Lancashire Combined Fire Authority

Performance Committee
Meeting to be held on 26 June 2024

Performance Management Information For 4th Quarter 2023/24
(Appendix 1 refers)

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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 four positive and two negative exceptions.

Information

As set out in the report.

Business Risk

High

Environmental Impact

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

Equality & Diversity Implications

High – the report apprises 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

Measuring Progress

Performance Report

Quarter 4: January 2024 – March 2024

2023/24

Introduction

The following pages set out Lancashire Fire and Rescue Service's (LFRS) 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 year's 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).
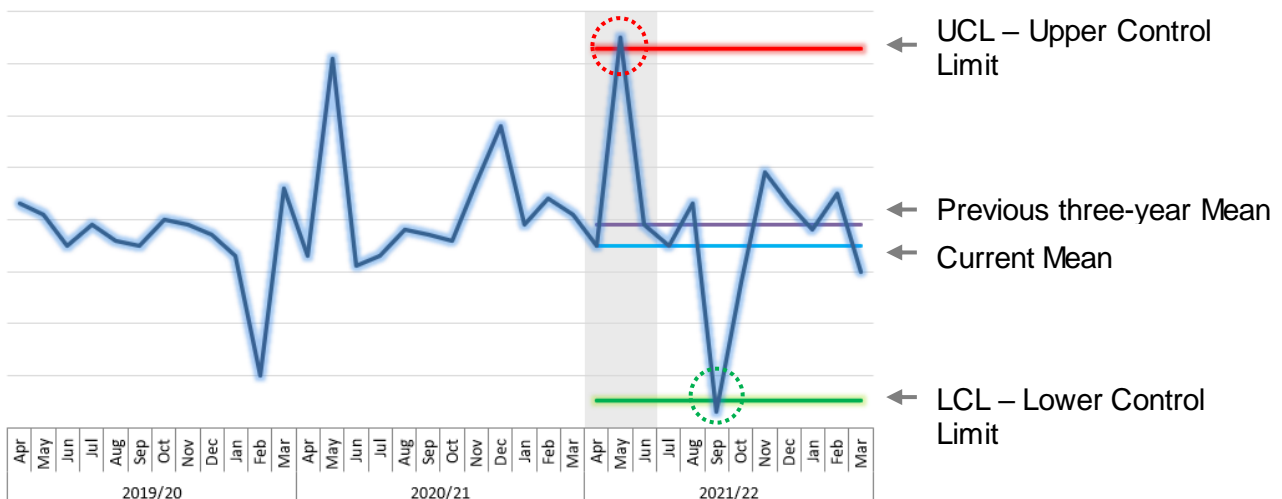
Performance Framework and indicator trends
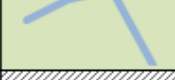
The Combined Fire Authority sets the Service challenging targets for a range of key performance indicators (KPI) which help them to monitor and measure our performance in achieving success and meeting our priorities. Performance against these KPI's is scrutinised every quarter at the Performance Committee.
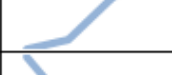
The following graphic illustrates our priorities and how their respective KPI's fit within the overall performance framework.

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.

The cell shading within the Progress column denotes whether the indicator is:

| within accepted limits | in positive exception | in negative exception | not applicable |
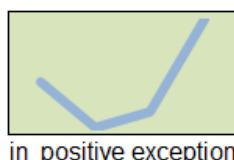
KPI		Description	Progress	Page (s)
1		**Valuing our people so that they can focus on making Lancashire safer.**		
1.1		Overall Staff Engagement: Performance measure of how engaged our staff are		8
1.2.1		Staff Absence Wholetime (WT)		10
1.2.2		Staff Absence On-Call (OC)		14
1.2.3		Staff Absence Greenbook		15
1.3.1		Workforce Diversity (as a %): Performance measure of how representative our staff are of our communities		18
1.3.2		Workforce Diversity Recruited (as a %): Performance measure of our success in recruiting a diverse workforce		19
1.4		Staff Accidents:		20

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		21
2.2		Overall Activity		22
2.3		Accidental Dwelling Fires (ADF)		24
2.3.1		ADF – Harm to people: Casualties		26
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2.4		Accidental Building Fires (Commercial Premises)		29
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2.5		ABF (Non-Commercial Premises)		31
2.5.1		ABF (Non-Commercial Premises: Private Garages/Sheds) – Harm to Property: Extent of Damage (Fire Severity)		32
2.6		Deliberate Fires Total: Specific performance measure of deliberate fires		33
2.6.1		Deliberate Fires – Dwellings		34
2.6.2		Deliberate Fires – Commercial Premises		35
2.6.3		Deliberate Fires – Other (rubbish, grassland, vehicles etc.)		36
2.7		HFSC		37
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2.9		Business Fire Safety Checks		39
2.9.1		Fire Safety Activity		41
2.10		Building Regulation Consultations (BRC) (number and completed on time)		42

KPI		Description	Progress	Page (s)
3		**Responding to fire and other emergencies quickly.**		
3.1		Critical Fire Response – 1st Fire Engine Attendance		43
3.2		Critical Special Service Response – 1st Fire Engine Attendance		44
3.3		Total Fire Engine Availability		45
4		**Delivering value for money in how we use our resources.**		
4.1		Progress Against Allocated Budget		47
4.2		Partnership Collaboration		48
4.3		Overall User Satisfaction		50

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.

Measurement/update:

From January to March 2024, three station visits were carried out by principal officers as part of our service-wide engagement programme. Six station visits involving the HR department also took place to engage with members of staff affected by duty system changes as part of the emergency cover review.

Sixty-four wellbeing interactions were undertaken ranging from coffee and chat sessions with crews to support dog interactions. The Service also engaged with staff over several property projects including improvements at Preston, Blackpool, and Bacup fire stations, and consultation on body worn cameras continued.

The staff focus group was consulted on employee recognition to gain further insight into feedback on this topic received in the staff survey, and on-call communications.

As reported in the previous quarter: A comprehensive staff survey is undertaken periodically to gain insight from all staff on a range of topics including leadership, training and development, health and wellbeing, 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 74% (2023).

	Engagement Index	Response Rate
2023	74%	49%
2020	79%	44%
2018	70%	43%
2016	64%	31%

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

For each respondent an engagement score is calculated as the average score across the five questions where strongly disagree is equivalent to 0, disagree is equivalent to 25, neither agree nor disagree is equivalent to 50, agree is equivalent to 75 and strongly agree is equivalent to 100. The engagement index is then calculated as the average engagement score in the organisation. This approach means that a score of 100 is equivalent to all respondents saying strongly agree to all five engagement questions, while a score of 0 is equivalent to all respondents saying strongly disagree to all five engagement questions.

During the survey period, the corporate communications department visited wholetime and on-call crews on 51 occasions to encourage participation in the survey. Five focus groups were held with on-call units by the Service's independent researcher to obtain qualitative feedback on on-call specific matters, to complement the survey data.

1.2.1 Staff Absence Wholetime (WT)		Cumulative shifts lost 8.721

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 8 shifts lost.
(Represented on the chart as annual shifts lost ÷ 4 quarters = 2)

Wholetime staff absence
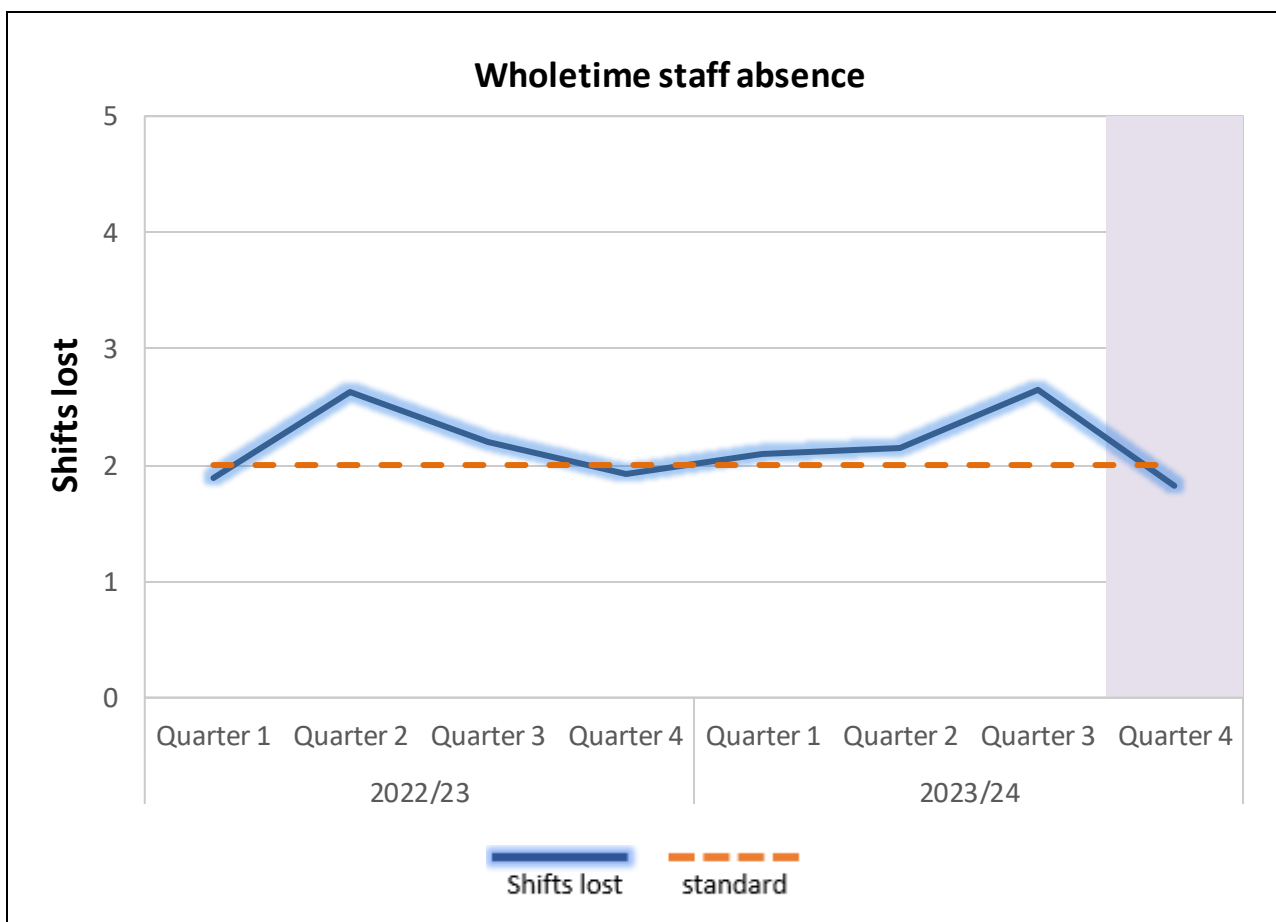
Cumulative total number of shifts lost:	8.721

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 of 8 shifts lost per person per annum.

The element of this section of the report refers to sickness absence rates for the period 1 April 2023 to 31 March 2024.

The agreed target performance level is 8 shifts lost per employee per year for wholetime staff. The actual shifts lost for the period for this group of staff is 8.72, which is 0.72 shifts over target.

To benchmark Lancashire Fire Rescue Service's (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 periods 1 April 2023 – 31 March 2024 (Q1-Q4) the highest shifts lost reported was 17.30 and the lowest 4.12, with an average of 11.43 wholetime shifts lost nationally. LFRS reported 8.72 wholetime shifts lost due to sickness. The chart below demonstrates LFRS performance in relation to the number of shifts lost within other FRS's.

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 report, indicated in October 2023 that sickness absence rates were the highest reported in a decade and had climbed to the equivalent of 7.8 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 4 there were 1,284 wholetime absence shifts lost = 1.82 against a target of 2.00

The number of cases of long-term absence which spanned over the total of the 3 months reduced from five in Q3 to three in Q4.

- Mental Health – Other
- Cancer and tumours

158 shifts were lost during the quarter as a result of the above cases of long-term absences, this is in comparison to 261 shifts were lost during the previous quarter. These cases account for 0.24 shifts lost per person over the quarter.

There were 26 other cases of long-term absence recorded within the 3 months:

Reason	Case/s
Mental Health	10
Musculo Skeletal	10
Hospital/Post Operative	3
Other absence types (small or single returns)	3

154 shifts lost were related to Respiratory related absences, this includes Coronavirus absence and equates to 0.24 shifts lost per person in Q4, this is in comparison to 302 shifts lost in Q3.

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 manager 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 help 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.

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
1.33%

The percentage of contracted hours lost due to sickness for all OC 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, 1.33%.

