



**Wednesday,
22 November 2017
10.00 am**

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

Contact Officer:
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Cheshire Fire Authority

Notes for Members of the Public

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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, 22 NOVEMBER 2017**

Time : 10.00 am

Lecture Theatre - Fire Headquarters, Cheshire

AGENDA

PART 1 - Business to be discussed

1 PROCEDURAL MATTERS

1A Record of Meeting

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

1B Apologies for Absence

1C 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.

1D Minutes of the 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 6th September 2017.

ITEMS REQUIRING DISCUSSION/DECISION

2 Quarter 2 Finance Report 2017-18

(Pages 9 - 14)

3 Quarter 2 Performance Report 2017-18

(Pages 15 - 48)

4 Quarter 2 Programme Report 2017-18

(Pages 49 - 66)

5 Internal Audit Plan - Quarterly Progress Report (Q2)

(Pages 67 - 80)

6 Annual Health, Safety and Wellbeing Report 2016-17

(Pages 81 - 94)

7 Annual Road Safety Report 2016-17

(Pages 95 - 108)

8 Interim Bonfire Update

A verbal interim bonfire update will be provided.

9 North West Fire Control - Annual Report 2016-17

(Pages 109 - 114)

10 Annual Report - 'On the Streets' Youth Work 2016-17

(Pages 115 - 120)

11 Forward Work Programme

(Pages 121 - 122)

The table includes those items that have been identified/agreed to-date. Members are asked to agree any additional items at the end of the meeting which need to be added to the programme.

PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE



MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE
held on Wednesday, 6 September 2017 at Lecture Theatre - Fire Headquarters,
Cheshire at 10.00 am

PRESENT: Councillors D Bailey, M Biggin, A Dirir, P Harris, M Simon, T Sherlock and independent (non-elected) member A Ruddy

1 PROCEDURAL MATTERS

A Record of Meeting

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

B Apologies for Absence

Apologies were received from Councillor J Saunders.

C Declaration of Members' Interests

There were no declarations of Members' interests.

D Minutes of the Performance and Overview Committee

RESOLVED: That

[1] the minutes of the Performance and Overview Committee held on Wednesday 28th June 2017 be confirmed as a correct record.

E Minutes of the Closure of Accounts Committee

RESOLVED: That

[1] the minutes of the Performance and Overview Committee acting as the Closure of Accounts Committee held on 28th June 2017 be confirmed as a correct record.

2 QUARTER 1 FINANCE REPORT 2017-18

The Finance Manager introduced the report which provided a summary of the Service's financial performance and detailed progress against 2017/18 corporate projects. She informed Members that the 2017/18 revenue budget of £41.3m and capital programme of £1.765m were approved by the Authority in February.

The Finance Manager referred Members to details of the forecast outturn for each service area, contained within Appendix 1 of the report. She highlighted an overspend of £900k against the Service Delivery budget. This reflected the decision

made by the Authority to put a hold on the implementation of changes at Crewe and Ellesmere Port (second pump from wholetime to on-call) until a review had been undertaken, with reserves being utilised to fund the shortfall.

Additional reserves had also been allocated to Operational Policy and Assurance of £179k to fund the purchase of hose reels and connectors, approved for 2016/17 but delivered in 2017/18. Within Property Management £448k of additional reserves had been applied to fund approved projects delayed until the current financial year. A forecast overspend of £64k for People and Development had also been incorporated into the 2017/18 budget following the Authority approving a move to the Living Wage as the minimum pay threshold for all employees, including apprentices. Finally, there had been an additional call for £309k under Finance Resources. This was due to the Authority electing to make a lump sum payment to meet additional pension contribution requirements arising from the triennial valuation of the Local Government Pension Scheme on 31st March 2016.

The Accountant drew Members' attention to the Authority's capital programme, contained within Appendix 2 of the report. An updated version of Appendix 2 was circulated at the meeting containing amended figures for some of the individual projects and schemes within the capital programme. The Accountant informed Members that the capital programme was forecasting an overall outturn of £16.1m against an approved budget of £15.4m – a variance of £0.7m. He referred Members to progress against the Emergency Response Programme (ERP) and informed them that the overall programme was forecast to be £870k above the approved budget of £17.4m. This was a variance of 5% which was within the contingency agreed by Members. The remaining capital programme was progressing with underspends forecast on appliance and vehicle purchases. Members were also asked to note that the Chester Station project was currently on hold and that the new training facility at Sadler Road was at detailed design stage.

RESOLVED: That

[1] the Quarter 1 Finance Report 2017-18 be noted.

3 QUARTER 1 PERFORMANCE REPORT 2017-18

The Chief Fire Officer and Chief Executive introduced the report which provided Members with an update on the Service's performance against the key performance indicators (KPIs) for Quarter 1 2017-18. Appendix 1 to the report contained a corporate performance scorecard reflecting the Quarter 1 position against targets set and the year-on-year direction of travel for the Service's KPIs.

Members were referred to Appendix 2 of the report which contained a detailed description of each KPI, including a summary of current performance and any actions taken to improve performance. Further information was provided by officers on KPIs with a current progress status of green, amber or red. This included injuries in primary fires, deliberate primary and secondary fires, fires in non-domestic premises, fire safety orders completed, and on-call availability.

The Head of Service Delivery provided further details concerning the Service's

current performance for on-call availability, informing Members that on-call availability had averaged 66% across all pumps in Quarter 1. He highlighted the performance differences between the different on-call shift systems, with nucleus on-call appliances achieving 98% availability, primary on-call appliances achieving 70% availability and secondary on-call appliances achieving 47% availability.

Several changes had been undertaken to aid improving performance. The Head of Service Delivery highlighted the appointment of an additional on-call Station Manager as a support officer and the introduction of a pilot for a new wholetime on-call Watch Manager role for Knutsford and Holmes Chapel. He informed Members that the appointment of a Watch Manager to facilitate on-call recruitment and initial training courses had enabled the initial course and sessions for the written and practical tests to be scheduled monthly. This aimed to provide more regular opportunities for new candidates.

A Member queried how the cost for additional sessions to recruit on-call firefighters was being covered. The Head of Service Delivery informed Members that this cost was being met from the existing departmental budget. He explained that the role was covered within the existing contract of the Watch Manager and that the contract already allowed for additional hours to be worked to facilitate the new role. The Watch Manager could also recruit on-call staff to assist with the training as and when necessary, therefore only incurring a low cost for the additional sessions. He informed Members that costings for this would be brought back to Members at the next quarter.

A Member asked for clarification concerning cover at Wilmslow and how often other stations covered the Wilmslow area if the pump was unavailable. The Head of Service Delivery informed Members that Wilmslow was a key station within the Cheshire area; because of this, when the appliance was out of its area for more than 30 minutes another appliance would be sent in to cover. As Crewe and Ellesmere Port still had two wholetime appliances, the mobilising system currently utilised them more frequently to cover the Wilmslow area. He informed Members that availability at Wilmslow fire station was good and that this only occurred on a few occasions. He also informed Members that successful response times over the whole of Cheshire indicated that the current model for the distribution of cover across the region was working.

The Chief Fire Officer and Chief Executive informed Members that over the past year the Service had moved from 24 to 28 fire stations, distributing cover where it was needed. The model for Cheshire was therefore evolving and the second pumps at Crewe and Ellesmere Port were being utilised more often as a result of this.

RESOLVED: That

[1] the Quarter 1 Performance Report 2017-18 be noted.

4 QUARTER 1 PROGRAMME REPORT 2017-18

The Chief Fire Officer and Chief Executive provided Members with an update on the Service's 2017-18 Integrated Risk Management Plan programmes and projects

throughout the first quarter.

The Chief Fire Officer and Chief Executive referred Members to Appendix 1 of the report which contained the health report for the first quarter of 2017-18. He informed Members of the progress made in respect of the Blue Light Collaboration Programme. The current progress status of the programme was amber due to delays to the expected completion dates in the Estates workstream. He referred Members to updates on Penketh and Lymm fire stations, highlighting areas where delays had occurred concerning the installation of optical fibre.

The Chief Fire Officer and Chief Executive informed Members that they would receive an update concerning the review of the duty system for the second fire engine at Crewe and Ellesmere Port at the Members' Planning Day scheduled for 8th September 2017. He also informed them that the Fire Brigades Union would be attending the Members' Planning Day on 10th November to share their views.

RESOLVED: That

[1] the Quarter 1 Programme Report 2017-18 be noted.

5 INTERNAL AUDIT PLAN - QUARTERLY PROGRESS AND FOLLOW UP REPORTS

Michael Nulty (the Auditor), a representative from Mersey Internal Audit Agency (MIAA) was in attendance at the meeting to present the 2017-18 Internal Audit Progress Report (attached as Appendix 1) and the consolidated Follow Up Report (attached as Appendix 2) to Members.

He drew Members' attention to the Internal Audit Progress Report. He highlighted that audit reviews concerning site-specific risk information and partnership arrangements had been completed since the last report to the Committee. Reviews were currently in progress concerning business audits, business continuity, equality and diversity recruitment, and national fraud initiative.

The Auditor concluded by referring Members to the Internal Audit Follow Up Report which provided assurance regarding management of agreed actions and was completed in August 2017.

RESOLVED: That

[1] the Internal Audit Progress and Follow Up Reports be noted.

6 ANNUAL EQUALITY MONITORING REPORT 2016-17

The Director of Transformation introduced the report which provided a summary of key issues identified in the Service's Annual Equality Monitoring Report 2016-17 which was attached as Appendix 1.

She highlighted that the Equality Monitoring Report was divided into two sections:

employment and community engagement. This ensured that equality monitoring was taking place both internally and externally. Statistics were included in the report for both sections providing a summary of identified trends over the course of 2016-17 and compared against the position reported in 2015-16.

She informed Members that work was already underway to try to ensure that any issues highlighted within the report were being addressed appropriately. Positive action campaigns were continuing from last year with taster days taking place throughout the year for under-represented groups.

A Member queried what the Service was doing to manage outside influences on the organisation, such as the newly implemented national increase to the retirement age for firefighters. The Chief Fire Officer and Chief Executive informed the Committee that Members had approved funding for new gyms, equipment and the post for the internal fitness advisor in anticipation of an increase to the retirement age. All of these measures had been put in place to ensure that the fitness of each individual was maintained so that staff who were affected by this change were prepared physically.

RESOLVED: That

[1] the Annual Equality Monitoring Report 2016-17 be noted.

7 CHESHIRE CARDIAC RESPONSE PILOT EVALUATION REPORT

The Head of Service Delivery introduced the report which provided an update on the Service's cardiac response pilot. He informed Members that, within the Authority's Integrated Risk Management Plan, the Service had committed to rolling out the pilot to all stations this year. The Fire Brigades Union (FBU) had also given its support to the pilot throughout their involvement with the trial.

The Head of Service Delivery provided Members with a brief summary of the national context surrounding the pilot. The Service was currently awaiting the outcome from a pay claim between the FBU and employers over the pilot. The awaited outcome would determine whether or not the Service could continue the pilot, which had been extended to 13th September 2017 when a decision was hoped to be reached.

Group Manager Stewart Forshaw provided a detailed update for Members on Appendix 1 to the report which contained the evaluation report from the pilot. He informed Members that the pilot had taken place in Warrington, Crewe, Holmes Chapel and Frodsham. The data within the report covered the initial six months of the trial – 1st July 2016 to 31st December 2016. He informed Members that the pilot had been successful overall and extended beyond the original end date of December 2016. Despite national issues and ongoing consultation over the pilot, he informed Members that feedback from the 2016-17 IRMP consultation indicated that 82% of staff supported the project.

A Member queried whether national issues concerning the pilot would mean that the Service would have to suspend the continuation of it. The Head of Service Delivery

informed Members that the local trade union recommendation was for firefighters not to participate in the Emergency Medical Response pilot if the current pay offer was not accepted by the FBU nationally. Concerns had been raised over whether the pilot was currently covered within the role map of a firefighter and what expectations of the role should be. If it did fall through nationally, he informed Members that the continuation of the trial would be a matter for local discussion.

RESOLVED: That

[1] the Cheshire Cardiac Response Pilot Evaluation Report be noted.

8 SPRINKLER UPDATE

Station Manager Ian Kay introduced the report which provided an update on the work of the Service with regards to sprinklers. He informed Members that the Service had both an officers' group and a separate Members' sprinkler group.

He informed Members that the Service had been campaigning for the installation of sprinkler systems in high-rise residential premises for a number of years. Since the Grenfell Tower fire a number of housing providers had shown a renewed interest in the campaign. The Authority had previously committed £160k which had been offered to housing providers/duty holders to part-fund the retrofitting of sprinkler systems in high-rise blocks.

Members had also taken a notice of motion to each of the unitary authorities in the Service area, encouraging homeowners and businesses to install sprinkler systems. It called for officers to establish a policy on the installation of sprinklers in Council owned buildings and to work closely with the Service to ensure that where sprinklers could reduce risk, they were promoted. Each unitary authority adopted the motion either in full or in part.

Members discussed the item and welcomed the engagement of the unitary authorities with the Service.

RESOLVED: That

[1] the Sprinkler Update report be noted.

9 HIGH-RISE UPDATE

Station Manager Mark Burrage introduced the report which provided Members with an update on the work that the Service had conducted in relation to high-rise accommodation since the tragic fire at Grenfell Tower on 14th June 2017.

He informed Members that Appendix A of the report contained a high-rise briefing detailing the work that staff had undertaken and provided information on the cladding for the 21 residential high-rise tower blocks in the Service area. A cross-departmental team had been established to coordinate the Service's response to the Grenfell Tower fire. Officers revisited each of the high-rise blocks to offer advice and

support residents. Fire safety audits were also completed on each of the high-rise blocks.

He highlighted that it was likely that the review of legislation that the Government had ordered following the Grenfell tragedy would look closely at the existing allocation of responsibilities between fire and rescue services and local authorities.

The Chair thanked Station Manager Mark Burrage for his dedication and ongoing work concerning high-rise accommodation in Cheshire.

RESOLVED: That

[1] the High-Rise Update report be noted.

10 POWEY LANE AND CHESTER FIRE STATIONS - PRESENTATION

The Head of Service Delivery presented an update on operational response/performance in Chester following the implementation of the new cover arrangements, which included moving the second appliance from Chester to Powey Lane fire station.

He informed Members that the Cheshire standard (a response time of 10 minutes or under to incidents) had been achieved on 100% of occasions following the move of the second appliance from Chester to Powey Lane fire station. He provided an overview of the changing nature of incidents within that area and highlighted the steady decline overall in the number of fires over the past decade. The relocation of Chester's second appliance to the new fire station at Powey Lane had enabled the Service to respond to road traffic collisions on the motorway more rapidly than before. The Chief Fire Officer and Chief Executive reiterated the decline in the number of incidents attended annually and emphasised the importance of training to simulate incidents to ensure that skills were maintained.

A Member queried the criteria used to determine if there was a need for a second pump to attend alongside the first to an incident. The Head of Service Delivery informed Members that predetermined attendances were in place for different types of premises and risk and that these were reviewed as part of the Authority's annual risk management planning process. The Chief Fire Officer and Chief Executive informed Members that a task analysis was also undertaken to determine the number of firefighters needed at each incident. When training, firefighters were encouraged to assess the available resources and turn out additional appliances if there was uncertainty surrounding the severity of an incident.

Members confirmed that they were satisfied with the current fire cover and response arrangements at Chester and Powey Lane.

RESOLVED: That

[1] the Powey Lane and Chester Fire Stations presentation be noted.

11 DAYTIME ON CALL AVAILABILITY COVER - PRESENTATION

Watch Manager Tam Blair (on behalf of one of the Watch Manager Development Programme teams) presented a proposal to Members focusing on improving day-time cover at on-call stations. He informed Members that there had been an increase of 21% in on-call establishment over the past five years.

The Service was working towards a target of 85%+ availability and he had proposals for helping the Service to achieve this target. His proposals included the creation of bespoke catchment areas and the introduction of a new pay banding. He used the example of Tarporley fire station, where the on-call pump was the primary pump, to illustrate how increasing the catchment area from 5 to 7 minutes would mean an additional 490 properties could be recruited from.

He informed Members that research had been undertaken surrounding the pay banding for on-call at other fire and rescue services. From this research, proposals had arisen concerning the potential to create a contract with core hour requirements and the potential to complete a 50-60 hour contract in 30-40 hours. This would be possible through each hour worked between Monday-Friday 0700-1900 counting as 1.3 hours.

The Chief Fire Officer and Chief Executive concluded the item by informing Members that engaging with employees was crucial to improving on-call availability and that this presentation exemplified that process.

RESOLVED: That

[1] the presentation on daytime on-call availability cover be noted.

12 FORWARD WORK PROGRAMME

The forward work programme was considered by Members and no changes were made.

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 22ND NOVEMBER 2017
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: QUARTER 2 FINANCE REPORT 2017-18

Purpose of report

1. The report provides a summary of the Service's mid-year revenue position and status of projects in the capital programme.

Recommended that: Members note

- [1] the information presented in this report and request further detail on any matter if required; and
- [2] the additional purchase of vehicle stabilisation equipment (£48,000) and a new fleet management ICT system (up to £45,000), which will both be approved by the Senior Management Team through their delegated powers and funded by in year underspends.

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. On 14th February 2017 the Authority approved the 2017/18 revenue budget of £41.3m together with a 2017/18 capital programme of £1.765m.

Information

Revenue Budget

3. At the Performance and Overview Committee on 6th September 2017, the Quarter 1 Review (June 2017) reported a small forecast overspend of £81k. By the end of September, this Quarter 2 Review is reporting a forecast underspend of £504k. The key areas of change are set out below.
4. Service Delivery £240k underspend

Service delivery is now forecasting a £350k underspend. This is delivered from: on-call pay costs; savings on the ERP2 project team; and the impact on the Cardiac Response Initiative during pay negotiations. These are offset by additional costs relating to Knutsford's change from day crewing to on-call being

delayed until the end of April 2017; on-call staff at Congleton and costs of the on-call availability reward scheme.

5. Protection £102k underspend

Protection is currently going through recruitment and transition to the newly approved structure and savings have accrued within the first half of the year through vacancies.

6. People and Development £107k overspend

The on-going work on Blue Light Collaboration has required additional resources. The backfill of posts together with maternity cover has led to the department running over establishment for a few months contributing to the forecast overspend. In addition, pay costs have increased by £39k due to the impact of the payment of the living wage to apprentices.

7. ICT

The current station end mobilising equipment has now reached the end of its life and will be replaced during 2017/18. This expenditure (£123k) will be contained within existing budget provision.

8. Finally, although the savings from the Emergency Response Programme were approved within the 2017/18 budget, Members agreed to put the changes at Crewe and Ellesmere Port on hold (second appliance from whole time to on-call) until a review had been undertaken. Reserves are being utilised to fund the shortfall. This is reflected within the reserves movements associated with Service Delivery in Appendix 1.

Capital Programme

9. The capital programme is forecasting an overall outturn of £30.109m against an approved budget of £30.125m – a variance of £16k. This is broken down to individual projects and schemes in appendix 2.
10. At Quarter 1 review the capital programme included £0.5m approval for the new Training facility at Sadler Road. Since then, the Fire Authority has approved the scheme and funding of £9.05m is contained in the capital programme.
11. A recent review of the fleet replacement programme has resulted in the replacement of a vehicle being delayed as the current vehicle is still fit for purpose.
12. The Emergency Response Programme, aside from a few outstanding nominal amounts is now complete. The overall programme is forecast to be £0.87m above the approved budget of £17.4m, a variance of 5% (which was the contingency agreed by Members when they approved the final capital expenditure for the programme).

13. Finally, the Chester Station scheme remains on-hold and is subject to a review of options following the withdrawal of the original proposal. Any new proposal will be presented to Members for approval.

Other Issues

14. At mid-year, two new schemes have been identified that require in-year approval. The Senior Management Team through their delegated powers have agreed to the inclusion of the following two items which will be funded from other in year underspends.

Vehicle Stabilisation Equipment £48,000

15. Firefighters currently use a variety of stabilisation techniques when attending road traffic collisions (RTCs). Step blocks and chocks are available on front line appliances which crews utilise to stabilise a vehicle on four wheels. Other items of equipment are available on the MRU located at Winsford to assist with stabilising large vehicles. Crews often attend RTCs where vehicles are not positioned on all four wheels. The current procedure to stabilise such a vehicle is to use fire service ladders as props positioned against the underside of a vehicle, secured by a ratchet strap. The procedure takes a minimum of two persons to set up. While this procedure does work, it is dependent on the use of ladders in a way they were not designed for. Specific equipment that is designed for this purpose is available and is commonly in use by other services. The equipment needs to be placed on 38 appliances.

Fleet Management ICT System £45,000

16. The management of the Service's fleet of vehicles and ancillary items is currently operated through the Agresso system which will not be available once the new system has been set up as part of Blue Light Collaboration. It is still hoped that the new system will replace Agresso in April 2018 so a new fleet management system needs to have been procured and implemented by then. Whilst a good deal of preparatory work has been done it is necessary to move to the formal procurement stage now. Early indications are that a 2017-18 budget of up to £45,000 will be required to facilitate the initial purchase and set up costs. Provision for future annual licencing and maintenance costs will then be included in the annual budget setting process.

