



**Wednesday, 24 August  
2016  
10.00 am**

**Meeting of  
Performance and  
Overview Committee  
Fire Service HQ  
Winsford**

Contact Officer:  
Joanne Smith  
Democratic Services

Fire Service Headquarters, Sadler Road, Winsford, Cheshire, CW7 2FQ

Tel: 01606 868804  
E-mail: [joanne.smith@cheshirefire.gov.uk](mailto:joanne.smith@cheshirefire.gov.uk)

## **Cheshire Fire Authority**

### **Notes for Members of the Public**

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All meetings of the Authority are held at Fire Service Headquarters in Winsford. If you plan to attend please report first to the Reception Desk where you will be asked to sign in and will be given a visitors pass. You should return your pass to the Reception Desk when you leave the building. There are some car parking spaces available on site for visitors at the front of the Headquarters Building. Please do not park in spaces reserved for Fire Service personnel.

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The Agenda is usually divided into two parts. Members of the public are allowed to stay for the first part. When the Authority is ready to deal with the second part you will be asked to leave the meeting room, because the business to be discussed will be of a confidential nature, for example, dealing with individual people and contracts.

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## **MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE WEDNESDAY, 24 AUGUST 2016**

**Time : 10.00 am**

**Lecture Theatre - Fire Headquarters, Winsford, Cheshire**

### **AGENDA**

#### **PART 1 - BUSINESS TO BE DISCUSSED IN PUBLIC**

##### **1 PROCEDURAL MATTERS**

###### **1A Recording of Meeting**

Members are reminded that this meeting will be audio-recorded.

###### **1B Chair and Membership of Committee**

Members are asked to note the appointment of a Chair and membership of the Performance and Overview Committee for 2016/17, as agreed by the Fire Authority at its annual meeting on 15 June 2016 and listed below:

Councillors    P Harris – Chair  
                    J Mercer – Deputy Chair  
                    D Bailey  
                    H Deynem  
                    L Morgan  
                    J Saunders  
                    M Simon

Substitutes    D Marren  
                    R Polhill

Independent (non-elected) member    A Ruddy

###### **1C Apologies for Absence**

###### **1D Declaration of Members' Interests**

Members are reminded that the Members' Code of Conduct requires the disclosure of Statutory Disclosable Pecuniary Interests, Non-Statutory Disclosable Pecuniary Interests and Disclosable Non-Pecuniary Interests.

###### **1E Minutes of Performance and Overview Committee**

(Pages 1 - 8)

To confirm as a correct record the Minutes of the meeting of the Performance and Overview Committee held on 13 April 2016.

###### **1F Minutes of Policy Committee**

(Pages 9 - 12)

To receive, for information, Minutes of the meeting of the Policy

Committee held on 22 June 2016.

## **ITEMS REQUIRING DISCUSSION / DECISION**

- |          |                                                                                                                                                                                                                               |                 |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>2</b> | <b>Quarter 1 - Financial and Performance Review 2016-17</b>                                                                                                                                                                   | (Pages 13 - 34) |
| <b>3</b> | <b>Quarterly Internal Audit Plan - Q4 (2015/16) &amp; Q1 (2016/17) Progress Report</b>                                                                                                                                        | (Pages 35 - 58) |
| <b>4</b> | <b>Annual Equality and Diversity Report</b>                                                                                                                                                                                   | (Pages 59 - 80) |
| <b>5</b> | <b>Unwanted Fire Signals Performance Review (2015/16)</b>                                                                                                                                                                     | (Pages 81 - 86) |
| <b>6</b> | <b>Prince's Trust Funding Update</b>                                                                                                                                                                                          | (Pages 87 - 92) |
| <b>7</b> | <b>Annual Report - On The Streets Youth Work</b>                                                                                                                                                                              | (Pages 93 - 96) |
| <b>8</b> | <b>Blue Light Collaboration Update</b><br>Area Manager Keith Brooks will provide a verbal update about progress and changes to the Programme which will be considered by the Fire Authority at its next meeting in September. |                 |
| <b>9</b> | <b>Forward Work Programme</b>                                                                                                                                                                                                 | (Pages 97 - 98) |

## **PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE**

There is no business to be discussed in private.



**MINUTES OF THE PERFORMANCE AND OVERVIEW COMMITTEE held on 13<sup>th</sup> April 2016 at Lecture Theatre, Fire Service HQ, at 10:00am.**

**PRESENT:** Councillors D Bailey, P Harris (Chair), D Mahon, J Mercer, M Simon and N Wright. Independent Member: Mr M McBride

## **PART 1 – MATTERS CONSIDERED IN PUBLIC**

### **1 PROCEDURAL MATTERS**

#### **A RECORDING OF MEETING**

Members were reminded that the meeting would be audio-recorded.

#### **B APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor L Morgan.

#### **C DECLARATION OF MEMBERS' INTERESTS**

There were no declarations of Members' interests.

#### **D MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE**

**RESOLVED: That**

**the minutes of the meeting of the Performance and Overview Committee held on Wednesday 24<sup>th</sup> February 2016 be confirmed as a correct record.**

#### **ITEMS REQUIRING DISCUSSION**

### **2 UPDATE ON NEW AUTHORITY RISK PROTECTION AND INSURANCE ARRANGEMENTS**

The Head of Finance introduced this report which provided Members with information in relation to the new arrangements for providing risk protection to the Authority which had been in place since November 2015.

The Head of Finance provided Members with some background to the report. He explained that until October 2015, the Authority procured insurance as a member of the Fire and Rescue Insurance Consortium (FRIC: a group of nine Fire Authorities across the UK) through joint tendering. He advised that following more recent tendering exercises in the last few years it had been identified that it was unlikely that any further savings in procurement of insurance would be possible. As a consequence, FRIC had sought potential alternatives which had resulted in a hybrid discretionary mutual model being

considered the best solution. He reminded Members that they had approved involvement in the new arrangement at the Fire Authority meeting on 12<sup>th</sup> February 2014 and had authorised the Head of Finance to take the necessary steps to achieve it.

The Head of Finance advised that the new arrangements had come into force in November 2015 and the new model was operated through a Company jointly owned by the nine authorities in FRIC. He explained that the nine authorities jointly paid contributions to the Company which were used for three purposes:

- i) To pay Member authorities or third parties up to an agreed limit when the five directors of the Company had considered claims and agreed to payments being made;
- ii) To take out relevant insurance policies on behalf of the Company; and
- iii) To employ a management company to carry out the Company's business activities.

The Head of Finance confirmed that the Company had successfully procured the services of a management company, Regis Mutual Management Limited and that the new system was working well to date with claims being processed efficiently.

A Member queried the level of claims which would be met by the Company and at what level they would be met by arranged excess policies. The Head of Finance confirmed the various levels which had been agreed for the different types of claims.

**RESOLVED: That**

**[1] the update on new Authority Risk Protection Arrangements be noted.**

### **3 ON-CALL AVAILABILITY**

The Head of Service Delivery introduced this report which provided Members with further information in relation to on-call availability. He explained that the report included performance data from all on-call fire appliances, which was attached as an Appendix to the report, and also provided a brief explanation of the key issues which had affected performance and summarised the actions taken by the Service to improve on-call availability.

The Head of Service Delivery reminded Members that half of the Service's operational capability was provided by on-call teams. He explained that the performance target for on-call availability was set at 85% and that last year the average availability across all on-call stations was 70%. However, he noted that the on-call teams had provided excellent service and outstanding value for money. He advised Members that the Service continued to address the ongoing challenges that had hindered achievement of the 85% on-call availability target which included recruitment, retention, daytime cover and the provision of adequate numbers of competent firefighters and supervisory managers.

He provided Members with a summary of each of the areas which the Service was addressing which included:

- Investment in recruitment to address the significant number of vacancies across all the on-call stations, with the improvement of recruitment processes and innovative approaches to campaigns to target candidates.
- Current high numbers of development firefighters working towards competence who until fully trained were unable to be made available to crew an on-call appliance. However training continued to be improved and training appliances shadowed at incidents to enable on-call firefighters to gain experience and competence whilst training.
- The retention of on-call firefighters by reviewing pay and rewards and job satisfaction in responding to incidents, with the intention of making the role more rewarding.
- Various options being considered to meet the shortfall of around 18% in the number of Supervisory Managers who managed the on-call teams and commanded operational incidents.
- Issues with daytime cover as most on-call firefighters work outside the five minute catchment for their station and subsequently are unable to provide cover during the daytime when at their place of work. He explained that the Service had considered approaching businesses in close proximity to on-call stations in the hope of gaining their agreement to allowing employees to be made available for on-call duties whilst at their place of work.

Members discussed the on-call availability performance data for the stations and queried why certain on-call stations such as Nantwich were able to achieve 90% availability when they were currently understaffed. The Head of Service Delivery explained that the number of drivers, supervisory managers and competent firefighters at Nantwich were all on target which meant the appliances were fully crewed and available. He added that, at this station, the numbers of hours of availability offered by staff was considerably higher than average.

Members queried whether recruitment of women at schools could be targeted to address the issues with daytime cover as there was potential that they would be available within school hours. The Head of Service Delivery confirmed that campaigns had been targeted at schools on occasion but had not proved to be successful. Members agreed that targeting schools especially with after school facilities would be a potentially good area to campaign for the recruitment of on-call female firefighters.

Members welcomed the report and discussed the challenges faced by the Service and felt that due to the increased reliance on on-call resources that further effort was required to address all of the issues highlighted. Members suggested it would be appropriate to receive a further report in six months time to establish whether actions taken in the meantime had impacted upon availability.

The Chair asked the Head of Service Delivery to make the operational staff aware that on-call availability was being monitored by Members.

**RESOLVED: That**

- [1] the content of the On-Call Availability report be noted; and**
- [2] a further report be presented to the Committee at its meeting in November 2016.**

**4 SPRINKLER PROJECT UPDATE**

The Protection, Policy and Partnerships Manager was in attendance at the meeting and delivered a presentation to Members on the latest position in relation to the high rise sprinkler project. He provided Members with some background to the sprinkler project which had commenced in 2013 following approval of a £160k budget by the Fire Authority, for officers to promote the fitting of sprinklers in high rise buildings across the Service area. The budget was apportioned equally between the four unitary areas and officers were assigned to act as a go-between with housing associations and sprinkler companies with the offer of financial assistance from the budget.

The Protection, Policy and Partnerships Manager summarised the work carried out by officers in each of the unitary areas which included:

- Cheshire West and Chester: two high rise buildings were identified and progress was made with 17 flats out of 60 installed with sprinklers in one of the buildings. The second high rise building installed a show flat to promote the idea to residents but came across opposition to the idea. Unfortunately a leak from the sprinkler system resulted in a number of residents being re-housed and no further progress was made.
- Halton and Warrington: no agreement reached in these areas due to the cost of the systems and that there was no legal requirement for sprinklers to be fitted.
- Cheshire East: recently engaged with housing association in this area who were reporting to their Board for discussion.

The Protection, Policy and Partnerships Manager explained that the initial costs provided by sprinkler companies were unrealistic and the costs of installing the sprinkler systems in high rise buildings had been considerably higher than originally estimated. He explained that £108k of the projects approved original budget was still unallocated and that the Members Sprinkler Group would be meeting to discuss the next steps for the project. He concluded by asking Members to consider the possibility of using the approved budget in targeting other vulnerable areas of the community such as care homes, vulnerable families, women's refuges and single elderly individuals living alone in premises.

Members queried whether the Service approached companies that build sheltered housing for elderly individuals to promote the fitting of sprinklers. The Protection, Policy and Protection Manager explained that the Service met with building companies at the planning stage and also fed into building regulations

to promote the fitting of sprinklers but due to the additional cost and the fact that they were not a legal requirement sprinklers were not installed.

Members noted the report and the possibility of other options being explored when offering assistance towards funding of sprinklers. The Chair confirmed that Members of the Sprinkler Group, which was chaired by Councillor Rudd, would be meeting to discuss the next steps for this project prior to reporting their recommendations to the Fire Authority and suggested that Members could feedback any comments to the Group prior to their meeting taking place.

**RESOLVED: That**

**[1] the content of the Sprinkler Project Update be noted.**

## **5 SAFE AND WELL PROJECT UPDATE**

The Prevention, Policy and Projects Manager introduced the presentation which provided an update on the current progress that had been made by the Service in developing Safe and Well visits (previously home safety assessments – HSAs) to support identified health issues. He provided Members with some background which included national and local performance statistics in relation to the success of HSAs conducted by fire authorities which had resulted in a steady downward trend in fire deaths and an increased numbers of smoke alarms being installed in homes. He advised that in more recent years the Service had targeted its HSAs to people over 65 and research had shown that good progress had been made with this approach. He explained that the success of fire authorities in this area had come to the attention of the Chief Executive of the NHS who suggested that the NHS could ‘piggyback’ on the fire authorities fire safety visits to support health issues and it was a good opportunity for joint working across the emergency services.

The Prevention, Policy and Projects Manager confirmed that a number of national, regional and local discussions had taken place to agree the type of health intervention which could take place as part of the Safe and Well visits for people over 65. He highlighted the issues identified for incorporation into Safe and Well visits which were; slips, trips and falls; supporting hospital discharge for over 65s following a fall; support of bowel cancer screening; support for smoking cessation and alcohol reduction; and hypertension and blood pressure checks. He continued by providing Members with a summary as to how the Safe and Well visit would be re-launched, which included the Service’s trained firefighters and advocates carrying out basic health checks to address the five issues identified. He explained that any health issues identified would not be referred to health partners by the Service without the agreement of the householder.

He concluded by providing Members with details of the project’s implementation plan to launch the Safe and Well visits. He explained that training of relevant staff was currently taking place and the first phase was planned to be introduced in September 2016 which included slips, trips and falls, bowel cancer screening and smoking cessation and alcohol reduction. The second phase was planned for introduction in January 2017 and included hospital discharge for over 65 admitted following a fall and hypertension and blood pressure

checks. He confirmed that evaluation of the success of the Safe and Well Visits was important to enable the Service to understand the impact of the changes introduced.

A Member commented that some members of the community may be apprehensive about fire service staff offering health services and may not wish to answer questions or be referred to other health agencies. In particular, he highlighted the blood pressure tests and that CFRS staff interpreting the findings of the tests could lead to unnecessary referrals on occasion. The Prevention, Policy and Projects Manager confirmed that the programme of training of staff was extremely important and certain aspects were being carried out by health partners. He advised that the blood pressure test was in Phase 2 of the launch as the approach needed to be considered carefully by health partners who were aware of the potential impact on GPs and their capacity to deal with any potential increase in referrals.

Members noted the report and suggested it would be useful to receive regular reports on this project and that it would be beneficial to invite health partners to a future meeting when the report was discussed.

**RESOLVED: That**

- [1] the content of the Safe and Well Project Update presentation be noted; and**
- [2] a further update report be presented to the Committee at its meeting in March 2017.**

**6 CARDIAC RESPONSE PILOT PROJECT UPDATE**

The Operational Policy and Assurance, Group Manager provided a verbal update to Members in respect of the progress of the Cardiac Response Pilot project. He explained that the project had been initiated following meetings between the Service and North West Ambulance Service (NWAS) to discuss ways in which the Service could assist colleagues in the ambulance service to improve response times to cardiac arrests as survival rates across the UK were as low as 5%.

He explained that comparison data had shown that in Seattle where firefighters and paramedics respond simultaneously that survival rates had been significantly higher and this had been the biggest driver for the Cheshire pilot scheme. The reasons for this included the need for CPR to be started immediately following a cardiac arrest and continued until professional help arrived. He advised that response times to these incidents were categorised by the ambulance service as highest priority with a maximum standard response time of 8 minutes which NWAS accepted it struggled to meet on all occasions. He advised that the pilot would see highly trained and professionally equipped firefighters attending cardiac arrest incidents to deliver CPR and shock treatment with the use of AEDs which would be carried on all fire appliances. He confirmed the four stations taking part in the initial pilot, which was due to go live shortly, were Warrington, Crewe, Frodsham and Holmes Chapel where it

had been identified that CFRS could potentially arrive around 6 minutes quicker than the maximum response standard set by the ambulance service.

The Operational Policy and Assurance, Group Manager summarised by advising Members that bespoke training was being delivered to the relevant fire personnel and additionally Station and Watch Champions were being trained to recognise symptoms of stress and distress which enabled them to support colleagues in situations when an incident attended was emotionally difficult. He advised that a further report would be produced towards the end of 2016 to evaluate the pilot scheme and assess whether to roll out the scheme across the remainder of the Service's stations.

The Chair gave his apologies and left the meeting and the Deputy Chair took over as Chair for the remainder of the meeting.

A Member welcomed the introduction of the pilot scheme and noted that the additional training for firefighters was positive and noted the additional skills could be used within other initiatives in the community going forward. A Member queried whether the additional duties were voluntary for the firefighters on the pilot stations and the Group Manager confirmed that it was voluntary but that all personnel had agreed to take part in the pilot and had been very positive in embracing the change.

**RESOLVED: That**

**[1] the verbal update on the Cardiac Response Pilot Project be noted.**

**7 INTEGRATED RISK MANAGEMENT PLAN 2015–16 (IRMP12) – UPDATE ON PROGRESS WITH PROJECTS**

The Head of Planning, Performance and Communications informed Members that the end of year performance and financial report would be presented to Members at the next meeting of the Fire Authority in June but that he was able to provide some headline performance figures at this time. He advised Members that there had been six fire deaths in the Service's area for the performance period and that overall the number of incidents attended had risen slightly in comparison to last year. However, he added that the number of fires reported and attendance at false alarms had been reduced which was positive, and that the additional special service calls the fire service now attended, such as forced entries had increased attendance figures. He confirmed that Members would be provided with a breakdown of the types of incident attended to enable the monitoring of future performance.

**RESOLVED: That**

**[1] the verbal update on Integrated Risk Management Plan 2015-16 (IRMP12) progress be noted.**

## **8 FORWARD WORK PROGRAMME**

The Head of Legal and Democratic Service advised Members that he had noted the following agenda items which were to be added to the Committee's forward work programme:

- On-Call Availability Update - November 2016 meeting
- Safe and Well Project Update - March 2017 meeting
- Cardiac Response Pilot Update at a future meeting to be decided.

The Head of Legal and Democratic Services referred Members to the Forward Work programme report and advised that agenda item 'Overview of Capital Work Programme for ERP' which had been identified at a previous meeting of the Committee would be presented to Members at its next meeting in August. No further items were identified.



**MINUTES OF THE MEETING OF THE POLICY COMMITTEE held on Wednesday, 22 June 2016 at Fire Service Headquarters, Winsford, Cheshire at 10.00 am**

**PRESENT:** Councillors B Rudd, S Nelson, D Flude, D Mahon, S Parker, T Sherlock, G Merry, K Mundry, J Weatherill and S Wright

**ALSO IN ATTENDANCE:** Internal Auditor: Kevin Lloyd, Mersey Internal Audit Agency (MIAA) and External Auditor: Perminder Sethi, Grant Thornton.

**1 PROCEDURAL MATTERS**

**A Recording of Meeting**

Members were reminded that the meeting would be audio-recorded.

**B Chair and Membership of Committee 2016/17**

Members were asked to note the appointment of a Chair, Deputy Chair and membership of the Policy Committee (who also acted as the Closure of Accounts Committee) for 2016/17, as agreed by the Fire Authority at their annual meeting on 15 June 2016 and listed below:

Councillors B Rudd – Chair  
S Nelson – Deputy Chair  
D Flude  
D Mahon  
G Merry  
K Mundry  
S Parker  
T Sherlock  
J Weatherill  
S Wright

Substitutes E Johnson  
M Tarr

**C Apologies for Absence**

No apologies for absence were received.

**D Declarations of Members' Interests**

There were no declarations of Members interests.

## **E Minutes of Policy Committee**

**RESOLVED: That**

**The minutes of the meeting of the Policy Committee held on 29<sup>th</sup> April 2016 be approved as a correct record.**

## **2 TREASURY MANAGEMENT ANNUAL REPORT 2015-16**

The Head of Finance introduced this report which provided a review of the Authority's treasury management activities during 2015-16. The report also provided information about compliance with the Authority's Treasury Management Practices during the year.

The Head of Finance highlighted the key areas of the report and provided details on the following:

- a) the Authority's loans portfolio position at 31<sup>st</sup> March 2016;
- b) the Authority's investment portfolio position at 31<sup>st</sup> March 2016;
- c) a summary of performance for the year 2015-16; and
- d) the Authority's performance in 2015-16 against the key Prudential Indicators.

Members were satisfied with the content of the report and the explanatory notes provided.

**RESOLVED: That**

**[1] the report on Treasury Management activities for 2015-16 be noted.**

## **3 INTERNAL AUDIT OPINION AND ANNUAL REPORT 2015-16**

The Corporate Programme Manager introduced the Assistant Director from Mersey Internal Audit Agency (MIAA) who was in attendance at the meeting to present the report.