On-Call Staff absence
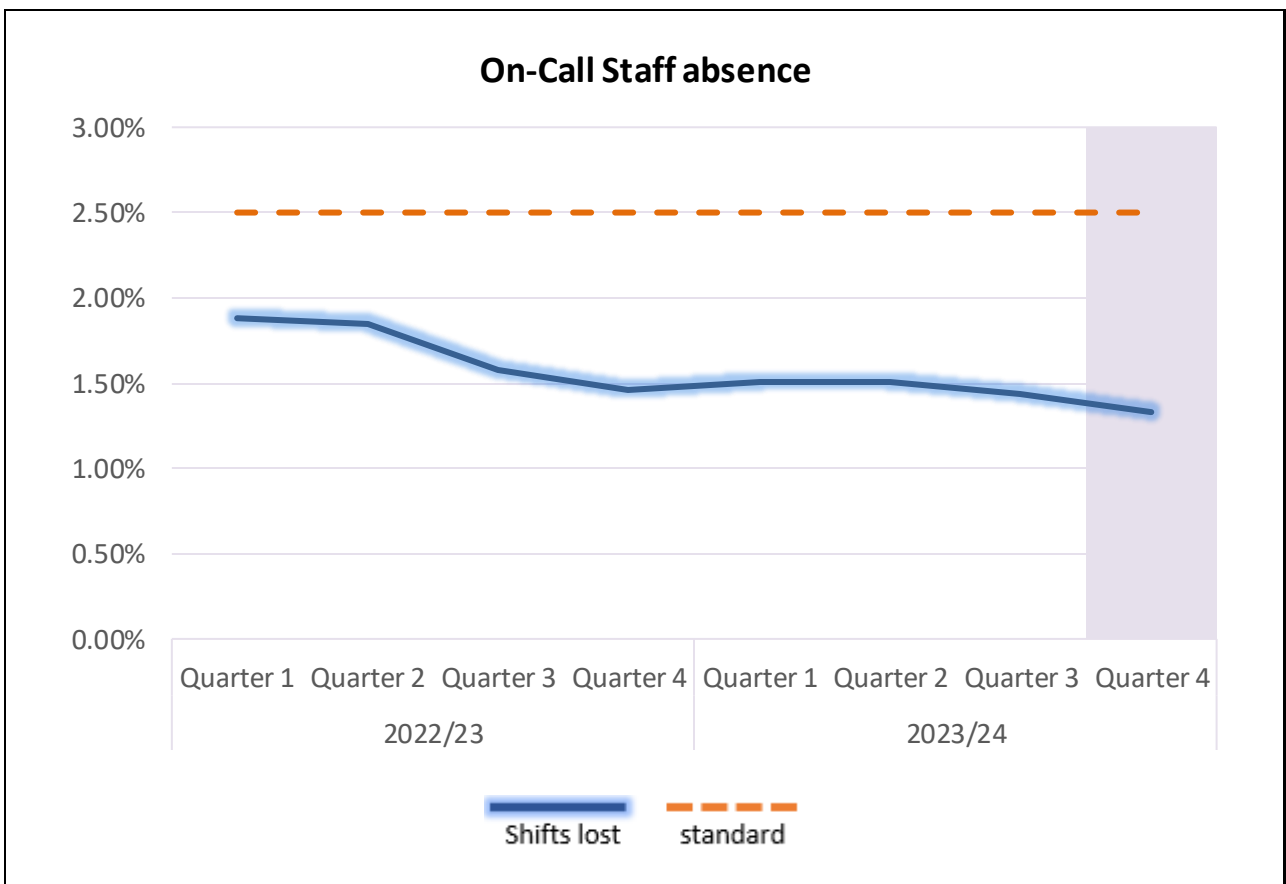
Cumulative On-Call absence (as % of available hours of cover):　　1.33%

1.2.3 Staff Absence Green Book	Cumulative shifts lost 7.039

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

Annual Standard: Not more than 8 shifts lost.
(Represented on the chart as annual shifts lost ÷ 4 quarters = 2)
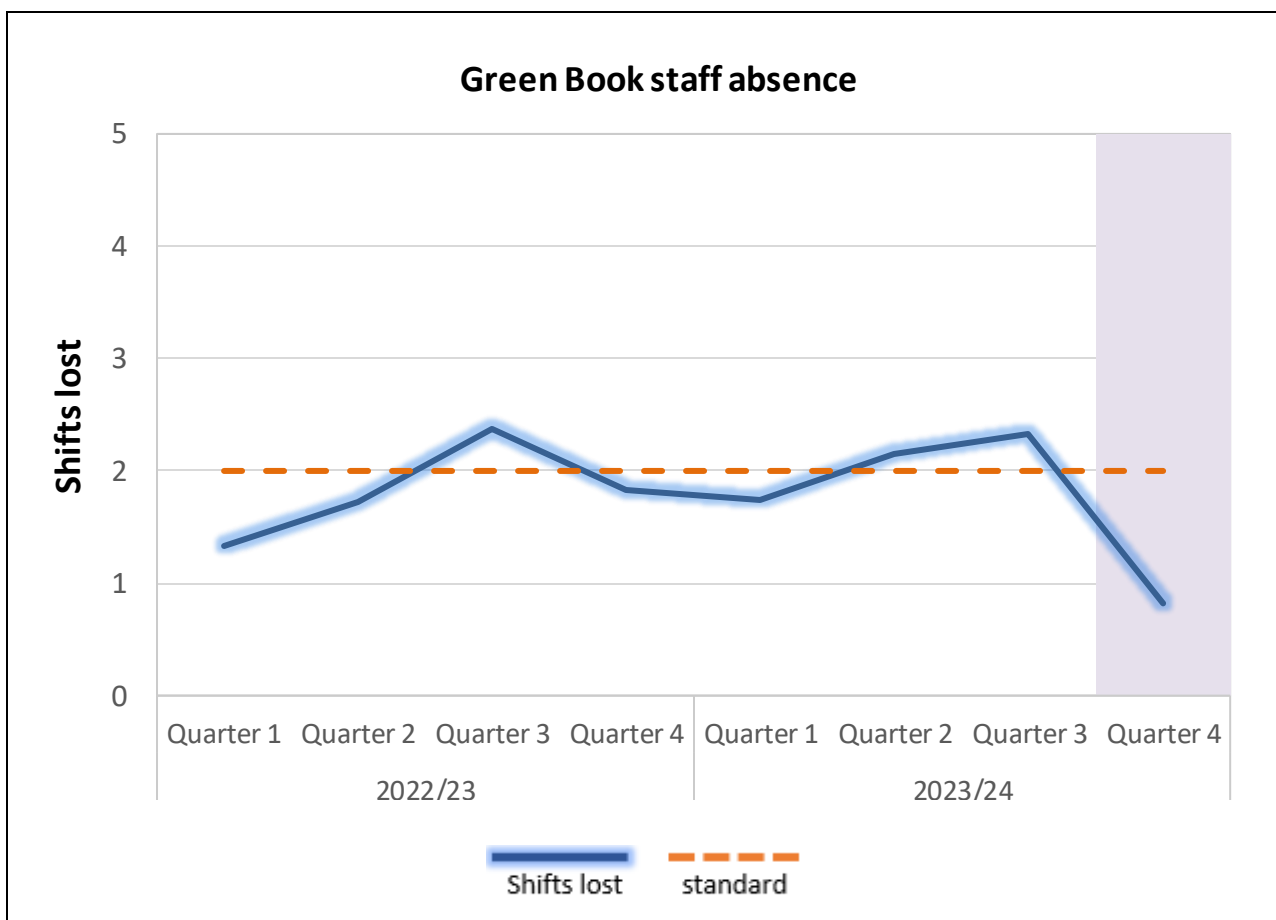
Cumulative total number of shifts lost: 7.039

What are the reasons for an Exception report

This is a positive exception report due to the number of shifts lost through absence per employee being below the Service target for both the year and quarter 4.

The agreed target performance level is 8 shifts lost per employee per year for Green book staff. The actual shifts lost for the period for this group of staff is 7.04, which is 0.96 below 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 Green book employees against the performance of other FRA's between the period 1 April 2023 – 31 March 2024, the highest shifts lost reported was 15.32 and the lowest 2.75, with an average of 9.77 Green book shifts nationally. LFRS sits in the upper quartile and reported 7.04 Green book shifts lost due to sickness for the same period. 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 report, indicated in October 2023 that sickness absence rates were the highest reported in a decade and had climbed to the equivalent of 7.8 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 2024, absence statistics show non-uniformed personnel absence below target for the quarter.

257 non-uniformed absence shifts lost = 0.82 against a target of 2.00

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

Reason	Case/s
Mental Health	3
Musculo Skeletal	3
Other absence types (small or single returns)	3

93 shifts were lost during the quarter as a result of the above nine cases of long-term absences, this is in comparison to 267 shifts were lost during the previous quarter. These cases account for 0.44 shifts lost per person over the quarter and decrease of 0.94 shifts lost from the previous quarter.

28 shifts lost were related to Respiratory related absences, this includes Coronavirus absence. This is compared to no shifts lost in Q3. This shows an increase of 0.135 shifts lost from the previous quarter.

Measures the Service takes to manage absence

Please refer to the Service Absence Management policy detailed in KPI 1.2.1.

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 LFRS.

Combined diversity percentage of Grey Book and Green Book staff. Outer circle represents the current quarter, with the inner circle illustrating the same quarter of the previous year.

■ Female - 21% (20%)

■ Male - 79% (80%)

Gender

■ Other than white - 4% (3%)

■ White - 94% (94%)

■ Not Stated - 3% (3%)

Ethnicity

■ LGBT - 4% (4%)

■ Hetrosexual - 57% (53%)

■ Not Stated - 39% (43%)

Sexual orientation

■ Disability - 3% (3%)

■ No disability - 94% (95%)

■ Not Stated - 3% (3%)

Disability
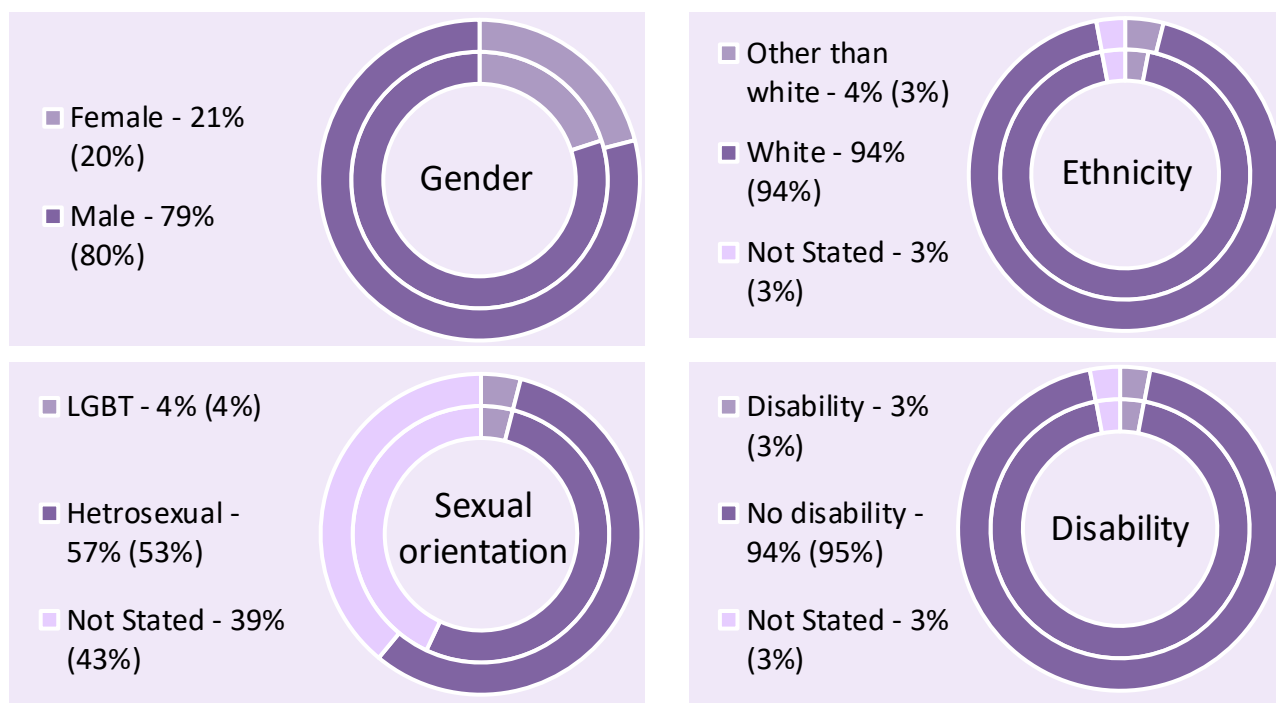
Diversity percentage by Grey Book staff and Green Book staff. Counts will include double counts if dual contract between Grey and Green Book.

Characteristic	Diversity	Grey Book	%	Green Book	%
Gender	Female	Grey	10%	Green	60%
	Male		90%		40%
Ethnicity	Other than white	Grey	3%	Green	5%
	White		95%		89%
	Not stated		2%		6%
Sexual orientation	LGBT	Grey	4%	Green	3%
	Heterosexual		57%		60%
	Not stated		39%		37%
Disability	Disability	Grey	3%	Green	3%
	No disability		95%		90%
	Not stated		2%		7%

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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 LFRS.

Combined cumulative diversity percentage of Grey Book staff and Green Book staff. Outer circle represents the current quarter, with the inner circle illustrating the same quarter of the previous year.

- Female - 32% (21%)
- Male - 68% (79%)

Gender

- Other than white - 5% (4%)
- White - 90% (93%)
- Not Stated - 5% (3%)

Ethnicity

- LGBT - 8% (8%)
- Hetrosexual - 87% (85%)
- Not Stated - 5% (7%)

Sexual orientation

- Disability - 4% (2%)
- No disability - 94% (96%)
- Not Stated - 2% (2%)

Disability
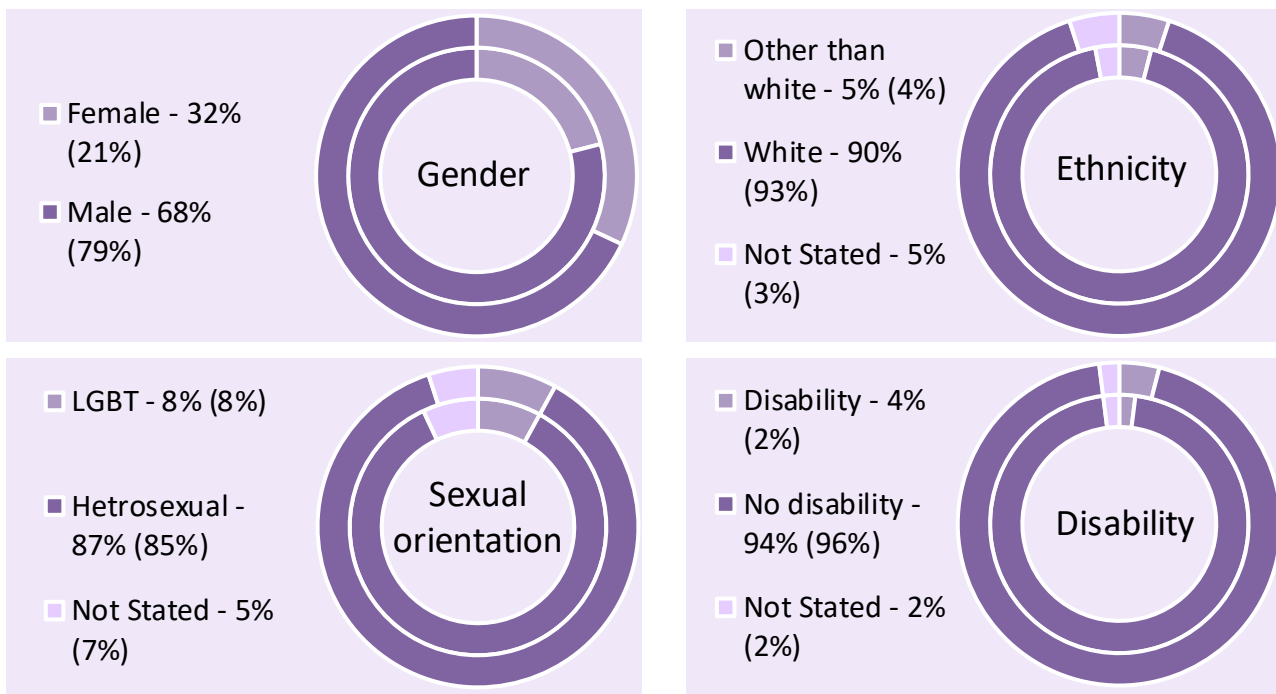
During quarter 4, there were a total of 49 new recruits.

