



# **Measuring Progress** **Performance Report**

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April 2020 - June 2020

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## 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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## Performance Framework

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 KPIs is scrutinised every quarter at the Performance Committee.

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

<b>1</b> <b>Preventing fires and other emergencies from happening.</b>  <b>Protecting people and property when fires happen.</b>	<ul style="list-style-type: none"> <li>1.1 Critical Fire Risk Map Score</li> <li>1.2 Overall Activity</li> <li>1.3 Accidental Dwelling Fires (ADF) <ul style="list-style-type: none"> <li>1.3.1 ADF – Extent of Damage (Fire Severity)</li> <li>1.3.2 ADF – Number of incidents where occupants have received a Home Fire Safety Check</li> </ul> </li> <li>1.4 ADF Casualties</li> <li>1.5 Accidental Building Fires <ul style="list-style-type: none"> <li>1.5.1 Accidental Building Fires – Extent of Damage (Fire Severity)</li> </ul> </li> <li>1.6.1 Deliberate Fires – Antisocial Behaviour (ASB)</li> <li>1.6.2 Deliberate Fires – Dwellings</li> <li>1.6.3 Deliberate Fires – Non Dwellings</li> <li>1.7 High Risk HFSC</li> <li>1.8 Road Safety Education</li> <li>1.9 Fire Safety Enforcement</li> </ul>
<b>2</b> <b>Responding to fire and other emergencies quickly and competently.</b>	<ul style="list-style-type: none"> <li>2.1.1 Critical Fire Response – 1<sup>st</sup> Fire Engine Attendance</li> <li>2.1.2 Critical Fire Response – 2<sup>nd</sup> Fire Engine Attendance</li> <li>2.2.1 Critical Special Service Response – 1<sup>st</sup> Fire Engine Attendance</li> <li>2.3 Fire Engine Availability (Wholetime, Day Crewing &amp; Day Crewing Plus)</li> <li>2.4 Fire Engine Availability (On Call) <ul style="list-style-type: none"> <li>2.4.1 Fire Engine Availability (On Call) – Without wholetime detachments</li> </ul> </li> <li>2.5 Staff Accidents</li> </ul>
<b>3</b> <b>Delivering value for money in how we use our resources.</b>	<ul style="list-style-type: none"> <li>3.1 Progress Against Savings Programme</li> <li>3.2 Overall User Satisfaction</li> </ul>
<b>4</b> <b>Valuing our people so that they can focus on making Lancashire safer.</b>	<ul style="list-style-type: none"> <li>4.1 Overall Staff Engagement <ul style="list-style-type: none"> <li>4.2.1 Staff Absence (Excluding On Call)</li> <li>4.2.2 Staff Absence (On Call)</li> </ul> </li> </ul>

## Explanation of Performance Measures

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

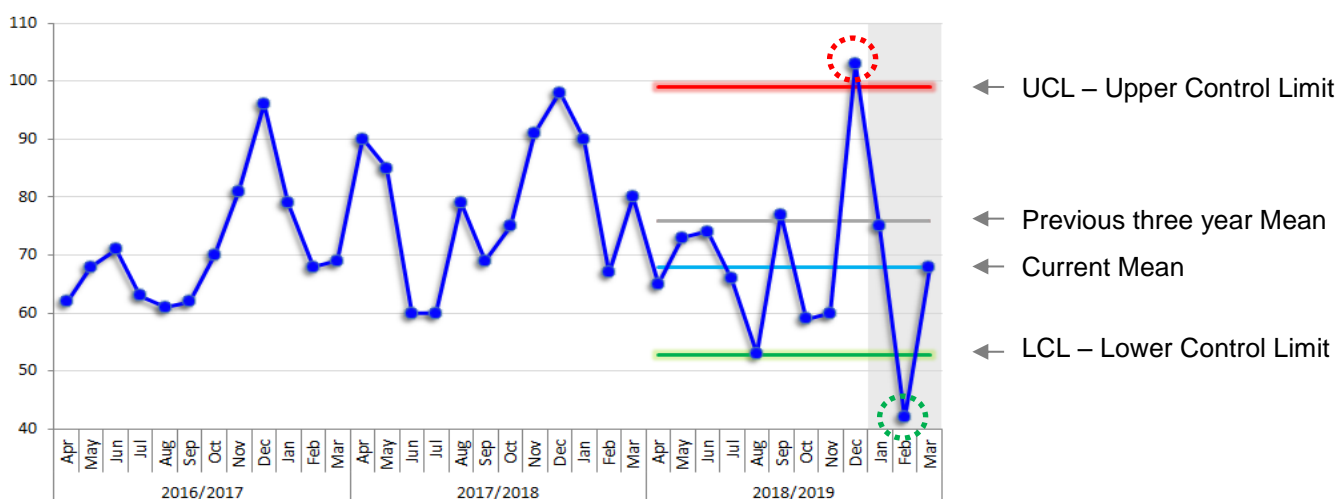
Activity is deemed to be within standard if it remains within set upper and lower limits. These limits are based upon the previous three years activity and are set using a statistical constant, derived from the standard deviation.

An exception report is generated if the XmR rules are breached.

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

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

**Example XmR chart:** In the example below, KPI 1.3 would produce a negative exception for meeting rule 1, as the activity, represented as a dark blue line, for December 2018 (●) is above the Upper Control Limit (UCL) and a positive exception in February 2019 (○) for meeting rule 2.



## Key Performance Index and Indicator trends

This section 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 below and indicate the relative direction of travel and trends over the last four quarters; so the last point of the chart will always represent the most recent quarter. Sparkline's are simple indicative indicators and are not intended to have labelled points or axes.

The cell shading denotes whether the indicator is - within accepted limits:



is in positive exception:




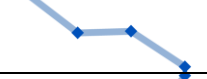





















or is in negative exception:



KPI		Description	Progress	Page (s)
<b>1</b>		<b>Preventing fires and other emergencies from happening. Protecting people and property when fires happen.</b>		
1.1		Risk Map Score		9
1.2		Overall Activity		11
1.3		Accidental Dwelling Fires (ADF)		13
1.3.1		ADF - Extent of Damage (Fire Severity)		14
1.3.2		ADF - Number of Incidents Where Occupants have Received a HFSC		15
1.4		Accidental Dwelling Fire Casualties		16
1.5		Accidental Building Fires (ABF) - Non Dwellings		17
1.5.1		ABF (Non Dwellings) - Extent of Damage (Fire Severity)		19
1.6.1		Deliberate Fires - Anti-Social Behaviour		20
1.6.2		Deliberate Fires - Dwellings		20
1.6.3		Deliberate Fires - Non Dwellings		20
1.7		High Risk Home Fire Safety Checks		21
1.8		Road Safety Education Evaluation		22
1.9		Fire Safety Enforcement		23

## Key Performance Index and Indicator trends

KPI		Description	Progress	Page (s)
<b>2</b>	<b>Responding to fire and other emergencies quickly and competently.</b>			
2.1.1		Critical Fire Response - 1st Fire Engine Attendance		24
2.1.2		Critical Fire Response - 2nd Fire Engine Attendance		25
2.2.1		Critical Special Service Response - 1st Fire Engine Attendance		26
2.3		Fire Engine Availability - Wholtime, Day Crewing and Day Crewing Plus		27
2.4		Fire Engine Availability - On-Call Duty System		28
2.4.1		Fire Engine Availability - On-Call Duty System (without wholtime detachments)	Subset of KPI 2.4 and provided for information only	30
2.5		Staff Accidents		31
<b>3</b>	<b>Delivering value for money in how we use our resources.</b>			
3.1		Progress Against Savings Programme		32
3.2		Overall User Satisfaction		33
<b>4</b>	<b>Valuing our people so that they can focus on making Lancashire safer.</b>			
4.1		Overall Staff Engagement		34
4.2.1		Staff Absence - Excluding On-Call Duty System		35
4.2.2		Staff Absence - On-Call Duty System		38

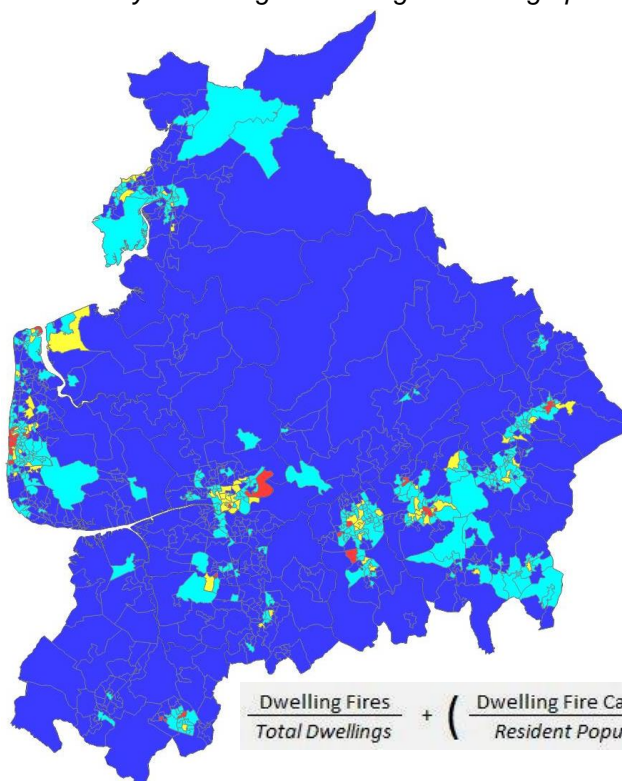
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## 1.1 Risk Map



Risk Score  
**32,448**

This indicator measures the fire risk in each 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.

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

The County risk map score is updated annually, before the end of the first quarter. An improvement is shown by a year on year decreasing 'score' value.

Current score 32,448, previous year score 31,816.

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

Score Category	Risk Grade	Score (15-18)	SOA Count (15-18)	Score (16-19)	SOA Count (16-19)	Score (17-20)	SOA Count (17-20)
Less than 36	L	12,012	524	12,528	542	12,058	520
Between 36 & 55	M	13,654	321	13,230	310	13,798	324
Between 56 & 75	H	4,598	74	4,306	68	4,718	74
Greater than 75	VH	1,850	22	1,752	21	1,871	23
Grand Total		32,114	941	31,816	941	32,448	941

Risk Grade	Very High	High	Medium	Low	Overall Risk Score
2019 count	21	68	310	542	31,816
2020 count	23	74	324	520	32,448
Change	10% Overall increase in Very High risk SOA's	9% Overall increase in High risk SOA's	5% Overall increase in Medium risk SOA's	- 3% Overall decrease in Low risk SOA's	2% Overall increase in fire risk

## **What are the reasons for an Exception Report**

This is a negative exception report due to the overall risk score increasing over the previous year.

### **Analysis**

There has been an overall increase in risk for the latest rolling three year period.

The reason is due to two factors: the first being the 2019 update to the Index of Multiple Deprivation (IMD) score. This is compiled by the Ministry of Housing and Local Government; with the previous update being 2015.

Commonly referred to as the IMD score, this is the official measure of relative deprivation for small areas (SOA) and is taken from the English Indices of Deprivation.

Each SOA is assigned a score; the higher the score the more deprived the area. The 2019 update showed an increased score for 565 of the 941 Super Output Areas (SOA's) within Lancashire, over previous IMD score publications.

Our risk map calculation applies a multiplier of two to the score; hence an increased likelihood of SOA's being moved to a higher risk banding.

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

The second Factor is the number of dwelling fire casualties recorded over the three year period. Unfortunately, these have recorded an increase over the rolling three year period. Casualties are reported quarterly within KPI 1.4.

Although there were decreases in the number dwelling and building fires, they were insufficient to offset the combined increases in IMD and casualties.

### **Actions being taken to improve performance**

As the increase in the risk map score appears to be related to the update to the IMD, then it is felt that this increase will be a single occurrence, and that the current trajectory of dwelling and building fires, will lead to a reduction in the next risk map update.

Performance will continue to be monitored via the KPI's; at both a local and county level. This will help ensure that areas which have shown an increased risk grade will receive the appropriate targeting in respect of prevention work.

The updated risk will also be considered in any future planning actions e.g. the Emergency Cover Review (ECR) and the special Appliance review.