The Assistant Director informed Members that the annual report included the Director of Audit's Opinion and a summary of the implementation of the Internal Audit plan for 2015-16. Members were asked to note that the overall opinion was positive and provided significant assurance. He explained that this was a key document in preparing the Authority's Annual Governance Statement (AGS), which formed part of the Authority's Annual Statement of Assurance and used the intelligence gathered from all MIAA's work during the year to come to an overall conclusion. The Assistant Director explained that the appendices provided a summary of the audit reviews undertaken during the year, further information on the links to the AGS and assurance in respect of the quality of the service provided and compliance with Public Sector Internal Audit Standards. He added that engagement with officers during the year had been very good and a positive working relationship had developed.

Members discussed the report and were pleased that there were no major issues identified and a positive opinion had been issued. A Member queried whether the Authority was still having issues with Princes Trust funding. The Deputy Chief Fire Officer confirmed that there was still an annual issue when negotiating funding with colleges and officers were working hard to secure a more stable funding source. He added that this was a significant issue for the Princes Trust programme nationally and a report would be submitted to Performance and Overview Committee in respect of the current financial position.

Members thanked Officers for the considerable amount of work carried out that had resulted in the positive assurance.

**RESOLVED: That**

**[1] the Director of Audit's Opinion and the Internal Audit Annual Report 2015-16 be noted.**

**4 RISK MANAGEMENT BOARD ANNUAL REPORT**

The Corporate Programme Manager presented this report to Members. She explained that the annual Risk Management Board (RMB) report was presented to Policy Committee for review and assurance and provided a summary of the key activities and decisions of RMB during 2015-16 and the forward plan for 2016-17.

The Corporate Programme Manager highlighted the key areas of the report and provided a brief explanation of each of these key areas. She drew Members attention to the quarterly review of the Strategic Risk Register, which was undertaken by RMB and explained that a number of strategic risks had been closed during 2015/16. These were summarised in the report. She commented that the risks that remained on the register were beyond the Authority's control as they were externally driven. However the Authority had mitigation action plans in place and these were monitored and updated on a regular basis.

The Corporate Programme Manager provided a summary of the analysis of emerging risks, risk management training and the annual refresh of the framework. She informed Members that the Crisis Management Plan (CMP) had been reviewed and business continuity exercises were scheduled for 2016/17. A full test of the CMP was currently planned for 2018.

The Chair drew Members attention to risk no 889: lack of commitment from housing providers to fit sprinklers. He stated that it was important for the Authority to continue to persuade key providers in the area to make a commitment to the sprinkler system programme as this could also assist in expanding the programme nationally. The Deputy Chief Fire Officer provided a brief summary of the current position for Members and explained that Officers were still working in all four constituent areas to try to get a commitment to retro-fit sprinklers in at least one high rise building in each area. He added that work was also being done on a proposal to target the most vulnerable and retro-fit sprinklers in individual homes. Members discussed the current position in relation to engaging with housing providers and the changes in demographics in certain high rise buildings. It was noted that if Members had any local intelligence it would be useful if they could pass the information on to the Head of Protection to help inform the programme.

**RESOLVED: That**

**[1] the content of the report be noted.**

**5 INTEGRATED CONSULTATION AND CORPORATE PLANNING TIMETABLE**

The Corporate Programme Manager introduced this report which presented the annual Consultation and Corporate Planning Timetable to Members for approval. She explained that the timetable was designed as a strategic step process that integrated all the Service's corporate key planning dates in a simple visual format which enabled the delivery of the Integrated Risk Management Plan (IRMP).

**RESOLVED: That**

**[1] the integrated Consultation and Corporate Planning Timetable covering development and delivery of the Authority's Integrated Risk Management Plan (IRMP 14) 2017-18 be approved.**

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 24 AUGUST 2016  
**REPORT OF:** CHIEF FIRE OFFICER AND CHIEF EXECUTIVE  
**AUTHORS:** PAUL VAUGHAN/CHRIS ASTALL

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**SUBJECT: QUARTER 1 - FINANCIAL AND PERFORMANCE REVIEW 2016-17**

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### **Purpose of Report**

1. The report provides a summary of the Service's financial performance, details progress against 2016-17 corporate projects and includes a brief summary from Heads of Departments of Quarter 1 progress against 2016-17 Service plans.

### **Recommended: That**

- [1] Members note the information presented in this report and request further detail on any matter if required.

### **Background**

2. The Authority's vision, plans, policies, and organisational structures are all focused on ensuring the Service can deliver the improvements in safety outcomes that matter to the communities of Cheshire East, Cheshire West and Chester, Halton and Warrington. This Quarter 1 report forms part of the quarterly corporate reporting schedule.

### **Information**

#### **Financial Performance**

##### **Revenue**

3. At this stage of the financial year, it is too early to anticipate significant year end change. Those possible changes which have already been identified are outlined below (paragraphs 4-21).
4. Appendix 1 shows the anticipated outturn for each department compared to the original budget. Appendix 1a is a more detailed analysis.
5. As can be seen from Appendix 1, there have been some additional costs pressures in Operational Policy and Assurance leading to a projected overspend. As part of the ERP1, the Authority has identified a need to

expand swift water rescue training and this will cost around £68k in the current financial year. In addition, an additional technical support officer has been recruited as a precursor to the retirement of one of the current technicians at a cost in the current year of around £16k.

6. There are continued vacancies in the Protection department, leading to an estimated underspend of around £79k, offset by some anticipated costs relating to training for the Primary Authority Scheme. In addition, some development work on the key information system (CFRMIS) will be funded from an earmarked reserve.
7. The slippage against the original timelines for the development of the Safety Centre means that there is a slight anticipated underspend in the Safety Centre budget of around £30k.
8. As Members will be aware, the Chief Fire Officer and Chief Executive is acting as Chief Fire Officer for Cumbria FRS. The Authority will receive £60k in the current financial year as reimbursement. In addition the post of Assistant Chief Fire Officer has not been filled and will be deleted and shown as a saving in 2016-17, but will show as an underspend in the current year (net of some small virements). The cost of support which the Authority has been providing to the Home Office and in particular the Fire Minister is also included here, but is in part offset by a Group Manager vacancy.
9. Included in the Authority budget are a number of items which will be funded from reserves. There are some additional items which will be funded from reserves which were not included in the original budget. Key amongst these is the cost of the new apprenticeship scheme which the Authority approved at its meeting in March 2016. The cost of this in 2016 -17 is estimated to be £140k. This will be funded from the Authority's training reserve.
10. Some additional one-off revenue costs on Blue Light Collaboration (BLC) will also be met from reserves, outside the programme costs which are being shared with the Police. At present, this is anticipated to be in the region of around £100k, and covers additional resources in People and Development and support to the Head of Legal and Democratic services, but this may rise as the programme gathers momentum.
11. The estimated outturn on the Prince's Trust Programme is showing a £45k deficit against budget, which will be met by the use of the Prince's Trust reserve.
12. Other additional costs to be funded from reserves are those to cover the cost of the integration of the new National Operational Guidance into the Authority's policies and procedures, and the costs of new duty rig for firefighters.
13. Overall, whilst Appendix 1 shows an anticipated underspend of £119k, it must be emphasised that it is early in the financial year, and it is likely that the situation will change as we go through the year. The Mid-Year Review

at the end of September, which is used to inform the early stages of the budget preparation for the following year, will be presented to this Committee at its November meeting. Subject to Fire Authority approval, any underspends will be transferred to earmarked reserves as part of the final accounts process.

## Capital

14. Appendix 2 shows the latest position and anticipated outturn on the Authority's capital programme.
15. The first section of the Appendix deals with the Emergency Response Programme. As can be seen there is a projected overspend overall on the programme of around £270k. This programme is the subject of close scrutiny by the Land and Stations Working Group, and the reasons for the overspend can be categorised as follows.

	Omissions / Re-measurements	Unforeseen Issues / Costs	Scope Changes / Additions	Total
Alsager	-11	0	0	-11
Lymm	14	0	87	101
Penketh	24	80	6	110
Powey Lane	18	47	6	71
Total	45	127	99	271

16. The main items in each of these categories are:
  - a. Omissions/re-measurements:
    - Inclusion of a petrol interceptor to the drainage at Penketh (£24k)
    - Additional vehicle chargers at Powey Lane (£15k)
  - b. Unforeseen issues/costs:
    - Cable diversion at Penketh (£30k)
    - Additional landscaping at Penketh (£30K)
    - Site security at Penketh (£20k)
  - c. Scope changes/Additions:
    - Specialist changing facility at Lymm (£25k)
    - ICT issues at Lymm (£23k).
    - Treatment to wood cladding at Lymm (£31k)
17. Members should be aware that the overall overspend remains well within the contingency agreed when they approved the final capital expenditure. In addition, there are provisional sums and contingencies within each scheme which could help reduce the overspend. At the time of publication of this report the risk of additional costs being incurred at Penketh and Powey Lane has significantly reduced, with both sites very near to

completion. There will be greater clarity about the budget position at Lymm by the date of the next report to this Committee.

18. Of the prior year approved schemes shown in the next block in Appendix 2, the purchase of the Hydraulic Platforms for 2014-15 and 2015-16 is now complete with a total underspend against budget of £220K. The purchase of the driver training vehicle and two support vehicles is also complete with a small overspend. The three new appliances approved for 2015-16 are now being built with a view to a March 2017 delivery, while the minibus is now being procured. The Line Rescue Vehicle is expected to be more expensive than originally anticipated and will probably require further consideration by Members. Of the two ICT related items, the purchase of new servers remains on hold due to BLC as this work will form part of that programme (data centre move to Clemonds Hey), and similarly the new systems development item is also not now required.
19. Of the schemes approved for 2016-17, the three scheduled appliances and one additional are now on order with an estimated completion date of summer 2017. The planned four wheel drive vehicle replacement is in procurement, with the additional four wheel vehicle no longer required. Other vehicles are being specified and should be procured in the current financial year.
20. The new cutting gear is in procurement, while the defibrillators are now purchased with a saving of around £26k against budget.
21. Overall the capital programme is now picking up pace as the new fire stations are handed over, and the new appliances are fully specified and more efficiently procured.

### **Debtors**

22. On the 30<sup>th</sup> June 2016, the Authority had a total general debt amount of £189k. Of this, £154k was in relation to Prince's Trust. At the time of writing this report, around £18k of the total debt has been paid. As previously reported the debtors' position is manageable as there is little risk of the vast majority of the outstanding sums not being paid.

### **Risk and sensitivity analysis**

23. The Authority's risk management process considers all risks on a regular basis, including financial risks. Key risks such as those in relation to government funding, council tax levels, business rates and inflationary and other growth pressures are considered in the Medium Term Financial Plan. The assumptions in the Plan reflect the estimated impact of these risks. The Authority's reserves strategy is intended to ensure that funds are available should catastrophic or other risks occur.
24. The Authority's Medium Term Financial Plan has recently been updated and presented to the Members' Planning Day in June 2016.

## **IRMP Programmes and Projects**

25. A number of programme and project proposals were set out in the Authority's IRMP for 2016-17. The IRMP is the thirteenth to be produced since the Government first began requiring fire authorities to produce local risk plans in 2003. Below is the headline summary on the Quarter 1 position for key programmes and projects.

## **Launch of the Firefighter Apprenticeship Scheme**

26. The project is progressing well with 122 applications received when the recruitment campaign closed in June. There were 32 candidates invited for interview and 13 of those candidates have been appointed, with a start date of September.

## **Sprinkler Campaign**

27. There has been progress with a couple of the projects, including Joseph Groom Towers in Cheshire West and Chester, where switch on of the system was planned for 22nd July subject to testing. Currently, 90 out of the 152 flats have been fitted with sprinklers. At Rowlands Heights, sprinklers have now been commissioned within the building in all common areas and 17 out of the 60 flats. The remaining flats will be fitted out as and when they become vacant.
28. Protection officers met with Ron Rampling (Local Project Director - Education Funding Agency) to discuss how the Service can influence the installation of sprinklers in Priority School Building Programme (PSBP) schools. Due to funding issues, realistically, sprinklers will only be considered on a capital funded project if the local planning authority insist on sprinklers being fitted. Therefore, meetings will be set up with local authority planners to continue the lobbying process.
29. The Service is also currently responding to the consultation on the proposed changes to BB100 - Fire Safety Design for Schools guide. This appears to propose downgrading the current priority rating for sprinkler protection, so the Service will be emphasising the importance of sprinkler installation in its response.

## **Complex Dependencies Programme**

30. The programme is progressing well in Quarter 1 with three fire service engagement officers now in post at Halton, Warrington and Cheshire East. They joined their respective local authority 'front door teams' at the beginning of August.

## **Blue Light Collaboration programme**

31. Considerable progress continues to be made in preparing for the co-location and eventual transfer of staff to the new joint corporate service teams at Clemonds Hey. Key elements include consultation on draft people transition processes and specifying the reconfiguration work necessary at Clemonds Hey. Staff 'Change Champions' to support two-way feedback on the programme are now established across both organisations. As Members are aware, a review is underway to agree the best option on delivering operational training in the future in light of the Blue Light Collaboration Programme.

## **Emergency Response Programme (ERP 1)**

32. As highlighted earlier in the report, good progress is being made on all three construction sites. Penketh was formally handed over by the contractor on 29 July with fit-out work and snagging now underway. Powey Lane (M56) is slightly ahead of schedule and is expected to be handed over on 26 August.
33. The Lymm Fire Station and Safety Centre build programme remains on track with an expected completion date of the fire station and safety centre in March 2017. Following a robust tender process, York-based Paragon Creative have been appointed to design, fabricate and install scenery and special effects in the safety centre, with a planned fit-out completion date of June 2017.

## **Emergency Response Programme (ERP 2)**

35. A detailed review about how frontline emergency response services could be configured in the future was initially discussed at Member Planning Days on 24 June and 8 July. Feedback is now being used to inform options which will be set out in the draft IRMP for 2017-18. This will be presented to the Fire Authority meeting on 21 September, prior to the start of a formal three month/12 week consultation period. A number of internal policy proposals including uniform, swift water rescue and on call pay and reward have recently been approved by the Policy Approval Group (PAG). There is ongoing discussion and consultation with representative bodies prior to formal implementation later in the financial year.

## **Corporate Scorecard**

36. The performance commentary provided in this section accompanies the Corporate Performance Scorecard (**Appendix 3**). This reflects the Quarter 1 (Q1) against targets set at the start of the year for the organisation's Key Performance Indicators (KPIs).

## **Protecting local communities**

37. There was one fire fatality in Q1, as a result of an accidental dwelling fire. The number of injuries in primary fires is above the target and further investigation is underway to make sure there has been consistency in the way these have been recorded.
38. The indicator relating to accidental dwelling fires has started the year over target, however, the percentage of those starting in kitchens has decreased slightly. Although there has been a slight increase in the number of incidents in the homes of residents over pensionable age, incidents remain low overall.
39. There has been a 33% decrease in deliberate fire activity compared to Q1 last year, partly due to continued prevention work and partly due to the early Easter school holidays falling in last year's Q4.
40. Indicators relating to fires and Automatic Fire Alarms (AFAs) in non domestic premises are both marginally over target at Q1, however, incident volumes are significantly reduced compared to the previous five year averages for Q1 activity.
41. HSA delivery has begun the year positively over target and with good uptake of the HSA offer at the highest risk 'platinum' addresses.

## **Responding to emergencies**

42. Performance against the 10 minute standard has begun the year positively over target by 7%. The figure for dwelling fires was 93% while for Road Traffic Collisions (RTCs) it was 78%. The variation is largely due to the lack of precise location information for some RTCs together with occasional access problems for motorway incidents. Although On Call availability remains under target by 17%, the availability of emergency response vehicles as a whole is positive.
43. There were slight decreases in resident satisfaction levels for response times. However, figures remain high and are in line with other resident satisfaction indicators.

## **Developing the Organisation**

44. Sickness levels and the number of days lost to injury ended 2015/16 at their lowest ever levels and although there have been quarterly increases compared to last year for both these indicators, figures remain low compared to longer term trends. Variations can be expected due to the relatively low numbers involved.
45. The number of unique visitors to the Service website was at an all time high in 2015-16, thus a target was set based on increases to the average performance over the past five years. This target has been exceeded and year on year quarterly figures have also increased.

46. Core Skills training completed is positively over target, continuing the trend of previous years. Training is delivered to all available crew members, not just those scheduled to attend, thus attendance figures are often higher than planned.

### **Departmental Performance**

47. **Appendix 4** contains a summary of departmental performance against the Service Plans during Quarter 1.

### **Financial Implications**

48. Details of the current budget position are contained within Appendices 1, 1a and 2.
49. Specific financial and budget matters are detailed in paragraphs 3 to 24 of the report.

### **Legal Implications**

50. There are no issues to report for Quarter 1 that would affect the Service's ability to meet its statutory or other legal obligations.

### **Equality & Diversity Implications**

51. Each department provides relevant key monitoring information on equality and diversity issues as part of their quarterly reporting. Individual projects and activities are required to have equality impact assessments completed in accordance with the organisation's approved Project Management Framework.

### **Environmental Implications**

52. Projects are individually assessed for environmental implications by the relevant project managers in accordance with the organisation's Project Management Framework.

### **BACKGROUND PAPERS:**

- Appendix 1, 1a & 2 – Capital and Revenue budget estimated outturn  
Appendix 3 – Corporate Scorecard  
Appendix 4 – Departmental Performance summaries

## Appendix 1

## Cheshire Fire Authority Revenue Budget 2016-17 Quarter 1 (1/4 year review)

Service Area	2016-17 Quarter 1 adjustments			Notes
	Total			
	Original budget £000	Expected Outturn £000	Variance £000	
<b>Firefighting and rescue operations</b>				
Service Delivery	20,775	20,775	0	
Operational Policy and Assurance	3,770	3,853	83	Additional swift water training + equipment costs and an additional technical support officer. National Operational Guidance SM post funded from reserves. ESMCP post funded from grant.
<b>Protection</b>	1,799	1,705	(94)	Pay budget underspend, some additional training cost possibly funded form income
<b>Prevention</b>				
Community Safety	1,979	1,990	11	Prince's Trust £45k deficit funded from reserves.
Public Services Transformation	0	0	0	
Safety Centre	208	178	(30)	Premises/utilities costs not required 2015-16
<b>Support Services</b>				
Executive Management	776	674	(102)	Savings from SMT restructure , Income from Cumbria re CFO , offset by GM working for 12 months with the Home Office. Some BLC costs funded form reserves.
Property Management	1,499	1,499	0	
Finance	475	475	0	
ICT	1,620	1,620	0	
Legal and Democratic Services	495	495	0	
People and Development	1,420	1,429	9	Costs in relation to the apprenticeship scheme and BLC funded from reserves.
Planning, Performance & Communications	1,345	1,345	0	
Procurement and stores	583	583	0	Change in duty rig for grey book staff, funded from PPE/ uniform reserve
Fleet services	1,463	1,467	4	
<b>Unitary Performance Groups</b>	100	100	0	
<b>Finance Resources</b>	3,772	3,772	0	The original budget includes £125k corporate contingency
<b>Total</b>	<b>42,079</b>	<b>41,960</b>	<b>(119)</b>	

Business Rates S31 grants	(235)	(235)	0
S31 grant	(63)	(63)	0
Provision for non collection of funding	250	250	0
<b>Funding</b>			
Council Tax	(25,540)	(25,540)	0
Collection Fund Surplus (council tax)	(457)	(457)	0
Business Rates Retention scheme	(8,816)	(8,816)	0
Collection Fund Deficit (business rates)	152	152	0
RSG	(7,370)	(7,370)	0
Total Funding	(42,079)	(42,079)	0
<b>Net Budget / Outturn / Variance</b>	<b>0</b>	<b>(119)</b>	<b>(119)</b>

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Appendix 1a  
Cheshire Fire Authority Revenue Budget 2016-17 Quarter 1 (1/4 year review)

