

Lancashire Combined Fire Authority

Performance Committee

Meeting to be held on 28 June 2023

Performance Management Information For 4th Quarter 2022/23 (Appendix 1 refers)

Contact for further information – Jon Charters, Assistant Chief Fire Officer (ACFO)
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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 4 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



Lancashire Fire
and Rescue Service

Measuring Progress Performance Report

QUARTER 4: JANUARY 2023 – MARCH 2023

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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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.

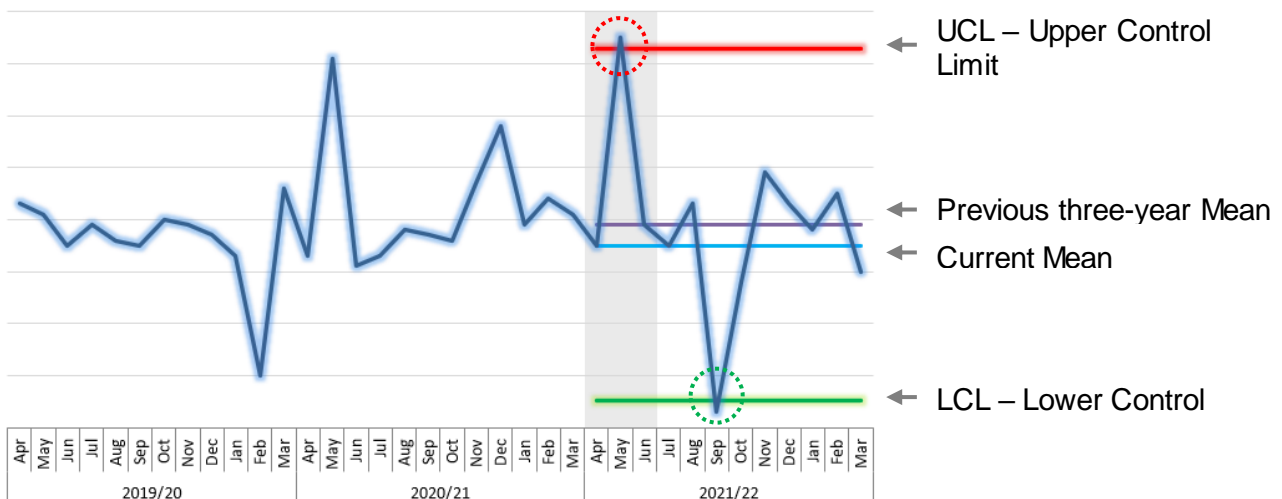
Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are based upon the previous three years activity and are set using a statistically derived constant, approximately equivalent to three standard deviations.

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).

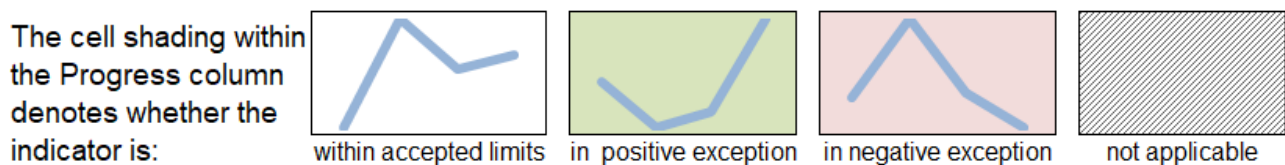
















Performance Framework and indicator trends










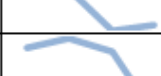
















The Combined Fire Authority sets the Service challenging targets for a range of key performance indicators (KPI) which help them to monitor and measure our performance in achieving success and meeting our priorities. Performance against these KPI's is scrutinised every quarter at the Performance Committee.

















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)		13
1.2.3	 Staff Absence Greenbook		14
1.3.1	 Workforce Diversity (as a %): Performance measure of how representative our staff are of our communities		17
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1.4	 Staff Accidents:		19

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		20
2.2	 Overall Activity		21
2.3	 Accidental Dwelling Fires (ADF)		23
2.3.1	 ADF – Harm to people: Casualties		24
2.3.2	 ADF – Harm to Property: Extent of Damage (Fire Severity)		25
2.4	 Accidental Building Fires (Commercial Premises)		26
2.4.1	 ABF (Commercial Premises) – Harm to property: Extent of Damage (Fire Severity)		27
2.5	 ABF (Non-Commercial Premises)		28
2.5.1	 ABF (Non-Commercial Premises: Private Garages/Sheds) – Harm to Property: Extent of Damage (Fire Severity)		29
2.6	 Deliberate Fires Total: Specific performance measure of deliberate fires		30
2.6.1	 Deliberate Fires – Dwellings		31
2.6.2	 Deliberate Fires – Commercial Premises		32
2.6.3	 Deliberate Fires – Other (rubbish, grassland, vehicles etc.)		33
2.7	 HFSC		34
2.8	 Numbers of other prevention activities delivered		35
2.9	 Fire Safety Activity (including Business Fire Safety Checks)		36
2.10	 Building Regulation Consultations (BRC) (number and completed on time)		37

KPI		Description	Progress	Page (s)
3 Responding to fire and other emergencies quickly.				
3.1		Critical Fire Response – 1st Fire Engine Attendance		38
3.2		Critical Special Service Response – 1st Fire Engine Attendance		39
3.3		Total Fire Engine Availability		40
3.3.1		Fire Engine Availability Wholetime Shift Systems		41
3.3.2		Fire Engine Availability On-Call Shift Systems		42
4 Delivering value for money in how we use our resources.				
4.1		Progress Against Allocated Budget		44
4.2		Partnership Collaboration		45
4.3		Overall User Satisfaction		48

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 emergency cover reviews and working the on-call duty system.

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, 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 January to March 2023, 16 station visits were carried out by principal officers and area managers as part of our service-wide station visits programme. Ten station visits involving Corporate Planning and Human Resources (HR) departments were undertaken to engage with members of staff affected by duty system changes as part of the emergency cover review. Eighty-four wellbeing interactions were undertaken ranging from wellbeing sessions with crews to support dog interactions.

The Service engaged staff in several trials relating to our fleet including helmet communications and firefighting equipment for high-rise buildings. Heads of departments were surveyed as part of a review of hybrid working and HR met with two administration teams in relation to changes in rota management.

1.2.1 Staff Absence Wholetime (WT)

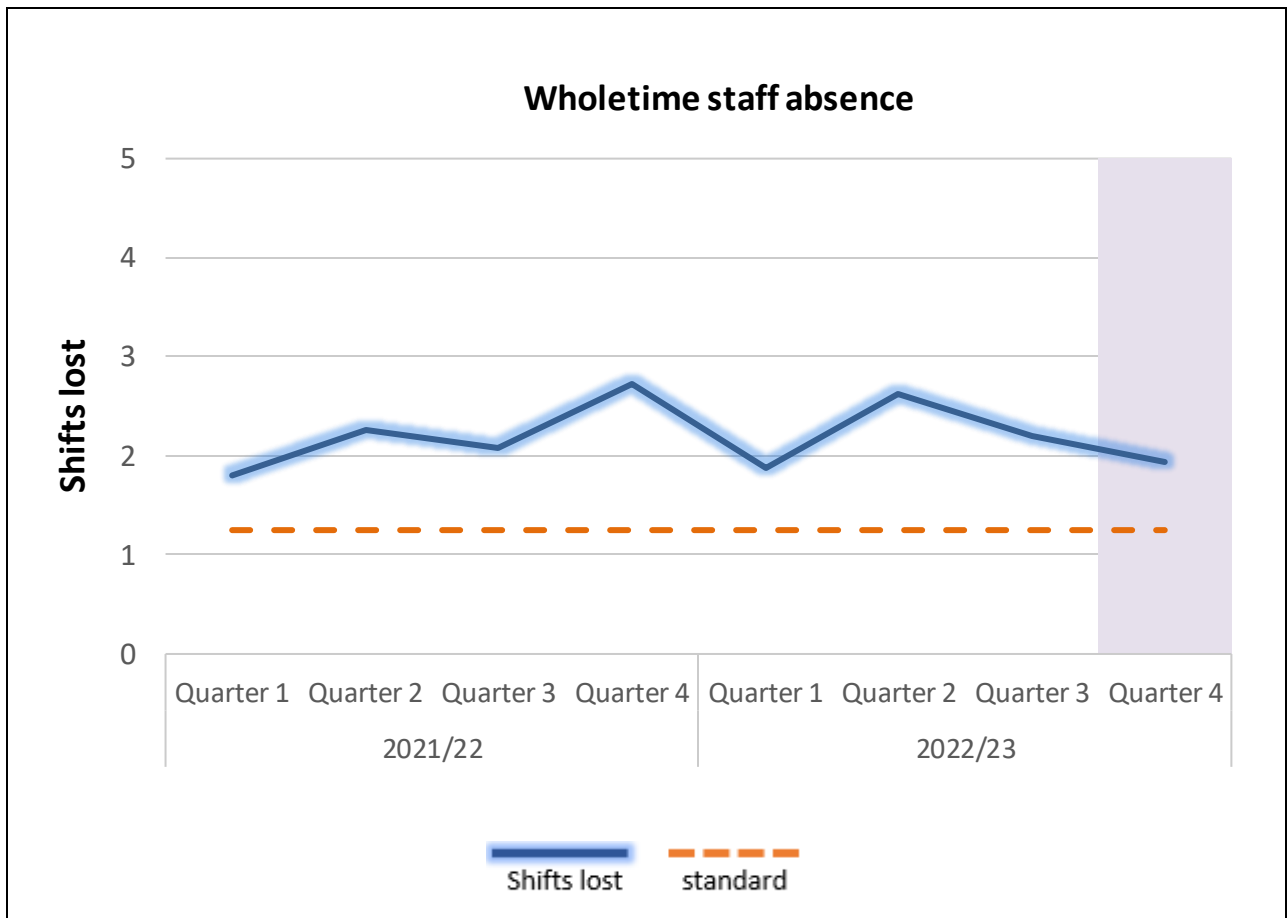


Cumulative shifts lost
8.640

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:

8.640

What are the reasons for an Exception report

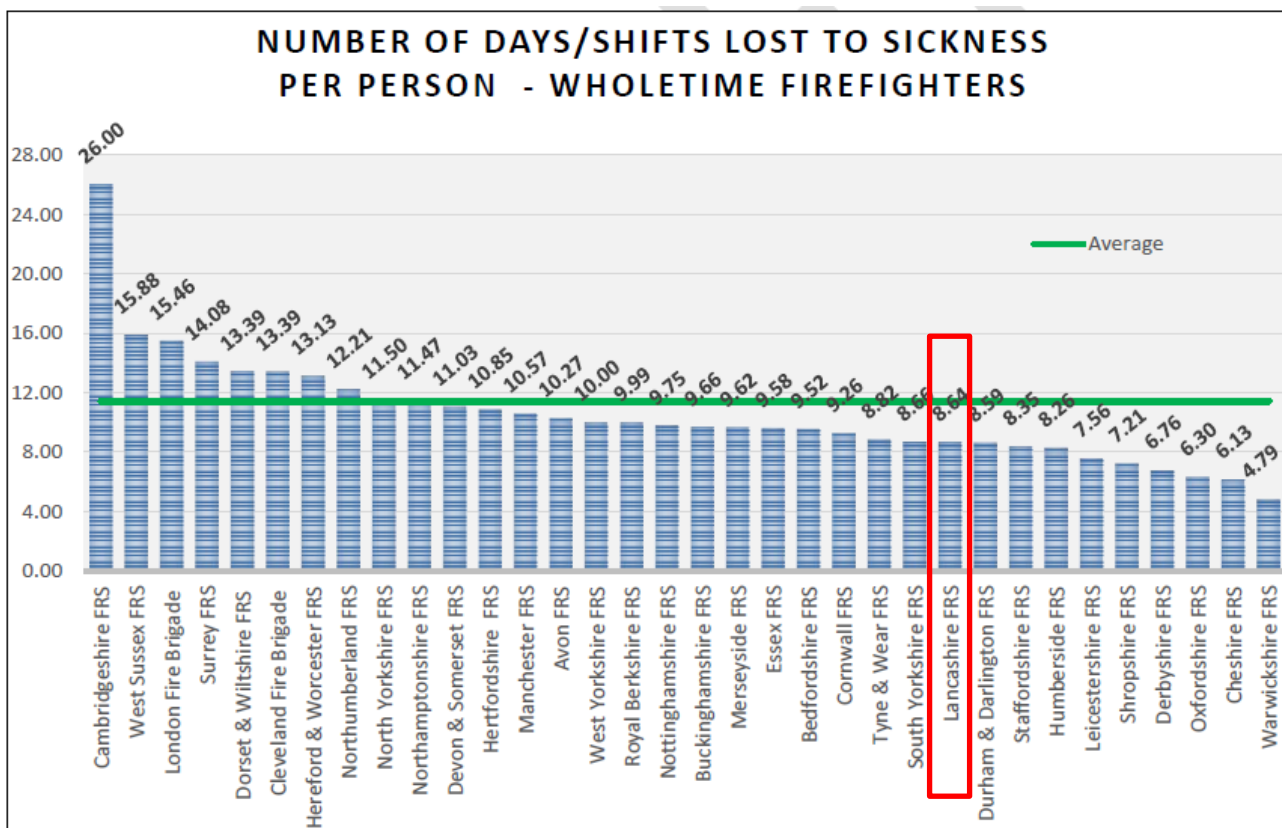
This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for quarter 4.

The element of this section of the report refers to sickness absence rates for the period 1 April 2022 to 31 March 2023.

The agreed target performance level is 5 shifts lost per employee per year for wholetime staff^[1]. The actual shifts lost for the period for this group of staff is 8.64, which is 3.64 shifts over target.

To benchmark LFRS's sickness absence levels and performance against other Fire and Rescue Services, the Service utilises the National Occupational Health and Performance Report on a quarterly basis.

When benchmarking the number of shifts lost for wholetime employees against the performance of other Fire and Rescue Services (FRA's) between the period 1 April 2022 – 31 March 2023 the highest shifts lost reported was 26 and the lowest 4.79, with an average of 11.43 wholetime shifts lost nationally. LFRS reported 8.64 wholetime shifts lost due to sickness. The chart below demonstrates LFRS performance in relation to the number of shifts lost.



[1]Includes one control staff member.

In addition to benchmarking sickness absence rates against other FRA's it is also useful to set in the context of absence rates across the UK.

The Office for National Statistics (ONS) reported the number of working days lost due to sickness per employee had increased to 5.7 in 2022, but this has been impacted by furloughed workers.

The Chartered Institute of Personnel and Development (CIPD) data reported in June 2022 that sickness absence rates had climbed to the equivalent of 7.3 days per employee.

Sickness absence rates for public sector workers have been consistently higher than those in the private sector workers for every year on record. There are several factors including: the difference in the types of jobs between sectors, some jobs have higher likelihood of sickness than others and the remuneration arrangements.

Analysis

1,156 Wholetime absence shifts lost = 1.86 against a target of 1.25

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

- Cancer and Tumours (1 case)
- Musculo Skeletal – Back (1 case)

As a result of the above 2 cases of long-term absences 91 shifts were lost during Q4.