# Lancashire Fire and Rescue Service

## Measuring Progress

### April 20 – June 20

## 1.2 Overall Activity

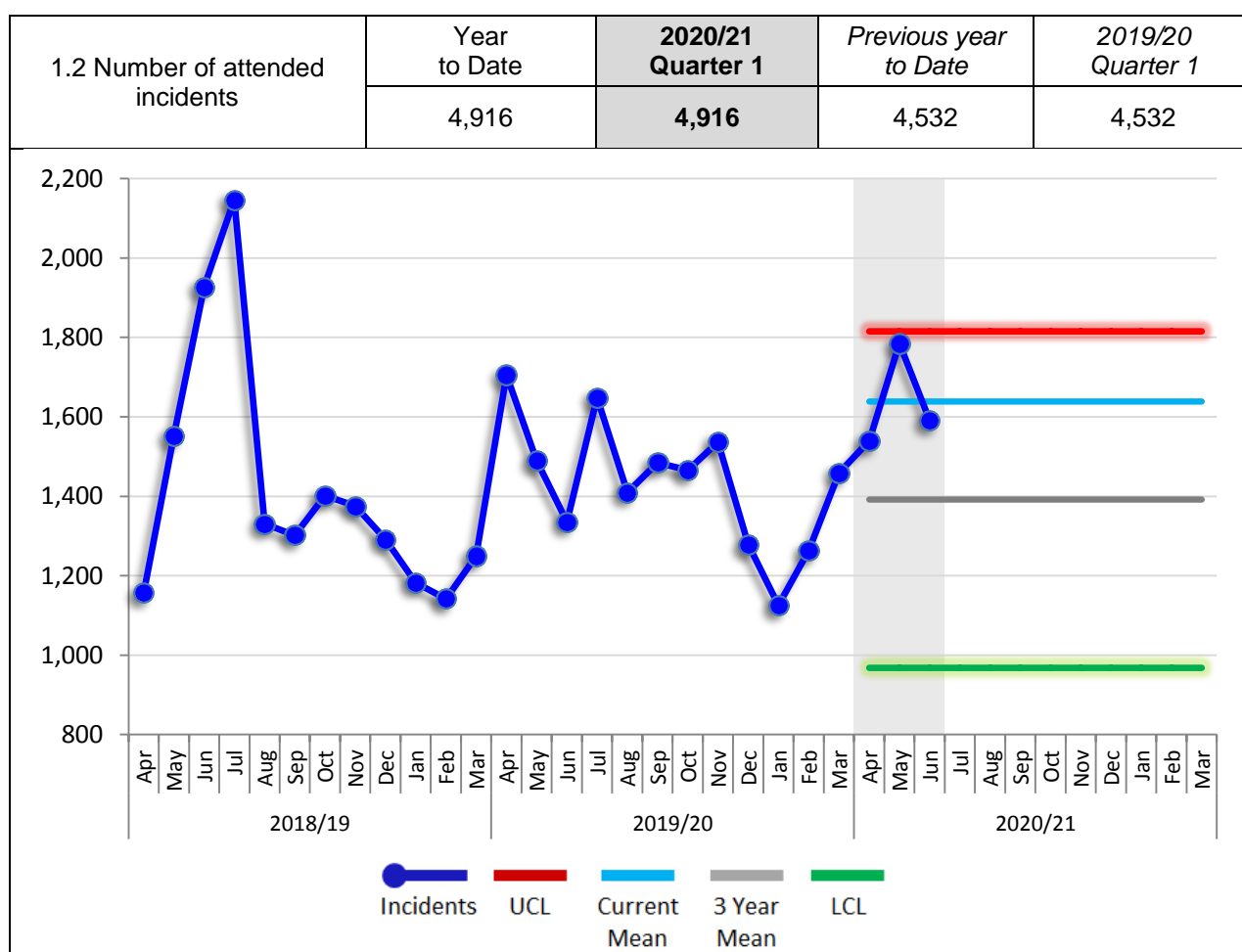


Quarter activity  
**4,916**

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 is shown on the following page.

Quarterly activity increased 8.47% over the same quarter of the previous year.



The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2019/20	2018/19	2017/18
1,639	1,392	1,434	1,422	1,320

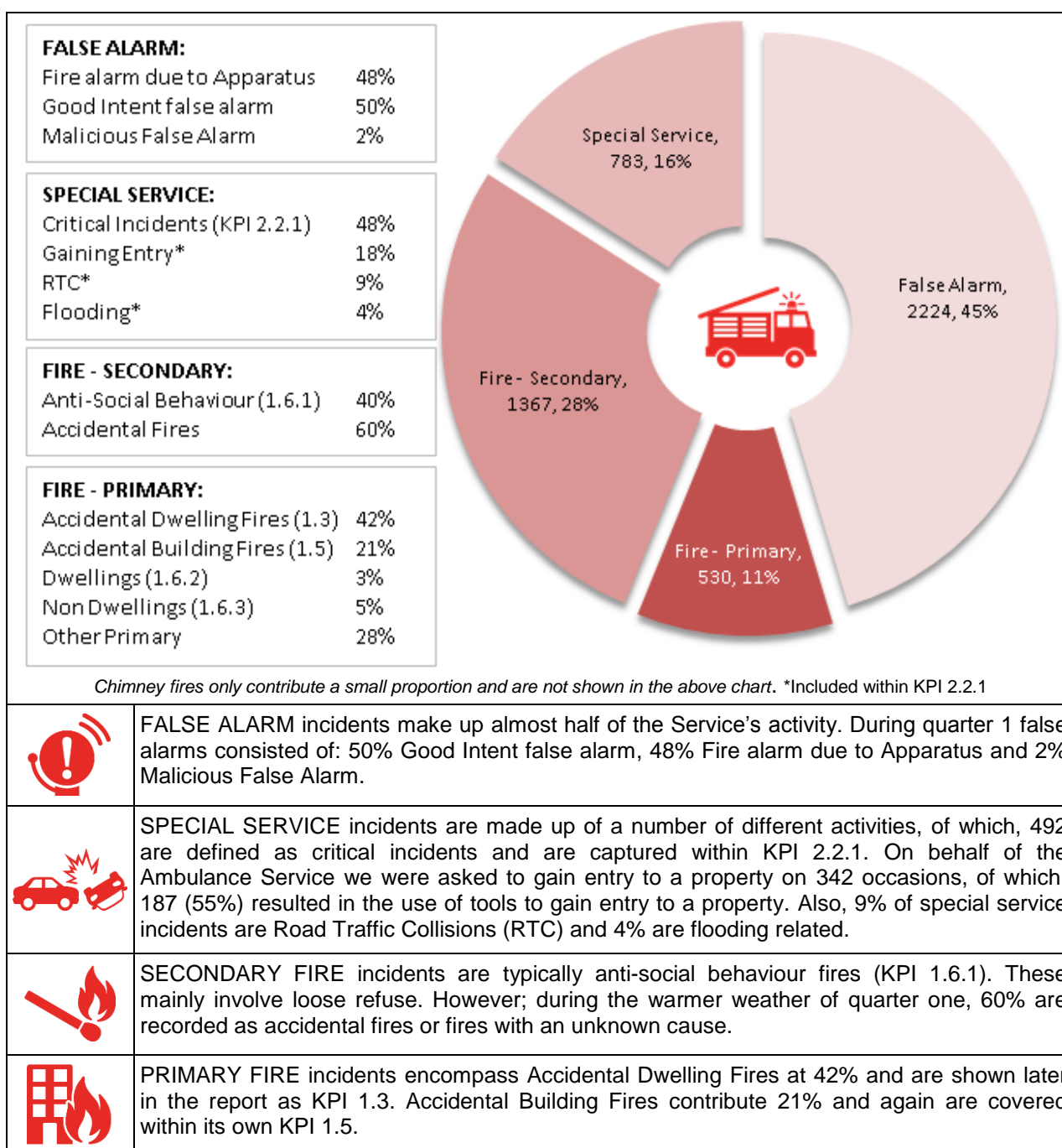
## 1.2 Overall Activity Breakdown



Quarter activity  
**4,916**

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 1.2 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.



## 1.3 Accidental Dwelling Fires

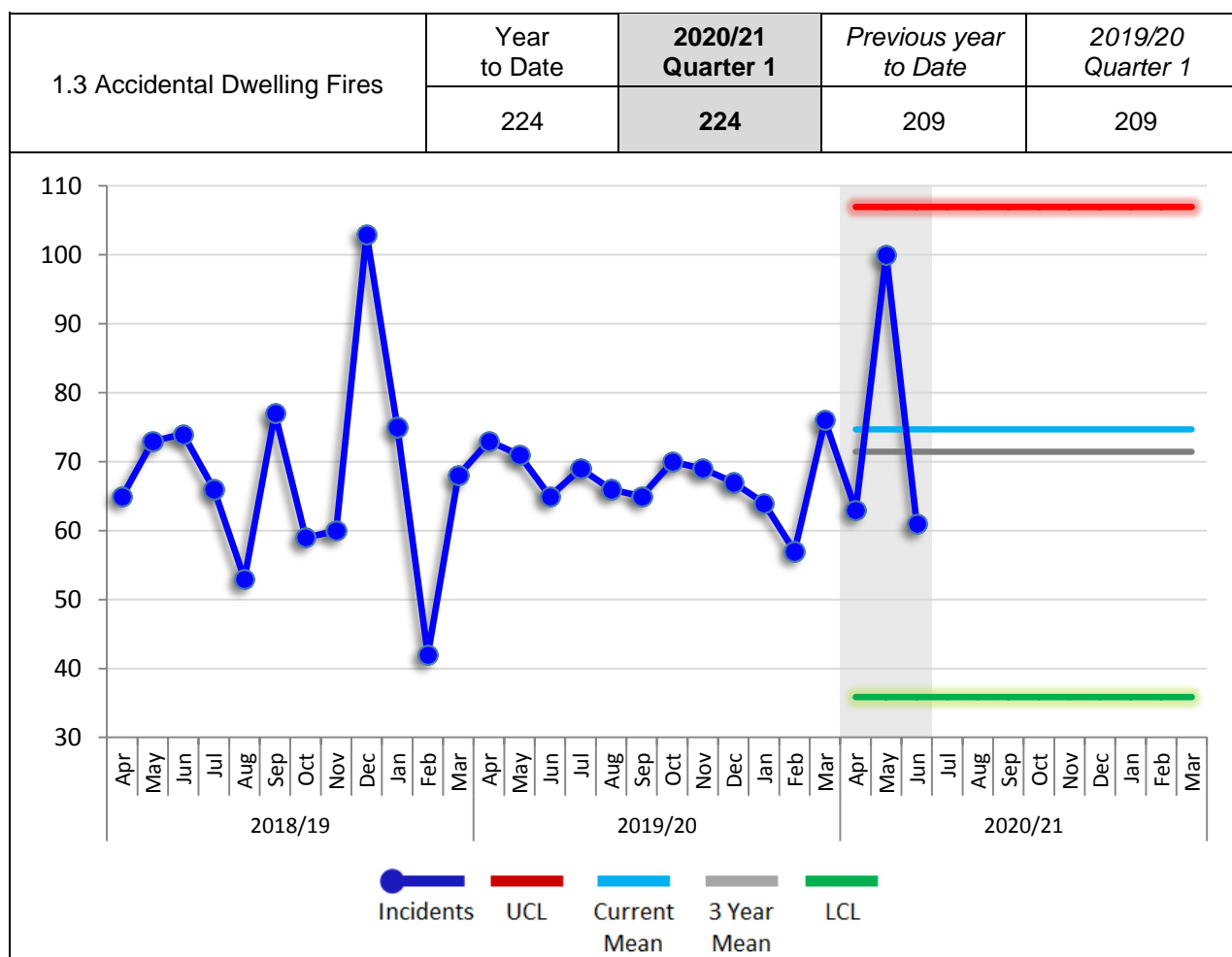


Quarter activity  
**224**

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 appliances. An appliance is counted if either the appliance, equipment from it or personnel riding on it, were used to fight the fire.

Quarterly activity increased 7.18% over the same quarter of the previous year.



