



**Wednesday,  
28 February 2018  
10.00 am**

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

Contact Officer:  
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Democratic Services

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## **Cheshire Fire Authority**

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

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

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

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**MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE  
WEDNESDAY, 28 FEBRUARY 2018**

**Time : 10.00 am**

**Lecture Theatre - Sadler Road, 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 22<sup>nd</sup> November 2017.

**ITEMS REQUIRING DISCUSSION/DECISION**

**2 Quarter 3 Finance Report 2017-18**

(Pages 9 - 16)

**3 Quarter 3 Performance Report 2017-18**

(Pages 17 - 50)

**4 Quarter 3 Programme Report 2017-18**

(Pages 51 - 68)

**5 Internal Audit Plan - Quarterly Progress Report (Q3)**

(Pages 69 - 88)

**6 Equality and Inclusion Update Review**

(Pages 89 - 94)

**7 Annual Bonfire Period Report 2017**

(Pages 95 - 114)

**8 Annual Prosecutions Report 2016-17**

(Pages 115 - 126)

**9 New Training Centre - Training Transition Report**

(Pages 127 - 142)

**10 Forward Work Programme**

(Pages 143 - 144)

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, 22 November 2017 at Lecture Theatre - Fire Headquarters,  
Cheshire at 10.00 am

**PRESENT:** Councillors D Bailey, M Biggin, P Harris, M Simon and T Sherlock

**1 PROCEDURAL MATTERS**

**A Record of Meeting**

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

**B Apologies for Absence**

Apologies were received from Councillors A Dirir and 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 6<sup>th</sup> September 2017 be confirmed as a correct record.**

**2 QUARTER 2 FINANCE REPORT 2017-18**

The Director of Governance and Commissioning introduced the report which provided a summary of the Service's mid-year revenue position and the status of projects in the capital programme.

He informed Members that the Quarter 2 Review was reporting a forecast underspend of £504k in relation to the revenue budget, with the majority of the forecast underspends resulting from estimated underspends of £240k in Service Delivery and £102k in Protection. He highlighted an overspend of £107k in People and Development which had resulted from the additional resources required for on-going work on Blue Light Collaboration. He also highlighted expenditure on station end mobilising equipment.

The Director of Governance and Commissioning drew Members' attention to the capital programme which was forecasting an overall outturn of £30.109m against an approved budget of £30.125m. He also informed Members that two new schemes had been identified that required in-year approval: vehicle stabilisation equipment (£48k) and a new fleet management ICT system (£45k).

**RESOLVED: That**

- [1] the Quarter 2 Finance Report 2017-18 be noted; 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, be noted.**

**3 QUARTER 2 PERFORMANCE REPORT 2017-18**

The Head of Protection and Organisational Performance introduced the report which provided Members with an update on the Service's performance against the key performance indicators (KPIs) for Quarter 2 2017-18. Appendix 1 to the report contained the corporate performance scorecard reflecting the Quarter 2 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. Alongside the Head of Protection and Organisational Performance, the Head of Prevention and Head of Service Delivery provided further information on the KPIs relevant to their departments.

Members emphasised the importance of the Authority's prevention work and queried how they could continue to assist the Service with improving performance. Officers highlighted the benefit of partnership work with the police and other agencies and the continued support of the Authority with this work. They informed Members that working with partner agencies ensured that skills and resources were deployed in the right areas.

A Member queried whether officers were considering targeting other groups concerning the Service's Safe and Well programme to follow on from the Service's current work with over 65s. The Head of Prevention informed Members that work had been undertaken recently to identify other groups who would benefit from the Service's prevention work.

A Member queried the progress the Service had made in encouraging the installation of sprinklers in high-rise buildings. The Head of Protection and Organisational Performance informed the Committee that officers were re-engaging with housing providers/duty holders and encouraging them to install sprinklers.

A Member drew the Committee's attention to the number of non-domestic premises fire safety audits completed by the end of the quarter. Information was included in the performance summary of the KPI concerning plans which were in place to establish a new BME business group in Cheshire East to provide safety advice to the BME community when they set up a new business and fire safety advice to migrant employees. A Member queried whether the Service would ensure that translated advice and handouts were provided for the community to ensure a full understanding of the advice the Service intended to provide. The Head of Protection

and Organisational Performance informed Members that the literature would be reviewed by the Service, but that responsibility for compliance ultimately lay with the duty holder.