Service Area	Original Budget £000	2016-17 Quarter 1 adjustments									Notes
		Net Expenditure/ (Income)			Reserve Movements			Total			
		Original budget £000	Expected Outturn £000	Variance £000	Original budget £000	Expected Outturn £000	Variance £000	Original budget £000	Expected Outturn £000	Variance £000	
<b>Firefighting and rescue operations</b>											
Service Delivery	20,775	21,110	21,110	0	(335)	(335)	0	20,775	20,775	0	
Operational Policy and Assurance	3,770	4,106	4,272	166	(336)	(419)	(83)	3,770	3,853	83	Additional swift water training + equipment costs and an additional technical support officer. National Operational Guidance SM post funded from reserves. ESMCP post funded from grant.
<b>Protection</b>	1,799	1,799	1,725	(74)	0	(20)	(20)	1,799	1,705	(94)	Pay budget underspend, some additional training cost possibly funded from income and use of reserves to fund CFRMIS development
<b>Prevention</b>											
Community Safety	1,979	2,096	2,162	66	(117)	(172)	(55)	1,979	1,990	11	Prince's Trust £45k deficit funded from reserves.
Public Services Transformation	0	257	205	(52)	(257)	(205)	52	0	0	0	
Safety Centre	208	208	178	(30)	0	0	0	208	178	(30)	Premises/utilities costs not required 2015-16
<b>Support Services</b>											
Executive Management	776	776	727	(49)	0	(53)	(53)	776	674	(102)	Savings from SMT restructure , Income from Cumbria re CFO , offset by GM working for 12 months with the Home Office. Some BLC costs funded from reserves.
Property Management	1,499	1,654	1,674	20	(155)	(175)	(20)	1,499	1,499	0	Some Training Centre costs funded from reserves.
Finance	475	475	475	0	0	0	0	475	475	0	
ICT	1,620	1,586	1,586	0	34	34	0	1,620	1,620	0	
Legal and Democratic Services	495	495	527	32	0	(32)	(32)	495	495	0	Some BLC costs and additional Information management costs funded from reserves.
People and Development	1,420	1,491	1,680	189	(71)	(251)	(180)	1,420	1,429	9	Costs in relation to the apprenticeship scheme and BLC funded from reserves.
Planning, Performance & Communications	1,345	1,426	1,401	(25)	(81)	(56)	25	1,345	1,345	0	
Procurement and stores	583	485	598	113	98	(15)	(113)	583	583	0	Change in duty rig for grey book staff, funded from PPE/ uniform reserve
Fleet services	1,463	1,560	1,568	8	(97)	(101)	(4)	1,463	1,467	4	
<b>Unitary Performance Groups</b>	100	100	100	0	0	0	0	100	100	0	
<b>Finance Resources</b>	3,772	1,788	1,788	0	1,984	1,984	0	3,772	3,772	0	The original budget includes £125k corporate contingency

<b>Total</b>	<b>42,079</b>	<b>41,412</b>	<b>41,776</b>	<b>364</b>	<b>667</b>	<b>184</b>	<b>(483)</b>	<b>42,079</b>	<b>41,960</b>	<b>(119)</b>
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Business Rates S31 grants	(235)
S31 grant	(63)
Provision for non collection of funding	250

(235)	(235)	0
(63)	(63)	0
250	250	0

**Funding**

Council Tax	(25,540)
Collection Fund Surplus (council tax)	(457)
Business Rates Retention scheme	(8,816)
Collection Fund Deficit (business rates)	152
RSG	(7,370)
Total Funding	(42,079)

(25,540)	(25,540)	0
(457)	(457)	0
(8,816)	(8,816)	0
152	152	0
(7,370)	(7,370)	0
(42,079)	(42,079)	0

<b>Net Budget / Outturn / Variance</b>	<b>0</b>
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<b>0</b>	<b>(119)</b>	<b>(119)</b>
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## Capital Programme 2016-17 estimated outturn monitoring report - Quarter 1

Project	Approval Year	Approved Budget £000	Expenditure			Expected Outturn £000	Variance £000	Notes
			brought forward £000	2015-16 £000	Total £000			
<b>Emergency Response Programme</b>								
Lymm	2013-14 / 2014-15 / 2015-16	9,159	1,673	1,506	3,179	9,260	101	Ongoing.
Penketh	2013-14 / 2014-15 / 2015-16	3,403	2,198	878	3,076	3,513	110	Ongoing.
Powey Lane (M53/M56)	2013-14 / 2014-15 / 2015-16	3,523	1,916	952	2,868	3,594	71	Ongoing.
Alsager	2013-14 / 2014-15 / 2015-16	1,340	1,322	-26	1,296	1,329	(11)	Scheme complete, some fees still due
<b>Sub-total - Emergency Response Programme</b>		<b>17,425</b>	<b>7,109</b>	<b>3,310</b>	<b>10,419</b>	<b>17,696</b>	<b>271</b>	
<b>Prior Year Approved Schemes b/f - in Progress</b>								
ICT Review/Server Replacement Programme	2011-12 / 2015-16	400	311	0	311	400	0	To be used to fund server replacement - subject to BLC
Hydraulic Platform	2014-15	700	110	480	590	590	(110)	Complete - Delivered June 2016
Appliance Replacement Programme	2015-16	840	0	0	0	795	(45)	Contract awarded - 3 x appliances scheduled for delivery March 2017
Hydraulic Platform	2015-16	700	110	480	590	590	(110)	Complete - Delivered May 2016
Line Rescue Vehicle	2015-16	50	0	0	0	50	0	At procurement stage
Driver Training Vehicle	2015-16	16	0	20	20	20	4	Complete - Delivered April 2016
Minibus	2015-16	30	0	0	0	30	0	Procurement in progress
Support vehicles	2015-16	20	0	22	22	22	2	Complete - 2 x vehicles delivered June 2016
System development	2015-16	300	0	0	0	0	(300)	No longer required
<b>Sub-total - Prior Year Schemes In Progress</b>		<b>3,056</b>	<b>531</b>	<b>1,002</b>	<b>1,533</b>	<b>2,497</b>	<b>(559)</b>	
<b>2016-17 Approved Schemes</b>								
Appliance Replacement Programme	2016-17	857	0	0	0	795	(62)	Contract awarded - 3 x appliances for delivery early 2017-18
One additional new appliance	2016-17	286	0	0	0	265	(21)	Contract awarded - appliance for delivery early 2017-18
Four Wheel Drive Resilience	2016-17	55	0	0	0	55	0	Procurement in progress
1 x additional Four Wheel Drive Resilience	2016-17	55	0	0	0	0	(55)	No longer required
2 * water incident units	2016-17	154	0	0	0	154	0	Ongoing
1 * flat bed lorry	2016-17	60	0	0	0	60	0	Ongoing
2 * cadets vehicles	2016-17	20	0	0	0	20	0	Ongoing
Support vehicles replacement programme	2016-17	60	0	0	0	60	0	Ongoing
Replacement Cutting Gear	2016-17	814	0	0	0	814	0	Procurement in progress
Replacement Defibrillators	2016-17	62	0	41	0	41	(21)	Complete - underspend due to lower price per unit.
Additional Defibrillators	2016-17	14	0	9	0	9	(5)	Complete - underspend due to lower price per unit.
Server replacement programme	2016-17	58	0	0	0	58	0	Subject to review and BLC
Capital contingency	2016-17	123	0	0	0	0	(123)	Contingency funding only
<b>Sub-total - 2016-17 Approved Schemes</b>		<b>2,618</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>2,331</b>	<b>(287)</b>	
<b>Total 2016-17 Capital Programme</b>		<b>23,099</b>	<b>7,640</b>	<b>4,362</b>	<b>11,952</b>	<b>22,524</b>	<b>(575)</b>	

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Quarter 1 2016/17 Performance

A Cheshire where there are no deaths, injuries or damage from fires or other emergencies

Vision

IRMP Theme

Outcomes

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Outputs

Protecting Local Communities

	Actual	Target	Q1 Year on Year	Q1 2015-16
Deaths in Primary Fires	1	0	↑	0
Injuries in Primary Fires	16	10	↑	8
Accidental dwelling fires	117	94	↑	98
- % starting in kitchens	69 (59%)	n/a	↓	61 (62%)
- % in homes with residents over pensionable age	38 (32%)	n/a	↑	24 (24%)
HSA evaluation - Residents very pleased/pleased	99%	100%	↓	100%
Deliberate fires	270	378	↓	404
Fires in Non Domestic Premises	49	38	↑	37
AFA's in Non Domestic Premises	261	246	↑	207

	Actual	Target	Q1 Year on Year	Q1 2015-16
HSAs Delivered to Heightened Risk	11,174	10,000	↑	7,494
Platinum address success rate	73%	65%	n/a	n/a
Thematic Inspections Completed	438	419	↓	494
NDP Fire Safety Audits Completed	392	400	↓	554

Responding to Emergencies

	Actual	Target	Q1 Year on Year	Q1 2015-16
10 Minute Standard	87%	80%	↓	89%
On Call Availability	68%	85%	↓	71%
Red Fleet Availability	99%	100%	↑	98%
After the incident - Residents very satisfied/satisfied overall	97%	100%	↓	100%
Residents very satisfied/satisfied with response times	95%	100%	↓	100%

	Actual	Target	Q1 Year on Year	Q1 2015-16
% On Call Budget Spent	Available at year end			

Developing the organisation

	Actual	Target	Q1 Year on Year	Q1 2015-16
Average Days/Shifts Lost to sickness	0.79	1.38	↑	0.75
ICT Core Service Availability	Not provided	99.9%	n/a	99.3%
Working Days Lost To Injury	27	16	↑	2
Website Visitors	142,240	104,407	↑	112,551
Carbon Use (tonnes)	Available at year end			
Staff Satisfaction	74.0%	n/a	n/a	

	Actual	Target	Q1 Year on Year	Q1 2015-16
Core Skills Training Completed	34%	25%	↓	36%

Performance key

- Positive performance against target by at least 10%
- Meeting target
- Within 10% of target
- Failing against target by at least 10%

Year on year direction key

- Positive direction of travel year on year by at least 10%
- Positive direction of travel year on year by up to 10%
- Negative direction of travel year on year by up to 10%
- Negative direction of travel year on year by at least 10%

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### SERVICE PLANS 16-17

#### Performance Summary Report for Q1 (April – June 2016)

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##### **FINANCE:**

The key activity for the Finance Team in the first quarter has been the completion of the first draft of the Authority's Statement of Accounts. The draft accounts were presented to the Closure of Accounts Committee on 22<sup>nd</sup> June. Much of the audit work on the accounts was also completed in the first quarter, although work remains to be finalised before the final approval of the accounts in September. An updated version of the Medium Term Financial Plan has been produced and was presented to Members at the Members Planning Day on 24<sup>th</sup> June, which showed a revised savings profile. Work on preparation for Blue Light Collaboration continued. The annual pensions grant claim has been completed and submitted during the quarter.

##### **ICT:**

The first quarter has been one of major change for the department with the majority of staff moving to Clemonds Hey from the first week in April. The co-location and the need to ensure effective support for all other departments remaining at CFRS HQ has been a significant workload and meant a number of existing projects have had to be put on hold. It is expected that these will be picked up in the second half of the year.

Priority for quarter two will be on staff consultation over the new joint structure prior to the formal transfer of staff to the police scheduled for November. The software team which has remained at CFRS HQ temporarily is also scheduled to transfer and move to Clemonds Hey in November.

Moves to replicate the Service's current server room at Clemonds Hey will be progressed as quickly as possible to reduce the risk of failure of the existing ageing hardware. Establishing the direct link between the two sites is also being progressed, as is the implementation of specialist software which will allow fire staff to operate all their existing systems once co-located at Clemonds Hey.

**LEGAL & DEMOCRATIC SERVICES:**

Work on most of the key activities is on track. For example, the Land and Stations Programme is progressing well, with the new station builds expected to be completed on or before the target dates. The Blue Light Collaboration Programme remains on track but there are challenging pieces of work and timescales to be negotiated.

The introduction of a decision-making management system has been successfully implemented with the software delivered and working satisfactorily. Further testing is required with the templates and interaction with the website prior to the official launch.

**OPERATIONAL POLICY & ASSURANCE (OPA):**

The department plan has been developed and all training activities are on target. We are looking to start to look at how operational training might be re-structured to meet the demands of the new on call cohort and station. The full impact of the BLC and of the various options for operational training are being worked through to ensure that all future department activities are maintained as planned.

The completion of the SM promotion process has added some stability to the department in terms of confirming the personnel in post until the next promotion board and the temporary appointment of a new GM will further enhance that stability.

**PEOPLE and DEVELOPMENT:**

Q1 has seen a lot of activity focussed around the talent management agenda, Blue Light Collaboration and the provision of ongoing support to the development and consultation on ERP2 proposals. Key activities and deliverables include:

- Launch of a new Leadership Appraisal for all Middle and Senior managers across the Service.
- Launch of the new Watch Manager Step Up Development Programme – completion of Module One
- Completion of recruitment process for 2016 intake of High Potential Development Scheme. This year the calibre of candidates fell below the required benchmark. A review will be undertaken to determine if eligibility and entry criteria needs adjustment to target wider talent pool.
- New promotion board process finalised and launched with new materials. Station Manager promotion process completed. Preparation in progress for launch of Watch Manager and Crew Manager process during Q2.
- Preparations ongoing to launch wholetime recruitment campaign in Q3.

The work associated with Blue Light Collaboration has gathered significant momentum in recent months. The BLC People Strategy is now complete and work is being finalised to produce an accompanying document that outlines the associated people processes. Blue Light

Change Champions have been identified and the HR function is working very closely with Unison representatives to encourage meaningful consultation and open dialogue. It is expected that as the programme continues to evolve the BLC project will absorb significant resources and time within the HR function. One senior member of the HR team has already been assigned to the project on a full time basis with another assigned on a part time basis to support the transactional elements. An extensive data cleansing exercise has also commenced to ensure that all information contained within files and systems is correct prior to transfer to the MFSS and migration of data to the Oracle system.

The only foreseeable risk at the current time is the loss of key staff who may opt to transfer to Cheshire Constabulary prior to the planned co-location and transfer or leave to pursue other external employment. This is against a backdrop of high demand and heavy workloads. As a contingency additional staff have been brought in where possible to provide more resilience and to reduce the risk as far as possible.

### **PLANNING PERFORMANCE & COMMUNICATIONS:**

Staff across the department have been focussed on two key priorities during quarter one – preparing for the significant consultation on future emergency response options (ERP2) and supporting the blue light collaboration programme.

Preparations for ERP2 have included researching and writing new three year consultation and communication strategies which will be presented to the Policy Committee in September. In addition the Consultation Institute have been engaged to provide formal oversight and accreditation of the programme.

As well as leading on communications for the blue light collaboration programme, significant staff time has been spent on understanding the options for how the work of the department can best be delivered within the Cheshire Constabulary structure. The work involved in preparing for the move to Clemonds Hey will increase substantially over the coming months and this, together with the loss of key staff, means existing departmental projects and proposals will need to be reviewed and prioritised.

Other work during the quarter saw a highly effective presence by the Service at the two day Cheshire Show and engagement with hundreds of people in the promotion of smoke alarms and fire safety. In addition, staff have begun preparations for the Authority's proposed Equality Excellence reaccreditation assessment in November.

## PREVENTION and PROTECTION:

The 16/17 departmental plan is ambitious with some major projects coming to fruition during the year. In Q1 good progress has been made against key objectives.

The number of fire safety audits is marginally below target expectations having been adversely affected by staffing levels and competing departmental priorities, such as prosecution work. Audit target has been revised and audits will be targeted to our higher risk premises. Following the review of the thematic target Q1 delivery has exceeded target expectations. The Business Safety team carried out 686 goodwill advice visits to business during Q1 against an increased annual target of 2,500.

AFA's in non-domestic premises are displaying a slight upward trend and are over target, however, these incidents are continually monitored to ascertain trends and identify possible solutions to any recurring issues. A paper summarising performance and suggesting some further changes to the way in which the Service responds to AFA's, in order to reduce the number of unwanted fire signals, will be considered by Members in Q2.

As a result of the high-rise sprinkler project, sprinklers have been installed and commissioned in 17/60 flats at Rowlands Heights (with a commitment to fit more as/when flats become vacant). On-site testing has been carried out at Joseph Groom towers prior to switching on the system where 90 /152 flats have been fitted with sprinklers. Wulvern are exploring the possibility of installing sprinklers in Waverley court. However, this will be dependent on cost and further advice being sought from their fire engineering consultant/design consultant. Protection officers are also currently working with various partner agencies to emphasise the importance of recommending the installation of sprinklers in schools.

The work to improve the relationships nationally with the heritage sector continues to develop and be well received by all involved with regional groups being established. Opportunity for a second partnership under the government's Primary Authority Scheme with Certas Energy UK Limited is being considered.

Successful negotiations mean that GMFRS will provide fire safety training for the region aligned to the Skills for Justice Competency Framework.

Construction of Safety Central at Lymm is progressing according to schedule. Format of schools' visits now agreed with detailed lesson plans being written with a view to testing with partner schools this September. New parents', older peoples' and independent living sessions to draw from activities developed for schools later in the year. As well as providing an electrical substation and overhead cables, SP Energy Networks has verbally committed to donating £10,000 in the coming months and potentially for a further seven years. Donation will be used to sponsor the volunteer ranger programme in the first instance. Discussions are going well with other potential sponsors/partners, e.g. Imtech, Virgin Trains, Network Rail and Barclays. 3rd October 2016 set as launch date for bookings for the school programmes for the 2017/18 academic year.

In Q1 four dementia friends' sessions were run during Dementia Awareness Week bringing the total number of dementia friends across the organisation to 174. The Service is looking to recruit its own Dementia Support advocate once funding of the existing dementia advice arrangement ends in July.

Q1 saw the start of the staff training programme comprising the three health elements for phase 1 of Safe and Well (slips, trips and falls; bowel cancer screening; and smoking cessation and alcohol reduction) and a very short session on information governance requirements and obligations. The training has been positively received by both Ops and Prevention staff. Supporting media was also produced for staff in the format of a short explanatory video: <https://youtu.be/2HLsN-y6rbg>. NHS Cheshire and Merseyside have said they will consider funding print costs of associated literature to accompany the visits.

Three new Fire Service Engagement Officers have been appointed to the Complex Dependency front door team in Halton, Warrington and Cheshire East and are currently undergoing induction training.

Continued targeted use of 'On the Streets' teams is proving to be effective in key areas. Recent partnership work with police in Ellesmere Port has developed a new education package addressing all forms of ASB, delivered by Prevention staff, ops staff, and PCSO's. Bonfire Presentations have been reviewed and re-written for use later this year, the aim being to ensure consistency of the Bonfire and Firework safety education delivered across the Service.

13 Drive Survive events delivered to date. A multi-agency Motorway Engagement Day covering the M6 corridor is planned for 11th August, with fire and rescue attendance at all services from Corley to the Scottish borders (5 locations in Cheshire - N and S bound). The Think Car is now used as an additional resource at Think Drive Survive events and other locations as appropriate. Firebike activity is now more targeted with volunteers either attending/delivering Biker Down courses or attending biker specific events and locations to promote Biker Down/Post-test training options. Winners again for Tyresafe Emergency Service Award for our work during Winter Driving month last year. Also received an award for Outstanding Achievement for our partnership work with Tyresafe members in Cheshire. Summer Drink Drive Campaign supported by a number of engagement events across the Service Area.

Whilst the department is largely operating within budget with ongoing reviews of activities to realise efficiencies, the Princes Trust programme continues to struggle with securing funding, due in part to poor Ofstead results of local partner colleges which has had an adverse impact on the numbers of teams they are willing to support. Stringent targets have been set for all staff covering recruitment and retention and delivery costs are regularly monitored via the budget process.

Nepal 17 team recruited and in place we currently have 17 cadets and 11 members of staff have been recruited to the Nepal 17 team with total funds raised to date of £10,204.70. We have established a project out in Nepal in the village of Kangel.

Alsager cadet unit now up and running with 16 cadets and 2 leaders. Other units we be developed as and when the new stations are complete.

Campaigns and engagement continue with an aim to reducing injuries in primary fires which were over target at Q1. Most commonly these have occurred in accidental dwelling fires (ADF's). Cooking was the most common cause of both ADF's and injuries. Deliberate fires are positively under target with annual decreases also projected.

### **PROPERTY MANAGEMENT:**

Construction of the three new fire stations at Penketh, Powey Lane and Lymm is progressing well on site and whilst there are some budget pressures these are all being managed effectively and are not a concern at this stage. Redevelopment opportunities are currently being actively considered at Chester, Ellesmere Port and Crewe. Arcadis property consultants have been appointed to undertake the review of all blue light service properties and are currently collating the information provided by CFRS to help facilitate the relocation of CFRS to Clemonds Hey.

### **SERVICE DELIVERY:**

There has been good progress made in Q1 covering a number of the ERP2 work streams, the programme and projects have been subject to a review by the project office and there were no major areas of concern.

ERP2 Operational configuration recommendations were initially discussed at Members Planning Days on 24th June and the 8<sup>th</sup> July, feedback has been received from Members and final approval of proposals will be prior to the start of IRMP consultation in September.

Policy Approval Group (PAG) recently approved proposals for New Uniform, Service Delivery Structure, Swift Water Rescue Phase 1 and On Call Pay and Reward linked to Appliance Availability (OCARS). These work stream are now being developed and moved to the implementation phase and where necessary new light touch PID's and projects are being established.

Further discussions are taking place during quarter 2 in relation to Aerial Appliances, Wholetime/On Call Watch Manager Pilot and Operational Watch Manager Roles, Responsibilities, Pay and Reward.

The SM New Flexible Duty System consultation and negotiation continues. JCNP meetings continue to be undertaken bi-weekly and through this process the Service have reached a principle of agreement position with FOA and are hoping to secure the same with the FBU very shortly.