Financial implications

17. This report considers financial matters.

Legal Implications

18. There are no legal implications arising from the report.

Equality and diversity implications

19. There are no equality and diversity implications arising from this report.

Environmental implications

20. There are no environmental implications arising from this report.

BACKGROUND PAPERS:

None

Department	Budget Movement			Net Expenditure/Income			Reserve Movements			Total		
	Original Budget £000	Q1 Adjusts £000	Revised Budget £000	Revised Budget £000	Expected Outturn £000	Variance £000	Revised Budget £000	Expected Outturn £000	Variance £000	Revised Budget £000	Expected Outturn £000	Variance £000
Firefighting & rescue services												
Service Delivery	19,540	0	19,540	20,613	20,335	(278)	(1,073)	(1,035)	38	19,540	19,300	(240)
Operational Policy & Assurance	3,947	0	3,947	4,446	4,449	3	(499)	(543)	(44)	3,947	3,906	(41)
Protection	1,732	0	1,732	1,732	1,637	(95)	0	(7)	(7)	1,732	1,630	(102)
Prevention												
Community Safety	2,045	0	2,045	2,078	2,061	(17)	(33)	(62)	(29)	2,045	1,999	(46)
Safety Centre	397	0	397	397	393	(4)	0	(1)	(1)	397	392	(5)
Support Services												
Executive Management	671	0	671	671	711	40	0	0	0	671	711	40
Property Management	1,539	17	1,556	2,397	2,352	(45)	(841)	(862)	(21)	1,556	1,490	(66)
Finance	437	0	437	437	380	(57)	0	0	0	437	380	(57)
SCT	1,623	0	1,623	1,599	1,602	3	24	24	0	1,623	1,626	3
Legal & Democratic Services	599	0	599	599	604	5	0	(15)	(15)	599	589	(10)
People & Development	1,512	64	1,576	1,913	2,072	159	(337)	(389)	(52)	1,576	1,683	107
Planning, Performance & Comms	1,210	0	1,210	1,210	1,223	13	0	(7)	(7)	1,210	1,216	6
Procurement & Stores	584	0	584	895	905	10	(311)	(311)	0	584	594	10
Fleet Services	1,544	0	1,544	1,572	1,630	58	(28)	(100)	(72)	1,544	1,530	(14)
Unitary Performance Groups	100	0	100	100	100	0	0	0	0	100	100	0
Finance Resources	3,853	(81)	3,772	2,847	2,613	(234)	925	1,070	145	3,772	3,683	(89)
Section 31 / Business Rates Grants etc.	(112)	0	(112)	(112)	(112)	0	0	0	0	(112)	(112)	0
TOTAL	41,221	0	41,221	43,394	42,955	(439)	(2,173)	(2,238)	(65)	41,221	40,717	(504)
Funding												
Council Tax Precept	(26,449)									(26,449)	(26,449)	0
Collection Fund Surpluses (Council Tax)	(360)									(360)	(360)	0
Business Rate Retention Scheme	(9,039)									(9,039)	(9,039)	0
Collection Fund Deficit (Business Rates)	123									123	123	0
Revenue Support Grant (RSG)	(5,496)									(5,496)	(5,496)	0
TOTAL	(41,221)									(41,221)	(41,221)	0
Net Budget / Outturn Variance	0									0	(504)	(504)

Project	Approval Year(s)	Approved Funding £000	Brought Forward £000	2017/18 £000	Total to date £000	Expected Outturn £000	Variance £000	
Emergency Response Programme								
Lymm	2013/14, 2014/15, 2015/16	9,159	8,636	924	9,560	9,859	700	Complete and Operational, some fees still due.
Penketh	2013/14, 2014/15, 2015/16	3,403	3,502	(44)	3,458	3,524	121	Complete and Operational, some fees still due.
Powey Lane (M53/M56)	2013/14, 2014/15, 2015/16	3,523	3,550	(24)	3,526	3,584	61	Complete and Operational, some fees still due.
Alsager	2013/14, 2014/15, 2015/16	1,340	1,326	0	1,326	1,328	(12)	Complete and Operational, some fees still due.
Sub-total		17,425	17,014	856	17,870	18,295	870	
Operational Training Centre Project								
New Training facility - Sadler Road	2016/17	9,050	6	36	42	9,050	0	Detailed scheme approved by CFA 20/9/17
Sub-total		9,050	6	36	42	9,050	0	
Prior Year Schemes								
ICT Review/Server Replacement	2011/12, 2016/17	458	311	0	311	458	0	To be used to fund server and network hardware replacement - timing subject to BLC
Line Rescue Vehicle	2015/16, 2017/18	80	0	0	0	80	0	Higher specification vehicle proposed following review of requirements. Budget bid for 'top-up' £30k approved for 2017-18 Capital Programme. Order placed September 2017.
Appliance Replacement Programme	2016/17	857	339	414	753	755	(102)	4 x Appliances delivered July 2017.
One additional new appliance	2016/17	286	114	138	252	252	(34)	
2 * water incident units	2016/17	154	0	45	45	125	(29)	Vans delivered, Procurement of Boats and Trailers in progress.
2 * cadets vehicles	2016/17	20	0	23	23	23	3	Delivered July 2017.
Support Vehicles	2016/17	60	20	42	62	62	2	1 x Training Van delivered March 17, 2 x Hydrant Vans delivered August 17.
Sub-total		1,915	784	662	1,446	1,755	(160)	
2017/18 Approved Schemes								
Appliance Replacement	2017/18	810	0	320	320	760	(50)	3 x appliances for delivery November 2017.
1 * cadets vehicle	2017/18	23	0	0	0	23	0	Specification under review.
1 * 4 Wheel drive resilience	2017/18	55	0	0	0	55	0	Ongoing.
1 * 4 Wheel drive resilience (freelander replacement)	2017/18	30	0	0	0	0	(30)	Replacement rescheduled, current vehicles still fit for purpose.
Support Vehicles	2017/18	60	0	0	0	60	0	Ongoing.
Replacement Firebike	2017/18	11	0	9	9	9	(2)	Delivered May 2017.
1 * minibus	2017/18	28	0	0	0	28	0	Specification under review.
1 * display unit (chip pan demo unit)	2017/18	25	0	0	0	25	0	Quotes requested.
Server replacement programme	2017/18	49	0	0	0	49	0	Subject to review and BLC.
Chester Station	2017/18	560	0	0	0	0	(560)	Approved Capital Scheme not proceeding. Costs incurred (£3k) funded from Revenue budget.
Capital Contingency	2017/18	84	0	0	0	0	(84)	Contingency funding only.
Sub-total		1,735	0	329	329	1,009	(726)	
TOTAL		30,125	17,804	1,883	19,687	30,109	(16)	

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 22ND NOVEMBER 2017
REPORT OF: HEAD OF PROTECTION AND ORGANISATIONAL
PERFORMANCE
AUTHOR: ANTHONY JONES

SUBJECT: QUARTER 2 PERFORMANCE REPORT 2017-18

Purpose of Report

1. To present the 2017-18 Quarter 2 review of performance for each of the Service's Key Performance Indicators (KPIs).

Recommended that:

- [1] Members consider the information presented in this report.

Background

2. The report forms part of the Authority's performance reporting cycle and provides a summary of the Service's performance against the KPIs for Q2 2017-18.

Information

3. The Service's Performance and Programme Board receives a quarterly review of performance against KPIs. The Board is responsible for monitoring and reviewing progress against performance targets and ensuring that action is taken, wherever possible, if targets are not being met. The performance reviews are in turn presented to the Performance and Overview Committee.
4. The Corporate Scorecard is attached to this report as Appendix 1. It reflects the Q2 position against targets set and the year-on-year direction of travel for the Service's KPIs.
5. A more detailed description of each KPI including a summary of current performance and any actions taken to improve performance is set out in the Performance and Programme Board – Performance Report, attached to this report as Appendix 2.
6. Quarterly overviews (covering the period 1st April to 30th September) are also attached to the report concerning:
 - The Safe and Well initiative (Appendix 3)
 - On-Call Availability (Appendix 4)

- Safety Central (Appendix 5)

Financial implications

7. Specific financial and budget considerations are detailed in the financial report presented separately by the Head of Finance.

Legal implications

8. There are no issues to report at the end of Q2 that would affect the Service's ability to meet its statutory or other legal obligations.

Equality and Diversity implications

9. There are no specific equality and diversity issues. Equality monitoring information and resulting issues are reported to the Equality Steering Group.

Environmental implications

10. There are no specific environmental implications. Environmental performance targets are reviewed and monitored as part of the delivery of the Authority's Environmental Strategy.

Appendix 1 – 2017-18 Corporate Scorecard – Quarter 2

Appendix 2 – Quarter 2 Performance Report 2017-18

Appendix 3 – Safe and Well Initiative – Quarter 2 Overview

Appendix 4 – On-Call Availability – Quarter 2 Overview

Appendix 5 – Safety Central – Quarter 2 Overview

2017-18 Corporate Scorecard - Quarter 2

Vision

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

IRMP Theme

Outcomes

Outputs

Protecting Local Communities

	Actual	Target	Q2 Year on Year	Q2 2016-17
Deaths in Primary Fires	0	0	↓	5
Injuries in Primary Fires	31	23	↔	29
Accidental dwelling fires	180	191	↓	215
- % starting in kitchens	106 (59%)	n/a	↓	134 (63%)
- % in homes with residents over pensionable age	37 (21%)	n/a	↓	77 (36%)
Deliberate fires (Primary and Secondary)	721	705	↑	567
Fires in Non Domestic Premises	98	83	↑	88
AFA's in Non Domestic Premises	308	669	↓	567

	Actual	Target	Q2 Year on Year	Q2 2016-17
HSAs Delivered to Heightened Risk	21,280	20,000	↑	20,971
Platinum address success rate	60%	65%	↓	67%
Thematic Inspections Completed	972	800	↑	862
NDP Fire Safety Audits Completed	706	900	↓	803

Responding to Emergencies

	Actual	Target	Q2 Year on Year	Q2 2016-17
10 Minute Standard	88%	80%	↔	88%
On Call Availability	65%	85%	↓	67%

Developing the organisation

	Actual	Target	Q2 Year on Year	Q2 2016-17
Average Days/Shifts Lost to sickness	2.37	2.74	↑	1.74
Working Days Lost To Injury	8	22	↓	27

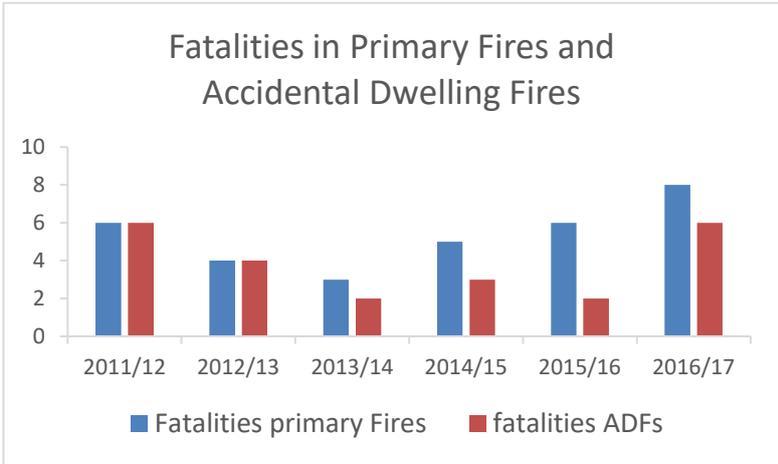
Performance key

- 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
- ↓ 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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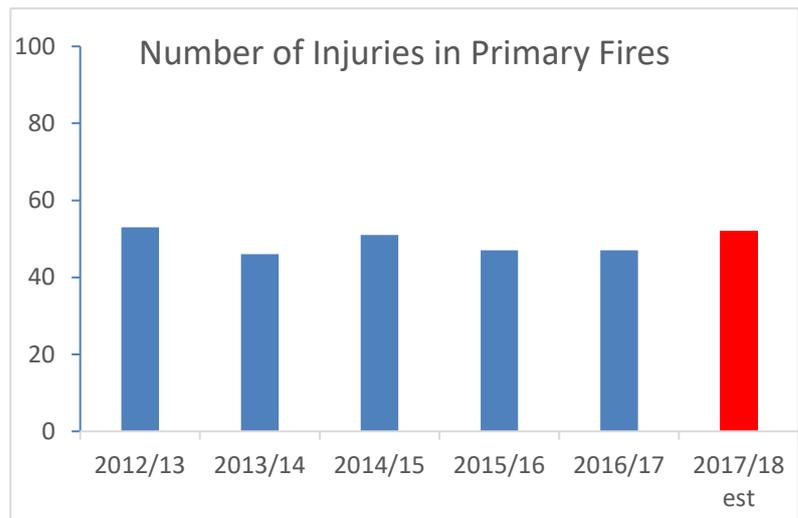
Performance and Programme Board – Performance Report																								
Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017																					
Target	0	Actual	0																					
Indicator: [Number of Deaths in Primary Fires]																								
Previous Status	Current Status	Summary of Current Performance																						
		<div style="text-align: center;">  <table border="1"> <caption>Fatalities in Primary Fires and Accidental Dwelling Fires</caption> <thead> <tr> <th>Year</th> <th>Fatalities primary Fires</th> <th>fatalities ADFs</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>6</td> <td>6</td> </tr> <tr> <td>2012/13</td> <td>4</td> <td>4</td> </tr> <tr> <td>2013/14</td> <td>3</td> <td>2</td> </tr> <tr> <td>2014/15</td> <td>5</td> <td>3</td> </tr> <tr> <td>2015/16</td> <td>6</td> <td>2</td> </tr> <tr> <td>2016/17</td> <td>8</td> <td>6</td> </tr> </tbody> </table> </div> <p style="text-align: center;">At the end of Q2 there have not been any fatalities.</p>		Year	Fatalities primary Fires	fatalities ADFs	2011/12	6	6	2012/13	4	4	2013/14	3	2	2014/15	5	3	2015/16	6	2	2016/17	8	6
Year	Fatalities primary Fires	fatalities ADFs																						
2011/12	6	6																						
2012/13	4	4																						
2013/14	3	2																						
2014/15	5	3																						
2015/16	6	2																						
2016/17	8	6																						
What actions will be required to improve performance?																								
<ul style="list-style-type: none"> • Officers continue to make recommendations to the Coroner (where appropriate) and work with partner agencies and other stakeholders to prevent further fires occurring. Findings and outcomes are recorded and actions are monitored and scrutinised by Heads of Department. • Work continues around the NHS's Sustainability and Transformational Plan with partners in local mental health and alcohol reduction teams. The Service's Heightened Risk Referral form is used to assess patients' risk from fire at the time of discharge from hospital. • It is anticipated that Safety Central's educational programme will contribute towards making Cheshire safer – see Infographic attached at Appendix 5. 																								

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017
		To	30/09/2017
Target	23	Actual	31

Indicator: [Number of Injuries in Primary Fires]

Previous Status	Current Status	Summary of Current Performance
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The number of Injuries in primary fires is over target with 31 injuries recorded at the end of quarter 2. The injuries occurred at 19 individual incidents, of which 6 involved more than one casualty.

There has been no change in the number of injuries in primary fires compared to the same period last year.

Unitary Authority	Number of Injuries
Cheshire East	13
Cheshire West and Chester	10
Halton	5
Warrington	3
Total	31

Age Group	Number of Injuries
0-9	1
10-19	6
20-29	6
30-39	5
40-49	5
50-59	4
60-69	0
70-79	2
80-89	1
90-99	1
Total	31

Cause	Number of Injuries
Smoking Related	9
Cooking Appliance	7
Matches and Candles	5
Fuel/Chemical Related	4
Electricity Supply	2
Heating Equipment	2
Industrial Equipment	1
Naked Flame	1
Total	31

Description	Number of Injuries Severe	Number of Injuries Slight
Breathing difficulties (Other than 'Overcome by gas, smoke or toxic fumes; asphyxiation')	0	1
Burns - severe	5	0
Burns - slight	0	5
Combination of burns and overcome by gas/smoke	0	5
Cuts/Lacerations	1	0
Fracture	0	1
Overcome by gas, smoke or toxic fumes; asphyxiation	2	11
Total	8	23

What actions will be required to improve performance?

- Officers continue to meet quarterly at the Performance Scrutiny and Campaigns Group interrogating performance and utilising local intelligence from UPGs to create targeted initiatives and campaigns. Relevant messages are communicated to our local communities with the support of the Communications team and via the Service's website. The Risk Rater App is available to download so residents can assess the risks in their own homes.
- Officers continue to validate IRS records to confirm the accuracy of the data, as there is an indication that some incidents may have been mis-coded and the individual concerned may have received a 'precautionary check' rather than suffering an injury.
- An incident occurred at Ryfields Retirement Village, Warrington, where a 97 year old female was seriously injured due to smoke inhalation and burns. During the incident, concerns were raised in relation to how the incident was dealt with by the site supervisors/carers which could have resulted in a delay alerting the fire service and a delay in identifying the location of the flat on fire. This has been addressed through Fire Protection visiting the site to provide advice and support and a safety day being facilitated by crews and Fire Prevention.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	191	Actual	180

Indicator: [Number of Accidental Dwelling Fires (ADFs)]

Previous Status	Current Status	Summary of Current Performance																										
		<div data-bbox="592 645 1442 1171" data-label="Figure"> <table border="1"> <caption>Number of Accidental Dwelling Fires</caption> <thead> <tr> <th>Year</th> <th>Number of ADFs</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>430</td> </tr> <tr> <td>2013/14</td> <td>390</td> </tr> <tr> <td>2014/15</td> <td>400</td> </tr> <tr> <td>2015/16</td> <td>395</td> </tr> <tr> <td>2016/17</td> <td>400</td> </tr> <tr> <td>2017/18 est</td> <td>370</td> </tr> </tbody> </table> </div> <p>Up to the end of quarter 2 there were 180 accidental dwelling fires (ADFs) compared to a target of 191. There has been a reduction of 16.3% (35 incidents) compared to the same period in 2016/17.</p> <p>Looking at the key risk areas, there have been reductions in the number of kitchen fires from 134 to 106. There has also been a reduction in the number of fires involving occupants over the pensionable age who live on their own, from 77 to 37.</p> <table border="1" data-bbox="600 1565 1326 1787"> <thead> <tr> <th>Unitary Authority</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>60</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>55</td> </tr> <tr> <td>Halton</td> <td>30</td> </tr> <tr> <td>Warrington</td> <td>35</td> </tr> <tr> <td>Total</td> <td>180</td> </tr> </tbody> </table>	Year	Number of ADFs	2012/13	430	2013/14	390	2014/15	400	2015/16	395	2016/17	400	2017/18 est	370	Unitary Authority	Total	Cheshire East	60	Cheshire West and Chester	55	Halton	30	Warrington	35	Total	180
Year	Number of ADFs																											
2012/13	430																											
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Unitary Authority	Total																											
Cheshire East	60																											
Cheshire West and Chester	55																											
Halton	30																											
Warrington	35																											
Total	180																											

Occupancy Type		Total
Couple with dependant children		38
Lone person over pensionable age		37
Lone person under pensionable age		30
Couple both under pensionable age with no children		21
Lone parent with dependant children		18
3 or more adults under pensionable age, no children		16
Couple one or more over pensionable age, no children		8
Other		8
3 or more adults with dependant children		4
Total		180

What actions will be required to improve performance?

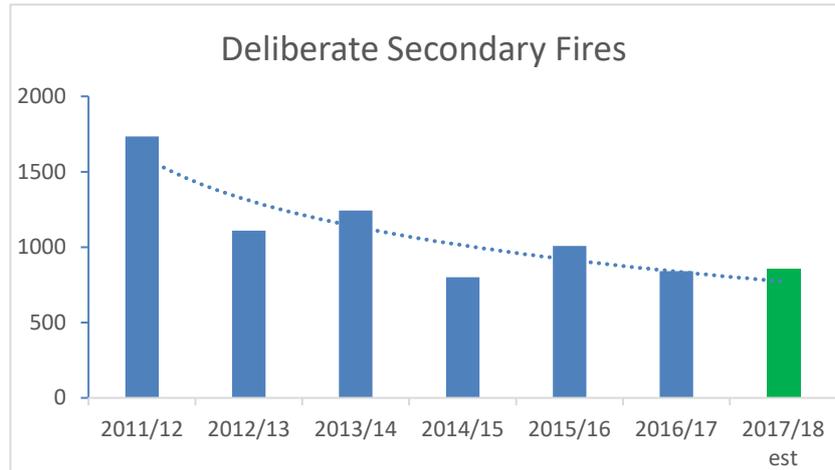
- Cooking is still the most common cause of ADFs. We will continue with targeted campaigns, interventions and educational programmes with an aim to reducing these figures.
- ADF activity is reducing or static within all unitary areas. Halton, which saw an increase in quarter 1 is now experiencing a steady decrease in activity. Unitary managers continue to scrutinise the detail to support targeted prevention campaigns where appropriate.
- The Service continues to deliver and is working to expand the scope of its Safe and Well visits.
- Station based Community Action Plans (CAPs) have been reviewed in conjunction with the performance dashboard which will focus resources and engagement in priority areas.
- A more targeted approach to ADFs within Halton will take place in relation to kitchen safety, the main cause of ADFs in Halton, utilising 3 years of data for ADFs over laid with locations of the nearest schools and shopping centres/supermarkets.
- Warrington station is planning to arrange 2 kitchen safety events over the next quarter to address the predominant cause of ADFs in Warrington.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target (Primary) (Secondary)	148 557	Actual	157 564

Indicator: [Number of Deliberate Fires]

Previous Status	Current Status	Summary of Current Performance																
R	A	<div data-bbox="592 719 1410 1178" data-label="Figure"> <table border="1"> <caption>Deliberate Primary Fires Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Fires</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>450</td> </tr> <tr> <td>2012/13</td> <td>330</td> </tr> <tr> <td>2013/14</td> <td>300</td> </tr> <tr> <td>2014/15</td> <td>240</td> </tr> <tr> <td>2015/16</td> <td>260</td> </tr> <tr> <td>2016/17</td> <td>290</td> </tr> <tr> <td>2017/18 est</td> <td>280</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> • Overall 157 deliberate primary fires were recorded at the end of Quarter 2, against a target of 148. Overall the station area with the highest number of incidents is Warrington (25). Deliberate ignition of dwellings and non-residential properties account for 14 out of these 25 incidents. • This trend is not replicated across the rest of the Service Area with 64 incidents (41%) involving the deliberate ignition of a road vehicle. Of these, 42 were cars and 10 motor cycles. The station areas with the highest number of incidents involving motor vehicles are Runcorn, Widnes and Ellesmere Port. • Nationally it has been noted that there has been a 15% increase in deliberate vehicle fires over the past two years. There are a number of theories as to the continuing trend, e.g. higher cost of motor repairs, however there is currently no evidence to support any such theory. 	Fiscal Year	Number of Fires	2011/12	450	2012/13	330	2013/14	300	2014/15	240	2015/16	260	2016/17	290	2017/18 est	280
Fiscal Year	Number of Fires																	
2011/12	450																	
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The number of deliberate secondary fires recorded between April and September 2017 was 564 which is 7 over target. The highest number of incidents were in Warrington (111) and Crewe (83), which account for 34.4% of all incidents. The peak time for incidents was between 18:00 and 21:00 and the peak days are Saturday, Sunday and Monday.