A Member referenced the performance on average days/shifts lost to sickness and congratulated staff on how few working days were lost to sickness so far over the year. He queried whether the Service could give a reward for good attendance performance. The Chief Fire Officer and Chief Executive informed Members that this was being looked at by officers as part of the Service's pay and recognition policy and that he would inform Members of the outcome.

The Head of Service Delivery provided further details concerning the Service's current performance for on-call availability. A Member queried whether the availability statistics for appliances from Wilmslow in Appendix 4 included periods when cover had been provided by wholetime crews to keep an appliance available. The Head of Service Delivery explained that the availability statistics for the appliance at Wilmslow included occasions where individuals provided cover from other stations to keep an appliance available. A Member queried whether officers could provide a separate report with the number of occasions when the appliance was kept available at Wilmslow due to cover from individuals from other stations. Officers confirmed that they would provide this information to Members.

A Member requested information on the response times of on-call appliances at the following stations for the last 10 incidents attended by each of them: Wilmslow, Macclesfield, Penketh, Congleton, Runcorn and Winsford. The Head of Service Delivery confirmed that officers would provide this information and informed Members that the intelligence model utilised by the Service predicted a 5 minute turnout for on-call appliances and 90 seconds for wholetime. He highlighted that the average turnout for on-call appliances was usually three and half a minutes.

**RESOLVED: That**

**[1] the Quarter 2 Performance Report 2017-18 be noted.**

#### **4 QUARTER 2 PROGRAMME REPORT 2017-18**

The Chief Fire Officer and Chief Executive introduced the report which provided an update on the Service's 2017-18 Integrated Risk Management Plan programmes and projects. He referred Members to Appendix 1 to the report which contained the health report for the second 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 green due to the agreement of a temporary licence to allow initial occupation of the Fire Leadership Team Suite. He informed Members that the Service and Cheshire Constabulary had agreed a draft underlease. Officers were now waiting for approval from the Private Finance Initiative provider before the underlease could be completed. He also informed Members that several teams had now transferred over to Cheshire Constabulary employment and that other teams were due to transfer in 2018, in line with the Multi Force Shared Service Fusion go-live.

The Chief Fire Officer and Chief Executive highlighted several other updates concerning the programmes/projects within the health report for Members to note. These included: the review of the staffing of the second appliances at Crewe and Ellesmere Port; the cardiac response programme; the nucleus (duty system) review for Birchwood, Macclesfield and Wilmslow; and the national Emergency Service Mobile Communication Programme.

**RESOLVED: That**

**[1] the Quarter 2 Programme Report 2017-18 be noted.**

**5 INTERNAL AUDIT PLAN - QUARTERLY PROGRESS REPORT (Q2)**

Kevin Lloyd (the Auditor), a representative from Mersey Internal Audit Agency (MIAA) was in attendance at the meeting to present the quarterly progress summary of the 2017-18 Internal Audit Plan (attached as Appendix 1 to the report).

He informed Members that the National Fraud Initiative review had been completed in this quarter. This required the Authority to provide mandatory datasets comprising of information on creditors, payroll and pensions payroll to assist with the prevention and detection of fraud. He informed Members that, from the work completed to date, the review had not identified any apparent fraud.

The Auditor highlighted current audit work which was in progress, including audits of fire safety audits, business continuity, equality and diversity recruitment, station management framework and combined financial systems. He concluded by referring Members to Appendix B Contract Performance within Appendix 1 which provided general performance indicator information to support the Committee in assessing the performance of Internal Audit activity.

**RESOLVED: That**

**[1] the Internal Audit Plan – Quarterly Progress Report (Q2) be noted.**

**6 ANNUAL HEALTH, SAFETY AND WELLBEING REPORT 2016-17**

The Health, Safety and Wellbeing Manager introduced the report which provided an update on the management of health and safety in the Service. He highlighted to Members the key achievements of the Service throughout 2016-17 and reports on both reactive and proactive measures of performance.