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE & OVERVIEW COMMITTEE  
**DATE:** 24 AUGUST 2016  
**REPORT OF:** CHIEF FIRE OFFICER AND CHIEF EXECUTIVE  
**AUTHOR:** CHRIS ASTALL

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**SUBJECT:** QUARTERLY INTERNAL AUDIT PLAN – Quarter 4 (2015/16) & Quarter 1 (2016/17) PROGRESS REPORT

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### Purpose of Report

1. To provide Members with an update on:
  - Report Q4 progress made in respect of the 2015-16 internal audit plan
  - Report Q1 progress made in respect of the 2016-17 internal audit plan.

Attached, as **Appendix 1**, is a progress report prepared by Mersey Internal Audit Agency (MIAA) who will attend the meeting.

### Recommended: That

- [1] Members of the Performance & Overview Committee review and note the attached report; and
- [2] Members highlight any specific audit findings for which they would like further detail.

### Background

2. Internal auditing is an assurance function that primarily provides an independent and objective opinion to the Authority on the organisation's control environment.
3. Findings and recommendations made by MIAA during the course of an audit are presented formally in a report to the relevant Heads of Department. Each recommendation is prioritised as Critical, High, Medium, or Low to reflect the assessment of risk associated with any identified control weakness. It is a management responsibility to respond to the recommendations and identify actions that can be taken to address any issues.
4. Each Terms of Reference (ToR) and audit reports are reviewed by senior officers and any substantial risks identified may be referred to the Risk Management Board (RMB) if considered necessary.

5. The Performance & Overview Committee receives updates on a quarterly basis for the purpose of monitoring and scrutiny of progress against the annual audit plan and notable findings from audits undertaken during the course of the year.
6. All recommendations are populated on the Service's Cheshire Planning System (CPS) for monitoring and tracking delivery, progress in implementing the improvement actions and are reviewed during the year by PAG and independently assessed by MIAA during an annual 'follow-up' audit which is undertaken in Quarter 4.

## Information

6. In April 2015 management of the internal audit process was transferred to Planning, Performance & Communications (PP&C) who facilitate delivery of the ongoing action plans and presentation of audit reports.

## Reviews completed since last report to P&O Committee

7. Since the previous meeting of the Performance and Overview Committee the following reviews have been completed by MIAA, all of which received Significant Assurance:
  - Capital Programme
  - Combined Financial Systems
  - Fire Cadet Groups
  - Local Code of Corporate Governance
  - NW Joint Control Centre
  - Operational Training
  - Princes Trust

## Work in Progress 2016-17

8. There has been substantial activity aligned to the 2016-17 audit plan with the following Terms of Reference (ToRs) developed. The fieldwork will commence during Q2 in line with the internal audit plan:
  - **Insurance Arrangements** – assess the effectiveness of the revised insurance arrangements in place at the Authority.
  - **On Call Availability** – to assess the effectiveness of the On Call Availability arrangements in place at the Authority.

## Request for audit plan Changes

9. The contingency element of the audit plan allows the flexibility to respond to any changes in our risk profile throughout the financial year. There have been no requests for change during Quarter 1 reporting period.

## **Financial Implications**

10. Internal audit is an outsourced service funded from base budget. Any additional financial implications arising from internal audit recommendations are assessed individually as part of the management response for final audit reports.

## **Legal Implications**

11. There are no specific legal implications arising from this report.

## **Equality & Diversity Implications**

12. There are no differential impacts on any particular section of the community arising from this report.

## **Environmental Implications**

13. There are no specific impacts on the environment arising from this report.

**Appendix 1** – Internal Audit Progress Report Q4 (2015/16) & Q1 (2016/17)

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Internal Audit Progress Report  
Performance and Overview Committee  
(24<sup>th</sup> August 2016)

Cheshire Fire Authority / Fire & Rescue Service



# Contents

1. Introduction
2. Key Messages for Committee Attention
3. Work in progress

Appendix A: Risk Classification and Assurance Levels

Appendix B: Contract Performance



## 1. Introduction

This progress report provides an update to the Performance and Overview Committee in respect of the assurances, key issues and progress from the remaining reviews to be reported against the Internal Audit Plan for 2015/16. The report also includes details of the initial progress made in respect of 2016/17 Audit Plan. Comprehensive reports detailing findings, recommendations and agreed actions are provided to the organisation, and are available to Committee Members on request. In addition, a consolidated follow up position is reported on a periodic basis to the Performance and Overview Committee.

## 2. Key Messages for Committee Attention

Since the previous meeting of the Performance and Overview Committee we have completed the following reviews, all of which received Significant Assurance: -

- Capital Programme;
- Combined Financial Systems;
- Fire Cadet Groups;
- Local Code of Corporate Governance;
- NW Joint Control Centre;
- Operational Training; and
- Princes Trust.

The table below identifies the key areas from that work and the actions to be delivered by management. Appendix A provides the categorisation of assurance levels and risk ratings and Appendix B confirms performance against plan for 2016/17. Details of High Level actions are provided in Appendix C.

Title	Assurance Level	Recommendations	
Capital Programme	Significant	0 x Critical 0 x High	0 x Medium 1 x Low

**Objective:** To evaluate the systems and process in place to effectively manage the Capital Programme.

**Summary:** From the testing undertaken all key controls were found to be operating

effectively. The processes in place ensure that progress and financial status is accurately reported and monitored on a regular basis, any forecasted increase in costs is reported to allow decisions to be made on whether they are affordable and can be approved and the finance systems are such that invoices are checked for accuracy and against supporting records prior to approval.

**Key areas agreed for action (due to be completed by March 2017):**

One low recommendation to be actioned focused on developing a risk priority system should the demand for capital or funding available change from the overall capital programme/strategy. It is noted that all bids are currently reviewed, considered and approved by Members.

**Executive/ Management Sponsor:** Head of Finance

Title	Assurance Level	Recommendations	
Combined Financial Systems: <ul style="list-style-type: none"><li>• Accounts Payable</li><li>• Accounts Receivable</li><li>• Financial Ledger</li></ul>	Significant	0 x Critical 0 x High	1 x Medium 2 x Low

**Objective:** To provide assurance on the design and operation of the key controls within Accounts Payable/Receivable and Financial Ledger.

**Summary:** Overall, from the testing undertaken the key controls were found to be operating effectively with no significant issues identified. Some areas for enhancement were identified and these are detailed below.

**Key areas agreed for action (due to be completed by June 2016):**

Medium recommendation to be actioned, focused on: -

- An audit trail should be retained to evidence the request and approval of any changes to user access levels in the ledger.

Two low recommendations to be actioned focused on ensuring the Authority's Debtor policy include details of the author, approval and date of the next review, ensuring that the deadlines and timescales, and where practicable and evidencing timely review of journals when queries are raised prior to input.

**Executive/ Management Sponsor:** Head of Finance



Title	Assurance Level	Recommendations	
Fire Cadet Groups	Significant	0 x Critical 0 x High	4 x Medium 2 x Low

**Objective:** To review the processes and arrangements in place for the operation of the fire cadet groups including fundraising, expenditure and financial management.

**Summary:** The cadets form part of the Authority’s fire prevention strategy operating across the county in 24 locations, supported by volunteer leaders. The Fire Cadets Policy identifies the responsibilities and expectations of both the cadets and that of the Authority, including safeguarding and the unique specific requirements of the cadets including parental consent.

There are effective budget monitoring arrangements in place for the cadets, with analysis and supporting commentary provided by each cadet district. A sample of expenditure was tested and found to be appropriately authorised.

The main event for the cadets in 2015 was the Nepal School Project with 15 cadets and 9 volunteers who travelled to Nepal in October 2015. This project was financed through a number of fund raising activities including sponsored events. Income and expenditure was found to be appropriately recorded and monitored by the Finance Department.

The individual cadet groups operate local bank accounts that are managed outside of the Authority’s control, it is noted that these are low value and generally relate to the collection of weekly subscriptions. The Finance Department and the Cadet Manager are aware of this and are in the process of reviewing these arrangements with the intention to bring these bank accounts under the Authority’s umbrella and to develop operating procedures for income, expenditure and banking arrangements. Furthermore, there is a requirement to develop corporate policies and procedures for fundraising activities undertaken by employees and volunteers associated with the CFRS.

Disclosure and Barring Service (DBS) checks are undertaken on all potential employees or individuals engaged as volunteers in roles involving access to children, young people and vulnerable young adults. There is a process in place for the screening of individuals who have not been ordinarily resident within the UK prior to commencing employment or volunteer duties however, this needs to be captured in the Authority’s Convictions Policy and the Volunteers Policy.



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Management have identified the need for improved support for the Cadets including risk management and have assigned a number of Area Advisors to support each group. In addition, to this the Health, Safety and Wellbeing Manager in conjunction with the Fire Cadet Manager have recognised the need to undertake risk assessment audits on cadet groups to ensure that they are operating safely and in compliance with the Health and Safety Management Policy.

**Key areas agreed for action (due to be completed between June and December 2016):**

Medium recommendations to be actioned, focused on: -

- Determining the checks that should be taken for the employment or volunteering activity across the service for applicants who have not previously resided in the UK before. This should then be reflected within the Authority's Convictions and Volunteers Policies.
- The Health, Safety and Wellbeing Manager in conjunction with the Fire Cadet Manager should undertake a risk assessment audit on the cadet groups to ensure that they are operating safely and in compliance with the Health and Safety Management Policy. This is to be coordinated by the Cadet Area Advisor role and a health and safety checklist will be developed.
- Producing a Corporate Fundraising Policy that should be supplemented by comprehensive guidance for those involved in fundraising activities. The policy and procedures should identify the responsibilities of individuals, the Authority and require the implementation of adequate controls during fundraising including the security, recording and banking of funds collected.
  - Local bank accounts and managing of funds: -
    - (i) Cadet group bank accounts are set up through the Authority, including bank mandates and receipt of financial statements.
    - (ii) Review the process for the management of the cadet funds held locally including agreement on the records to be maintained and reporting arrangements to the Finance Department. The imprest and banking procedures established for the Prince's Trust groups could be adapted for the Fire Cadet Units for this purpose.
    - (iii) Undertaking a periodic audit of cadet unit accounts and arranging regular spot checks to ensure compliance with the Fire Cadet's Policy.



Two low recommendations to be actioned focused on continuing to look at opportunities and developing the financial plan for the use of third party monies received through fundraising or donations, and to consider the introduction of an annual report summarising the activities and achievements of the year.

**Executive/ Management Sponsor:** Head of Prevention

Title	Assurance Level	Recommendations
Local Code of Corporate Governance	Significant	N/A

**Background:** The Code of Corporate Governance in Local Government provides an overall framework that is intended to be followed as best practice for developing and maintaining a local code of governance. The Framework defines the principles that should underpin the governance of each local government body and provides a structure to help individual authorities with their own approach to governance. The six core principles are described below:

- Principle 1: Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.
- Principle 2: Members and officers working together to achieve a common purpose with clearly defined functions and role.
- Principle 3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- Principle 4: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
- Principle 5: Developing the capacity and capability of members and officers to be effective.
- Principle 6: Engaging with local people and other stakeholders to ensure robust public accountability.

In accordance with guidance, the Authority has developed and maintained a Local Code of Corporate Governance including a 'Framework' that provides a structure for monitoring compliance and assurance under the six principles of the code and the



publication of an Annual Governance Statement (AGS) to report on compliance. The framework has also recently been updated to include monitoring compliance with the National Framework requirements and is included in the Framework as Principle 7.

**Objective:** To undertake an independent review of the evidence which supports the Local Code of Corporate Governance (Principles 1 & 2) as included in the Framework to ensure it is relevant, robust and to identify any areas of improvement.

**Summary:** Based on the areas reviewed we can conclude that overall, sufficient evidence was available to support the conclusions recorded within the Local Code of Corporate Governance Framework (Principles 1 & 2) and thus demonstrating compliance with those outlined in the Code of Corporate Governance in Local Government. There were some areas for consideration on the development of this document and inclusion of further evidence, which were provided to management at the time of the review and an action plan was agreed. Management indicated that the Local Code of Corporate Governance Framework would be updated to reflect the findings of this review and this has been taken into account when forming our opinion level.

**Executive/ Management Sponsor:** Head of Planning, Performance and Communications

Title	Assurance Level	Recommendations	
North West Joint Control Centre	Significant	0 x Critical 0 x High	5 x Medium 0 x Low

**Objective:** To evaluate the effectiveness of the governance and 3<sup>rd</sup> party assurance arrangements in place regarding the management, reporting and performance monitoring of the North West Joint Control Centre run by North West Fire Control Ltd (NWFC).

**Summary:** There is a formal Members' Agreement in place that makes clear the interests of the Authority and the roles and responsibilities of the owners of NWFC. Merseyside Fire & Rescue were originally part of the project but withdrew leaving only four services continuing. The Members Agreement requires updating to reflect this, albeit this has and does not impact on the operation of this agreement.

Audit review confirmed that there is a Co-operation Agreement in place which details the process and expectations with regards to contract and performance management and the method used in establishing the costs applicable for each Authority. The



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agreement has been signed and agreed by both Cheshire and Lancashire Fire Authorities; however, the remaining two owners have not signed and returned their documentation.

The Board of Directors of NW Fire Control Ltd consists of eight elected members, two from each Authority. Other representatives from Cheshire Fire have included the Head of Legal & Democratic Services and the Assistant Chief Fire Officer. The Board meets regularly and receives a quarterly performance report to provide assurance on the performance of the service with regards to faults, activity impact and performance measures, including national targets set by the Chief Fire Officers' Association (CFOA) specifically with regards to call handling and resource mobilisation upon which NWFC Ltd have to report.

There are currently two forums for discussing the progress and performance of NWFC Ltd. These are the Operation Group and the Change Advisory Board (CAB). The Operation Group discusses operational changes that may impact on NWFC Ltd and solutions while the CAB discusses all technical aspects such as changes, performance, improvements and upgrades. At the time of the review supporting documentation was still outstanding with regards to the minutes of the CAB meetings; however, monthly action logs, minutes and agendas have been received and reviewed from the last three Operations Group meetings.

The Authority is in the process of developing an annual audit process for NWFC Ltd. The aim of this audit is to compliment the regular performance monitoring and to provide assurance that the information reported gives an accurate reflection of performance. This is currently being developed and discussed by numerous officers from each Authority to decide upon an agreed approach. The Authority would therefore benefit from agreeing on and implementing this process at the earliest opportunity.

Review of the minutes of the Performance and Overview Committee confirmed that performance of NWFC Ltd was last reported to the Committee on August 2015. The report presented provided information on the Call Handling and Mobilising System and Call Volumes from May 2014 to April 2015. The report referred to national targets set by the CFOA and measured the performance of NWFC Ltd against these targets. It was noted that there were problems with the reporting tool which had resulted in information reported to the Committee which was set against a more difficult measure, e.g. the report referred to a five second target for call answering when the national target was 10 seconds. It has been confirmed that since August 2015 this

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problem with the reporting tool has been rectified.

**Key areas agreed for action (due to be completed between July 2016 and April 2017):**

Medium recommendations to be actioned, focused on: -

- Amending the members' agreement to reflect the correct number of Authorities that currently hold an interest in NWFC Ltd. It is noted that the Agreement remains fit for purpose in the way it binds the four remaining Authorities together.
- Formally signing the Co-operation Agreements by the remaining Authorities and then correctly dating as confirmation that all parties have agreed to the governance arrangements to monitor the performance of NWFC Ltd.
- To agree the timeframe for reporting performance of NWFC Ltd to the Authority on a periodic basis. Meetings of the CAB should be documented and minuted to provide an audit trail of agenda items discussed.
- The Authority should liaise with NWFC Ltd and ensure that the reporting of performance data provided by them reflects the standards and targets set by the Authority, that all reporting functions are operating correctly and all data reported is correct.
- An annual audit process should be agreed upon by the stakeholders and implemented at the earliest opportunity to provide assurance that the performance information provided by NWFC Ltd is accurate. Within the annual audit process assurances should be provided on the quality of services and training of staff.

**Executive/ Management Sponsor:** Head of Legal and Democratic Services

Title	Assurance Level	Recommendations	
Operational Training	Significant	0 x Critical 0 x High	4 x Medium 2 x Low

**Objective:** To evaluate the arrangements in place to deliver, record and monitor compliance with Cheshire Fire & Rescue Service's Operational Training Strategy.

**Summary:** It is concluded that CFRS demonstrate a strong commitment in ensuring that its operational staff, from people joining the service through to experienced firefighters obtain and maintain the skills and competencies needed to fulfil their roles. This approach is underpinned by an overall strategy, supported by individual training



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module policies and an annual training plan which details the operational training required for its staff each year.

From the testing undertaken it was found that the Operational Policy and Assurance (OPA) Admin Hub play an important role in providing the administrative support to ensure that there is a strong internal recording and monitoring system in place to support the training of operational staff at the right times, and overall supporting records were in place to demonstrate the training completed.

There are some areas where processes could be enhanced. There is a need to ensure that refresher training detailed within all training policies is clearly aligned to the actual frequency training is delivered. It is not suggested that the timeliness of this training needs to change; however, it is important that the timescales for this is clearly understood by all staff within CFRS. It is acknowledged that attendance is closely monitored by the Admin hub in order to mitigate this.

All skills held by each operational member of staff is maintained on the Gartan Availability / Duty Management system. These skills are recorded by OPA Admin staff for each individual on their Gartan record. This can then be used by Station Managers to ensure that operational staff have skills and training that are up to date to perform particular duties or if training has expired, whether this impacts on what duties they may perform including for certain competencies such as the 'EFAD' skill, which relates to driving fire appliances. This skill must be reassessed every 5 years, if this skill expired it would result in the member of staff being unable to drive the appliance. During sampling of 15 on call and 10 whole time fire fighters, there were three examples identified where skills had expired but had not been removed from the Gartan system. All errors were highlighted to management at the time of review however, it is important that a wider review is completed in order to ensure that any other errors are known.

There are a number of elements which link in to operational training which all have different reporting lines, namely operational training, station management framework and incident commander training. Whilst, it is not suggested that the responsibilities for the management for these different elements should change, CFRS should consider whether the monitoring of these aspects of training delivery could be incorporated into the wider performance monitoring of operational training in order to provide a more comprehensive picture in relation to the skills, maintenance of skills and competencies across the Service. In addition, some improvements were identified relating to attendance monitoring, updating of policies and storing of attendance

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monitoring forms.

**Key areas agreed for action (due to be completed between March 2016 and March 2017):**

Medium recommendations to be actioned, focused on: -

- Key actions for training records: -
  - (i) Operational crews to be advised to review skill sets on Gartan and advise Operational Policy and Assurance Department of any discrepancies.
  - (ii) Discuss with staff co-ordinating training the importance of prioritising staff for available courses in order to minimise / prevent chances of skills exceeding the recommended expiry date.
  - (iii) To re-issue guidance regarding the completion of Green attendance forms and the requirement to indicate whether or not individuals have reached the required benchmark in all cases.
  - (iv) To check the set-up of new training courses for the 2016/2017 training year to ensure the correct set up in terms of Skill ID's that will ultimately update Gartan via the overnight changes file. Consideration will also be given as to utilising expiry dates for whole time staff.
- All training policies are reviewed and where necessary they should be updated to provide further clarity on the timescales for refresher training.
- The reason for trainer days lost should be formally recorded. This can then be used to highlight all the themes that have caused this and to highlight how these days are being used and identify any areas for improvement. Attendance monitoring for incident commander training should be developed.
- To look at the feasibility of developing an overarching performance framework for operational training which brings together aspects of operational training, station management framework and incident commander training.

Two low recommendations to be actioned focused on recording the date of ratification on the Incident Command training policy, updating it where required following recently published Incident Command Guidance, and scanning attendance forms onto the system to negate the need to operate a manual filing system which

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should assist in retrieving documents when needed.

**Executive/ Management Sponsor:** Head of Operational Policy and Assurance

Title	Assurance Level	Recommendations	
Princes Trust (PT)	Significant	0 x Critical 1 x High	2 x Medium 1 x Low

**Objective:** To assess the processes and financial arrangements in place for managing income and expenditure for projects through the Prince's Trust (PT) partnership. In addition, the review will assess how these budgets are being utilised, the approval process for new projects and the arrangements in place to monitor success against required outcomes.

**Summary:** The strength of the PT Programme is the outcomes it achieves for attendees that have frequently experienced personal difficulties. An independent report produced by Matrix on CFRS PT course identified that "the outcomes of the CFRS Princes Trust were highly positive". In order to enhance external publicity an annual report is to be considered by CFRS which will demonstrate the outcomes achieved through the year, with annual statistics of the progression to employment and training of attendees.

Whilst it is clear that the Princes Trust is an important programme for CFRS and is identified as providing positive outcomes, the operation of the programme and its courses is at a significant cost to the Authority; with an overall cost of £194,000 in 2014/15, and another significant contribution expected in 2015/16, above the allocated budget of £120,000. It is noted that the overall financial performance of the scheme was reported to the Performance and Overview Committee as part of the Prevention and Protection Department report.