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

Reason	Case/s	Reason	Case/s
Mental Health - Other	6	Heart, Cardiac and Circulatory	2
Hospital/Post Operative	6	Other known causes (not specified)	1
Musculo Skeletal – Other/Unable to define	4	Musculo Skeletal – Shoulder	1
Musculo Skeletal – Lower Limb	3	Respiratory - Cold/Cough/Influenza	1
Mental Health - Stress	3	Cancer and Tumours	1

Coronavirus absence is included in time lost due to respiratory absences which indicates an increased number of absences due to respiratory conditions.

Measures the Service takes to manage absence

The Service has an Absence Management Policy which details our approach to managing absences to ensure that staff time is managed effectively, and that members of staff are supported back to work or exited from the Service in a compassionate way.

The Human Resources (HR) system i-Trent automatically generates monthly reports to line managers and HR Business Partners in relation to employees and their periods and reasons for absence, and these are closely monitored. Where employees are absent due to a mental health, or a stress related condition, they are referred to Occupational Health Unit (OHU) as early as possible. Employees returning to work have a return-to-work interview and stress risk assessment, or individual health risk assessments are completed where required.

The Service has several support mechanisms available to support individuals to return to work or be exited as appropriate including guidance from Occupational Health, access to Trauma Risk Management (TRiM), access to an Employee Assistance Programme and the Firefighters Charity.

Where an employee does not return to work in a timely manner an absence review meeting will take place with the employee and the line manager and a representative from Human Resources. The meetings are aimed at identifying support to return an individual

January 2023 – March 2023

back to work which can include modified duties for a period, redeployment, but ultimately can result in dismissal, or permanent ill health retirement from the service.

The Absence Management Policy details when a formal review of an employee's performance levels would normally take place. In terms of short-term absence, a formal review would take place where an employee has 3 or more periods of absence in 6 months, or an employee has 14 days absent. In terms of long-term absence, a formal review will normally take place at 3, 6, 9 and 11 months.

A key challenge for supporting operational staff return to work is that the threshold for fitness and return to work for operational firefighters is higher than in other occupations due to their hazardous working conditions.

1.2.2 Staff Absence On-Call (OC)

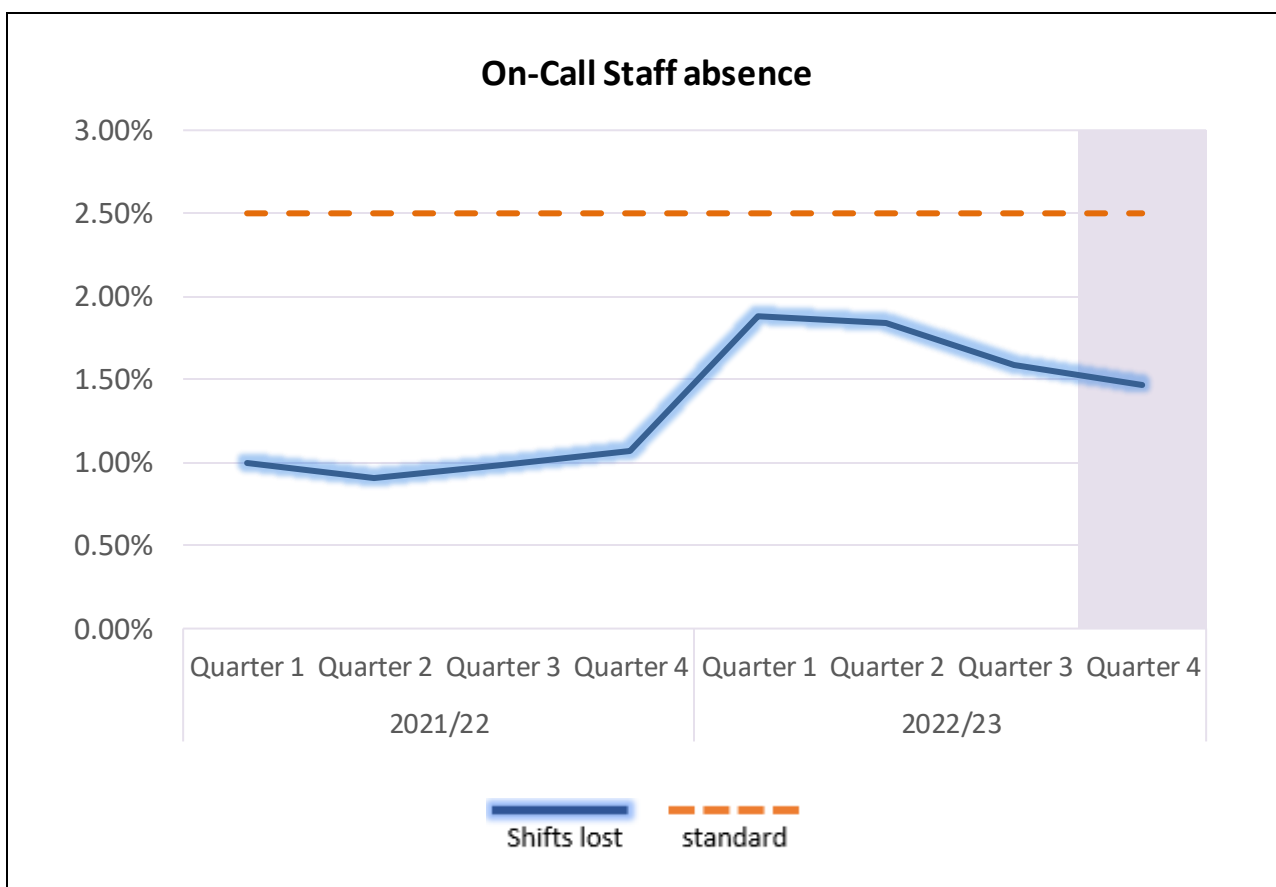


Cumulative Absence
1.46%

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, 1.46%.



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

1.46%

1.2.3 Staff Absence Greenbook

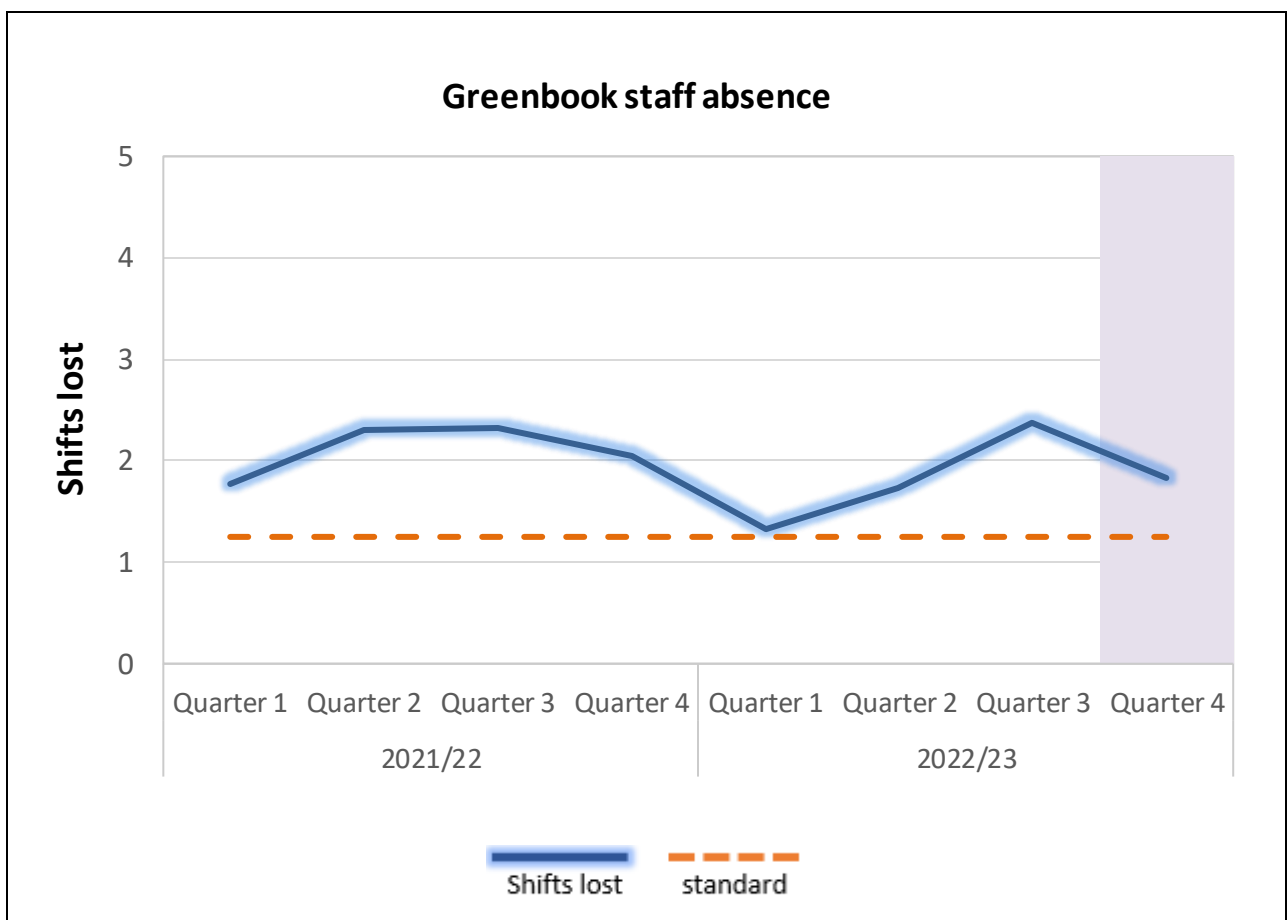


Cumulative shifts lost
7.265

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:

7.265

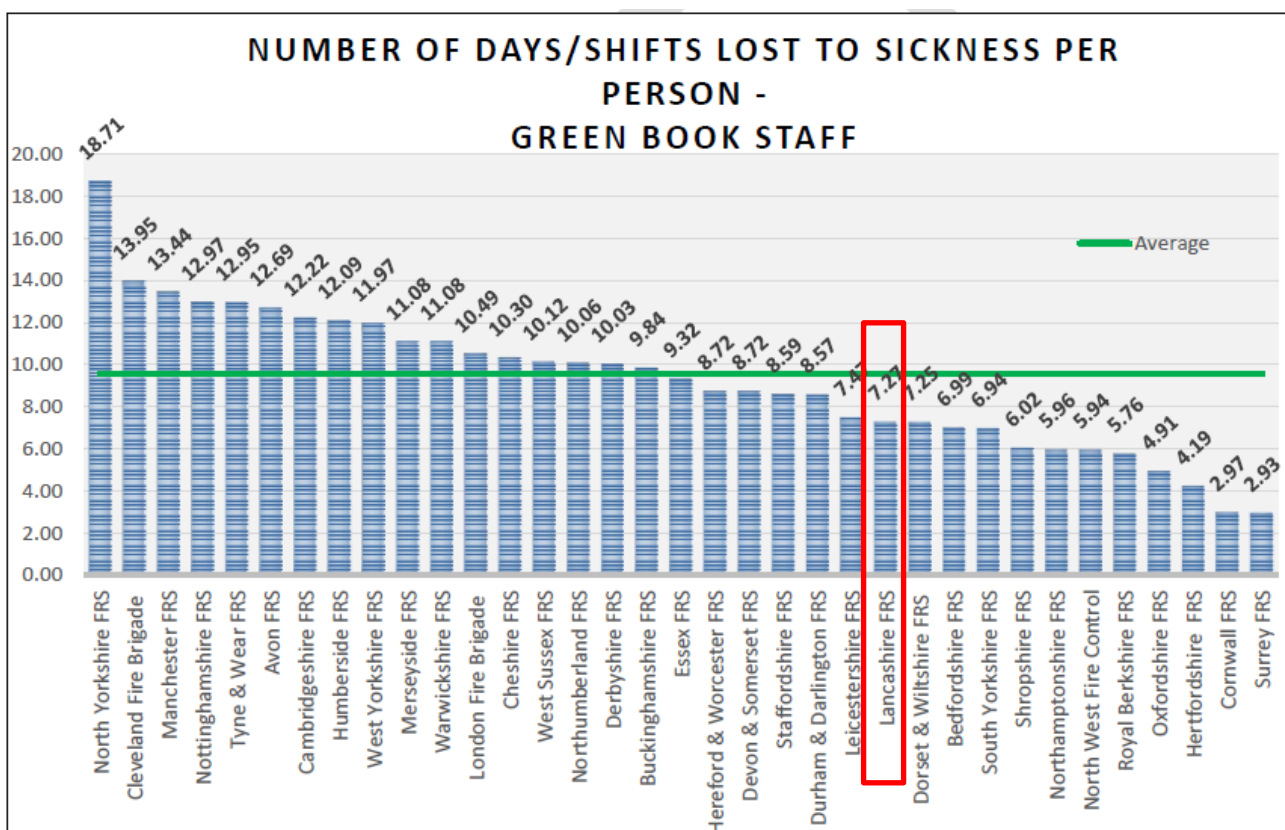
What are the reasons for an Exception report

This is a negative exception report due to the number of shifts lost through absence per employee being above the Service target for quarter 4.

The agreed target performance level is 5 shifts lost per employee per year for Green book staff. The actual shifts lost for the period for this group of staff is 7.265, which is 2.265 above target.

To benchmark LFRS’s sickness absence levels and performance against other Fire and Rescue Services, the Service utilises the National Occupational Health and Performance Report on a quarterly basis.

When benchmarking the number of shifts lost for Greenbook employees against the performance of other FRA’s between the period 1 April 2022 – 31 March 2023, the highest shifts lost reported was 18.71 and the lowest 2.93, with an average of 9.56 Green book shifts lost nationally. LFRS reported 7.265 green book shifts lost due to sickness. The chart below demonstrates LFRS performance in relation to the number of shifts lost.



In addition to benchmarking sickness absence rates against other FRA’s it is also useful to set in the context of absence rates across the UK.

The Office for National Statistics (ONS) reported the number of working days lost due to sickness per employee had increased to 5.7 in 2022, but this has been impacted by furloughed workers.

The Chartered Institute of Personnel and Development (CIPD) data reported in June 2022 that sickness absence rates had climbed to the equivalent of 7.3 days per employee.

Sickness absence rates for public sector workers have been consistently higher than those in the private sector workers for every year on record. There are several factors

including: the difference in the types of jobs between sectors, some jobs have higher likelihood of sickness than others and the remuneration arrangements.

Analysis

During quarter four January – March 2023, absence statistics show non-uniformed personnel absence above target for the quarter.

417 non-uniformed absence shifts lost = 1.94 against a target of 1.25

During the quarter there were no cases of long-term absence which spanned over the total of the 3 months. There were seven cases of long-term absence which were recorded within the 3 months:

Reason	Case/s	Reason	Case/s
Mental Health – Other	2	Musculo Skeletal – Lower Limb	1
Cancer and Tumours	1	Mental Health - Stress	1
Musculo Skeletal – Other/Unable to define	1	Heart, Cardiac and Circulatory problems	1

Coronavirus absence is included in time lost due to respiratory absences which indicates an increased number of absences due to respiratory conditions.

Measures the Service takes to manage absence

The Service has an Absence Management Policy which details its approach to how it will manage absence ensuring that staff time is managed effectively, but also members of staff are supported back to work or exited from the Service in a compassionate way.