A Member queried how the Service dealt with vehicle accidents that occurred under blue lights. The Health, Safety and Wellbeing Manager informed Members that all accidents were investigated by the Service and that policies were in place concerning driving under blue lights. He also informed Members that it was policy for reversing guides to be used when manoeuvring an appliance. The Deputy Chief Fire Officer highlighted that the use of reversing guides ensured the safety of firefighters and prevented injuries from occurring.

**RESOLVED: That**

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

**7 ANNUAL ROAD SAFETY REPORT 2016-17**

The Arson Reduction and Road Safety Manager introduced the report which appended the Authority's Annual Road Safety Report 2016-17, containing details of interventions delivered by the Service. He highlighted the achievements of the Service at events throughout the year.

A Member thanked and congratulated the Prevention team for their work and their proactive commitment to road safety.

**RESOLVED: That**

**[1] the Annual Road Safety Report 2016-17 be noted.**

**8 INTERIM BONFIRE UPDATE**

The Arson Reduction and Road Safety Manager provided Members with a verbal interim update on the preventative and operational activities of the Service during the bonfire period. He confirmed that a full report would be presented to the Committee at its next meeting in February 2018.

He reported that there had been an increase in incidents recorded during the bonfire period of 11.8% over a 5 year period. He highlighted that Cheshire East and Warrington had seen an increase in secondary deliberate fires during the bonfire period.

The Arson Reduction and Road Safety Manager informed the Committee that there had been an increase in police activity during the bonfire period and that more information on this would be provided in the full report to Members in February. The Deputy Chief Fire Officer informed the Committee that immediate community safety feedback was sought by officers following the bonfire period to target future prevention efforts.

**9 NORTH WEST FIRE CONTROL - ANNUAL REPORT 2016-17**

The Head of North West Fire Control (NWFC) was invited to the meeting to deliver a presentation for Members on the call handling process at North West Fire Control.

She began by explaining the set up of the control room operators. Each operator had access to three screens displaying: an integrated communications control system (ICCS); intergraph computer-aided dispatch (ICAD); and a geographical information system (GIS). All systems were utilised together to enable operators to enter incident details accurately and quickly to ensure the correct mobilisation of resources. The Chief Fire Officer and Chief Executive informed Members that Gartan (the Service's staffing system for On-Call firefighters) auto-fed the live availability of crews into NWFC's mobilising system. It also auto-fed updates on the

location, type and availability of resources.

A Member queried whether the system would reflect that an appliance had been mobilised prior to or after it had left to attend an incident. The Head of North West Fire Control confirmed that both scenarios were possible.

A Member queried what would happen if only three individuals were available to crew an appliance. The Head of North West Fire Control informed Members that the minimum crewing for an appliance was four firefighters. If the crewing level at a station was below this the type of appliance changed (i.e. to a small incident unit) and that operators would be aware of this before mobilising a resource. If an appliance was mobilised and did not meet minimum crewing requirements for an incident, officers would radio in to NWFC so that another appliance could be dispatched.

A Member queried how officers could be certain that staff availability data was as accurate as possible within NWFC systems. The Head of North West Fire Control informed Members that an update was received from Gartan by NWFC every 12 seconds through the live feed to their systems which ensured that accurate mobilisations occurred.

The Head of North West Fire Control informed Members of the mobilising functionality and explained the process taken prior to mobilising an appliance:

- Calling line identifier and enhanced information service for emergency calls to quickly identify location.
- GIS map zoom for locations.
- Customer rules engine for automated workflows and emergency call management prompts.
- Common incident type sets across all fire and rescue services.
- Fire and rescue service configurable pre-determined attendance set against common incident type set.
- Variation in normal mobilising policy applied during spate conditions.

She informed Members that the creation of North West Fire Control had enabled borders to be effectively ignored between the participating fire and rescue services, improving response times as appliances could be mobilised over the border if they were closer to an incident.

A Member queried what the impact would be of changes to Manchester's fire cover model on the Service. The Chief Fire Officer and Chief Executive informed the Committee that Manchester would usually consult with the Service prior to undertaking any proposed changes to their model that could affect the Service.

