are simple indicative indicators and are not intended to have labelled points or axes.



KPI	Description	Progress	Page (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		8
1.2.1	 Staff Absence Wholetime (WT)		9
1.2.2	 Staff Absence On-Call (OC)		11
1.2.3	 Staff Absence Greenbook		12
1.3.1	 Workforce Diversity (as a %): Performance measure of how representative our staff are of our communities		14
1.3.2	 Workforce Diversity Recruited (as a %): Performance measure of our success in recruiting a diverse workforce		15
1.4	 Staff Accidents:		16

KPI	Description	Progress	Page (s)
2	Preventing fires and other emergencies from happening. Protecting people and property when fires happen.		
2.1	 Critical Fire Risk Map Score		17
2.2	 Overall Activity		18
2.3	 Accidental Dwelling Fires (ADF)		20
2.3.1	 ADF – Harm to people: Casualties		21
2.3.2	 ADF – Harm to Property: Extent of Damage (Fire Severity)		22
2.4	 Accidental Building Fires (Commercial Premises)		23
2.4.1	 ABF (Commercial Premises) – Harm to property: Extent of Damage (Fire Severity)		24
2.5	 ABF (Non-Commercial Premises)		25
2.5.1	 ABF (Non-Commercial Premises: Private Garages/Sheds) – Harm to Property: Extent of Damage (Fire Severity)		26
2.6	 Deliberate Fires Total: Specific performance measure of deliberate fires		27
2.6.1	 Deliberate Fires – Dwellings		28
2.6.2	 Deliberate Fires – Commercial Premises		29
2.6.3	 Deliberate Fires – Other (rubbish, grassland, vehicles etc.)		30
2.7	 HFSC		31
2.8	Numbers of other prevention activities such as Childsafe, wasted lives etc		32
2.9	 Fire Safety Activity (including Business Fire Safety Checks)		33
2.10	 Building Regulation Consultations (BRC) (number and completed on time)		34

KPI	Description	Progress	Page (s)
3 Responding to fire and other emergencies quickly.			
3.1	 Critical Fire Response – 1st Fire Engine Attendance		35
3.2	 Critical Special Service Response – 1st Fire Engine Attendance		36
3.3	 Total Fire Engine Availability		37
3.3.1	 Fire Engine Availability Wholetime Shift Systems		38
3.3.2	 Fire Engine Availability On-Call Shift Systems		39
4 Delivering value for money in how we use our resources.			
4.1	 Progress Against Allocated Budget		41
4.2	 Partnership Collaboration		42
4.3	 Overall User Satisfaction		45

1.1 Overall Staff Engagement



A written update on staff engagement will be provided on a quarterly basis.

Scope and definition:

Staff engagement is achieved through a variety of activities carried out every day across the service including station visits, digital staff sessions, appraisals and team meetings. This includes a programme of wellbeing interactions such as workplace toolbox talks, station visits, workshops and wellbeing support dog visits. All members of staff can raise questions, ideas and improvements on the service's intranet and staff are regularly involved in testing and trialling new equipment and ways of working. Surveys and consultations are held on specific matters when required such as proposals for new uniform, or engagement with our staff around Emergency Cover Review proposals.

A comprehensive staff survey is undertaken periodically to gain insight from all staff on a range of topics including leadership and management, training and development, and equality, diversity and inclusion. The feedback is used to shape future activity and bring about improvements and new ideas. The survey includes a staff engagement index which is a measure of overall staff engagement based on levels of pride, advocacy, attachment, inspiration and motivation. The current staff engagement index score is 79% (2021).

Measurement/update:

From October to December 2022, twenty-two station visits were carried out by principal officers and area managers as part of our service-wide station visits programme. Executive board members held an engagement event at our training centre for flexi duty officers and seven online question and answer events were held with wholetime and on-call firefighters in relation to winter challenges and the national pay dispute.

Fifty-three wellbeing interactions were undertaken ranging from health and wellbeing workshops to support-dog interactions. The service engaged staff in several trials relating to our fleet including new vehicle Closed Circuit Television (CCTV) systems and the latest plug-in and self-charging hybrid car technology. We also surveyed our on-call (OC) staff to obtain their views and experiences as part of a review of the OC duty system.

1.2.1 Staff Absence Wholetime (WT)

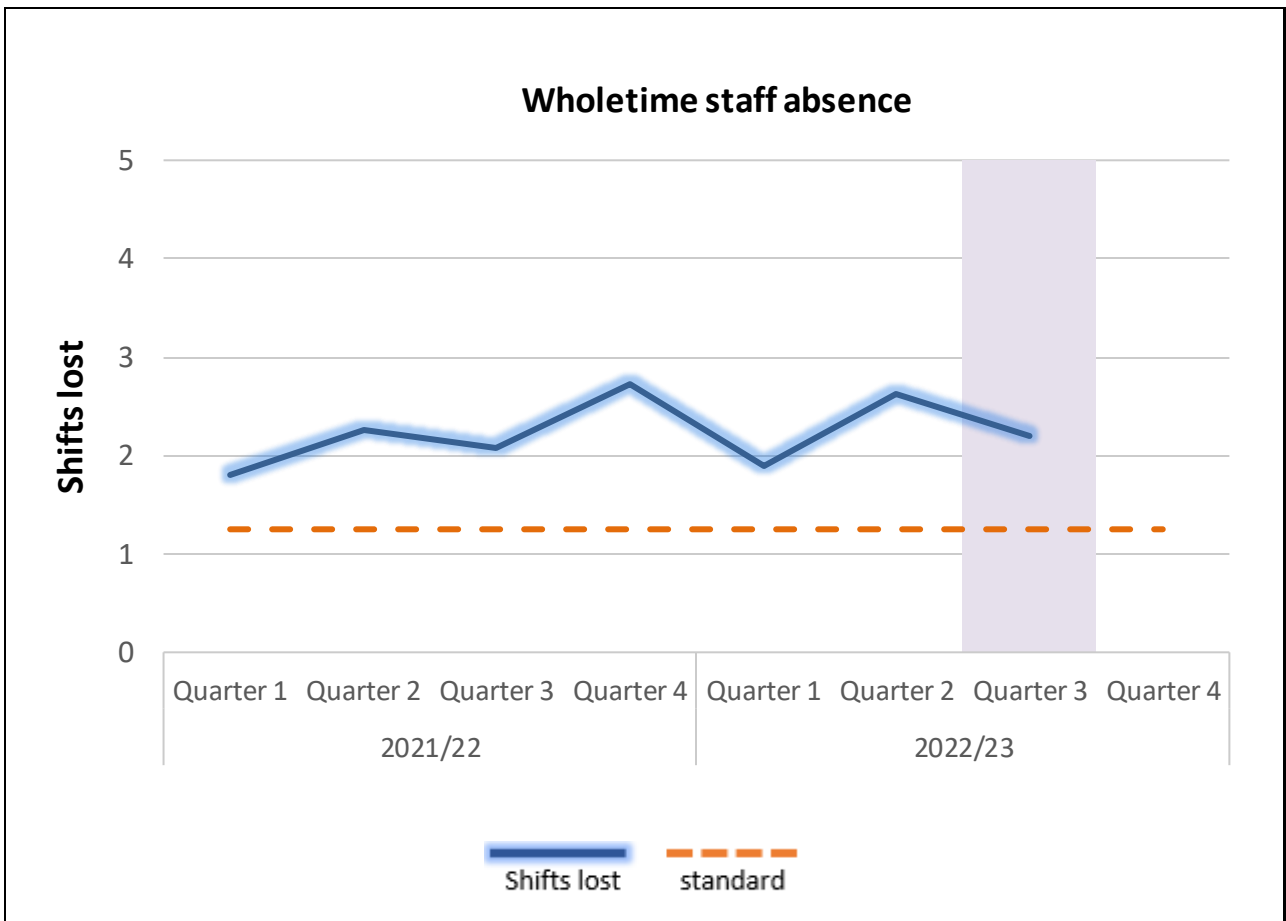


Cumulative shifts lost
6.710

The cumulative number of shifts (days) lost due to sickness for all wholetime staff divided by the total average strength.

Annual Standard: Not more than 5 shifts lost.

(Represented on the chart as annual shifts lost ÷ 4 quarters = 1.25)



Cumulative total number of shifts lost:

6.710

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 quarter 3.

Analysis

During quarter three October – December 2022, absence statistics show Whole-time personnel absence above target for the quarter.

1,492 Wholetime absence shifts lost = 2.37 against a target of 1.25

There were three cases of long-term absence which span over the total of the 3 months. The absence reasons being:

- Gastro-Intestinal (abdominal pain, vomiting, diarrhoea)
- Cancer and Tumours
- Mental Health – Other

There were 28 other cases of long-term absence which were also recorded within the 3 months:

Reason	Case/s	Reason	Case/s
Hospital/Post Operative	7	Cancer and Tumours	1
Mental Health - Other	4	Cause Known, but not Specified	1
Other known causes (not specified)	3	Covid-19 Coronavirus - Sickness	1
Musculo Skeletal - Other/Unable to define	2	Heart, Cardiac and Circulatory problems	1
Musculo Skeletal - Back	2	Respiratory - Cold/Cough/Influenza	1
Musculo Skeletal - Lower Limb	2	Skin Condition	1
Mental Health - Stress	2		

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 (PTI's).
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

1.2.2 Staff Absence On-Call (OC)

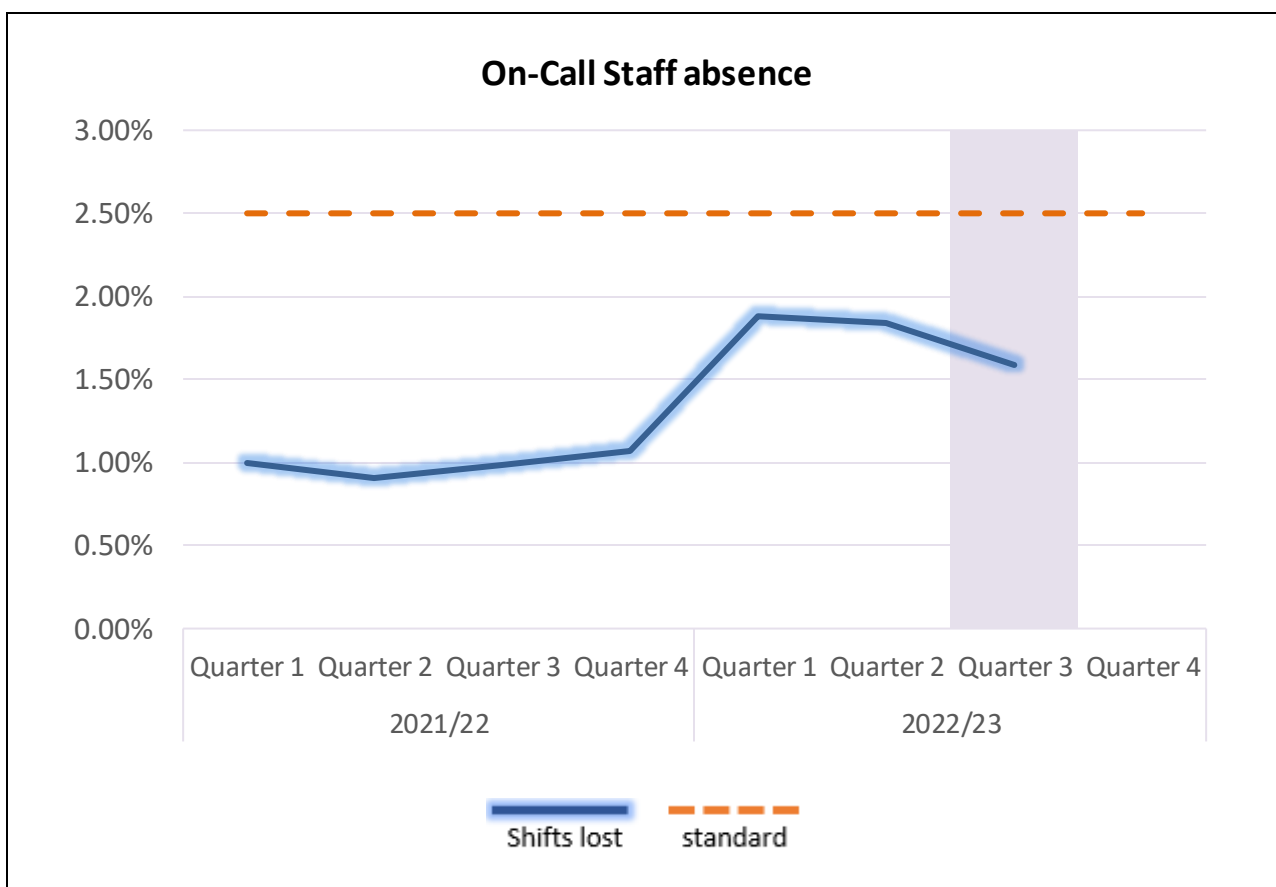


Cumulative Absence
1.58%

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.

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

Cumulative On-Call absence, as a percentage of available hours of cover at end of the quarter, 1.58%.



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

1.58%

1.2.3 Staff Absence Greenbook

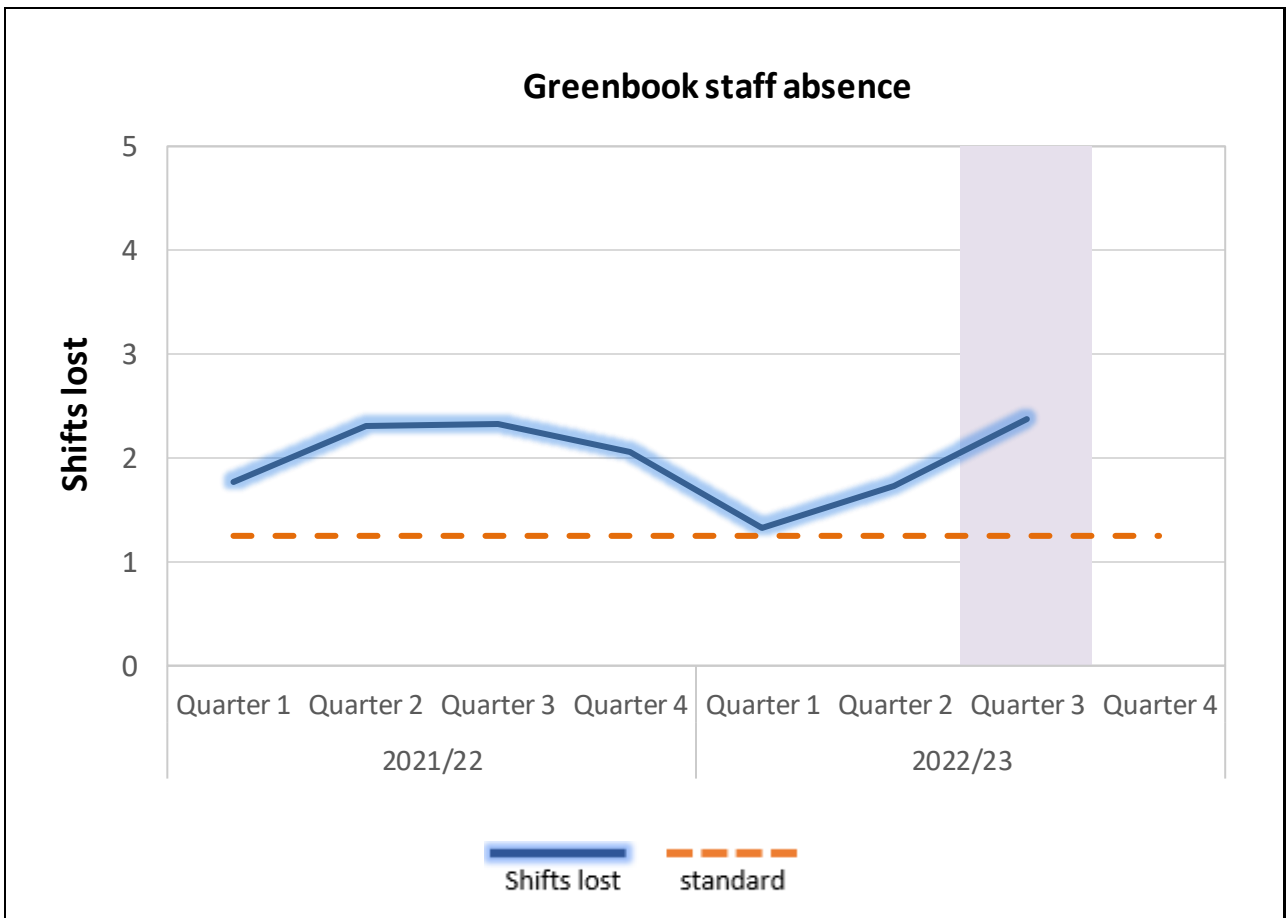


Cumulative shifts lost
5.427

The cumulative number of shifts (days) lost due to sickness for all Greenbook support staff divided by the average strength.