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 24

This KPI details the numbers of accidents which have involved LFRS staff members at work within the quarter.

As part of our Health and Safety Management System we report and investigate all accidents which occur within LFRS to identify any learning opportunities which can contribute to improving our safety culture within the 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 41.18% over the same quarter of the previous year.

Total number of staff accidents	Year to Date	**2023/24 Quarter 4**	*Previous year to Date*	*2022/23 Quarter 4*
	70	**24**	61	17
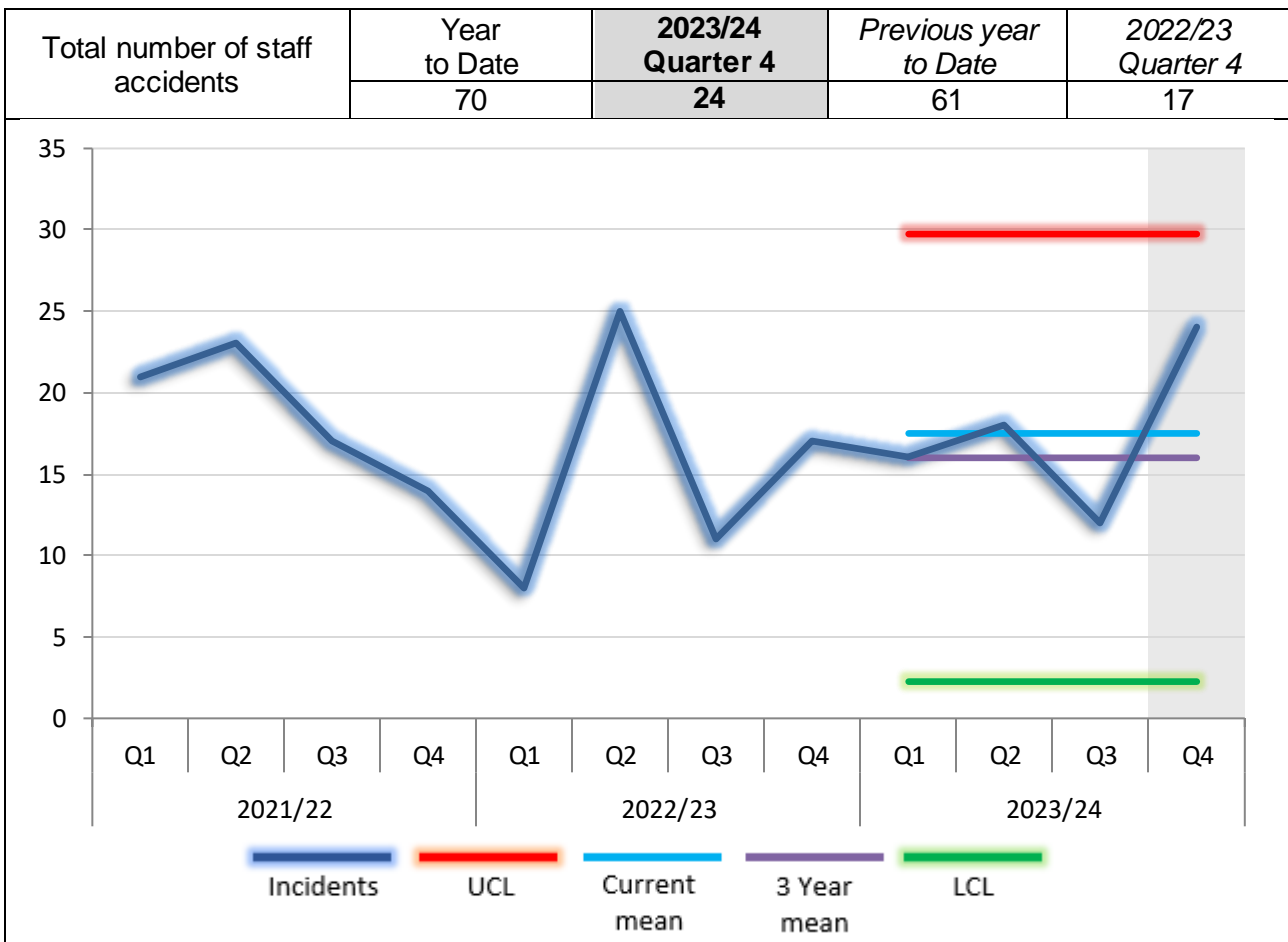
2.1 Risk Map		Risk Score 31,170

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.

$$\frac{\text{Dwelling Fires}}{\text{Total Dwellings}} + \left(\frac{\text{Dwelling Fire Casualties}}{\text{Resident Population}} \times 4\right) + \text{Building Fire} + (\text{IMD} \times 2) = \text{Risk Score}$$
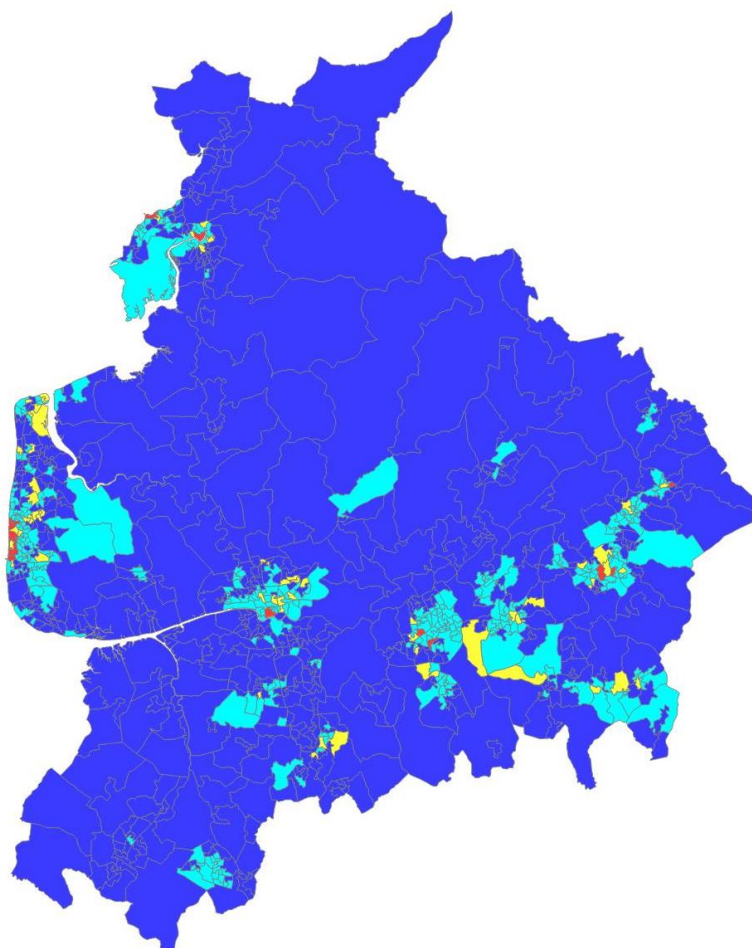
The County risk map score is updated annually before the end of the first quarter.

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.

2023 score: 31,170

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2023 count	**15**	**59**	**331**	**536**	**31,170**
2022 count	25	47	333	536	31,576
Direction / % Change	40%	26%	1%	0%	1%

2.2 Overall Activity

	Quarter Activity
	3,679

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 Lancashire Constabulary (LanCon) and gaining entry incidents at the request of the North west Ambulance Service (NWAS).

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

Quarterly activity decreased 4.76% over the same quarter of the previous year.
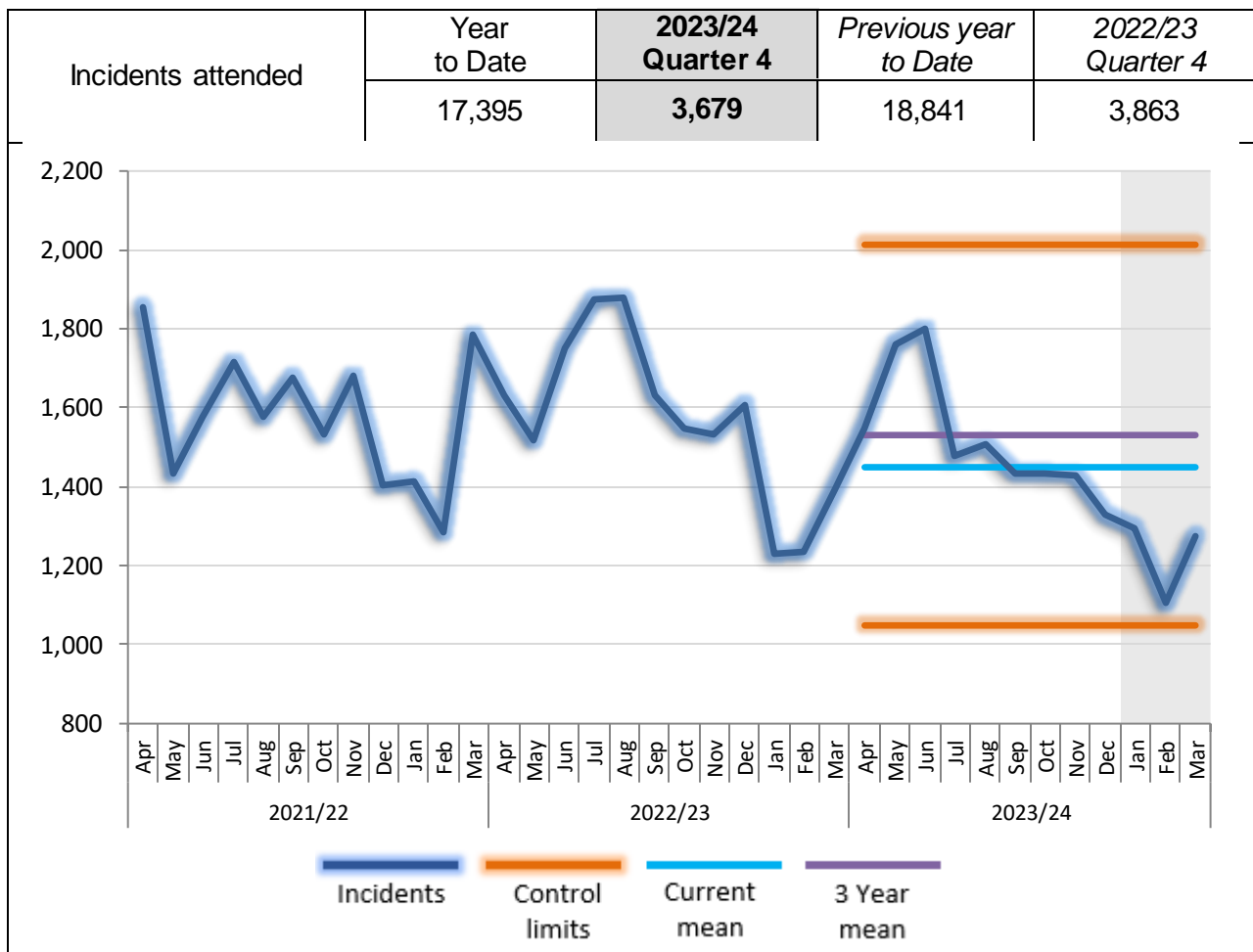
Incidents attended	Year to Date	**2023/24 Quarter 4**	*Previous year to Date*	*2022/23 Quarter 4*
	17,395	**3,679**	18,841	3,863

	Current mean	3 Year mean	2022/23	2021/22	2020/21
Current mean activity and the monthly mean activity over the previous 3 years.	**1,450**	1,531	1,570	1,578	1,445

2.2 Overall Activity Breakdown		Quarter Activity 3,679

Incidents attended by LFRS 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.

FALSE ALARM:	
Fire Alarm due to Apparatus	1,087
Good Intent False Alarm	572
Malicious False Alarm	56
FIRE - PRIMARY:	
Accidental Dwelling (2.3)	153
Accidental Building (2.4)	50
Accidental Building (2.5)	10
Deliberate Dwellings (2.6.1)	14
Deliberate Commercial (2.6.2)	40
Other Primary	128
FIRE - SECONDARY:	
Deliberate Fires	198
Accidental Fires	174
Chimney Fires (not shown on chart)	27
SPECIAL SERVICE:	
Gaining Entry	255
RTC	149
Effecting entry/exit	79
Flooding	77
All other Special Service types	610

Special Service, 1170, 32%
False Alarm, 1715, 47%
Fire - Secondary, 372, 10%
Fire - Primary, 395, 11%

	FALSE ALARM incidents make up 47% of activity, with 63% being Fire alarm due to Apparatus incidents, 34% good intent false alarm and malicious false alarms accounting for 3%.
	FIRE PRIMARY incidents encompass Accidental Dwelling Fires, accounting for 39% and are shown later in the report within KPI 2.3.
	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 47% being an accidental or not known cause.
	SPECIAL SERVICE incidents are made up of many different activities, so only a selection of types, such as Gaining entry to a domestic property on behalf of NWAS and Road Traffic Collisions (RTC) can be shown, with the remainder being recorded under 'other types'. These can range from trapped animals or hazardous materials incidents, to spill and leaks or advice only.

2.3 Accidental Dwelling Fires (ADF)

Quarter Activity
153

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 8.38% over the same quarter of the previous year.