The Human Resources (HR) system ITrent automatically generates monthly reports to line managers and HR Business Partners in relation to employees and the periods and reasons for absence and these are closely monitored. Where employees are absent due to a mental health, or a stress related condition, these employees are referred to Occupational Health Unit (OHU) as early as possible. Employees returning to work have a return-to-work interview and stress risk assessment, or individual health risk assessments are completed where required.

The Service has several support mechanisms available to support individuals to return to work or be exited as appropriate including guidance from Occupational Health, access to Trauma Risk Management (TRiM), access to an Employee Assistance Programme and the Firefighters Charity.

Where an employee does not return to work in a timely manner an absence review meeting will take place with the employee and the line manager and a representative from Human Resources. The meetings are aimed at identifying support to return an individual back to work which can include modified duties for a period, redeployment, but ultimately can result in dismissal, or permanent ill health retirement from the service.

The Absence Management Policy details when a formal review of an employee’s performance levels would normally take place. In terms of short-term absence, a formal review would take place where an employee has 3 or more periods of absence in 6 months, or an employee has 14 days absent. In terms of long-term absence, a formal review will normally take place at 3,6,9 and 11 months.

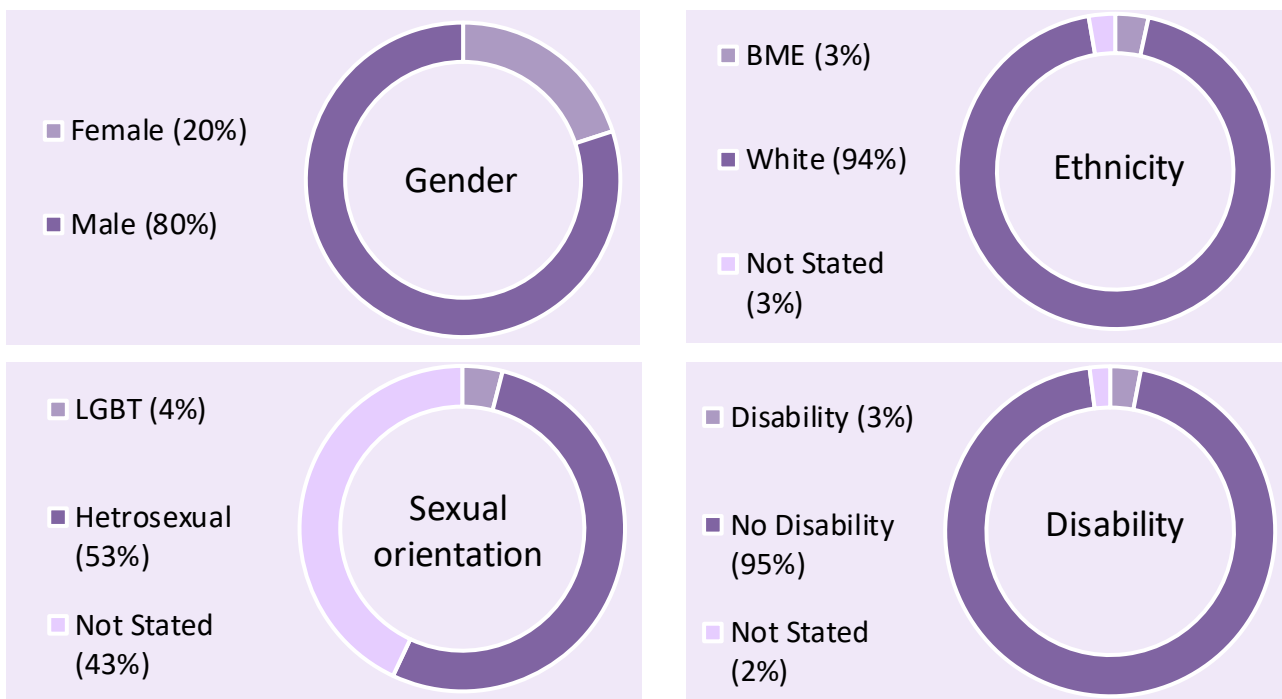
1.3.1 Workforce Diversity



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	5%
Sexual orientation	LGBT	Grey	3%
	Heterosexual	Green	89%
	Not stated	Green	6%
Disability	LGBT	Grey	4%
	Heterosexual	Green	3%
	Not stated	Green	54%
Disability	Disability	Grey	44%
	No disability	Green	43%
	Not stated	Green	3%
Disability	Disability	Grey	3%
	No disability	Green	90%
	Not stated	Green	7%

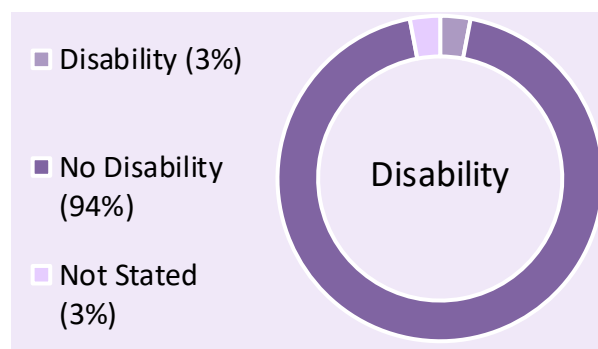
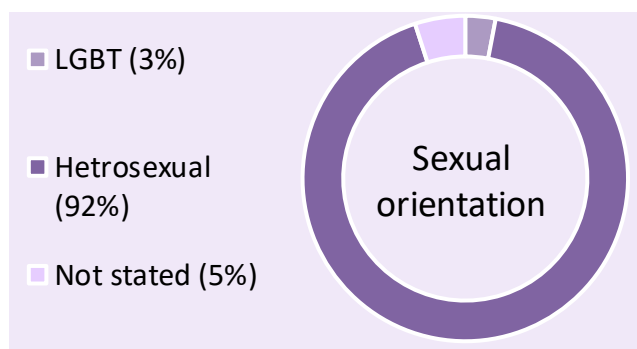
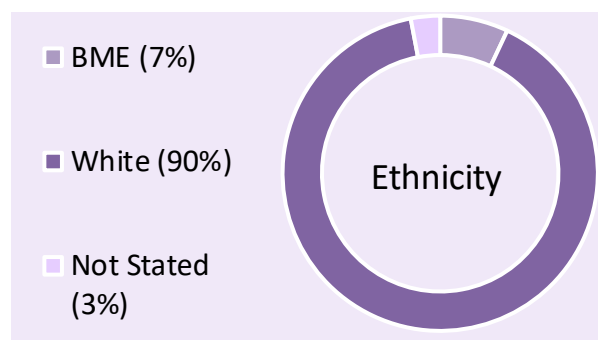
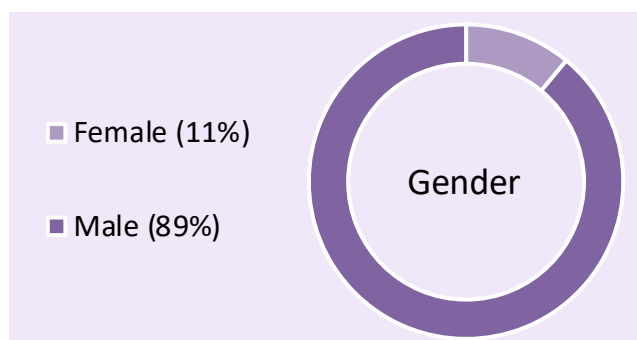
1.3.2 Workforce Diversity Recruited



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 4, there were a total of 72 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



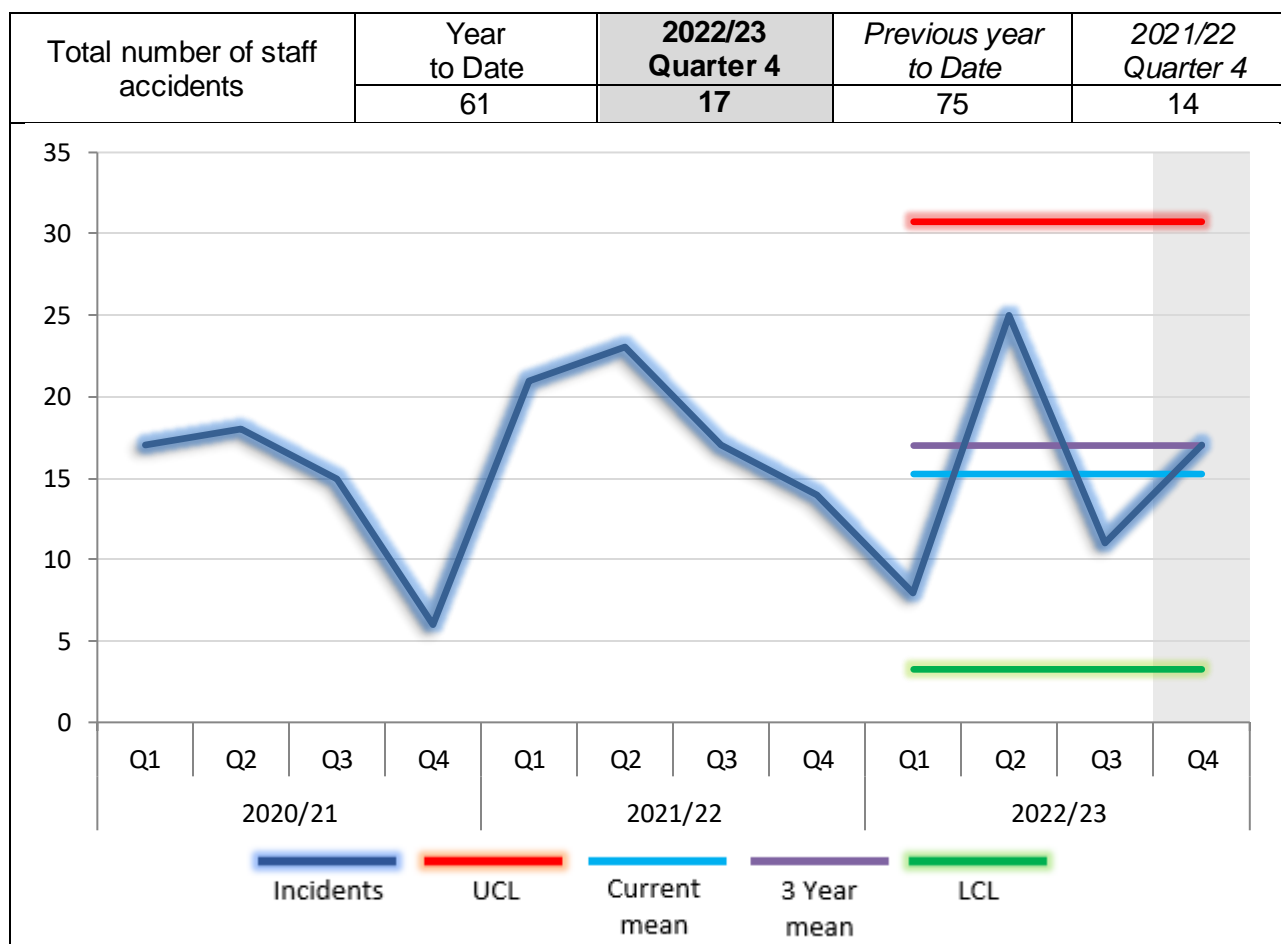
Activity
 17

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.

Quarterly activity increased 21.43% over the same quarter of the previous year.



2.1 Risk Map

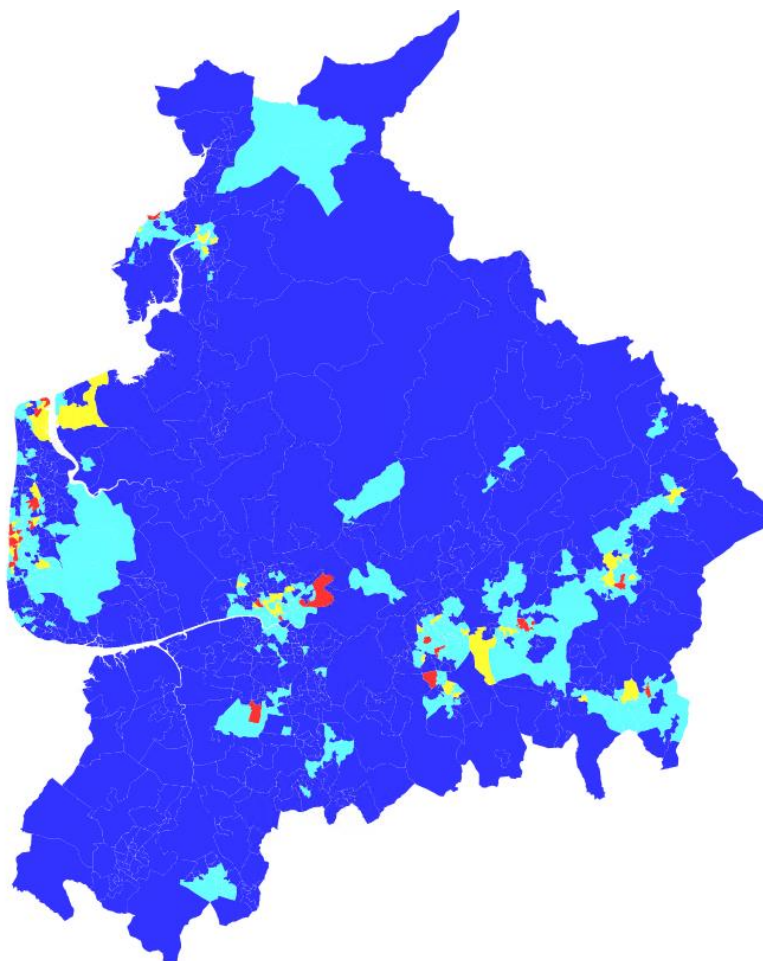


Risk Score
31,576

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
<i>2021 count</i>	21	61	338	521	31,862
Direction / % Change	19%	23%	1%	3%	1%