Annual Standard: Not more than 5 shifts lost.

(Represented on the chart as annual shifts lost ÷ 4 quarters = 1.25)



Cumulative total number of shifts lost:

5.427

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 quarter 3.

Analysis

During quarter three October – December 2022, absence statistics show non-uniformed personnel absence above target for the quarter.

507 non-uniformed absence shifts lost = 2.40 against a target of 1.25

There were 3 case of long-term absence which span over the total of the 3 months. The reason being:

- Cardiovascular
- Heart, Cardiac and Circulatory problems
- Hospital/Post Operative

There was one other case of long-term absence which were also recorded within the 3 months:

Reason	Case/s
Hospital/Post Operative	1

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.
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

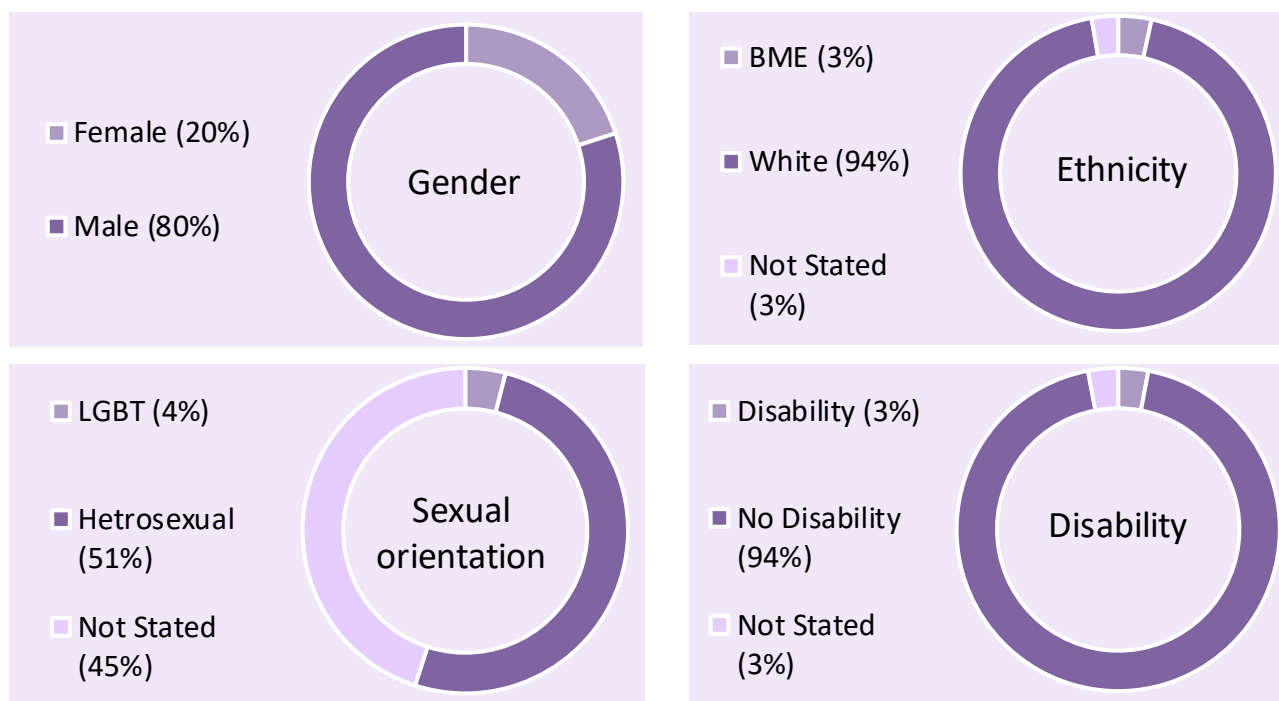
1.3.1 Workforce Diversity



Diversity Percentage
(Refer to charts)

Workforce diversity as a percentage: Performance measure of how representative our staff are of our communities, to monitor equality and diversity within Lancashire Fire and Rescue Service.

Combined diversity percentage of Grey book operational and Green book support staff.



Diversity percentage by Grey book operational staff and Green book support staff. Counts will include double counts if dual contract between Grey and Green book.

Diversity Category	Sub-category	Book Type	Percentage
Gender	Female	Grey	9%
	Male	Green	60%
Ethnicity	BME	Grey	91%
	White	Green	40%
	Not stated	Green	6%
Sexual orientation	LGBT	Grey	3%
	Heterosexual	Green	89%
	Not stated	Green	5%
Disability	Disability	Grey	4%
	No disability	Green	53%
	Not stated	Green	3%
Disability	Disability	Grey	3%
	No disability	Green	90%
	Not stated	Green	7%

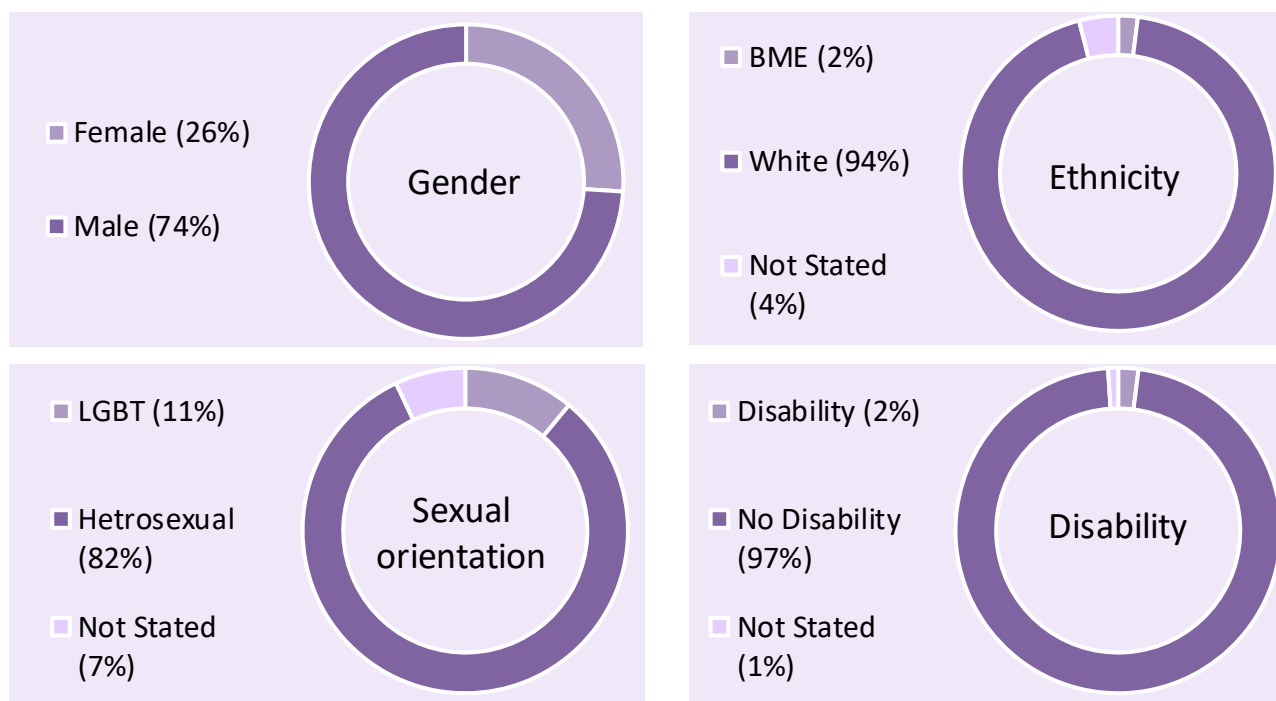
1.3.2 Workforce Diversity Recruited



Diversity Percentage
(Refer to charts)

Workforce diversity recruited as a percentage: Performance measure of our success in recruiting a diverse workforce to monitor equality and diversity within Lancashire Fire and Rescue Service.

Combined diversity percentage of Grey book operational staff and Green book support staff.



During quarter 3, there were a total of 138 new recruits.

No further breakdown is provided to prevent the possible identification of individuals due to the small numbers of recruits during certain periods.

1.4 Staff Accidents



Activity
 11

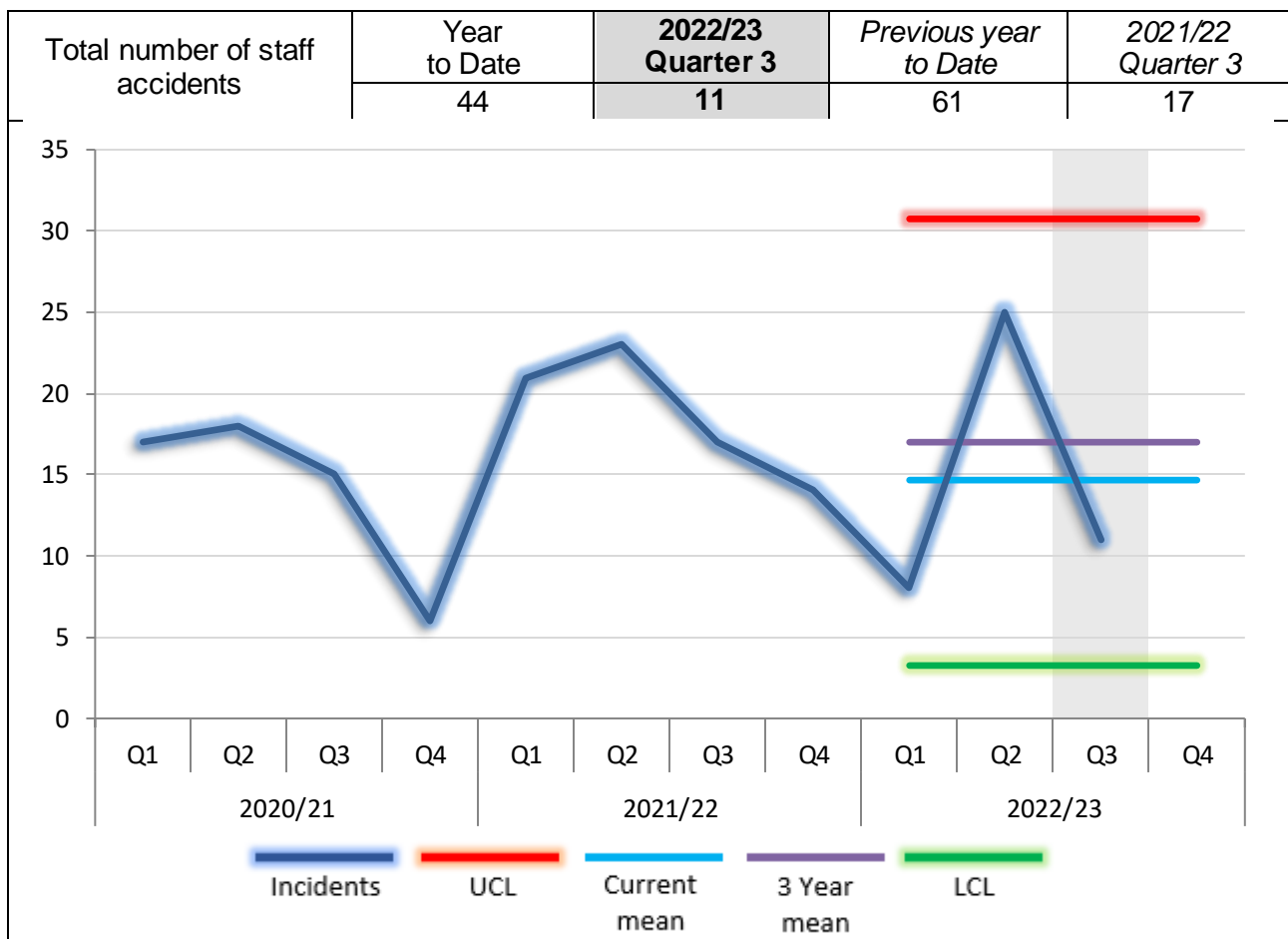
This KPI details the numbers of accidents which have occurred to LFRS staff members at work within the quarter: Wholetime, On-Call and Greenbook.

As part of our Health and Safety Management System we report and investigate all accidents which occur within Lancashire Fire and Rescue Service (LFRS) to identify any learning opportunities which can contribute to improving our safety culture within Service.

As the body ultimately responsible for health and safety performance, this KPI enables Fire Authority members to view LFRS progress on managing health and safety risks within LFRS.

An improvement is shown if the average number of staff accidents per quarter is within the control limits.

Quarterly activity decreased 35.29% over the same quarter of the previous year.



2.1 Risk Map

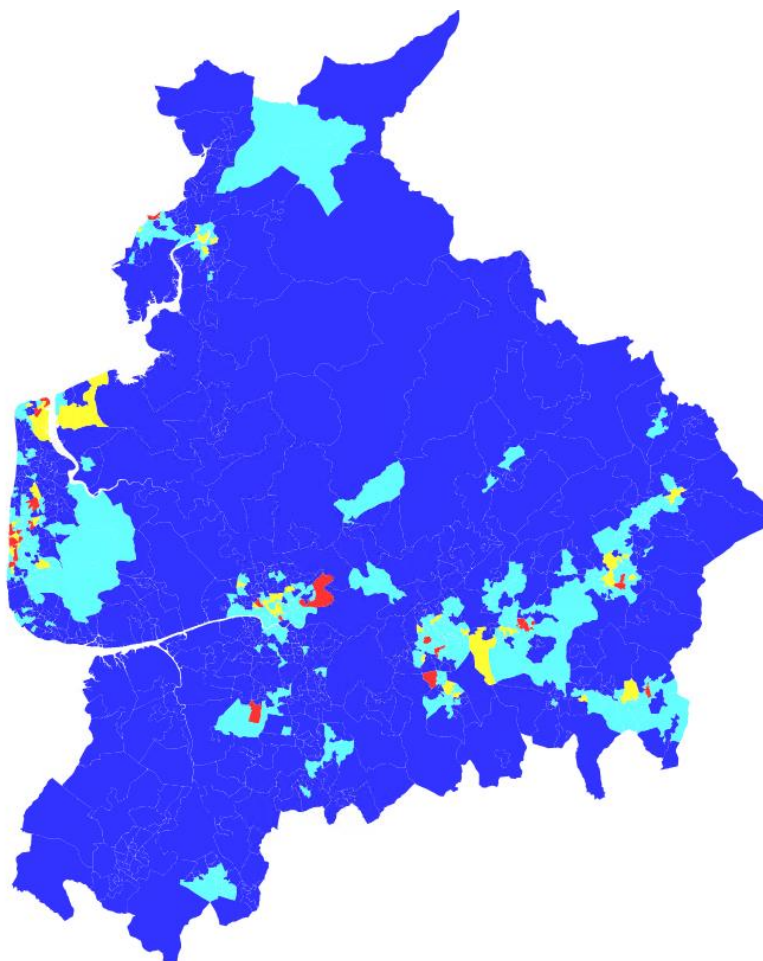


Risk Score
31,576

This indicator measures the fire risk in each Super Output Area (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.