Accidental Dwelling Fires	Year to date	**2023/24 Quarter 4**	*Previous year to date*	*2022/23 Quarter 4*
	706	**153**	771	167
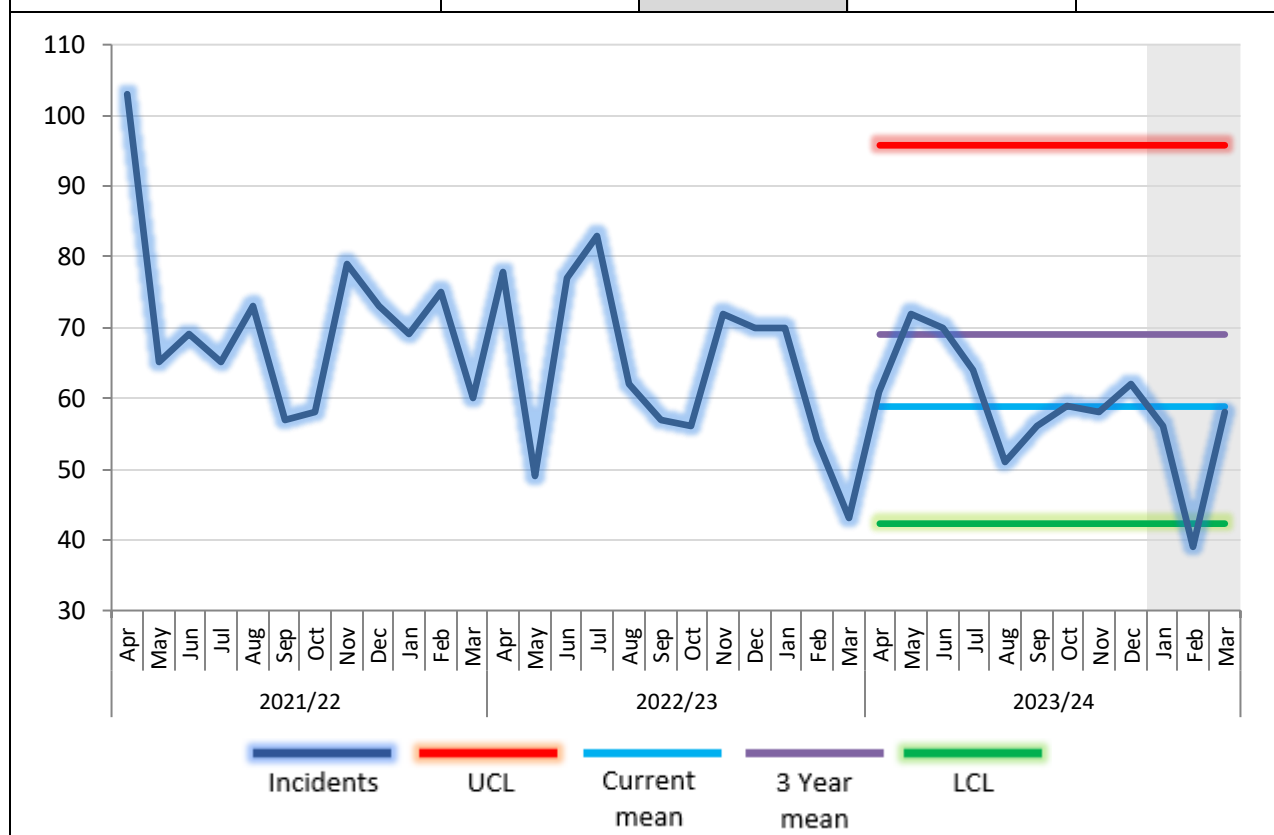
	Current mean	3 Year mean	2022/23	2021/22	2020/21
Current mean activity and the monthly mean activity over the previous 3 years.	**59**	69	64	71	72

What are the reasons for an Exception Report

This is a positive exception report due to the number of Accidental Dwelling Fires being below the lower control limit during the month of February.

Analysis

During the month of February 2024 there were 39 recorded accidental dwelling fires. Whilst it is not unusual for this month to record a lower number of fires - due to there being fewer days than other months, this February was a leap year, so that in itself cannot be the sole reason for such a low number.

February's count was the lowest individual monthly count over the last 10 years, and has no doubt contributed to both the quarter, and the 2023/24 year, to also be the lowest annual count over the previous 10 years too.

This mirrors the national picture, although data for the nation is only currently available up to the end of December 2023.

Over the previous 5 years accidental dwelling fires averaged 69 per month, whereas in 2023/24 the monthly average was just 59, a 14.5% decrease. A decrease in certain cooking, heating, and spread from secondary fire incidents could still be related to the higher domestic incidents recorded occurring during the Covid era, hence the current lower number of fires.

Preliminary figures for April 2024 indicate the downward trend is continuing in to the early part of 2024/25.

Actions being taken to maintain performance

Although it is sometimes difficult to evidence a direct correlation, during this quarter LFRS have remained committed to delivering advice and providing interventions to the most vulnerable within our communities.

District Intelligence Profiles and District Plans are used to target prevention activity towards the demographic groups and specific geographical areas where there is a higher incidence of dwelling fires. Understanding the demographic can facilitate understanding of the 'cause behind the cause', which allows for proactive and effective risk reduction.

District teams are continually working to build working relationships with local partners to enhance understanding of the communities across Lancashire and, subsequently, how to deploy our risk reduction activities to best effect.

Data allows us to understand the prevalent causes of dwelling fires, and this allows specific advice and campaign planning around the commonly identified causes. Cooking is an example of this. Campaign planning is evidence led and specific to Lancashire, linking into national campaigns where appropriate. Campaigns are targeted towards specific at risk groups across a multitude of platforms, which are used at key times of the year in line with the Service's Campaigns calendar.

All prevention activity is driven by the principles of Equality Impact Assessment to ensure inclusivity and effectiveness across our diverse communities. Evaluation is also key for an understanding of what is working and identification of what can be improved.

2.3.1 ADF – Harm to people: Casualties

Quarter Activity
5

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 decreased 50.00% over the same quarter of the previous year.

Casualty Status	Year to Date	**2023/24 Quarter 4**	*Previous year to Date*	*2022/23 Quarter 4*
Fatal	3	**0**	8	3
Injuries appear Serious	12	**4**	16	6
Injuries appear Slight	15	**1**	19	1
Total	30	**5**	43	10
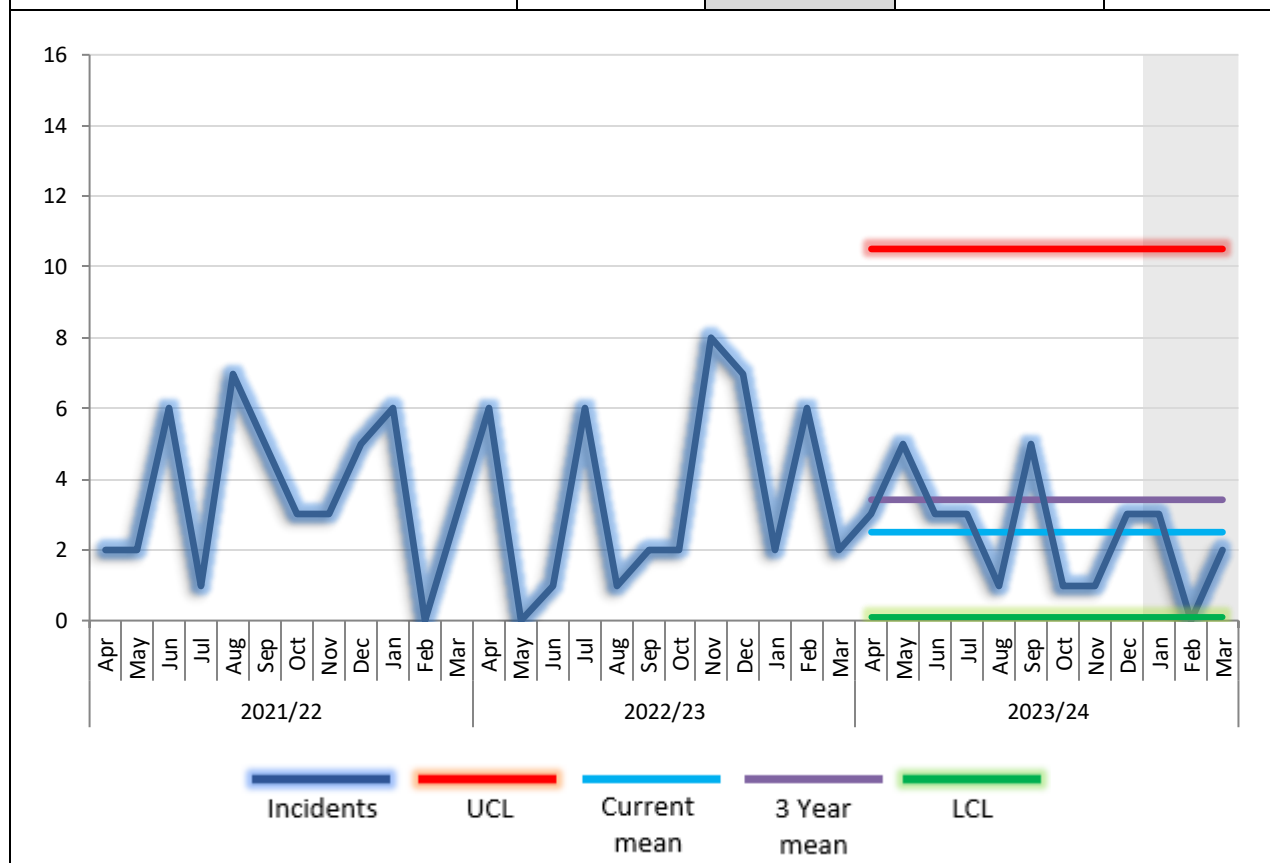
Current mean activity and the monthly mean activity over the previous 3 years.

Current mean	3 Year mean	2022/23	2021/22	2020/21
3	4	4	4	3

What are the reasons for an Exception Report

This is a positive exception report due to the number of Accidental Dwelling Fire casualties meeting the lower control limit during the month of February.

Analysis

During the month of February 2024 there were no recorded ADF casualties. Although it is unusual to have no casualties within a single month, with the last one occurring in May 2022.

The average monthly count for the year to date is 2.5 casualties, which is also an improvement on the previous 5 year average of 3.8 casualties per month.

The cumulative casualty figure to the end of the year is 30, a notable improvement on the previous year's 43, and is the lowest number over the last 10 years.

Actions being taken to maintain performance

The actions taken to reduce Accident Dwellings Fires naturally affect the likelihood of a casualty arising, as such, the activities detailed within KPI 2.3 are applicable to this KPI also.

2.3.2 ADF – Harm to property: Extent of damage (fire severity)		Quarter Percentage 93%

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 ADF's, 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 6.04% over the same quarter of the previous year.

Fire severity	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	⬆/⬇	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4
Limited to heat and/or smoke	23%	26%	23%	32%	⬆	24%	26%	21%	19%
Limited to item 1st ignited	15%	17%	15%	16%	⬆	13%	12%	18%	15%
Limited to room of origin	46%	42%	52%	45%	⬇	48%	51%	44%	54%
Limited to floor of origin	8%	11%	5%	5%	⬇	10%	4%	10%	8%
Spread beyond floor of origin	6%	2%	2%	1%	⬇	3%	6%	4%	4%
Whole Building	2%	2%	3%	1%	⬆	2%	1%	3%	0%
Combined percentage	84%	85%	90%	93%	⬆	85%	89%	83%	87%

Cumulative extent of damage breakdown
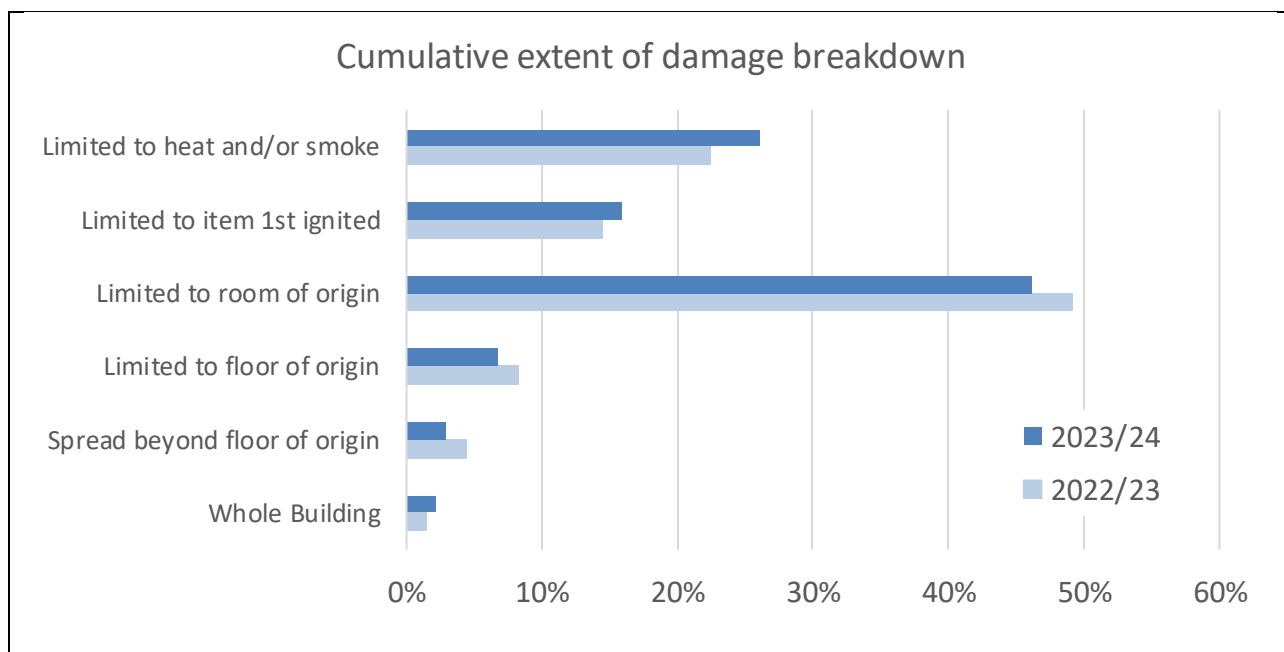
2.4 Accidental Building Fires (ABF) - Commercial Premises

Quarter Activity
50

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 7.41% over the same quarter of the previous year.