The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2019/20	2018/19	2017/18
75	71	68	68	79

### 1.3.1 ADF - Extent of Damage (Fire Severity)



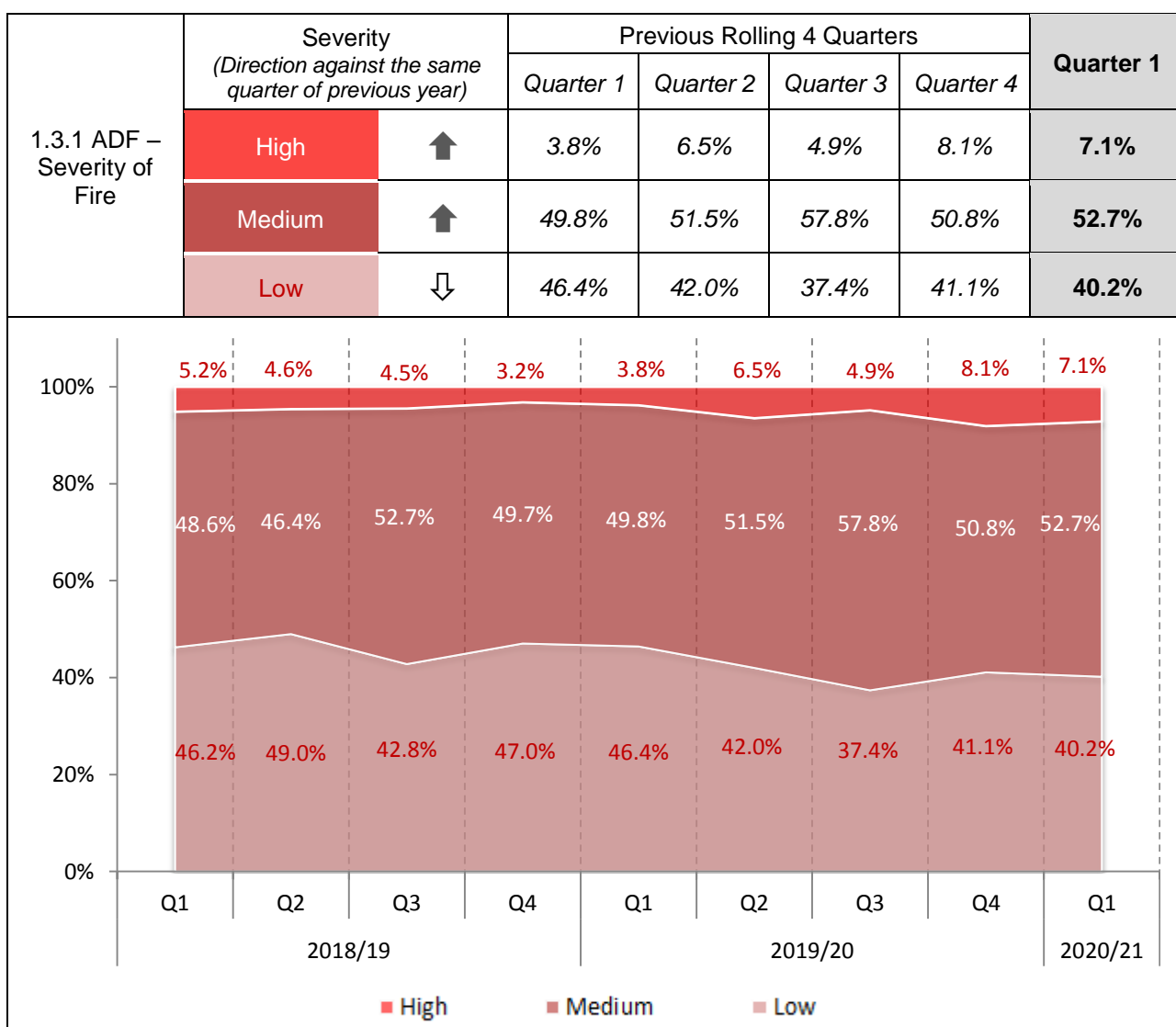
Quarter activity:  
**93%**

ADF criteria as 1.3. Extent of fire and heat damage is recorded at the time the STOP message is sent and includes all damage types.

The chart below shows a rolling quarterly severity of Accidental Dwelling Fire over the previous two years. Each quarter is broken down in to high, medium & low and is calculated using the Cheshire Fire Severity Index for Accidental Dwelling Fires.

Each quarter includes the percentage out of 100% that each severity type represents of the total, with an indicator to illustrate the direction against the same quarter of the previous year.

**The latest quarter recorded a combined 'low' and 'medium' severity of 92.9%. This is a decrease of 3.3% against the 96.2% recorded in the same quarter of the previous year.**



### 1.3.2 ADF - Number of Incidents Where Occupants have Received a HFSC



% with previous HFSC

**12%**

*ADF criteria as 1.3. The HFSC must be a completed job (i.e. not a refusal) carried out by LFRS personnel or partner agency. The HFSC must have been carried out within 12 months prior of the fire occurring.*

*An improvement is shown if the percentage of '% of ADF's with previous HFSC' is greater than the comparable quarter of the previous year. This indicates that the correct households are being targeted with prevention activities.*

**Over the latest quarter, Accidental Dwelling Fires with a previous HFSC increased 1% against the total number of ADF's over the same quarter of the previous year.**

	2020/21		↑/↓	2019/20	
	ADF's with previous HFSC	% of ADF's with previous HFSC	Progress	ADF's with previous HFSC	% of ADF's with previous HFSC
Quarter 1	26	12%	↑	23	11%
Quarter 2				26	13%
Quarter 3				31	15%
Quarter 4				27	14%

## 1.4 Accidental Dwelling Fire Casualties



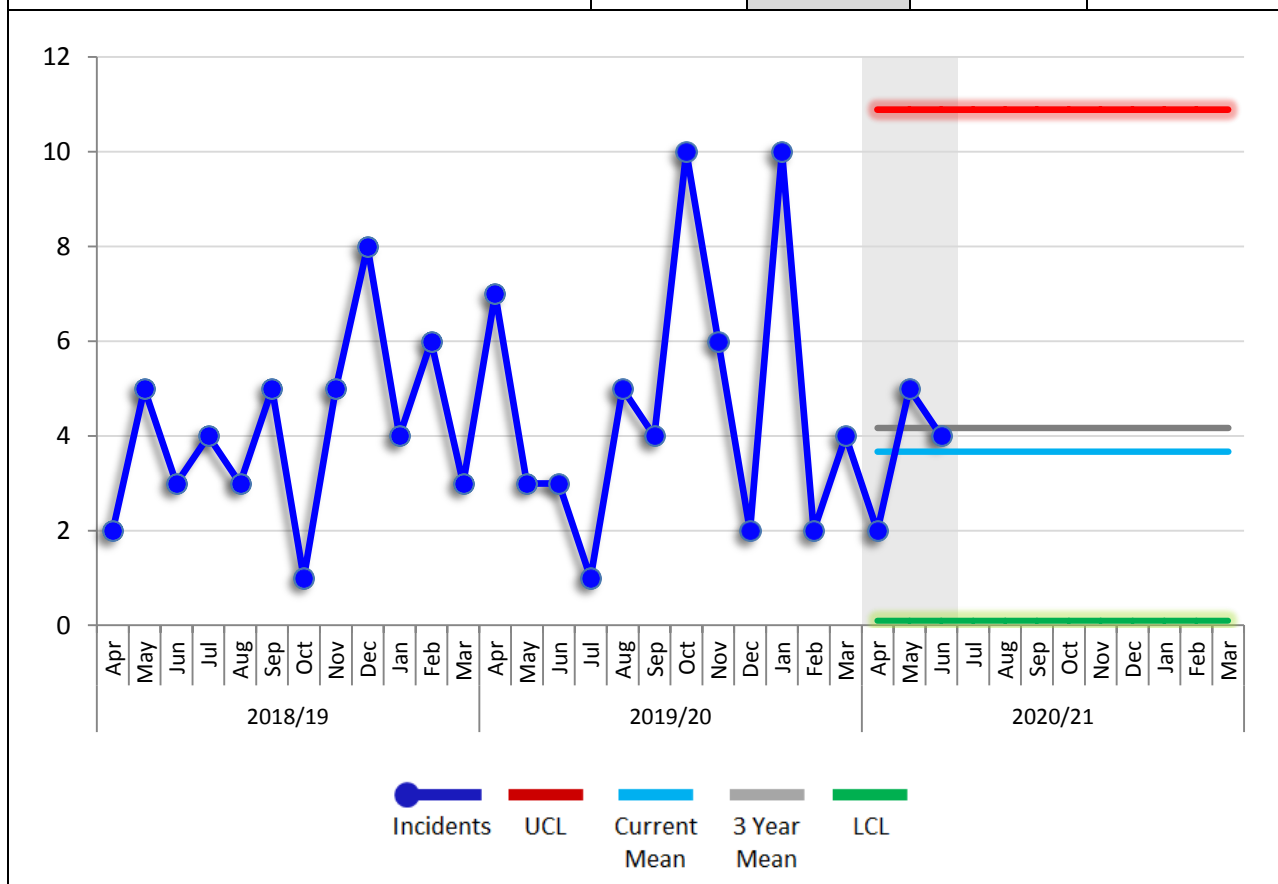
Quarter activity  
**11**

ADF criteria as 1.3. 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.

**There were no fatalities during the latest quarterly period. One casualty is recorded as serious and 10 slight. The same quarter of the previous year recorded 2 fatalities, 6 serious and 5 slight.**

Casualty Status	Year to Date	2020/21 Quarter 1	Previous year to Date	2019/20 Quarter 1
Fatal	0	<b>0</b>	2	2
Victim went to hospital, injuries appear Serious	1	<b>1</b>	6	6
Victim went to hospital, injuries appear Slight	10	<b>10</b>	5	5
Total	11	<b>11</b>	13	13



The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2019/20	2018/19	2017/18
4	4	5	4	4

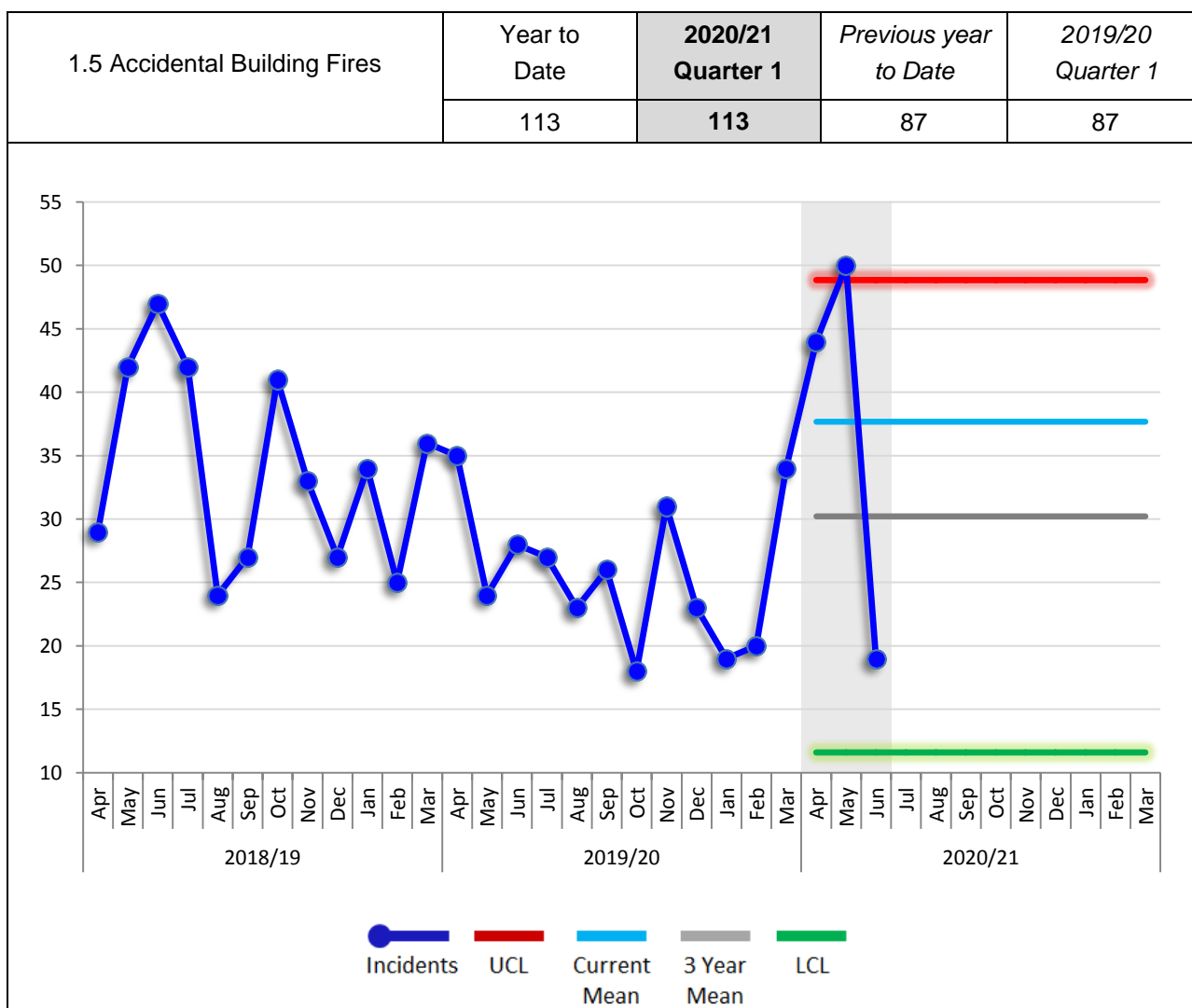
## 1.5 Accidental Building Fires (Non Dwellings)



Quarter activity  
**113**

Primary fire criteria as 1.3. Accidental Building Fires (ABF) are recorded as: Primary fires where; the property type is 'Building' and the property sub type does not equal 'Dwelling' and the cause of fire has been recorded as 'Accidental' or 'Not known'.