2.2 Overall Activity

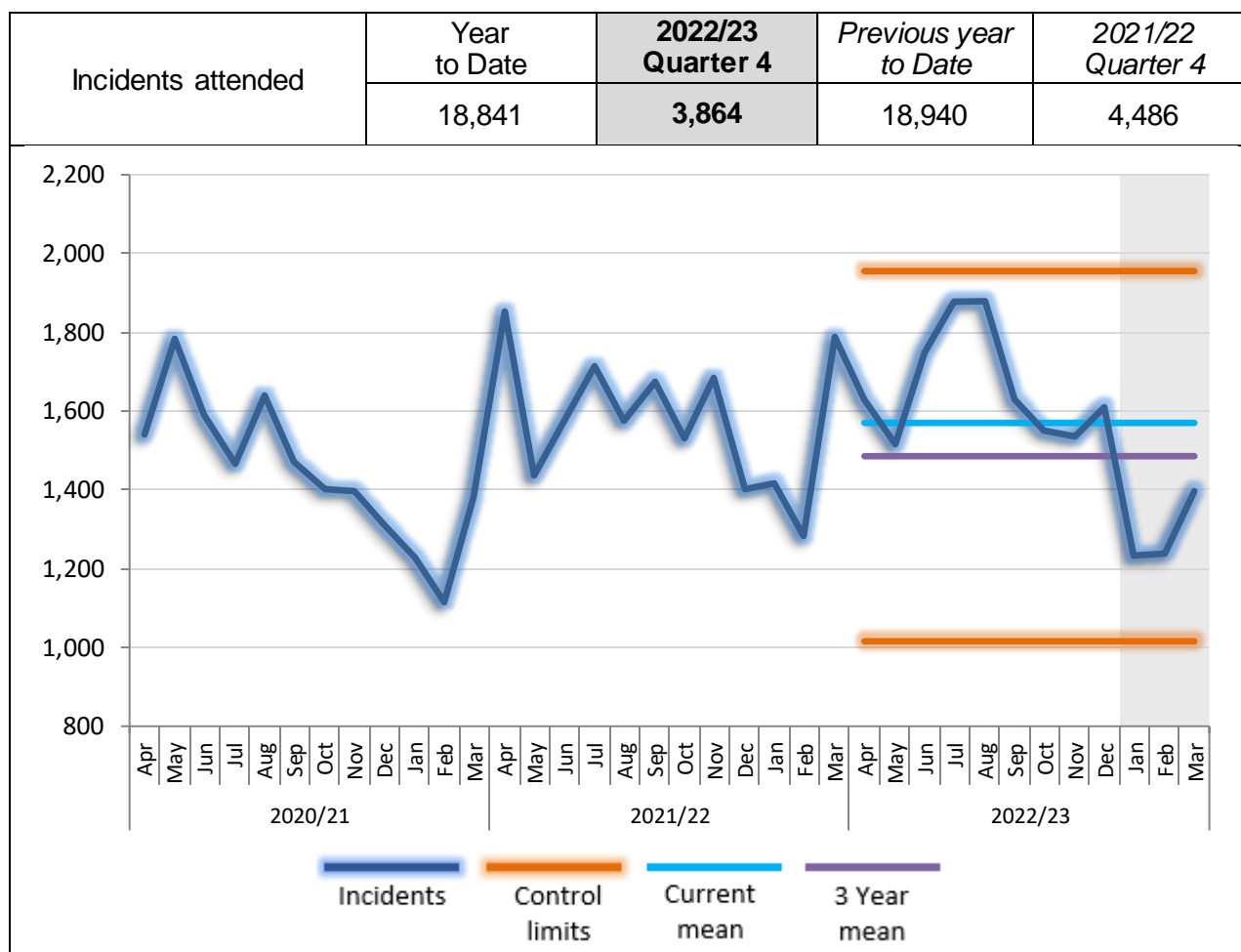


Quarter Activity
3,864

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 decreased 13.87% 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
1,570	1,485	1,578	1,445	1,433

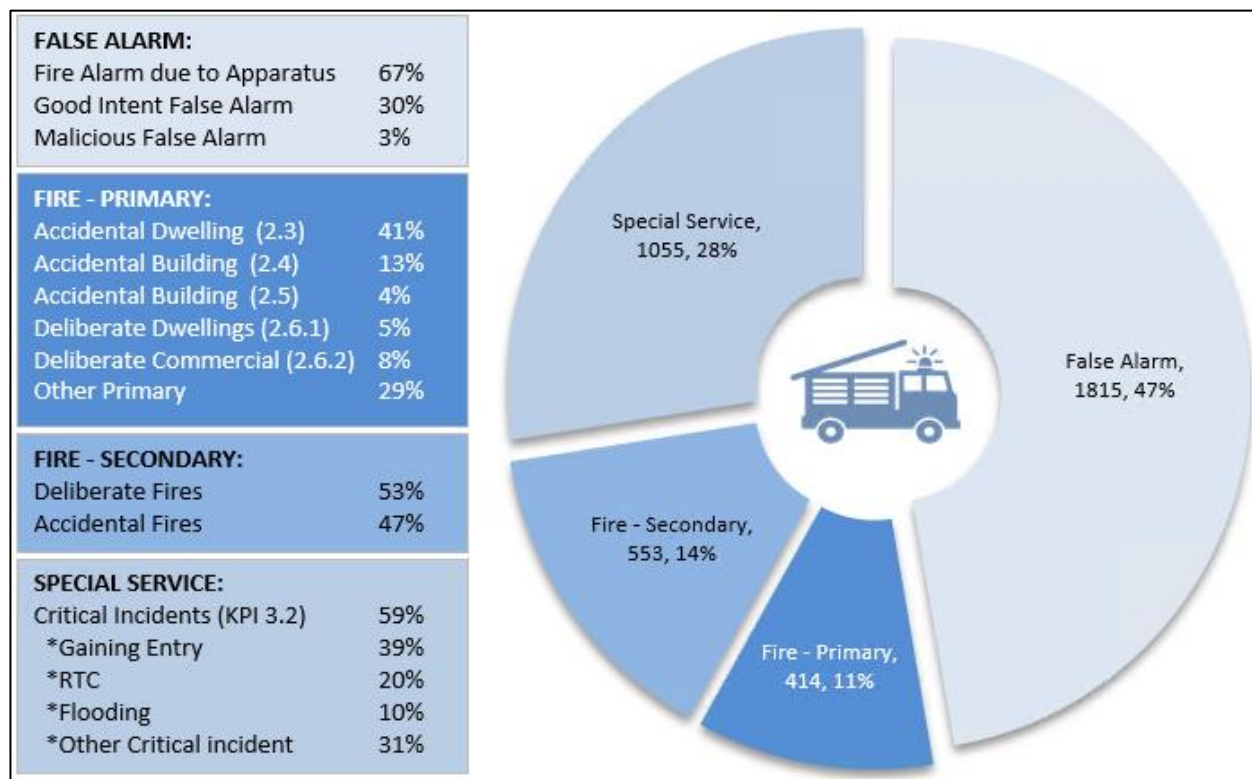
2.2 Overall Activity Breakdown



Quarter Activity
3,864

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 47% 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 43.6% reduction within property types covered by the policy change.
	FIRE PRIMARY incidents encompass Accidental Dwelling Fires at 41% 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 53%, with accidental or not known fires accounting for 47%.
	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 39% and Road Traffic Collisions (RTC) 20%. <i>*Subset of critical special service incidents (KPI 3.2).</i>

2.3 Accidental Dwelling Fires



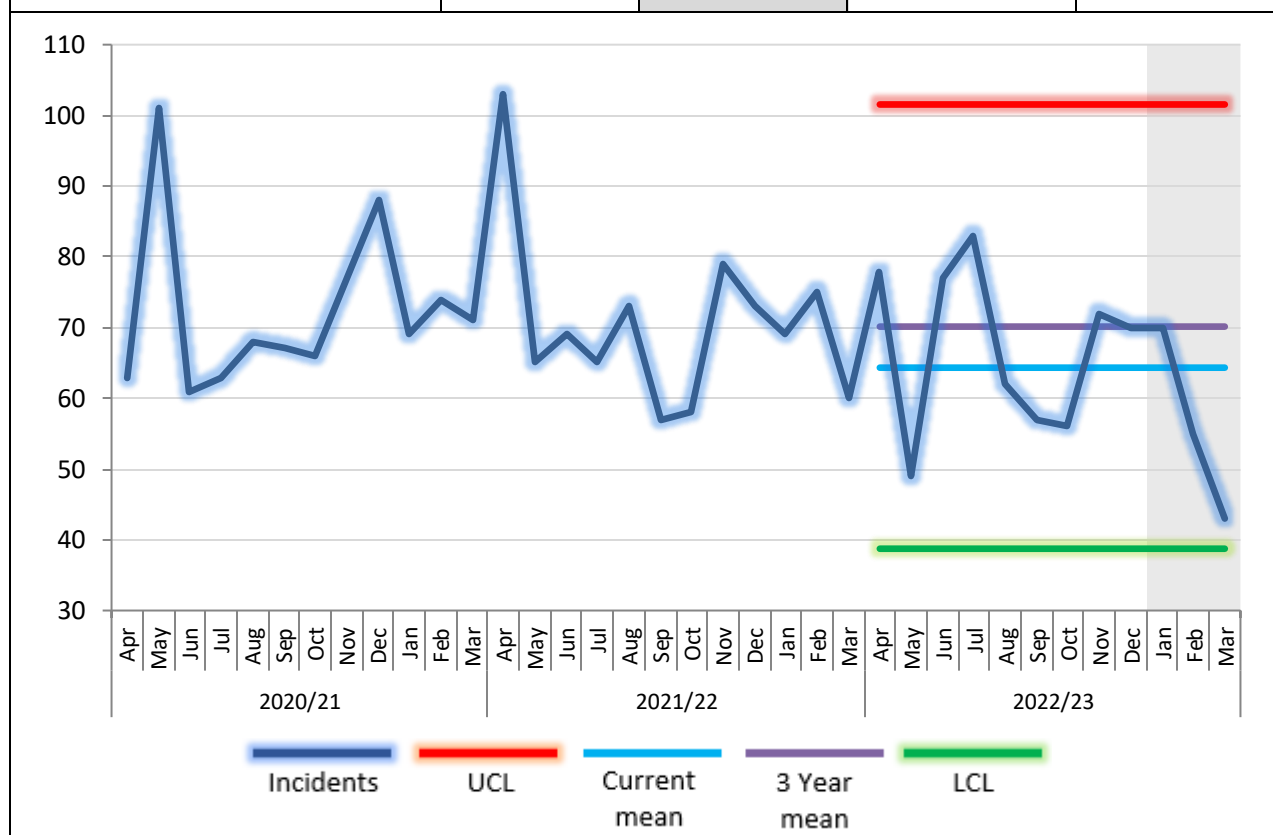
Quarter Activity
168

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 17.65% over the same quarter of the previous year.

Accidental Dwelling Fires	Year to date	2022/23 Quarter 4	Previous year to date	2021/22 Quarter 4
	772	168	846	204



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

Current mean	3 Year mean	2021/22	2020/21	2019/20
64	70	71	72	68

2.3.1 ADF – Harm to people: Casualties



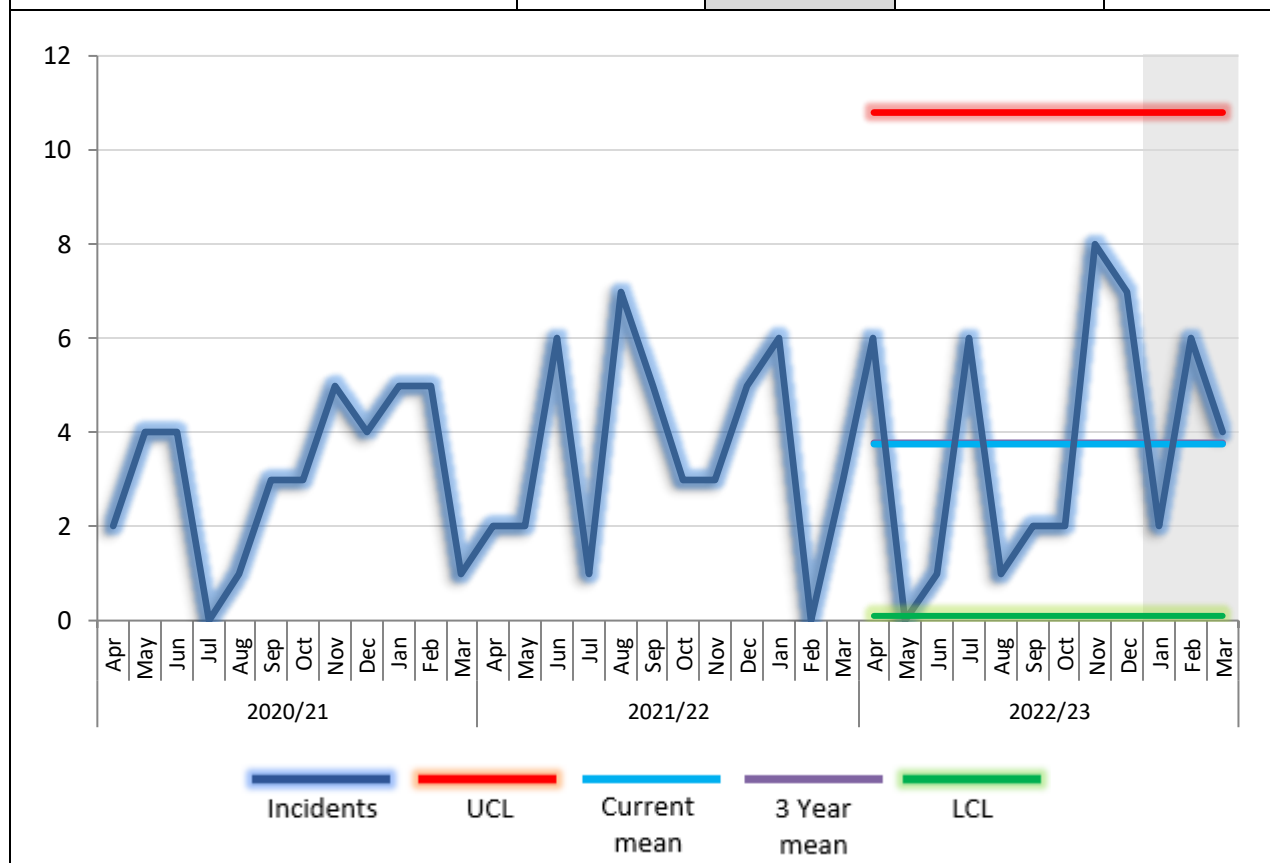
Quarter Activity
12

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 33.33% over the same quarter of the previous year.