A representative from the Fire Brigades Union (FBU) was invited by the Chair to ask a question. The FBU representative queried whether skills sets were fed into the mobilising system to determine the availability of crews before appliances were mobilised to incidents. The Chief Fire Officer and Chief Executive explained that a skills matrix was provided within Gartan.

The Head of North West Fire Control continued her presentation and highlighted the recent amendments to Cheshire's mobilising policy in relation to automatic fire alarms in. She informed Members that the change in policy had enabled more effective management of unwanted fire signals and had prevented unnecessary turnouts of appliances.

The Head of North West Fire Control drew Members' attention to NWFC's performance targets. She informed Members that the current target for alerting the first response from the time a call was answered was "no more than 90 seconds". She highlighted that the average time was around 107 seconds. She explained that there was a balance between speed and accuracy and that CFRS required NWFC to follow certain processes which did lengthen calls e.g. call challenge.

She highlighted the benefits experienced by CFRS as a result of being part of NWFC:

- Emergency call management protocols – reducing unnecessary mobilisations and maintaining pump availability for critical incidents.
- Bespoke CFRS attendances linked to converged incident types.
- Faster cross border attendances inside the North West region.
- Cost per call per operator £9.99 (pre NWFC £47.23 for CFRS).
- Annual savings of £0.43m based on 2014/15 rates.

The Head of North West Fire Control concluded her presentation by highlighting future changes that were underway to further improve call handling times. These included: enhanced caller location information using GPS instead of mobile phone mast triangulation; refining search options on Gazetteer (the address database); reviewing mobilising rules to remove any unnecessary delays; and rolling out a pilot involving pre-alerting. The Chief Fire Officer and Chief Executive informed Members that using GPS would significantly improve response times to road traffic collisions as it would help the operators to mobilise more accurately.

The Head of North West Fire Control concluded her presentation and the Director of Governance and Commissioning introduced the report which provided further details concerning the performance of NWFC during 2016-17.

He outlined the current system performance statistics which included information on the availability of the mobilising system, faults within the system and the speed of the system. The report also contained further information on call handling, mobilising performance, the costs of the service, staff performance and business continuity plans.

**RESOLVED: That**

**[1] the North West Fire Control – Annual Report 2016-17 be noted.**

**10 ANNUAL REPORT - 'ON THE STREETS' YOUTH WORK 2016-17**

The Fire Cadet Manager introduced the report which provided Members with an update on the work undertaken by the 'On the Streets' (OTS) team over the past 12

months. She explained that the programme was delivered in areas with high levels of arson, small deliberate fires and anti-social behaviour.

The Fire Cadet Manager summarised the local engagement that had occurred with the OTS teams in each of the unitary areas within Cheshire. She informed Members that working across all four unitary areas had resulted in increased community engagement.

Members queried how the OTS teams responded to drug use within the communities that they engaged with. She highlighted the importance of the OTS team working with partners and external agencies to ensure that illegal activities and safeguarding issues were referred to the appropriate organisations. She informed Members that the OTS team offered advice where appropriate and signposted individuals to other services if they required support.

Members queried whether they could join the teams to observe the work they were doing in the local community. The Fire Cadet Manager informed Members that they were welcome to join the OTS team in their local area.

**RESOLVED: That**

**[1] the Annual Report – ‘On the Streets’ Youth Work 2016-17 be noted.**

## **11 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:** 28<sup>TH</sup> FEBRUARY 2018  
**REPORT OF:** HEAD OF FINANCE  
**AUTHOR:** WENDY BEBBINGTON

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**SUBJECT:** QUARTER 3 FINANCE REPORT 2017-18

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### Purpose of report

1. The report provides a summary of the Service's three quarter 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.

### 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 14<sup>th</sup> 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 6<sup>th</sup> September 2017, the Quarter 1 Review (June 2017) reported a small forecast overspend of £81k. At the 22<sup>nd</sup> November 2017 meeting, the Quarter 2 Review reported a forecast underspend of £504k, of which £93k was redirected to fund operational equipment and fleet software. At the end of December, the Quarter 3 Review is forecasting a further underspend of £631k, a net overall total for 2017/18 of £961k underspend. The key areas of change since mid-year are set out below.