Quarterly activity increased 29.89% over the same quarter of the previous year.



The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2019/20	2018/19	2017/18
38	30	26	34	31

**What are the reasons for an Exception Report**

This is a negative exception report due to the number of accidental building fires (non-dwelling) recorded during the month of May, within quarter 1, being above the upper control limit.

**Analysis**

During the April to June quarter, there have been 113 recorded accidental building fires, with a peak in May of 50. This month is just above the upper control limit of 48.8

A similar increase was seen during quarter 1 of 2018 (ref above chart) with activity possibly being exaggerated during the period by the national lockdown, starting late March.

Private garden shed fires accounted for a third of the fires during the quarter, with a further 14% being within a private garage.

Combined, there were 53 fires, which account for almost 50% of the accidental building fires within the quarter. This would be consistent with the public being mainly confined to their home address for several months.

As a comparison, during the same quarter of the previous year, there had been 21 private garage and private garden shed fires.

**Actions being taken to improve performance**

Based upon activity patterns seen in previously years, and that the increase appears to be linked to private garages and garden sheds, it is expected performance will return to within standard over the coming months. This has already shown to be occurring, with activity in June being very low compared to previous years.

Targeting in local areas has taken place, where possible, during the Covid period. This included guidance when we attended accidental garden rubbish fires, which, without intervention, may have led to a primary property being affected. In these instances, the occupier has been informed of the current lockdown period guidance.

### 1.5.1 ABF (Non Dwellings) - Extent of Damage (Fire Severity)



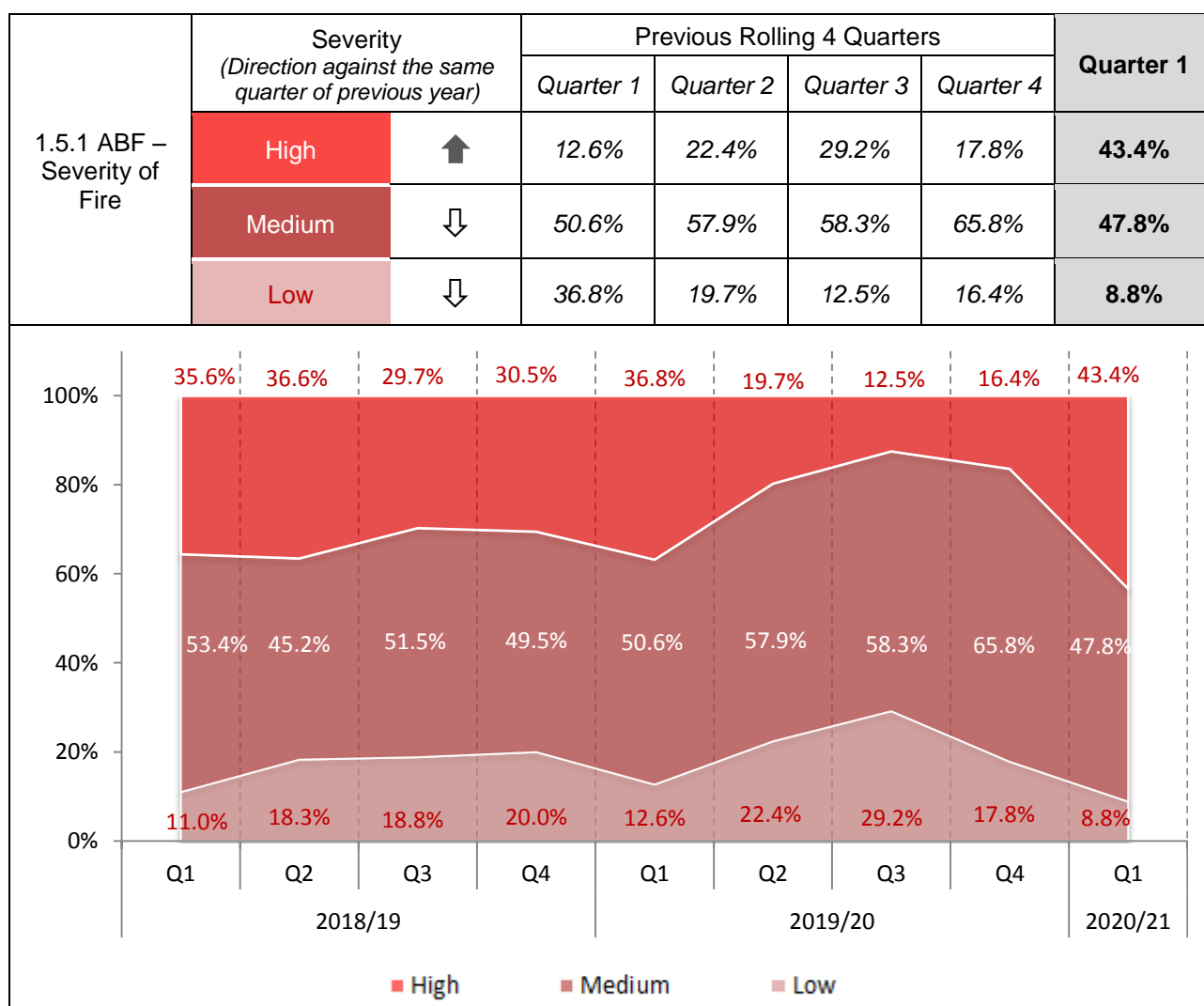
Quarter activity:  
**56.6%**

ABF criteria as 1.5. Extent of fire and heat damage is recorded at the time the STOP message is sent and includes all damage types. Included within this KPI are property types of private garages and private sheds; due to their single room construction, any damage is often classified as 'whole building', which will have the effect of increasing their severity category outcome.

The chart below shows a rolling quarterly severity of ABF over the previous two years. Each quarter is broken down in to high, medium & low and is calculated using the Cheshire Fire Severity Index for Accidental Dwelling Fires methodology, applied to Accidental Building Fires.

Each quarter includes the percentage out of 100% that each severity type represents of the total, with an indicator to illustrate the direction against the same quarter of the previous year.

The latest quarter recorded a combined 'low' and 'medium' severity of 56.6%. This is a decrease of 6.6% against the combined severity of 63.2% recorded in the same quarter of the previous year.

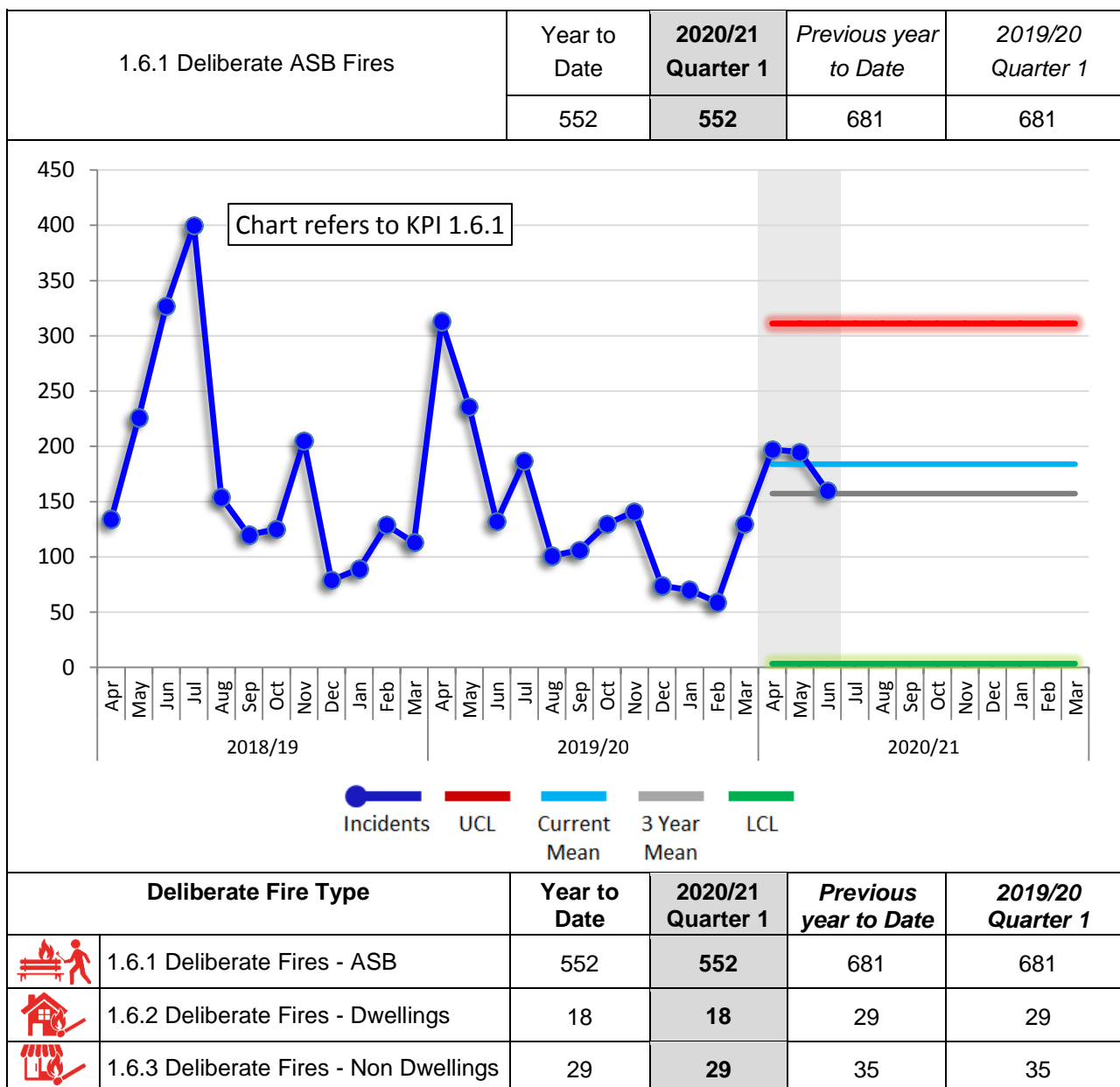


## 1.6 Deliberate Fires



Quarter activity  
**552**

The number of primary and secondary fires where; the cause of fire has been recorded as 'Deliberate'. Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or 5 or more appliances attend; includes fires in single derelict buildings.