Casualty Status	Year to Date	2022/23 Quarter 4	Previous year to Date	2021/22 Quarter 4
Fatal	8	3	6	2
Injuries appear Serious	16	6	13	4
Injuries appear Slight	21	3	24	3
Total	45	12	43	9



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
87%

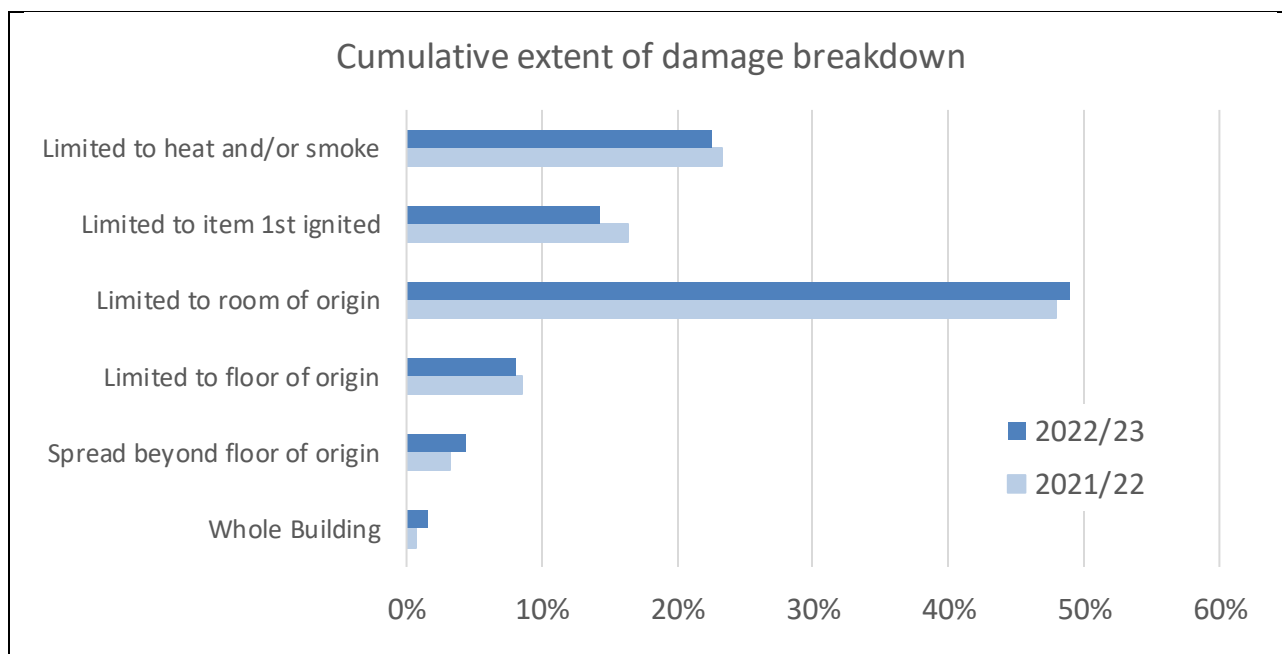
ADF criteria as 2.3. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

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 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 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	23%	25%	22%	20%	↓	21%	30%	21%	23%
Limited to item 1st ignited	13%	13%	19%	14%	↓	17%	17%	15%	16%
Limited to room of origin	47%	51%	42%	53%	↑	49%	41%	50%	51%
Limited to floor of origin	10%	4%	10%	8%	↔	8%	9%	10%	8%
Spread beyond floor of origin	3%	6%	4%	4%	↑	5%	3%	3%	2%
Whole Building	3%	1%	3%	1%	↑	1%	1%	0%	0%
Combined percentage	84%	89%	83%	87%	↓	87%	87%	87%	90%



2.4 Accidental Building Fires (Commercial Premises)



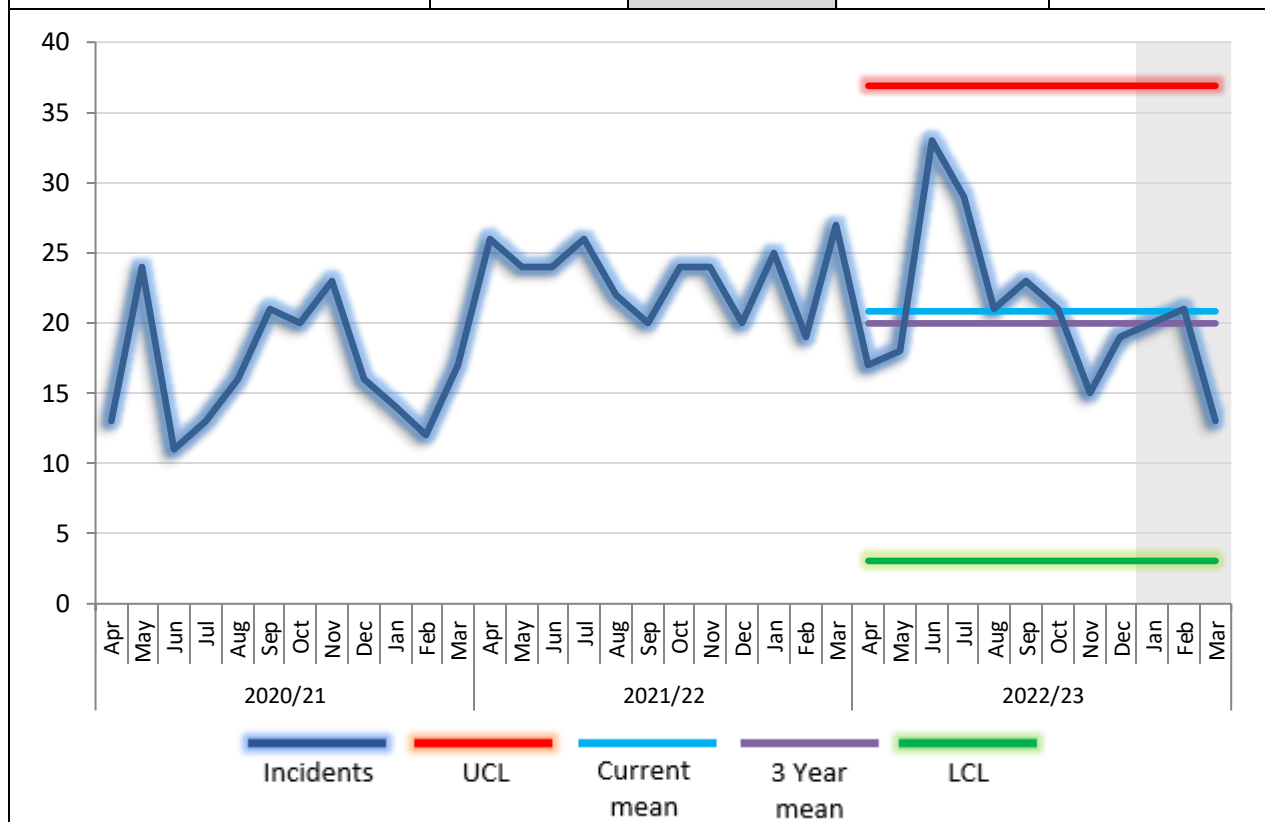
Quarter Activity
54

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 23.94% over the same quarter of the previous year.

Accidental Building Fires (Commercial Premises)	Year to Date	2022/23 Quarter 4	Previous year to Date	2021/22 Quarter 4
	250	54	281	71



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

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

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



Quarter Percentage
81%

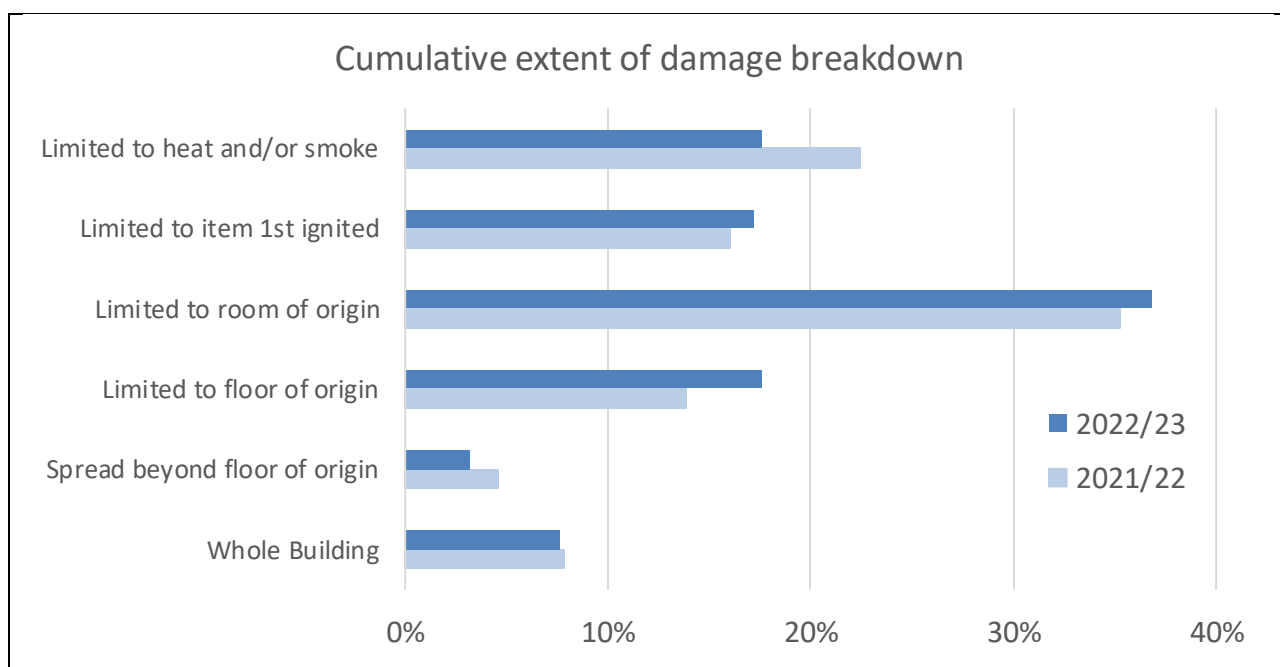
ABF criteria as 2.4. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

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 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 increased 6% 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%	17%	↓	19%	28%	19%	24%
Limited to item 1st ignited	21%	14%	11%	22%	↑	16%	13%	15%	20%
Limited to room of origin	30%	39%	39%	43%	↑	36%	35%	38%	31%
Limited to floor of origin	24%	17%	21%	11%	↔	16%	13%	15%	11%
Spread beyond floor of origin	3%	6%	2%	2%	↓	7%	4%	1%	6%
Whole Building	6%	8%	7%	6%	↓	5%	6%	12%	8%
Combined percentage	67%	69%	70%	81%	↑	72%	76%	72%	75%



2.5 Accidental Building Fires (Non-Commercial Premises)



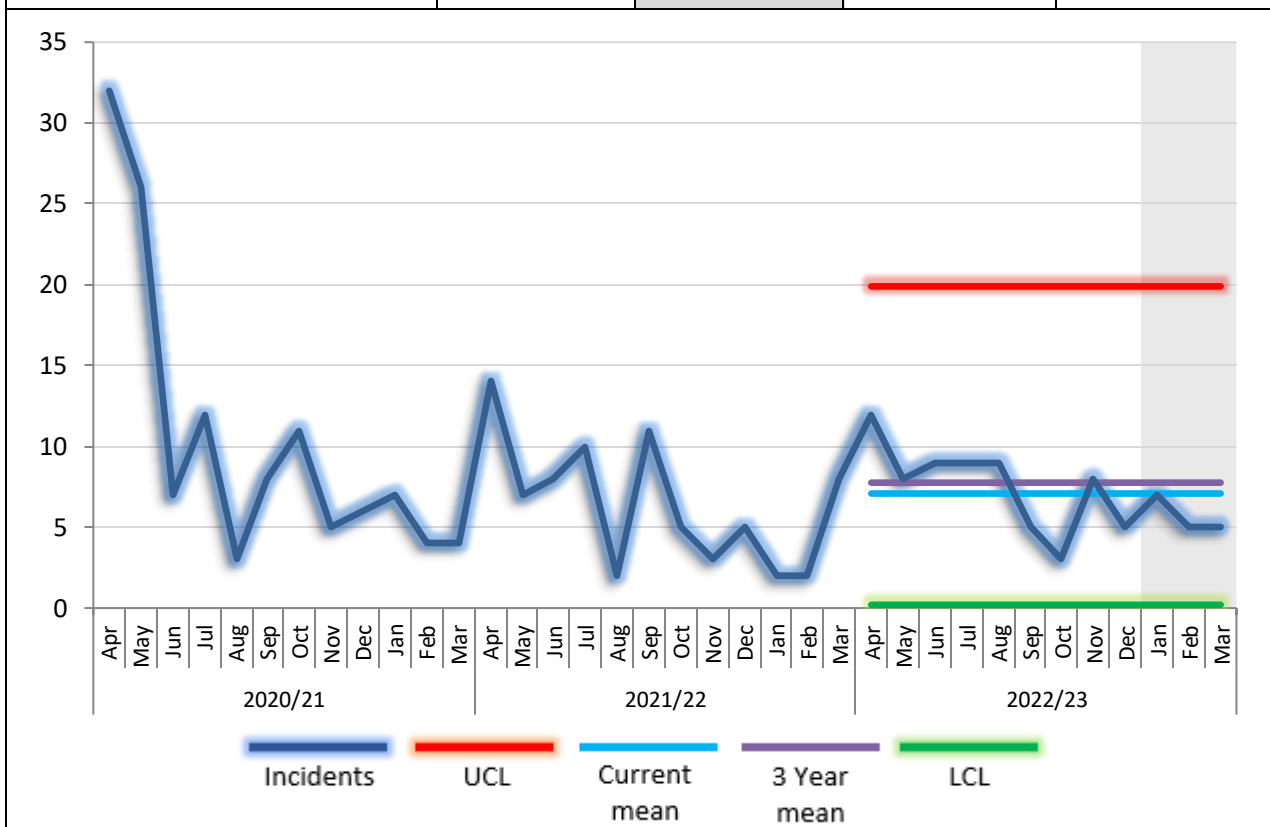
Quarter Activity
17

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 41.67% over the same quarter of the previous year.

Accidental Building Fires (Non-Commercial Premises)	Year to Date	2022/23 Quarter 4	Previous year to Date	2021/22 Quarter 4
		85	17	77



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

Current mean	3 Year mean	2021/22	2020/21	2019/20
7	8	6	11	6

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



Quarter Percentage
6%

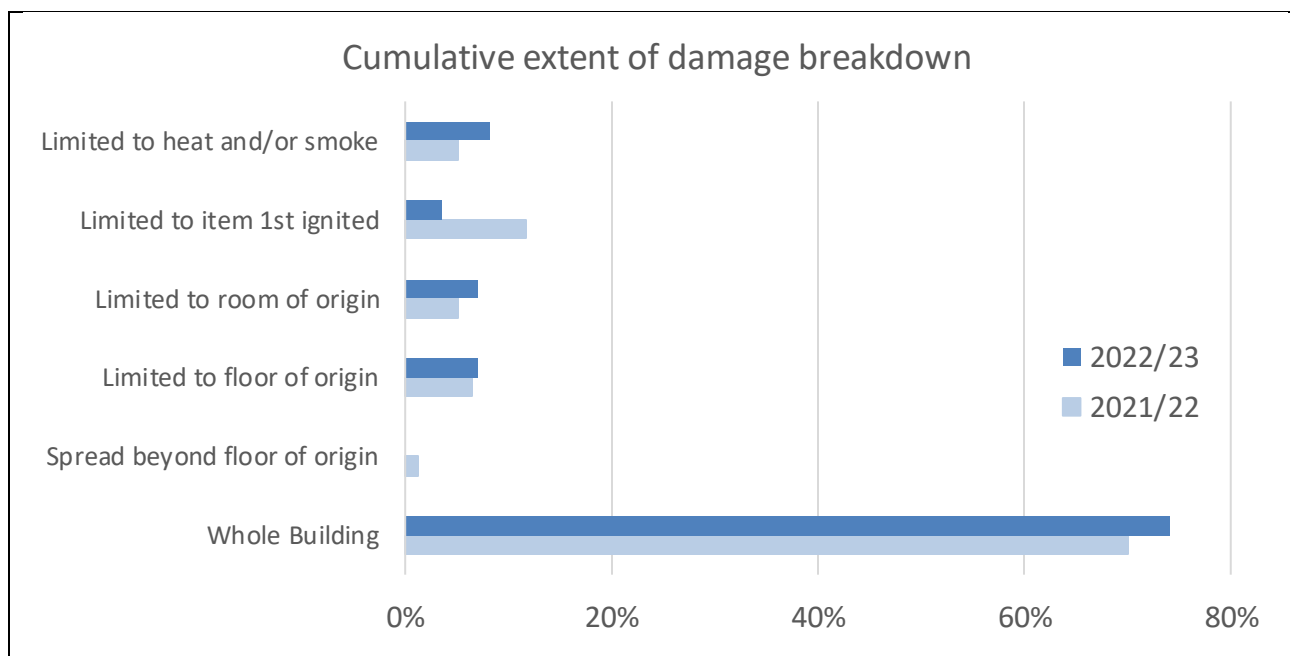
ABF criteria as 2.5. Extent of fire, heat and smoke damage is recorded at the time the STOP message is sent and includes all damage types.

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.