4. Service Delivery £212k underspend

At the end of December, Service Delivery is forecasting a further £212k underspend. This is made up of on-call pay costs, savings due to officers opting out of pension schemes together with savings on the ERP2 project team and the impact of the suspension of the Cardiac Response Initiative during pay negotiations. The underspend items mentioned above 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 £84k underspend

The Protection department is recruiting and transitioning to the newly approved structure which reported an underspend of £102k at mid year. By the end of December a further £84k underspend is forecast due to pay savings.

6. Planning, Performance and Communications £73k underspend

Savings on pay have been made as a result of a seconded officer not being backfilled for part of the year together with savings in photocopier costs which have been partially offset by printing charges under Bluelight.

7. Fleet Services £74k underspend

The cost of fuel and tyres has been lower than budget providing £22k of savings in year. In addition, the transport costs of £44k associated with the Cardiac Response Initiative have not been utilised while pay negotiations are undertaken. Finally, the sale of an old appliance for dismantling has provided a receipt of £14k, offset by additional costs associated with the new Mersey Gateway.

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. On 14<sup>th</sup> February 2018, Members agreed to keep the second appliance at Crewe as wholetime. A further review was commissioned on the second appliance at Ellesmere Port on the grounds of efficiency and value for money. The 2018/19 budget already included the use of reserves to fund the shortfall and the financial outcomes of the decisions taken on 14 February 2018 will be built into the 2019/20 budget.

## Capital Programme

9. The capital programme is forecasting an overall outturn of £30.03m against an approved budget of £30.13m – a variance of £0.1m. This is broken down to individual projects and schemes in Appendix 2.
10. Although the Emergency Response Programme is showing an overspend, the amount remains within the approved level including contingency. This is offset by underspends on other schemes including the original Chester Fire Station scheme which was cancelled. A revised Chester Fire Station scheme was approved by the Authority on 14<sup>th</sup> February 2018.

## Financial implications

11. This report considers financial matters.

## **Legal Implications**

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

## **Equality and diversity implications**

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

## **Environmental implications**

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

**BACKGROUND PAPERS:** None

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Department	Budget Movement			Net Expenditure/Income			Reserve Movements			Total		
	Original Budget £000	In year 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
<b>Firefighting &amp; rescue services</b>												
Service Delivery	19,462	(240)	19,222	20,256	20,010	(246)	(1,034)	(1,000)	34	19,222	19,010	(212)
Operational Policy & Assurance	4,069	7	4,076	4,619	4,438	(181)	(543)	(415)	128	4,076	4,023	(53)
<b>Protection</b>	1,744	(102)	1,642	1,649	1,559	(90)	(7)	(1)	6	1,642	1,558	(84)
<b>Prevention</b>												
Community Safety	2,045	(46)	1,999	2,060	1,983	(77)	(61)	(19)	42	1,999	1,964	(35)
Safety Centre	397	(5)	392	393	355	(38)	(1)	36	37	392	391	(1)
<b>Support Services</b>												
Executive Management	835	40	875	875	832	(43)	0	0	0	875	832	(43)
Property Management	1,539	(49)	1,490	2,354	2,347	(7)	(864)	(864)	0	1,490	1,483	(7)
Finance	437	(57)	380	380	378	(2)	0	0	0	380	378	(2)
ICT	1,623	3	1,626	1,602	1,609	7	24	24	0	1,626	1,633	7
Legal & Democratic Services	475	(10)	465	480	452	(28)	(15)	(20)	(5)	465	432	(33)
People & Development	1,512	171	1,683	2,072	1,956	(116)	(389)	(272)	117	1,683	1,684	1
Planning, Performance & Comms	1,141	6	1,147	1,154	1,094	(60)	(7)	(20)	(13)	1,147	1,074	(73)
Procurement & Stores	584	10	594	905	975	70	(311)	(345)	(34)	594	630	36
Fleet Services	1,544	31	1,575	1,675	1,588	(87)	(100)	(87)	13	1,575	1,501	(74)
<b>Unitary Performance Groups</b>	100	0	100	100	100	0	0	0	0	100	100	0
<b>Finance Resources</b>	3,826	241	4,067	2,648	2,556	(92)	1,419	1,453	34	4,067	4,009	(58)
<b>Section 31 / Business Rates Grants etc.</b>	(112)	0	(112)	0	0	0	0	(112)	(112)	(112)	(112)	0
<b>TOTAL</b>	41,221	0	41,221	43,222	42,232	(990)	(1,889)	(1,642)	247	41,221	40,590	(631)
<b>Funding</b>												
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
<b>TOTAL</b>	(41,221)									(41,221)	(41,221)	0
<b>Net Budget / Outturn Variance</b>	<b>0</b>									<b>0</b>	<b>(631)</b>	<b>(631)</b>