The main property types are loose refuse (181), recycling containers (58) and wheelie bins (58) and the stations with the highest number of fires involving wheelie bin/recycling containers is Warrington (32) followed by Crewe (15) and Runcorn (14).

What actions will be required to improve performance?

Primary Fires

- Analysis of car fires continues with any relevant information being shared with the Police. Police notification reports (PNRs) are completed after each incident. Our officers now meet with beat managers on a monthly basis and more information will be shared with partner agencies at strategic local meetings/boards.
- Following agreement with the police the next few months will see an increase in police patrols in areas with a high rate of activity.
- Risley Prison continues to feature in relation to deliberate fires – Protection teams continue to work with prison staff to develop strategies to prevent these fires and operational crews are completing regular exercises with prison personnel.
- A number of the motorbike fires in Halton are thought to be related to the transportation of drugs around the estates. Crews maintain close links with the police through PNRs, attending Bi-weekly beat managers meetings and Station Manager attends tasking and coordinating groups.

Secondary Fires

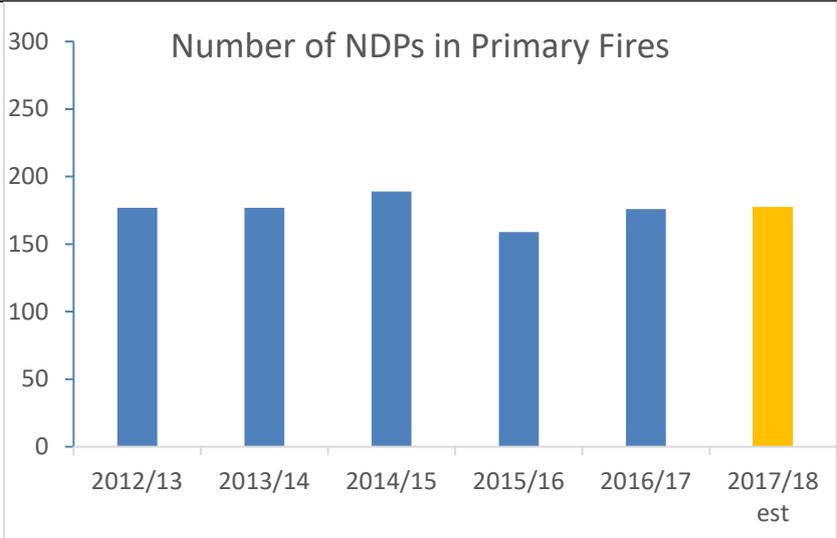
- The Service's "On the Streets" youth team continue to be deployed within identified problem areas to provide local engagement and distraction activities. Service Delivery and Prevention teams continue to work with local partners via problem solving groups and Police single point of contacts (SPOCs).
- Best practice noted in Halton has been shared across the Service with Station Managers continuing to work closely with local SPOCs. Liaison takes place at watch level with the beat managers to obtain a police log and record small fires, e.g. wheelie bin fires as crimes.

- Following agreement with the police the next few months will see an increase in police patrols in areas with a high rate of activity.
- Due to the increase seen within Cheshire West and Chester (CWAC) during recent quarters, staff, working in partnership with Cheshire Police, CWAC local authority, housing associations, Active Cheshire and community groups, are providing a variety of youth engagement activities targeting areas historically renowned for deliberate fire setting especially during the run up to and including the bonfire period.
- Best practice highlighted in Halton is now being rolled out in Warrington, with full support of the Police, meaning all fires now reported to Police control and a log number established.
- All Police Sergeants based in Warrington have now spent a day at Warrington Fire Station and all Watch Managers from Warrington have spent a day with the Police. This is in an attempt to build closer working relationships making it easier to address local issues.
- Due to the ongoing incidents at Radley Common in Warrington, further work is being carried out in an attempt to establish a boxing club there with the support of Phoenix Gym based in Warrington Station.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	83	Actual	98

Indicator: [Fires in Non-Domestic Premises]

Previous Status	Current Status	Summary of Current Performance														
		<p style="text-align: center;">Number of NDPs in Primary Fires</p>  <table border="1"> <caption>Data for Number of NDPs in Primary Fires</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of NDPs</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>~175</td> </tr> <tr> <td>2013/14</td> <td>~175</td> </tr> <tr> <td>2014/15</td> <td>~185</td> </tr> <tr> <td>2015/16</td> <td>~155</td> </tr> <tr> <td>2016/17</td> <td>~175</td> </tr> <tr> <td>2017/18 est</td> <td>~180</td> </tr> </tbody> </table> <p>There were 42 non-domestic fires in quarter 2 (98 fires year to date compared with 88 for the same period last year).</p> <p>The most significant numbers of fires for the fiscal year to date have been identified in the following building types:</p> <ul style="list-style-type: none"> • Factory - 11 • Pub/wine bar/bar - 9 • Retail, Single Shop - 9 • Prisons - 8 • Hospital - 5 <p>Other categories have less than 5 occurrences.</p> <p>The main causes for fires in non-domestic premises were:</p> <ul style="list-style-type: none"> • 23 electrical causes - including fluorescent lights, other lights, batteries, wires and cabling. • 21 industrial equipment - all accidental, these included welding, heating or manufacturing equipment, ovens, kilns and dryers. • 16 smoking related – 12 of which were deliberate and 4 accidental. 	Fiscal Year	Number of NDPs	2012/13	~175	2013/14	~175	2014/15	~185	2015/16	~155	2016/17	~175	2017/18 est	~180
Fiscal Year	Number of NDPs															
2012/13	~175															
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2015/16	~155															
2016/17	~175															
2017/18 est	~180															

		<ul style="list-style-type: none"> • 10 cooking related incidents - including cookers, deep fat fryers and microwaves. <p>Of the 98 fires, 61 incidents were either confined to the item first ignited or involved smoke and heat damage only, whilst a further 21 fires were confined to the room of origin.</p>
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What actions will be required to improve performance?

- Where appropriate, enforcement action will continue to be taken in accordance with our enforcement management model. We will continue to prosecute duty holders where necessary. Successful prosecutions will be highlighted to the media in the hope that they will encourage compliance.
- The Protection team continue to report instances of fires occurring in work processes to the Health and Safety Executive.
- Our risk-based inspection programme is driven by life safety and not necessarily directed where the fires are presently occurring although the Service Policy allows flexibility for directing audits following local or national incidents or trends.
- The Business Safety team will continue to carry out goodwill advice visits to businesses in target areas/premises types to help improve understanding of fire safety requirements and drive down the need for enforcement action.
- Free fire risk assessment templates are now available on the Service’s website to assist businesses.
- There are plans to establish a new BME business group in Cheshire East, which will provide fire safety advice to the BME community when they set up a new business and fire safety advice to migrant employees. The Service will lead the group, and initial meetings with partners have been conducted, to discuss the way forward. This will include advice on fire safety, licensing, food standards, business rates, environmental health and several other areas. The project is in the initial stages, but would look to be rolled out in early 2018.
- Business specific safety campaigns will continue to be supported by the Service. For example in quarter 2, the Business Safety Week and Fire Door Safety Week campaigns were supported during visits to businesses and via social media channels.
- The teams continue to promote the Cheshire Fire Alert system. During quarter 2 a total of 325 businesses signed up for the text alert.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	669	Actual	308

Indicator: [AFAs in Non Domestic Premises]

Previous Status	Current Status	Summary of Current Performance																
		<div data-bbox="566 616 1396 1030" data-label="Figure"> <table border="1"> <caption>Automatic Fire Alarms (AFAs) - Historical Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of AFAs</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>~1950</td> </tr> <tr> <td>2012/13</td> <td>~1650</td> </tr> <tr> <td>2013/14</td> <td>~1450</td> </tr> <tr> <td>2014/15</td> <td>~1250</td> </tr> <tr> <td>2015/16</td> <td>~1050</td> </tr> <tr> <td>2016/17</td> <td>~1100</td> </tr> <tr> <td>2017/18 est</td> <td>308</td> </tr> </tbody> </table> </div> <p>At the end of quarter 2 there have been 308 attendances to AFAs in non-domestic against a target of 669.</p> <p>The station areas with the highest number of calls are Chester and Warrington which together account for 42% (128) of the overall total.</p> <p>The main property types for AFAs are hospitals (100) and retirement or care homes (78). In addition 40 of the calls should not have been attended under the current policy.</p>	Fiscal Year	Number of AFAs	2011/12	~1950	2012/13	~1650	2013/14	~1450	2014/15	~1250	2015/16	~1050	2016/17	~1100	2017/18 est	308
Fiscal Year	Number of AFAs																	
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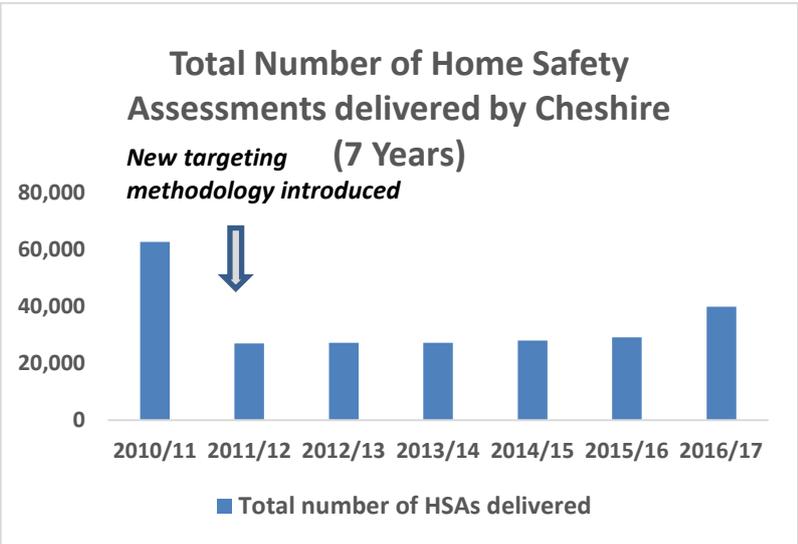
What actions will be required to improve performance?

- The revised Unwanted Fire Signals (UwFS) Policy went live on 3rd April 2017 and we continue to see significant reductions. Local fire inspecting officers will continue to liaise with businesses where there have been instances of multiple false alarms to reduce calls.
- Fire inspecting officers continue to work to reduce the number of false alarms with representatives on the hospital groups across the unitary areas, although year on year performance has significantly improved.
- The Service will continue to interrogate those calls which should not have been attended under the current UwFS policy and liaise with North West Fire Control (where appropriate) to ensure that the number of such calls is reduced.
- The recent serious injury caused by a fire at the Ryfields Retirement Village, Warrington, resulted in concerns being raised in relation to the number of AFAs, the number of occasions a fire appliance attended the site and issues highlighted at the fire. Fire Protection visited the site and a safety day was held there facilitated by Prevention and the duty crew to provide awareness to residents and staff and the actions to take upon a fire being discovered/reported.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	A) 20,000 B) 65%	Actual	A) 21,280 B) 60%

**Indicator: A) [Number of Safe and Well visits delivered to properties of Heightened Risk]
B) [Platinum Address Success Rate : Percentage]**

Previous Status	Current Status	Summary of Current Performance																
		<p>Number of Safe and Well Visits</p> <div style="text-align: center;"> <p>Total Number of Home Safety Assessments delivered by Cheshire <i>New targeting (7 Years) methodology introduced</i></p>  <table border="1"> <caption>Total Number of Home Safety Assessments delivered by Cheshire (2010/11 to 2016/17)</caption> <thead> <tr> <th>Year</th> <th>Total number of HSAs delivered</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>~62,000</td> </tr> <tr> <td>2011/12</td> <td>~28,000</td> </tr> <tr> <td>2012/13</td> <td>~28,000</td> </tr> <tr> <td>2013/14</td> <td>~28,000</td> </tr> <tr> <td>2014/15</td> <td>~28,000</td> </tr> <tr> <td>2015/16</td> <td>~30,000</td> </tr> <tr> <td>2016/17</td> <td>~40,000</td> </tr> </tbody> </table> </div> <p>Since April 1st 21,280 visits have been completed by Community Fire Safety and Wholetime operational staff. In addition 888 Safe and Well visits have been completed by other staff (including on-call) who do not have a target, with 8.7% of visits resulting in referrals to partner health agencies – see Infographic attached at Appendix 3.</p>	Year	Total number of HSAs delivered	2010/11	~62,000	2011/12	~28,000	2012/13	~28,000	2013/14	~28,000	2014/15	~28,000	2015/16	~30,000	2016/17	~40,000
Year	Total number of HSAs delivered																	
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		<p>Platinum Address Success Rate</p> <p><i>Platinum – the top 10,000 households identified at most risk from fire. Gold – the next 20,000 households identified at most risk from fire.</i></p> <ul style="list-style-type: none"> • Currently 60% of platinum visits have been completed which is slightly below target. • 62% of platinum households and 57% gold households have been engaged with, which is ahead of target. • Performance for engagement with platinum households is within 10% of target. The way visits are mapped is to ensure best use of resources, i.e. worksheets are produced based on geographical concentration of target addresses (gold and platinum). This may mean on some occasions there may be a 																

		higher percentage of gold addresses than platinum depending on the locality.
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What actions will be required to improve performance?

- Individual and team targets have been adjusted. Should anyone leave in a particular team, other individual staff targets will be adjusted upwards until vacancies can be filled to ensure the team targets will be met. This more rigorous method of performance management will no doubt see an improvement in performance.
- The Service will continue to deliver and is working to expand the scope of its Safe and Well visits.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	800	Actual	972

Indicator: [Thematic Inspections Completed by Operational Crews]

Previous Status	Current Status	Summary of Current Performance
		<p>524 thematic inspections were carried out in quarter 2, with a total of 972 completed year to date.</p> <p>Thematic inspection targets are allocated to all stations with the exception of on-call. Target of 1 per watch per tour whole-time, 1.7 per week nucleus and 1 per week day crewing stations.</p> <p>A thematic inspection is a fire safety assessment carried out by operational crews of low-risk premises. An example of a themed approach would be visits to shops in the run up to Christmas.</p> <p>Protection officers carried out audits/re-inspections of premises following issues identified by operational crews during thematic inspections, resulting in:</p> <ul style="list-style-type: none"> • Educate and Inform: 8 • Notification of Deficiencies: 4 • Action Plan: 3 • Enforcement Notice: 2 • Prohibition: 0 • Alteration Notice: 0

What actions will be required to improve performance?

- We will continue to monitor and identify any appropriate trends for thematic inspections and the Protection team will continue to follow-up on any issues operational crews find during their visits and enforce where appropriate.
- Joint inspections between Protection teams and operational crews are encouraged to further improve awareness, knowledge and where applicable enhance the standard of SSRI information.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	900	Actual	706

Indicator: [Number of NDP Fire Safety Audits Completed]

Previous Status	Current Status	Summary of Current Performance
		<p>At the end of Q2 there have been 706 audits completed (278 in Q2). Resulting in:</p> <ul style="list-style-type: none"> • Educate and Inform: 463 • Notification of Deficiencies: 185 • Action Plan: 44 • Enforcement Notice: 13 • Prohibition: 1 • Alteration Notice: 0 <p>The department has lost a significant number of staff due to temporary promotions to other areas of the Service and resignations.</p> <p>The Grenfell Tower fire has had an impact on the team's ability to undertake its normal day to day work with resources being concentrated as part of the Service's response to this tragedy.</p> <p>To date, there has been at least one interaction (for example audits/thematic) with 24,055 (78%) of the 30,955 active premises on the Protection department's data base CFRMIS.</p> <p>In addition to the fire safety audits, the Business Safety team carried out a further 464 business safety advice visits in quarter 2 (year to date total of 1,164).</p> <p>The Business Safety team attended 19 Chambers/Business Network events in Q2 to promote fire safety.</p>

What actions will be required to improve performance?

- The Protection department is currently in the process of filling some of the vacancies on a permanent and temporary basis. However, it should be recognised that due to the time it takes to train staff in the technical aspects of fire safety this may not have a significant impact on anticipated year end performance.
- Where appropriate enforcement action will continue to be taken in accordance with our enforcement management model. We will continue to prosecute duty holders where necessary. Successful prosecutions will be highlighted to the media in the hope that they will encourage compliance.

- The Protection team continue to liaise with the Health and Safety Executive regarding the issue of fires occurring in work processes.
- Our risk-based inspection programme is driven by life safety and not necessarily directed where the fires are presently occurring although the Service policy allows for directing audits following local/national incidents or trends.
- The Business Safety team will continue to carry out goodwill advice visits to businesses in target areas/premises types to help improve understanding of fire safety requirements and drive down the need for enforcement action.
- Free fire risk assessment templates are now available on the Service's website to assist businesses.
- There are plans to establish a new BME business group in Cheshire East, which will provide fire safety advice to the BME community when they set up a new business and fire safety advice to migrant employees. The Service will lead the group, and initial meetings with partners have been conducted, to discuss the way forward. This will include advice on fire safety, licensing, food standards, business rates, environmental health and several other areas. The project is in the initial stages, but would look to be rolled out in early 2018.
- Business specific safety campaigns will continue to be supported by the Service. For example in quarter 2, the Business Safety Week and Fire Door Safety Week campaigns were supported during visits to businesses and via social media channels.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	80%	Actual	88%

Indicator: [10 Minute Standard]

Previous Status	Current Status	Summary of Current Performance																																																												
		<p>Overall 88% of life risk incidents were attended within 10 minutes, which is above the target of 80%. The average attendance time for life risk incidents is 7 minutes and 42 seconds.</p> <p>Dwellings</p> <p>94.9% of dwelling fires were attended within 10 minutes. There were 9 attendances to dwelling fires which failed the standard, 5 of which failed by less than one minute. The average attendance time for a first pump to a dwelling fire between April and September 2017 was 6 minutes and 51 seconds.</p> <table border="1"> <thead> <tr> <th></th> <th>Pass</th> <th>Fail</th> <th>Grand Total</th> <th>% Pass YTD</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>52</td> <td>2</td> <td>54</td> <td>96%</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>46</td> <td>6</td> <td>52</td> <td>88%</td> </tr> <tr> <td>Halton</td> <td>29</td> <td>1</td> <td>30</td> <td>97%</td> </tr> <tr> <td>Warrington</td> <td>41</td> <td>1</td> <td>42</td> <td>98%</td> </tr> <tr> <td>Grand Total</td> <td>168</td> <td>10</td> <td>178</td> <td>94%</td> </tr> </tbody> </table> <p>Road Traffic Collisions (RTCs)</p> <p>79.5% of RTCs were attended within 10 minutes. Overall there were 26 incidents which failed the standard. The average time from alert to in attendance was 8 minutes 45 seconds.</p> <table border="1"> <thead> <tr> <th></th> <th>Pass</th> <th>Fail</th> <th>Grand Total</th> <th>% Pass YTD</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>36</td> <td>13</td> <td>49</td> <td>73%</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>30</td> <td>8</td> <td>38</td> <td>79%</td> </tr> <tr> <td>Halton</td> <td>8</td> <td>1</td> <td>9</td> <td>89%</td> </tr> <tr> <td>Warrington</td> <td>27</td> <td>4</td> <td>31</td> <td>87%</td> </tr> <tr> <td>Grand Total</td> <td>101</td> <td>26</td> <td>127</td> <td>80%</td> </tr> </tbody> </table>		Pass	Fail	Grand Total	% Pass YTD	Cheshire East	52	2	54	96%	Cheshire West and Chester	46	6	52	88%	Halton	29	1	30	97%	Warrington	41	1	42	98%	Grand Total	168	10	178	94%		Pass	Fail	Grand Total	% Pass YTD	Cheshire East	36	13	49	73%	Cheshire West and Chester	30	8	38	79%	Halton	8	1	9	89%	Warrington	27	4	31	87%	Grand Total	101	26	127	80%
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What actions will be required to improve performance?

- Officers will continue to monitor performance to maintain the standard.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	2.74	Actual	2.37

Indicator: [Average Days/Shifts Lost to Sickness]

Previous Status	Current Status	Summary of Current Performance																																												
		<p>The Q2 statistics for sickness show that performance is still strong. Against the Q2 target of 2.74 working days lost to sickness (annual target of 5.5 days/shifts). Results were as follows:</p> <table border="1" data-bbox="643 797 1366 1104"> <thead> <tr> <th>Staff Category</th> <th># of sickness days/shifts</th> <th>Headcount</th> <th>Average working days lost to sickness per person</th> </tr> </thead> <tbody> <tr> <td>Wholetime</td> <td>809.5</td> <td>420</td> <td>1.93</td> </tr> <tr> <td>On Call</td> <td>716</td> <td>299</td> <td>2.39</td> </tr> <tr> <td>Support</td> <td>770.5</td> <td>248</td> <td>3.11</td> </tr> <tr> <td>CFRS Q2 Total</td> <td>2296</td> <td>967</td> <td>2.37</td> </tr> </tbody> </table> <p>Sickness is also monitored at a national level and a report is compiled by Cleveland FRS on a quarterly basis. The Q2 national results are not yet available but the Q1 results showed that Cheshire is still one of the highest overall performing FRS in the UK for sickness when compared against 37 other FRS. This was highlighted at the national NFCC Workforce Conference where Cheshire were invited to share their practices in respect of attendance management.</p> <table border="1" data-bbox="643 1462 1366 1727"> <thead> <tr> <th>Staffing Categories</th> <th>% of Days Lost to Sickness per person</th> <th>Average % of Days Lost to Sickness pp across all FRS</th> </tr> </thead> <tbody> <tr> <td>Wholetime</td> <td>2.01%</td> <td>4.16%</td> </tr> <tr> <td>Green Book</td> <td>2.18%</td> <td>3.07%</td> </tr> <tr> <td>On Call</td> <td colspan="2"><i>Not applicable as total working days per annum used for calculation varies</i></td> </tr> </tbody> </table> <table border="1" data-bbox="643 1760 1366 2024"> <thead> <tr> <th>Staffing Categories</th> <th># of Days Lost to Sickness per person</th> <th>Average # of Days Lost to Sickness pp across all FRS</th> </tr> </thead> <tbody> <tr> <td>Wholetime</td> <td>0.92</td> <td>2.5</td> </tr> <tr> <td>On Call</td> <td>1.14</td> <td>2.1</td> </tr> <tr> <td>Green Book</td> <td>1.42</td> <td>2.01</td> </tr> </tbody> </table>	Staff Category	# of sickness days/shifts	Headcount	Average working days lost to sickness per person	Wholetime	809.5	420	1.93	On Call	716	299	2.39	Support	770.5	248	3.11	CFRS Q2 Total	2296	967	2.37	Staffing Categories	% of Days Lost to Sickness per person	Average % of Days Lost to Sickness pp across all FRS	Wholetime	2.01%	4.16%	Green Book	2.18%	3.07%	On Call	<i>Not applicable as total working days per annum used for calculation varies</i>		Staffing Categories	# of Days Lost to Sickness per person	Average # of Days Lost to Sickness pp across all FRS	Wholetime	0.92	2.5	On Call	1.14	2.1	Green Book	1.42	2.01
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What actions will be required to improve performance?