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



The County risk map score is updated annually before the end of the first quarter.

Standard: To reduce the risk in Lancashire - an annual reduction in the County risk map score.

An improvement is shown by a year-on-year decreasing 'Overall Risk Score' value.

The inset table below shows the latest count of risk areas against the previous year, along with the overall risk score compared to the previous year.

2022 score: **31,576**

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2022 count	25	47	333	536	31,576
2021 count	21	61	338	521	31,862
Direction / % Change	19%	23%	1%	3%	1%

2.2 Overall Activity

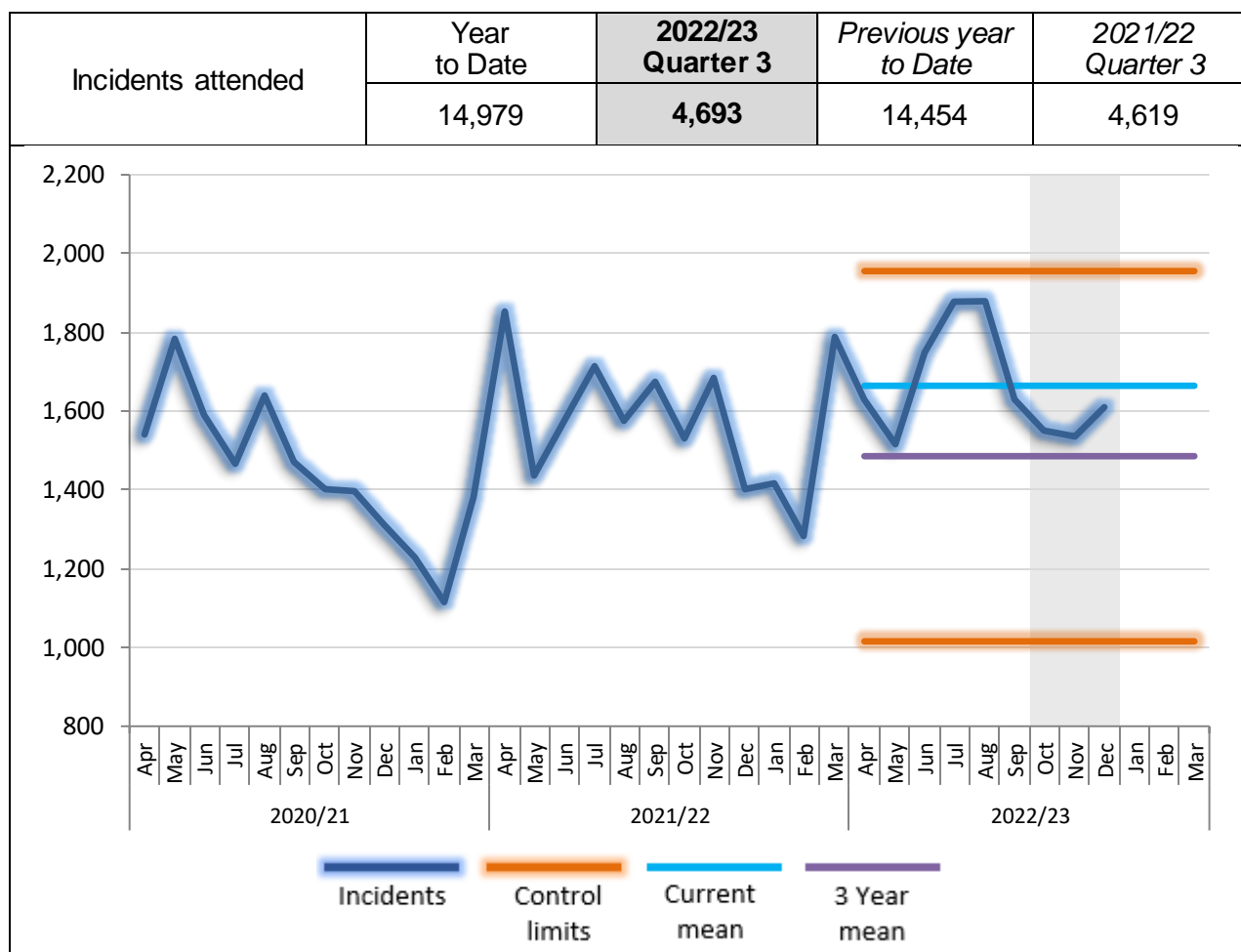


Quarter Activity
4,693

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 are shown on the following page.

Quarterly activity increased 1.60% over the same quarter of the previous year.



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2021/22	2020/21	2019/20
1,664	1,485	1,578	1,445	1,433

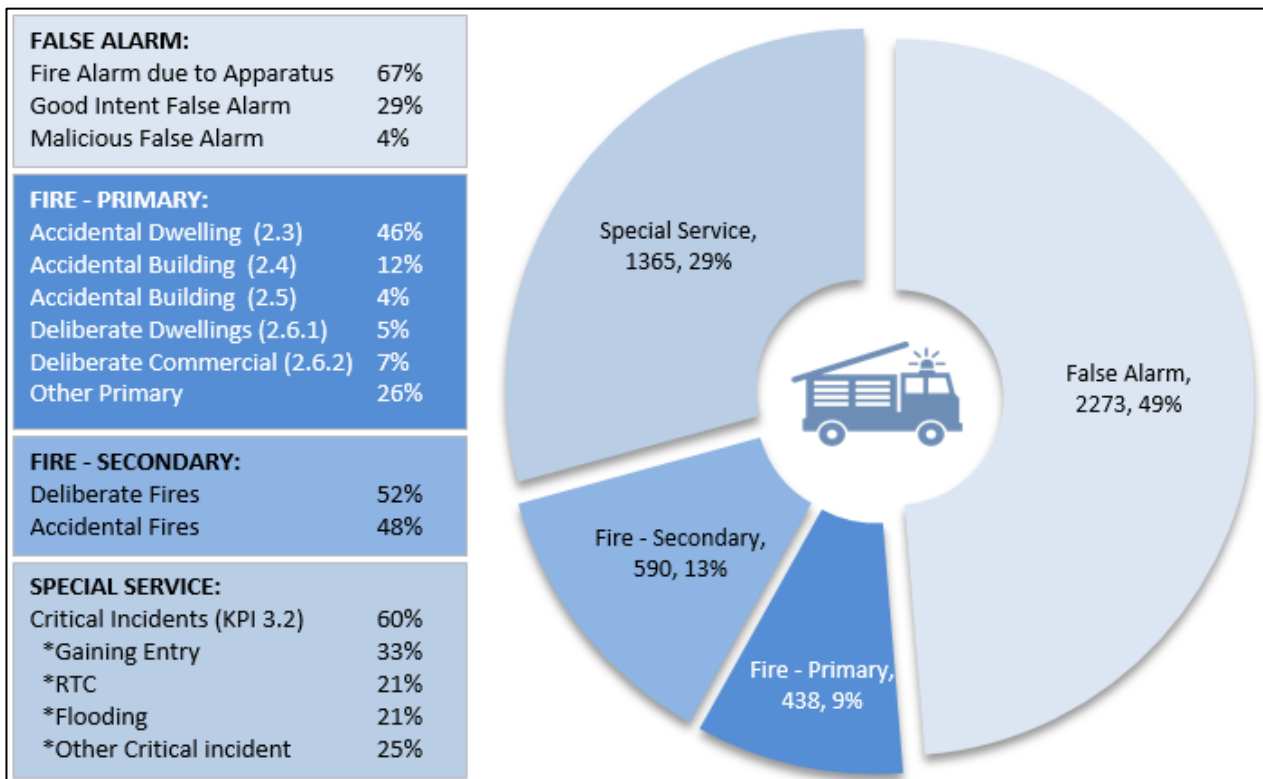
2.2 Overall Activity Breakdown



Quarter Activity
4,693

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 2.2 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.



Fires yet to be classified, and chimney fires (<1%) and are not shown on the chart breakdown.

	FALSE ALARM incidents make up 49% of activity, with 67% being Fire alarm due to Apparatus incidents. On 1 st April 2022 a revised false alarm policy was introduced to help reduce the number of AFA's. Since that time there has been a 42% reduction within property types covered by the policy change.
	FIRE PRIMARY incidents encompass Accidental Dwelling Fires at 46% and are shown later in the report within KPI 2.3. Accidental Building Fires are split between commercial (KPI 2.4) and non-commercial premises (KPI 2.5).
	FIRE SECONDARY incidents are caused by either a deliberate or accidental act, or the cause is not known. Deliberate fires mainly involve loose refuse and currently account for 52%, with accidental or not known fires accounting for 48%.
	SPECIAL SERVICE incidents are made up of several different activities, such as: Gaining entry to a property on behalf of the Ambulance Service, accounting for 33% and Road Traffic Collisions (RTC) 21%. <i>*Subset of critical special service incidents (KPI 3.2).</i>

2.3 Accidental Dwelling Fires



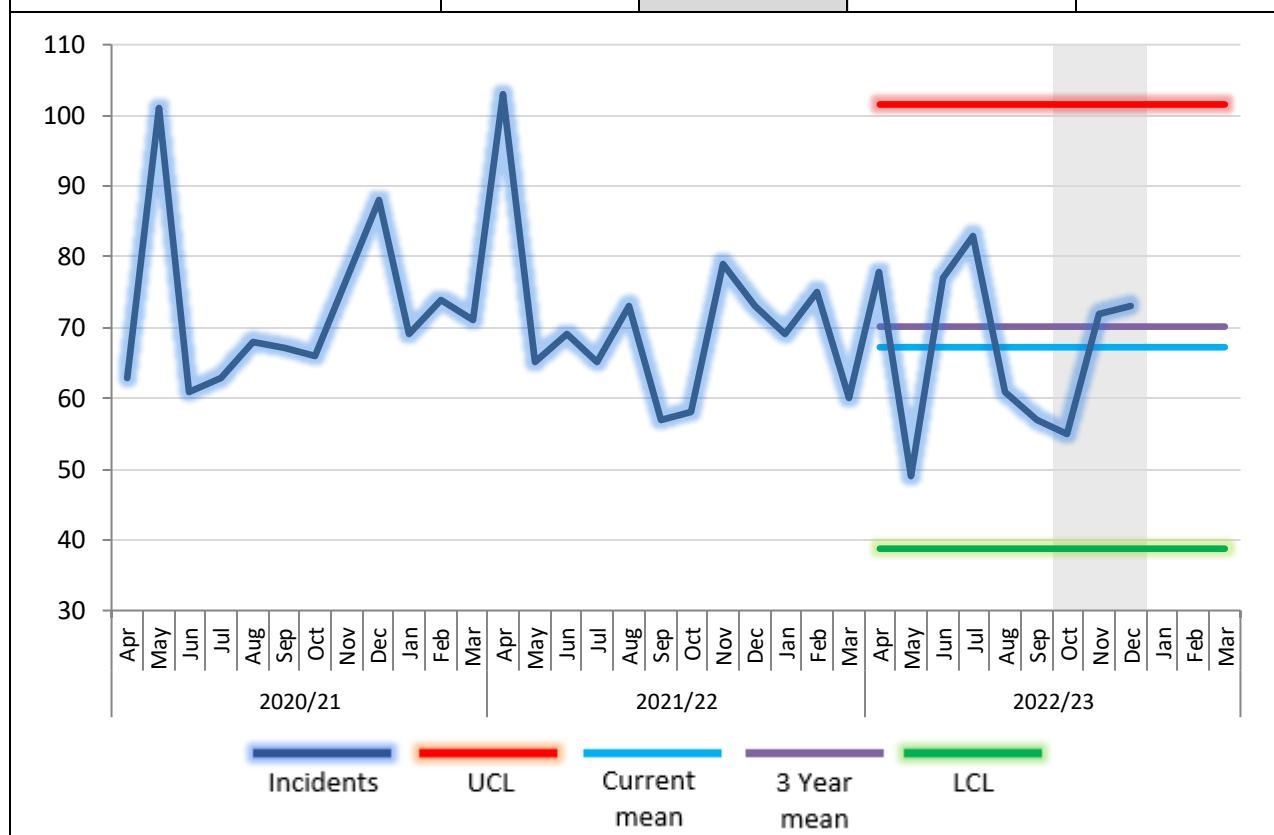
Quarter Activity
200

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 pumping appliances.

Quarterly activity decreased 4.76% over the same quarter of the previous year.