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Project	Approval Year(s)	Approved Funding £000	Brought Forward £000	2017/18 £000	Total to date £000	Expected Outturn £000	Variance £000	
<b>Emergency Response Programme</b>								
Lymm	2013/14, 2014/15, 2015/16	9,159	8,636	975	9,611	9,822	663	Complete and Operational, some fees still due.
Penketh	2013/14, 2014/15, 2015/16	3,403	3,502	(32)	3,470	3,516	113	Complete and Operational, some fees still due.
Powey Lane (M53/M56)	2013/14, 2014/15, 2015/16	3,523	3,550	(22)	3,528	3,575	52	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	921	17,935	18,241	816	
<b>Operational Training Centre Project</b>								
New Training facility - Sadler Road	2016/17	9,050	6	56	62	9,050	0	Detailed scheme approved by CFA 20/9/17
Sub-total		9,050	6	56	62	9,050	0	
<b>Prior Year Schemes</b>								
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	Vehicle build in progress.
Appliance Replacement Programme	2016/17	857	339	415	754	755	(102)	4 x Appliances delivered July 2017.
One additional new appliance	2016/17	286	114	138	252	252	(34)	
Two water incident units	2016/17	154	0	58	58	94	(60)	Vans delivered; Boats & Trailers in progress.
Two cadets vehicles	2016/17	20	0	23	23	23	3	Delivered July 2017.
Support Vehicles	2016/17	60	20	42	62	62	2	1 Training Van; 2 Hydrant Vans delivered.
Sub-total		1,915	784	676	1,460	1,724	(191)	
<b>2017/18 Approved Schemes</b>								
Appliance Replacement	2017/18	810	0	776	776	780	(30)	3 x appliances delivered December 2017.
One cadets vehicle	2017/18	23	0	0	0	18	(5)	Ordered November 2017.
One 4 Wheel drive resilience	2017/18	55	0	0	0	55	0	Ongoing.
One 4 Wheel drive resilience (freelander)	2017/18	30	0	0	0	0	(30)	Rescheduled, vehicles still fit for purpose.
Support Vehicles	2017/18	60	0	0	0	60	0	5 x Berlingos ordered December 2017.
Replacement Firebike	2017/18	11	0	9	9	9	(2)	Delivered May 2017.
One minibus	2017/18	28	0	0	0	25	(3)	Ordered November 2017.
One display unit (chip pan demo unit)	2017/18	25	0	0	0	18	(7)	Ordered November 2017.
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)	Original scheme cancelled
Capital Contingency	2017/18	84	0	0	0	0	(84)	Contingency funding only.
Sub-total		1,735	0	785	785	1,014	(721)	
<b>TOTAL</b>		<b>30,125</b>	<b>17,804</b>	<b>2,438</b>	<b>20,242</b>	<b>30,029</b>	<b>(96)</b>	

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 28<sup>TH</sup> FEBRUARY 2018  
**REPORT OF:** HEAD OF PROTECTION AND ORGANISATIONAL  
PERFORMANCE  
**AUTHOR:** ANTHONY JONES

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**SUBJECT: QUARTER 3 PERFORMANCE REPORT 2017-18**

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### **Purpose of Report**

1. To present the 2017-18 Quarter 3 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 Q3 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 Q3 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 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 Q3 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 – Quarter 3 Corporate Scorecard 2017-18**