- Whilst there are no specific actions for improvement, monthly scrutiny at the Attendance Management meetings continues to be applied to all absence cases to ensure that the appropriate interventions are put in place to ensure staff are given adequate support to assist with their return to the workplace.
- Quarterly contract meetings with OHU are also ongoing to monitor service delivery and performance.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	22	Actual	8

Indicator: [Working Days Lost to Injury]

Previous Status	Current Status	Summary of Current Performance																																																														
		<p>Current data shows a maintained improvement in performance with September being the fourth consecutive injury month when no duty days were recorded as lost as a result of injury at work.</p>  <table border="1"> <caption>Duty days lost by month Apr 16 - Sep 17</caption> <thead> <tr> <th>Month</th> <th>Duty Days Lost</th> </tr> </thead> <tbody> <tr><td>Apr-16</td><td>8</td></tr> <tr><td>May-16</td><td>8</td></tr> <tr><td>Jun-16</td><td>9</td></tr> <tr><td>Jul-16</td><td>5</td></tr> <tr><td>Aug-16</td><td>6</td></tr> <tr><td>Sep-16</td><td>0</td></tr> <tr><td>Oct-16</td><td>0</td></tr> <tr><td>Nov-16</td><td>0</td></tr> <tr><td>Dec-16</td><td>1</td></tr> <tr><td>Jan-17</td><td>1</td></tr> <tr><td>Feb-17</td><td>0</td></tr> <tr><td>Mar-17</td><td>0</td></tr> <tr><td>Apr-17</td><td>4</td></tr> <tr><td>May-17</td><td>4</td></tr> <tr><td>Jun-17</td><td>0</td></tr> <tr><td>Jul-17</td><td>0</td></tr> <tr><td>Aug-17</td><td>0</td></tr> <tr><td>Sep-17</td><td>0</td></tr> </tbody> </table>  <table border="1"> <caption>Duty days lost 2006 -17</caption> <thead> <tr> <th>Year</th> <th>Duty Days Lost</th> </tr> </thead> <tbody> <tr><td>2006/07</td><td>190</td></tr> <tr><td>2007/08</td><td>210</td></tr> <tr><td>2008/09</td><td>110</td></tr> <tr><td>2009/10</td><td>90</td></tr> <tr><td>2010/11</td><td>280</td></tr> <tr><td>2011/12</td><td>220</td></tr> <tr><td>2012/13</td><td>100</td></tr> <tr><td>2013/14</td><td>120</td></tr> <tr><td>2014/15</td><td>120</td></tr> <tr><td>2015/16</td><td>60</td></tr> <tr><td>2016/17</td><td>40</td></tr> </tbody> </table>	Month	Duty Days Lost	Apr-16	8	May-16	8	Jun-16	9	Jul-16	5	Aug-16	6	Sep-16	0	Oct-16	0	Nov-16	0	Dec-16	1	Jan-17	1	Feb-17	0	Mar-17	0	Apr-17	4	May-17	4	Jun-17	0	Jul-17	0	Aug-17	0	Sep-17	0	Year	Duty Days Lost	2006/07	190	2007/08	210	2008/09	110	2009/10	90	2010/11	280	2011/12	220	2012/13	100	2013/14	120	2014/15	120	2015/16	60	2016/17	40
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What actions will be required to improve performance?

- There is no need for an improvement in performance the challenge will be to maintain this level of performance throughout the remainder of the year.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q2	From	01/04/2017 To 30/09/2017
Target	85%	Actual	65%

Indicator: [On-Call Availability]

Previous Status	Current Status	Summary of Current Performance and Intelligence																				
Nucleus		<table border="1"> <caption>On-Call Availability Data (Estimated from Chart)</caption> <thead> <tr> <th>Quarter</th> <th>Nucleus (%)</th> <th>Primary On-Call (%)</th> <th>Secondary On-Call (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2016/17</td> <td>97%</td> <td>64%</td> <td>46%</td> </tr> <tr> <td>Q4 2016/17</td> <td>97%</td> <td>64%</td> <td>46%</td> </tr> <tr> <td>Q1 2017/18</td> <td>97%</td> <td>64%</td> <td>46%</td> </tr> <tr> <td>Q2 2017/118</td> <td>97%</td> <td>64%</td> <td>46%</td> </tr> </tbody> </table>	Quarter	Nucleus (%)	Primary On-Call (%)	Secondary On-Call (%)	Q3 2016/17	97%	64%	46%	Q4 2016/17	97%	64%	46%	Q1 2017/18	97%	64%	46%	Q2 2017/118	97%	64%	46%
Quarter	Nucleus (%)		Primary On-Call (%)	Secondary On-Call (%)																		
Q3 2016/17	97%		64%	46%																		
Q4 2016/17	97%		64%	46%																		
Q1 2017/18	97%		64%	46%																		
Q2 2017/118	97%		64%	46%																		
Primary on-call																						
Secondary on-call																						

- On-call availability for the first half year is 65%. Performance in the second half of the year is usually higher so the year-end outturn is expected to be similar to the previous year.

There are significant variations of availability between the differing on-call shift systems, where an:

- On-call pump is part of nucleus crewing, availability is 97% (e.g. Macclesfield, Birchwood etc.).
- On-call pump is the primary pump, availability is 64% (e.g. Malpas, Poynton etc.).
- On-call pump is the second pump, availability is 46% (e.g. Winsford, Congleton etc.)

The Individual figures for each pump over the last 12 months are shown in Appendix 4.

All OC Pumps (year to date)	65%
Nucleus OC Pumps	97%
Primary OC Pumps	64%
Secondary OC Pumps	46%

What actions will be required to improve performance?

Officers continue to implement improved working practices and explore new approaches and initiatives.

Recruitment

A Watch Manager has been appointed to facilitate on-call recruitment and initial training courses. The initial course (MOD1) and sessions for the written and practical tests are scheduled monthly - the aim being to provide more and regular opportunities for new candidates.

Rewards / Retention (Increase pay, rewards and job satisfaction thus improving retention)

- Introduced forced entry training across all stations
- Continue to facilitate on-call staff to work full shifts on whole-time stations and further increase opportunities by including on-call in the new Resilience Register which will be launched in May 17.
- Continue to use 'shadow pump' concept for new on-call teams.
- In addition to further improve pay and link it directly to performance, officers have introduced a new on-call Availability Reward Scheme (OCARS). This scheme provides a financial reward of between £550 and £1000 for staff working at stations that achieve the on-call availability target of 85%.

Management/Supervision

- Appointed an additional on-call Support Officers Station Manager thereby increasing the number of support managers from 2 to 3.
- Introduced a pilot for a new 'Whole-time on-call Watch Manager' role. This new role will oversee Knutsford and Holmes Chapel, providing both managerial capacity and operational daytime cover, thus helping to improve pump availability.
- Delivered regular meeting/conferences for on-call managers so they can interact with senior officers and feedback issues and concerns.
- Continue pilot at a number of stations, which means those stations can employ an extra supervisory manager on a temporary basis.
- Initiated a new pilot as part of the review into the sustainability and suitability of the duty system at Wilmslow. This will include the appointment of two Temporary Wholetime Crew Managers who will provide cover and managerial capacity during the night shifts.

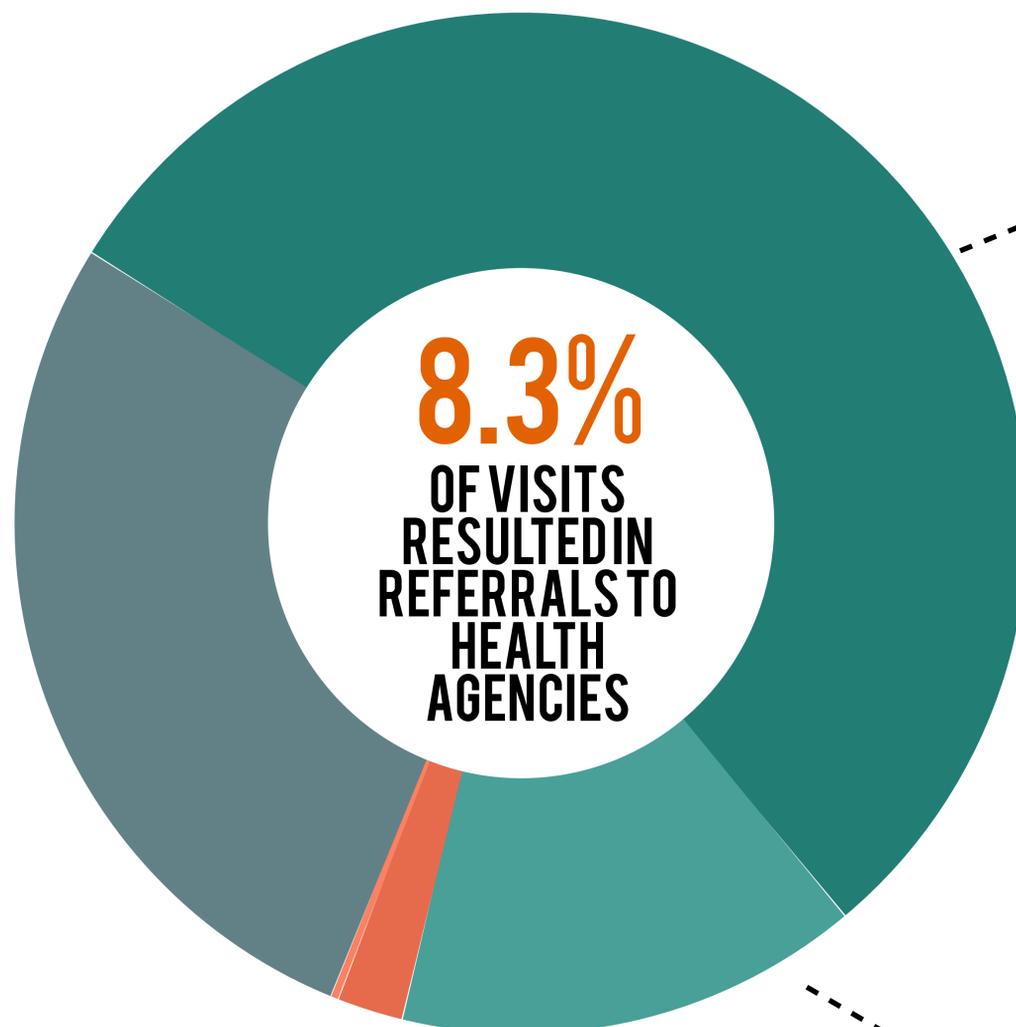
Daytime Cover

- Considering the possibility of using technology to allow the on-call pumps to be available – in certain circumstances - but on a delayed turnout, thus maximising resources.
- Currently developing a partnership with Howdens Joinery to increase day cover at Runcorn.
- Participants from the WM Step-Up Programme have developed new ideas and initiatives which will be taken forward with the aim of improving day cover. The team are focusing on pilots at Frodsham and Tarporley.

SAFE AND WELL Initiative QUARTER 20 OVERVIEW

Cheshire Fire and Rescue Service has a proud record of delivering successful fire safety, road safety and youth engagement initiatives. This excellent record is now being extended and expanded to provide help to our health partners for some key local health priorities through Safe and Well visits, which the Service commenced on 1st February 2017.

22,168 VISITS COMPLETED



953
ATRIAL
FIBRILLATION
SCREENINGS
(HALTON)



1363*
BOWEL CANCER
SCREENING KIT
REFERRALS



*(3 CFRS referrals have tested positive for bowel cancer and are now receiving treatment)

**WITH 26
PEOPLE
BEING
SIGNPOSTED
TO SEE THEIR
GP**



**ALCOHOL REDUCTION
TEAM REFERRALS**



**SMOKING CESSATION
TEAM REFERRALS**

376
LOCAL AUTHORITY
FALLS TEAM
REFERRALS



SAFE AND WELL Initiative

QUARTER 2 OVERVIEW

Cheshire Fire and Rescue Service has a proud record of delivering successful fire safety, road safety and youth engagement initiatives. This excellent record is now being extended and expanded to provide help to our health partners for some key local health priorities through Safe and Well visits, which the Service commenced on 1st February 2017.

SAFE AND WELL UNITARY OVERVIEW

UNITARY AREA	VISITS COMPLETED <small>*FIGURES REPRESENT THE PHYSICAL LOCATION OF THE VISIT/REFERRAL.</small>	% TO REFERRAL	FALLS REFERRAL 	NHS BOWEL CANCER SCREENING KIT REFERRAL 	SMOKING CESSATION REFERRAL 	ALCOHOL REDUCTION TEAM REFERRAL 	ATRIAL FIBRILLATION SCREENINGS 
	6837	7.7%	83	425	15	3	8
	9129	8.0%	137	560	31	1	8
	2698	7.8%	62	122	0	1	930
	3504	10.4%	94	256	16	0	7

Shift System*	Appliance Location	Call Sign	October 2016	November 2016	December 2016	January 2017	February 2017	March 2017	April 2017	May 2017	June 2017	July 2017	August 2017	September 2017	Percentage
Nucleus OC	Birchwood	E02P1	91.60%	96.88%	87.10%	99.46%	100.00%	97.58%	100.00%	98.86%	96.39%	99.66%	99.60%	99.79%	97.21%
Nucleus OC	Macclesfield	E19P1	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Nucleus OC	Wilmslow	E23P1	97.45%	95.00%	99.19%	100.00%	97.17%	96.77%	94.72%	90.12%	94.93%	97.18%	85.08%	89.44%	94.75%
Primary OC	Stockton Heath	E03P1	53.39%	50.90%	47.98%	51.11%	46.32%	48.59%	32.88%	51.28%	45.83%	42.91%	56.59%	54.24%	48.55%
Primary OC	Frodsham	E06P1	91.83%	96.63%	91.83%	83.23%	94.64%	95.90%	66.70%	81.75%	38.89%	43.38%	38.14%	45.73%	72.32%
Primary OC	Tarporley	E10P1	60.38%	69.03%	57.19%	67.34%	56.06%	58.13%	58.02%	47.98%	53.65%	48.96%	41.20%	42.26%	55.00%
Primary OC	Malpas	E11P1	64.65%	77.33%	75.10%	83.43%	77.98%	73.29%	64.24%	68.68%	76.60%	78.29%	65.49%	64.65%	72.45%
Primary OC	Nantwich	E12P1	85.89%	90.21%	89.62%	91.73%	90.96%	93.11%	91.81%	89.52%	93.06%	92.20%	89.01%	96.60%	91.12%
Primary OC	Audlem	E13P1	66.47%	69.27%	57.73%	75.20%	64.96%	65.89%	50.24%	67.17%	58.82%	53.09%	50.97%	67.33%	62.25%
Primary OC	Alsager	E14P1	69.59%	75.21%	72.01%	75.47%	70.39%	74.83%	74.69%	70.50%	61.53%	68.51%	57.80%	71.11%	70.13%
Primary OC	Sandbach	E16P1	94.62%	91.74%	89.82%	93.85%	94.20%	92.57%	88.16%	81.45%	78.26%	80.21%	67.84%	65.14%	84.79%
Primary OC	Holmes Chapel	E17P1	79.27%	82.95%	81.55%	92.81%	88.99%	84.74%	72.43%	77.05%	69.93%	67.64%	54.77%	64.97%	76.36%
Primary OC	Bollington	E20P1	70.53%	51.91%	39.58%	58.94%	63.39%	54.64%	61.08%	48.39%	46.56%	64.72%	72.24%	70.07%	58.48%
Primary OC	Poynton	E22P1	81.38%	87.71%	84.54%	88.34%	78.98%	83.06%	90.03%	76.85%	80.97%	81.22%	74.76%	76.81%	82.06%
Primary OC	Knutsford	E24P1										35.79%	48.79%	37.53%	40.74%
Primary OC	Middlewich	E26P1	72.98%	78.26%	62.97%	77.92%	86.16%	80.38%	76.32%	75.94%	66.01%	72.72%	69.02%	73.99%	74.30%
Secondary OC	Runcorn	E05P2	49.66%	53.37%	39.55%	77.92%	44.68%	58.57%	59.97%	66.23%	63.65%	68.82%	55.61%	48.72%	57.34%
Secondary OC	Macclesfield	E19P2	73.76%	60.14%	49.36%	67.27%	73.77%	78.53%	60.31%	55.51%	49.86%	59.38%	50.03%	48.78%	60.51%
Secondary OC	Northwich	E25P2	53.36%	45.90%	35.92%	52.55%	52.01%	47.41%	45.31%	47.04%	49.58%	44.99%	51.58%	53.75%	48.25%
Secondary OC	Winsford	E27P2	41.90%	40.00%	15.36%	29.91%	30.17%	21.24%	22.19%	13.51%	20.97%	14.05%	24.13%	16.01%	24.06%
Secondary OC	Penketh	E29P2	15.32%	15.35%	19.62%	46.94%	48.85%	43.15%	50.00%	39.05%	38.33%	48.25%	45.90%	55.97%	38.80%

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How we're doing so far...

We have welcomed
1,006 children and young people
and **232 accompanying adults***



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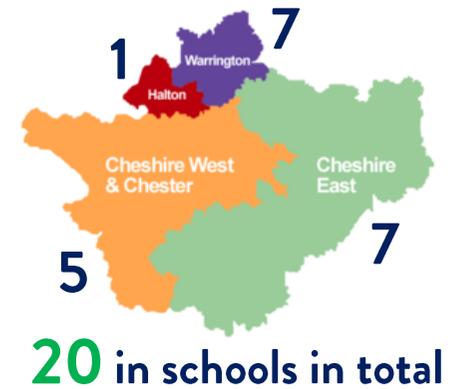
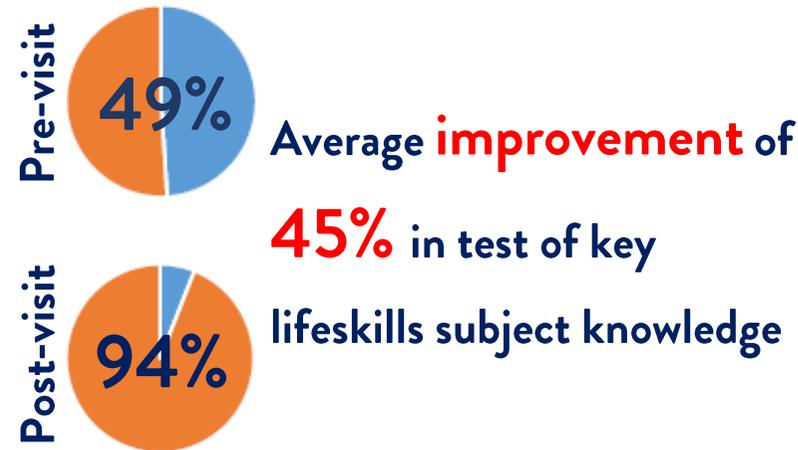
“Excellent teaching about safety in a practical way”

“Children really benefitted from the experience”

“Wish we could have stayed the whole day”

“A fantastic trip”

“Amazing resource”



A total of **17 volunteers** have graduated from our Ranger Academy and have already given **584.25 hours*** between them



*includes summer family and open day visitors, held as ranger training days

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 22ND NOVEMBER 2017
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHORS: JOANNE CARTLEDGE/SUSAN WATKINS

SUBJECT: QUARTER 2 PROGRAMME REPORT 2017-18

Purpose of Report

1. To update Members on the Service's 2017-18 Integrated Risk Management Plan (IRMP) programmes and projects.

Recommended: That

- [1] Members review and consider the information provided.

Background

2. This report forms part of the Authority's quarterly performance reporting cycle which also includes performance reports on key performance indicators and financial performance.

Information

3. Progress on delivery of the IRMP programmes and projects is reported in the form of a quarterly health report to the Service's Performance and Programme Board (members of Service Management Team). The Service's Performance and Programme Board is responsible for ensuring the successful delivery of programmes and projects contained in the Authority's annual IRMP action plans. The health report for the second quarter of 2017-18, based on the document that was recently considered at Performance and Programme Board, is attached as Appendix 1 . It was produced in October 2017 and verbal updates will be provided, where necessary.

Financial Implications

4. Specific financial and budget impacts are detailed in the financial report presented separately by the Head of Finance.

Legal Implications

5. There are no issues to report that impact upon the Service's ability to meet its statutory or other legal obligations.

Equality & Diversity Implications

6. Programmes and projects are required to have equality impact assessments completed in accordance with the approved Project Management Framework.