Accidental Dwelling Fires	Year to date	2022/23 Quarter 3	Previous year to date	2021/22 Quarter 3
	605	200	642	210



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2021/22	2020/21	2019/20
67	70	71	72	68

2.3.1 ADF – Harm to people: Casualties



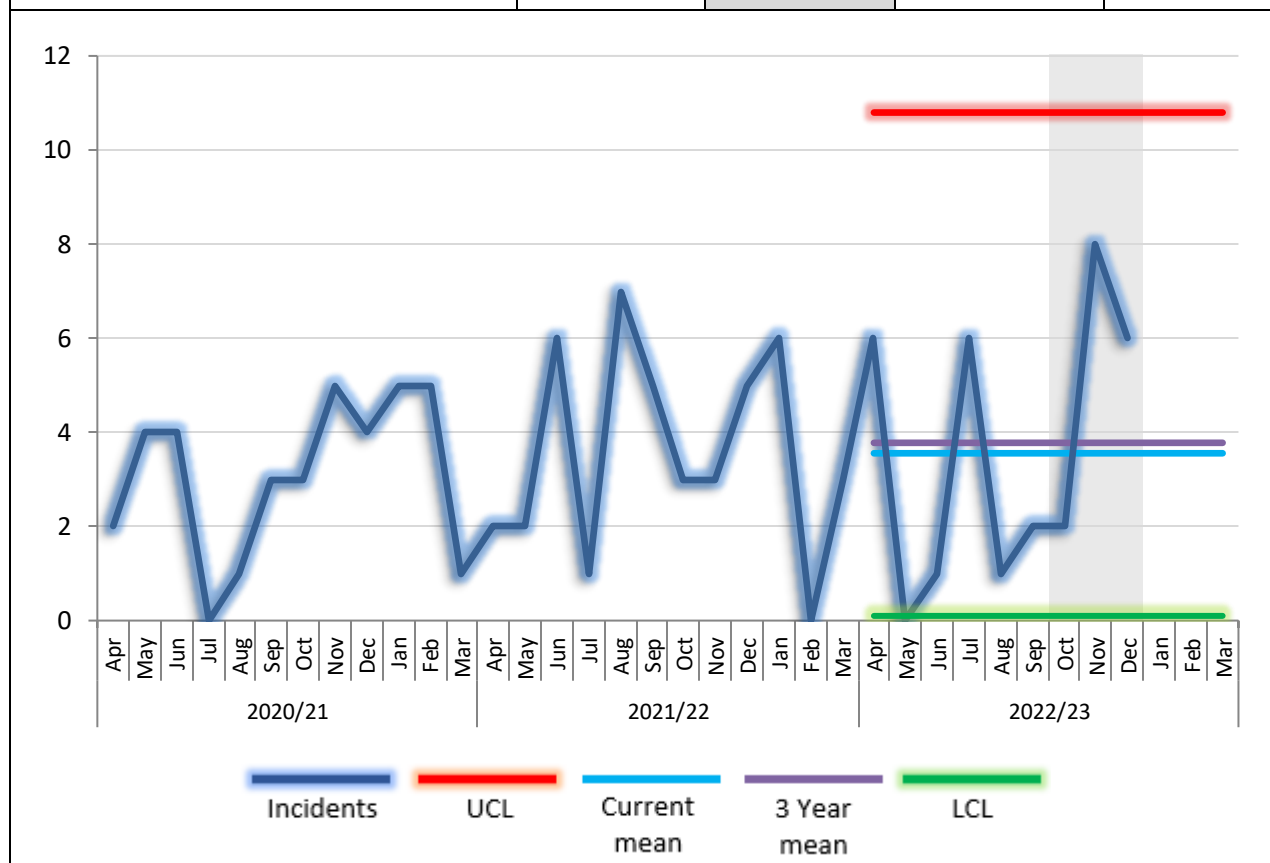
Quarter Activity
16

ADF criteria as 2.3. 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.

Quarterly activity increased 45.45% over the same quarter of the previous year.

Casualty Status	Year to Date	2022/23 Quarter3	Previous year to Date	2021/22 Quarter 3
Fatal	5	1	4	3
Injuries appear Serious	10	4	9	4
Injuries appear Slight	17	11	21	4
Total	32	16	34	11



Current mean	3 Year mean	2021/22	2020/21	2019/20
4	4	4	3	5

Current mean activity and the monthly mean activity over the previous 3 years.

2.3.2 ADF – Harm to property: Extent of damage (fire severity)



Quarter Percentage
83%

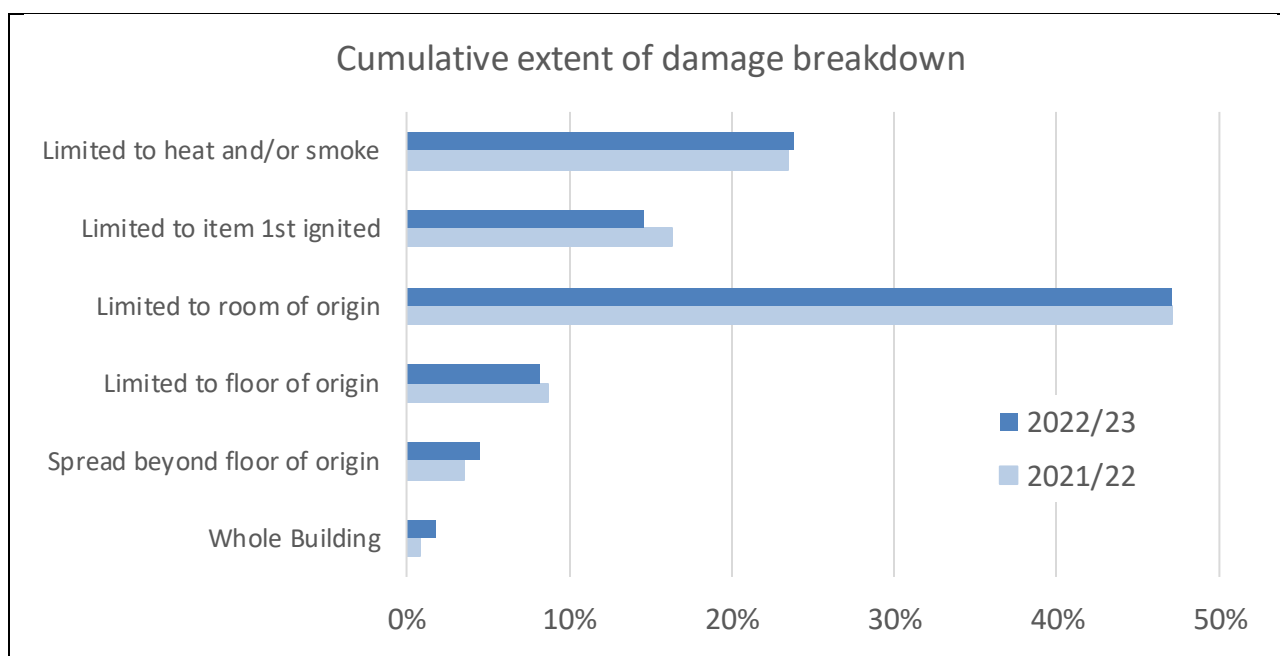
ADF criteria as 2.3. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at accidental dwelling fires, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires is limited to heat and/or smoke damage only, the item 1st ignited or to the room of origin, is higher than the comparable quarter of the previous year.

Combined quarterly percentage decreased 4% over the same quarter of the previous year.

Fire severity	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	↑/↓	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
Limited to heat and/or smoke	23%	25%	22%	-	↑	21%	30%	21%	23%
Limited to item 1st ignited	13%	13%	19%	-	↑	17%	17%	15%	16%
Limited to room of origin	47%	51%	42%	-	↓	49%	41%	50%	51%
Limited to floor of origin	10%	4%	10%	-	↔	8%	9%	10%	8%
Spread beyond floor of origin	3%	6%	4%	-	↑	5%	3%	3%	2%
Whole Building	3%	1%	3%	-	↑	1%	1%	0%	0%
Combined percentage	84%	89%	83%	-	↓	87%	87%	87%	90%



2.4 Accidental Building Fires (Commercial Premises)



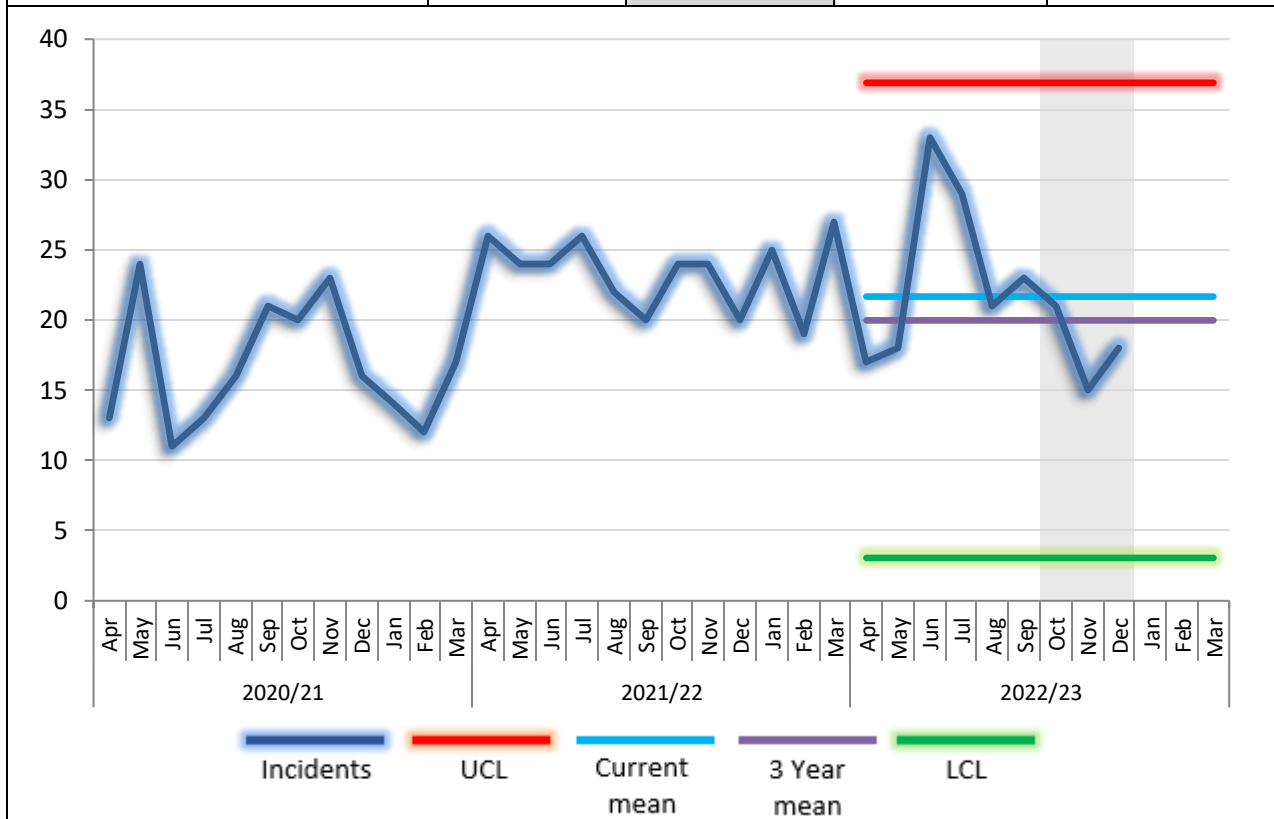
Quarter Activity
54

The number of primary fires where a building has been affected, which is other than a dwelling or a private building associated with a dwelling, 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 pumping appliances.

Quarterly activity decreased 20.59% over the same quarter of the previous year.

Accidental Building Fires (Commercial Premises)	Year to Date	2022/23 Quarter 3	Previous year to Date	2021/22 Quarter 3
	195	54	210	68



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2021/22	2020/21	2019/20
22	20	23	17	20

2.4.1 ABF (Commercial Premises) – Harm to property: Extent of damage (fire severity)



Quarter Activity
70%

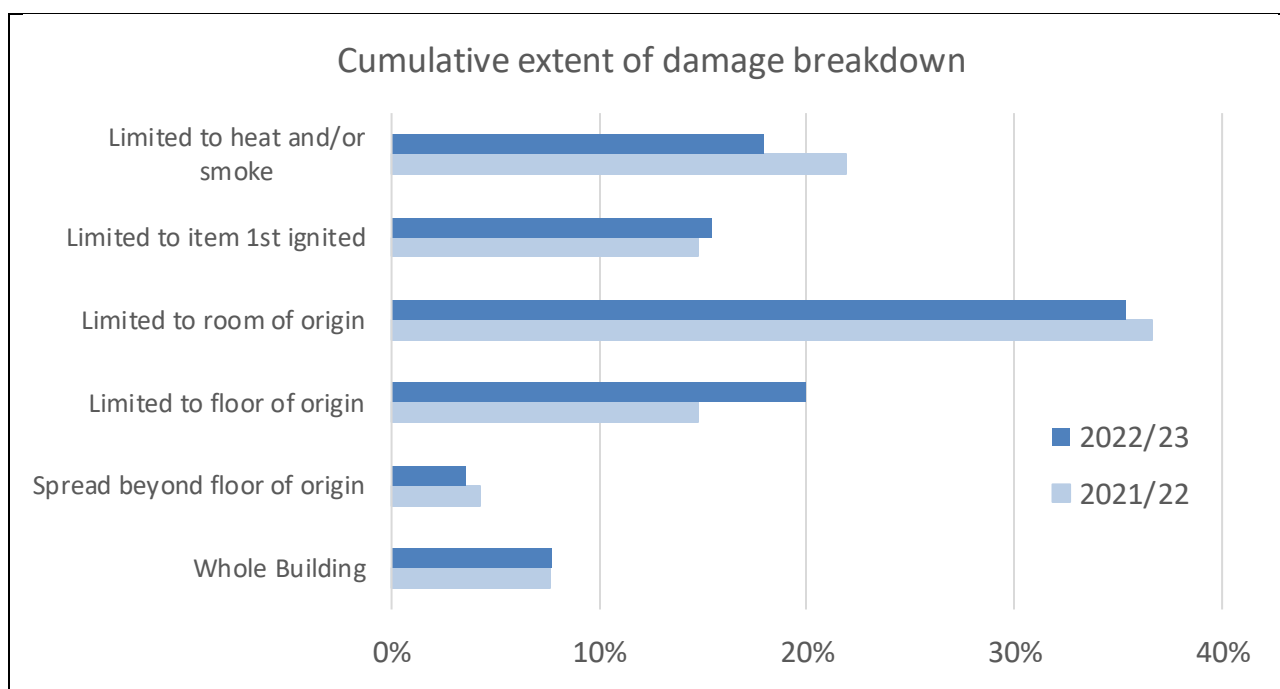
ABF criteria as 2.4. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at accidental building fires, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires is limited to heat and/or smoke damage only, the item 1st ignited or to the room of origin, is higher than the comparable quarter of the previous year.

Quarterly activity decreased 2% over the same quarter of the previous year.