The Prince's Trust programme is delivered by seven teams across the county, each running three courses per year. The standard cost of running courses at a single location was established as £36,840. The costs have been reviewed and reduced where possible; however, a significant element of the costs remain fixed and relates to salaries, vehicles and the residential course. An analysis of expenditure and income incurred and income raised by each PT team for running a course highlighted that financial performance varies across the seven teams. A key contributor of this relates to the ability to reach the required attendance levels on its courses across the seven teams. Management are aware that there have been difficulties in recruiting enough

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attendees for all 21 courses being organised, in particular at certain locations and are looking at solutions to address this. It is clear that there is a need to consider how overall costs for this programme can be managed through looking at opportunities for further cost reduction, increased attendance or through restricting how the courses are delivered. This is an area that is under continual review by CFRS management

**High Risk**

There are appropriate financial controls for expenditure, banking and the imprest system. Some minor exceptions were noted relating to the completeness of monthly imprest procedures and ensuring there is regular review of expenditure by regional teams to ensure that VAT due to the Authority is fully claimed.

The PT team employed by the Authority have to comply with the Authority's governance arrangements, policies and procedures including risk management, testing confirmed that these arrangements were being complied with. There have been formal negotiations with Mid-Cheshire College with a letter of intent agreed for the next three years outlining responsibilities of both parties and the courses to be delivered. A detailed program is in place identifying what is expected and being delivered each week, with a detailed report produced for each course identifying the achievements.

As part of the recruitment process prior to commencement eligibility checks are in place including the identification of personal and health issues, including appropriate risk assessments being undertaken and considered during the program. Risk management arrangements are in place, including that of generic risks associated with outdoor activities. Appropriate DBS checks were identified and had been completed and reviewed for the PT staff employed through CFRS.

**Key areas agreed for action (due to be completed by August 2016 and ongoing):**

One High Risk Recommendation is detailed in Appendix C.

Medium recommendations to be actioned, focused on: -

- Prince's Trust Teams and the Finance Department should ensure that monthly transaction listings, reconciliations and bank reconciliations are fully completed with any discrepancies identified and followed up. Furthermore, the review process should identify items/expenditure that is classed as non-business on the VAT returns and where applicable, obtain VAT receipts in order to reclaim any VAT due to the Authority.
- The Authority should undertake a comprehensive review of the convictions and



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volunteers policies to ensure that they fully reflect the current organisational and statutory requirements.

One low recommendation to be actioned focused on the consideration of developing an overarching annual report relating to the outcomes of the Princes Trust programme.

**Executive/ Management Sponsor:** Head of Prevention

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### 3. Work in Progress

The following pieces of work are in progress and will be reported to Committee following completion:

#### Work In progress

##### 2016/17

- **Insurance Arrangements** – The review will assess the effectiveness of the revised insurance arrangements in place at the Authority  
*Terms of Reference agreed, fieldwork in progress.*
- **On Call Availability** – to assess the effectiveness of the On Call Availability arrangements in place at the Authority  
*Terms of Reference agreed, fieldwork in progress.*

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### Request for Audit Plan Changes

Policy Approval Group approval will be requested for any amendments to the original plan and this will be reported to the Performance and Overview Committee to facilitate the monitoring process. There are no proposed amendments to the audit plan.



## Appendix A: Assurance Definitions and Risk Classifications

Level of Assurance	Description
High	Our work found some low impact control weaknesses which, if addressed would improve overall control. However, these weaknesses do not affect key controls and are unlikely to impair the achievement of the objectives of the system. Therefore we can conclude that the key controls have been adequately designed and are operating effectively to deliver the objectives of the system, function or process.
Significant	There are some weaknesses in the design and/or operation of controls which could impair the achievement of the objectives of the system, function or process. However, either their impact would be minimal or they would be unlikely to occur.
Limited	There are weaknesses in the design and / or operation of controls which could have a significant impact on the achievement of the key system, function or process objectives but should not have a significant impact on the achievement of organisational objectives.
No	There are weaknesses in the design and/or operation of controls which [in aggregate] have a significant impact on the achievement of key system, function or process objectives and may put at risk the achievement of organisational objectives.

Risk Rating	Assessment Rationale
Critical	Control weakness that could have a significant impact upon, not only the system, function or process objectives but also the achievement of the organisation's objectives in relation to: <ul style="list-style-type: none"> <li>the efficient and effective use of resources</li> <li>the safeguarding of assets</li> <li>the preparation of reliable financial and operational information</li> <li>compliance with laws and regulations.</li> </ul>
High	Control weakness that has or is likely to have a significant impact upon the achievement of key system, function or process objectives. This weakness, whilst high impact for the system, function or process does not have a significant impact on the achievement of the overall organisation objectives.
Medium	Control weakness that: <ul style="list-style-type: none"> <li>has a low impact on the achievement of the key system, function or process objectives;</li> <li>has exposed the system, function or process to a key risk, however the likelihood of this risk occurring is low.</li> </ul>
Low	Control weakness that does not impact upon the achievement of key system, function or process objectives; however implementation of the recommendation would improve overall control.



## Appendix B: Contract Performance

The primary measure of your internal auditor's performance is the outputs deriving from work undertaken. The plan has also been discussed with lead officers to determine the appropriate timing of individual work-streams to accommodate organisational priorities, availability, mandatory requirements and external audit views.

### General Performance Indicators

The following provides some general performance indicator information to support the Committee in assessing the performance of Internal Audit.

Element	Status	Summary
Progress against plan	Green	Audit reviews are on track in terms of planned completion.
Timeliness	Green	Generally, reviews are progressing in line with planned delivery.
Qualified Staff	Green	MIAA Audit Staff consist of: <ul style="list-style-type: none"> <li>• 65% Qualified (CCAB, IIA etc.)</li> <li>• 35% Part Qualified</li> </ul>
Quality	Green	MIAA operate systems to ISO Quality Standards. Triennial review by External Audit was positive.

### Overview of Output Delivery

REVIEW TITLE	PLANNED COMPLETION				ASSURANCE LEVEL	Commentary
	Aug	Nov	Feb	Apr	High / Significant / Limited / No	
<b>FINANCE &amp; RESOURCES</b>						
Counter Fraud Arrangements				○		
Financial Systems			○			
Insurance Arrangements		●				Terms of Reference agreed, fieldwork in progress.
<b>PERFORMANCE</b>						

REVIEW TITLE	PLANNED COMPLETION				ASSURANCE LEVEL	Commentary
	Aug	Nov	Feb	Apr	High / Significant / Limited / No	
On Call Availability		●				Terms of Reference agreed, fieldwork in progress.
Partnership Arrangements			○			
<b>OPERATIONAL COMPLIANCE</b>						
IT Critical Applications				○		
Pilot Inspection Exercise			○			
Site Risk Information				○		
Station Management Audits			○			
<b>GOVERNANCE, RISK AND LEGALITY</b>						
Risk Maturity – Departmental/Station Level			○			
Statement of Assurance				○		
<b>FOLLOW-UP AND CONTINGENCY</b>						
Follow-up		○		○		See Follow Up Report
Contingency						

Key ○ = Planned ● = In Progress / Complete



## Appendix C: Critical/ High Risk Recommendations

There was one high risk recommendation included within the reports

### Prince's Trust Review

Operating Effectiveness

#### 1. Cost of the Prince's Trust Programme

**Issue Identified** – Whilst it is clear that the Princes Trust (PT) is an important programme for CFRS and is producing positive outcomes, the operation of this is at a significant cost to the Authority; with an overall cost of £194,000 in 2014/15, with another significant contribution expected in 2015/16, above the budget allocated of £120,000. It is noted that the overall financial performance of the scheme was reported to the Performance and Overview Committee as part of the Prevention and Protection Department report.

The Prince's Trust programme is delivered by seven teams across the county, each running three courses per year. The standard cost of running courses at a single location was established as £36,840. The costs have been reviewed and reduced where possible, however a significant element of the costs remains fixed and relates to salaries, vehicles and the residential course. An analysis of expenditure and income incurred and income raised by each PT team for running a course highlighted that in Crewe and Winsford one course in quarter 4 (2014/15) made a surplus of £2,042 and £4,793 respectively, whereas the other five locations, within the same period cumulatively cost the Authority £49,639 to run one course.

The Prince's Trust Programme guidance and procedure document requires a minimum of fourteen young people to start on a course. The Authority's agreement agreed with Mid-Cheshire College is to have a minimum of nine 16-18 year olds and five 19-25 year olds on each course which is required to generate a net income of £36,919 for the Authority after deduction of agreed fees. A sample of courses reviewed during the audit highlighted that the requirement of the minimum number of attendees at courses run by the Authority is not always being met and maybe the root cause of the overall financial position. Management are aware that there have been difficulties in recruiting enough attendees for all the 21 courses being organised, in particular at certain locations and are looking at solutions to address this.

**Risk Rating – HIGH**

**Specific Risk** – The Prince's Trust programme exceeds the current level of contribution from

the authority resulting in additional and unplanned financial support to the programme.

Failure to secure the minimum number of attendees results in a significant financial cost to the Authority.

**Recommendation:** The Authority should undertake a comprehensive and formal review of how the Prince's Trust Programme is delivered across the county in order to reduce the total cost of running the programme across the seven locations. The Authority's financial contribution to the programme should be reconsidered to ensure that the programmes achieves the budget contribution position without the requirement of unplanned financial support. The financial position of the Prince's Trust programme should also be included in the Authority's risk register to ensure that controls in place to manage overspend against budget are consistently monitored.

**Management Response (Remedial Action Agreed):** Work is ongoing with CFRS Finance Department looking at income and expenditure of the Prince's Trust Team programme. Significant work has taken place in reducing the expenditure and producing a true cost of the programme along with more accurate forecasting of future teams income. Team meetings are to be held with the staff to inform them of the current financial position and making them aware of what is required to ensure their teams recruit and retain the required numbers to make the programme financially viable. CFRS PT delivery has also been reduced from 21 teams per academic year to 18. Regular meetings with the Finance department are held where the budget is reviewed. There is also a robust staff performance management system in place which reviews team numbers and each team has to produce detailed recruitment plans. Further work is taking place reviewing the expenditure and the possibility of reducing the number of additional qualifications delivered to reduce the cost but this may have an adverse effect on recruitment and retention. PT finance is not a new issue and we have been dealing with this for a few years now.

**Responsibility for action** – Deputy Chief Fire Officer

**Deadline for Action** – Ongoing



## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE & OVERVIEW COMMITTEE  
**DATE:** 24 AUGUST 2016  
**REPORT OF:** POLICY AND INCLUSION MANAGER  
**AUTHOR:** MELANIE HOCKENHULL

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**SUBJECT:** ANNUAL EQUALITY AND DIVERSITY  
REPORT

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### Purpose of Report

1. To provide Members with a summary of key issues identified from the Service's Annual Equality Monitoring Report 2015-16 (Appendix 1).

**Recommended:** That

- [1] the new format of the Equality Monitoring Report 2015 – 2016 is received, subject to any exceptions set out below.

### Background

2. The Performance and Overview Committee has previously received update reports highlighting the progress the Service has made in relation to equality and diversity. Reports have included achievement of the Excellent Standard in the Fire and Rescue Service Equality Framework, progress against the Service's Equalities Action Plan and the Annual Equality Monitoring Reports.
3. Production and analysis of the Monitoring Report provides reassurance that there are no barriers or adverse impacts in how we deliver our services to communities and how we employ and work with our staff, as well as satisfying statutory requirements under national equality legislation.
4. The Service has been monitoring its employment practices for a number of years, while monitoring of key areas of service began in 2010-11. Annual equality monitoring reports have been presented to the Performance and Overview Committee since that time.
5. As Members have been previously informed, the former Equality Task Group has, from March 2016, evolved into the Equality Steering Group (ESG). The ESG is chaired by the Chief Fire Officer & Chief Executive and Councillor Dirir and Councillor Mercer are the Member Equality Champions.

6. Relevant monitoring information is collated on a quarterly basis and presented to the ESG. Representatives on the ESG then scrutinise the information to identify any positive or adverse trends. Where trends are identified, appropriate action is discussed and taken. This can range from further analysis to get a better understanding of the issues, to direct action to mitigate the impact.
7. The format of the Monitoring Report has evolved in recent years but the latest version represents the most fundamental change to date. This is the second year that the Monitoring Report has been presented in this format. Particular attention has once again been paid to making the information more accessible and user friendly.
8. The Monitoring Report was endorsed at the June meeting of the ESG. Additional information to last year has been presented in this year's monitoring report in relation to: staff training; disciplinary and grievance procedures; volunteers; and on-call recruitment. Please note, areas of the report may be subject to minor change based on further data cleansing and validation.

## **Summary**

9. The Equality Monitoring report is divided into two sections: Employment; and Service Delivery. This reflects internal and external monitoring. In relation to the 2015-16 Monitoring Report key areas of interest in these two sections include;

### **Employment**

- This is the second year all equality information has been collated for all characteristics in relation to staff in post. Comparisons are therefore made against 2014/2015 only.
- The majority of employees are white British males, aged between 35-44. This is similar to numbers reported in 2014/2015.
- Volunteer data reflects those in post as at 31 March 2016. There are currently 197 volunteers, the majority of who are aged 17-24, male and white British.
- Five percent of operational staff are female, a slight increase from the 4% reported in 2014/2015.
- As concerns on-call recruitment, applicants were in the majority male, white British and between 25 and 35 years of age, again reflecting earlier trends.
- Of the 29 female applicants for on-call roles, 8 (28%) were successful. Seventeen percent of male applicants were successful.

## **Community Engagement**

- Twenty-six percent of residents receiving an HSA recorded a disability, 19% of who were hearing impaired, representing a slight increase from 2014/2015. This is in line with the Service's targeted re-visits to the homes of people with hearing impairment alarms fitted.
  - As concerns Youth Engagement Activities, most young people taking part are between 12 and 14 and the majority are White British males.
  - After previous reports highlighted increased outcomes following business premises audits against people of Chinese origin, focused engagement work in this area now means this is not the case.
  - Most commonly, people involved in injuries and fatalities were aged between 36 and 45, partly as a result of the serious incident at Bosley and other injuries occurring as a result of fires outside the home. This trend for younger people than predicted to be at risk will continue to be monitored.
  - The majority of victims of injuries and fatalities occurring as a result of accidental fires in the home, however, were aged over 65, in line with targeted risk methodology.
10. Work is already underway to try to ensure that any issues highlighted within the report are being addressed appropriately. In particular, having noted the low levels of female, BME and LGBT operational staff, positive action campaigns are currently underway to encourage individuals from these under-represented groups to apply in the upcoming recruitment campaign for wholetime firefighters.

## **Financial Implications**

11. There may be limited costs associated with some of the actions needed to ensure that the Service is addressing the trends identified within the report, mainly associated with training. Such costs will be captured either from the day to day budgets of the relevant department or via the Equalities Budget.

## **Legal Implications**

12. Production of the Annual Equality Monitoring Report helps the Authority to ensure that it complies with its statutory responsibilities.

## **Equality and Diversity**

13. The Annual Equality Monitoring Report is produced to ensure that there are no barriers or adverse impacts to our employment policies/practices and service delivery.

## **BACKGROUND PAPERS :**

### **Appendix 1 – Annual Equality Monitoring Report 2015-16**

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# Annual Equality Monitoring report

Employment and community engagement  
2015-16

## Equality Monitoring 2015-16



operational  
staff included in the report



support



people applied for  
jobs within the  
Service



highest ever rating in Stonewall  
top 100 employers & highest  
emergency service



**Over 32,000**

members of our community provided equality monitoring data, including...



people who received a  
home safety assesment



residents from 9 to 90,  
through youth  
engagement and  
targeted safety delivery



business representatives  
assiting with audits



people returning  
monitoring  
questionnaires

Cheshire Fire and Rescue Service monitors equality and diversity information internally across several areas of the organisation as detailed below.

#### Staff in post

The age, gender, ethnic origin, religion, sexual orientation and any registered disabilities are recorded for all staff. This information ensures that the make up of our organisation strives to reflect the community we serve. This is the second consecutive year all of this information has been collated in this detail for all characteristics. Trends are reported against 2014/2015 figures.

#### Volunteers

The age, gender, ethnic origin, religion, sexual orientation and any registered disabilities are recorded for all volunteers. Figures quoted reflect those in post at the end of March 2016.

#### Female operational employees

In line with historic nationally set indicators, we monitor the percentage of operational employees who are female. This also details the split of female firefighters against crewing types.

Crewing types included are:

Wholetime – staff working a 2 day rota of days and 2 nights, followed by 4 days away from work.

Day crewed – staff working a rota of 4 full days and nights followed by 4 days away from work.

Nucleus – staff working days on agreed shifts.

On Call – staff contracted to be available to attend incidents for an agreed number of hours a week, from work or home locations.

#### Recruitment

The Service is dedicated to monitoring all vacancy applications to ensure that all individuals feel eligible to apply and be considered for new posts.

For the first year, this report also includes a breakdown of recruitment into On Call roles.

The following pages detail relevant equality data captured for each of the areas listed above.

#### Staff Training

As part of the Service's commitment to developing a workforce able to deliver its vision, it is dedicated to staff training. Data is collated for training across the organisation, from regular mandatory firefighting modules to support staff development.

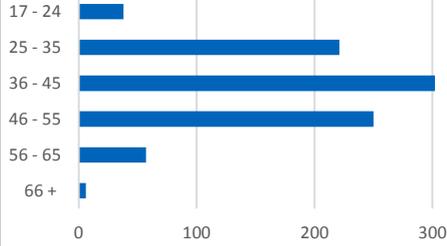
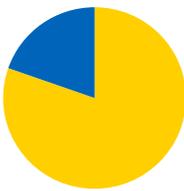
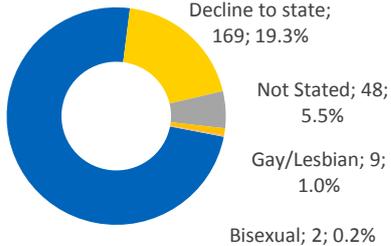
Because the same employee may attend more than one training course within a year, reporting in the same manner as other areas is not accurate.

Data for the courses has been collated and analysed and assurances can be made that attendees reflect the make up of the organisation across all areas.

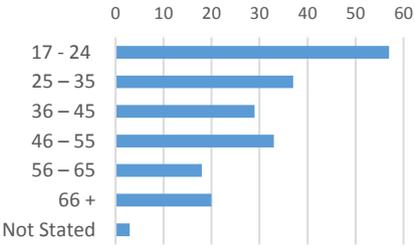
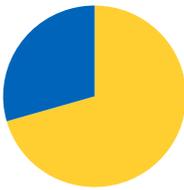
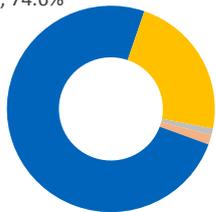
#### Disciplines and grievances

Data was also collated on discipline and grievances to ensure a consistent approach to internal procedures. This information has not been included in this report as there was not sufficient data to deem it acceptable to use, taking account of data protection. Also, such small datasets cannot be used to draw significant conclusions.