Environmental Implications

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

Appendix 1 – Quarter 2 Programme Health Report 2017-18

Performance and Programme Board – Programme Health Report

All data supplied in the report has been populated directly from the Cheshire Planning System on 4 October 2017, any changes after this date will not be reflected.

Reporting Period	FROM	1 st July 2017	TO	30 th September 2017
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PROJECT PROGRESS SUMMARIES, RAG STATUS AND IMPACT MITIGATION

1226	BLUE LIGHT COLLABORATION PROGRAMME
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PROGRAMME MANAGER	Head of Strategic Change		
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Previous status	Current status	Mitigating steps (where status is red or amber)
		Status changed from Amber to Green as a temporary licence has been agreed to allow initial occupation of the Fire Leadership Team Suite.

Programme Update

Legal and Contracts

- A temporary licence has been agreed to allow initial occupation of the Fire Chief Officer Suite at Police HQ (Clemonds Hey)
- The draft underlease has been agreed by Police and Fire. The underlease and deed of variation have been sent to the Private Finance Initiative (PFI) provider for consideration and approval by PFI provider and their funders.
- Revisions to the MFSS collaboration agreement are currently being negotiated with Northants and Nottinghamshire.
- Discussions are ongoing over the content of the End State Collaboration Agreement and work is ongoing to resolve outstanding issues.
- Continuing review of IT service level agreement and estates service monitoring arrangements.

Joint Corporate Services

- Cheshire Fire and Rescue Service Leadership Team, Governance and Commissioning Team, HR, Finance and Legal have now moved to Police HQ (Clemonds Hey)
- Planning and Performance and Corporate Communications transferred on 1st October. Legal due to transfer on 1st November - delayed due to issue with a waiver from the Solicitors Regulation Authority.
- Stores, Procurement, Finance and HR due to Transfer in line with Multi Force Shared Service (MFSS) Fusion go live on 1st April 2018.

People

- Planning and Performance and Corporate Communications Consultation (Joint Structures) - UNISON consultation closed on 20th July 2017. One significant change to proposed structures. Sign off approval given on 10th August 2017. Outcome of consultation confirmed to staff.
- TUPE Consultation on Measures relating to Planning and Performance / Corporate Communications / Legal - UNISON consultation opened on 2nd August 2017. Measures shared and discussed with UNISON. UNISON happy to close consultation on 31st August 2017 as all matters resolved.

- Preparation of TUPE due diligence information in format requested by MFSS ready for TUPE transfers on 1st October 2017.
- Move to Clemonds Hey for Cheshire Fire and Rescue Service Leadership Team, Governance and Commissioning Team, HR, Finance and Legal – Letters produced for staff who won't be part of the TUPE transfer, confirming move and implications. Co-location Agreements produced and signed. Clemonds Hey induction and building passes arranged.

Estates and Facilities

- Temporary license agreed and signed for Fire Leadership Team occupation on 7th September. Deed progressing in the background.
- Reception work - tentative October start date. Funders have approved the work.
- Car park - tentative January start date. The specification is under discussion. Costs yet to be agreed and funder's approval will be required.
- Tea points – tentative December start date. Specification to be finalised. On hold pending funders approval.
- Conference rooms 7 and 8 modifications – tentative November/December start date. Specification under discussion. Approval by funders will then be required.
- Stores move - Tentative January completion date. Awaiting confirmation of specification, decision re tender issue / response dates, approval by funders and construction start / completion date.

All the date above (except Reception) are subject to change. BAM (Building Services Limited) will manage the Cheshire Fire and Rescue Service Distribution and Logistics / Stores transfer as a priority.

Communications and Stakeholder Engagement

- Communication has taken place with all Police and Fire employees updating on departments that have moved over to Clemonds Hey.
- Joint HQ launch event to be planned for next year.
- Fire staff who are remaining at Sadler Road to be invited to visit Clemonds Hey and see their new HQ.

Cheshire Fire and Rescue Service and Cheshire Constabulary onboarding to Multi Force Shared Service

- Negotiated renewal of the OPENHR contract (removes a key risk around go live date for CFRS)
- Data Migration Phase 2 to commence – details of requirements are still to be provided
- Process workshops for HR and Finance completed – very successful and well received.
- Reconciliation of data for Data Migration 1 – will be key to understanding any initial data quality issues
- Further development of key requirements documents in advance of the System review/demonstration workshops
- System Demonstrations and further early user system testing commencing – help to ensure requirements are met
- Completion of the initial Payroll testing (6th October)

Information Management

- Active records cleansed and moved - final work ongoing for Legal and Democratic Services.
- Working with Legal to cleanse files in storage.

1490		SADLER ROAD TRAINING CENTRE PROGRAMME		
PROGRAMME SPONSOR		Deputy Chief Fire Officer	PROGRAMME MANAGER	Head of Operational Planning and Assurance
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
Programme Update				
<p>On the 20th September 2017 the new training centre report was presented to members of the fire authority during a meeting of the CFA. The report included information on all the detailed research work, which has been undertaken by the programme team and the work requirements and associated budget for the new training centre build including the renovation of workshops, new Incident Command Training Suite and the security measures required to make the site as safe as possible.</p> <p>The CFA welcomed the report and fully supported the recommendations to complete the work detailed above, with a total budget of £9m approved. An additional funding allowance for the delivery of training at other locations during the build programme was also approved and will be confirmed as part of the 2018-19 and 2019-20 annual budget process.</p> <p>Since the decision to proceed the programme team have been working on room data sheets for all areas of the build and also continue to research innovative solutions to make the training centre as immersive and realistic as possible. Visits have included a site visit to Northern Ireland Fire and Rescue Service and Pinewood Studios to discuss set design, including lighting and sound.</p>				

1279		EMERGENCY RESPONSE PROGRAMME		
PROGRAMME SPONSOR		Deputy Chief Fire Officer	PROGRAMME MANAGER	Head of Service Delivery
1167	Penketh Fire Station			
Project Sponsor		Head of Service Delivery		
Project Manager		Service Delivery Manager (Halton and Warrington)		
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		Ongoing issues with the optical fibre installation.		
BT is due to visit the site on 12 th October to install the fibre cable.				

1179	Lymm Fire Station	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Halton and Warrington)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		
<p>The station is now live and everything is going very well. Crews are still focussing on training for all specialist skills as it was recognised that for the first quarter they still need to work to ensure that newly acquired skills are embedded which may impact on targets. Targets are being closely monitored to highlight any issues quickly.</p> <p>Aerial Ladder Platform (ALP) initial and continuation training is now being considered, with a meeting being held to develop this. Additional operators will be trained at Lymm this autumn with an in house instructor course being produced to up-skill ALP operators to instructors in Jan-Feb 2018.</p> <p>There is still some outstanding work to be completed by contractors, however, these appear minor issues. Total Storage have now attended the site to reconfigure the kit room to better serve the crews. Additional storage has been provided in the Tech Rescue area for the training kit also. Crews continue to highlight ways to improve the facilities and these ideas are being considered, set against the cost.</p> <p>The Fibre Broadband connection was completed on Friday 15th September by Updata who attended the station. The connection has been tested with no problems found and the job has now been deemed as complete and closed.</p>		

1178	Safety Centre	
Project Sponsor		Head of Prevention
Project Manager		Safety Centre Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		
<p>Closedown report approved at Performance and Programme Board on 23rd October 17.</p>		

1180	Powey Lane	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Cheshire West and Chester)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		
Closedown report to be submitted to the next Performance and Programme Board.		

1176	Knutsford	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Cheshire East)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		
<p>Completed one full quarter since transition from Wholetime to On call. Staffing is currently 1 x Watch Manager (Pilot) 3 x Crew Manager (1 x temp) and 11 Fire Fighters’s, 3 who are in development and progressing at different stages through their quarterly assessment programme. To build future resilience the Service is continuing with recruitment locally and as a result there are 3 further on call candidates.</p> <p>During the first full quarter since go live the availability has been disappointing and not as envisaged. There are a number of reasons for this, the main reason was an unprecedented number of staff being off sick since the commencement date of the on call system. The project manager is confident that appliance availability performance will improve significantly as the year progresses.</p>		

1089	Crewe – on call staffing for the 2nd pump	
Project Sponsor	Head of Service Delivery	
Project Manager	Service Delivery Manager (Cheshire East)	
Previous status	Current status	Mitigating steps (where status is red or amber)
	N/A	
<p>Review pending.</p> <p>The On Call project was amended following the recent Fire Authority meeting held on the 14th February 2017. All new recruitment has been suspended but all active fire fighters are continuing with their on-going development course and assessments pending the outcomes of the review.</p> <p>7 Firefighters (Development) 2 Possible transfers from other stations (on hold pending outcome of review) 9 Total</p>		

1092	Ellesmere Port - on call staffing for the 2nd pump	
Project Sponsor	Head of Service Delivery	
Project Manager	Service Delivery Manager (Cheshire West and Chester)	
Previous status	Current status	Mitigating steps (where status is red or amber)
	N/A	
<p>Review pending.</p> <p>The On Call project was amended following the recent Fire Authority meeting held on the 14th February 2017. All new recruitment has been suspended but all active fire fighters are continuing with their on-going development course and assessments pending the outcomes of the review.</p> <p>5 Firefighters (Development) 1 individual programmed to attend the October course pending DBS and a medical (already in process prior to the February decision to suspend recruitment). 1 Watch Manager (wholetime) 1 Crew Manager (wholetime) 8 Total</p>		

1318	Cardiac Arrest Response Project	
Project Sponsor		Deputy Chief Fire Officer
Project Manager		Head of Service Delivery
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		The project status is red because the FBU have withdrawn from supporting cardiac arrest response incidents. Therefore it is unlikely that the roll out will be achieved.
<p>The 6 month evaluation report for the period May 2017 to September 2017 has been published following a review by SMT and was presented to Performance and Overview Committee during September 2017. The report was well received by the committee and the recommendations where noted for the future of cardiac response in Cheshire FRS.</p> <p>Unfortunately the national pay negotiations between the National Joint Council and employees representatives failed to agree a new pay deal during September 2017, which has resulted in the FBU no longer supporting Emergency Medical Response (EMR) in the Fire and Rescue Service. This has resulted in the Service no longer responding to cardiac arrests, including across the 4 pilot stations which were involved in the NJC trial detailed in the report (included in documents on CPS).</p> <p>The Joint Oversight and Scrutiny Group has therefore not met during the negotiations to discuss the project, though the Service will monitor the national picture closely with an aspiration to reintroduce EMR at the earliest opportunity in accordance with the IRMP proposals for 2018-19.</p>		

1534	Nucleus Review (Birchwood, Macclesfield and Wilmslow)	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Warrington and Halton)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		Possible delays to launch date.
<p>The target date for agreement was 15th August 2017. This was extended to 15th September then 16th October to allow further time for negotiations.</p> <p>If there is a failure to agree by then the matter will be referred to the Joint Consultative Committee and then if required to Technical Advisory Panel (TAP). This could push the launch back from 1st January 18 to 1st April 18.</p>		

1302	Review of On Call Duty System	
Project Sponsor		Deputy Chief Fire Officer
Project Manager		Head of Service Delivery
Previous status	Current status	Mitigating steps (where status is red or amber)
		

This project links to project 1110 (on call recruitment). Officers continue to implement improved working practices and explore new approaches and initiatives.

Recruitment

A Watch Manager has been appointed to facilitate on-call recruitment and initial training courses. The initial course (MOD1) and sessions for the written and practical tests are scheduled monthly - the aim being to provide more and regular opportunities for new candidates.

Rewards / Retention (Increase pay, rewards and job satisfaction thus improving retention)

- Introduced Forced Entry across all stations
- Continue to facilitate on-call staff to work full shifts on whole-time stations and further increase opportunities by including on-call in the new Resilience Register which will be launched in May 17.
- Continue to use 'shadow pump' concept for new on-call teams.
- In addition to further improve pay and link it directly to performance, officers have introduced a new on-call Availability Reward Scheme (OCARS). This scheme provides a financial reward of between £550 and £1000 for staff working at stations that achieve the oncall availability target of 85%.

Management/Supervision

- Appointed an additional on-call Support Officers Station Manager thereby increasing the number of support managers from 2 to 3.
- Introduced a pilot for a new 'Whole-time on-call Watch Manager' role. This new role will oversee Knutsford and Holmes Chapel, providing both managerial capacity and operational daytime cover, thus helping to improve pump availability.
- Delivered regular meeting/conferences for on-call managers so they can interact with senior officers and feedback issues and concerns.
- Continue pilot at a number of stations, which means those stations can employ an extra supervisory manager on a temporary basis.
- Initiated a new pilot as part of the review into the sustainability and suitability of the duty system at Wilmslow. This will include the appointment of two Temporary Wholetime Crew Managers who will provide cover and managerial capacity during the night shifts.

Daytime Cover

- Considering the possibility of using technology to allow the on-call pumps to be available – in certain circumstances - but on a delayed turnout, thus maximising resources.
- Currently developing a partnership with Howdens Joinery to increase day cover at Runcorn.
- Participants from the WM Step Up Programme have developed new ideas and initiatives which will be taken forward with the aim of improving day cover. The team are focusing on pilots at Frodsham and Tarporley.

1110		ON CALL RECRUITMENT PROGRAMME	
PROGRAMME SPONSOR		Head of People and Development	PROGRAMME MANAGER Service Delivery Manager (Cheshire West and Chester)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
		The Programme remains amber until establishment is achieved at all stations.	
Programme Update			
<p>Establishment = 310 (excludes Congleton, Crewe and Ellesmere Port) Headcount = 264 14.84% understaffed.</p> <p>A Watch Manager has officially started his new role as the dedicated On Call training officer. He will be responsible for facilitating the practical tests which will be run out of Powey Lane for the foreseeable future due to the refurbishment of Sadler Road, and also the facilitation of the initial Module 1 course which will run from Stockton Heath or an alternative station if the business need dictates. His role will potentially evolve into him also picking up some of the certificate to ride assessments.</p> <p>The selection process for the short term will include 2 written test dates per month, 2 practical tests per month with a Module 1 course running every month offering a week course or the option for weekend dates. The longer term plan is dependent on the new on line application form and on line tests. This is due to go live in October and will supersede the need for a paper based application form and candidates attending a suitable location to undertake written tests. Ultimately the process will be slicker.</p> <p>The plan for the remainder of the year is to run the programmed course in October and to process any applications that are pending and continue to process these as and when they come in until the on line system goes live. We will conduct further written and practical tests in September and October with a view to running a week's course in early December.</p> <p>In October with the new on line system going live and we will meet to finalise dates for the New Year and then progressively do this on a quarterly basis.</p>			

1241 FIREFIGHTERS APPRENTICESHIP SCHEME COHORT ONE				
PROJECT SPONSOR		Head of People and Development	PROJECT MANAGER	People and Development Leadership Advisor
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
<p>The Apprentices have all successfully completed Module 3 (RTC and BTACC) and with the exception of one person who was unable to complete Module 2 (BA) due to illness. They are due to start Module 4 (Hazmat) on November 20th. The apprentices in two groups have attended weekend training at Fire Service College. The apprentices are now having weekly fitness sessions with the fitness advisor.</p> <p>All the apprentices have been on their Ranger training and are now regularly assisting in delivering sessions to schools at Safety Central. Feedback has been really positive from both Safety Central staff and from the visitors.</p> <p>Other training attended included a problem solving /project management workshop looking at how to generate more income in readiness for Nepal to meet their £30,000 target. The apprentices have organised many fundraising events including curry nights and a ladder climb at Birchwood. They have many more activities planned for future months. A small number of the cohort presented an update to the Senior Management Team on progress made so far and future plans.</p> <p>In the next month, the Apprentices will be sitting their first IFE exam in Management and Administration and will be attending a two week course run by the Protection team.</p>				

1494 FIREFIGHTERS APPRENTICESHIP SCHEME COHORT TWO				
PROJECT SPONSOR		Head of People and Development	PROJECT MANAGER	People and Development Leadership Advisor
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
<p>Twelve candidates started on the Prince's Trust programme on 11th September 17. The candidates are of a mixed age group ranging from 18 to 34 and two of the successful candidates are female. They have just completed their residential. They will all receive a bursary/living allowance of £100 per week along with reasonable expenses (with mileage capped at £75 per week).</p>				

1058		SPRINKLER CAMPAIGN		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Protection and Organisational Performance
Previous status	Current status	Mitigating steps (where status is red or amber)		
				
<p>Following the tragic fire at Grenfell CFRS has been proactively engaging and supporting Unitary Authorities and Registered Social Landlord's (RSL) of high rise flats; this has included reassuring residents, reviewing Fire Risk Assessments and conducting fire safety audits.</p> <p>A business case is being developed for consideration of increasing the funding for high-rise RSL's to part fund the installation of sprinklers.</p> <p><u>Cheshire West and Chester</u></p> <p>RSL's in CWAC are taking positive steps towards the installation of sprinklers in all their flats e.g.</p> <ul style="list-style-type: none"> • Joseph Groome towers are to fit sprinklers in the remaining flats and require CFRS assistance in resident engagement. • Through conversations the Service has heard that Sanctuary are considering fitting sprinklers in high-rises flats across the country. <p><u>Halton</u></p> <p>Halton Housing has agreed to install sprinklers in Churchill Mansions. They have asked for support in marketing and engagement with residents. The association is currently writing the specification and hoping to fit by Christmas.</p>				

1415		SAFE AND WELL PHASE 2 – AFFORDABLE WARMTH		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Safe and Well Policy and Project Manager
Previous status	Current status	Mitigating steps (where status is red or amber)		
				
Project Update				
<p>Energy Project Plus (EPP) have confirmed that they will be the referral pathway for all 4 Cheshire LAs for Affordable Warmth referrals. Working with EPP to put in place a secure email address for CFRS hubs to use to make the referrals. Liaising with Cheshire East who will host the referral address for use by EPP.</p> <p>EPP delivered train the trainer course for 4 of advocates at Chester Fire Station in August. EPP will now provide Cheshire FRS with training slides for our use. OPA still considering training dates and arrangements for the Affordable Warmth training for all operational and advocate staff delivering Safe and Well. Intension is that all staff will be trained</p>				

in Affordable Warmth issues by end of November. We will then add this issue to Safe and Well work from the beginning of December 2018.

1500		SAFE AND WELL PHASE 2 – LONELINESS AND ISOLATION	
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER
		Safe and Well Policy and Project Manager	
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
	N/A		
Project Update			
Project on hold; to be reviewed again later in the year.			

1496		SAFE AND WELL PHASE 2 – HYPERTENSION, BLOOD PRESSURE and ATRIAL FIBRILLATION	
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER
		Safe and Well Policy and Project Manager	
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
		Further work required in relation to Information Governance, liability, the MOU and the Legal Agreement.	
Project Update			
<p>Fire and Rescue Service Task and Finish Group met in June and agreed the terms of reference for the Group. CHAMPS agreed to review the CFRS contact assessment form text to ensure compliance. CHAMPS to consider training needs for CFRS for proposed pilot.</p> <p>Training provider for Blood Pressure (BP) confirmed. First BP pilot training delivered. Training went well and would appear to be suitable and fit for purpose for our staff's needs. The second training session for the pilot is scheduled in October.</p> <p>NHS England Information Governance (IG) have provided feedback on the MoU. Should Cheshire FRS wish to hold health data they we will be required to complete the IG Toolkit or provide evidence that we hold ISO 27001 accreditation for Information Security Standards as per the terms of the Information Sharing Agreement.</p> <p>CFRS Information Manager's view is that CFRS will be retaining health data (in coded form) for the purposes of evaluation, as requested by the NHS. Although we will not be retaining any NHS patient data, we can understand why the NHS may want us to complete the IG toolkit (IGT). We do not, however, have the resources to do this. Additionally, we do not hold ISO 27001 accreditation. Further discussions required with the NHS to determine the way forward.</p> <p>NHS England and CHAMPS are currently considering who should be the responsible body for the MOU for the pilot and legal agreement for the planned wider pan-Cheshire work.</p>			

NHS England IG also have concerns about liability if the householder is incorrectly advised regarding their blood pressure reading and suffers harm as a consequence. They will need to seek further legal advice; initial opinion is that the FRS will remain liable for its own role in the service, i.e. the blood pressure reading and associated advice however will need to test this out.

In relation to ongoing ownership and funding for repairs etc for the BP machines, this will require further discussion.

Atrial Fibrillation

Met with West Cheshire, South Cheshire and Vale Royal Clinical Commissioning Group, to discuss implementation of the work - key consideration is the recording within primary care of people signposted by Cheshire Fire and Rescue Service to make a GP appointment. NHS colleagues are considering how they might record this information.

The NHS Innovation Agency has agreed to fund and provide the ECG stick for the three Clinical Commissioning Group areas. Cheshire Fire and Rescue Service has provided training to crews in the West Cheshire Clinical Commissioning Group area (Chester, Ellesmere Port and Powey Lane). Planning training for crews in the South Cheshire and Vale Royal areas.

1313		EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	
			ESMCP Transition Internal Manager	
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		Remains amber due to technical issues and still awaiting amended plan.		
Programme Update				
<p>It is understood that two handheld devices will be available on the catalogue early next year and while the choice is limited it may offer the chance to look at a regional collaborative procurement and cross 3ES.</p> <p>The expression of interest for the production of the Vehicle Solution has commenced and this will be a winner takes all process.</p> <p>The Programme are also in the process of tendering for the production of a coverage assurance solution that will be used initially to look at the EE commercial network (as the ESN will sit on top of this) and then the ESN. The tool will be available on a variety of platforms and the Programme will procure around 800 devices. The tool will allow user organisations to commence the assurance work.</p> <p>Work streams that are progressing internally are the training strategy and collaborative coverage assurance strategy with close working with Cheshire Police and Cumbria Police. A full internal stakeholder meeting will take place towards the end of the year for update purposes and to 'set the scene' for activity in 2018.</p>				

1535		COLLABORATIVE DRONE PROJECT		
PROJECT SPONSOR		Head of Operational Planning and Assurance	PROJECT MANAGER	
			Operational Support – Risk, Research and Development Lead	
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
N/A				
Programme Update				
Project Initiation Document approved at Performance and Programme Board on 23 rd October 17.				