Fire severity	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	↑/↓	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
Limited to heat and/or smoke	16%	17%	20%	-	↑	19%	28%	19%	24%
Limited to item 1st ignited	21%	14%	11%	-	↓	16%	13%	15%	20%
Limited to room of origin	30%	39%	39%	-	↑	36%	35%	38%	31%
Limited to floor of origin	24%	17%	21%	-	↑	16%	13%	15%	11%
Spread beyond floor of origin	3%	6%	2%	-	↑	7%	4%	1%	6%
Whole Building	6%	8%	7%	-	↓	5%	6%	12%	8%
Combined percentage	67%	69%	70%	-	↓	72%	76%	72%	75%



2.5 Accidental Building Fires (Non-Commercial Premises)



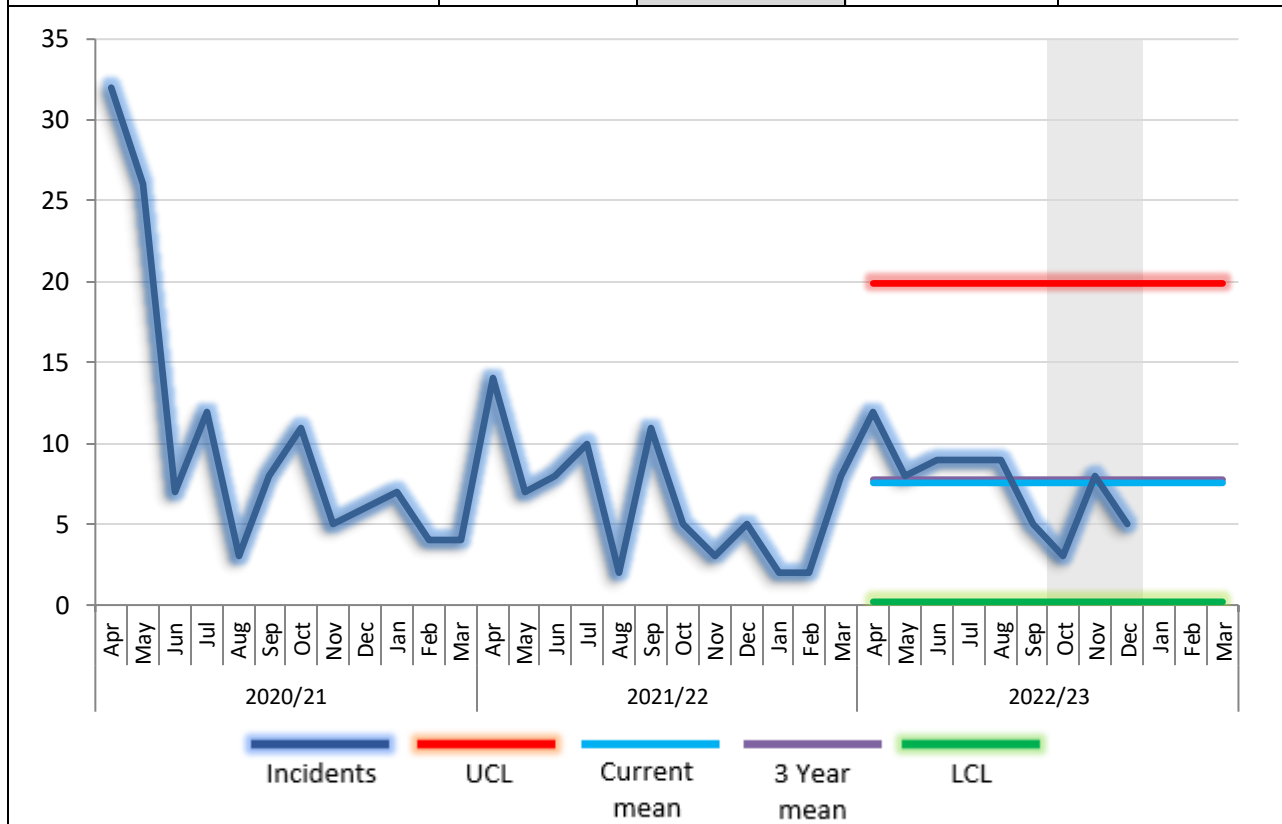
Quarter Activity
16

The number of primary fires where a private garage, private shed, private greenhouse, private summerhouse, or other private non-residential building 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 pumping appliances.

Quarterly activity increased 23.08% over the same quarter of the previous year.

Accidental Building Fires (Non-Commercial Premises)	Year to Date	2022/23 Quarter 3	Previous year to Date	2021/22 Quarter 3
	68	16	65	13



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2021/22	2020/21	2019/20
8	8	6	11	6

2.5.1 ABF (Non-Commercial Premises: Private Garages and Sheds) – Harm to property: Extent of damage (fire severity)



Quarter Activity
19%

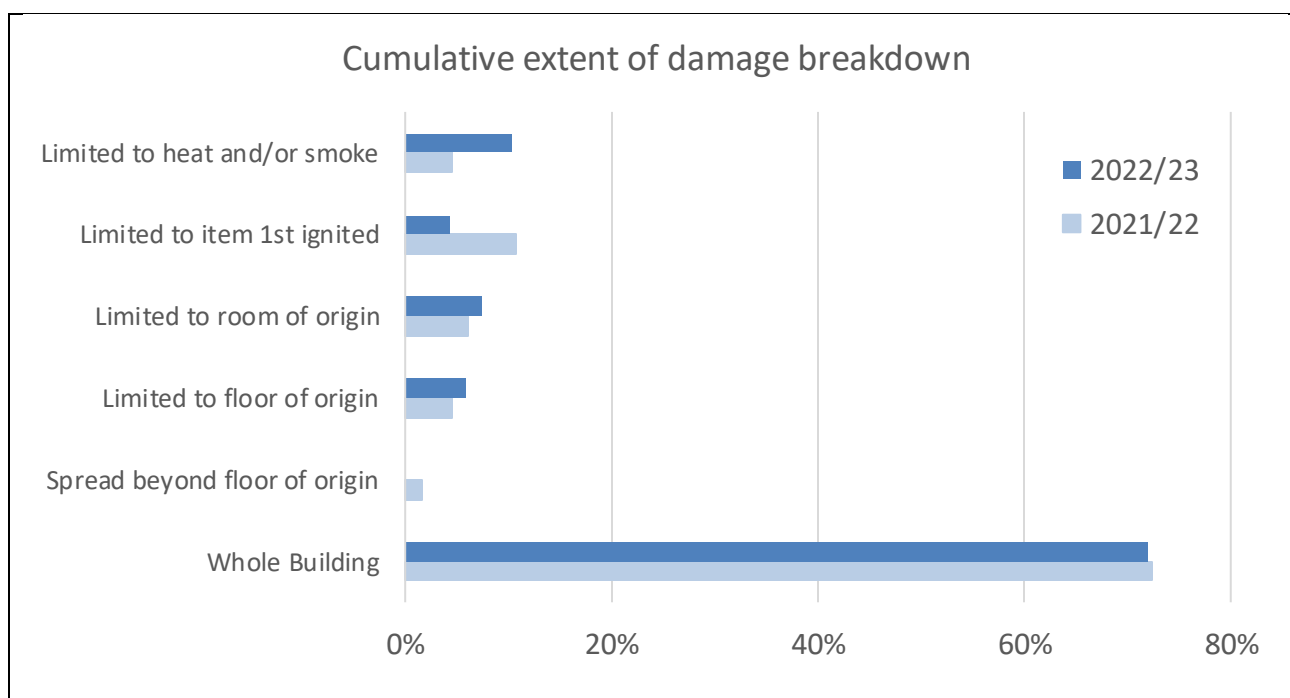
ABF criteria as 2.5. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

The table below shows a breakdown of fire severity at accidental building fires, with a direction indicator comparing the current quarter to the same quarter of the previous year.

An improvement is shown if the combined percentage of fires is limited to heat and/or smoke damage only, the item 1st ignited or to the room of origin, is higher than the comparable quarter of the previous year.

Quarterly activity decreased 4.3% over the same quarter of the previous year.

Fire severity	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4	↑/↓	21/22 Q1	21/22 Q2	21/22 Q3	21/22 Q4
Limited to heat and/or smoke	4%	9%	6%	-	↓	3%	4%	8%	8%
Limited to item 1st ignited	0%	13%	0%	-	↔	10%	17%	0%	17%
Limited to room of origin	16%	0%	13%	-	↓	0%	9%	15%	0%
Limited to floor of origin	8%	13%	0%	-	↔	0%	13%	0%	17%
Spread beyond floor of origin	0%	0%	0%	-	↔	3%	0%	0%	8%
Whole Building	72%	65%	81%	-	↑	83%	57%	77%	50%
Combined percentage	20%	22%	19%	-	↓	14%	30%	23%	25%



2.6 Deliberate Fires Total: Specific performance measure of deliberate fires



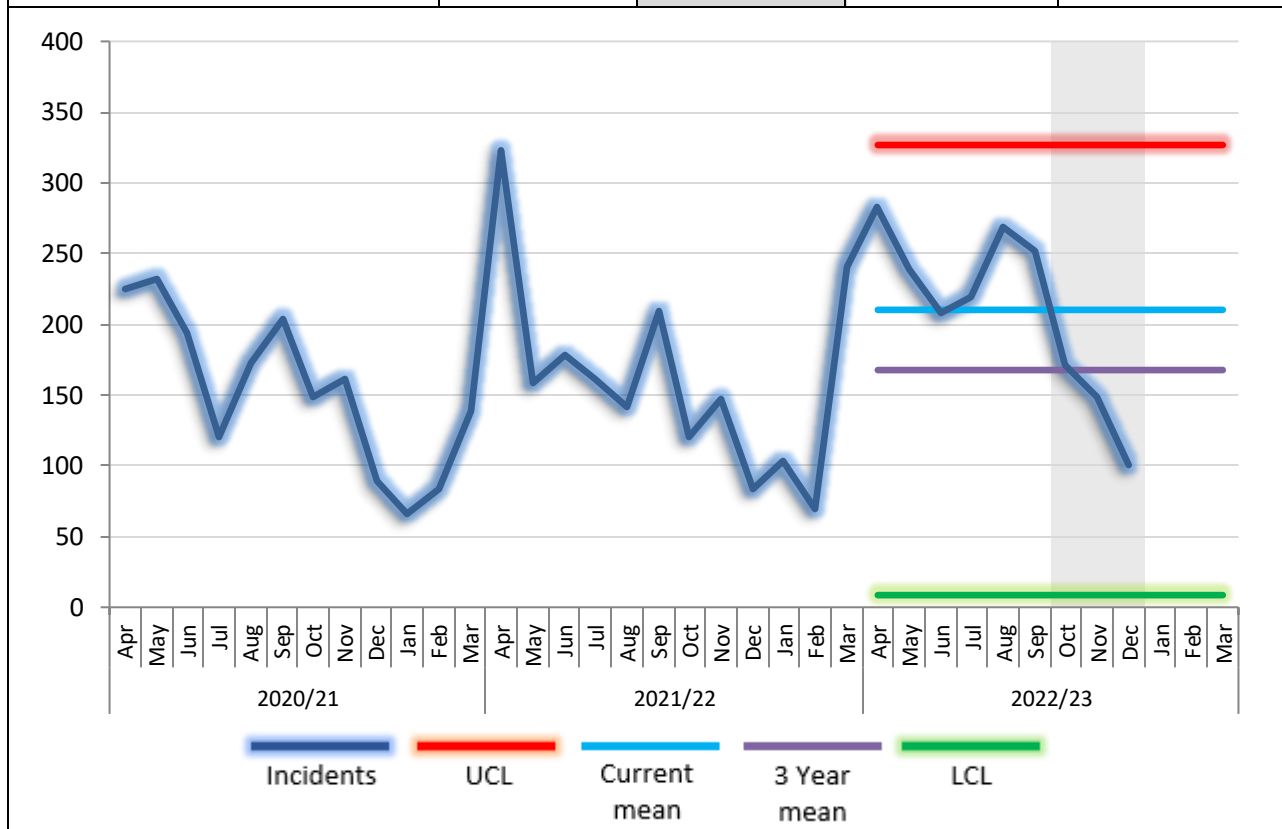
Quarter Activity
421

The number of primary and secondary fires where the cause of fire has been recorded as deliberate.

This is an overall total measure of deliberate dwelling, commercial premises, and other fires, which are further reported within their respective KPI's.

Quarterly activity increased 19.60% over the same quarter of the previous year.

Deliberate Fires	Year to Date	2022/23 Quarter 3	Previous year to Date	2021/22 Quarter 3
		1,892	421	1,526



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2021/22	2020/21	2019/20
210	168	161	153	189

2.6.1 Deliberate Fires – Dwellings



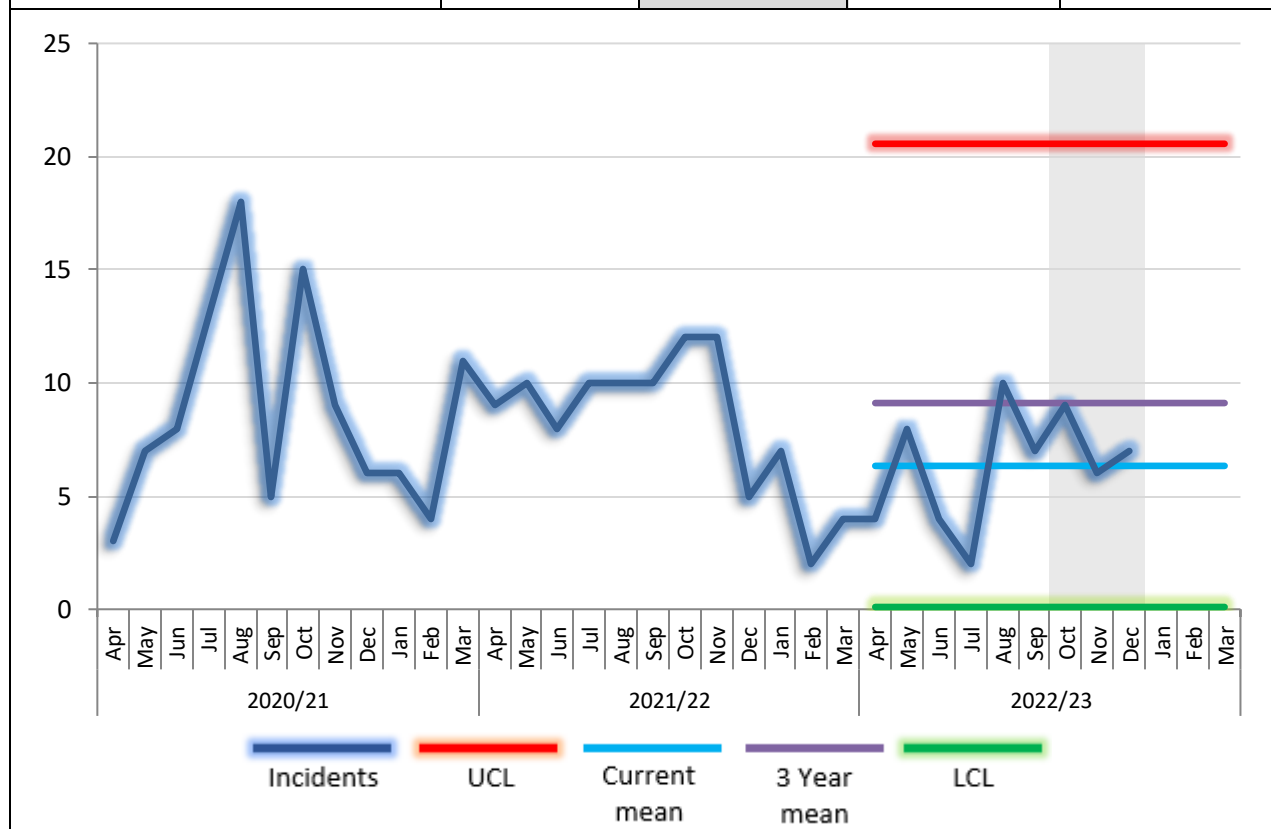
Quarter Activity
22

The number of primary fires where a dwelling has been affected and the cause of fire has been recorded as deliberate.

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

Quarterly activity decreased 24.14% over the same quarter of the previous year.