**Appendix 2 – Quarter 3 Performance Summary Report 2017-18**

**Appendix 3 – Safe and Well Initiative – Quarter 3 Overview**

**Appendix 4 – On-Call Availability – Quarter 3 Overview**

**Appendix 5 – Safety Central – Quarter 3 Overview**

## Quarter 3 Corporate Scorecard 2017-18

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

Vision

IRMP Theme

Outcomes

Page 19

Outputs

### Protecting Local Communities

	Actual	Target	Q3 Year on Year	Q3 2016-17
Deaths in Primary Fires	1	0	↓	6
Injuries in Primary Fires	51	35	↑	35
Serious Injuries in Primary Fires	12 (24%)	n/a	↑	6 (17%)
Accidental dwelling fires	289	286	↓	309
- % starting in kitchens	168 (58%)	n/a	↓	186 (63%)
- % in homes with residents over pensionable age	58 (20%)	n/a	↓	77 (36%)
Deliberate fires (Primary and Secondary)	1,012	1,031	↑	928
Fires in Non Domestic Premises	143	125	↑	130
AFA's in Non Domestic Premises	422	995	↓	880

	Actual	Target	Q3 Year on Year	Q2 2016-17
HSA's Delivered to Heightened Risk	30,678	30,000	↑	30,245
Platinum address success rate	60%	65%	↓	68%
Thematic Inspections Completed	1,518	1,200	↑	1,275
NDP Fire Safety Audits Completed	1,013	1,350	↓	1,200

### Responding to Emergencies

	Actual	Target	Q3 Year on Year	Q2 2016-17
10 Minute Standard	88%	80%	↑	87%
On Call Availability	66%	85%	↓	68%

### Developing the organisation

	Actual	Target	Q3 Year on Year	Q2 2016-17
Average Days/Shifts Lost to sickness	4	4.13	↑	2.47
Working Days Lost To Injury	20	33	↓	36

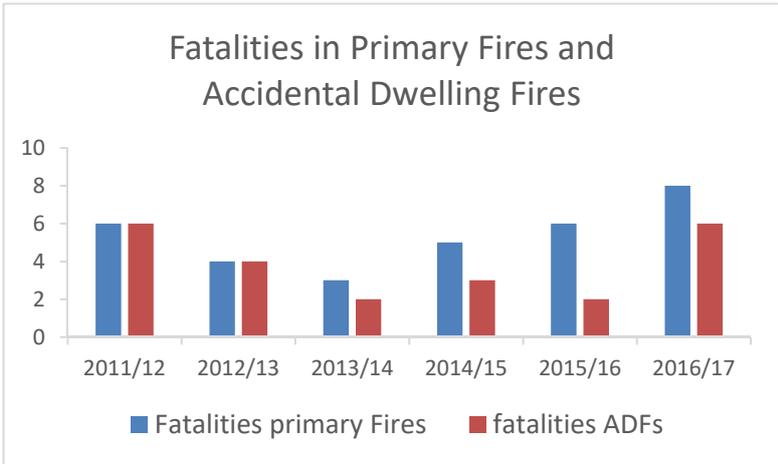
#### Performance key

- 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

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Performance and Programme Board – Performance Report			
Reporting Period	Quarter Q3	From	01/04/2017 To 31/12/2017
Target	0	Actual	1
Indicator: [Number of Deaths in Primary Fires]			
Primary fires include all fires in buildings, vehicles and some outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.			
Previous Status	Current Status	Summary of Current Performance	
		<div style="text-align: center;"> <p>Fatalities in Primary Fires and Accidental Dwelling Fires</p>  <p>■ Fatalities primary Fires   ■ fatalities ADFs</p> </div> <p>At the end of Q3 there has been one fatality.</p>	
What actions will be required to improve performance?			
<ul style="list-style-type: none"> <li>• Investigations continue into the cause of the death for the fire fatality in Q3. Prevention re-assurance visits to neighbouring properties are ongoing, supported by Service Delivery and the Protection team is working to assist the Registered Social Landlord of the property concerned.</li> <li>• 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.</li> <li>• 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.</li> <li>• Prevention managers are exploring funding opportunities to establish a team of joint mental health advocates to work with vulnerable people at risk in our communities.</li> <li>• It is anticipated that Safety Central’s educational programme will contribute towards making Cheshire safer – see Infographic attached as Appendix 5.</li> </ul>			

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q3	From	01/04/2017
		To	31/12/2017
Target	35	Actual	51