RISK AND ISSUE MANAGEMENT

CPS Ref	Risk Detail	Risk Owner	Rick Score	Progress Update
ON CALL RECRUITMENT: 1089 CREWE AND 1092 ELLESMERE PORT (Department Risk)				
862	<p>Crewe and Ellesmere Port On Call</p> <p>Risk - Not being able to recruit the 1X Watch Manager, 2 x Crew Manager and 12 Fire Fighters for the On Call pumps at Crewe and Ellesmere Port</p>	<p>Head of Service Delivery</p> <p>Risk Review: Project Delivery Group</p>	<p>20</p> <p>➡</p>	<p>There has been no change in the risk. This is still on hold pending the outcome of the review and Members decision.</p>
ON CALL RECRUITMENT: 1089 CREWE AND 1092 ELLESMERE PORT (Strategic Risk)				
971	<p>IRMP Impact of Crewe/Ellesmere Port On Call Review:</p> <p>The outcome of the review may result in changes that would affect the anticipated £1.3m savings that will be achieved from changing the wholtime pumps at Crewe and Ellesmere Port to on call. This will result in demands on reserves.</p>	<p>Head of Service Delivery</p> <p>Risk Review: Risk Management Board</p>	<p>20</p> <p>➡</p>	<p>Risk reviewed with Head of Service Delivery July 2017. Risk Remains separate from 862 but they are linked. This risk is about not being able to make the IRMP savings projected.</p>
1058: SPRINKLER CAMPAIGN (Programme and Project Risk)				
889	<p>Lack of commitment from housing providers to fit sprinklers:</p> <p>As a result of the austerity measures there is a risk that Registered Social Landlords are unable to commit to the sprinkler system programme.</p>	<p>Head of Protection and Organisational Performance</p> <p>Risk Review: Performance and Programme Board</p>	<p>16</p> <p>➡</p>	<p>Update September 17 - Risk reviewed by HOD - additional control measures added.</p> <p>Business case developed for consideration of increasing the funding for high-rise RSL's to part fund the installation of sprinklers.</p> <p>Halton Housing has agreed to install sprinklers in Churchill Mansions</p>
1226: BLUE LIGHT COLLABORATION PROGRAMME (Strategic Risk)				
943	<p>Managing Resource Capacity through transition of Blue Light Collaboration Programme:</p> <p>As a result of delivering the Blue Light Collaboration Programme there is a risk that CFRS key staff and corporate knowledge may not be retained during transition period.</p>	<p>Director of Governance and Commissioning</p> <p>Risk Review: Risk Management Board</p>	<p>12</p> <p>↓</p>	<p>Following a review with the Director of Governance and Commissioning it was agreed that the overall scoring of this risk has reduced to 12. Work has been done to retain key members of staff where possible throughout transition. As the majority of In Scope staff have now co-located or TUPEd, it was felt that the probability and impact have reduced.</p>
1313: ESMCP - Financial Implications to the Service should the Airwave contract need extending beyond 2020				
970	<p>As a result of slippage/delay in the ESMCP Programme Nationally the Airwave TETRA</p>	<p>ESMCP Internal</p>	<p>15</p> <p>➡</p>	<p>This risk was raised March 2017. An extension of the Airwave contract is now looking inevitable and likelihood of this risk</p>

	<p>network will need to remain operational beyond March 2020.</p> <p>There is a risk that Extending Airwave contracts may need to be extended beyond 2020. Approach to renewal to be agreed.</p>	<p>Transition Manager</p> <p>Risk Review: Risk Management Board</p>		<p>has been increased. Due to the fact that the NW region borders Wales and Scotland mean we will need the Airwave network until full Transition is completed. This is taking the assumption that the current transition schedule is kept with North West first and Scotland/Wales last. This risk should remain high due to the unknown of how the costs will be met but ultimately the network will be required and impact has been reduced.</p>
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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 22ND NOVEMBER 2017
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: CHRIS ASTALL

SUBJECT: INTERNAL AUDIT PLAN – QUARTERLY PROGRESS REPORT (Q2)

Purpose of Report

1. To provide Members of Performance and Overview Committee with the quarterly progress summary (Q2) relating to the 2017-18 Internal Audit Plan.

Recommended: That

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

Background

2. Internal audit is an assurance function that provides an independent opinion to the Authority on the organisation's control environment. Appendix 1 to this report contains the Internal Audit Progress Report for Quarter 2 2017-18 prepared by Mersey Internal Audit Agency (MIAA). A representative from MIAA will attend the meeting.
3. Recommendations made by MIAA are presented formally in a report to relevant senior officers. Recommendations are prioritised as Critical, High, Medium, or Low to reflect the assessment of risk. Management is responsible for responding to the recommendations identifying actions that can be taken to mitigate or reduce the risk.
4. Terms of Reference (ToR) and final audit reports are reviewed by senior officers. Critical recommendations identified may be referred to the Risk Management Board (RMB). The Performance and Overview Committee receives quarterly updates for the purpose of monitoring and scrutiny against the Internal Audit Plan.
5. Activity in relation to recommendations is monitored and tracked on the Service's Cheshire Planning System (CPS).

Information

Audit reviews completed since the last report to Performance and Overview Committee

6. National Fraud Initiative

Current audit work in progress:

8. **Fire Safety Audits** – To provide assurance that CFRS has a robust fire safety audit process, which supports the Service’s vision, and businesses receive consistent and common advice, information and enforcement practices. **Fieldwork Complete, Draft Report Issued**
9. **Business Continuity** – To undertake a baseline assessment of current arrangements against best practice and to assess the robustness of the business continuity arrangements in place. **Fieldwork Complete, Draft Report Issued**
9. **Equality and Diversity Recruitment** – To review the Authority’s strategy and processes to demonstrate compliance with the Equality Act and the steps taken to deliver on key objectives. **Fieldwork Complete, Draft Report Issued**
10. **Station Management Framework** – To provide assurance on the effectiveness of the controls and processes in place at a local level for compliance with the Station Management Framework. **Planning Meeting Arranged**
11. **Combined Financial Systems** – To review key controls within financial systems including procurement / tendering. **Planning Meeting Arranged**

Request for plan changes

12. There have been no requests for change during the Quarter 2 reporting period.

Financial Implications

13. 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

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

Equality & Diversity Implications

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

Environmental Implications

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

CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD
TEL [01606] 868804

Appendix 1 – Internal Audit Progress Report Quarter 2 (2017-18)

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Mersey Internal Audit Agency

Internal Audit Progress Report
Performance and Overview Committee
(22nd November 2017)

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

Appendix C: Critical / High Level Risk Recommendations



1. Introduction

This progress report provides an update to the Performance and Overview Committee in respect of the assurances, key issues and progress made in respect of the 2017/18 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: -

- National Fraud Initiative

The table below identifies the key areas from that work and section 3 of the report provides details of the work in progress. Appendix A provides the categorisation of assurance levels and risk ratings and Appendix B confirms performance against plan for 2017/18.

Title	Assurance Level	Recommendations
National Fraud Initiative	N/A	N/A

Background: The NFI is a sophisticated data matching exercise organised by the Cabinet Office which matches electronic data within organisations such as local government, central government, various public sector bodies and a number of private sector pension bodies to prevent and detect fraud. The NFI continues to play an important role in protecting the public purse against fraud.

Organisations participating in the NFI are required to provide certain mandatory datasets; for the Fire Authority, the mandatory datasets comprise of creditors, payroll and pensions payroll. Payroll and pensions payroll data is subject to a series of data matches against data provided by other public bodies including payroll, pensions, housing benefit, Home Office (removed and failed asylum seekers), UK visas and Department for Work and Pensions and deceased persons. Creditor payments are matched only within Authorities.

From the data received a matching exercise was undertaken with the aim of

identifying the possibility of fraud and/or error. This was done by reviewing the data reports provided by the Cabinet Office and investigating identified discrepancies, by establishing a reason for the match and, where required, making the appropriate changes.

Objective: To review the data reports provided by the Cabinet Office and to investigate any identified discrepancies by providing a reason for the match and, where required, make the appropriate changes.

The areas reviewed were as follows: -

- Pensions/Pension Gratuity to DWP Deceased;
- Payroll to payroll within CFRS and with other bodies;
- Pensions to payroll within CFRS and with other bodies;
- Pensions to injury benefits;
- Payroll to bank accounts/addresses;
- Creditor payments;
- Creditor matches by name and postcode;
- Creditors duplicate payments / bank accounts;
- Creditors duplicate invoice reference, amount and reference;
- VAT overpaid;
- Procurement - Payroll to Companies House (Director)
- There were no matches identified in relation to UK Visa matches;

MIAA liaised with Payroll/HR Department to confirm the information highlighted within the payroll matches; including verifying the employment status of an individual's secondary employment and/or sickness records. MIAA also liaised with the Finance Department in order to obtain access to Finance systems in order to review Creditor payments.

Summary: From the work completed to date the NFI review has not identified any apparent fraud. There was 1 pension match which is being progressed with CFRS's Pension Provider where an overpayment of £547.62 has been identified and recovery is being pursued.

There remains 10 payroll matches to complete where MIAA is awaiting employment



information from third party matching authorities. MIAA will continue to monitor responses from third party authorities in respect of the remaining payroll matches and will advise CFRS accordingly of their outcome.

Executive/ Management Sponsor: Head of Finance

3. Work in Progress

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

Work In progress

- **Fire Safety Audits** - To provide assurance that CFRS has a robust fire safety audit process, which supports the Service's vision, and businesses receive consistent and common advice, information and enforcement practices. **Fieldwork Complete, Draft Report Issued**
- **Business Continuity** – To undertake a baseline assessment of current arrangements against best practice and to assess the robustness of the business continuity arrangements in place. **Fieldwork Complete, Draft Report Issued**
- **Equality and Diversity Recruitment** – To review the Authority's strategy and processes to demonstrate compliance with the Equality Act and the steps taken to deliver on these key objectives. **Fieldwork Complete, Draft Report Issued**
- **Station Management Framework** – To provide assurance on the effectiveness of the controls and processes in place at a local level for compliance with the Station Management Framework. **Planning Meeting Arranged**
- **Combined Financial Systems** – To review key controls within financial systems which will also include procurement / tendering. **Planning Meeting Arranged**



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"> the efficient and effective use of resources the safeguarding of assets the preparation of reliable financial and operational information compliance with laws and regulations.
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"> has a low impact on the achievement of the key system, function or process objectives; has exposed the system, function or process to a key risk, however the likelihood of this risk occurring is low.
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"> • 65% Qualified (CCAB, IIA etc.) • 35% Part Qualified
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
	Sep	Nov	Feb	May	High / Significant / Limited / No	
FINANCE & RESOURCES						
National Fraud Initiative		●			N/A	Final Report Issued
Financial Systems			○			Planning Meeting Arranged
PERFORMANCE						
Partnership Arrangements	●				Significant	2016/17 Final Report

REVIEW TITLE	PLANNED COMPLETION				ASSURANCE LEVEL	Commentary
	Sep	Nov	Feb	May	High / Significant / Limited / No	
Station Management Framework			O			Planning Meeting Arranged
OPERATIONAL COMPLIANCE						
Fire Safety Audits			●			Draft Report
Business Continuity			●			Fieldwork Complete, Draft Report
IT Critical Applications				O		
HMICFRS Inspection				O		Initial Scoping Meeting Held
Site Specific Risk Information	●				Significant	Final Report
GOVERNANCE, RISK AND LEGALITY						
Bluelight Collaboration				O		
Equality and Diversity Recruitment			●			Fieldwork Complete, Draft Report
Local Code of Corporate Governance				O		Advisory Support
FOLLOW-UP AND CONTINGENCY						
Follow-up	●					See Follow Up Report
Contingency						

Key O = Planned ● = In Progress / Complete

Appendix C: Critical/ High Risk Recommendations

There were no high or critical risk recommendations included within the reports.



CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 22ND NOVEMBER 2017
REPORT OF: HEAD OF OPERATIONAL POLICY AND ASSURANCE
AUTHOR: NEIL WILSON

SUBJECT: ANNUAL HEALTH, SAFETY AND WELLBEING
REPORT 2016-17

Purpose of Report

1. To present Cheshire Fire Authority's (the Authority) Annual Health, Safety and Wellbeing Report for 2016-17.

Recommended: That

- [1] the Annual Health, Safety and Wellbeing Report for 2016-17 be noted.

Background

2. The Authority, as the employer, is the duty holder for health and safety. The Authority has appointed a Member champion for health and safety who attends the Service's Health Safety and Welfare Committee and so has an insight into the management of health and safety. Nevertheless, it is seen as an important aspect of corporate governance that the duty holder reviews the management of health and safety on a regular basis.
3. The Annual Health, Safety and Wellbeing Report provides the Authority with information about the management of health and safety in the Service. It highlights some of the key achievements and reports on both reactive and proactive measures of performance. The report also sets out some of the health and safety targets for the coming year.

Information

4. Publication of an annual report is a key factor in Corporate Governance and will provide evidence of this in any future inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and would contribute to the requirements of the performance review element of the Department for Communities and Local Government publication "Health safety and welfare framework for the operational environment". This annual report will provide evidence in support of the Authority's involvement in the management of health and safety in any future inspection.

Financial Implications

6. There are no financial implications arising from the publication of this report.

Legal Implications

7. Whilst there is no specific legal requirement to publish an annual report it is seen as best practice in the Health and Safety Executive publication HS(G)65 Managing for Health and Safety at Work.

Equality and Diversity Implications

8. There are no equality and diversity issues arising from the publication of this report.

Environmental Implications

9. There are no environmental issues arising from the publication of this report.

**CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD
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BACKGROUND PAPERS: NONE**



Making Cheshire Safer

Annual Health, Safety and Wellbeing Report 2016/17



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Health, Safety and Wellbeing Annual Report 2016 – 2017

1. Summary

Health and Safety (H&S) is an important, integral element of everything that Cheshire Fire and Rescue Service does; it is a fundamental aspect of the management of all of its activities. This applies equally to its responsibilities as a frontline emergency service in protecting local communities as well in its role as a key local employer.

This annual report highlights the improvements over the last 12 months in H&S when measured by the number and severity of accidents reported, time lost as a result of injury accidents and proactive measures taken to improve our H&S performance; it also reports an increase in the number of vehicle accidents for the first time in several years.

Key issues to note include:

- A decrease in the number of minor accidents reported to the Service.
- A sustained decrease in the number of duty days lost as a result of accidents.
- A prompt, proactive response to the Coroners Regulation 28 letter following the inquest into the death of FF Stephen Hunt in Manchester.
- Gaining a British Safety Council International Safety Award for the eighth consecutive year.
- The prompt, decisive action to remedy a potentially serious issue identified following the upgrade of the breathing apparatus sets issued to firefighters.

2. Background

In addition to the challenges posed by the continued economic climate to the Service and how it delivers its statutory responsibilities there have been significant changes to structure as a result of the Blue Light Collaboration Programme. Against this backdrop the Service has remained committed to continue to operate safely and to look for a continuous improvement in its H&S performance and the well being of its employees, volunteers and cadets.

Good H&S management supports the efficiency of the Service by reducing both the direct and indirect costs associated with accidents, work related ill health and damage to plant and equipment.

The Health and Safety Executive (HSE) has continued its review of health and safety legislation and guidance as part of the government drive to reduce bureaucracy and the burden on UK businesses. This has resulted in regular changes to legislation and guidance; these changes must be reflected in our H&S management systems and how we manage the H&S of our staff.

The Health, Safety and Wellbeing Section monitors changes to national legislation and guidance and ensures that our policies and procedures remain compliant with the guidance on legislation issued by both HSE and DCLG and CFA. We also consider reports resulting from fatal or serious accidents in other Fire and Rescue Services to identify any lessons that we may need to learn and that these are reflected in our operational procedures.

The Service has contributed to national consultations on changes to legislation and guidance where these changes may have an impact on our operations and the health and safety of our staff.

3. Key Achievements

The Service submitted its Safety Management System (SMS) for a British Safety Council International Safety Award and for the eighth time it was successful. The SMS was evaluated by an independent panel against set criteria including reactive and proactive performance measures, enforcement action and civil claims taken against the Service. This continued success demonstrates that the Service's H&S management system remains fit for purpose and has continued to improve, meeting the aim set out in our H&S Policy.

The H&S section has provided training courses to 19 of the Service's Princes Trust Teams (PTT) during the year. These courses are based on the British Safety Council (BSC) Level 2 award in Health and Safety but tailored to the needs and learning styles of the team members. The course includes an examination that contributes to National Vocational Qualifications and during the year has provided 201 trainees with a basic H&S qualification to add to their CV.

The Service has continued to deliver Managing Safely courses for our staff with a 100% success rate in the examinations. We have continued to respond to requests from both North West Fire Control and local businesses to provide this training for members of their staff.

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) requires the Service to report certain classes of accident, work related illness and specified dangerous occurrences to the HSE. We reported 6 incidents under these regulations; 4 of these were as a result of injuries to staff and two as a result of breathing apparatus incidents that fall within the dangerous occurrences reporting requirements. So as to allow comparison with the years prior to 2013 when the reporting requirements changed we also track injury accidents that result in more than 3 days absence from work. When these are included the number of injury related RIDDOR reports increases to 6, nevertheless this represents a sustained, high performance for this class of incident.

4. Accident rates

The Reportable Accident Rate (RAR) is the way in which HSE calculates accident rates for various industries, the rate is expressed as the number of accidents per 100,000 employees. Changes to HSE's statistics database mean it is difficult to compare the injury rates for the total number of staff in FRSs. However, it is possible to compare injuries to operational fire fighters. Of the RIDDOR injuries the Service reported, all four were to operational staff giving an RAR for 2016-17 of 450 compared to 244 for 2015-16. We did report two dangerous occurrence under these regulations; this related to the failure of BA sets. The average RAR for all FRSs in the North West is 803.

HSE's national statistics for 2016-17 are yet to be published, but the national rate for injuries to operational FRS staff in 2015-16 was 1227. The national RAR for all employers is 274 although the HSE recognise that, due to underreporting, this is artificially low. The Labour Force Survey (LFS), which is generally seen as more accurate, puts the national injury accident rate for this period at 621.

The Service did not have any RIDDOR accidents reported from non-operational staff therefore the RAR for the Service overall is 450, the same as last year; this is higher than the HSE national average but below both the LFS and FRS averages.

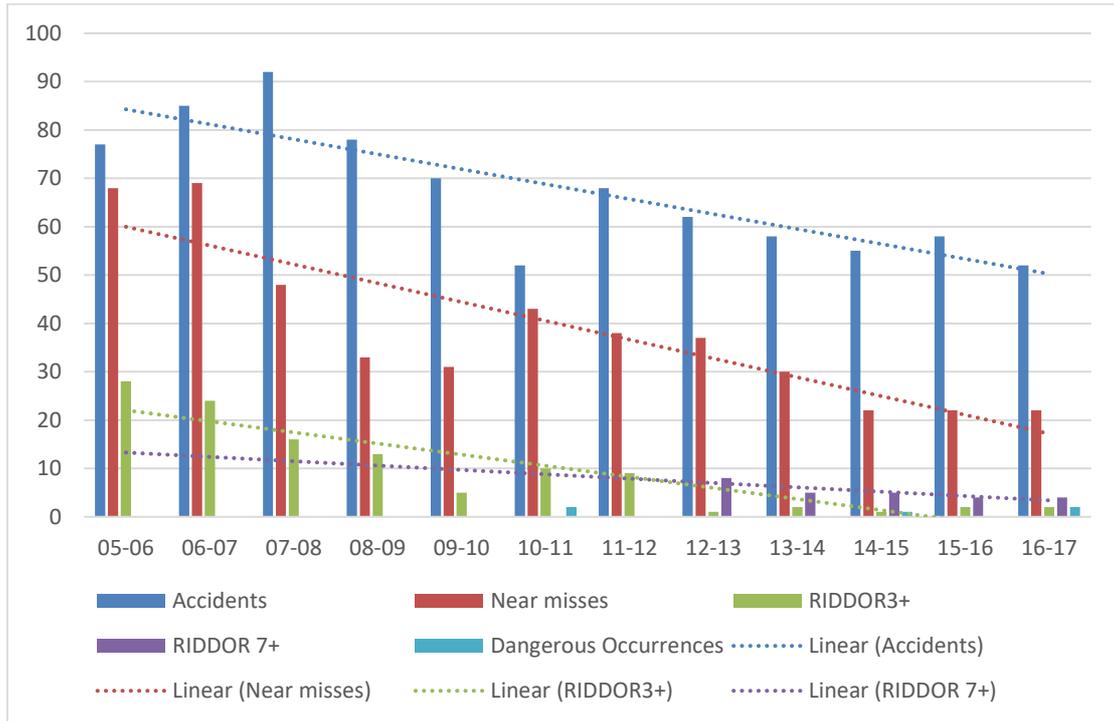
5. Minor accidents and Near Misses

The SharePoint based accident reporting system introduced last year to make the reporting and investigation of accidents easier and quicker is achieving its aim. Reports and investigations are being completed in a timelier manner; by the end of the reporting year 100% of accident investigations were completed within the deadline.

Figure 1 shows a comparison of the number of minor accidents, RIDDOR reports and near misses the Service has recorded each year since 2005. In 2016/17 the Service recorded 52 injury accidents to staff, a slight increase compared to 58 the previous year, 48 of these were minor accidents. The low numbers of near miss reports may reflect an improved safety culture, with staff more aware of their responsibilities for working safely and taking action to report damage or poor standards in the workplace.

The proactive programme of workplace inspections aimed at identifying and rectifying any issues which may contribute to workplace accidents could also be a factor. Importantly, when trend lines are applied to the graph they show a continued reduction in all types of unsafe, unwanted events across the Service.