Deliberate Fires - Dwellings	Year to Date	2022/23 Quarter 3	Previous year to Date	2021/22 Quarter 3
	57	22	86	29



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2021/22	2020/21	2019/20
6	9	8	9	10

2.6.2 Deliberate Fires – Commercial Premises



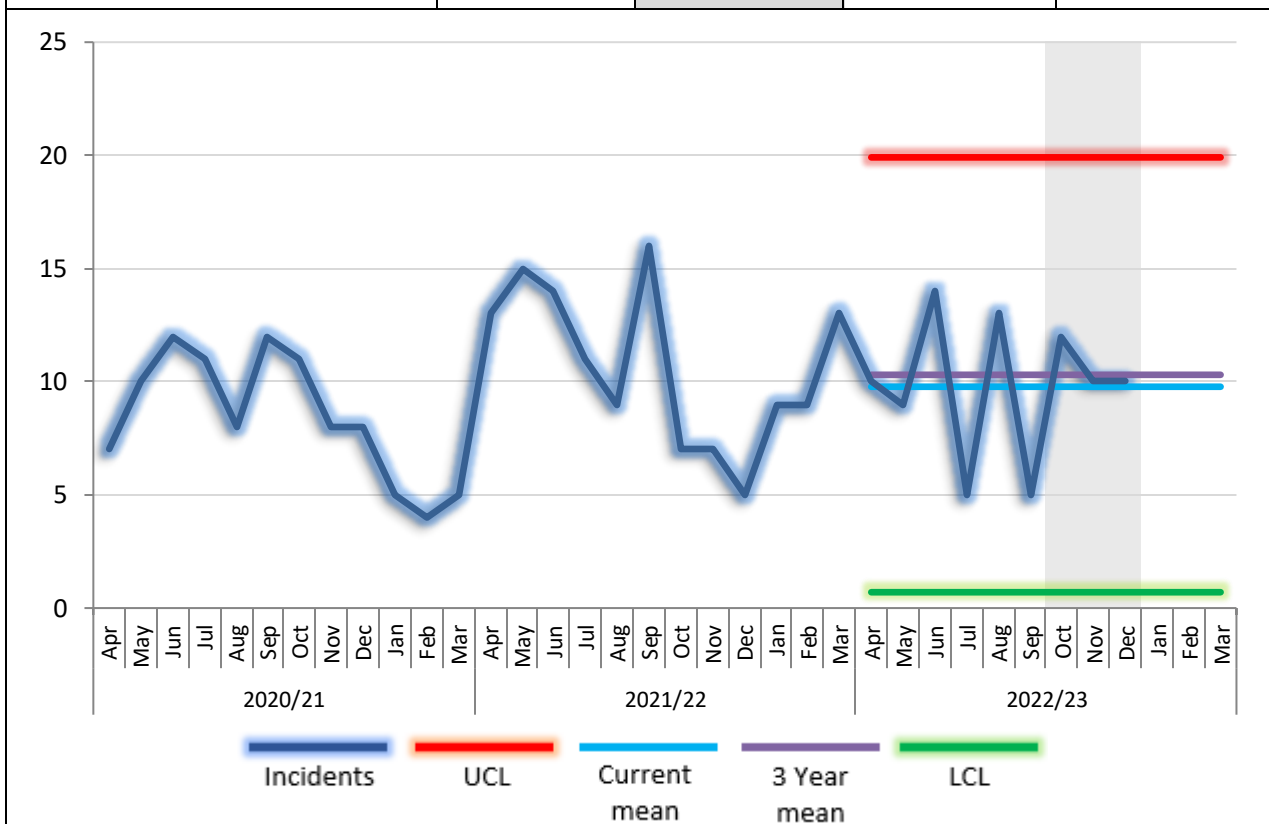
Quarter Activity
32

The number of primary fires where the property type is a building, which is other than a dwelling or a private building associated with a dwelling, and the cause of fire has been recorded as deliberate.

A primary fire is one involving property (excluding derelict property) or any fires involving casualties, rescues, or any fire attended by five or more pumping appliances.

Quarterly activity increased 68.42% over the same quarter of the previous year.

Deliberate Fires – Commercial	Year to Date	2022/23 Quarter 3	Previous year to Date	2021/22 Quarter 3
	88	32	97	19



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2021/22	2020/21	2019/20
10	10	11	8	12

2.6.3 Deliberate Fires – Other (Rubbish, grassland, vehicles etc.)



Quarter Activity
367

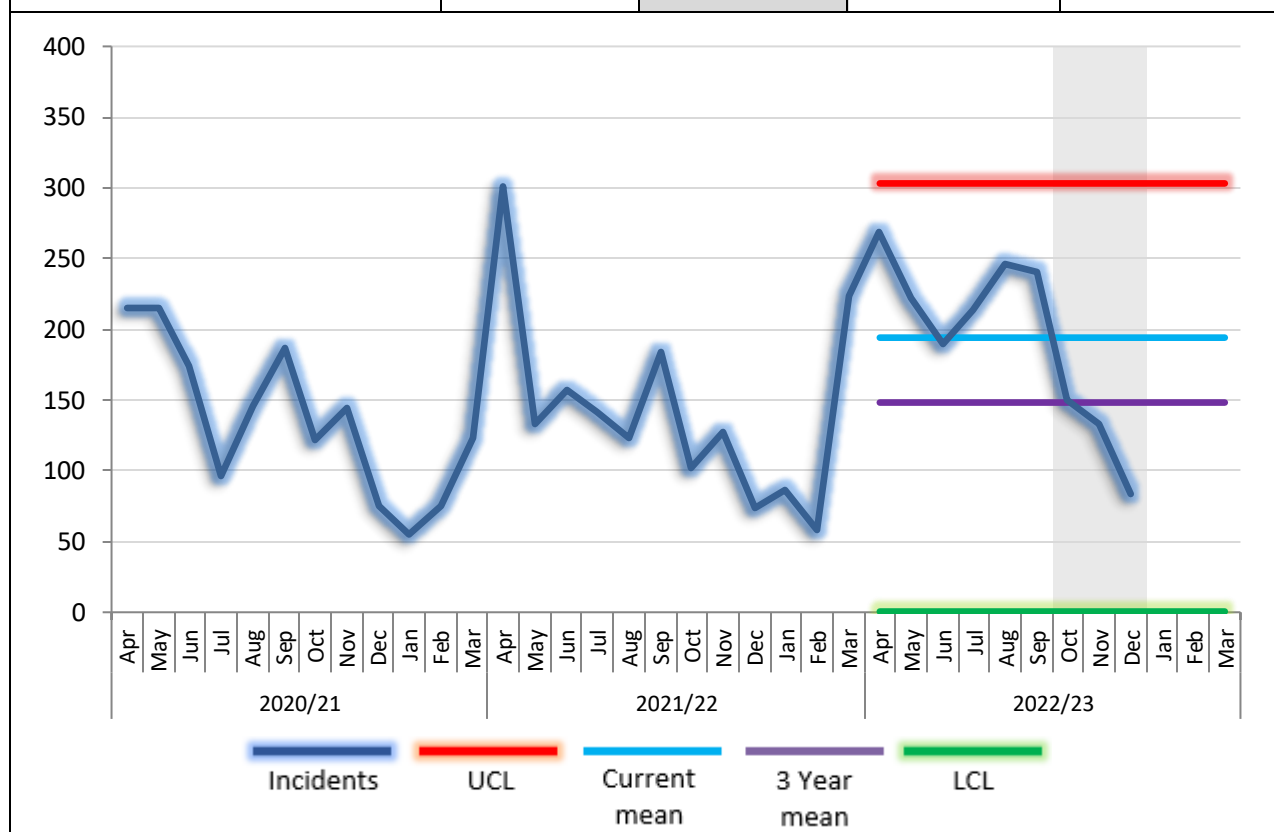
The number of primary and secondary fires where the property type is other than a building, except where the building is recorded as derelict, and the cause of fire has been recorded as deliberate.

The majority of deliberate fires are outdoor secondary fires and include grassland and refuse fires. Derelict vehicle fires are also included under secondary fires.

Primary fires are when the incident involves casualties or rescues, property loss or 5 or more pumping appliances attend the incident, and can include large scale moorland fires or vehicle fires which are not derelict.

Quarterly activity increased 20.72% over the same quarter of the previous year.

Deliberate Fires – Other	Year to Date	2022/23 Quarter 3	Previous year to Date	2021/22 Quarter 3
		1,747	367	1,343



Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2021/22	2020/21	2019/20
194	149	143	136	167

2.7 Home Fire Safety Checks (HFSC)		Quarter Activity 55%
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The percentage of completed HFSC’s, 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:

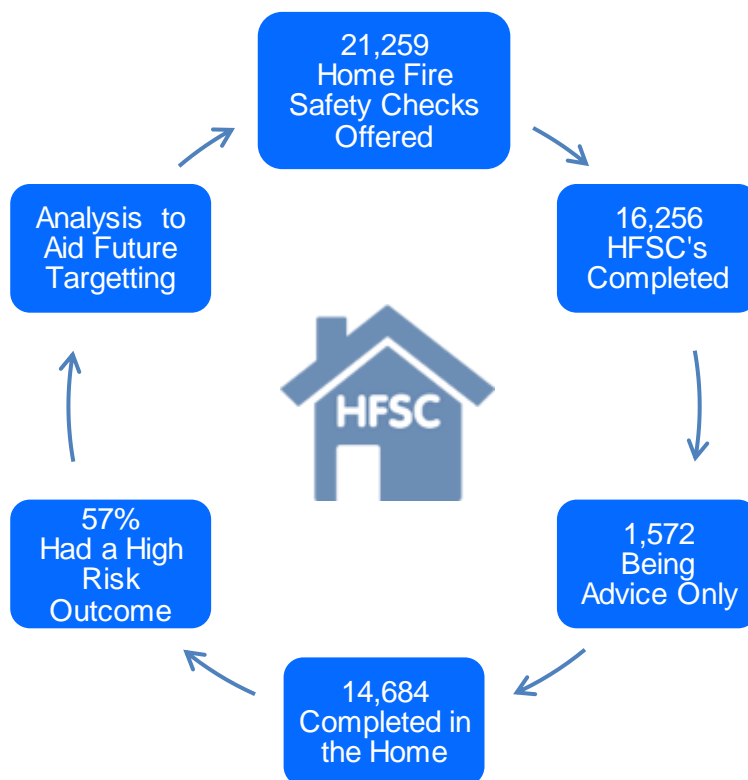
- The total number of HFSC’s completed is greater than the comparable quarter of the previous year and,
- The percentage of high HFSC outcomes is greater than the comparable quarter of the previous year.

Quarterly activity increased 15.7% over the same quarter of the previous year.

High risk outcomes decreased 7.0% over the same quarter of the previous year.

	2022/23		↑/↓	2021/22	
	HFSC completed	% of High HFSC outcomes	Progress	HFSC completed	% of High HFSC outcomes
Q 1	5,024	58%	↑/↓	3,650	66%
Q 2	5,432	60%	↑/↓	3,940	68%
Q 3	5,800	55%	↑/↓	5,015	62%
Q 4			-	5,033	60%

Cumulative year to date activity



**2.8 Numbers of prevention activities such as:
 Childsafe, wasted lives etc.**



Activity	Description	Targets for delivery	Data for quarter 3 2022/23
ChildSafe	Fire Safety education package to Year 2 (key stage 1)	Offered to all year 2 pupils Due to Covid offer to all year 3 in 2021/22 academic year	241 sessions delivered to 8,274 attendees
RoadSense	Fire and Road Safety education package to Year 6 (key stage 2)	Offered to all year 6 pupils	172 sessions delivered to 5,640 attendees
SENDSafe	Fire Safety education package for learners with Special Educational Needs and Disabilities (SEND)	Offered to all SEND schools	6 sessions delivered
Wasted Lives	Pre Driver information session in workshop or assembly format. Aimed at Year 10 or Year 11 in high school (key stage 4)	Increase delivery aligned to district risk in the academic year 22/23	9 sessions delivered to 1,146 pupils
Biker Down	3 hour course aimed at Powered 2 Wheel riders covering incident management, first aid and the science of being seen	Deliver a minimum of 12 sessions per year	5 sessions 75 attendees
FIRES	Fire setting intervention delivered to 4-17 year olds. Referrals made by anyone who might work or support the family of a child who is setting fires	Deliver an intervention to all referrals	29 completed referrals
Partner Training (including care providers)	LFRS deliver a 'train the trainer' package to organisations/agencies within health and social care. There are currently 190 preferred partners and 73 standard partners registered with LFRS. Partnerships are reviewed and RAG rated quarterly	Increase the number of partners rated green on the RAG report and continue to review partnerships and provide training	34 organisations/ agencies 195 people
Specific education sessions such as Water Safety & Bright Sparx	Education package delivered either virtually or in person to educate about Water Safety, Anti-Social Behaviour (ASB), deliberate fire setting etc. Covers key stages 2,3 and 4	Increase delivery	157 sessions delivered to 24,849 attendees. These mainly consisted of BrightSparx ASB in quarter 3.
Arson Threat Referral	Bespoke service where a threat of arson has been made. Referrals largely come from the Police.	Meet demand from LanCon	166

2.9 Fire Safety Activity (including Business Fire Safety Checks)



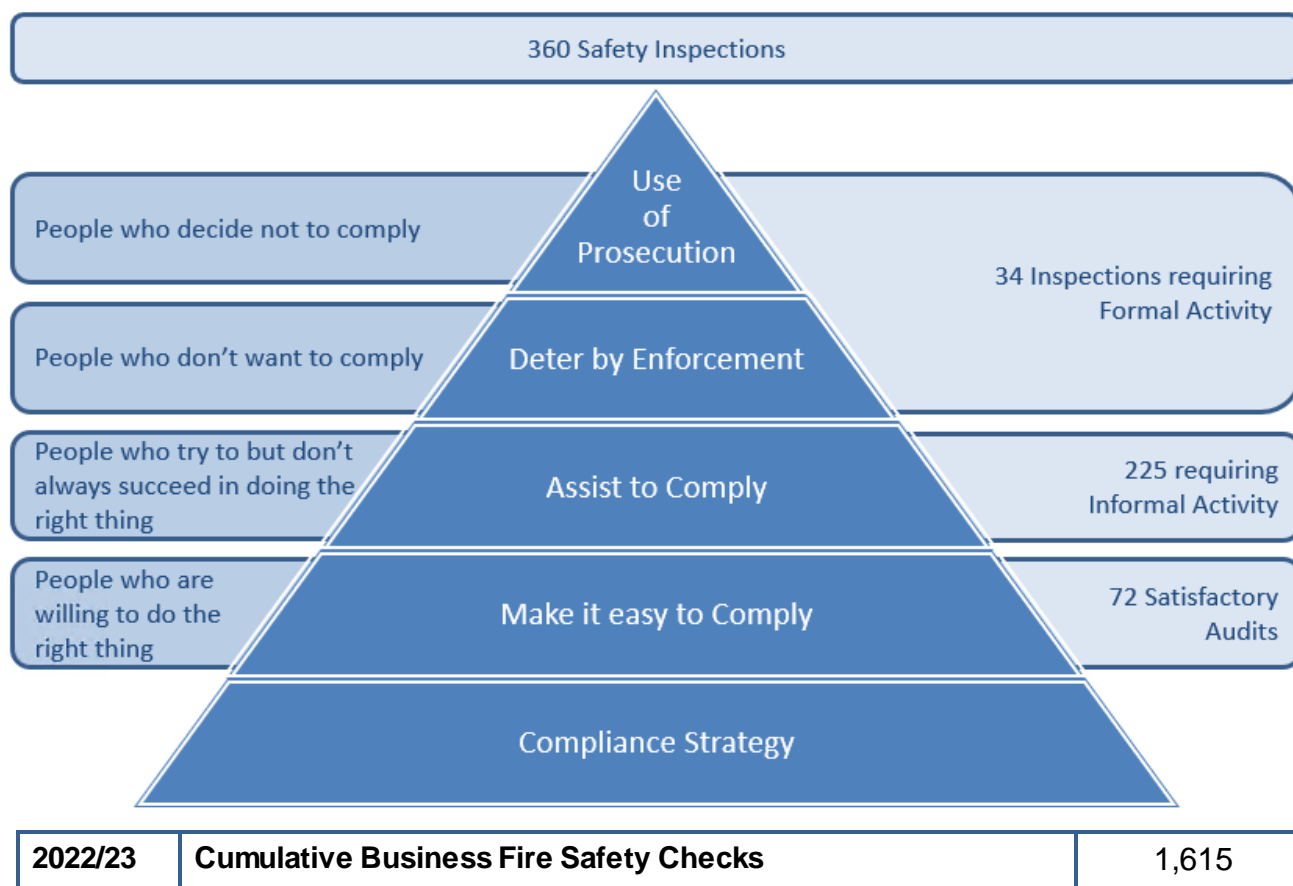
Quarter Activity
9%

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.