Accidental Building Fires (Commercial Premises)	Year to Date	**2023/24 Quarter 4**	Previous year to Date	2022/23 Quarter 4
	235	**50**	250	54
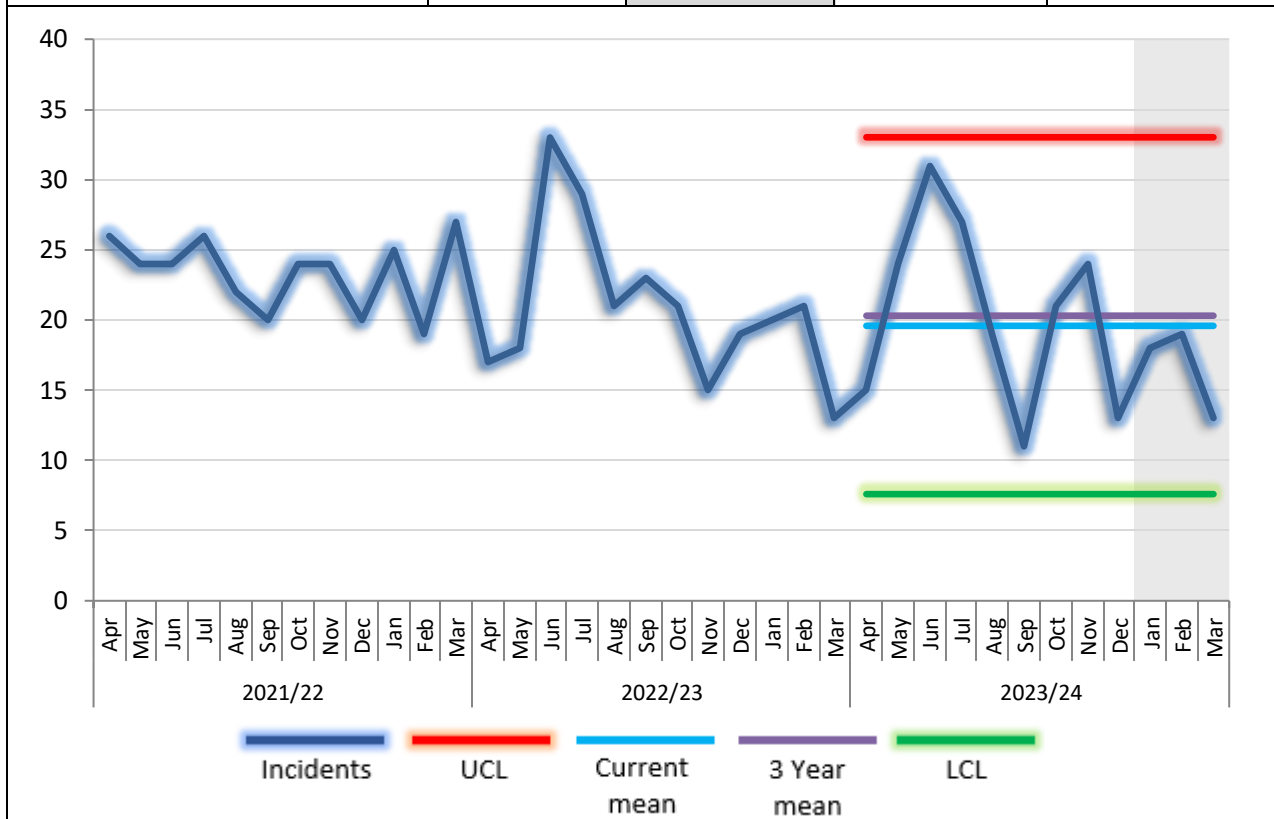
	Current mean	3 Year mean	2022/23	2021/20	2020/21
Current mean activity and the monthly mean activity over the previous 3 years.	**20**	20	21	23	17

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

Quarter Percentage
68%

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 ABF's, 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 13.5% over the same quarter of the previous year.

Fire severity	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	⬆/⬇	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4
Limited to heat and/or smoke	18%	13%	20%	14%	⬇	18%	16%	20%	17%
Limited to item 1st ignited	13%	26%	21%	14%	⬇	21%	14%	13%	22%
Limited to room of origin	35%	34%	38%	40%	⬇	29%	38%	38%	42%
Limited to floor of origin	15%	9%	8%	18%	⬆	23%	16%	20%	11%
Spread beyond floor of origin	6%	0%	4%	2%	⬌	3%	5%	2%	2%
Whole Building	13%	18%	9%	12%	⬆	6%	11%	7%	6%
Combined percentage	66%	73%	79%	68%	⬇	68%	68%	71%	81%

Cumulative extent of damage breakdown
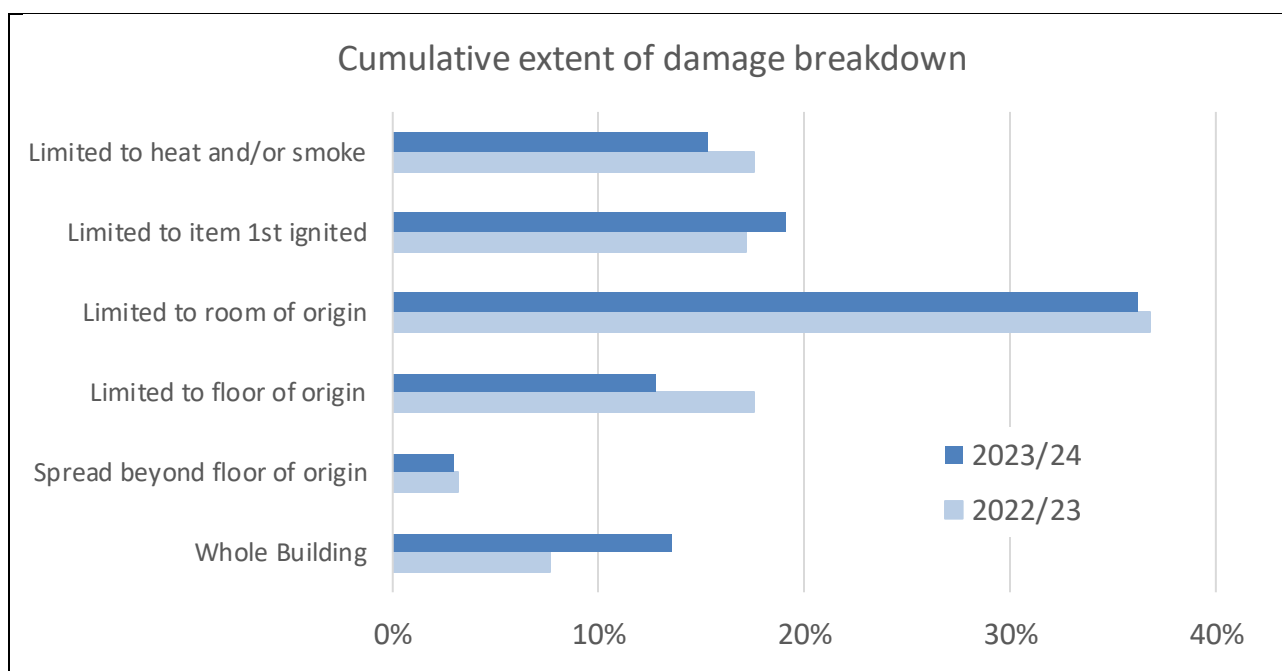
2.5 Accidental Building Fires (Non-Commercial Premises)

Quarter Activity
10

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 decreased 41.18% over the same quarter of the previous year.

Accidental Building Fires (Non-Commercial Premises)	Year to Date	**2023/24 Quarter 4**	*Previous year to Date*	*2022/23 Quarter 4*
	72	**10**	85	17
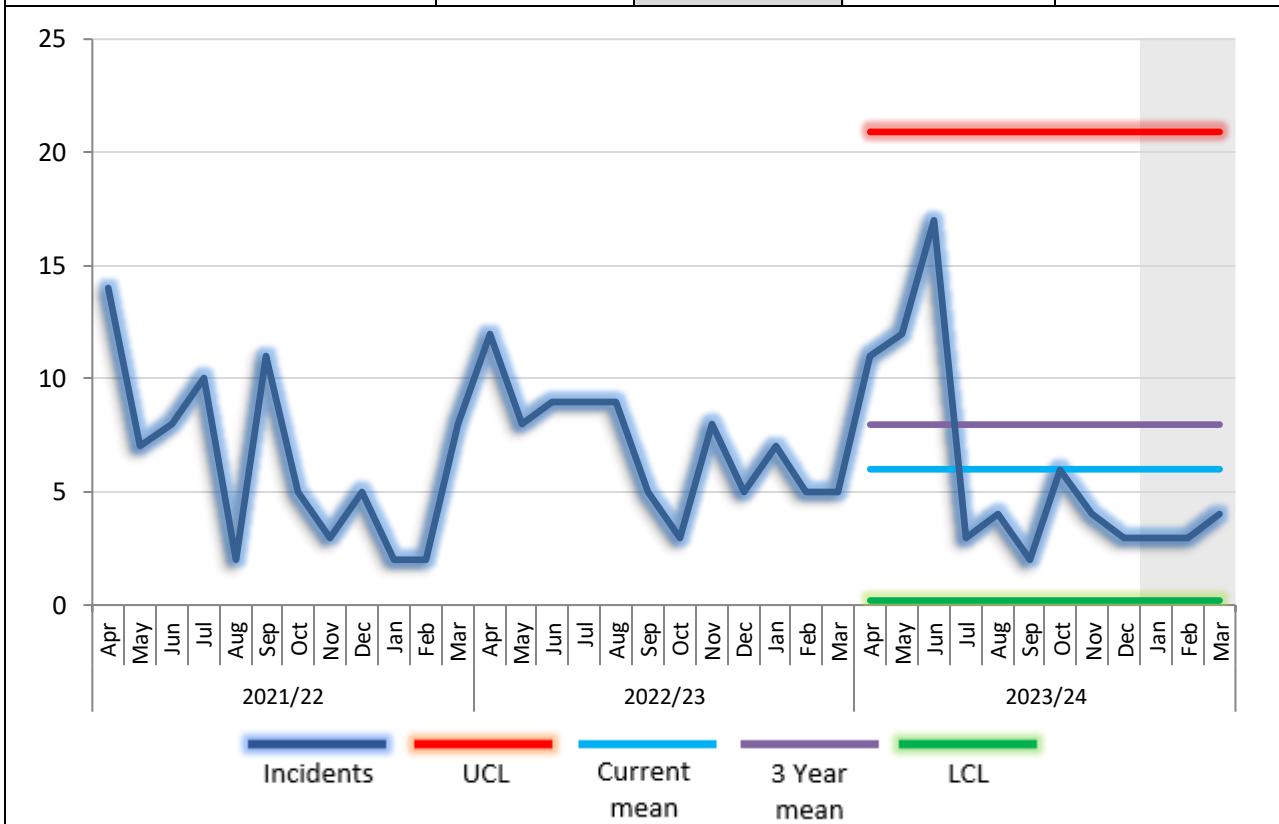
	Current mean	3 Year mean	2022/23	2021/22	2020/21
Current mean activity and the monthly mean activity over the previous 3 years.	**6**	8	7	6	10

| 2.5.1 ABF (Non-Commercial Premises: Private Garages and Sheds) – Harm to property: Extent of damage (fire severity)		Quarter Percentage 20%

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 ABF's, 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 increased 14.0% over the same quarter of the previous year.

Fire severity	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	⬆/⬇	22/23 Q1	22/23 Q2	22/23 Q3	22/23 Q4
Limited to heat and/or smoke	8%	0%	0%	0%	⬄	14%	9%	6%	0%
Limited to item 1st ignited	22%	0%	0%	0%	⬄	0%	13%	0%	0%
Limited to room of origin	8%	0%	0%	20%	⬆	10%	0%	13%	6%
Limited to floor of origin	6%	11%	31%	10%	⬇	3%	13%	0%	12%
Spread beyond floor of origin	0%	0%	0%	0%	⬄	0%	0%	0%	0%
Whole Building	56%	89%	69%	70%	⬇	73%	65%	81%	82%
Combined percentage	38%	0%	0%	20%	⬆	24%	22%	19%	6%

Cumulative extent of damage breakdown
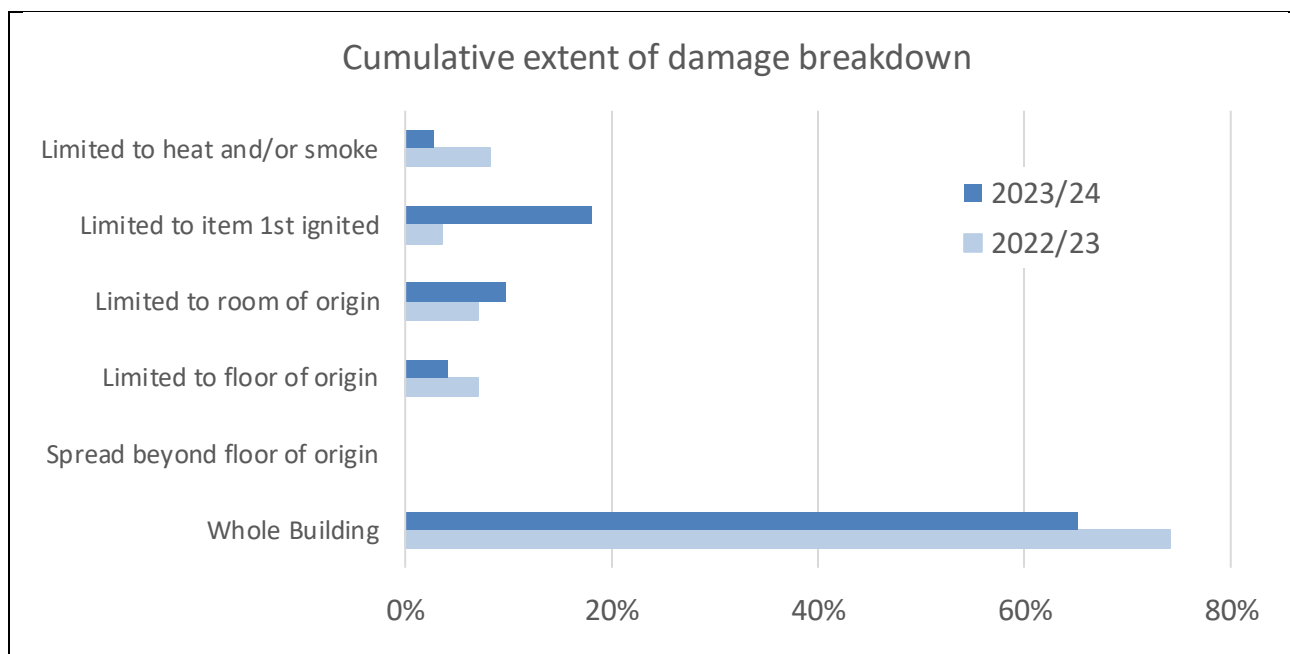
2.6 Deliberate Fires Total: Specific performance measure of deliberate fires	Quarter Activity 304

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 24.00% over the same quarter of the previous year.