The grey line on the XmR chart denotes the mean monthly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Monthly Mean		
		2019/20	2018/19	2017/18
184	157	140	175	157

<b>1.7 Home Fire Safety Checks</b>		Quarter outcome <b>71%</b>
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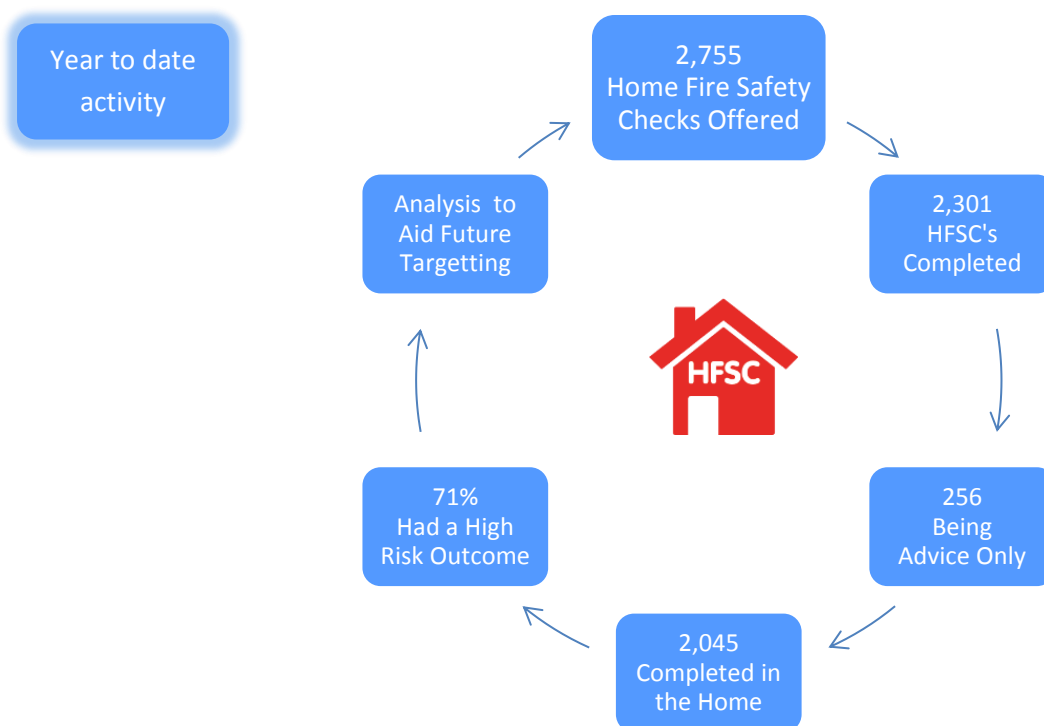
The percentage of completed HFSC's (KPI 1.7.1), excluding refusals, carried out by LFRS personnel or partner agencies in the home, where the risk score has been determined to be high.


An improvement is shown if:

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

The number of completed HFSC's decreased 52% over the same quarter of the previous year and the percentage of those with a high risk outcome, increased by 6%.

	2020/21		↑/↓	2019/20	
	<b>HFSC completed</b>	<b>% of High HFSC outcomes</b>	<b>Progress</b>	<b>HFSC completed</b>	<b>% of High HFSC outcomes</b>
Quarter 1	2,301	71%	↓/↑	4,401	65%
Quarter 2				4,770	61%
Quarter 3				4,364	60%
Quarter 4				4,028	61%



1.8 Road Safety Education Evaluation		Quarter activity n/a
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*The percentage of participants of the Wasted Lives and RoadSense education packages that show a positive change to less risky behaviour following the programme. This is based on comparing the overall responses to an evaluation question pre and post-delivery of the course.*

*Total participants are a combination of those engaged with at Wasted Lives and Road Sense events.*

*An improvement is shown if the percentage positive influence on participants behaviour is greater than the comparable quarter of the previous year.*

**The total number of participants increased -% and those with a percentage of positive influence <sup>[1]</sup> on participant's behaviour remained consistent with the same quarter of the previous year.**

	2020/21 (Cumulative)		↑/↓	2019/20 (Cumulative)	
	Total participants	% positive influence on participants behaviour <sup>[1]</sup>	Progress	Total participants	% positive influence on participants behaviour <sup>[1]</sup>
Quarter 1	Please refer to the narrative below.		-/-	4,354	85%
Quarter 2				8,158	85% <sup>[2]</sup>
Quarter 3				16,417	85% <sup>[2]</sup>
Quarter 4				21,516	85% <sup>[2]</sup>

<sup>[1]</sup> From a sample. <sup>[2]</sup> Estimate

The Covid-19 pandemic, during the quarter 1 period, has led to the closure of educational facilities. As such, Lancashire Fire and Rescue have been unable to deliver road safety activities in the normal way.

To ensure our road safety messages continue to be available, we are engaging with people via our social media platforms; with 30,000 people recorded as engaging with the LFRS road safety social media activities account during the quarter 1 period.

## 1.9 Fire Safety Enforcement



Quarter activity  
**28%**

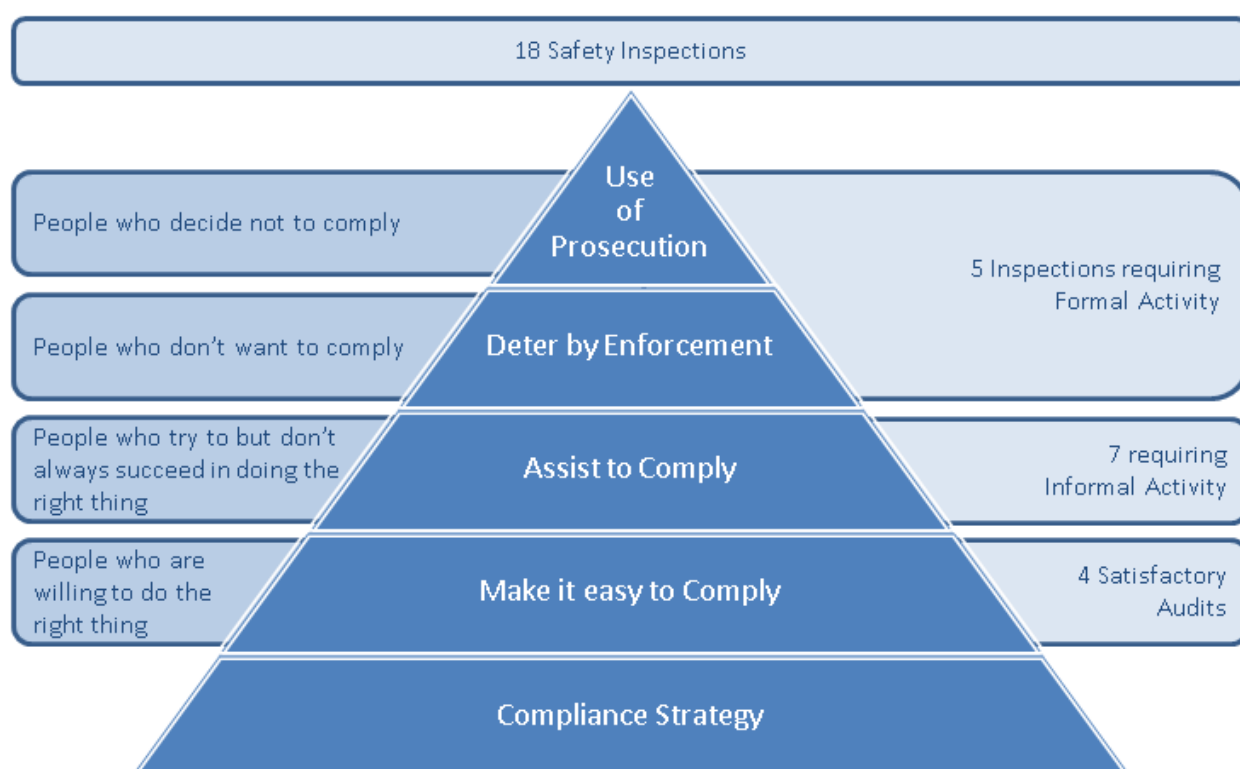
*The number of Fire Safety Enforcement inspections carried out within the period resulting in supporting businesses to improve and become compliant with fire safety regulations or to take formal action of enforcement and prosecution of those that fail to comply.*

*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.*

*\*The 'Number of Inspections' count includes Business safety advice and advice to other enforcement authorities, which are not captured within the formal/informal or satisfactory counts.*

	2020/21					↑/↓	2019/20
Quarter	*Number of Inspections	Requiring		Satisfactory Audit	Percentage requiring Formal Activity	Progress	Percentage requiring Formal Activity
		Formal Activity	Informal Activity				
1	18	5	7	4	28%	↑	9%
2							9%
3							10%
4							13%



### 2.1.1 Emergency Response Standards - Critical Fires - 1<sup>st</sup> Fire Engine Attendance



Quarter response  
**88.50%**

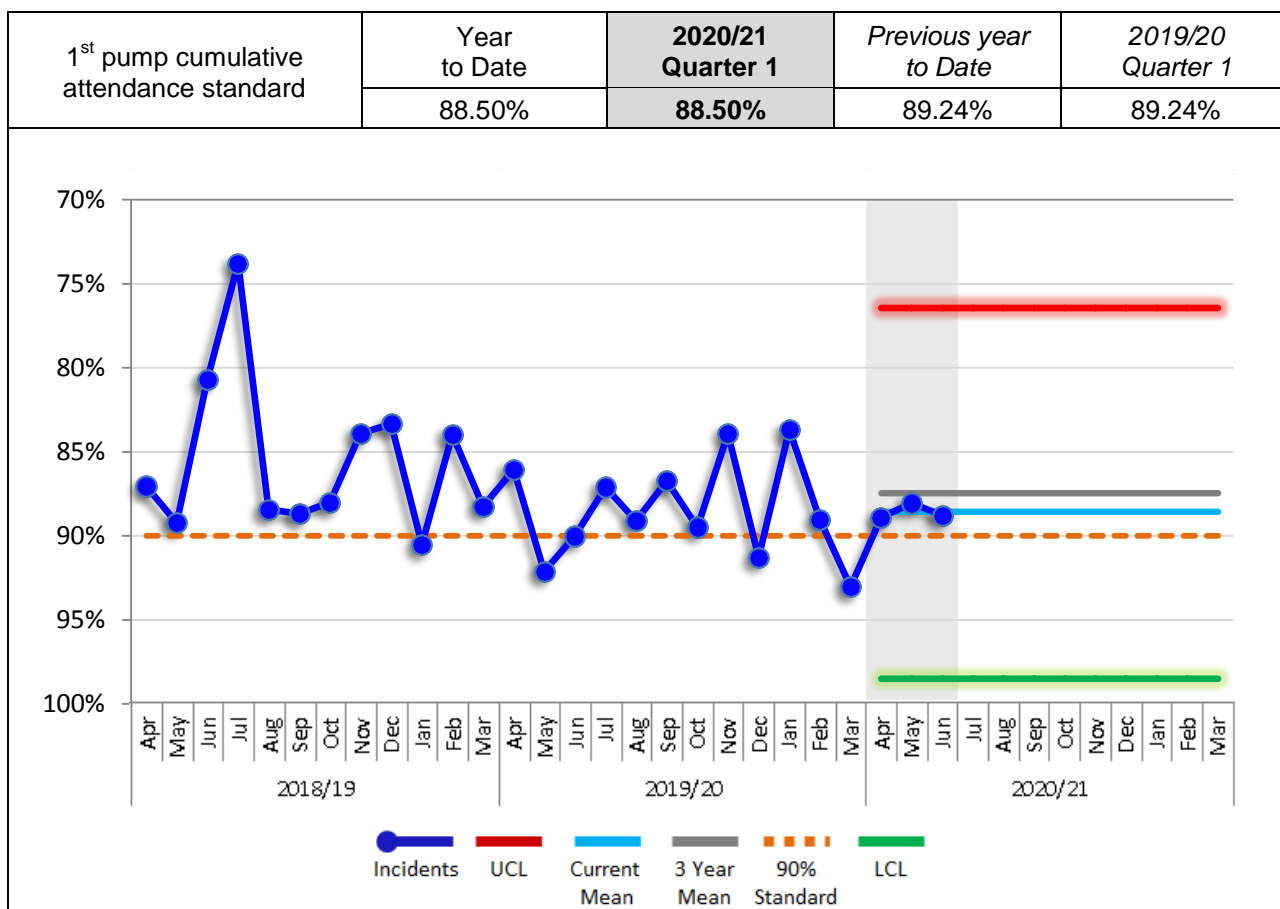
Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) 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.

The latest quarter 1<sup>st</sup> pump response decreased 0.74% of total first fire engine attendances over the same quarter of the previous year.