Combined quarterly percentage decreased 19% 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%	0%	↓	3%	4%	8%	8%
Limited to item 1st ignited	0%	13%	0%	0%	↓	10%	17%	0%	17%
Limited to room of origin	16%	0%	13%	6%	↑	0%	9%	15%	0%
Limited to floor of origin	8%	13%	0%	12%	↓	0%	13%	0%	17%
Spread beyond floor of origin	0%	0%	0%	0%	↓	3%	0%	0%	8%
Whole Building	72%	65%	81%	82%	↑	83%	57%	77%	50%
Combined percentage	20%	22%	19%	6%	↓	14%	30%	23%	25%



2.6 Deliberate Fires Total: Specific performance measure of deliberate fires



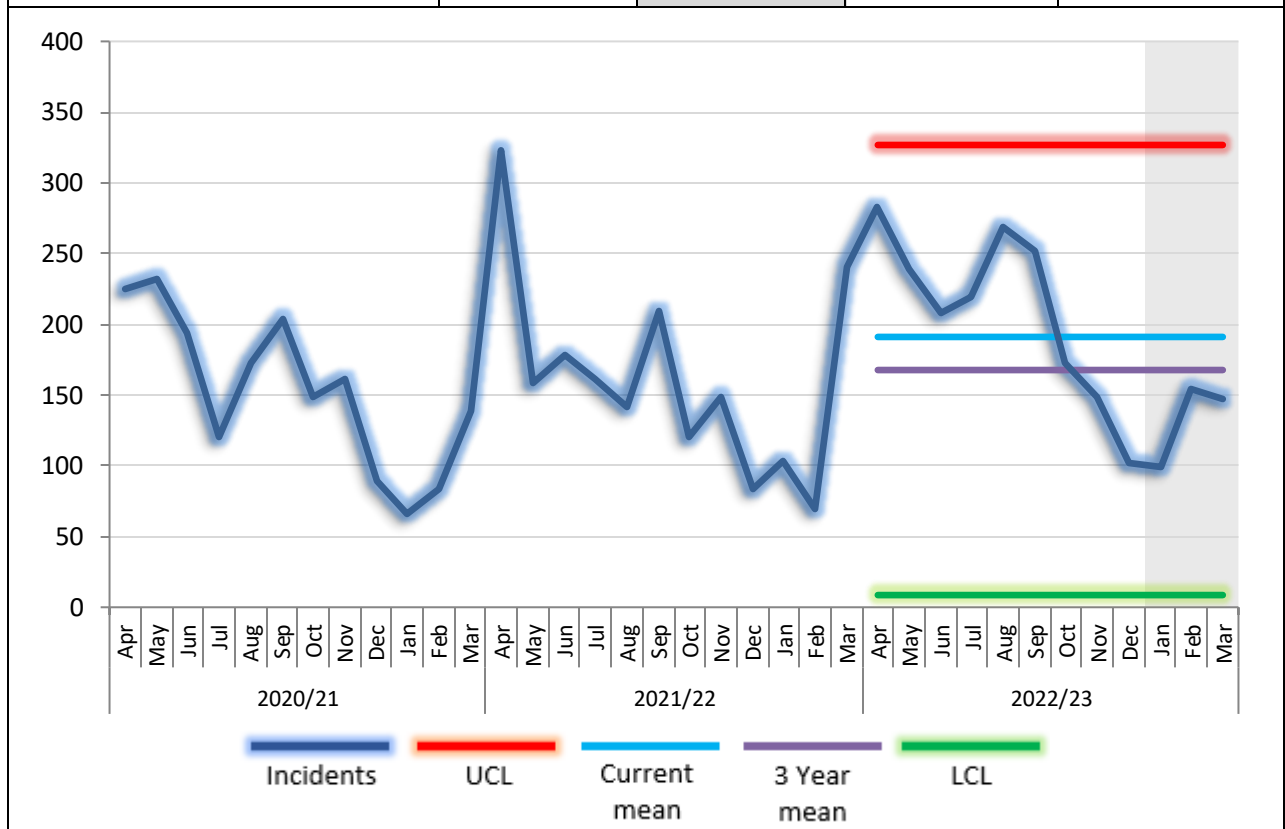
Quarter Activity
400

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 decreased 2.91% over the same quarter of the previous year.

Deliberate Fires	Year to Date	2022/23 Quarter 4	Previous year to Date	2021/22 Quarter 4
		2,293	400	1,939



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

Current mean	3 Year mean	2021/22	2020/21	2019/20
191	168	161	153	189

2.6.1 Deliberate Fires – Dwellings



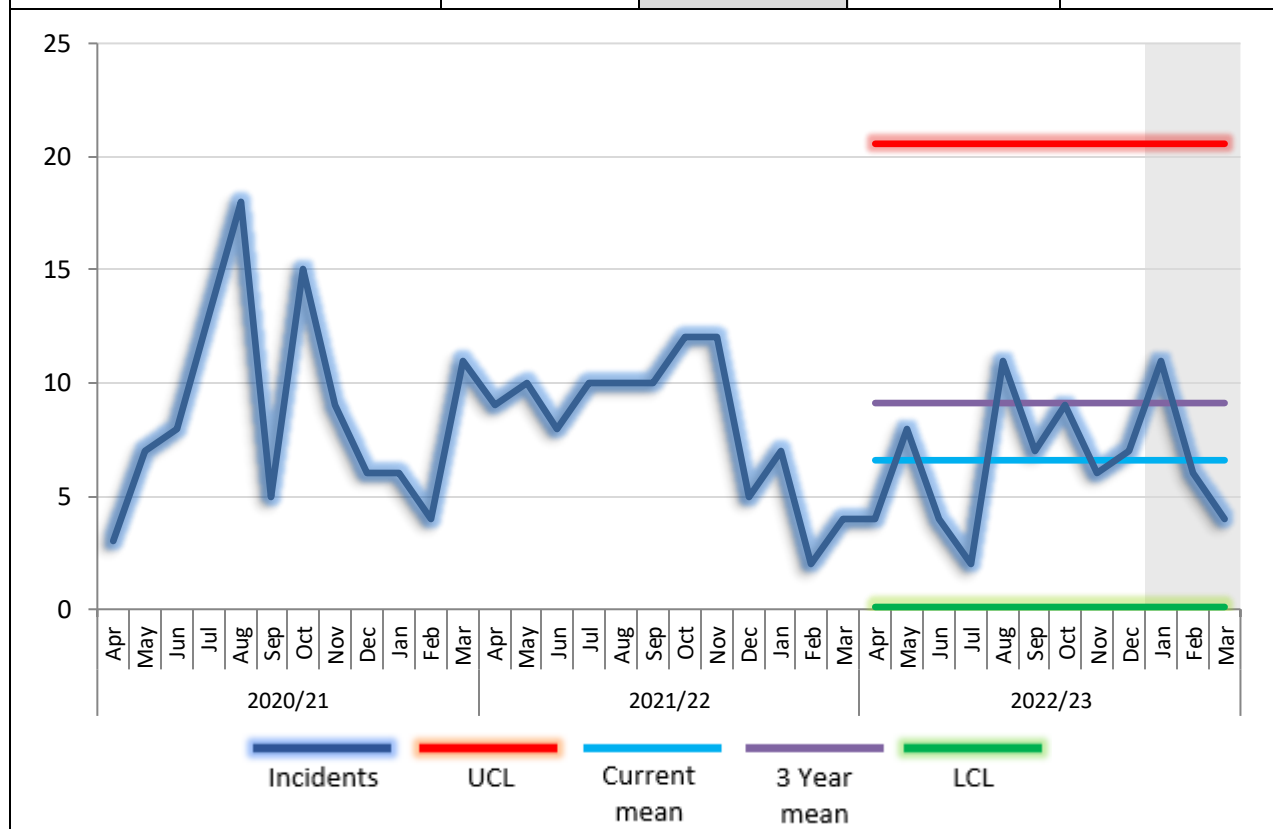
Quarter Activity
21

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 increased 61.54% over the same quarter of the previous year.

Deliberate Fires - Dwellings	Year to Date	2022/23 Quarter 4	Previous year to Date	2021/22 Quarter 4
	79	21	99	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
7	9	8	9	10

2.6.2 Deliberate Fires – Commercial Premises



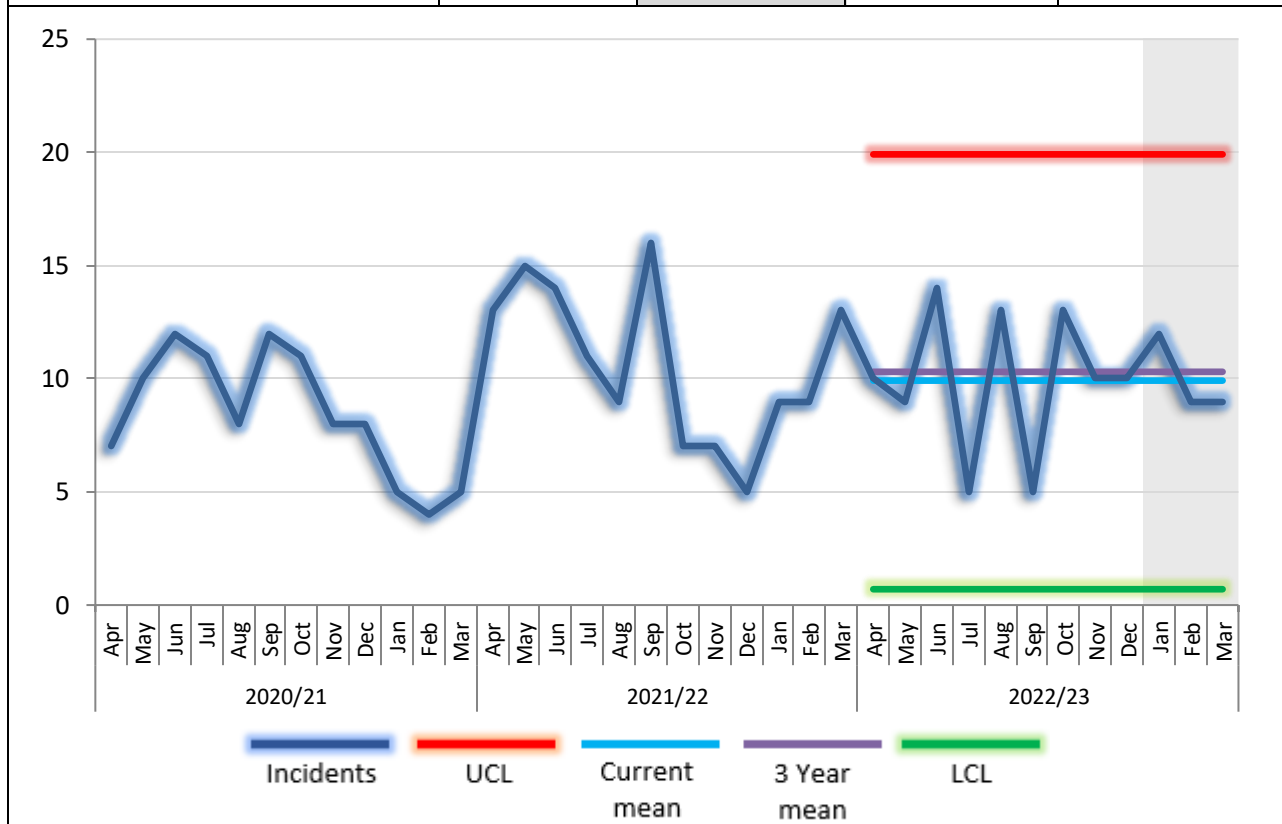
Quarter Activity
30

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 decreased 3.23% over the same quarter of the previous year.

Deliberate Fires – Commercial	Year to Date	2022/23 Quarter 4	Previous year to Date	2021/22 Quarter 4
	119	30	128	31



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
350

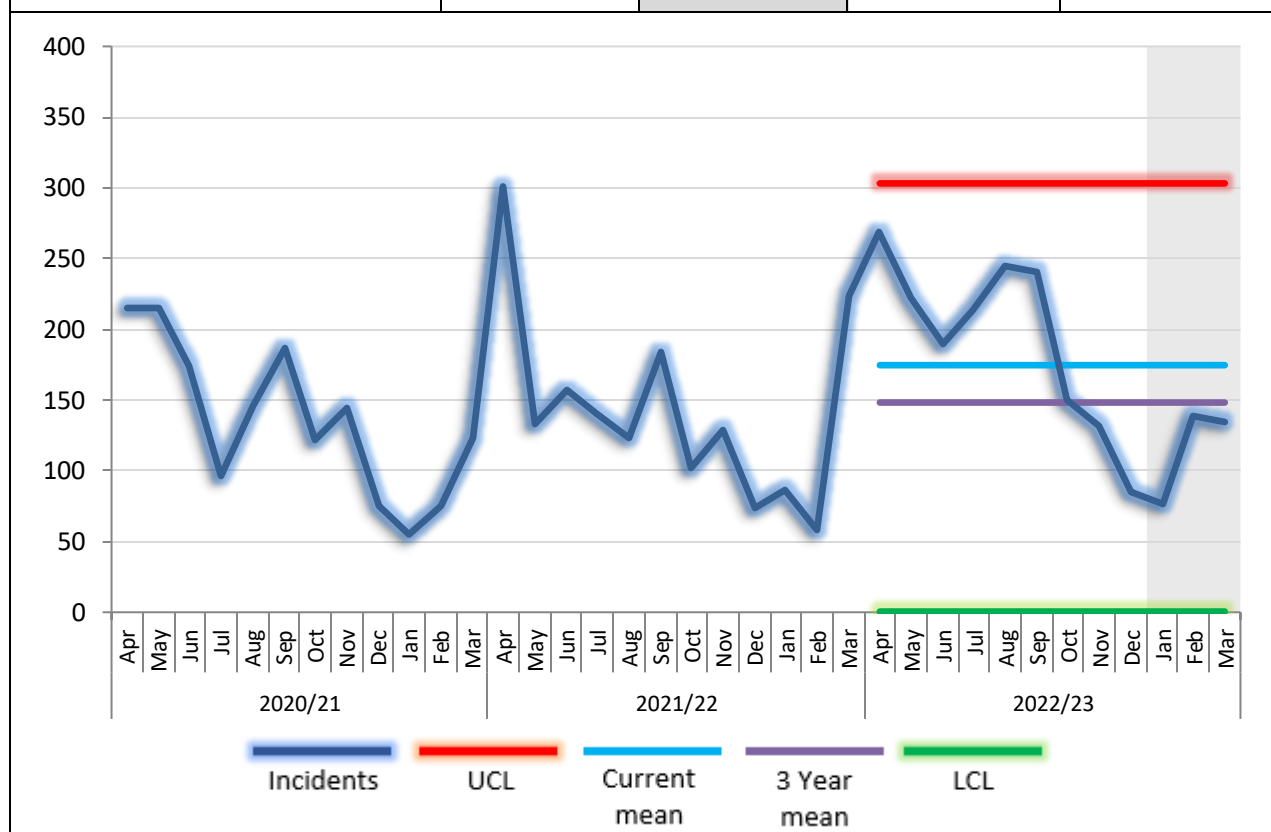
The number of primary and secondary fires where the property type is other than a building, except where the building is recorded as derelict, and the cause of fire has been recorded as deliberate.

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 decreased 4.89% over the same quarter of the previous year.