Deliberate Fires	Year to Date	**2023/24 Quarter 4**	Previous year to Date	2022/23 Quarter 4
	1,812	**304**	2,293	400
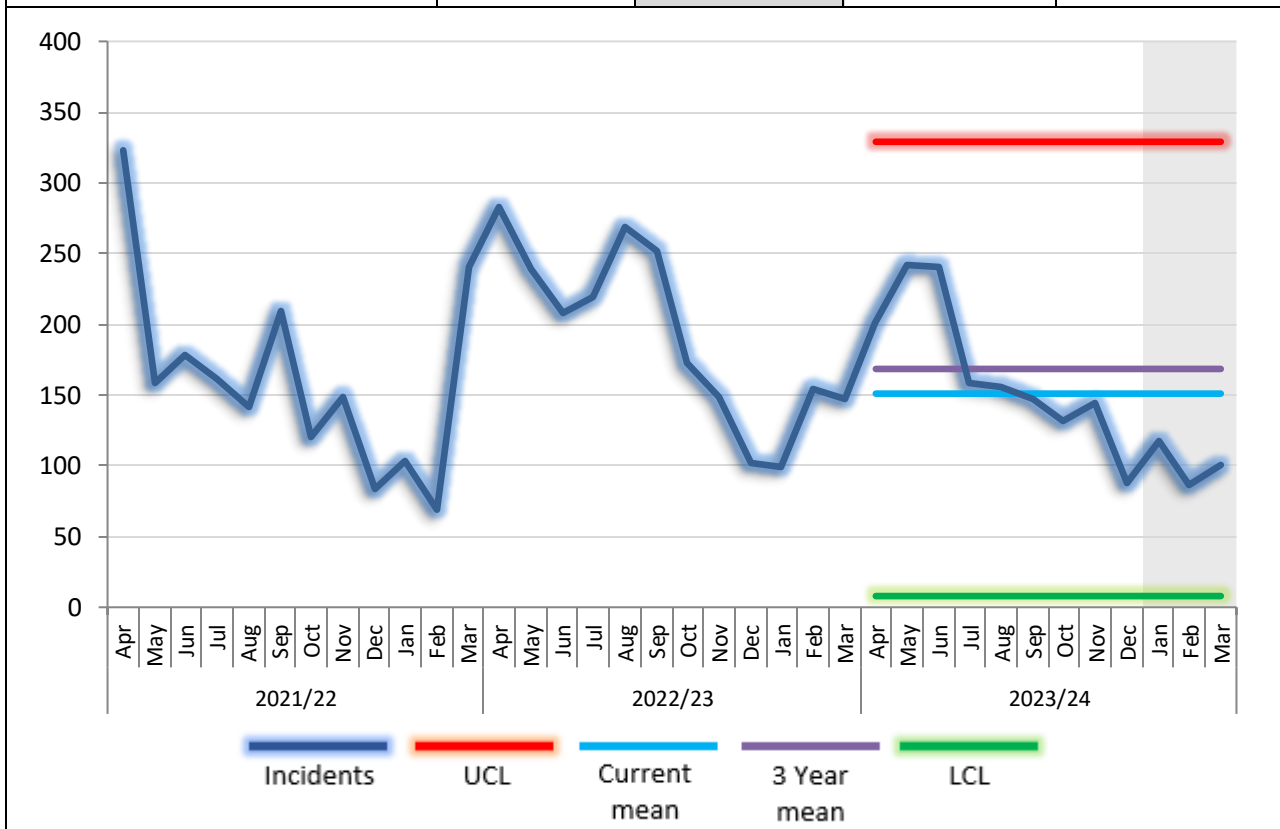
	Current mean	3 Year mean	2022/23	2021/22	2020/21
Current mean activity and the monthly mean activity over the previous 3 years.	**151**	168	191	161	153

2.6.1 Deliberate Fires – Dwellings		Quarter Activity 14

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 33.33% over the same quarter of the previous year.

Deliberate Fires - Dwellings	Year to Date	2023/24 Quarter 4	Previous year to Date	2022/23 Quarter 4
	84	**14**	79	21
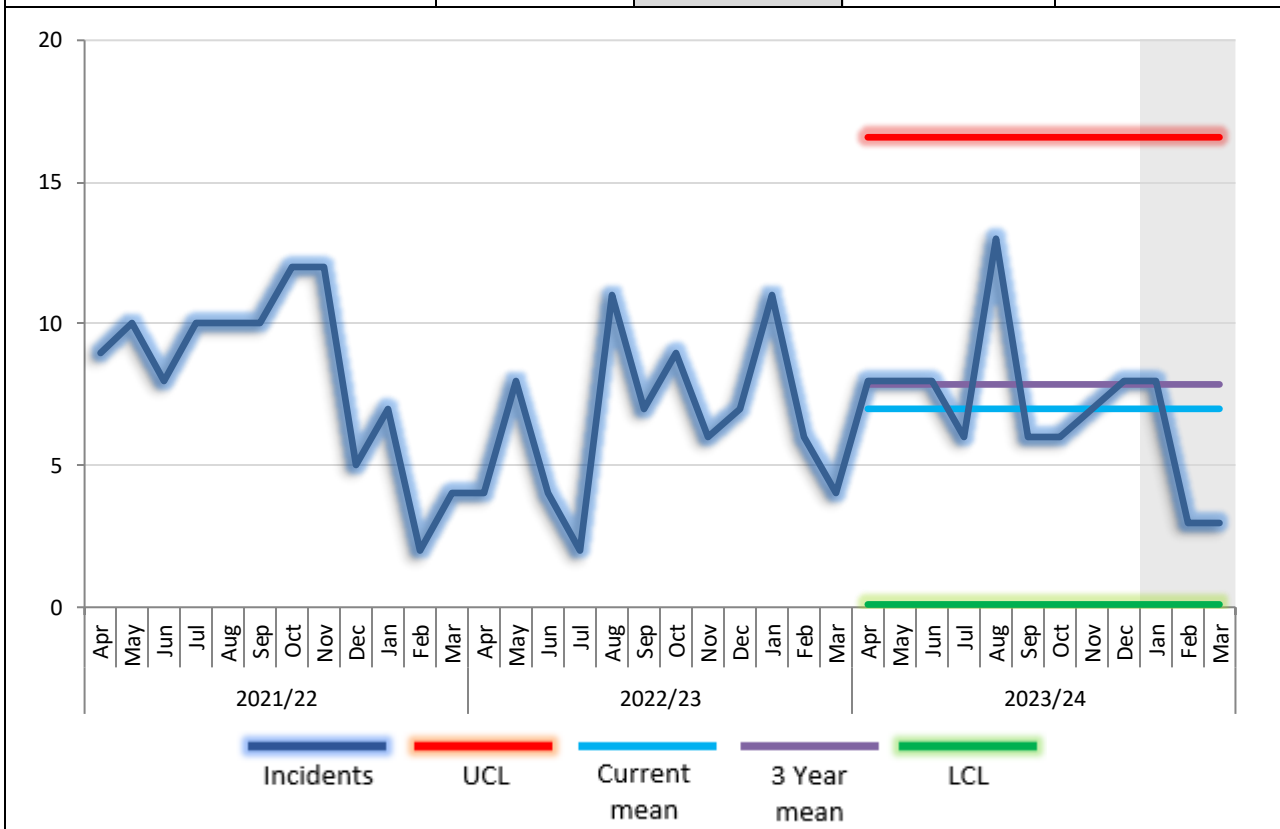
	Current mean	3 Year mean	2022/23	2021/22	2020/21
Current mean activity and the monthly mean activity over the previous 3 years.	**7**	**8**	7	8	9

2.6.2 Deliberate Fires – Commercial Premises		Quarter Activity 40

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 37.93% over the same quarter of the previous year.

Deliberate Fires – Commercial	Year to Date	2023/24 Quarter 4	Previous year to Date	2022/23 Quarter 4
	145	**40**	118	29
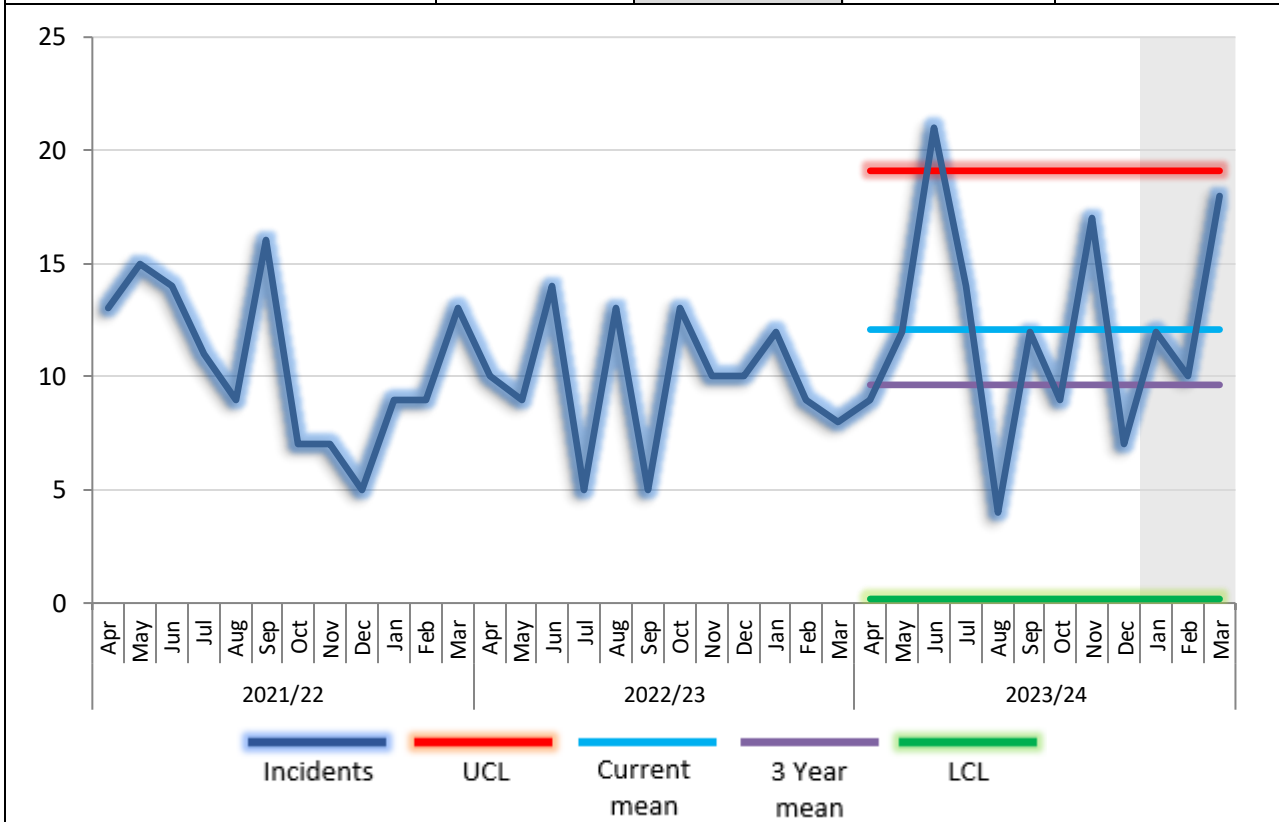
	Current mean	3 Year mean	2022/23	2021/22	2020/21
Current mean activity and the monthly mean activity over the previous 3 years.	**12**	10	11	14	10

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

	Quarter Activity
	250

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 28.57% over the same quarter of the previous year.

Deliberate Fires – Other	Year to Date	**2023/24 Quarter 4**	*Previous year to Date*	*2022/23 Quarter 4*
	1,583	**250**	2,096	350
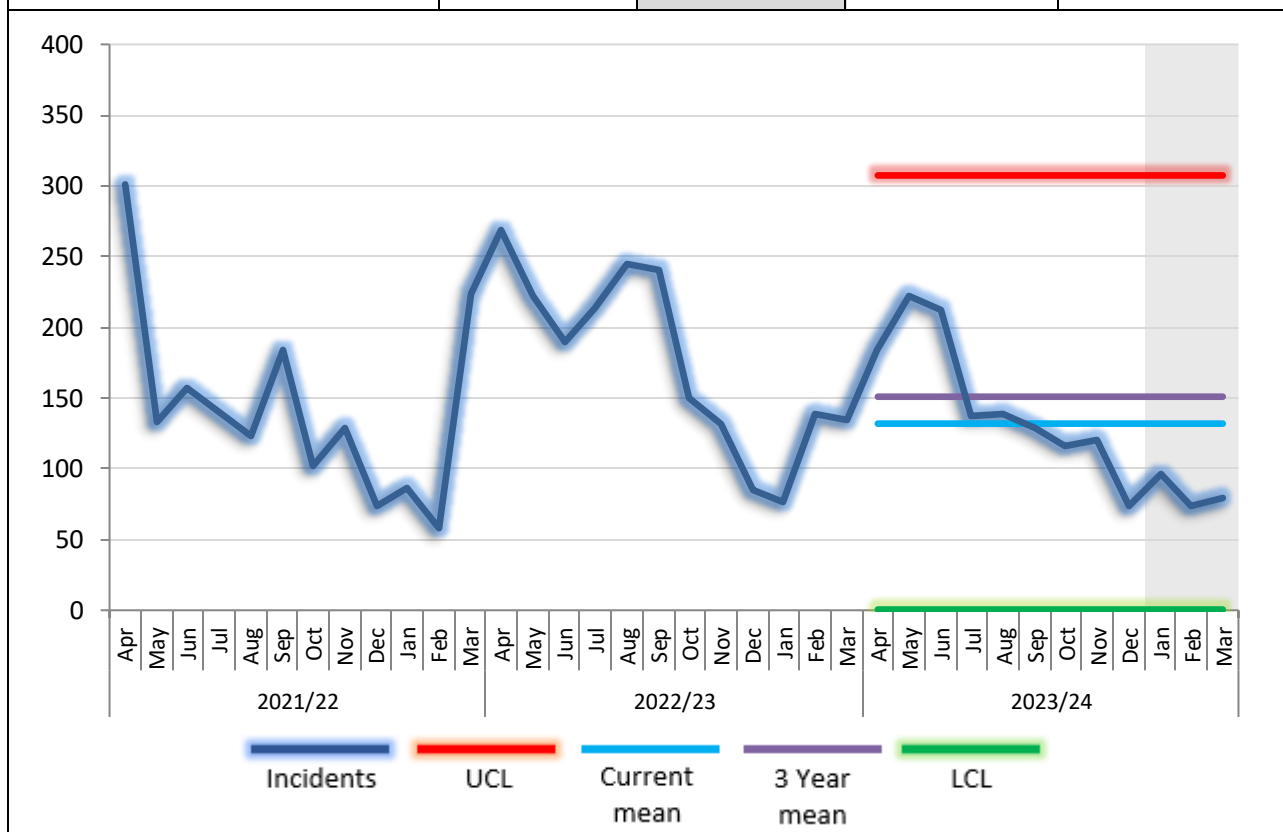
	Current mean	3 Year mean	2022/23	2021/22	2020/21
Current mean activity and the monthly mean activity over the previous 3 years.	**132**	151	136	143	175

		Quarter Activity
2.7 Home Fire Safety Checks (HFSC)	HFSC	54%

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 decreased 1.8% over the same quarter of the previous year.