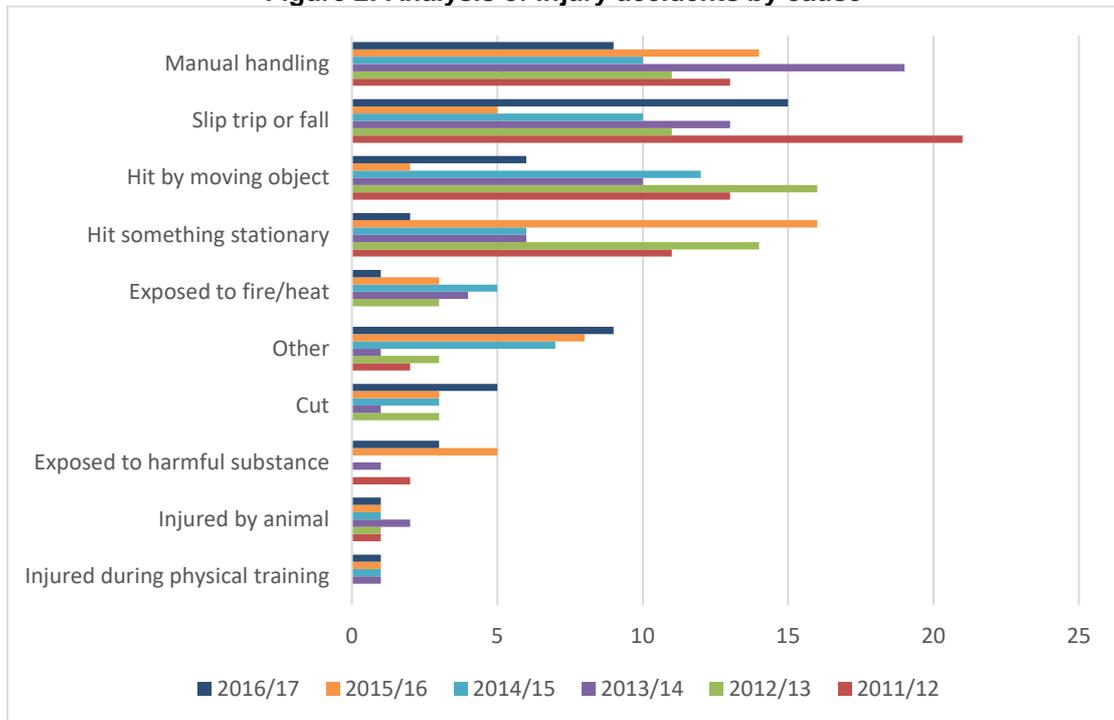
Figure 1: Comparison of accidents numbers and trends 2005 – 2016



6. Response to accident data

Figure 2 shows a breakdown of accidents in the Service by cause, comparative data is shown for the years since 2011/12.

Figure 2: Analysis of injury accidents by cause



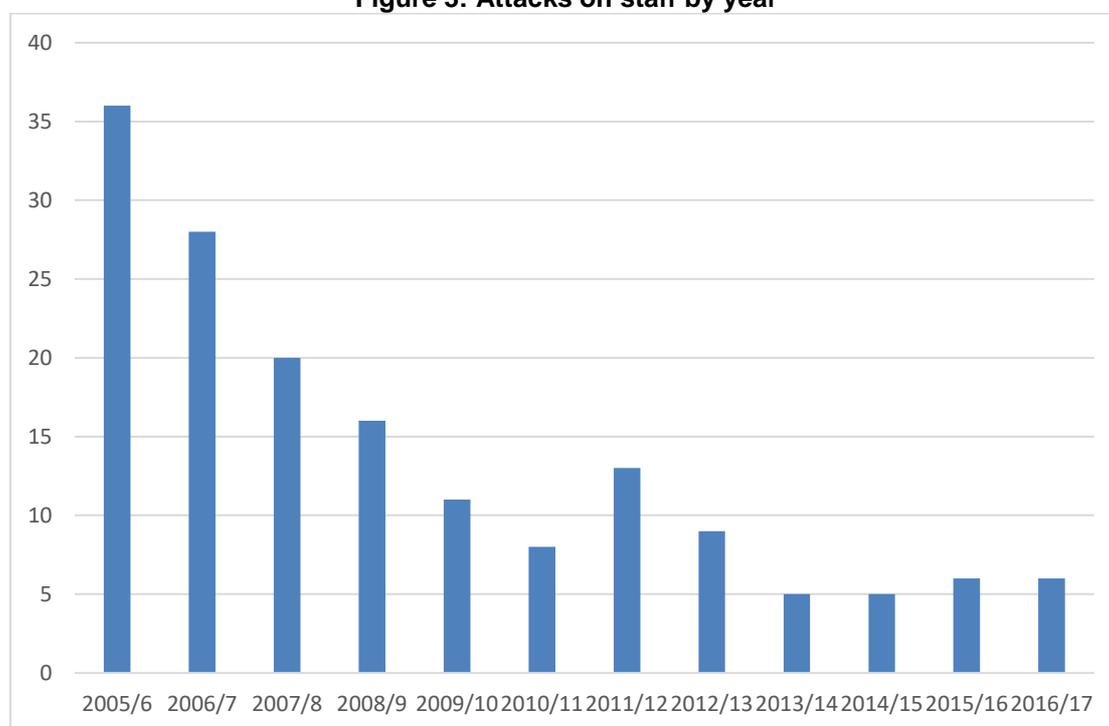
The analysis of the Service's accident reports in 2016-17 shows that most of the accidents were caused by slips trips and falls, with manual handling the next most common cause.

During 2016-17 the H&S section ran successful awareness campaigns to target the previous two causes of the greatest numbers of accidents to our staff. This resulted in a further reduction in injuries as a result of collisions with objects.

7. Violence and aggression towards staff

The Service recorded 6 incidents of violent and abusive behaviour towards staff (see figure 3) the same as the previous year; the figure includes 4 incidents that occurred in Princes Trust teams. The Service has continued to work to identify the locations where violence may occur and to engage with the local community to try to reduce the risk of violent and abusive behaviour.

Figure 3: Attacks on staff by year



This sustained performance compares well with other FRSs in the North West where the average number of attacks on staff in a year is 19 across the fire and rescue services.

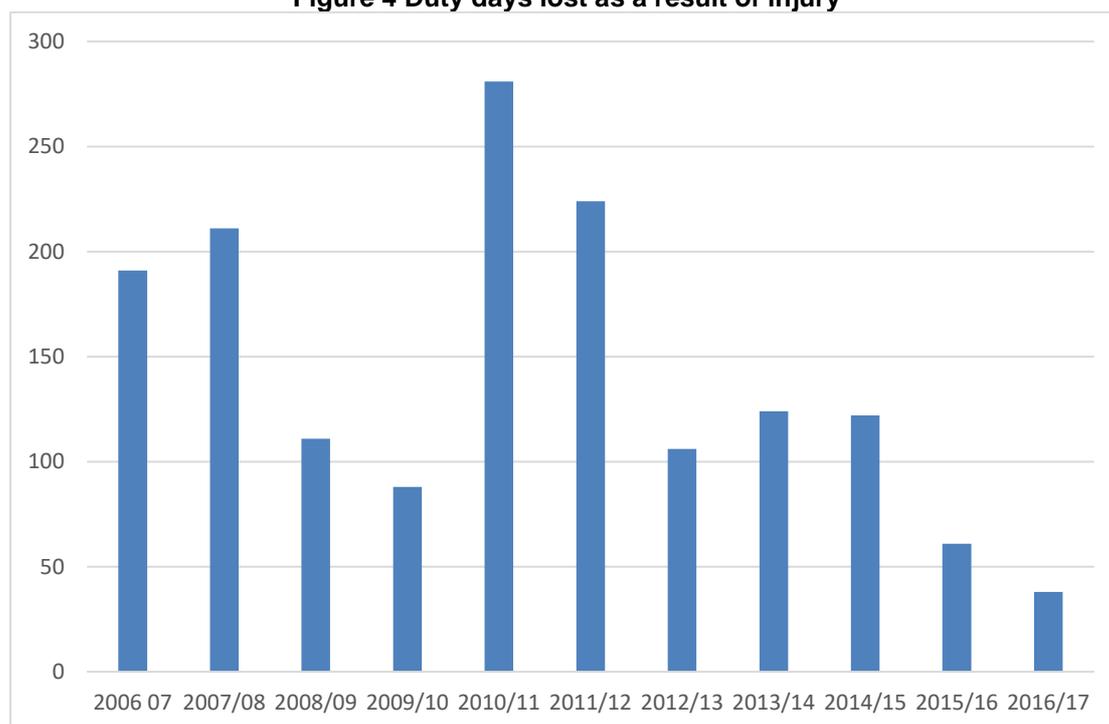
The Service will continue to collect information about violence and aggression towards firefighters and other employees and work to address the causes of this type of behaviour. When appropriate, we will report violent attacks to the police and provide evidence from the closed circuit television cameras mounted on appliances where practical.

8. Duty days lost as a result of injury accidents

As part of its accident reporting procedure the Service records the number of duty days lost as a result of accidents; this includes days lost to both serious accidents and those of a more minor nature. This data is one of the performance measures reported to the Government. The final figure for the previous year has been adjusted to reflect days lost in the current year as a result of injuries received in the previous year. The number of days lost as a result of injuries in the reporting year is 38. This is the second lowest in the North West with only the Isle of Man reporting fewer days lost and compares well nationally.

The percentage of sickness in the Service due to accidents at work was 2.13%; for whole time fire fighters (1.24% for support staff) this compares with more than 10% for whole time firefighters in some FRSs. Figure 4 shows the pattern for this data since 2006/07, there have been years when the number of days lost has been low, this probably reflects an absence of serious accidents as one fractured limb might result in more than 60 lost duty days. However, the data shows that there has been a continuous trend for a decrease in the time lost as a result of accidents.

Figure 4 Duty days lost as a result of injury



9. Vehicle accidents

The Service has seen an increase in the number of vehicle accidents – up from 50 to 76. The majority of these are of a minor nature and in 26 of the reports our vehicle was hit by another vehicle or object. The Service has a Road Risk Management Group, the purpose of which is to examine vehicle accident reports and introduce measures to drive down both the severity and numbers

of vehicle accidents and so reduce the risks to the Service that arise from the use of Service vehicles. There has been a sustained and successful campaign to reduce the number of incidents when Service vehicles have been driven in excess of the speed limit.

The Service has a programme of licence checks to ensure that drivers have the correct licences for the vehicles they drive and a program of retraining and accreditation for all blue light and LGV drivers. During the year the Service introduced Driver Risk Profiling to try to identify those drivers who are at higher risk of being involved in an accident and to challenge their behaviours.

Of the 76 vehicle accidents reported during the year, 9 occurred when fire engines were responding to emergency incidents under blue lights. The majority occurred when manoeuvring vehicles in narrow spaces, particularly some of the narrower domestic streets where there are often vehicles parked on both sides of the road.

The Service investigates all vehicle accident reports with a view to preventing a recurrence, while it also continues to invest in driver training and assessment to improve their skills. The Service has strict guidelines for reversing vehicles agreed with the representative bodies. Failure to follow these guidelines has resulted in disciplinary action against individuals.

Vehicle technicians ensure that Service vehicles are maintained and meet all the relevant road safety requirements and there is a requirement that the driver checks the vehicle before use to ensure that there are no problems that may affect its performance.

10. Claims and complaints

In the last year the number of personal insurance claims made against the Service has remained low, most were as a result of minor injuries. The Service and its insurer have successfully contested a number of claims where it was felt we were not at fault.

11. Corporate Governance

The Fire Authority continues to demonstrate its commitment to Health and Safety by appointing a dedicated Member Champion, while Principal Officers are provided with regular information about accidents, progress with personal injury insurance claims and other H&S related issues.

The results of internal H&S audits are shared with the Service Health Safety and Welfare Committee (SHSWC) which monitors the implementation of the action plans arising from these audits.

In addition the Service HSMS was again submitted to the British Safety Council's International Safety Award scheme and again achieved a merit award.

12. Risk management

The SHSWC regularly reviews the H&S Risk register to ensure the high level H&S risks to the Service are being managed.

The Service has a process for ensuring that all of our H&S policies and procedures are reviewed and remain up to date. We monitor legislation to ensure that the policies reflect the latest legal requirements and when appropriate we comment on published drafts and consultations of proposed legislation.

All Service activities are subject to risk assessment. Significant risks and their associated controls are documented and subject to regular review. As a result of a review of the management of fire risk within the Service there has been a project to improve fire safety across all of our premises with the Emergency Evacuation Policy rewritten to include a wider range of emergencies.

The Service has continued with its program of random drug and alcohol testing; this has proved an effective both as a deterrent and as a tool for education. No staff tested positive for drugs or alcohol in the tests.

The Service responded to the publication of the coroners report into the death of FF Stephen Hunt in Greater Manchester and the subsequent Regulation 28 letter by establishing a cross Service team to undertake a gap analysis of our procedures and develop an action plan to remedy any deficiencies that were identified. The action plan was signed off in the Service Health, Safety and Welfare Committee once all the actions were completed.

The Service has continued to implement guidance issued by CFOA regarding firefighter fitness, including the new functional fitness test. The fitness adviser has commenced a program of annual fitness tests. The Service has only had to take one firefighter off the run due to failing the test, he was re-instated after a period of remedial training. The Fitness Adviser has supported both the Apprentice and whole time recruit courses with fitness training and advice, she has run boot camps for potential recruits to improve their fitness before undertaking the selection tests.

The Service has continued to respond to new and revised guidance issued as part of the National Operational Guidance program.

13. Training

Training is a key element of the organisation's strategy for maintaining and improving the H&S culture in the Service. It enables managers to identify and meet the H&S responsibilities for their area, while encouraging staff to be aware of their personal responsibilities and for the impact of their actions on others. There has been major investment in operational training, including the Service's interactive incident command training facility to improve and validate the knowledge and skills needed when managing operational incidents – a key area of criticism for some FRSs after major accident investigations.

As well as ensuring all basic and refresher training is provided according to programme, the Operational Training Group (OTG) has developed new training modules to reflect the nature of incidents staff may have to respond to. The Group have reviewed and responded to training advice issued by the Chief Fire Officers Association.

The Service has continued to train managers using the IOSH Managing Safely course. We have offered this training to partner organisations; both Cheshire Police and Greater Manchester Fire and Rescue Service have sent staff on courses. In addition, we have provided the training to companies who have approached us as we are listed as a training provider on the IOSH website. We ran 7 Managing Safely courses.

We have developed new e-learning to support on asbestos awareness and the Service procedures at both operational incidents and when conducting Safe and Well visits.

We have developed a revised e-learning package on Analytical Risk Assessment for operational staff.

We have facilitated the training of new first aiders, using a change in the regulations which allows us to develop a bespoke course.

We have continued to support the Princes Trust Teams using the level 2 British Safety Council training. This training counts towards any vocational training qualifications the students take; we delivered this training to 19 Princes Trust teams, the apprentices and recruit courses.

We have delivered 6 TRIM training sessions to help support staff attending fatal medical incidents.

14. Consultation

The Service Health Safety and Welfare Committee meets quarterly and is the main mechanism for consulting representative bodies and staff on matters relating to their H&S. The meeting also enables representative bodies to raise any concerns that they have about the health, safety and wellbeing of their members. Although on occasion in the last year the meeting was not quorate due to the absence of members from the representative bodies the meetings took place in their absence.

The minutes from these meetings are published on the Service's Intranet and hard copies displayed on H&S notice boards. The Member champion for H&S has continued to attend meetings of the committee.

15. Health and Wellbeing

The annual programme of health and wellbeing campaigns is now planned with the Service Campaigns Group to ensure the most efficient use of resources and avoid the possibility of duplicating effort.

Campaigns have been run both internally to address specific issues in the Service and in partnership with external organisations such as Cancer UK; this ensures that the messages provided to staff are consistent with national messages and reinforce wider campaigns.

We have supported Northwest Control with the provision of a series of stress management training courses.

The campaigns this year have continued to include mental health awareness based on the MIND Blue Light programme to which the Service signed up this has resulted in additional training for managers and the recruitment of Mental Health champions on watches to support their colleagues.

Following ongoing commitment to manage workplace stressors, the risk assessment process has been reviewed providing managers with detailed guidance for supporting staff.

16. Targets

The Service's policy on fitness testing for operational staff now means that we have a target to test all staff every year.

Other targets include:

- Conducting a further three internal audits of H&S in the Service
- Continuing health awareness campaigns to improve the health and well being of employees
- Completing the revision of our emergency procedures in the light of the Blue Light collaboration.
- Introducing the functional fitness test proposed by CFOA as part of the process for managing fire fighter fitness.
- Reduce the number of minor vehicle accidents involving Service vehicles.

17. Conclusion

The Service has continued to achieve its aim of a continuous improvement in Health and Safety performance as set out in its Health and Safety policy. This improvement has been achieved due to a combination of the investment of time and money by the Service management, a continuing improvement in the health and safety culture of both managers and staff in the Service and the cooperation of all employees, including the participation of the representative bodies.

The Service has successfully discharged its legal duties for H&S on behalf of the Fire Authority.

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 22ND NOVEMBER 2017
REPORT OF: HEAD OF PREVENTION
AUTHOR: COLIN HEYES

SUBJECT: ANNUAL ROAD SAFETY REPORT 2016-17

Purpose of Report

1. This paper summarises Cheshire Fire and Rescue Service's (the Service) 2016/17 targeted road safety activities. These are delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Police and are designed to reduce road traffic collisions, deaths and injuries.

Recommended:

- [1] that the report be received, and
- [2] performance for the period be noted.

Background

2. The Service supports the three multi-agency road safety plans which are in place across the four local authority areas of Cheshire West & Chester, Cheshire East, Halton and Warrington. There is also a joint emergency services road safety plan and a contract in place to deliver a road safety programme for Cheshire East Council.
3. The Service's road safety activity contributes to the local authorities' fulfilment of their statutory duties under the Road Traffic Act 1988, whereby authorities must promote road safety and make contributions towards the cost of measures for promoting road safety.
4. It is accepted that the Service's Prevention team (Advocates) and firefighters are ideally placed to deliver road safety messages as they have a wealth of experience delivering safety messages to the public and are respected and valued by all ages and sections of society.

Financial implications

5. The Service will receive £272,000 over the four-year period of the agreement with Cheshire East Council. This comprises four annual payments of £68,000 for delivery of commissioned road safety education to Key Stage (KS) 2 and KS 4

students. All other road safety education is delivered within base budget salary provision for Prevention & Operational staff.

Legal implications

6. Although road safety is a non-statutory activity, the Service understands that its proactive work in reducing road traffic collision deaths and injuries brings about a reduction in emergency incidents attended and in the numbers of associated casualties and costs.
7. A legal agreement to extend the contract until 2018 with Cheshire East Council has been written and signed with regard to the commissioned road safety activity delivered on behalf of the council.

Equality and Diversity implications

8. All road safety interventions and campaigns fully comply with EIA standards with documentation in place to assess the impacts of each programme or initiative delivered.

Environmental implications

9. There are no known environmental implications.

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TEL [01606] 868804

BACKGROUND PAPERS: NONE



Making Cheshire Safer

Annual Road Safety Report 2016-17



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ANNUAL ROAD SAFETY REPORT 2016/17

This paper summarises Cheshire Fire and Rescue Service's (the Service's) 2016/17 targeted road safety activities. These are delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Constabulary and are designed to reduce road traffic collisions, deaths and injuries.

The following are the mainstream road safety activities that the Service delivers.

Summer Road Safety events (4th – 15th July)

Each fire station will manage and deliver one event in response to local knowledge and/or data to target vulnerable road users; cyclists, pedestrians, motorcyclists, and young drivers. To be run in conjunction with other agencies, partners or departments where appropriate.

1 event per WT/DC station

Runcorn	Target 2	Actual 2
Warrington	Target 3	Actual 3
Cheshire West and Chester	Target 4	Actual 4
Cheshire East	Target 5	Actual 5

Total 14

NOTE: 100% target achieved.

Tour of Britain (cycle race) 6th July



On the 6th July, the 3rd stage of the Tour of Britain race passed through Cheshire East. The planned route passed almost all of the fire stations within the unitary area. The crews on all of the 13 fire stations, WT, DC and On-Call, were keen to be involved and to engage with the waiting crowds. They placed their fire engines in prominent places and used LED heel clips, bike lights, bag tags and reflective arm bands to engage with adults and children alike. Thousands of people turned out to watch the race giving an ideal opportunity for the crews to talk to them about cycle safety.

The aerial appliance was used in Macclesfield. Heritage machines were used in Crewe and Knutsford Heath. The 'Flametamer' bike was ridden through the finish line in Tatton Park by the Tarporley crew and 'Smoothie' bikes were used in Congleton and Knutsford. The race started in Congleton and finished at Tatton Park passing through Knutsford twice. This gave Knutsford On-Call crew chance to be involved as well as the day crew. The crews were assisted by Cadets and volunteers.

This event was not in the road safety plans, however many of the stations used this as their Summer Safety event.

Summer Road Safety weeks 4th – 15th July

Each fire station will manage and deliver one event in response to local knowledge and/or data to target vulnerable road users; cyclists, pedestrians, motorcyclists, and young drivers. These events are to replace the CFOA Road Safety Week.



Stockton Heath crew assisted with the 'Walk with Heroes' event

Target - 1 event per WT/DC station (5 H&W, 4 CWAC, 5 CE) total 14

Actual - 14 events completed.

NOTE: 100% target achieved.

Motorway Engagement Days (MEDs)

Cheshire has 212 miles of motorway. Our main partner is Highways England (formerly Highways Agency). MEDs also involve partners from Cheshire Constabulary and each of the local authorities.

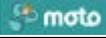
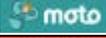
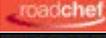
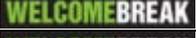
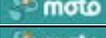
MEDs highlight Highways England’s priorities regarding vehicle maintenance (breakdowns and fuel issues), close-following (two second rule), tyres and tiredness, and hard shoulder safety.

The Service uses the motorway services as venues to engage with drivers. Drivers are offered a discounted drinks vouchers, which encourages them to engage with our personnel who are delivering the above road safety messages.