## 2.1.2 Emergency Response Standards - Critical Fires – 2<sup>nd</sup> Fire Engine Attendance



Quarter response  
**83.71%**

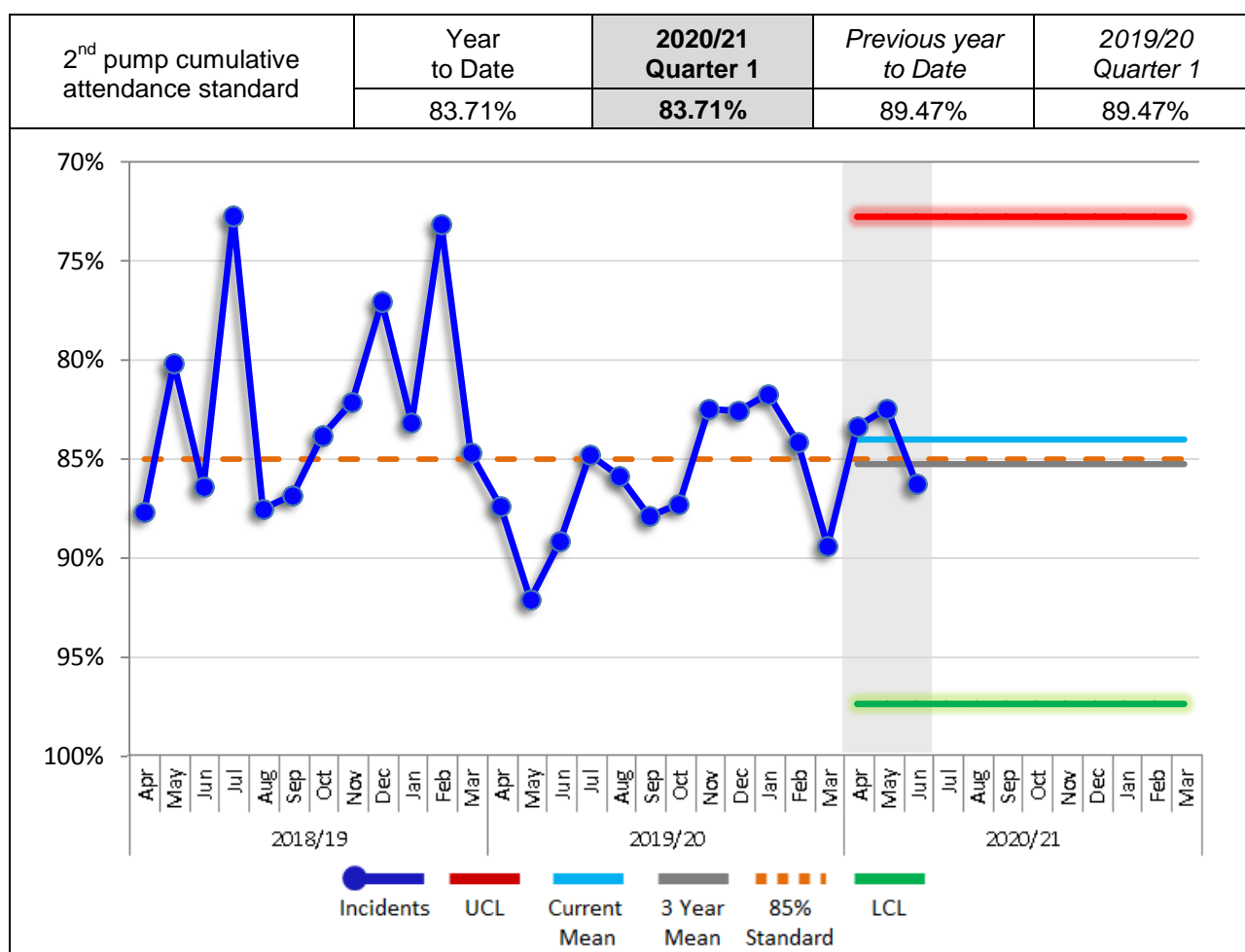
Critical fire incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment. Our response standards, in respect of critical fires, are variable and are determined by the risk map (KPI 1.1) and subsequent risk grade of the Super Output Area (SOA) in which the fire occurred.

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

- Very high risk area = 9 minutes
- High risk area = 11 minutes
- Medium risk area = 13 minutes
- Low risk area = 15 minutes

We have achieved our **85% standard** when the time between the 'Time of Call' and 'Time in Attendance' of second fire engine arriving at the incident is less than the relevant response standard.

The latest quarter 2<sup>nd</sup> pump response decreased 5.76% of total second pump attendances over the same quarter of the previous year.



## 2.2.1 Emergency Response Standard - Critical Special Service - 1<sup>st</sup> Fire Engine Attendance

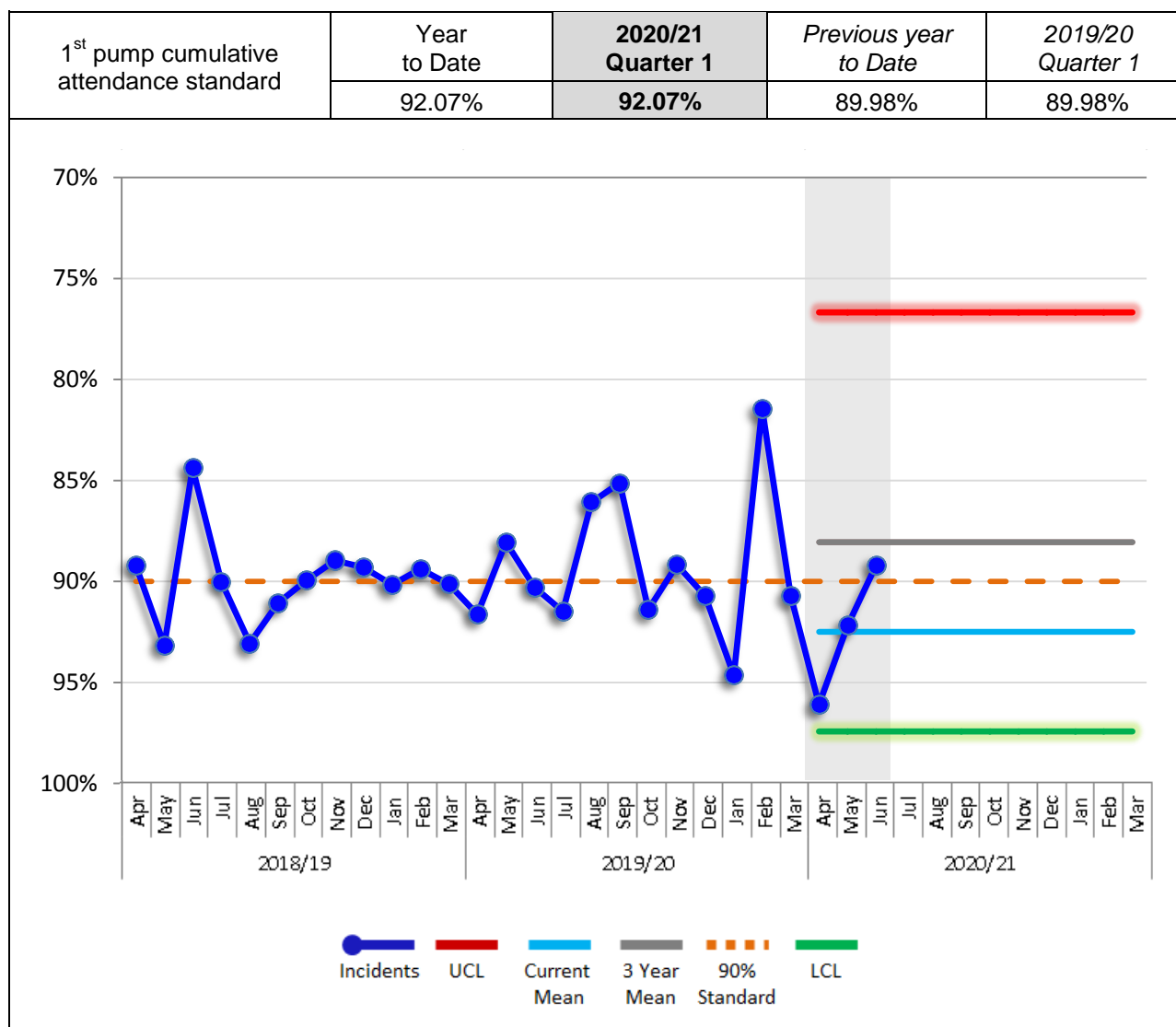


Quarter response  
**92.07%**

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 is 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.

The latest quarter 1<sup>st</sup> pump response increased 2.32% of the total responses over the same quarter of the previous year.



## 2.3 Fire Engine Availability - Wholetime, Day Crewing and Day Crewing Plus



Quarter availability  
**99.27%**

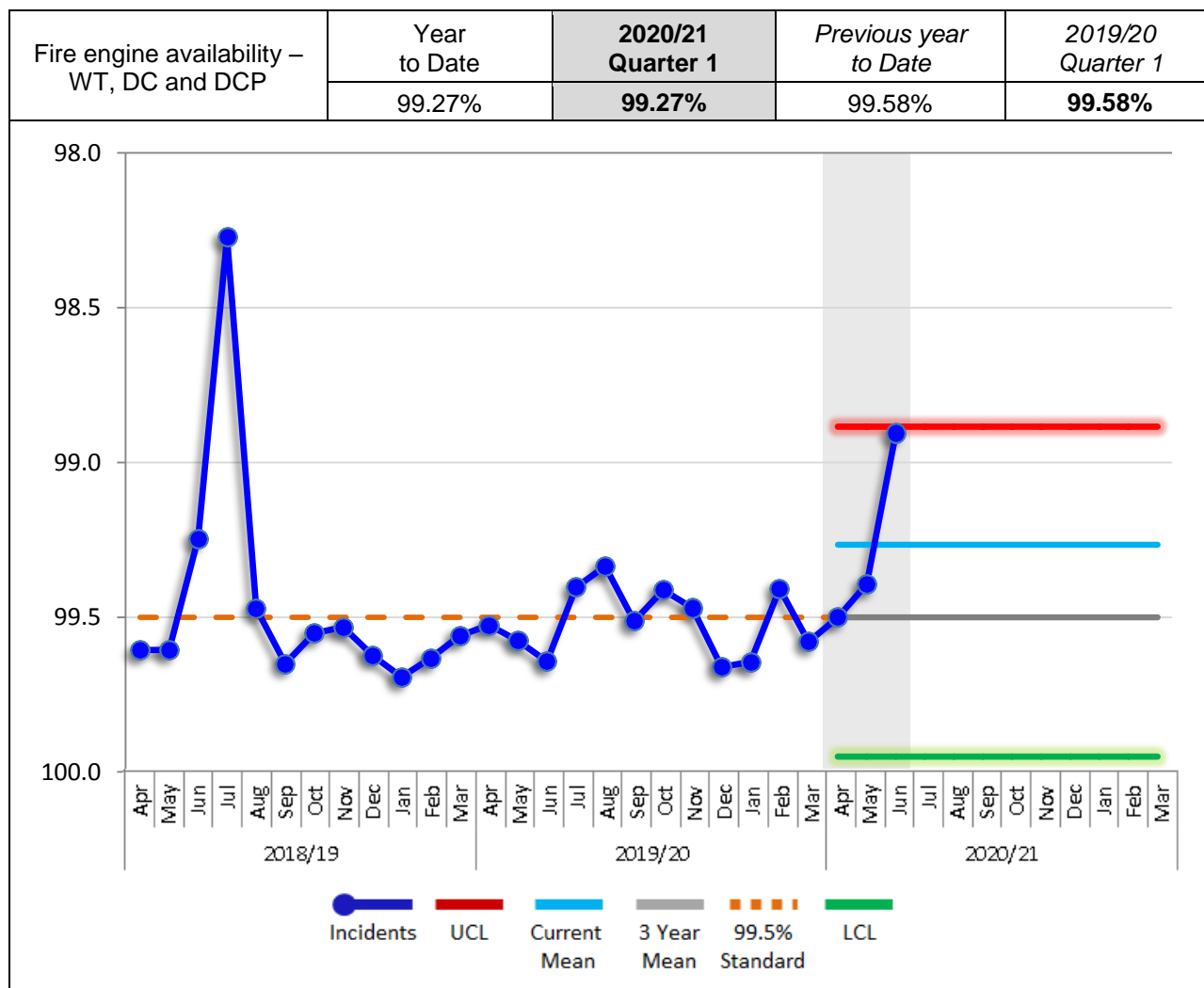
*This indicator measures the availability of fire engines that are crewed by wholetime, day crewing and day crewing plus shifts. It is measured as the percentage of time a fire engine is available to respond compared to the total time in the period.*