High risk outcomes decreased 3% against the same quarter of the previous year.

	2023/24		⬆/⬇	2022/23	
	HFSC completed	**% of High HFSC outcomes**	Progress	*HFSC completed*	*% of High HFSC outcomes*
Q 1	**5,772**	**54%**	⬆/⬇	*5,025*	*58%*
Q 2	**5,913**	**52%**	⬆/⬇	*5,435*	*60%*
Q 3	**5,724**	**54%**	⬇/⬌	*5,889*	*54%*
Q 4	**5,830**	**54%**	⬇/⬇	*5,935*	*57%*

Cumulative year to date activity

- 30,413 Home Fire Safety Checks Offered
- 23,239 HFSC's Completed
- 2,199 Being Advice Only
- 21,040 Completed in the Home
- 54% Had a High Risk Outcome
- Analysis to Aid Future Targeting
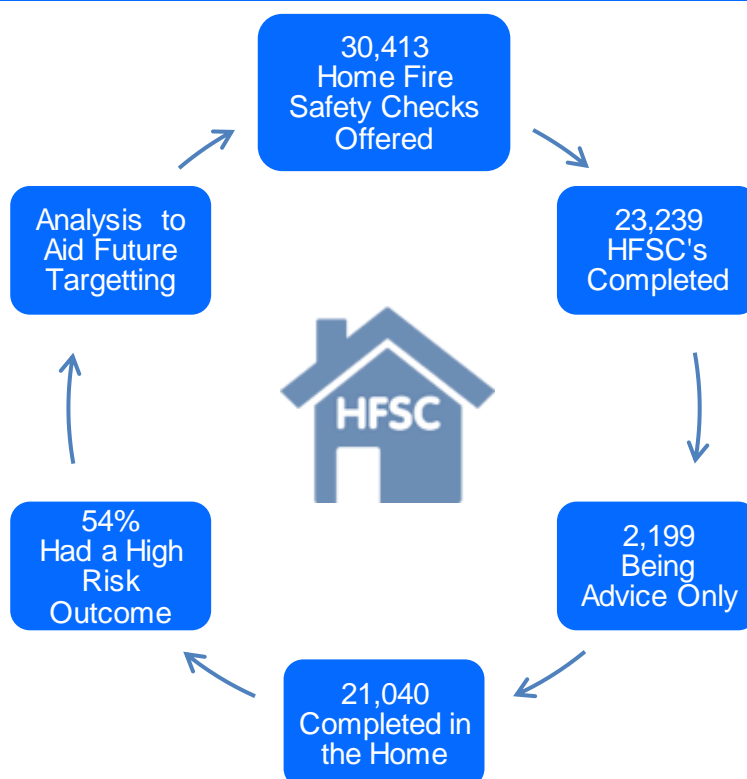
2.8 Prevention activities delivered

Activity	Description	Targets for delivery	Data for quarter 4 2023/24
ChildSafe	Fire Safety education package to Year 2 (key stage 1)	Offered to all year 2 pupils	166 sessions delivered to 5,330 students
RoadSense	Fire and Road Safety education package to Year 6 (key stage 2)	Offered to all year 6 pupils	171 sessions delivered to 5,499 students
SENDSafe	Fire Safety education package for learners with Special Educational Needs and Disabilities (SEND)	Offered to all SEND schools	1 session delivered to 18 students
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 23/24	16 sessions delivered to 1,349 students.
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	6 sessions 111 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	41 referrals opened prior to Q4 and carried over. 31 referrals received in Q4. 38 referrals closed in Q4. 34 referrals carried to 2024-25
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	117 sessions 136 staff
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	4 in school water safety sessions, delivered to 56 students. 11 virtual sessions to 7,595 pupils
Arson Threat Referral	Bespoke service where a threat of arson has been made. Referrals largely come from the Police.	Meet demand from LanCon	188 completed

2.9 Business Fire Safety Checks

Quarter Activity
790

Business Fire Safety Checks (BFSC) are interventions which look at different aspects of fire safety compliance, including risk assessments, fire alarms, escape routes and fire doors. If the result of a BFSC is unsatisfactory, fire safety advice will be provided to help the business comply with The Regulatory Reform (Fire Safety) Order 2005. If critical fire safety issues are identified, then a business safety advisor will conduct a follow-up intervention.

- The pro rata BFSC target is delivered through each quarter.

A +/-10% tolerance is applied to the completed BFSC's and the year to date (YTD) BFSC's, against both the quarterly and YTD targets. When both counts are outside of the 10% tolerance they will be deemed in exception. This enables local delivery to flex with the needs of their district plan over the quarters.

	2023/24				⬆/⬇	2022/23	
	BFSC completed	Quarter Target	BFSC Cumulative	YTD Target	Progress	BFSC complete	Quarter Target
Q 1	820	625	820	625	⬆	231	n/a
Q 2	876	625	1,696	1,250	⬆	589	n/a
Q 3	862	625	2,558	1,875	⬆	806	n/a
Q 4	790	625	3,348	2,500	⬇	962	n/a

Cumulative year to date activity

3,348 BFSC's Completed

2,897 Being Satisfactory	
Shops	1,123
Other workplaces*	350
Factories/Warehouses	306
Offices	245
Licensed premises	238

451 Being Unsatisfactory	
Shops	234
Licensed premises	47
Factories/Warehouses	39
Other workplaces*	36
Schools	24
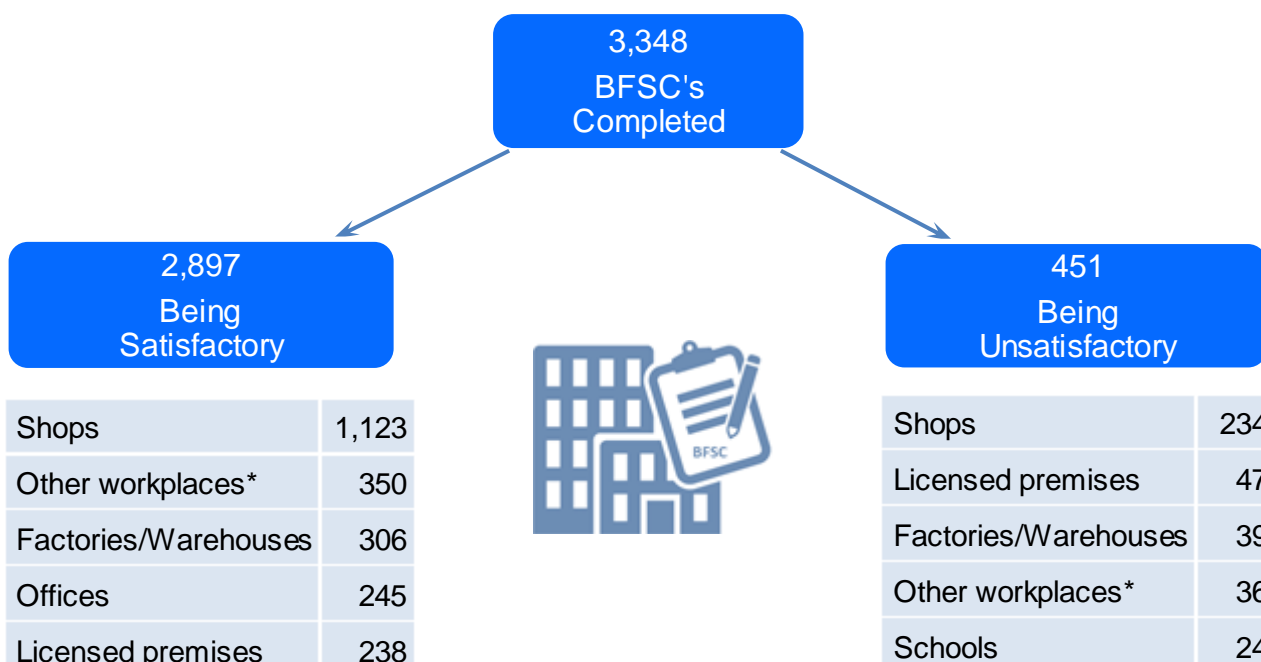
Top five completed BFSC's: satisfactory and unsatisfactory premise types.

*Workplaces undefined.

What are the reasons for an Exception report

This is a positive exception due to the number of completed Business Fire Safety Checks (BFSC) being greater than 10% of the quarterly target, and the cumulative year to date target.

Actions being taken

Crews continue to embed built environment knowledge and understanding. The first of two Built Environment virtual training (BEVT) sessions was delivered in 2023 and the second phase of BEVT roll out is due to begin summer 2024. Protection grey book staff will commence with strengthening operational awareness days in Q2 which will see them quality assure the BFSC delivery and support the transition of crews starting to undertake BFSCs in more sleeping risk premises types.

2.9.1 Fire Safety Activity

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.

Quarterly activity remained static over the same quarter of the previous year.

| Quarter | | 2023/24 | | | | | | | | | 2022/23 | |
	Fire Safety Enforcement Inspections	Formal Activity	% Formal Activity	Informal Activity	% Informal Activity	Satisfactory Audit	% Satisfactory Audit	Business Safety Advice	% Business Safety Advice	Progress	% Formal Activity	% Informal Activity
1	530	35	7%	380	72%	66	12%	49	9%	⬆	6%	66%
2	590	41	7%	432	74%	73	12%	44	7%	⬇	9%	68%
3	452	21	5%	346	76%	67	15%	18	4%	⬇	9%	63%
4	577	26	5%	434	75%	69	12%	48	8%	⬌	5%	76%

577 Safety Inspections

People who decide not to comply

People who don't want to comply

People who try to but don't always succeed in doing the right thing

People who are willing to do the right thing

Use of Prosecution

Deter by Enforcement

Assist to Comply

Make it easy to Comply

Compliance Strategy

26 Inspections requiring Formal Activity

434 requiring Informal Activity

69 Satisfactory Audits

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 LFRS. LFRS then comments on FSO 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.

Building Regulation Consultations	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4
Received	262	250	268	210
Completed within timeframe[1]	239	243	256	208

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

Actions to Improve

To comply with the National Fire Chiefs Council (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 intervention work in high risk, complex premises identified by the risk-based intervention program. Consequently, the use of finite resources must be fully co-ordinated and balanced to achieve this and ensure consultation timelines are achieved:

- The implementation of centralising building regulations onto CFRMIS and assigning dedicated resource to consistently inputting new applications continues to improve our efficiency at responding to the majority within their statutory timescales.

3.1 Critical Fire Response – 1ˢᵗ Fire Engine Attendance		Quarter Response 07:50

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 standards when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident, averaged over the quarter, is less than the relevant response standard. Expressed in minutes & seconds.

Critical Fire Response	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year to Date	Previous Year to Date
Very High (6 min)	05:39	05:45	[06:55]	05:42	05:51	05:35
High (8 min)	05:47	05:53	06:43	05:38	06:03	06:15
Medium (10 min)	06:55	06:27	06:44	07:05	06:47	06:27
Low (12 min)	09:20	08:26	08:31	09:49	09:02	08:33
Overall	07:40	07:04	07:24	07:50	07:30	07:12

[Failures are expressed within square brackets]

Year to date average response times
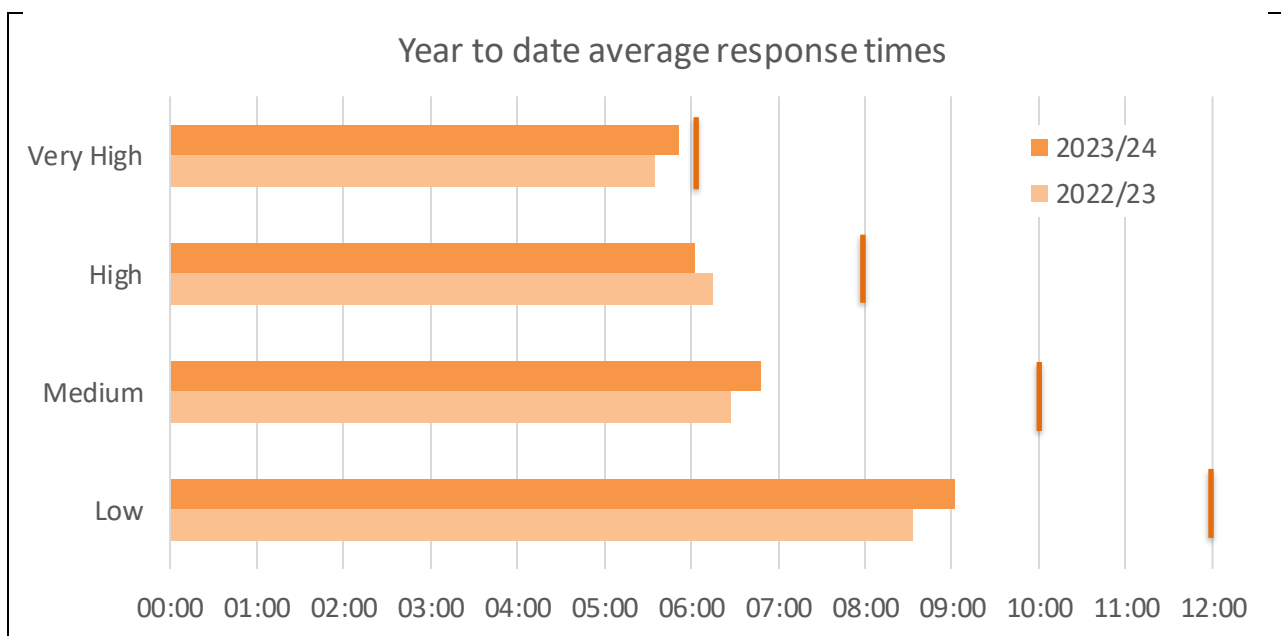
3.2 Critical Special Service Response – 1st Fire Engine Attendance		Quarter Response 08:19

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 standards when the time between the 'Time of Call' (TOC) and 'Time in Attendance' (TIA) of the first fire engine arriving at the incident, averaged over the quarter, is less than the response standard. Expressed in minutes & seconds.