M6 events will be delivered on a specific day during August to coincide with a multi-agency M6 Corridor event. Chester and Burtonwood will take place on another date during August.

This year the MED was held on 11th August and covered most of the M6 corridor. The overall event was called ‘stop for T’, the T’s being made up from the key messages of TYRES, TOWING, TWO SECOND RULE AND TIREDNESS. All of which link to key priorities on the network. Other localised messages (road works, Smart motorways, mobile phones etc.) were used where local intelligence identified the need.

The service stations used are listed below:

1	Hilton Park Services	M6 - J10A-11	
2	Stafford Services Northbound	M6 - J14-15	
3	Stafford Services Southbound	M6 - J14-15	
4	Keele Services	M6 - J15-16	
5	Sandbach Services	M6 - J16-17	
6	Knutsford Services	M6 - J18-19	
7	Lymm Services	M6 - J20	
8	Charnock Richard Services	M6 - J27-28	
9	Lancaster (Forton) Services	M6 - J32-33	
10	Tebay Services Northbound	M6 - J38-39	
11	Tebay Services Southbound	M6 - J38-39	

Partner agencies including Police, Local Authority Road Safety Officers and tyre companies endorsed by Tyre Safe, joined local Fire and Rescue Services and Highways England at the various service stations. Leaflets, ‘Selfie boards’ and pull-ups were issued by Highways England to emphasise the key messages whilst the Fire and Rescue Services also used their own engagement tools including driving simulators and crashed cars on trailers to engage with drivers.



Fire fighters from Knutsford station on Knutsford Services M6 Northbound J19

Two further MEDs were held during August at Hapsford Service on M56 and Burtonwood Services on M62. Both events utilised the 'Stop for T' merchandise with the addition of coffee vouchers to encourage drivers to engage with the crews.

Target - 1 event per service area at: Burtonwood, Lymm, Chester, Knutsford, Sandbach.

Total 5

Actual -

Burtonwood	X 1
Chester	X 1
Knutsford	X 2 (presence on both North and South bound)
Sandbach	X 2 (presence on both North and South bound)
Lymm	X 1

Total 7

NOTE: Target exceeded.

Additional Road Safety Activity

This activity is designed to address local needs arising from data and intelligence received from either our local authorities or Cheshire Constabulary. Engagement at each event is aligned to any of these target groups: vulnerable road users, children, pedestrians, cyclists and motorcycle riders.

The target is to deliver a minimum of one event from each watch from our wholetime and day-crewed fire stations.

Cheshire West and Chester:	Target 12	Actual 12
Cheshire East:	Target 14	Actual 14
Halton:	Target 8	Actual 8
Warrington:	Target 8	Actual 8

NOTE: 100% target achieved.



CFOA TyreSafe Winter Driving Events

The Service supports TyreSafe in its vision for safety on the roads, and has worked in partnership with TyreSafe for over four years, supporting their aims in delivering advice on tyre safety issues to the motoring public raising awareness about the dangers associated with defective or illegal tyres.

The Service led on this campaign working in partnership with two tyre companies; Associated Tyre Services (ATS) – Euro master and Michel Dever (Pro-Tyres). Cheshire Constabulary and Local Authority road safety teams were invited to assist with the 18 winter driving events which were held across the Service Area at local shopping centres and supermarkets car parks, garden centres and in conjunction with station car wash events.

Drivers were offered the opportunity to have their vehicles checked in readiness for the winter and advice was given about driving in adverse weather conditions and having tyres with a good tread depth and overall condition.

The main objective of delivering this winter driving campaign to support TyreSafe was to engage with at least 50 drivers and their vehicles at each event. However, a total of 650 vehicles were checked and further 100 employees of Ansaldo, Birchwood received information on a one to one basis. In addition to the number of drivers who had their vehicles checked, approximately 1,200 people at each event were engaged with and given vital winter driving advice.



Knutsford crew on Booths car park

The target is to deliver a minimum of one event from each of our wholetime and day-crewed fire stations.

Cheshire West and Chester:	Target 4	Actual 6
Cheshire East:	Target 5	Actual 8
Halton:	Target 2	Actual 2
Warrington:	Target 3	Actual 3

NOTE: Target exceeded.

Target - 14 events.

Actual - 19 events were successfully delivered across the Service Area. This was due to the high demand by fire crews plus on-call crews, local authority staff and by the public.



Brake Road Safety Week

2016 was the eleventh occasion the Service has promoted and supported the Brake Road Safety Week and this year events were aimed at highlighting the Brake theme "The BRAKE Pledge" (SLOW, SOBER, SECURE, SILENT, SHARP, SUSTAINABLE)

During Brake Road Safety Week (21st – 27th November) all watches took part in various events along with Prevention staff and volunteers. The crews visit a variety of venues including schools and McDonalds.

Staff engaged with over 4,000 people using Brake literature and LED Bike lights, arm bands, heel clips and bag tags. The Service's Communications team was influential during this busy week getting many local papers to write articles in support of the campaign.



Target - 40 watch-led road safety events

- Cheshire West and Chester: 12**
- Cheshire East: 13**
- Halton: 8**
- Warrington: 8**

Note: 100% target achieved.





ACPO (Police) Summer/Winter Drink Drive Campaign

The Service supports the ACPO Drink Drive Campaign (Association of Chief Police Officers) which is delivered in conjunction with Cheshire Police and local Road Safety officers around the Service Area.

In June and again in December, Police around the country increase their vigilance in detecting drivers who drink and drive. During these months, teams consisting of operational firefighters, advocates, the Prevention road safety team and volunteers, colleagues from Cheshire Police and each of the local authorities, go out into local communities to highlight the dangers of drinking and driving.

During the winter events, the crews visited local public houses and restaurants delivering leaflets, posters and scratch cards and talking to the designated drivers about the dangers of drink driving and the morning after effects.

Wilmslow crew created a short film following the theme of the 'Mannequin Challenge' with colleagues from the Police and North West Ambulance Service to emphasise the dangers of drink driving. This film is now available to view on 'You Tube'.

Target - to deliver 8 events in total during June and December, 2 events to be delivered in each unitary area,

June

Cheshire West and Chester:	2 completed
Cheshire East:	5 completed (3 additional events completed)
Halton:	2 completed
Warrington:	2 completed

Note: Target exceeded.

December

Cheshire West and Chester:	2 completed
Cheshire East:	4 completed (2 additional events completed)
Halton:	2 completed
Warrington:	2 completed

Note: Target exceeded.



Commissioned Road Safety activity in Cheshire East (KS2 and KS4)

The Service was the first fire and rescue service to be a commissioned provider for specified aspects of road safety within the local authority area of Cheshire East Council in April 2012.

This was the fourth year of a now extended six year project whereby the Service delivers a structured KS2 road safety intervention to all 130 primary schools, and also delivers a KS4 road safety intervention to all 21 secondary schools in Cheshire East.

Evaluation continues to be completed using the Royal Society for the Prevention of Accidents (RoSPA): E-Valu-It toolkit over the whole six years of the project. Feedback from the teachers of both age groups (KS2 and 4) has been collated and is very positive.

The requirement is to deliver to 90% of schools. Initially, we tried to complete this during the fiscal year. However, it has now been decided to run this through the academic year. To date we have almost completed delivery to all the schools, but this will be allowed to carry over to the end of the school year in July where the 100% is expected to be achieved.

The logo for "thinkdrivesurvive" is displayed on a yellow rectangular background. The word "think" is in white, "drive" is in black, and "survive" is in red. All words are in a bold, lowercase, sans-serif font.

Think Drive Survive

Drive Survive is our 'flagship' multi-award winning, multi-agency programme delivered at fire service headquarters in Winsford, with optional 'outreach' delivery across the wider Service Area. The road safety presentations are aimed primarily at young people 17 – 25 years of age, pre and post drivers, or those who will be passengers in cars.

We have now completed the 18th year of delivering Think Drive Survive with 2,092 people attending during the period 1st April 2016 to 31st March 2017. It was delivered 35 times during this period, 12 on the Service's Cheshire Fire Service premises and 23 times externally at schools, colleges and business premises.

The Think Car is a crashed vehicle in which a young person sadly died and is used as part of the public engagement. It has also had extensive work completed to its chassis and transport trailer to ensure it will continue to be functional for several more years. Discussions and meetings with Thorn Cross Prison have begun in an attempt to persuade an offender to attend and speak to the delegates about why they are in prison - usually for committing Death by Dangerous Driving, and how their life has changed since being convicted. (This practice stopped previously due to financial and logistical pressures from the Prison Service).

Virtual reality has also been trialled this year, our tests have exceeded expectation and this is a key area that we will be adding to Think Drive Survive in the future. Discussions are ongoing for a multi-service approach for software and hardware to achieve this goal.

Target	Actual
35 Events	35 Events



NOTE: 100% target achieved.

Firebike

The Firebike is used to engage with motorcyclists and promote enhanced rider training aiming to reduce the number of motorcyclists killed and seriously injured on our roads.

One of the functions of the Firebike riders is to have a consistent motorcycle presence on the well-known routes used by riders throughout the Service Area, engaging with them to discuss enhanced training opportunities

Over the last year, the 5 volunteer Firebike riders have visited 15 locations and attended events to engage with other motorbike riders speaking to over 2,000 riders.

The Service runs a Biker Down course. The course is delivered by the Firebike team in close partnership with RoSPA Merseyside.

The course is delivered in 3 modules:

- Riding skills and the science of being seen.
- Approaching the crash scene and hazard perception.
- First aid including CPR and helmet removal.



Since April 1st 2016 to 31st March 2017 22 Biker down courses have been delivered, either at fire service headquarters in Winsford, or at local fire stations to accommodate local biker groups. A total 686 bikers have attended the Biker Down course is its start in April 2014.

Target -	Actual -
8 Biker Down events	22 Biker Down events
7 events per rider = 35	63 events

NOTE: Target exceeded.

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 22ND NOVEMBER 2017
REPORT OF: HEAD OF OPERATIONAL POLICY AND ASSURANCE
AUTHOR: SM STEPHEN WHITE

SUBJECT: NORTH WEST FIRE CONTROL – ANNUAL
REPORT 2016-17

Purpose of Report

1. To inform Members about the performance of North West Fire Control (NWFC) during the year 2016-17 (1st April 2016 to 31st March 2017).

Recommended: That

- [1] Members note the performance information relating to North West Fire Control.

Background

2. This report is based on quarterly performance management reports produced by NWFC.

Information

System Performance

Availability

3. NWFC relies upon the call handling and mobilising system in order to provide an effective, efficient service. The contract for the system contains a requirement for the system to be available for 99.9% of the time, measured on an annual basis. Performance is shown in the table below.

	Q1	Q2	Q3	Q4
Availability	100%	100%	100%	100%

Faults

4. The contract for the system categorises faults by severity and includes target times to remedy the different fault categories. Category One faults are those that cause a total loss of availability of the system or a material deterioration of operational effectiveness (to such an extent that NWFC is unable to deliver all or part of its service). The target time to fix a Category

One fault is 6 hours. The definition of Category Two faults includes the terms 'material malfunction' and 'material deterioration in ... operational effectiveness'. Category Three faults involve minor impacts to the system and/or operational effectiveness.

5. Performance is shown in the table below.

	Q1	Q2	Q3	Q4
Category One	0	0	0	1
Category Two	9	12	11	9
Category Three	110	102	68	86

6. Overall, there continues to be a general downward trend in faults as the system has become increasingly stable and processes improved. Faults have been fixed in line with contractual requirements.

Speed

7. The system needs to operate quickly. The performance standard in the contract is complex. In essence the contract requires actions (referred to contractually as 'transactions') that are carried out by the system to be completed within a range of very short periods (e.g. less than one second to load the gazetteer address information on 95% of occasions).

8. Performance is shown in the table below.

	Q1	Q2	Q3	Q4
Total no. of transactions	150,736	156,524	151,772	132,504
No. failed to meet standard	34 (0.02%)	23 (0.01%)	34 (0.02%)	35 (0.02%)
Average transaction speed	0.2 secs	0.2 secs	0.2 secs	0.2 secs

9. These figures are consistent with previous performance.

Call Handling and Mobilising Performance

Time to Answer Emergency Calls

10. A national target was recommended by CFOA and it against this target that NWFC has been reporting. The target is 95% of emergency calls should be answered in 10 seconds, or less.

11. Performance is shown in the table below.

	Q1	Q2	Q3	Q4
Percentage of calls answered within 10 seconds	95.59%	95.65%	95.65%	95.74%

Time of Call Answer to Time of Alerting the First Resources for all Emergency Calls

12. A national target was recommended by CFOA and it is against this target that NWFC reports. The target is for resources to be mobilised within 90 seconds of a call. Obviously, this only relates to calls where a mobilisation is necessary.

13. Performance is shown in the table below (average in seconds).

	Q1	Q2	Q3	Q4
Call to Alert in Seconds	113	114	116	107

14. As can be seen NWFC has been unable to meet the target (a difference of between 17 and 26 seconds). NWFC and the relevant fire and rescue services continue to work together with a view to achieving a reduction in the time taken to mobilise resources. However, there is a fine balance between speed and accuracy. NWFC follows protocols set by the fire and rescue services. Whilst the protocols impact on call handling times, they ensure that resources are only mobilised when necessary, ensuring their availability.

15. A number of actions are being pursued directly by NWFC. These include further enhancements to the way that the system presents information for particular types of incident and targeted activities to improve individual and team performance (learning from the best performers and analysis of data around certain incident types). NWFC is also working with the fire and rescue services to further analyse the data as it appears that the performance figures may not align entirely with the definition in the target.

Costs of Service

Percentage of Incidents by FRS 2016/2017

16. The cost of the service provided by NWFC is paid for in proportions agreed by the FRSs.

17. The table below shows the percentage of activities in each quarter per FRS area and then contains the overall percentage for the year compared to the

cost paid by each FRS. As previously, the figures show a very close alignment between activity and cost.

	Cheshire	Cumbria	Greater Manchester	Lancashire
Q1	17.19%	7.91%	50.54%	22.87%
Q2	17.11%	7.11%	51.06%	23.71%
Q3	17.19%	6.7%	51.58%	23.56%
Q4	18.09%	7%	50.72%	24.39%
Overall Average	16.9%	9.41%	47.86%	23.03%
Annual Percentage of Cost per FRS	18%	8%	48.5%	25.5%

N.B. The overall average figures do not add up to 100 as there is a small proportion of 'other' calls that are not accounted for in the table.

Staff Performance

18. Service staff regularly attend NWFC. Their observations form an important aspect of performance monitoring as they can take a view about aspects of the service provided by NWFC that are not measured statistically, e.g. the approach to call handling. There is close working for significant events and during certain periods, e.g. major disruption such as flooding and during the bonfire period. On the whole, the staff at NWFC continue to work well with the vast majority of calls leading to the correct mobilisation of resources. Systems and people are fully tested when conditions are the most challenging and staff at NWFC worked well on each occasion.
19. NWFC continues to take the training and improvement of the skills of its staff very seriously. This is evident from the management and integration of new starters and approach to the ongoing maintenance and improvement of skills.
20. Performance statistics are also considered by Team Leaders so that they can see how well their team members are performing and where additional help or training may be required. Individual performance also provides evidence for appraisals and is considered when performance related pay is determined.

Business Continuity

21. A full business continuity exercise has been carried out at NWFC. It was found that there was a good understanding of the principles of business continuity and an effective business continuity management system was found to be in place. Two successful exercises were carried out and fall back mobilising procedures have been tested. The savings anticipated in the original business case continue to be achieved.

Financial Implications

22. None resulting from the information in the report. The arrangement continues to deliver significant savings to the Authority. The Authority reduced its revenue budget in 2014-15 by £335k.

Legal Implications

23. None resulting from the information in the report. An agreement for services exists between the Authority and NW Fire Control Ltd. This provides a framework for managing the relationship.

Equality and Diversity Implications

24. None

Environmental Implications

25. None

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 22ND NOVEMBER 2017
REPORT OF: HEAD OF PREVENTION
AUTHOR: VICKY WREST

SUBJECT: ANNUAL REPORT – ‘ON THE STREETS’ YOUTH WORK 2016-17

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:

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

Background

2. Historically, Members have continued to fund this initiative and requested that an annual performance report be presented 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’. A team of youth workers employed by Cheshire Fire and Rescue Service (the Service) work to develop activities and facilitate positive links between 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 using information from the Service’s Business Intelligence Team, Station Managers and other local stakeholders.
5. When an area is identified, an OTS team is deployed and works in the locality one evening a week for a period of six months.
6. Due to the identified need and ongoing issues the OTS team has worked predominantly across Warrington and Halton (more so than other areas as this report reflects). Although this last year has seen the OTS team become well established in other areas across the Service Area.

Information

7. The OTS team is working across all four unitary areas and as a result of this community engagement has increased. The table below indicates the number of young people engaged with and their age range.

Area	Total number of young people engaged with	Age range
Warrington	50 - 55	9 - 18
Halton	36 - 40	8 - 15
Cheshire East	25 - 30	11 - 19
Cheshire West and Chester	50 - 60	4 - 17

8. Halton

The OTS team is currently working across Runcorn and Widnes. The team has made connections with local agencies who will inform them of other areas of concern.

Areas the OTS team has covered within Runcorn are:

- Halton Lodge
- Runcorn Hill
- The Old Town
- Castle fields
- Palace fields
- Grange way

Areas the team have covered within Widnes are:

- Hough Green (Becher's)
- Upton Rocks

The Station Manager provides the OTS team with details of incident hot-spots and they then check the incident log for relevant updates. During hot and dry periods the team spend time around Runcorn Hill as this tends to be a particular hot-spot for grass fires.

The team has been working with the local police, Police Community Support Officers (PCSOs) and local Council targeting areas of anti-social behaviour.

9. Warrington

The team is currently working in four different geographical areas:

- Orford Skate Park
- Sankey Valley Park

- Sainsbury's (Chapelford)
- Radley Common

Progress is steady and the team's presence in each area is becoming more accepted by young people and residents. The team respond to areas where there have been small deliberate fires and anti-social behaviour.

The team has been working in and around Orford Skate Park since mid-2016. Recently, a Boxing Club has been opened and runs from within Chapelford Primary to divert the young people from engaging in anti-social behaviour.

Warrington Borough Council's Youth Service is keen to establish a multi-agency youth support team and would like the team to work with them.

Residents have been reporting small fires via 101, but these incidents were not being passed on to the team. The team requested support from the police and asked that they provide them with this information

There have been a number of small deliberate fires and a spate of hoax calls being made in and around the Radley Common area. Work is currently ongoing in this area.

10. Cheshire West and Chester

The OTS team has been working in the Ellesmere Port area for almost a year. One team member particularly has gone above and beyond to establish some strong connections within the area which has resulted in great work and successful engagement.

The team is now well established within the community. Team members attend a community centre drop-in service to liaise with local PCSOs and answer any enquiries from local residents. The team found attending local skate parks in Parkgate and Ellesmere Port has helped them to engage with young people.

The team now regularly liaise with local PCSOs and the police in order to gather intelligence and make sure they are targeting the right areas. They link in with the local fire stations and Station Manager to see how they can assist and check the incident log regularly to see what areas need targeting.

The OTS team has continued to engage with the young people in Winsford. Liaising with the local Station Manager over the last twelve months and discussing incidents has allowed them to target this work better. The main areas targeted are Bradbury Road Park and the MUGA (sports facility) on Esk Road, both of which are situated on the Wharton Estate where there have been a number of incidents in the past. They typically engage with around 25 young people a night.

The team feel the work in Winsford will have lasting impact as the young people will now openly engage with them about issues in their local community. It is apparent from the interactions they are having on a weekly basis that the young people respect the role they play in making their communities safer, and in turn are less likely to engage negatively with the fire and rescue service.

11. Cheshire East

In recent months the OTS team has been working with young people in and around the Crewe area.

The team liaise with firefighters and the Station Manager at Crewe fire station on a weekly basis and follow up on any information received. However, there have been no major issues of late.

The team is now building good relationships with the young people around the skate park next to the gym on King George V playing fields. They have also visited Valley Park on several occasions where after some initial wariness the young people are happy to talk.

The team has worked in the St. Barnabas ward in Crewe; including but not limited to the parks located at the Derby Docks, Broad Street and James Atkinson Way. The young people at these locations are happy to engage and take advice regarding how they can engage with the fire and rescue service via the Cadets, Prince's Trust and with the local Youth Service via the HUB on Market Street. They also visit the Cloughton Avenue area of the town on a regular basis after information was passed to them from firefighters who on turning up to attend a garage fire were met with a large group of young people. They will continue to work in this area to develop new relationships and update the local fire crews on any progress/outcomes.

Financial Implications

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

Legal Implications

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

Equality and Diversity Implications

14. 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

15. 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.

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Performance and Overview Committee

Forward Work Programme (before meeting of Performance and Overview Committee – 22 November 2017)

Performance and Overview Committee									
	28 February 2018			June 2018 (Date TBC)			September 2018 (Date TBC)		
1	Q3 Finance Report	WB	1	Q4 Finance Report	WB	1	Q1 Finance Report	WB	
2	Q3 Performance Report	SG	2	Q4 Performance Report	SG	2	Q1 Performance Report	SG	
3	Q3 Programme Report	JC/SW	3	Q4 Programme Report	JC/SW	3	Q1 Programme Report	JC/SW	
4	Q3 Internal Audit Progress Report	AL/CA	4	Q4 Internal Audit Progress Report	AL/CA	4	Q1 Internal Audit Progress Report	AL/CA	
5	Equality Action Plan – 6 Monthly Review	AH/MH	5	UPG Report	AW	5	Annual Equality Monitoring Report	AH/MH	
6	Annual Bonfire Report	SG/CH							
7	Unwanted Fire Signal Performance Report	SG							
8	Prosecutions Annual Report	SG							
9	UPG Report	AW							
10	Training arrangements during the training centre build	MC/GO							
	Standing Items:			Standing Items:			Standing Items:		
				Closure of Accounts Minutes					
	Work Programme Update			Work Programme Update			Work Programme Update		

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