Quarter 3 recorded an increase of 3% against the same quarter of the previous year.

Quarter	2022/23							↑/↓ Progress	2021/22	
	Fire Safety Enforcement Inspections	Formal Activity	Informal Activity	Satisfactory Audit	Business Safety Advice	% Formal Activity	% Informal Activity		% Formal Activity	% Informal Activity
1	504	28	333	95	48	6%	66%	↓	7%	63%
2	576	52	402	82	40	9%	68%	↑	6%	63%
3	360	34	225	72	29	9%	63%	↑	6%	54%
4									7%	70%



2.10 Building Regulation Consultations (BRC)



Building Regulations: If a business intends to carry out building work it must do so in accordance with the requirements of current Building Regulations.

There are two building control bodies that can be used, the Local Authority or an Approved Inspector.

These bodies are then responsible for ensuring compliance with building regulations which generally apply when:

- Erecting a new building
- Extending or altering an existing building
- Providing services and/or fittings in a building
- Altering the use of a building

Purpose of the consultation process: If the Regulatory Reform (Fire Safety) Order 2005 (FSO) applies to the premises, or will apply following the work, the building control body must consult with Lancashire Fire and Rescue Service (LFRS). LFRS then comments on Fire Safety Order requirements, and may also provide additional advice relevant to the building type which may exceed minimum requirements but, if adopted, would further enhance safety or resilience (e.g. use of sprinklers).

LFRS cannot enforce building regulations but can offer observations to the building control body regarding compliance if it is felt the proposals may not comply. In addition to securing a safe premises, an important outcome of the process is to ensure that the completed building meets the requirements of the FSO once occupied, so that no additional works are necessary. Reference: [LABC - Building Regulations And Fire Safety Procedural Guidance](#).

Building Regulation Consultations	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4
Received	183	233	285	
Completed within timeframe ^[1]	103	170	244	

^[1] LFRS should make comments in writing within 15 working days of receiving a BRC.

Actions to Improve

To comply with the NFCC Competency Framework for Fire Safety Regulators these consultations must be completed by Level 4 qualified Fire Safety Inspectors. It is the same inspectors who are required to complete the more complex audits required by the risk-based inspection program, consequently use of finite resources must be fully co-ordinated and balanced. To achieve this and ensure consultation timelines are achieved:

- Development work continues to qualify more of the existing staff to L4 standard
- Recruitment undertaken in Q3 to increase establishment in the function
- Improved administration and consultation monitoring arrangements will be implemented
- The newly formed Built Environment and Ops Liaison team will take an increasing role in co-ordinating the receipt and completion of consultations within timescales

3.1 Critical Fire Response – 1st Fire Engine Attendance



Quarter Response
85.48%

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 2.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

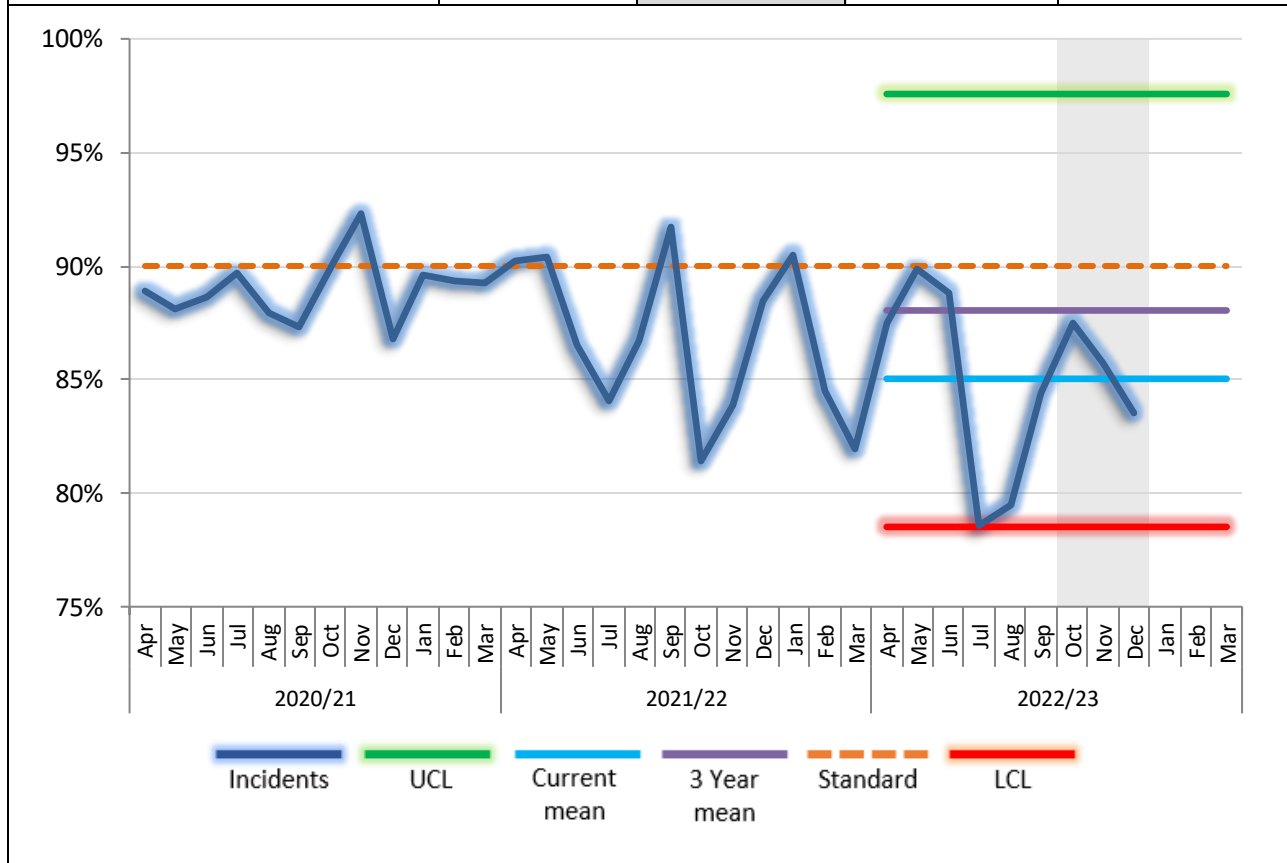
The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

- 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.

Quarterly response increased 0.93% over the same quarter of the previous year.

Critical Fire Response	Year to Date	2022/23 Quarter 3	<i>Previous year to Date</i>	<i>2021/22 Quarter 3</i>
		84.90%	85.48%	87.18%



**3.2 Critical Special Service Response –
 1st Fire Engine Attendance**



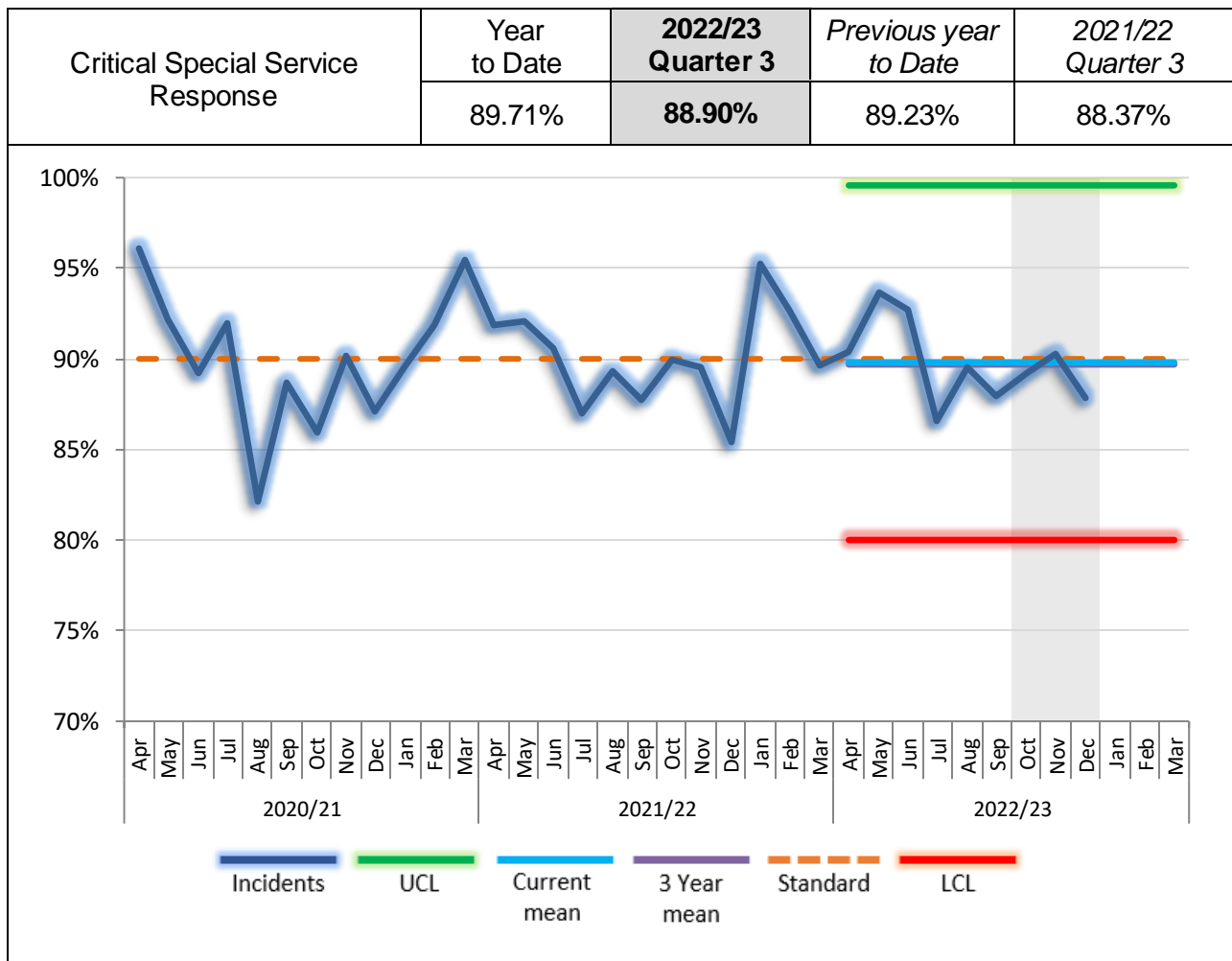
Quarter Response
88.90%

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 = 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.

Quarterly response increased 0.53% over the same quarter of the previous year.



3.3 Total Fire Engine Availability

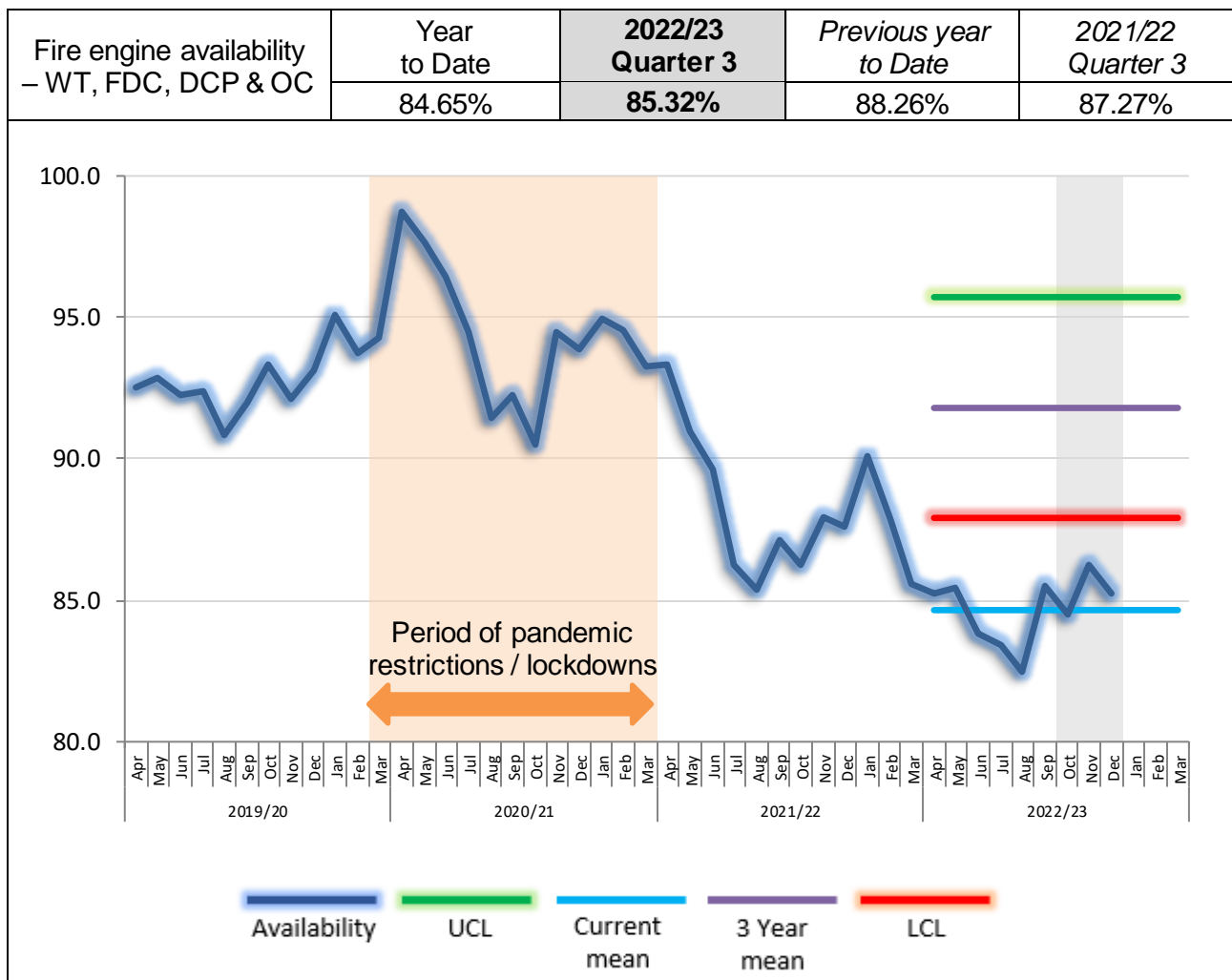


Quarter Availability
85.32%

This indicator measures the availability of fire engines by all crewing types. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.

Refer to KPI 3.3.1 and 3.3.2 for breaches of control limits and reasons fire engines are designated as unavailable.

Quarterly availability decreased 1.95% over the same quarter of the previous year.



Key periods of Covid 19 pandemic restrictions/lockdowns:

- 23rd March to 10th May 2020. The first national lockdown is announced.
- 22nd September 2020. New restrictions announced, including working from home.
- 5th November 2020 to 2nd December 2020. Second lockdown in England.
- 6th January 2021 to 29th March 2021. Third national lockdown/stay at home order.