*Fire engines are designated as unavailable for the following reasons:*

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

**Standard: 99.5%**

**Year to date availability of 99.27% is a decrease of 0.31% over the same period of the previous year.**



**Lancashire Fire and Rescue Service**  
**Measuring Progress**  
**April 20 – June 20**

## 2.4 Fire Engine Availability – On-Call Duty System



Quarter availability  
**96.11%**

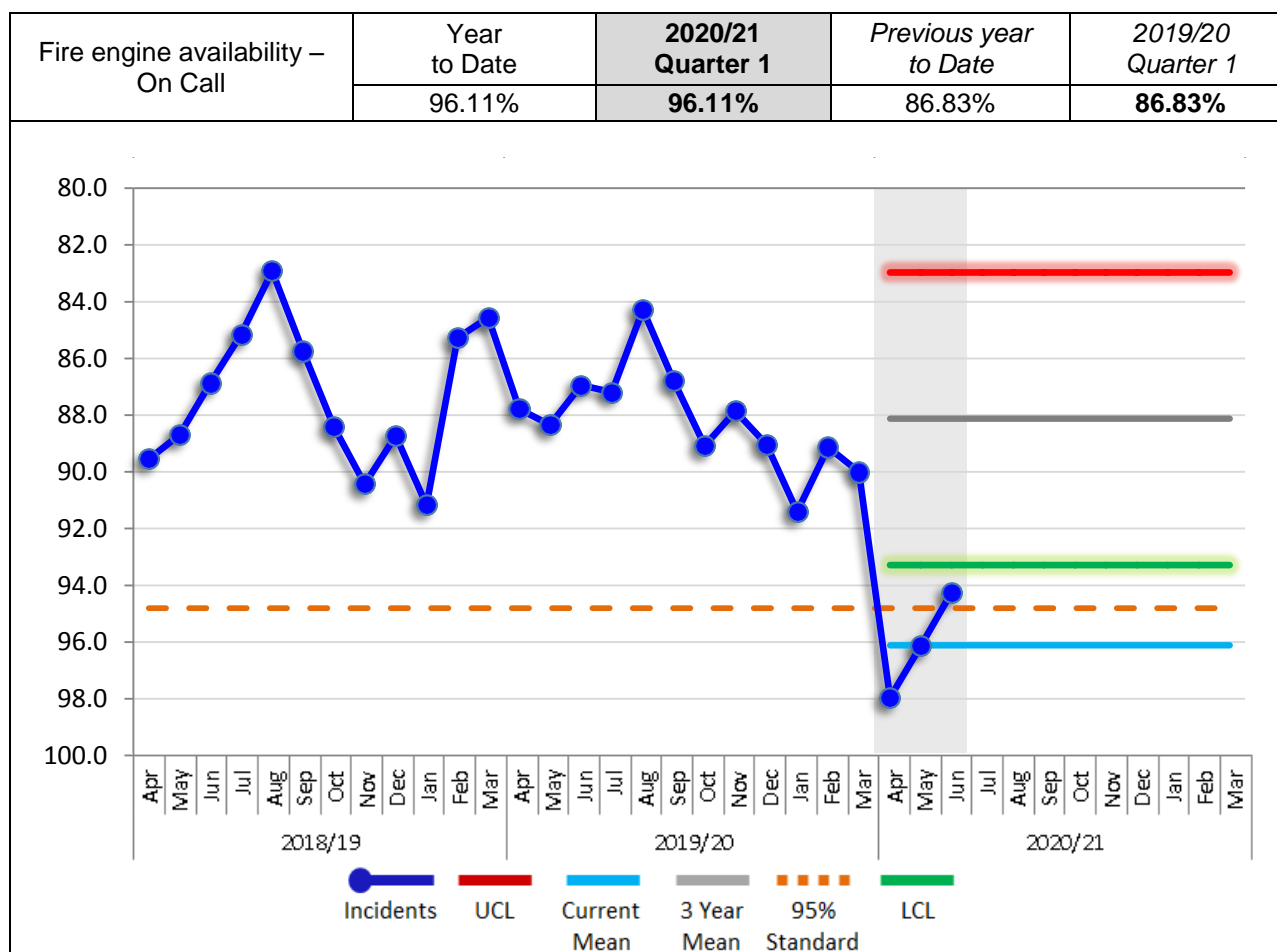
*This indicator measures the availability of fire engines that are crewed by the On Call duty system. It is measured by calculating the percentage of time a fire engine is available to respond compared against the total time in the period.*

*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 **50%**
- Not enough BA wearers **29%**
- Crew deficient **30%**
- No driver **33%**

**Standard: Above 95%**

**Year to date availability 96.11%, a 9.28% increase against the previous year to date total availability of 86.83%.**



**What are the reasons for an Exception Report**

This is a positive exception report due to On-Call availability being within standard and greater than the lower control limit, during all three months of quarter 1.

**Analysis**

On-Call availability increased during the start of the lockdown period. This has been due to staff being furloughed from their primary employment, the self-employed who have not able to carry out their roles, and those who are homeworking.

An overall increase in availability was also due to furloughed and self-employed staff choosing contract variations to increase availability, with staff on some units working over their contracted hours, particularly at weekends.


As we move out of the furloughed stage it is likely that wholetime imports, which had decreased during quarter 1, will begin to increase to their pre-April position. These will be used to help manage the reduction in hours On-Call staff will be able to supply when they return to their primary employment.

**Lessons learnt**

The number of On-Call staff leaving the Service during quarter 1 was lower than previously recorded at this time of year. This may suggest that Lancashire Fire and Rescue has been responsible for staff being able to maintain their financial position, with having a reliable and steady income to support any furlough payments they received from their primary employers.

As we move out of the initial restrictions, additional work on local risks, hydrants and additional training, where possible, will continue to drive Service Delivery at a local level.

Additionally, an increase in the use of flexible contracts, used to cover gaps in availability, will continue to be appraised.

2.4.1 Fire Engine Availability – On-Call Duty System (without wholetime detachments).		Quarter availability <b>94.57%</b>
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**Performance indicator: 2.4.1 Fire Engine Availability – On-Call Duty System (without wholetime detachments).**

**Subset of KPI 2.4 and provided for information only.**

*This indicator measures the availability of fire engines that are crewed by the On-Call duty system (OC) when wholetime detachments are not used to support availability. It is measured by calculating 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 (off-the-run) for the following reasons:*

- *Manager deficient*
- *Crew deficient*
- *Not enough BA wearers*
- *No driver*

**Standard: As a subset of KPI 2.4 there is no standard attributable to this KPI.**

**The percentage of time that On-Call crewed engines were available for the most recent quarter was 94.57%. This excludes the wholetime detachments shown in KPI 2.4**

## 2.5 Staff Accidents

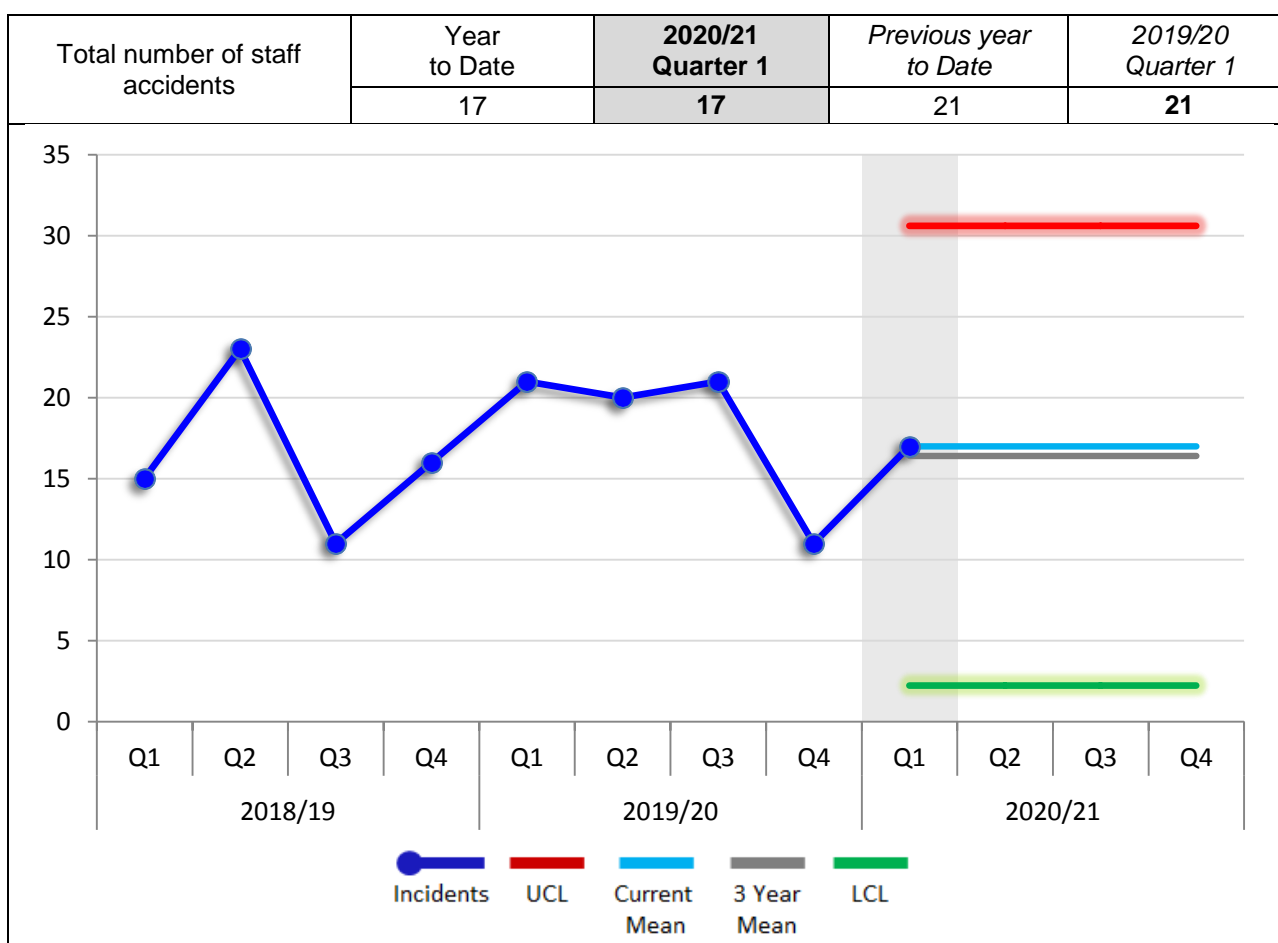


Quarter activity  
**17**

The number of staff accidents.


An improvement is shown if the average number of staff accidents per quarter is lower than the mean of the previous three years.

The number of staff accidents during the latest quarter decreased by 19.05% against the same quarter of the previous year.



The grey line on the XmR chart denotes the mean quarterly activity over the previous 3 years and the pale blue line the current mean.

Current Mean	3 year Mean	Quarterly Mean		
		2019/20	2018/19	2017/18
17	16	18	16	15

3.1 Progress against Savings Programme		Quarter variance <b>-0.52%</b>
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*The total cumulative value of the savings delivered to date compared to the year's standard and the total.*

**Budget to end of June 2020 £13.8 million. The spend for the same period was £13.5 million.**

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 annual budget for 2020/21 was set at £57.3 million, with a budget to 30 June of £13.8 million. The spend for the same period was £13.5 million. This gives an under spend for the period of £0.3 million, which is a result of the pandemic affecting planned spend activity during the period. This position will continue to be monitored in the forthcoming months.

Variance:

**-0.52%**

### 3.2 Overall User Satisfaction



Percentage satisfied  
**99%**

*The percentage of people who were satisfied with the service received as a percentage of the total number of people surveyed.*

*People surveyed include those who have experienced an accidental dwelling fire, a commercial fire or a special service incident that we attended.*

*The standard is achieved if the percentage of satisfied responses is greater than the standard.*

**71 people were surveyed; 69 responded that they were very or fairly satisfied.**

Question	Total	Number Satisfied	% Satisfied	% Standard	% Variance
Taking everything into account, are you satisfied, dissatisfied, or neither with the service you received from Lancashire Fire and Rescue Service?	2,472	2,447	98.99%	97.50%	1.53%

There have been 2,472 people surveyed since April 2012.