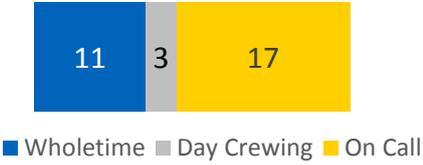
## Staff in post

	2015/16	Commentary
Staff included	875	Slight annual decrease recorded, equating to 15 fewer employees than 2014/15
<p>Age</p> 		The majority of staff are aged between 35 and 44, in line with national stats for employment rates by age group.
<p>Gender</p> 	<p>Female 20%</p>  <p>Male 80%</p>	<p>Overall, there has been a slight increase in the percentage of female employees compared to 2014/15.</p> <p>82% of female staff are in support roles, compared with 14% of male staff.</p> <p>A breakdown of female staff in operational roles is detailed on the next page.</p>
<p>Ethnicity</p> 	<p>94% (825) White British</p> <p>The most common ethnicity after White British was 'White – Other', accounting for 12 employees, followed by 7 'White – Irish' employees.</p>	<p>Other recorded ethnicities included Chinese, Black British Caribbean and other.</p> <p>5 employees declined to state their ethnicity – a decrease compared to 2014/15</p>
<p>Disability</p> 	<p>96% of employees recorded no disability, which has remained static since 2014/15.</p>	<p>Of the 36 staff members recording a disability, 17 were in support roles. For operational staff, the majority of disabilities are recorded with those on On Call contracts.</p>
<p>Religion</p> 	<p>50% Christian, 24% declined to state, 14% no religion at all</p>	<p>This represents a slight annual decrease on those declining to state and an increase of staff members with no religion.</p>
<p>Sexual Orientation</p> 		<p>There have been slight annual increases in the numbers of people recording their sexual orientation as gay, lesbian or bisexual. There have also been positive decreases in the numbers of people declining to state.</p>

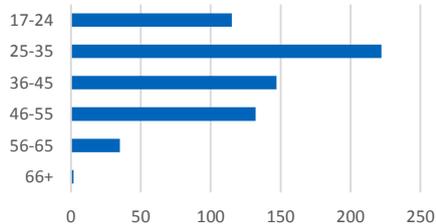
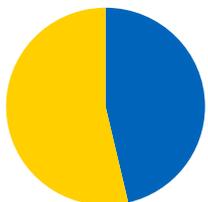
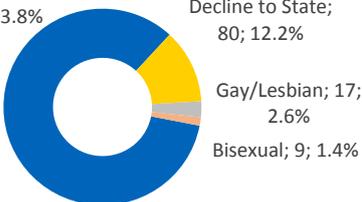
## Volunteers in post

	2015/16	Commentary																
Volunteers included	197	This figure represents the number at year end – this may have been higher in previous quarters																
Age 	 <table border="1"> <caption>Age Distribution</caption> <thead> <tr> <th>Age Group</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>17 - 24</td> <td>55</td> </tr> <tr> <td>25 - 35</td> <td>35</td> </tr> <tr> <td>36 - 45</td> <td>28</td> </tr> <tr> <td>46 - 55</td> <td>32</td> </tr> <tr> <td>56 - 65</td> <td>18</td> </tr> <tr> <td>66 +</td> <td>18</td> </tr> <tr> <td>Not Stated</td> <td>2</td> </tr> </tbody> </table>	Age Group	Count	17 - 24	55	25 - 35	35	36 - 45	28	46 - 55	32	56 - 65	18	66 +	18	Not Stated	2	The majority of volunteers are aged 17 – 24, in line with national research on the ages of regular volunteers.
Age Group	Count																	
17 - 24	55																	
25 - 35	35																	
36 - 45	28																	
46 - 55	32																	
56 - 65	18																	
66 +	18																	
Not Stated	2																	
Gender 	 <table border="1"> <caption>Gender Distribution</caption> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>29%</td> </tr> <tr> <td>Male</td> <td>71%</td> </tr> </tbody> </table>	Gender	Percentage	Female	29%	Male	71%	This split continues previous trends with the majority of volunteers being male. This also reflects national volunteer trends.										
Gender	Percentage																	
Female	29%																	
Male	71%																	
Ethnicity 	<p>86% (169) White British</p> <p>The most common ethnicity after White British was 'White Irish/ Other', accounting for 3 volunteers. 25 did not state</p>	This is reflective of census data for Cheshire and Service employees.																
Disability 	92% of volunteers recorded no disability	This is a slight decrease compared to previous reporting, with 15 volunteers recording a disability																
Religion 	55% Christian, 23% no religion at all, 21% declined to state	Again this is line with census data for Cheshire and current employees.																
Sexual Orientation 	 <table border="1"> <caption>Sexual Orientation Distribution</caption> <thead> <tr> <th>Sexual Orientation</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Heterosexual</td> <td>147</td> <td>74.6%</td> </tr> <tr> <td>Decline to state</td> <td>45</td> <td>22.8%</td> </tr> <tr> <td>Gay/Lesbian</td> <td>3</td> <td>1.5%</td> </tr> <tr> <td>Bisexual</td> <td>2</td> <td>1.0%</td> </tr> </tbody> </table>	Sexual Orientation	Count	Percentage	Heterosexual	147	74.6%	Decline to state	45	22.8%	Gay/Lesbian	3	1.5%	Bisexual	2	1.0%	There have been positive upward trends in the numbers of people recording their sexual orientation as gay, lesbian or bisexual in the past 5 years.	
Sexual Orientation	Count	Percentage																
Heterosexual	147	74.6%																
Decline to state	45	22.8%																
Gay/Lesbian	3	1.5%																
Bisexual	2	1.0%																

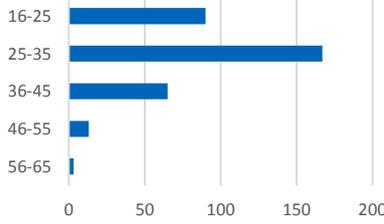
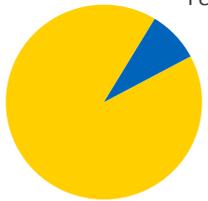
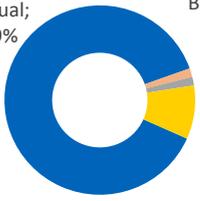
## Females in operational roles

	2015/16	Commentary								
Number of female operational staff	31	<p>5% of operational staff are female, a slight increase compared to 2014/15. There has been an increase in 7 operational females since last year.</p> <p>In 2013/14, over 91% of female uniformed staff worked in the Control room. With the introduction of North West Fire Control, these staff have left the Service and this has had an impact on overall percentages of female staff.</p>								
Crewing types – please see guide on page 1	 <p>■ Wholetime ■ Day Crewing ■ On Call</p> <table border="1"> <caption>Crewing types for female operational staff (2015/16)</caption> <thead> <tr> <th>Crewing Type</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Wholetime</td> <td>11</td> </tr> <tr> <td>Day Crewing</td> <td>3</td> </tr> <tr> <td>On Call</td> <td>17</td> </tr> </tbody> </table>	Crewing Type	Count	Wholetime	11	Day Crewing	3	On Call	17	<p>55% of female operational employees are On Call, a slight increase compared to 2014/15. The most common crewing type for male employees is Wholetime.</p> <p>Female employees account for 7% of the On Call, 4% of the Wholetime and 5% of the Day Crewing staff in the service. This is an increase for On Call and Wholetime compared to last year.</p>
Crewing Type	Count									
Wholetime	11									
Day Crewing	3									
On Call	17									

## Recruitment to all Roles Other Than On Call Posts

	2015/16	Commentary															
<p>Number of adverts &amp; applicants</p>	<p>87 adverts 655 applicants</p>	<p>This information relates to all adverts and applicants, internal and external apart from for On Call roles.</p> <p>There have been year on year increases again in the number of adverts.</p>															
<p>Age</p> 	 <table border="1"> <caption>Age Distribution of Applicants</caption> <thead> <tr> <th>Age Group</th> <th>Number of Applicants</th> </tr> </thead> <tbody> <tr> <td>17-24</td> <td>~110</td> </tr> <tr> <td>25-35</td> <td>~220</td> </tr> <tr> <td>36-45</td> <td>~140</td> </tr> <tr> <td>46-55</td> <td>~130</td> </tr> <tr> <td>56-65</td> <td>~40</td> </tr> <tr> <td>66+</td> <td>~10</td> </tr> </tbody> </table>	Age Group	Number of Applicants	17-24	~110	25-35	~220	36-45	~140	46-55	~130	56-65	~40	66+	~10	<p>The majority of applicants were between 25 and 35 years of age, showing similar trends to previous years.</p> <p>Applicants for operational roles were highest for people aged 36-45, following trends for previous years. This includes internal roles where employees apply for changes to role.</p>	
Age Group	Number of Applicants																
17-24	~110																
25-35	~220																
36-45	~140																
46-55	~130																
56-65	~40																
66+	~10																
<p>Gender</p> 	 <table border="1"> <caption>Gender Distribution of Applicants</caption> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>54%</td> </tr> <tr> <td>Female</td> <td>46%</td> </tr> </tbody> </table>	Gender	Percentage	Male	54%	Female	46%	<p>There was only 1 application without a recorded gender.</p> <p>The percentage of males applying has increased slightly year on year.</p> <p>Just 2% of all female applicants were to operational roles. It must be noted that the most common shift system for operational females is On Call and these applicants are not included here.</p>									
Gender	Percentage																
Male	54%																
Female	46%																
<p>Ethnicity</p> 	<p>90% (589) White British 5% (33) declined to state 1% (6) White and Asian or Any other white</p>	<p>The percentage of White British residents applying is slightly lower than 2011 Census figures and also represents an annual decrease. There have been more ethnicities recorded than previous reporting.</p> <p>There has been an increase in the number and percentage of those declining to state.</p>															
<p>Disability</p> 	<p>7% (48) with a disability</p>	<p>There has been an increase year on year in the number of people recording a disability, even though there is not a mandatory requirement to disclose this information.</p> <p>3% of applicants to operational roles reported a disability.</p>															
<p>Religion</p> 	<p>51% Christian 29% No religion 14% Declined to state Most common religion after these was 'other'</p>	<p>There has been a slight year on year decrease in the percentage of people identifying themselves as Christians and those with no religion.</p> <p>More people declined to state this year compared to 2014/15.</p>															
<p>Sexual Orientation</p> 	 <table border="1"> <caption>Sexual Orientation Distribution of Applicants</caption> <thead> <tr> <th>Sexual Orientation</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Heterosexual</td> <td>548</td> <td>83.8%</td> </tr> <tr> <td>Decline to State</td> <td>80</td> <td>12.2%</td> </tr> <tr> <td>Gay/Lesbian</td> <td>17</td> <td>2.6%</td> </tr> <tr> <td>Bisexual</td> <td>9</td> <td>1.4%</td> </tr> </tbody> </table>	Sexual Orientation	Count	Percentage	Heterosexual	548	83.8%	Decline to State	80	12.2%	Gay/Lesbian	17	2.6%	Bisexual	9	1.4%	<p>There has been a decrease in the percentage of people identifying themselves as heterosexual since last year and an increase in those declining to state.</p>
Sexual Orientation	Count	Percentage															
Heterosexual	548	83.8%															
Decline to State	80	12.2%															
Gay/Lesbian	17	2.6%															
Bisexual	9	1.4%															

## Recruitment to On Call Roles Only

	2015/16	Commentary															
<p>Number of applicants</p>	340	As the Service is undertaking a large On Call recruitment campaign, this is the first year the data has been presented in this way, to ensure the process is reviewed and delivered effectively.															
<p>Age</p> 	 <table border="1"> <caption>Age Distribution</caption> <thead> <tr> <th>Age Group</th> <th>Number of Applicants</th> </tr> </thead> <tbody> <tr> <td>16-25</td> <td>~85</td> </tr> <tr> <td>25-35</td> <td>~165</td> </tr> <tr> <td>36-45</td> <td>~75</td> </tr> <tr> <td>46-55</td> <td>~15</td> </tr> <tr> <td>56-65</td> <td>~5</td> </tr> </tbody> </table>	Age Group	Number of Applicants	16-25	~85	25-35	~165	36-45	~75	46-55	~15	56-65	~5	The majority of applicants were between 25 and 35 years of age, in line with other recruitment. This is also the category in which the percentage of successful candidates is at its highest.			
Age Group	Number of Applicants																
16-25	~85																
25-35	~165																
36-45	~75																
46-55	~15																
56-65	~5																
<p>Gender</p> 	 <table border="1"> <caption>Gender Distribution</caption> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>91%</td> </tr> <tr> <td>Female</td> <td>9%</td> </tr> </tbody> </table>	Gender	Percentage	Male	91%	Female	9%	Of the 29 female applicants, 8 (28%) were successful and 2 applications are currently on hold. 11 other applicants either did not turn up for written assessments live too far away or withdrew for personal reasons.									
Gender	Percentage																
Male	91%																
Female	9%																
<p>Ethnicity</p> 	<p>88% White British 4% Declined to state 4% Other white background</p>	The percentage of White British residents applying is slightly lower than 2011 Census figures. The percentage of people declining to state is slightly lower than for applications to other roles.															
<p>Disability</p> 	0.6% (2) with a disability	The percentage of applicants with a disability is much lower than for that of applications to other roles. This may be reflective of the operational nature of the role and people not recording non physical disabilities. Neither applicants were successful.															
<p>Religion</p> 	<p>43% Christian 43% No religion 11% Declined to state or prefer not to say</p>	The percentage of applicants recording their religion as Christian is lower than for that of applications to other roles and those with no religion is higher.															
<p>Sexual Orientation</p> 	 <table border="1"> <caption>Sexual Orientation Distribution</caption> <thead> <tr> <th>Sexual Orientation</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Heterosexual</td> <td>298</td> <td>87.9%</td> </tr> <tr> <td>Bisexual</td> <td>5</td> <td>1.5%</td> </tr> <tr> <td>Gay/Lesbian</td> <td>5</td> <td>1.5%</td> </tr> <tr> <td>Declined to state</td> <td>31</td> <td>9.1%</td> </tr> </tbody> </table>	Sexual Orientation	Count	Percentage	Heterosexual	298	87.9%	Bisexual	5	1.5%	Gay/Lesbian	5	1.5%	Declined to state	31	9.1%	A lower percentage of people declined to state compared to those applying for other roles.
Sexual Orientation	Count	Percentage															
Heterosexual	298	87.9%															
Bisexual	5	1.5%															
Gay/Lesbian	5	1.5%															
Declined to state	31	9.1%															

Cheshire Fire and Rescue Service works hard to educate residents on fire and road safety, also ensuring that business owners are aware of relevant legislation to ensure safe working environments.

The equality information captured during this work is vital to ensure that the Service is reaching its target audience and also identify any trends that allow us to make sure all members of our community can access our services.

Within this report, community engagement is detailed as follows:

#### Prevention – Home Safety Assessment Delivery

The Fire Authority is committed to undertaking targeted Home Safety Assessments (HSAs) in the most vulnerable households. This is based upon a targeting methodology which centres on enriching our existing data on vulnerable people, with data that the NHS and local authorities share with the Authority. Research shows that personal fire-risk increases with age, thus the majority of HSAs are delivered to residents over 65.

#### Prevention – Home Safety Assessment Resident Satisfaction

A questionnaire is sent to a random sample of individuals who have received an HSA. The purpose of the questionnaire is to provide quality assurance to the home safety assessment process and to ensure that residents are happy with the service that CFRS delivers.

#### Prevention – Youth Engagement Activities

The Service has, for a number of years run many youth engagement initiatives to promote fire and road safety, encourage young people to develop personally and socially while promoting self discipline, team work and citizenship. The Service works with local authorities to identify individuals that may benefit from some of the courses.

The activities included in this report include data from the Service Cadets, Princes Trust and RESPECT Courses. More details on these can be found on our website [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk)

#### Protection – Business Premises Audits

Our Protection team are responsible for the enforcement of fire safety legislation in non-domestic premises. During an audit, equality monitoring data is captured for a 'responsible' individual. This is usually the manager/owner of the business but can also be a nominated person.

The data in this report details information from the audits undertaken, to those with deficiencies reported, action plans issued and any resulting enforcements or prohibitions.

#### Service Delivery – After the Incident Consultation

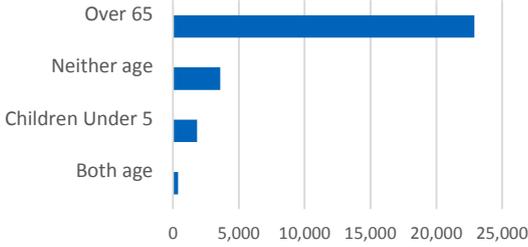
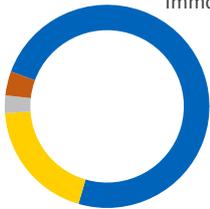
'After the Incident' questionnaires are sent to individuals and businesses who have requested the services of CFRS to monitor how satisfied the individuals are with the service we provide.

#### Service Delivery – Injuries and Fatalities Occurring as a Result of Fire

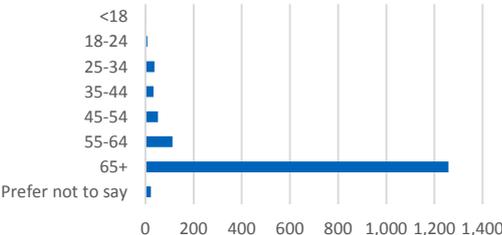
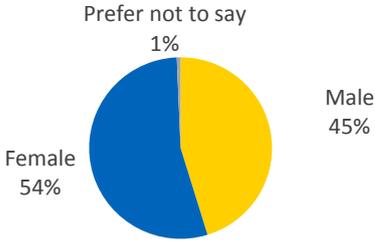
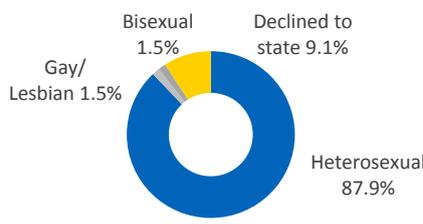
It is vital that the Service monitors information relating to victims of fires so that appropriate action can be taken to target those most at risk. For the first time, this report splits out all victims and those occurring as a result of accidental fires in the home.

The following pages detail relevant equality data captured for each of the areas listed above.

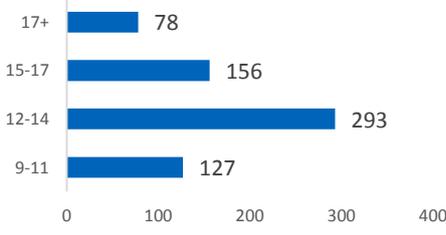
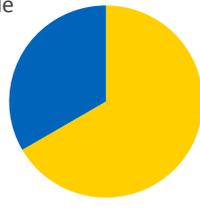
## Prevention – Home Safety Assessment Delivery

	2015/16	Commentary										
<b>Number of homes visited</b>	<p>28,705</p>	<p>All completed Home Safety Assessments are included regardless of the type of assessment completed, however repeat visits to the same household are not included in the data. This is an increase in HSA delivery compared to 2014/15.</p>										
<b>Age</b> 	 <table border="1"> <caption>Age Distribution Data</caption> <thead> <tr> <th>Age Group</th> <th>Count (Approximate)</th> </tr> </thead> <tbody> <tr> <td>Over 65</td> <td>23,000</td> </tr> <tr> <td>Neither age</td> <td>3,000</td> </tr> <tr> <td>Children Under 5</td> <td>1,500</td> </tr> <tr> <td>Both age</td> <td>500</td> </tr> </tbody> </table>	Age Group	Count (Approximate)	Over 65	23,000	Neither age	3,000	Children Under 5	1,500	Both age	500	<p>80% delivered to over 65s, in line with targeted risk methodology and previous years.</p> <p>12% of households have neither over 65s nor under 5s. Most of these were Agency Referrals in to the Service or completed as a result of an incident, thus they do not fall into our targeted age category.</p>
Age Group	Count (Approximate)											
Over 65	23,000											
Neither age	3,000											
Children Under 5	1,500											
Both age	500											
<b>Ethnicity</b> 	<p>94% (27,112) White British            3% (871) White Irish            1% (383) Any other white background            &lt;1% (293) other background            0.2% (46) Declined to state</p>	<p>The Percentage of White British residents slightly lower than 2011 Census figures for Cheshire.</p> <p>The number of people declining to state their ethnicity still remains very low.</p>										
<b>Disability</b> 	 <table border="1"> <caption>Disability/Mobility Issues Data</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Disability/Mobility Issues - Not Fully Immobile</td> <td>74%</td> </tr> <tr> <td>Hearing Impaired</td> <td>19%</td> </tr> <tr> <td>Home Oxygen User</td> <td>3%</td> </tr> <tr> <td>Immobile Householder</td> <td>4%</td> </tr> </tbody> </table>	Category	Percentage	Disability/Mobility Issues - Not Fully Immobile	74%	Hearing Impaired	19%	Home Oxygen User	3%	Immobile Householder	4%	<p>7,352 (26%) residents recorded a disability, the lowest figure recorded.</p> <p>The most common reported disability was disability/mobility issues, accounting for 74%.</p> <p>19% of people with disabilities were hearing impaired, a slight increase when compared with 2014/15 and in line with our targeted re-visits to the homes of people with hearing impairment alarms fitted.</p>
Category	Percentage											
Disability/Mobility Issues - Not Fully Immobile	74%											
Hearing Impaired	19%											
Home Oxygen User	3%											
Immobile Householder	4%											

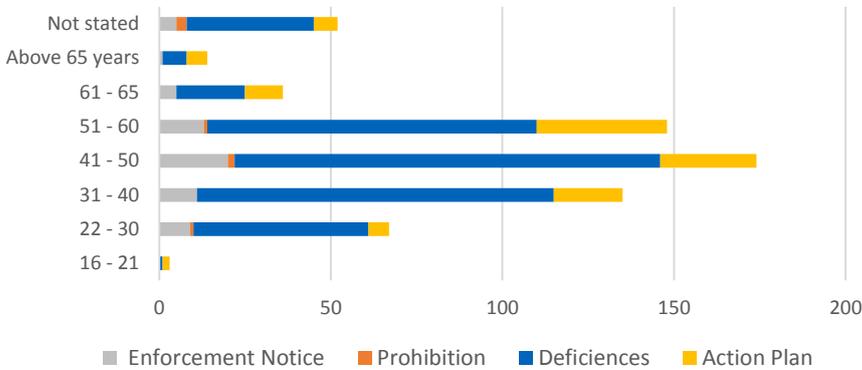
## Prevention – Home Safety Assessment (HSA) Resident Satisfaction