3.3.1 Fire Engine Availability Wholetime Shift System



Quarter Availability
99.46%

This indicator measures the availability of fire engines that are crewed by wholetime, flexible 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.

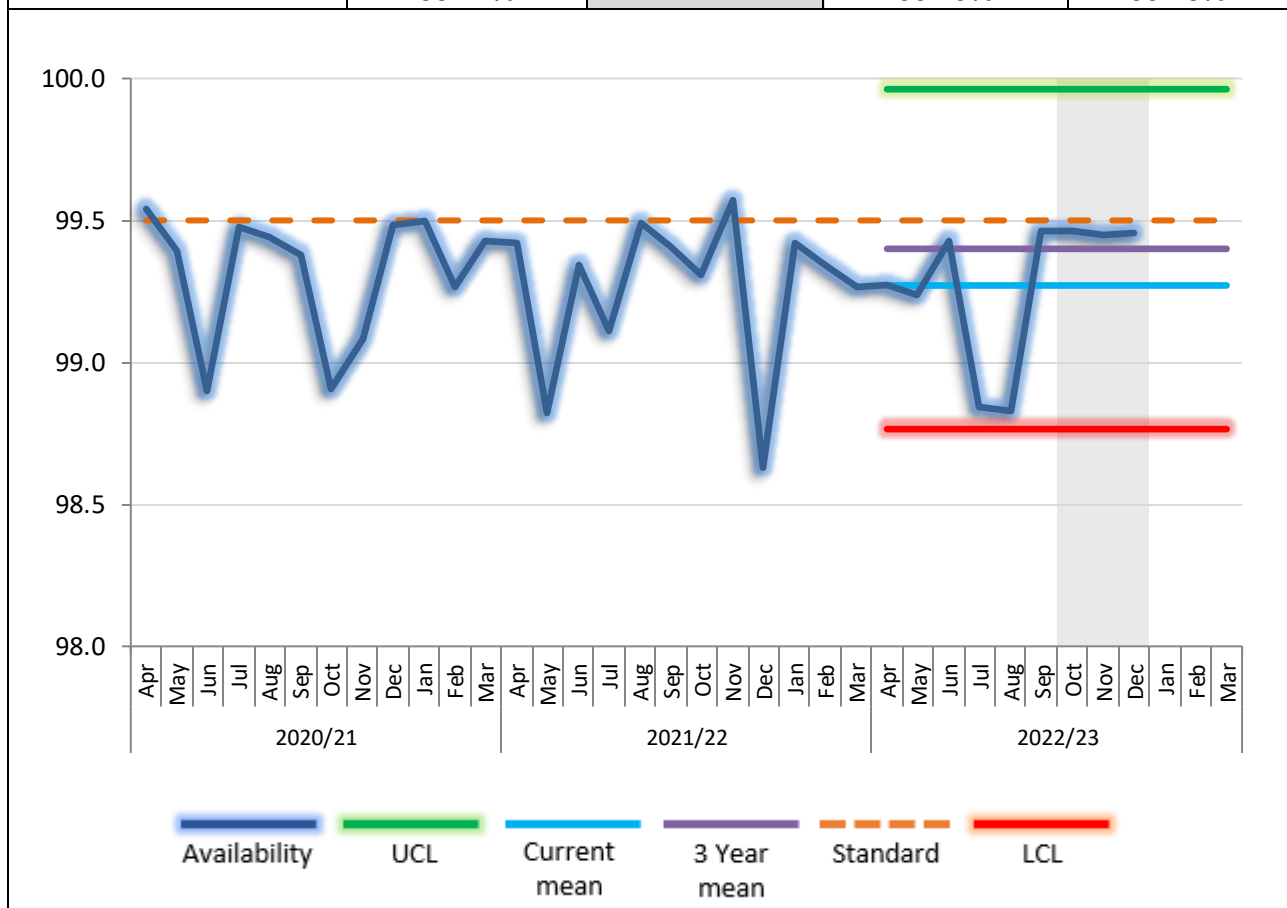
Fire engines are designated as unavailable for the following reasons:

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

Standard: 99.5%

Quarterly availability increased 0.30% over the same quarter of the previous year.

Fire engine availability – WT, FDC and DCP	Year to Date	2022/23 Quarter 3	Previous year to Date	2021/22 Quarter 3
	99.27%	99.46%	99.23%	99.16%



3.3.2 Fire Engine Availability On-Call Shift System



Quarter Availability
73.83%

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.

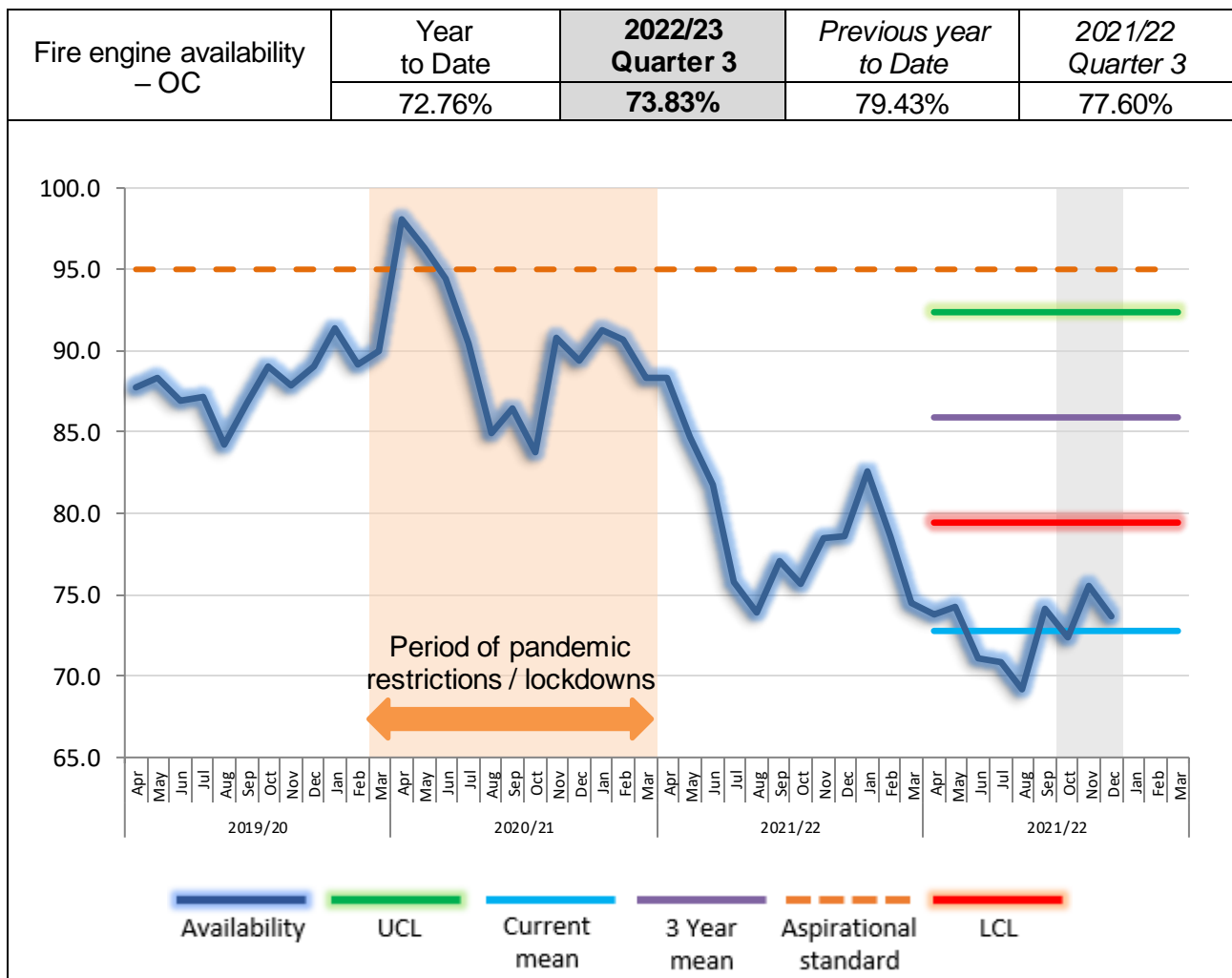
Fire engines are designated as unavailable (off-the-run) for the following reasons. This is further broken down by the percentage of off-the-run (OTR) hours that each reason contributes to the total.

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	60%	• Not enough BA wearers	67%
• Crew deficient	78%	• No driver	41%

Aspirational standard: 95%

Quarterly availability decreased 3.77% over the same quarter of the previous year.



What are the reasons for an Exception report

This is a negative exception report due to the percentage of On-Call (OC) pumps available to respond to emergencies being below the lower control limit during quarter three.

Analysis

Availability of OC pumps during the quarter was recorded at 73.83%, with each month being below both the 79.43% control limit, and the Service's 95% aspirational standard.

An On-Call review is to be undertaken this year to look at fundamental elements of the On-Call system with the ultimate goal of improving appliance availability. The Service has also invested in additional On Call Support Officer (OCSO) posts to further strengthen the support to On-Call units and help implement changes arising from the review. This led to an additional five OCSO's being appointed during September 2022, increasing the total to 8, with the benefits expected to be seen in later months.

Actions being taken to improve performance

- The Service appointed 42 new recruits from the October 2022 recruitment campaign.
- The Service will continue to deliver a recruitment strategy, that incorporates a targeted approach to stations that are in exception, whilst utilising data to identify the specific contractual/availability needs of those stations.
- Commencement of a retention study undertaken by Station Managers and OSCO team leaders.
- The Service will continue to review On-Call contracts to ensure they are effective in improving appliance availability, whilst also ensuring contractual performance of staff is maintained.
- Challenges around Large Goods Vehicle (LGV) and Officer in Charge (OIC) skills continue to be an issue across the Service. To remedy this, Firefighters in development can be nominated for LGV courses, following discussion with Station and Group managers.
- OCSO's are working with the incident command team in workshops to support and develop OIC's with their command skills.
- Support national On-Call campaigns and utilise their recruitment literature and designs. Align recruitment campaigns with NFCC On-Call Firefighter Days and raise the profile of the occasion during national volunteers week.
- Invest in On-Call using relevant recruitment material and effective allocation of internal resources. Additional resources for the recruitment vehicle have been identified and requested which include, new banners, QR code cards for each station, and new On-Call staff for advertisement.

4.1 Progress Against Allocated Budget



Quarter variance
n/a

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

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.

This figure is not available at the present time due to the move to the new Finance System, an updated figure will be presented to Resources Committee in due course.

Variance:

n/a

4.2 Partnership Collaboration



A written update on partnership collaboration will be provided on a quarterly basis.

Scope and definition:

The Police Force, Fire & Rescue Service and Emergency Ambulance Service are under a formal duty to collaborate under the Policing and Crime Act 2017. The objectives are to improve efficiency, effectiveness and deliver improved outcomes.

To meet the requirements of this duty, the respective blue light services, Lancashire Fire and Rescue (LFRS), Lancashire Constabulary (LanCon), and North West Ambulance Service (NWAS), have met at both tactical and strategic levels. Through these meetings the collaboration board have agreed and signed a strategic statement of intent. This contains the following aims:

- **Improved Outcomes** – The collaboration maintains or improves the service we provide to local people and local communities.
- **Reduced demand** – The collaboration should contribute towards our longer-term strategic objective of decreasing risk in communities and reducing demand on services.
- **Better Value for Money** – The collaboration produces quantifiable efficiencies either on implementation or in the longer term.
- **Reduced inequalities within our communities** – The collaboration contributes towards reducing inequalities wherever possible.

Measurement/update:

The Blue Light Collaboration board met on the 30th of September 2022 where a presentation on the initial five projects were delivered to the strategic leads. This presentation incorporated the Project Initiation Documents (PID) and Highlight Reports for each project. Progress for the planning of each project is as follows:

Missing Persons (MisPer)

Following a review of the mobilisation data, it was identified that the opportunities to provide LFRS support to these incidents had reduced. Therefore, the main project objective is to improve the existing collaborative approach to identification of the location of missing persons. Learning has been identified from the original process and improvements have been made. LFRS support for the Missing from Home Manager training for Lancashire Constabulary staff will be continued in terms of LFRS assets available. Furthermore, Lancashire Constabulary have provided training to Control staff to raise awareness.

The initial plan includes a small number of LFRS personnel from the Urban Search and Rescue (USAR) team and Drone team to undertake the Missing from Home manager course. This will develop knowledge and understanding regarding aspects of planning and undertaking a search. Additional crews in LFRS have been identified as specialist teams and will receive a bespoke training programme which is currently being mapped out. These teams will develop an increased knowledge of managing a missing person within

the context of potential crime scene management. All LFRS assets will remain available regardless of the additional skills imparted to the specialist teams.

Estates and Co-location

This is a longer-term work stream with interdependencies, as there are several internal projects within Lancashire Constabulary to review current building stock. This includes Lancashire Constabulary headquarters, and various police stations. Property Leads from all three agencies are in contact with each other, and plans were being developed to organise a monthly catch-up meeting. This will ensure that each Blue Light Service was sighted to internal findings and provided with awareness in terms of future opportunities.

First Responder

A phased approach was agreed in terms of volunteers signing up to the scheme. Phase 1 is being rolled out to non-operational LFRS staff, such as Community Fire Safety. Subsequently, phase 2 will consider the roll out to operational staff.

Progress on phase 1 has resulted in the successful on boarding of one non-operational member of LFRS, who is responding to category 1 incidents. The NWS reporting system has been modified to include LFRS staff, so we are able to analyse data and monitor the mobilisations. There are 4 additional volunteers identified, and they will undertake training shortly. Once the 5 initial volunteers have been operating for 3 months, the data will be analysed, and regular welfare checks will be completed. The findings will be used to inform plans for phase 2.

In terms of technology, an NWS application is used to mobilise First Responders and there is an option for them to accept or decline the request forwarded to them. This data will also be used to report on the overall number of calls and responses received.

Further discussion would take place with Lancashire Constabulary to review if there are any suitable non-operational roles that could be added as First Responders. It was noted that operational staff did attend cardiac arrests alongside NWS and that collaboration to this effect was already taking place.

Leadership Development

Initial scoping has been completed, in terms of what each organisation currently delivers for leadership development. The project is being delivered in two phases. Phase 1 covers some short-term objectives, seeking to maximise existing courses and events, and provide opportunities for staff from all three organisations to utilise places on these courses. An example of this is the 'Inside Out' programme, which is offered by Lancashire Constabulary. A benefit will be improved efficiency, through utilisation of unfilled places. Additionally, it will provide a platform for discussing ideas and sharing learning, as many of the leadership challenges are cross cutting in all three organisations.

Phase 2 will scope opportunities to collaborate on specific elements of supervisory and middle manager leadership programmes. This will lead to some efficiencies, as well as a platform to share ideas.

Command Units

The aim of this project is to establish and deliver additional collaborative uses of the command units in LFRS in line with the Joint Emergency Service Interoperability

Lancashire Fire and Rescue Service
Measuring Progress

October 2022 – December 2022

Programme (JESIP) principles. The key objectives are to improve operational effectiveness and in line with LFRS mission; 'Making Lancashire Safer'.

4.3 Overall User Satisfaction		Percentage satisfied 98.81%
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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 97.50% standard.

99 people were surveyed; 97 responded that they were very or fairly satisfied.

Question	Running 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?	3,186	3,148	98.81%	97.50%	1.34%