Critical Special Service Response	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year to Date	Previous Year to Date
(13 min)	08:27	08:41	08:34	08:19	**08:31**	*08:17*

[Failures are expressed within square brackets]

Year to date average response time
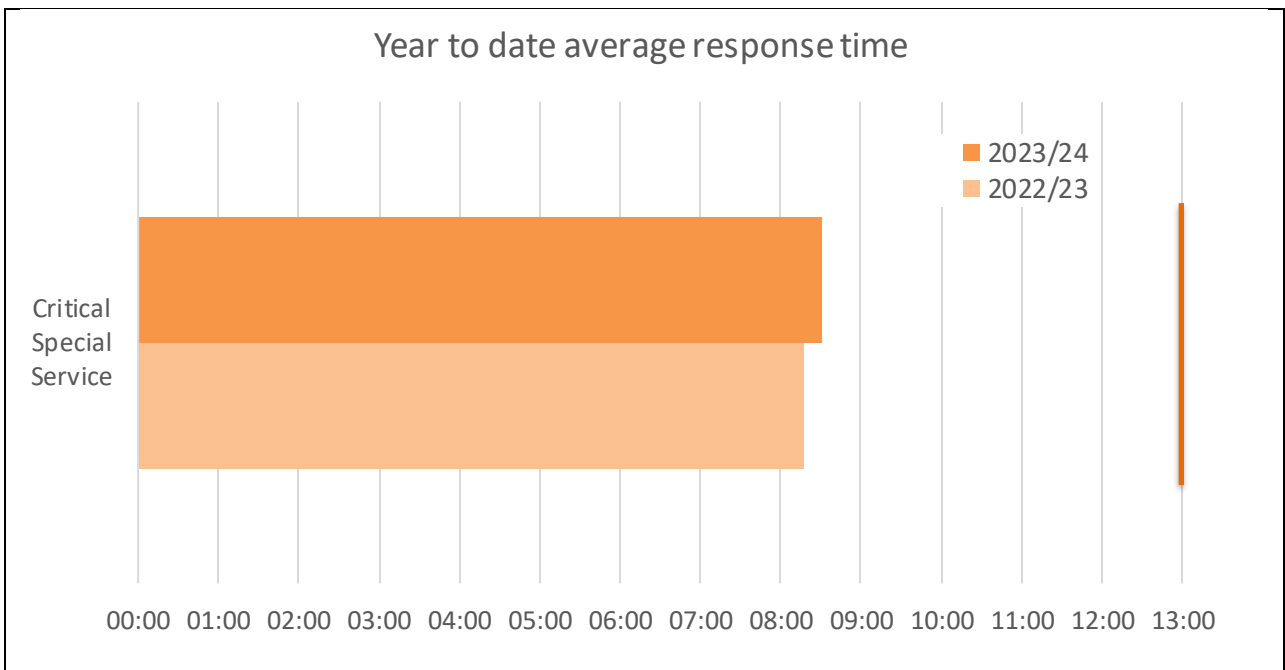
3.3 Total Fire Engine Availability

Quarter Availability
88.88%

This indicator measures the total availability of the 1st fire engine at each of the 39 fire stations. It is measured as the percentage of time the 1st fire engine is available to respond compared to the total time in the period.

Standard: 90%

Quarterly availability decreased 1.55% over the same quarter of the previous year.

Fire engine availability – WT, FDC, DCP & OC	Year to Date	**2023/24 Quarter 4**	*Previous year to Date*	*2022/23 Quarter 4*
	88.66%	**88.88%**	89.60%	90.43%

Legend: Availability, UCL, Current mean, 3 Year mean, LCL
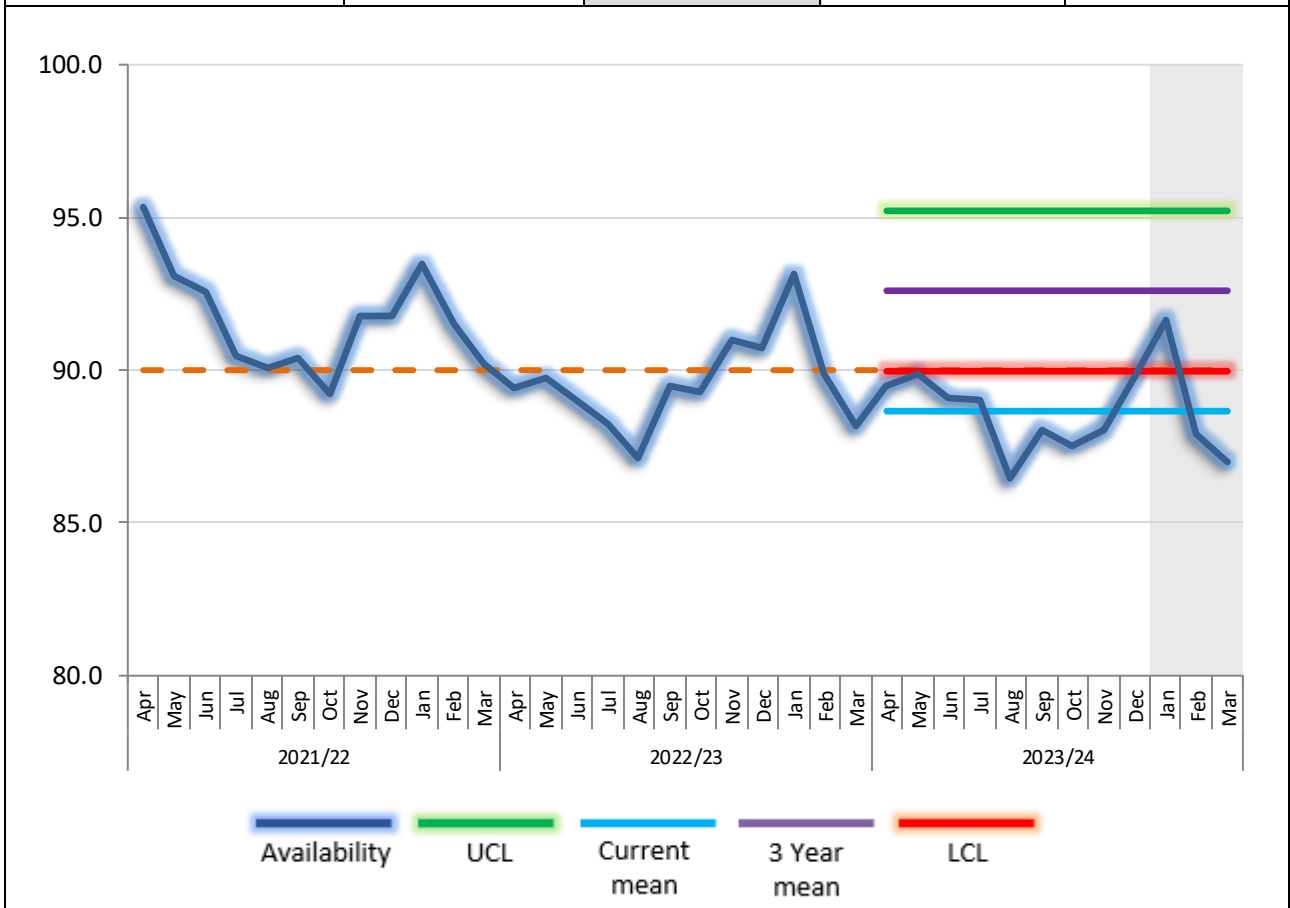
What are the reasons for an Exception report

This is a negative exception report due to the 1st fire appliance availability percentage, being below the lower control limit during quarter three.

Analysis

Overall availability across all stations for the quarter recorded 88.88%, which is 1.12% below the 90% standard.

The following table shows the availability by each of the stations designated first pump crewing type during quarter 4.

Crewing	WT	DCP	FDC	OC	Total
Availability	99.38%	99.33%	99.43%	75.30%	88.88%

Whilst all of the Whole time (WT) appliances achieved exceptional availability, the 1st appliance at our wholly On-Call stations contributed to the availability falling below the 90% standard. As such, the exception report will focus on On-Call availability.

On Call recruitment, development, and retention is a national challenge which has seen a downward trend in availability over several years.

A shortage of staff with the Officer in Charge (OIC), Large Goods Vehicle (LGV) and Emergency Response Driver (ERD) skill is a significant contributing factor to low On-Call availability. On-Call Support Officers (OCSOs) are working with station-based staff and management, together with our Training Centre, to support those in development and identify opportunities for staff to acquire these skills earlier in their career.

Actions being taken to improve performance

- The On Call Improvement Programme (OCIP) is driving transformation across the Service with several workstreams to improve recruitment, development, and retention.
- The Service have worked with an external software designer to develop sector-leading innovative software for On-Call Availability, Recruitment and Skills (OARS). This will support managers across the Service with workforce planning for On Call firefighters.
- A new recruitment vehicle has been introduced, equipped with mobile tablets, and monitors to display recruitment videos. The vehicle is positioned around the county to work within targeted geographical areas. Potential applicants can practice their practical skills using a range of firefighting equipment.
- Twenty-one recruits from the February/ March courses are now on stations.
- The number of leavers during quarter 4 was 16. Net increase of 5 On Call firefighters.
- OCSOs are supporting firefighter development to assist with OIC and LGV development training.
- Units are being encouraged to be more visible in the community, with off-station, training, and engagement at community events.

4.1 Progress Against Allocated Budget

	Quarter variance
	0.58%

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.

The 2023/24 outturn position was £0.4m more than budgeted, spending £68.6m against a £68.2m net annual budget. The majority is attributable in non-pay including a shortfall on apprenticeship levy funding and a cost increase in repairs and maintenance on operational vehicles earlier in the year.

Variance:	0.58%

4.2 Partnership Collaboration

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

Scope and definition:

The Police, Fire & Rescue Service and 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, 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 a 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.

The Service have evaluated the benefits and outcomes of several of our Blue Light Collaboration Workstreams; Missing Persons, Leadership Development, Estates and Co-location, and Community First Responder. The workstreams are contributing towards improving outcomes, providing better value for money, reducing demand, and reducing inequalities within communities.

Missing Persons (Missing from home)

The Service have increasing experience and can provide local or specialist advice for consideration by LanCon. Searches have become streamlined allowing a more structured and effective approach to locating a high-risk missing person. The Service's drone development (aerial and sub-surface), for which LFRS has the National Fire Chiefs Council (NFCC) lead role, has further enhanced our capabilities for Missing Person Searches. LFRS have provided significant support to Lancashire Constabulary (LanCon) with our aerial drone assets, supported by an updated Memorandum of Understanding (MoU). Further investment in 2023/24 led to us strengthening sub-surface rescue/ recovery capability of persons, with an underwater Remotely Operated Vehicle (ROV). This asset has been deployed locally, regionally, and nationally and delivered improved outcomes in incident resolution. LFRS received around 200 drone requests last year from LanCon, with most requests for Missing Persons searches.

Estates and Co-location

This is a long-term workstream which may deliver significant efficiencies and effectiveness where co-location sites are identified. A set of principles are being developed to identify high level areas of opportunities. Blue Light partners are currently reviewing property asset

management strategies to identify potential areas for co-ordinating future development plans over the next 5-10 years.

All Blue light partners are included in the discussions in relation to future opportunities. All current locations for each organisation have been mapped, with the focus now moving to the understanding of longer-term plans for each service, consideration of site sharing opportunities at existing locations, along with a procedure to facilitate site sharing.

In addition to the physical estate and site sharing, Blue light partners have identified other areas for learning, development and sharing of information in support of providing efficient and effective estate management within respective organisations.

Community First Responders

A trial commenced in 2023 involving LFRS staff volunteering as Community First Responders (CFR) to support NWAS. LFRS staff volunteers undertake an initial CFR training programme at LFRS Training Centre. Once qualified, they can shadow existing CFR practitioners to develop their clinical abilities and build confidence in their newly acquired skills.

Five LFRS staff volunteers are now responding to life threatening emergencies in their communities from the workplace, and administering first aid in the initial vital minutes before NWAS colleagues arrive. The Service is now expanding our support to NWAS on this successful life-saving initiative with several LFRS Flexible Duty Officers (FDOs) due to begin CFR training in early July.

Leadership Development

An analysis of leadership development is ongoing between the three organisations with the Services currently exploring three leadership development days.

Command Units

The aim of this project is to establish and deliver additional collaborative uses of the command units in LFRS to support effective multi agency working amongst emergency responders. The key objectives are to improve operational effectiveness and in line with LFRS mission of 'Making Lancashire Safer'.

The Command Support Unit (CSU) project aimed to upgrade the vehicles and adopt technological advancements to support operational incidents. On-Call firefighters crew a CSU, and as part of the agreed capital vehicle replacement project, two new larger Command Units (CUs) are now operational and have already been deployed to several incidents, with excellent feedback received from the firefighters, FDOs, and partner agencies. LFRS continue to demonstrate the unit and software to other fire and rescue services with a recent visit from Northern Ireland FRS taking place in May. The Service are also carrying out multi-agency familiarisations including in June for the Blackburn-with-Darwen Emergency Planning Team.

It is expected that the initial benefits to be realised will be improved information sharing and situational awareness aligned to improving and embedding the Joint Emergency Services Interoperability Principles (JESIP).

4.3 Overall User Satisfaction

	Percentage satisfied
	98.74%

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.

76 people were surveyed; 74 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?	3,568	3,523	98.74%	97.50%	1.27%