	2015/16	Commentary
<p>Number of people included</p>	1,611	19% increase compared to the 1,353 respondents in the previous year, continuing positive trends.
<p>Age</p> 		<p>1,528 answered this question, a year on year increase.</p> <p>82% over 65 in line with HSA delivery – again a year on year increase.</p>
<p>Gender</p> 		<p>1,492 people answered this question. For the fourth year, more females completed and returned surveys than males.</p>
<p>Ethnicity</p> 	<p>98% (1,507) White British 1% (12) Any other white background &lt;1% (8) White Irish</p>	<p>1,536 people answered this question. The percentage of White British respondents remained static after previous three year increases. The number of people preferring not to state their ethnicity was at the lowest ever recorded.</p>
<p>Disability</p> 	<p>52% recorded no disability The most common recorded disabilities were hearing impairment (406) and mobility issues (352)</p>	<p>1,429 respondents, with some recording more than one disability. The percentage of people without a disability was at the highest ever recorded.</p>
<p>Religion</p> 	<p>83% Christian 12% no religion After these, the next most recorded was Buddhist (4)</p>	<p>1,349 people answered this question. The percentage of people recording that they have no religion has decreased slightly year on year however is still higher than three years previous.</p>
<p>Sexual Orientation</p> 		<p>1,253 people answered this question, equivalent to 77% of those surveyed, an increase from 72% three years ago. There have been annual increases over the past three years of those people recording themselves as gay/lesbian or bisexual.</p>

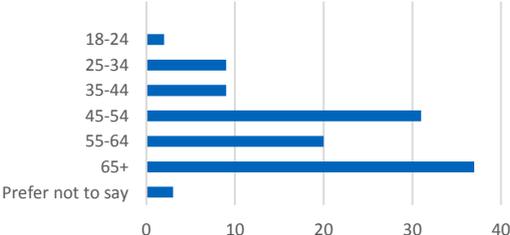
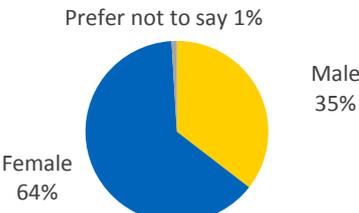
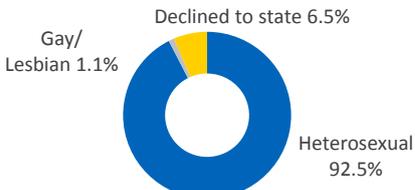
## Prevention – Youth Engagement Activities

	2015/16	Commentary										
<p>Number of young people included</p>	659	Data is recorded for RESPECT courses completed and the Fire Cadets.										
<p>Age</p> 	 <table border="1"> <caption>Age Distribution</caption> <thead> <tr> <th>Age Group</th> <th>Number</th> </tr> </thead> <tbody> <tr> <td>17+</td> <td>78</td> </tr> <tr> <td>15-17</td> <td>156</td> </tr> <tr> <td>12-14</td> <td>293</td> </tr> <tr> <td>9-11</td> <td>127</td> </tr> </tbody> </table>	Age Group	Number	17+	78	15-17	156	12-14	293	9-11	127	Continuing the trend from previous years, most young people taking part in these activities are between 12 and 14, with the most common age being 14.
Age Group	Number											
17+	78											
15-17	156											
12-14	293											
9-11	127											
<p>Gender</p> 	 <table border="1"> <caption>Gender Distribution</caption> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Female</td> <td>33%</td> </tr> <tr> <td>Male</td> <td>67%</td> </tr> </tbody> </table>	Gender	Percentage	Female	33%	Male	67%	<p>National statistics suggest that school exclusion is more common amongst males, resulting in more males taking part in our courses.</p> <p>65% of cadets are male, a slight decrease from the 69% in 2014/15.</p>				
Gender	Percentage											
Female	33%											
Male	67%											
<p>Ethnicity</p> 	<p>91% (597) White British 5% (33) Not Known 4% (29) Other including white other, any other mixed or Asian background, Black or Black British Caribbean or African</p>	Of the 659 young people recording an ethnicity, the majority were White British, in line with previous years and census data.										
<p>Disability</p> 	7% (45) with a disability	6% of cadets recorded a disability, an annual decrease but a 5 year increase since the 3% recorded in 2011/12.										
<p>Religion</p> 	<p>58% No religion 39% Christian 3% other including Muslim, Hindu and 'Other'</p>	308 records included for cadets only. There have been annual decreases in the percentage of those recording no religion.										

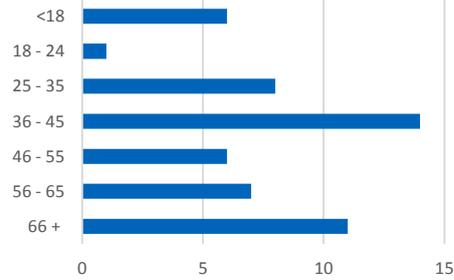
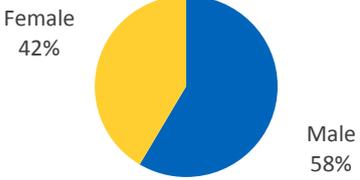
## Protection – Business Premises Audits

	2015/16						Commentary																																													
Number of audits included	2,337						A decrease of 4% when compared to last year, as a result of a more targeted approach.																																													
Age 	 <table border="1"> <caption>Audit Outcomes by Age Group</caption> <thead> <tr> <th>Age Group</th> <th>Enforcement Notice</th> <th>Prohibition</th> <th>Deficiencies</th> <th>Action Plan</th> </tr> </thead> <tbody> <tr> <td>Not stated</td> <td>5</td> <td>0</td> <td>45</td> <td>5</td> </tr> <tr> <td>Above 65 years</td> <td>5</td> <td>0</td> <td>10</td> <td>5</td> </tr> <tr> <td>61 - 65</td> <td>5</td> <td>0</td> <td>25</td> <td>10</td> </tr> <tr> <td>51 - 60</td> <td>5</td> <td>0</td> <td>100</td> <td>40</td> </tr> <tr> <td>41 - 50</td> <td>5</td> <td>0</td> <td>140</td> <td>35</td> </tr> <tr> <td>31 - 40</td> <td>5</td> <td>0</td> <td>110</td> <td>25</td> </tr> <tr> <td>22 - 30</td> <td>5</td> <td>0</td> <td>60</td> <td>10</td> </tr> <tr> <td>16 - 21</td> <td>0</td> <td>0</td> <td>0</td> <td>5</td> </tr> </tbody> </table>						Age Group	Enforcement Notice	Prohibition	Deficiencies	Action Plan	Not stated	5	0	45	5	Above 65 years	5	0	10	5	61 - 65	5	0	25	10	51 - 60	5	0	100	40	41 - 50	5	0	140	35	31 - 40	5	0	110	25	22 - 30	5	0	60	10	16 - 21	0	0	0	5	92% of respondents gave their age, remaining static from 2014/15. In line with previous reporting, the majority of audits were completed with people aged 41-50.
Age Group	Enforcement Notice	Prohibition	Deficiencies	Action Plan																																																
Not stated	5	0	45	5																																																
Above 65 years	5	0	10	5																																																
61 - 65	5	0	25	10																																																
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41 - 50	5	0	140	35																																																
31 - 40	5	0	110	25																																																
22 - 30	5	0	60	10																																																
16 - 21	0	0	0	5																																																
Outcome	All	Enforcements	Prohibitions	Alterations	Deficiencies	Action Plans	In line with previous years, the most common outcomes of audits were reporting of deficiencies, recorded for 70% of all audits.																																													
Number of outcomes included	629	64	7	0	440	118																																														
Gender 	Male 53% Female 41% Not stated 6%	Male 64% Female 28% Not stated 8%	Male 43% Female 14% Not stated 14%	n/a	Male 53% Female 39% Not stated 8%	Male 60% Female 33% Not stated 7%	Apart from the small numbers of enforcements and prohibitions, the split of audit outcomes across genders is similar to that of the overall audit totals and previous records.																																													
Ethnicity 	92% White British 2% Any other white background 1% Any other Asian background	73% White British 6% Any other white background 3% Asian or Asian British - Indian	50% White British 25% Asian or Asian British – Bangladeshi 25% Any other Ethnic Group	n/a	88% White British 2% Asian or Asian British – Indian 2% Any other white background	92% White British 3% Asian or Asian British – Indian 2% Any other Asian background	Ethnicity was recorded at 2,198 audits (94%) 3 most common ethnicity types listed. After previous reports highlighted increased outcomes against people of Chinese origin, focused engagement work in this area now means this is not the case.																																													
Disability 	22 people recorded disability	1 recorded disability	No disability recorded	n/a	5 with recorded disabilities	1 with a recorded disability	Disability data was collated at 2,197 audits. Small numbers of disabilities were recorded. This is in line with previous reporting.																																													

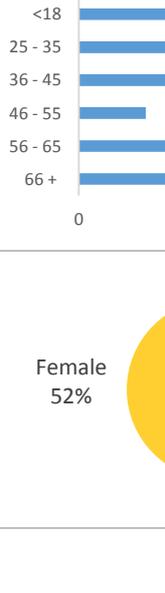
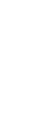
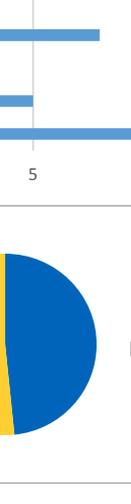
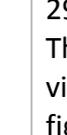
## Service Delivery – After the Incident Consultation

	2015/16	Commentary
<p>Number of people included</p>	117	This represents a very slight year on year increase however numbers remain low which is reflective of the decrease in incident volumes.
<p>Age</p> 		111 people answered this question, with the majority (33%) over 65. This is reflected in our Home Safety Assessment targeting methodology, ensuring those most at risk are engaged with.
<p>Gender</p> 		107 people answered this question. 2015/16 continued the trend whereby the majority of respondents were female.
<p>Ethnicity</p> 	<p style="text-align: center;">96% (104) White British 3% (3) Indian 1% (1) Mixed White and Black African</p>	108 people answered this question and, in line with Census data for Cheshire, the majority were recorded as White British although there was a slight decrease in this percentage year on year.
<p>Disability</p> 	<p style="text-align: center;">70% recorded no disability The most common recorded disability was mobility issues</p>	101 respondents, with some recording more than one disability. A lower percentage of people without a registered disability was recorded compared to the last five years.
<p>Religion</p> 	<p style="text-align: center;">70% Christian 26% No religion 2% Prefer not to say</p>	88 people answered this question, with a slight increase in those recording no religion when compared to last year. In line with 2012 Census data for Cheshire, Christianity was the most common religion recorded.
<p>Sexual Orientation</p> 		93 people answered this question. There was a slight annual increase in the percentage of people preferring not to state, however this is still lower than five years ago.

## Service Delivery – All Injuries and Fatalities Occurring as a Result of Fire

	2015/16	Commentary																
<p>Number of people included</p>	53	47 injuries and 6 fatalities There were slight decreases in overall victim numbers year on year and both figures remain very low compared to the population of Cheshire. This small dataset makes drawing conclusions unreliable.																
<p>Age</p> 	 <table border="1"> <caption>Age Distribution of Victims</caption> <thead> <tr> <th>Age Group</th> <th>Number of Victims</th> </tr> </thead> <tbody> <tr> <td>&lt;18</td> <td>6</td> </tr> <tr> <td>18 - 24</td> <td>1</td> </tr> <tr> <td>25 - 35</td> <td>8</td> </tr> <tr> <td>36 - 45</td> <td>14</td> </tr> <tr> <td>46 - 55</td> <td>6</td> </tr> <tr> <td>56 - 65</td> <td>7</td> </tr> <tr> <td>66 +</td> <td>11</td> </tr> </tbody> </table>	Age Group	Number of Victims	<18	6	18 - 24	1	25 - 35	8	36 - 45	14	46 - 55	6	56 - 65	7	66 +	11	This year in Cheshire, the majority of victims were between 36 and 45, partly as a result of the serious incident at Bosley and other injuries occurring as a result of fires outside the home.
Age Group	Number of Victims																	
<18	6																	
18 - 24	1																	
25 - 35	8																	
36 - 45	14																	
46 - 55	6																	
56 - 65	7																	
66 +	11																	
<p>Gender</p> 	 <table border="1"> <caption>Gender Distribution of Victims</caption> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>58%</td> </tr> <tr> <td>Female</td> <td>42%</td> </tr> </tbody> </table>	Gender	Percentage	Male	58%	Female	42%	National research suggests males are more likely to be killed or injured by fire, in line with our incidents. This also follows previous data trends.										
Gender	Percentage																	
Male	58%																	
Female	42%																	
<p>Ethnicity</p> 	<p>96% (51) White British 2% (1) Other White 2% (1) Not Stated</p>	In line with census data and previous Cheshire trends, almost all victims of fire were White British. The number of people not stating their ethnicity continues to be at the lowest levels recorded.																

## Service Delivery – Injuries and Fatalities Occurring as a Result of Accidental Fires in the Home

	2015/16	Commentary
<b>Number of people included</b>  	31	29 injuries and 2 fatalities There were slight decreases in overall victim numbers year on year and both figures remain very low compared to the population of Cheshire. This small dataset makes drawing conclusions unreliable.
<b>Age</b>  		National personal fire-risk research suggests that people over 65 are more likely to be killed or seriously injured as a result of fire and this is true of victims from accidental fires in the home in Cheshire.
<b>Gender</b>  		National research suggests males are more likely to be killed or injured by fire, however this is not true of 2015/16 data in Cheshire, although numbers are very small.
<b>Ethnicity</b>  	94% (29) White British 3% (1) Other White 3% (1) Not Stated	In line with census data and previous Cheshire trends, almost all victims of fire were White British. The number of people not stating their ethnicity continues to be at the lowest levels recorded.

## Conclusion and Next Steps

Cheshire Fire and Rescue Service is keen to ensure that the monitoring data collated in this report is used to inform its employment practices and service delivery. As a result, this information has been used to develop significant policies and practices, key examples of which are as follows:

- Monitoring data identified that women, and members of the BME and LGBT communities are underrepresented in the Service, particularly in operational roles. Increases in these figures have been limited previously due to a lack of recruitment into operational roles. Therefore, in advance of the current programme of recruitment for firefighters (both wholetime and operational), the Service has put in place a programme of positive action, including attending community events, holding taster days and developing online resources for potential applicants in order to encourage members from these underrepresented groups to apply;
- Data collected during Home Safety Assessments supports the Service's targeted risk methodology, and this data will be used to inform the development of Safe and Well visits. In particular, the characteristics included in the monitoring data for Safe and Well visits will be broadened to provide a more in depth picture of the local communities;
- Previous reports highlighted high levels of outcomes being taken against people of Chinese origin following business premises audits. Focused engagement work has resulted in a reduction in the number of outcomes. Work is now being undertaken to engage with businesses owned by Asian or Asian British communities, to reduce the number of outcomes being taken against these businesses; and
- Most commonly, people involved in injuries and fatalities occurring as a result of fire were males aged between 36 and 45, partly as a result of the serious incident at Bosley and other injuries occurring as a result of fires outside the home. This trend will continue to be monitored as it suggests that a younger age range than expected is at risk of injury from fire. However, the majority of victims of accidental fires in the home were aged over 65, which supports the Service's targeted risk methodology.

For any queries or comments on this report, or on equality and diversity in general, please contact Melanie Hockenull (Equality and Inclusion Officer) on 01606 868414 or [melanie.hockenull@cheshirefire.gov.uk](mailto:melanie.hockenull@cheshirefire.gov.uk) or Matt Maguire (Policy and Inclusion Manager) on 01606 868775 or [matt.maguire@cheshirefire.gov.uk](mailto:matt.maguire@cheshirefire.gov.uk)

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 24 AUGUST 2016  
**REPORT OF:** HEAD OF PROTECTION  
**AUTHOR:** IAN KAY

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**SUBJECT:** Unwanted Fire Signals Performance Review  
(2015/16)

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### Purpose of Report

1. This report provides a review of the Unwanted Fire Signal (UwFS) performance in 2015/16.

### Recommended that:

- [1] the report be noted.

### Background

2. The Service's original UwFS policy was introduced in 2007. In July 2012 the policy was revised significantly following extensive consultation and briefing sessions with both internal and external stakeholders. The main features of the revised policy were:
  - the introduction of a call challenge procedure;
  - a change to the pre-determined attendance to AFAs;
  - the enhancement of the advice given in response to single UwFSs; and
  - the implementation of more robust ways of managing the Service's relationship with the parties responsible for premises with unacceptably high levels of AFAs.
3. The objectives of the revised policy were:
  - to secure a reduction in the number of false alarms generated by automatic fire detection and alarm systems, by encouraging improved maintenance of systems,
  - to reduce appliance movements, unnecessary costs and disruption to both the Service and the business community, and
  - to reduce the risk to the public and Service personnel through unnecessary emergency responses.

4. In February 2014 the UwFS policy was amended again following consideration of the first twelve month's performance and lessons learned. Member's approved a move to non-attendance at non-sleeping risk commercial buildings between 09.00 and 17.00 hours unless the caller is at the building and reasonably believes a fire has broken out. Outside of these hours (17.00-09.00) non-sleeping risk premises continue to be subject to the call challenge process.
5. The call challenge procedure does not currently apply to any sleeping risk premises (sleeping risk premises include hospitals and residential care homes) and these premises continue to receive an emergency attendance.
6. Industrial sites which are licensed under either the Control of Major Accident Hazards (COMAH) or Radiation (Emergency Preparedness and Public Information) (REPPiR) regulations are excluded from the non-attendance policy due to their unique risk.

## Performance summary

7. The current UwFS policy has now been in effect for almost two years and since 2014 the Service has achieved a reduction of 23%. It is now appropriate to review the policy and consider proposals to reduce activity further. This will have a positive impact on administrative burdens, increase whole-time crew capacity to carry out other work and contribute to a reduction in on-call costs.
8. Tables 1 and 2 show that a 16% reduction was achieved in 2015/16 (compared to the same period in the previous year). During 2015-16 the Service attended 1,048 AFAs which when compared to the total number of 7,718 incidents attended by the Service over the same period, equates to 14% of all calls.
9. The 46% reduction in incidents is equivalent to attending 898 fewer incidents last year compared to 5 years ago, an average of over 2.4 fewer every day.

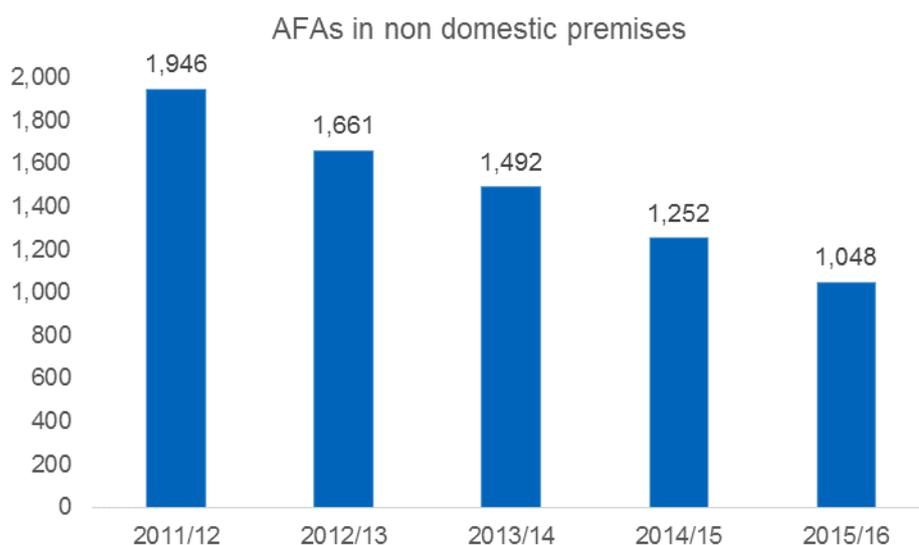
**Table 1: Number of AFAs over last 5 years (including % reduction)**

	Q1	Q2	Q3	Q4	Total	Annual Change*	5 Year Change
2011/12	436	538	500	472	1,946		
2012/13	473	432	399	357	1,661	-15%	
2013/14	346	459	408	279	1,492	-10%	
2014/15	283	428	316	225	1,252	-16%	
2015/16	226	306	278	238	1,048	-16%	-46%
<b>Total**</b>	<b>1,764</b>	<b>2,163</b>	<b>1,901</b>	<b>1,571</b>	<b>7,399</b>		

\* Annual Change denotes % reduction on previous year's figures.

\*\* Total number of AFA's.

**Table 2: Number of AFAs over last 5 years**



10. The 2015/16 Family Group 4 benchmark report summarises performance against key indicators for fire and rescue services (FRSs) with a similar demographic to our Service Area. For the purposes of this report, 16 services recorded data against the indicator for AFAs in non-domestic premises and the Service ranked 3rd overall for the annual and three-yearly reductions in these incidents. As a rate per 1,000 non-domestic premises, the Service ranked 6th overall with a rate of 31.20 compared to 9.18 in the best performing service (Staffordshire).

### Main causes of AFAs in non-domestic premises

11. The cause of the AFAs throughout 15/16 is generally the same as those in previous years. The majority were caused by faulty alarms, normal human activity within buildings resulting in accidental or careless activation of the fire alarm, dust, cooking fumes and failure to inform alarm receiving centres (ARCs) when testing alarms. Table 3 provides a breakdown of the main causes of AFAs over the past 5 years.