Deliberate Fires – Other	Year to Date	2022/23 Quarter 4	Previous year to Date	2021/22 Quarter 4
		2,096	350	1,711



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

Current mean	3 Year mean	2021/22	2020/21	2019/20
175	149	143	136	167

2.7 Home Fire Safety Checks (HFSC)



Quarter Activity
57%

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

An improvement is shown if:

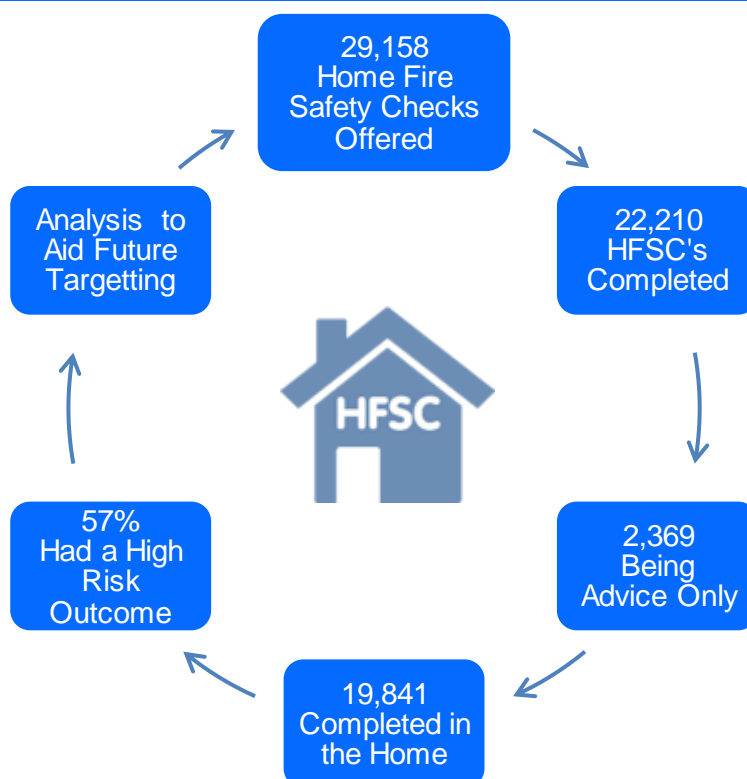
- The total number of HFSC's completed is greater than the comparable quarter of the previous year and,
- The percentage of high HFSC outcomes is greater than the comparable quarter of the previous year.

Quarterly activity increased 16.1% over the same quarter of the previous year.

High risk outcomes decreased 3.0% 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	5,435	60%	↑/↓	3,940	68%
Q 3	5,901	55%	↑/↓	5,015	62%
Q 4	5,850	57%	↑/↓	5,033	60%

Cumulative year to date activity



2.8 Numbers of prevention activities delivered



Activity	Description	Targets for delivery	Data for quarter 4 2022/23
ChildSafe	Fire Safety education package to Year 2 (key stage 1)	Offered to all year 2 pupils	203 sessions delivered to 6,410 attendees
RoadSense	Fire and Road Safety education package to Year 6 (key stage 2)	Offered to all year 6 pupils	189 sessions delivered to 5,947 attendees
SENDSafe	Fire Safety education package for learners with Special Educational Needs and Disabilities (SEND)	Offered to all SEND schools	4 sessions delivered to 152 attendees
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	10 sessions delivered to 613 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	7 sessions 124 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	33 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	23 organisations/ agencies 132 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	9 sessions delivered to 633 attendees. These sessions are around deliberate fire setting and the consequences
Arson Threat Referral	Bespoke service where a threat of arson has been made. Referrals largely come from the Police.	Meet demand from LanCon	181

2.9 Fire Safety Activity (including Business Fire Safety Checks)



Quarter Activity
5%

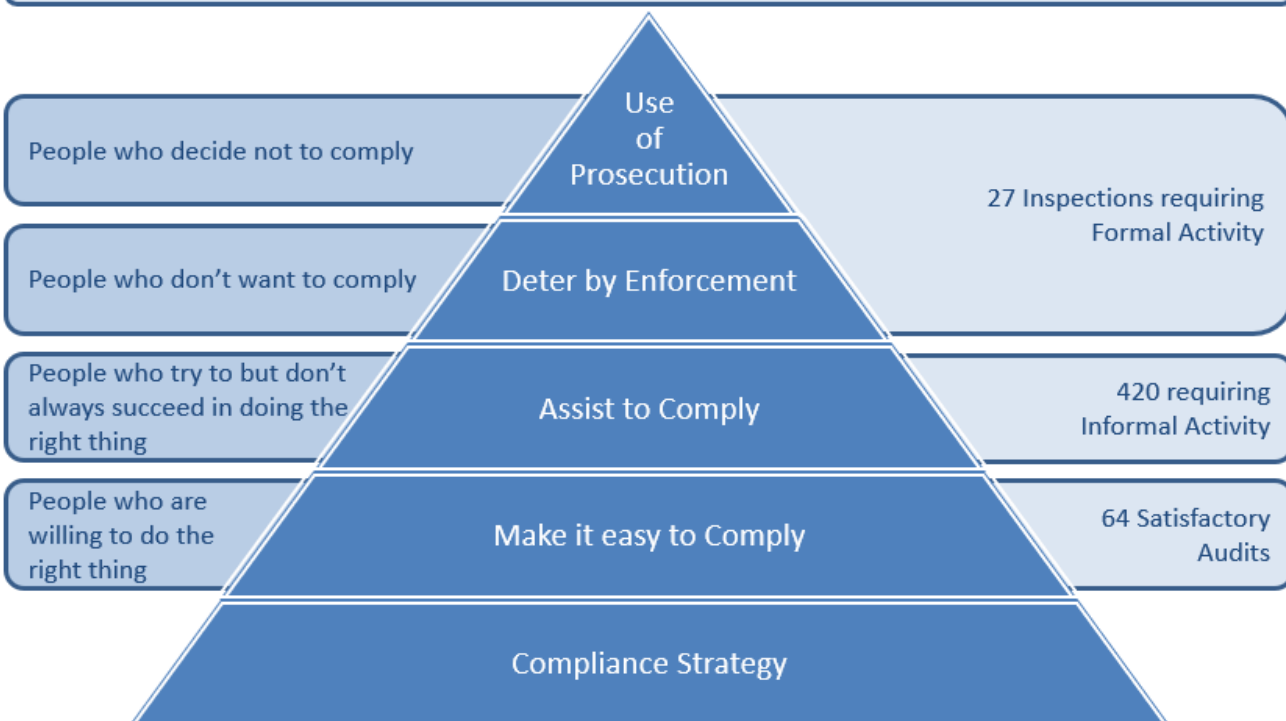
The number of Fire Safety Enforcement inspections carried out within the period resulting in supporting businesses to improve and become compliant with fire safety regulations or to take formal action of enforcement and prosecution of those that fail to comply. Formal activity is defined as one or more 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 4 recorded a decrease of 2% against the same quarter of the previous year.

Quarter	2022/23							↑/↓	2021/22	
	Fire Safety Enforcement Inspections	Formal Activity	Informal Activity	Satisfactory Audit	Business Safety Advice	% Formal Activity	% Informal Activity	Progress	% 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	550	27	420	64	39	5%	76%	↓	7%	70%

550 Safety Inspections



2022/23	Cumulative Business Fire Safety Checks	2,564
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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	261
Completed within timeframe ^[1]	103	170	244	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 Q4 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
88.07%

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.

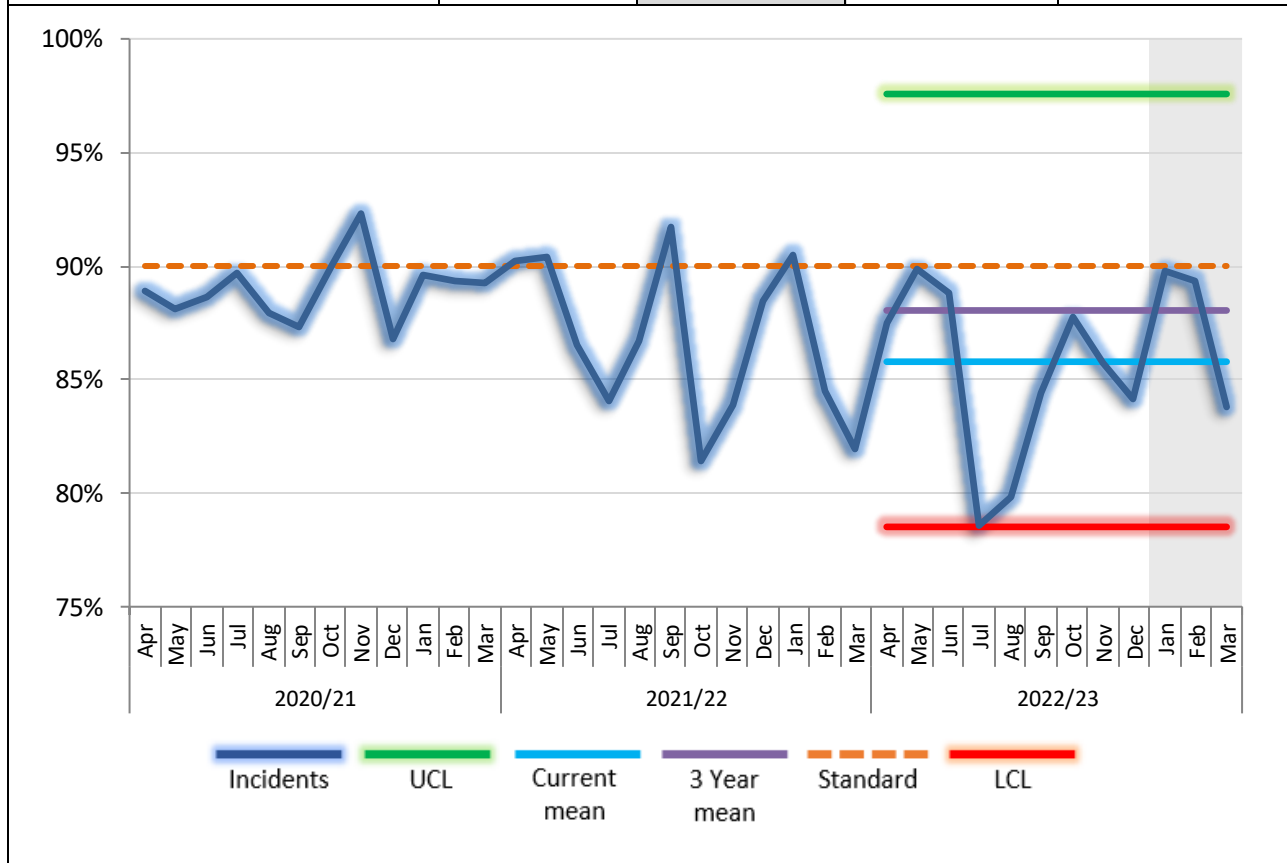
The response standards include call handling and fire engine response time for the first fire engine attending a critical fire, and are as follows:

- 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 2.49% over the same quarter of the previous year.

Critical Fire Response	Year to Date	2022/23 Quarter 4	<i>Previous year to Date</i>	<i>2021/22 Quarter 4</i>
		85.71%	88.07%	86.82%



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



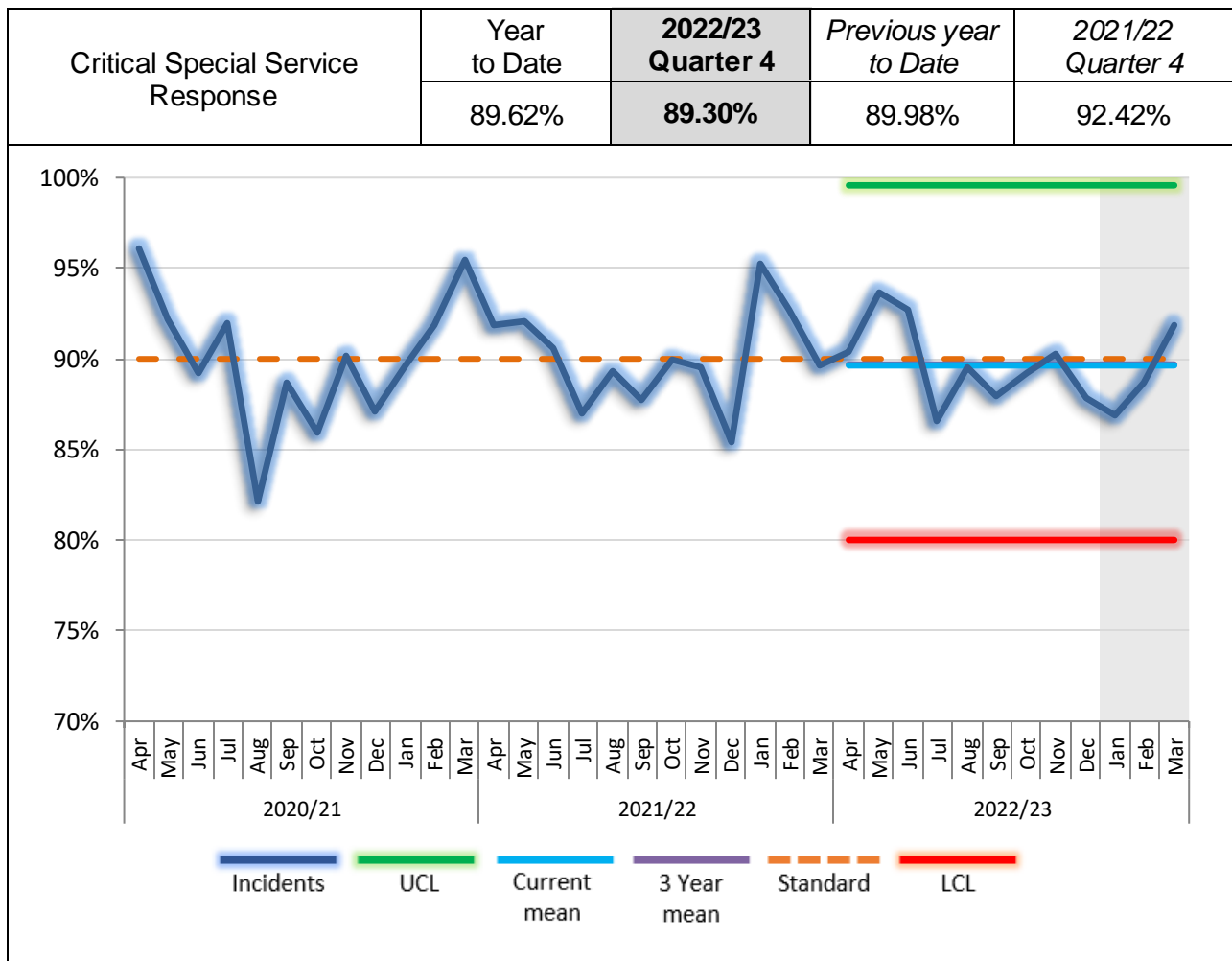
Quarter Response
89.30%

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 decreased 3.12% over the same quarter of the previous year.