During the latest quarter - 71 people were surveyed and 69 responded that they were 'very satisfied' or 'fairly satisfied' with the service they received.

## 4.1 Overall Staff Engagement



Percentage Engaged  
**32%**

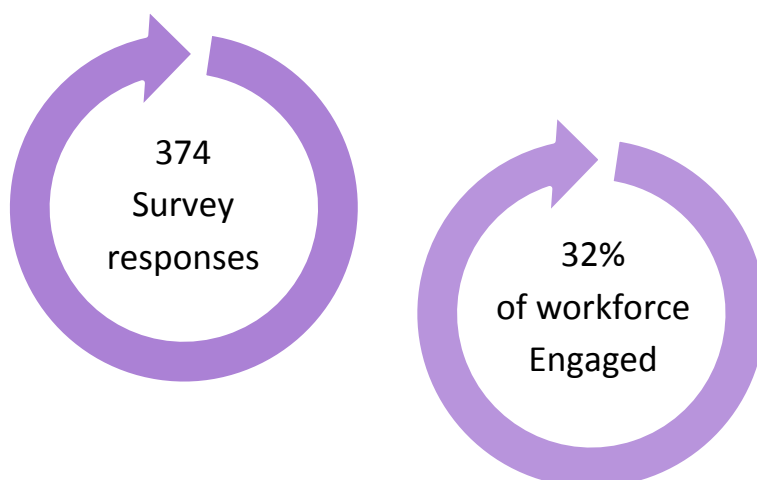
*Staff surveys are undertaken on matters which require a broader range of input. In the past, these have related to health and wellbeing, naming of the new intranet or more targeted surveys on challenges faced by blue light drivers.*

*Due to surveys being undertaken on an ad hoc basis, they will be reported on an 'as required' basis. As such, the measure of success will be the levels of engagement in a survey and in contributing to decisions and improvements.*

Two surveys for operational and support staff ran online only for two weeks from 15<sup>th</sup> to 21<sup>st</sup> June 2020. They were designed to gain insight into the health and wellbeing of our staff during the pandemic along with their views on ways of working, safety measures and communications.

There was additional focus on support service staff in relation to remote working and plans to gradually re-occupy offices. In total, 374 responses to the surveys were received (32% of staff).

- In total 79% of respondents were very satisfied or satisfied with safety measures taken by work to-date.
- 96% strongly agreed or agreed that they know what to do to keep safe and healthy during the pandemic.
- 81% strongly agree or agree that they are receiving timely communications.
- 93% of people are able to access the systems and technology they need to do their job remotely.
- 76% strongly agree or agree that LFRS is supporting employees during the pandemic.



### 4.2.1 Staff Absence - Excluding On-Call Duty System

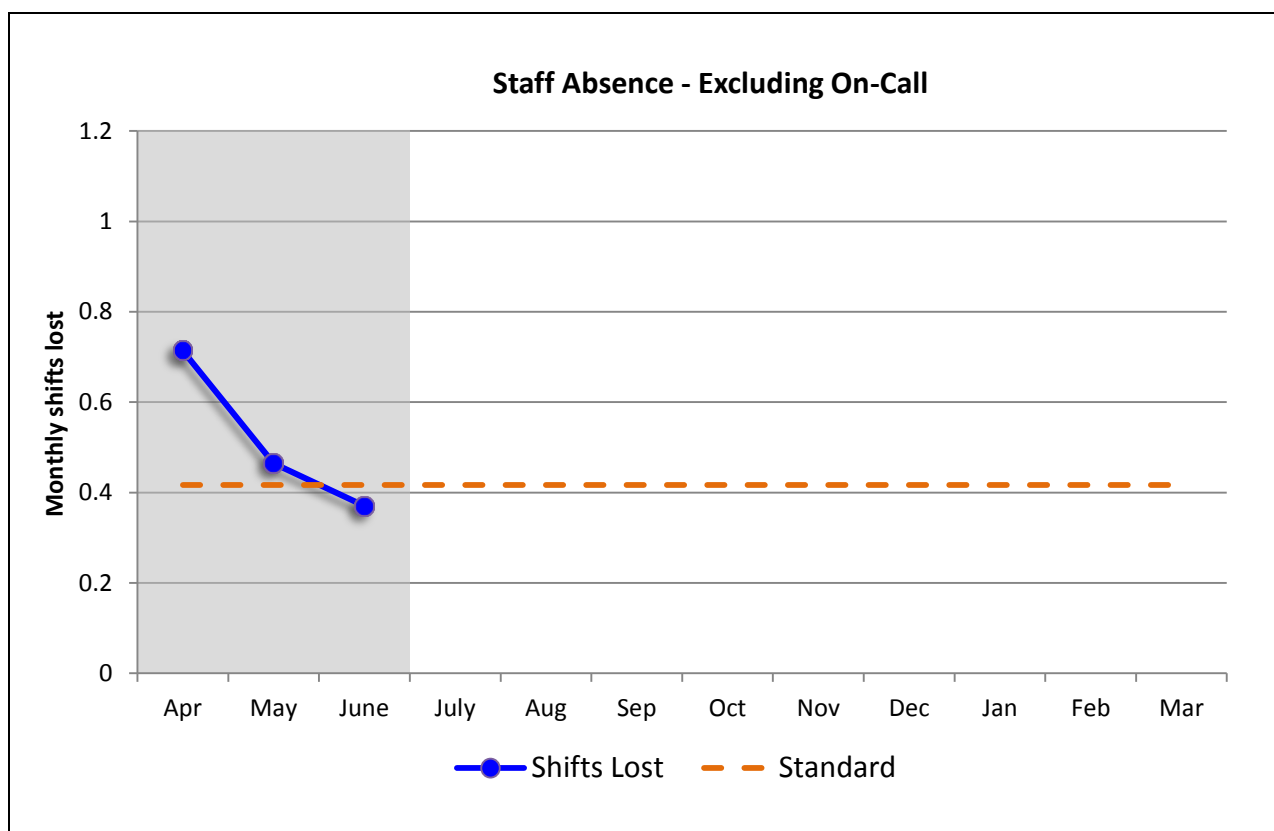


Shifts lost  
**1.549**

*The cumulative number of shifts (days) lost due to sickness for all wholetime, DCP, DC and support staff divided by the total number of staff.*

**Annual Standard: Not more than 5 shifts lost.**

(Represented on the chart as annual shifts lost ÷ 12 months)



Cumulative total number of monthly shifts lost:

**1.549**

### 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 the months of April and May during the quarter.

### Analysis

During quarter one April 2020 – June 2020, absence statistics shows whole-time personnel and non-uniformed personnel are above target for April and May and below target for June. The target for April was 0.41 and the total of shifts lost was 0.71. Cumulatively, the target for May was 0.83 and the total of shifts lost was 1.18 and the target for June was 1.25 and the total number of shifts lost was 1.55.

There were 10 cases of long term absence which span over the total of the 3 months; the reasons being:

Green Book	
Reason	Case/s
Mental health	2
Muscular skeletal	1
Operation	1

Grey Book	
Reason	Case/s
Cancer	2
Mental Health	1
Operation	1
Neurological	1
Injury	1

During the quarter: One Green book employee returned to duty and 1 employee left the Service. There was also 1 Grey book employee who returned to duty and 1 employee who left the Service.

There were 24 other cases of long term absence which were also recorded within the 3 months:

Green Book	
Reason	Case/s
Mental health	3
Operation	2
Injury	1
Neurological	1
Cancer	1
Muscular skeletal	1
Cardio	1

Grey Book	
Reason	Case/s
Muscular skeletal	5
Mental health	3
Injury	3
Cardio	1
Cancer	1
Urological	1

During the quarter there were 7 Grey book and 10 Grey book employees who returned to duty.

At the end of June 2020 the cumulative totals show that overall absence for all staff (except On Call staff) was 1.549 shifts lost which is above the Service target of 1.25 shifts lost for this quarter.

### **Actions being taken to improve performance**

The Service aims to continue with:

- Early intervention by Occupational Health Unit (OHU) doctor/nurse/physiotherapist.
- Human Resources (HR) supporting managers in following the Absence Management Policy managing individual long term cases, addressing review periods/triggers in a timely manner and dealing with capability off staff due to health issues.
- To be included again within the leadership conference to assist future managers understanding and interpretation of the policy.
- Encouraging employees to make use of our Employee Assistance Programme provider Health Assured and The Firefighters Charity.
- HR to be in attendance at Stress Risk Assessment meetings, to support managers and to offer appropriate support to the employee along with signposting.
- OHU to organise health checks for individuals on a voluntary basis.
- Support from Service Fitness Advisor/ Personal Training Instructors.
- Promotion of health, fitness and wellbeing via the routine bulletin and Employee Assistance programme.

## 4.2.2 Staff Absence – On-Call Duty System

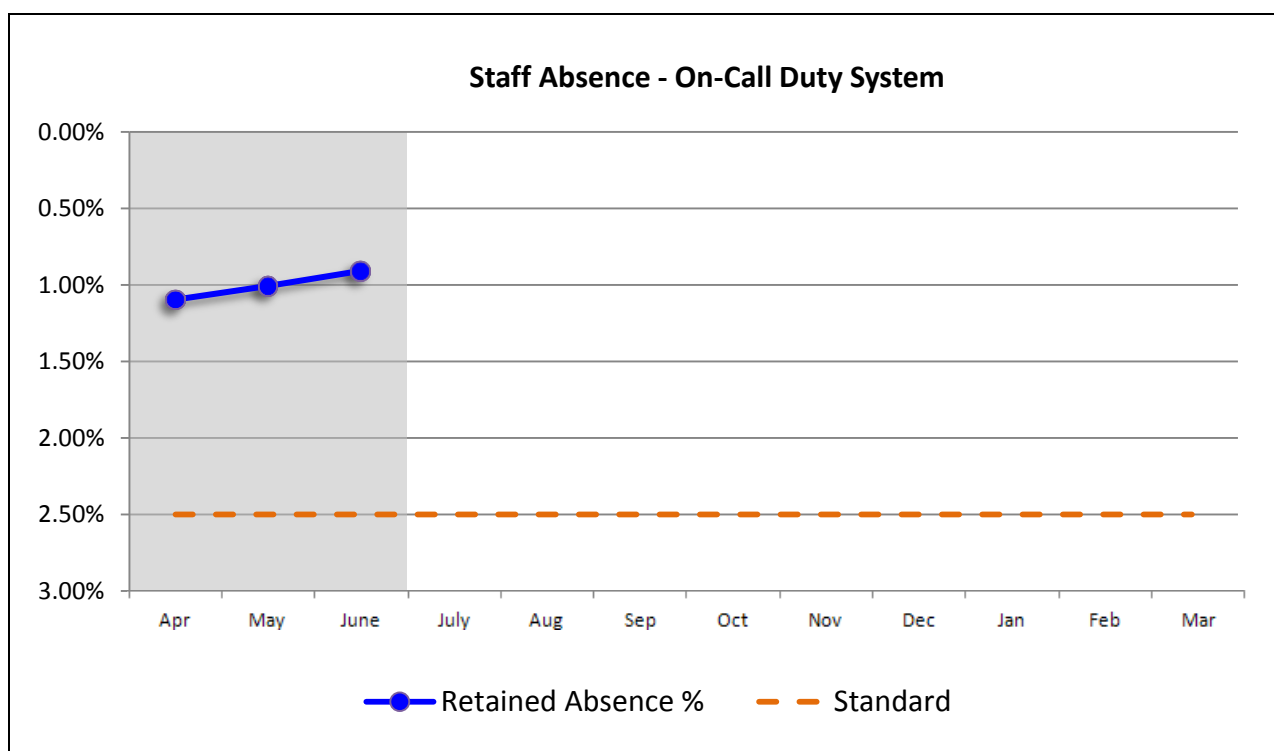


Absence  
**0.91%**

*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.*

**Cumulative On-Call absence, as a percentage of available hours of cover at end of the quarter, 0.91%**

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



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

**0.91%**