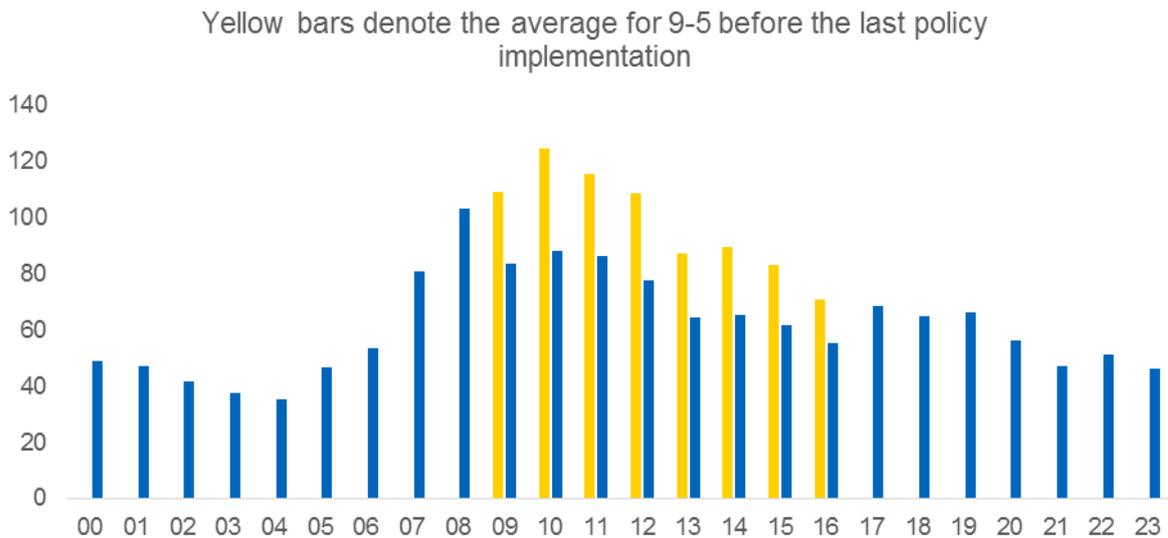
**Table 3: Main causes of AFAs in non-domestic premises**

The top five reasons for AFA activation account for 79% of all activations over the past five years as follows:

Top five reasons for AFA activation	AFA's attended	% of all AFA's attended
Faulty	2,909	39%
Accidentally/carelessly set off	1,071	14%
Dust	728	10%
Cooking/burnt toast	640	9%
Testing	550	7%
<b>Total</b>	<b>5,898</b>	<b>79%</b>

12. Table 4 below shows the hours at which these incidents have happened as an average over the past five years, highlighting the impact the implementation of the 9 to 5 non-attendance has had.
13. It also tells us that previously the majority of AFAs occurred during daytime hours (yellow bars). The implementation of the 9 to 5 element of the UwFS policy has reduced this differential significantly. The premises producing the AFAs during the day are now mostly residential or other policy exempt premises. Therefore, further reduction measures need to be focused either on non-attendance to these types of premises during the day or extending the current policy to a non-attendance at non-residential non-domestic premises 24 hours a day, 7 days a week.

**Table 4: 5 year average AFAs in non-domestic premises by hour**



### Types of building attended

14. Of the total, 1,048, AFAs in 2015-16, 348 (33%) were in sleeping-risk premises and 700 (67%) were at non-sleeping commercial buildings. Table 5 details the five most frequently attended premises types over the past five years that account for 43% of all activations. Notably, the non-residential premises represent 23% of this total.

**Table 5: The top five property types involved in AFAs**

Property type	AFAs attended	% of all AFAs attended
Hospital	1,045	14%
Purpose built office	677	9%
Infant/primary school	622	9%
Nursing/Care	466	6%
Single shop	388	5%
<b>Total</b>	<b>3,238</b>	<b>43%</b>

### **Number of primary fires attended that originated as AFAs**

15. Upon receiving a call from an ARC, North West Fire Control (NWFC) will ask the ARC whether it is a confirmed fire. It is the responsibility of the ARC to make contact with the premises and confirm if a fire exists prior to informing NWFC. If calls are received from ARCs which have not completed a 'call back' to the premises the ARC should be asked to make 'call back' and advise the premises to ring 999 should they discover a fire. If the ARC is uncooperative and refuses to undertake a 'call back', they should be informed that the Service will not be attending.
16. Over the past five years, only 0.2% of all incidents attended were to non-domestic primary fires where the original call type was thought to be an AFA. Notably, 69% of these fires required no firefighting as they were small and out on arrival.

### **Impact of responding to UwFSs**

17. Mobilising appliances to each AFA call causes a significant impact on the Service for the following reasons:
  - Fire appliances are not available to respond to genuine life threatening emergencies.
  - Responding to AFAs under blue light conditions poses an unnecessary risk to staff and other road users.
  - Operational crews are disrupted whilst undertaking other core tasks such as training and community safety activities.
  - Financial costs are incurred for fuel and there is an associated impact on the environment caused by the appliance movements.
  - On-call firefighters require payment for being alerted and are unnecessarily disrupted from their primary employment.
18. In light of this performance review and lessons learned a number of ways in which the Service could achieve further reductions in the number of calls to AFAs have been identified. A proposal outlining the options available for changing the way we respond to AFAs will be submitted to Members for consideration at the Planning Day in September. This is in keeping with

the plan previously recommended by Members to incrementally change our response to AFAs.

### **Financial implications**

19. All costs in relation to UwFS are met from existing budgets.

### **Legal implications**

20. The Fire and Rescue Services Act (2004) Section 7 states:

(1) A fire and rescue authority must make provision for the purpose of:

- a) extinguishing fires in its area, and
- b) protecting life and property in the event of fires in its area.

(2) In making provision under subsection (1) a fire and rescue authority must in particular:

- c) make arrangements for dealing with calls for help and for summoning personnel, and
- d) make arrangements for ensuring that reasonable steps are taken to prevent or limit damage to property resulting from action taken for the purposes mentioned in subsection (1).

21. There is little case law relating to the activities of FRSs so it is difficult to be certain what these provisions mean precisely. For example, it is arguable that an AFA is not strictly a call for help, nor is there necessarily a fire (as the statistics show). However, notwithstanding this, it is important that the Service's approach is reasonable in all of the circumstances.

### **Equality and Diversity implications**

22. An Equality Impact Assessment (EIA) has previously been completed for the policy however, if new proposals within this policy were adopted then the EIA will be updated.

23. It is noted that in the last twelve months no equality and diversity issues have arisen.

### **Environmental implications**

24. A reduced number of unnecessary appliance movements will have had a positive impact on the environment, mainly due to a decrease in emissions and fuel costs, contributing to an overall reduction in the Service's carbon footprint. The proposed policy changes will therefore contribute to a further reduction in the Service's carbon footprint.

**BACKGROUND PAPERS: NONE**

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 24 AUGUST 2016  
**REPORT OF:** HEAD OF PREVENTION  
**AUTHOR:** TAMSEN LESKO

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**SUBJECT:** Prince's Trust Funding Update

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### Purpose of Report

1. This reports highlights the current funding issues with the Prince's Trust Team Programme (PTT Programme).

### Recommended: That

- [1] the report be noted.

### Background

2. The contracting arrangements for the PTT Programme have proved to be more challenging for this academic year. This is due primarily to the Ofsted ratings of two colleges, as well as the changes to the funding requirements for the Skills Funding Agency (SFA), Education Funding Agency (EFA) and the ongoing Area Review of Colleges.
3. The Quarterly Internal Audit Plan progress report, at Item 3 on the agenda, includes a summary of the recent internal audit report on the PTT programme. It refers to the funding arrangements of the PTT Programme and this report provides further information on those arrangements for Members' information.

### Area Review of Colleges

4. The Government has commissioned a review of all Further Education facilities with a view to colleges merging with other colleges within their locality and/or areas of specialism. The aim is to achieve a more streamlined education system.
5. Within the Cheshire locality it is envisaged that by the 2017/2018 academic year we will have one Cheshire College resulting from a merger of South Cheshire, West Cheshire and Mid-Cheshire colleges and Warrington Collegiate.

### **The effect of Ofsted ratings on sub-contracting:**

6. Any college which has their Leadership and Management rated Level 4 (inadequate) by Ofsted is not permitted to increase the value of a sub-contract or to raise a new sub-contract.
7. In Cheshire we have had both West and Mid Cheshire colleges rated Level 4.

### **National funding changes for the 16/17 academic year:**

8. EFA – Funding has remained the same for the EFA 16-18 age group. The EFA has however placed an emphasis on improving the quality assurance of sub-contracted provision by permitting colleges to only fund provision within their locality.
9. SFA – The SFA has now brought together the previous Adult Skills Budget, Community Learning and Discretionary Learner Support into a new single budget line known as the Adult Education Budget (AEB). This has been fixed at £1.5bn for the next academic year.
10. The learning aim eligibility has been re-aligned in accordance with the Department of Education (DoE) expectation and the AEB has been sub-divided into two categories.
11. Legal entitlements fully-funded – The entitlements allow learners aged:
  - 19-23 to be fully funded for a first qualification at Level 2 and/or Level 3
  - 19+ to be fully funded for a qualification in English and Maths up to and including Level 2
12. Local Flexibility (including non-qualification) – This is about the move towards full devolution of the AEB to local commissioners by 2018.
13. To support local area needs and deliver agreed local outcomes, colleges and other training organisations will decide on the most appropriate form of training provision. This may or may not include qualifications.

### **Impact of changes on local college provision**

14. **Mid Cheshire College:** Current Ofsted rating - 4 (inadequate)
15. **15/16 academic year** - Funding was secured for Winsford, Crewe, Halton and Northwich Prince's Trust Programmes:
  - 16-18 funding was guaranteed at £3,733 per learner.
  - 19+ funding was guaranteed at £2,463 per learner.

16. The amount of funding appears higher for Mid-Cheshire College; it is thought that this is, in part, due to the Disadvantage Uplift funding being passed onto us by the college. Passing on the additional funding is discretionary.
17. Due to continued poor performance of the Northwich team and the implications that running this team was having on the recruitment of the Winsford team the decision was made to stop the Northwich provision from January 2016.
18. In May 2016, following an unfavourable Ofsted review, Mid-Cheshire College stated that they were no longer able to fund our May provision. Due to not fulfilling our September 2015 contract value we were able to negotiate the maintenance of the Winsford provision for May. The resulting financial implications and staffing levels at the time led to the team delivery being reduced to 4 locations for the May provision (Winsford, Crewe, Chester and Ellesmere Port).
19. **16/17 academic year** – Due to contracts having already been successfully agreed with other colleges, we will not be negotiating or re-contracting with Mid-Cheshire College for the next academic year.
20. **West Cheshire College:** Current Ofsted rating: 4 (inadequate)
21. **15/16 academic year** - Funding was secured for Chester and Ellesmere Port Prince's Trust Programmes:
  - 16-18 funding was guaranteed at £2,700 per learner.
  - 19+ funding was guaranteed at £2,670 per learner.
22. During the contract period, West Cheshire College underwent an Ofsted inspection resulting in a Level 4 status. This placed concern over the possibility of future funding with the college. As a result of the Area Reviews, a merger between West Cheshire College and South Cheshire College is imminent and the SFA has agreed, in the circumstances, that West Cheshire can re-contract with us and increase their value.
23. **16/17 academic year** - funding has been secured for Winsford, Chester and Ellesmere Port Prince's Trust Programmes:
  - 16 – 18 Funding guaranteed at £2,700 per learner.
  - 19+ Funding guaranteed at £2,670 per learner.
24. West Cheshire College has historically been poor at paying invoices on time. Under the new area reviews it is now mirroring South Cheshire College's processes. Thus, the next academic year should see improvements in this area.
25. **South Cheshire College:** Current Ofsted rating: 2 (good)

26. **15/16 academic year** – Funding was secured for Macclesfield Prince’s Trust Programme:
- 16 – 18 Funding was guaranteed at £2,700 per learner.
  - 19+ Funding was guaranteed at £2,670 per learner.
27. Due to the implications of Mid-Cheshire College’s poor Ofsted rating, South Cheshire College agreed to shift the funding from Macclesfield to Crewe for the May period.
28. **16/17 academic year** – Funding has been secured for Crewe and Macclesfield Prince’s Trust Programme (16-18 only):
- 16 – 18 Funding guaranteed at £2,700 per learner.

### **New opportunities for funding**

29. **Warrington Collegiate:** Current Ofsted rating: 3 (needs improvement). Warrington Collegiate has agreed to fund the Apprentice Level 2 and Halton PTT Programmes.
30. **Reaseheath College:** Current Ofsted rating: 2 (good). Reaseheath has been approached to discuss contracting the Service to deliver the PTT Programme. Whilst keen to engage in delivery, they are looking at whether they have the capacity within their current delivery to fund this. The contract would look more like a partnership agreement where the staff for Halton would in fact be seconded over to Reaseheath College rather than the typical sub-contract arrangement.
31. **Cheshire West and Chester Council (CW&C):** Meeting has been held with CW&C to explore the possibility of sourcing AEB funding directly from the council. This was a very positive meeting looking at scoping both PTT Programmes as well as potentially securing funding to develop and deliver more bespoke programmes aimed at 19+ individuals with no upper age limit. Funding will not be available until after the portal and tendering process has been successfully completed. This process should be completed by November 2016. This would secure funding for up to 4 years.
32. **Cheshire East Council (CE):** Meeting has been held with CE to explore the possibility of sourcing AEB funding directly from the council. This was a very positive meeting looking at scoping both PTT Programmes as well as potentially funding to develop and deliver more bespoke programmes aimed at 19+ individuals with no upper age limit. Funding will not be available until after the portal and tendering process has been successfully completed. This process should be completed by November 2016. This would secure funding for up to 4 years.
33. **Halton Borough Council:** An email has been sent through requesting a meeting regarding the possibility of funding future delivery. To date, no response has been received. We will continue to explore this option.

34. **Warrington Borough Council:** We are currently exploring who is responsible for this provision within Warrington Borough Council.

### **Financial implications**

35. Due to the increased requirement for 16-18 year olds to be recruited onto teams and the difficulties recruiting within this age group, the recruitment targets may not be met and therefore a loss may be incurred, as reported in the report at Item 2 on the agenda.

### **Legal implications**

36. There are no known legal implications associated with the submission of this paper. Advice will be sought from legal colleagues as to the implications of any future funding and contractual arrangements.

### **Equality and diversity implications**

37. The lack of contract allowance for 19+ provision prevents us being able to recruit these learners and results in us potentially having to turn these individuals away.

### **Environmental implications**

38. There are no known environmental implications associated with the submission of this paper.

**BACKGROUND PAPERS: None**

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 24 AUGUST 2016  
**REPORT OF :** HEAD OF PREVENTION  
**AUTHOR:** NICK EVANS

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**SUBJECT:** Annual Report – ‘On the Streets’ Youth Work

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### Purpose of Report

1. This report presents the work that the ‘On the Streets’ (OTS) team has been involved in over the last twelve months.

**Recommended:** That

- [1] Members note the content of the report and seek clarification on any matters presented.

### Background

2. Members funded this initiative and requested an annual report on performance to the Performance and Overview Committee.
3. The aim of the OTS programme is to meet and engage with Young People on the streets in areas of ‘embedded youth nuisance’ and to develop activities and facilitate positive links between the Young People and others in their community.
4. OTS projects are delivered in areas with high levels of arson, small deliberate fires and anti-social behaviour (ASB) using information from the Service’s Business Intelligence Team, Station Managers and local stakeholders.
5. When an area is identified an OTS team, comprising Service youth workers, is deployed and works in the locality one evening a week for a period of six months. One objective of the project is to construct a legacy that the Young People and community can build upon once the OTS team has moved to another area.

### Summary of local engagement

#### Halton

6. The OTS team members attend the Partnership, Tasking & Coordination meeting. They have also made connections with other local agencies who will inform the team of hot-spot areas in Runcorn and Widnes.

7. Station Managers provide the OTS team with details of incident hot-spots and check the Daily Incident Summary for relevant updates.
8. Areas the OTS team has covered within Runcorn are:
  - Halton Lodge;
  - Runcorn Hill;
  - Castlefields;
  - Palacefields; and
  - Grangeway.
9. Areas the team have covered within Widnes are:
  - Hough Green (Bechers); and
  - Upton Rocks.

## **Warrington**

10. *Westie Estate* - the OTS team attended the boxing club opening event at Westie Youth Club. Following the event the team has visited the area around the youth club on a weekly basis.
11. *Chapelford* - this area was specifically targeted as a result of feedback from the Station Manager at Warrington.
12. The OTS team targeted the area of the Sainsbury's car park where there had been previous ASB issues and deliberate fires and have formed a partnership with local Police Community Safety Officers (PCSO's).
13. *Orford Park* - the OTS team has targeted Orford Park in Warrington to engage with Young People who congregate around the skateboard park. This area is a natural magnet for Young People even if they don't actually use a skateboard or BMX bike. The team has identified that the skateboard facility is used by Young People and young adults from around the town (several from outside the borough, visiting friends and relatives) and not just the local population.
14. The majority of these Young People told the team they don't want any form of structured activities, just somewhere they can assemble on their own. During their discussions with the team the Young People raised a number of issues that they would like to see addressed:
  - the skateboard park extended, to include a "bowl";
  - the lighting to be effective across the facility and to be operational until 22.00 as the current lighting is very poor;
  - some form of shelter to be provided, so that they can still congregate during bad weather; and
  - the provision of refuse bins to help them keep the area tidy.

15. The Young People would like to bring these issues to the attention of local councillors.

### **Winsford**

16. Under the guidance of the Winsford Watch Manager, the OTS team have been focusing their effort on two main areas, the Walkton Estate and Saint John's Wood. These locations are where Young People who do not traditionally access community services will spend their leisure time.
17. The OTS team has engaged with a number of Young People each week at the Multi-Use Games Unit. The Young People have expressed a wish to have this area lit for their safety. The team has addressed this issue and the result is that the Young People now have the lights turned on until 19.30 each evening.
18. The OTS team has also engaged with the local community, building links with Winsford Amateur Boxing Club and the New Images youth club. In addition, the team has met with a local head teacher to build relationships in line with a multi-agency approach to supporting Young People in the area.

### **Cheshire East Provision**

19. The OTS team is currently working with local Station Managers from Crewe and Macclesfield to identify areas of concern the OTS team can target in the future.

### **Financial implications**

20. The budget for the OTS project was approved by Members and the OTS is currently working well within budget.

### **Legal implications**

21. There are no known legal implications associated with the submission of this paper.

### **Equality and Diversity implications**

22. The OTS programme is totally inclusive. Young People from all backgrounds and abilities can access the programme. All children and Young People can engage in this intervention regardless of gender, marital status, gender realignment, disability, race, colour, ethnic group, national origins, nationality, religious belief or sexual orientation.

## **Environmental implications**

23. As a Fire and Rescue Service we have a pivotal role to play with regards to the environment. The OTS programme supports the Service's Environmental Policy and targets.

**BACKGROUND PAPERS: NONE**

## Performance and Overview Committee

Forward Work Programme (before meeting of Performance and Overview Committee – 24 August 2016)

Performance and Overview Committee										
	16 November 2016			1 March 2017			19 April 2017			<u>WORK PROGRAMME ITEMS IDENTIFIED BY COMMITTEE</u>
1	Q2 Mid Year Performance Report	CFO/PV	1	Annual Bonfire Report	CH	1				Mersey Gateway – update (GO) (To be reviewed in 2016)
2	Q2 Internal Audit Progress report 16/17 & Follow Up Report	CFO	2	Q3 Performance Report	CFO/PV	2				Annual report on effectiveness of UPG's (TBC and meeting date to be agreed)
3	Age UK Performance Report	NE	3	Quarterly Internal Audit Plan – Q3 Progress Report 16/17	CFO	3				Cardiac Response Pilot Update (meeting date to be agreed)
4	Annual Health & Safety Report	NW	4	Equality Action Plan- 6 monthly review	MM	4				
5	Annual Road Safety Report	CH	5	Safe and Well Project Update	ML	5				
6	Interim Bonfire Report (TBC)	CH	6	Blue Light Collaboration Update	AL	6				
7	Prevention and Protection Prosecution Annual Report	SG				7				
8	Blue Light Collaboration Update (TBC)	AL				8				
9	Staff Satisfaction Survey	SC				9				
10	On Call Availability	AW				10	Blue Light Collaboration Update (TBC)	AL		
11	Sprinkler/Ultimate Protection Policy	SG								
	<b>Standing Items:</b>			<b>Standing Items:</b>			<b>Standing Items:</b>			
	<b>Policy Committee Minutes</b>			<b>Policy Committee Minutes</b>			<b>Policy Committee Minutes</b>			
	<b>Work Programme Update</b>			<b>Work Programme Update</b>			<b>Work Programme Update</b>			

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