3.3 Total Fire Engine Availability

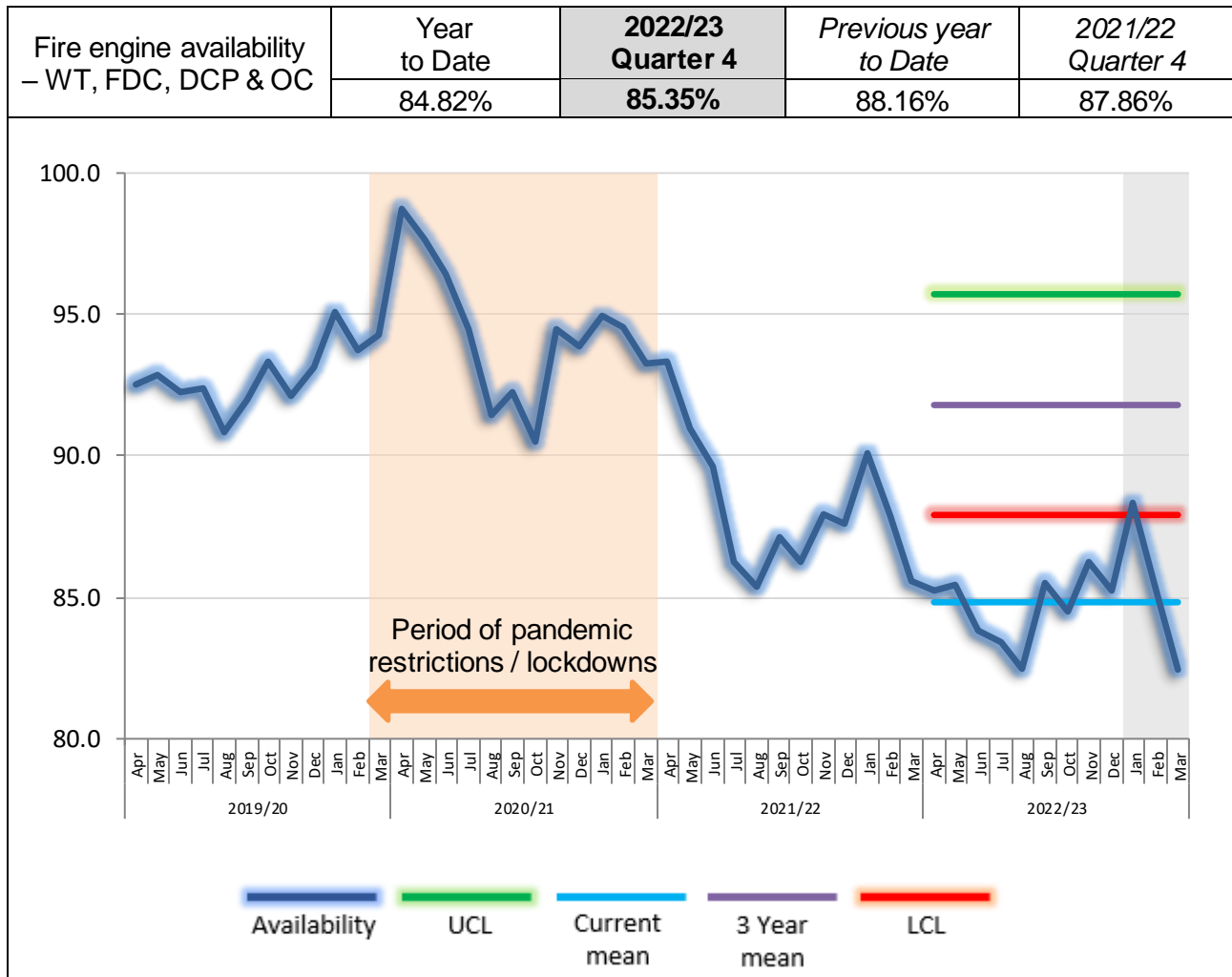


Quarter Availability
85.35%

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 2.51% 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
99.44%

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.

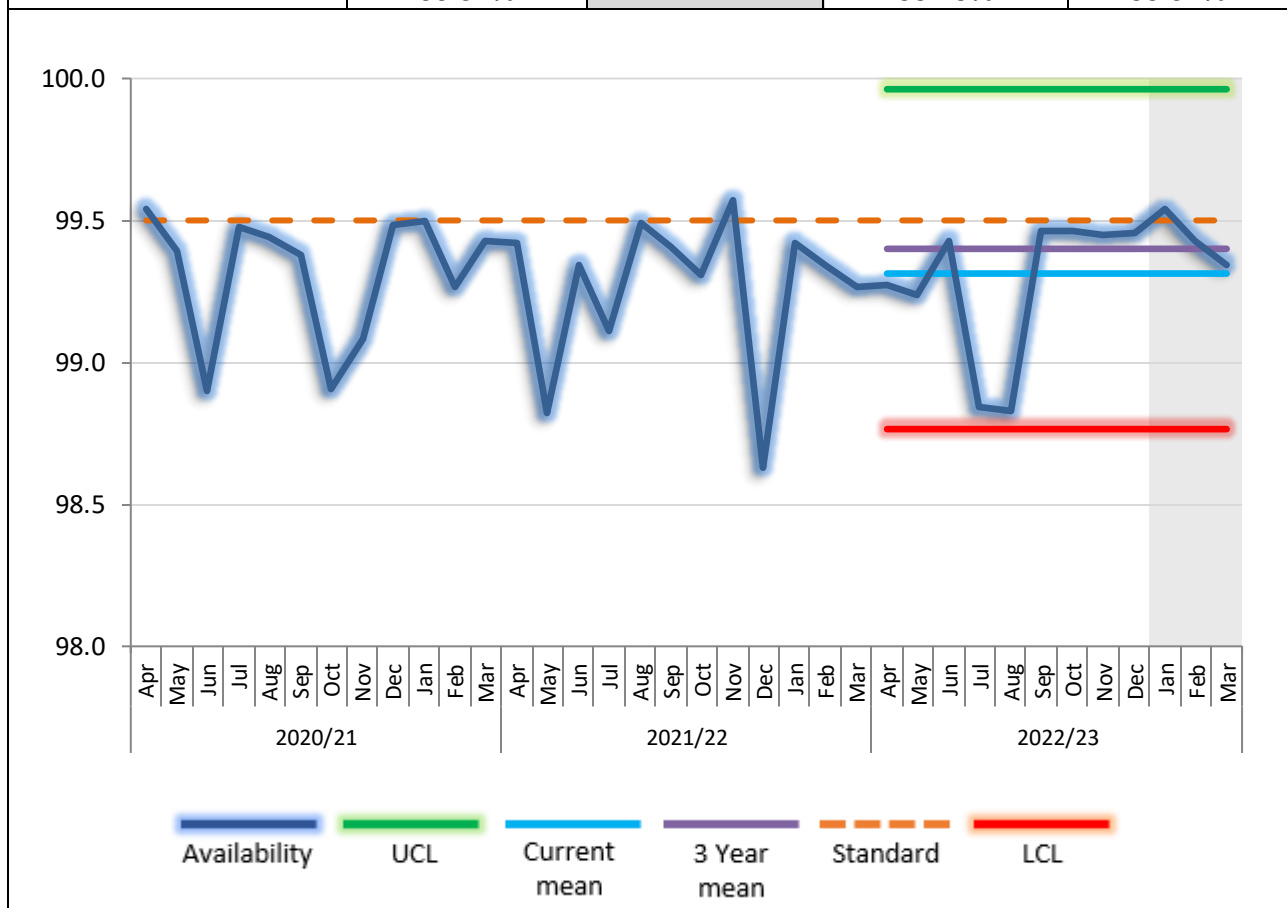
Fire engines are designated as unavailable for the following reasons:

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

Standard: 99.5%

Quarterly availability increased 0.10% over the same quarter of the previous year.

Fire engine availability – WT, FDC and DCP	Year to Date	2022/23 Quarter 4	<i>Previous year to Date</i>	<i>2021/22 Quarter 4</i>
	99.31%	99.44%	99.26%	99.34%



3.3.2 Fire Engine Availability On-Call Shift System



Quarter Availability
73.91%

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.

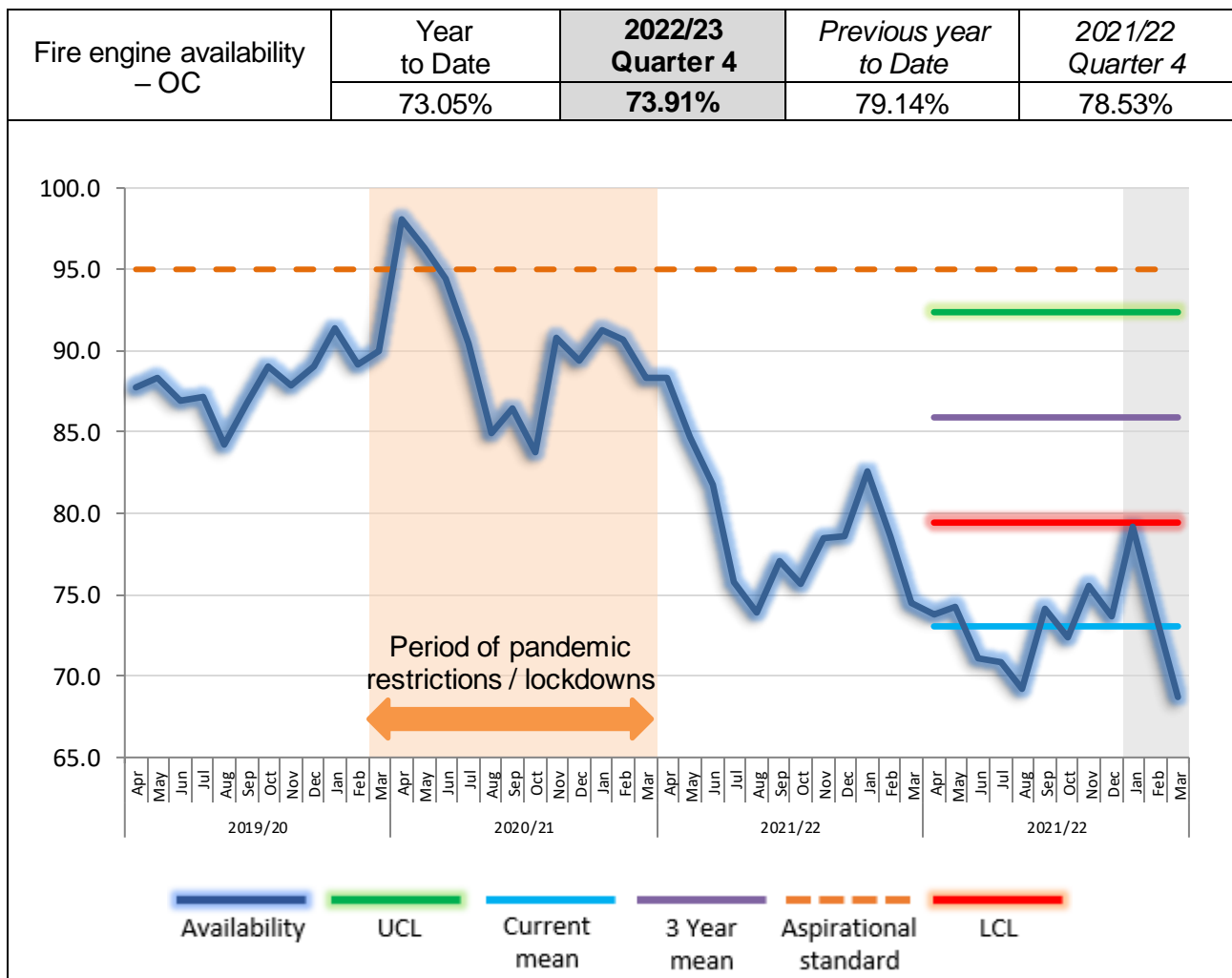
Fire engines are designated as unavailable (off-the-run) for the following reasons. This is further broken down by the percentage of off-the-run (OTR) hours that each reason contributes to the total.

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	66%	• Not enough BA wearers	64%
• Crew deficient	73%	• No driver	40%

Aspirational standard: 95%

Quarterly availability decreased 4.62% 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 four.

Analysis

Availability of OC pumps during the quarter was recorded at 73.91%, with each month being below both the 79.43% control limit, and the Service's 95% aspirational standard.

The Service appointed 42 new recruits from the October 2022 recruitment campaign. However, there have been some staff resignations from that course. Their positive effect on availability will be felt when they qualify as Breathing Apparatus (BA) wearers in March/April 2023.

Due to a deficiency of Officer in Charge (OIC) and Large Goods Vehicle (LGV) driver cover across on-call units in LFRS, On-Call Support Officers (OCSOs) are now working to assist potential drivers who are in development and ensuring those who are becoming LGV qualified do not fall behind with their portfolio work.

This quarter, we have had some successful transferees from other services into our On-Call duty system. This is following a successful skills gap analysis that identified whether a full initial, upskill course or BA course was required.

OCSOs have been working with unit managers to identify and develop potential OICs on their respective units.

Actions being taken to improve performance

- 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.
- 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.
- Liaise with key persons on identifying a way that our Whole Time (WT) staff who live in On-Call areas may be able to book On-Call flexibly without being tied to a 60 hour contract.

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:

At a meeting of the Blue Light Collaboration board, an update on the ongoing projects was presented to the strategic leads. There was also an agreement made in terms of ensuring that a suitable evaluation process is implemented for each project. This will provide evidence in terms of outputs and outcomes, additionally it will enable learning to be identified.

Progress for each project is as follows:

Missing Persons (MisPer)

It had been identified that LFRS mobilisations 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 are being made. LFRS are reviewing the mobilisation of specialist assets and the memorandum of understanding will be updated.

In terms of practical items, the Missing from Home Manager training for specific LFRS staff is being planned. This training will develop knowledge and understanding regarding aspects of planning and undertaking a search.

Furthermore, Lancashire Constabulary have provided training to Control staff to raise awareness. There has already been an increase in the number of LFRS mobilisations.

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 have been in regular contact and there is now a series of meetings scheduled to look at opportunities moving forward.

Community 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 Flexi Duty Officers (FDO's) and On Call staff.

Progress on phase 1 has resulted in the successful on boarding of one non-operational member of LFRS. 4 other staff who volunteered for the project have completed their recruitment and selection process. The training is being planned and it is anticipated they will be 'on the run' within the next two months. The NWAS reporting system has been modified to include LFRS staff, so we are able to analyse data and monitor the mobilisations.

In terms of technology, the NWAS application that is used to mobilise First Responders has been updated, which has significantly improved its effectiveness. Staff using the system have an option to accept or decline the request forwarded to them, so it does offer some flexibility.

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, including Armed Response units, did attend cardiac arrests alongside NWAS 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. Staff from Lancashire Constabulary's organisational development team attended LFRS values and behaviours module that new firefighter apprentices complete, to observe the content and how it is delivered.

Another example is opening up places on 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 Programme (JESIP) principles. The key objectives are to improve operational effectiveness and in line with LFRS mission; 'Making Lancashire Safer'.

January 2023 – March 2023

LFRS are currently progressing the implementation of new command units. This will also include the introduction of new command software, which will enhance the capture of information and provide better shared awareness across blue light organisations at incidents. Once this work is complete there will be some joint training events planned, so commanders from each organisation will gain a better understanding of the capabilities. Mobilisation criteria will be reviewed to ensure that the command units are utilised in the most effective way.

4.3 Overall User Satisfaction		Percentage satisfied 98.78%
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The percentage of people who were satisfied with the service received from 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.

80 people were surveyed; 78 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?	3,266	3,226	98.78%	97.50%	1.31%