### Indicator: [Number of Injuries in Primary Fires]

Primary fires include all fires in buildings, vehicles and some outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Previous Status	Current Status	Summary of Current Performance																										
<b>R</b>	<b>R</b>	<div data-bbox="592 685 1442 1137" data-label="Figure"> <table border="1"> <caption>Number of Injuries in Primary Fires</caption> <thead> <tr> <th>Year</th> <th>Number of Injuries</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>52</td> </tr> <tr> <td>2013/14</td> <td>46</td> </tr> <tr> <td>2014/15</td> <td>51</td> </tr> <tr> <td>2015/16</td> <td>47</td> </tr> <tr> <td>2016/17</td> <td>47</td> </tr> <tr> <td>2017/18 est</td> <td>51</td> </tr> </tbody> </table> </div> <p>The number of Injuries in primary fires is over target by 16, with 51 injuries recorded at the end of quarter 3. The injuries occurred at 36 individual incidents, of which 11 involved more than one casualty.</p> <table border="1"> <thead> <tr> <th>Unitary Authority</th> <th>Number of Injuries</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>24</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>17</td> </tr> <tr> <td>Halton</td> <td>6</td> </tr> <tr> <td>Warrington</td> <td>4</td> </tr> <tr> <td><b>Total</b></td> <td><b>51</b></td> </tr> </tbody> </table> <p>In Q3 one incident within Cheshire East accounted for 4 injuries - all recorded as slight.</p>	Year	Number of Injuries	2012/13	52	2013/14	46	2014/15	51	2015/16	47	2016/17	47	2017/18 est	51	Unitary Authority	Number of Injuries	Cheshire East	24	Cheshire West and Chester	17	Halton	6	Warrington	4	<b>Total</b>	<b>51</b>
Year	Number of Injuries																											
2012/13	52																											
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Unitary Authority	Number of Injuries																											
Cheshire East	24																											
Cheshire West and Chester	17																											
Halton	6																											
Warrington	4																											
<b>Total</b>	<b>51</b>																											

Cause	Number of Injuries
Smoking Related	13
Cooking Appliance	8
Matches and Candles	7
Fuel/Chemical Related	4
Electricity Supply	2
Heating Equipment	4
Industrial Equipment	1
Naked Flame	4
Other Domestic Appliance	6
Not known	2
<b>Total</b>	<b>51</b>

Age Group	Number of Injuries Severe	Number of Injuries Slight
0-9		3
10-19		6
20-29	4	6
30-39	1	7
40-49	4	5
50-59	1	4
60-69	1	1
70-79		3
80-89		3
90-99	1	1
<b>Total</b>	<b>12</b>	<b>39</b>

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	7	0
Burns - slight	0	8
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	4	23
Other	0	1
<b>Total</b>	<b>12</b>	<b>39</b>

## What actions will be required to improve performance?

- Following a recent incident in Crewe where two people were injured, post-fire and Safe and Well public reassurance visits in the immediate area were increased. Intelligence will be shared with other key partners and agencies as appropriate. Multi-agency event is planned for Crewe town centre for the 20<sup>th</sup> February to high-light relevant fire safety messages to the local community. A further event is planned for Macclesfield in February.
- Prevention will continue to work with the Communications team through the Campaigns group to ensure that campaigns are fit for purpose and targeted where they will have the most impact with appropriate key messages.
- The educational programmes at Safety Central, school visits and Princes Trust schemes all focus on improving awareness of children and young people of the dangers of fire and we will continue to strive for increased attendance across our programmes.
- The Safe and Well visits are being expanded to include advice on affordable warmth across the Service Area and atrial fibrillation testing in West Cheshire, South Cheshire and Vale Royal CCG areas to vulnerable people aged 65 plus. Affordable warmth referrals will be made to Energy Products Plus who will then offer advice to residents on the best energy tariffs, additional benefits they could be entitled to and central heating upgrades. Atrial fibrillation screening will result in further GP referrals as the pilot in Halton has already resulted in 26 referrals out of 1,048.
- 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.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q3	From	01/04/2017
			To 31/12/2017
Target	286	Actual	289

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

Previous Status	Current Status	Summary of Current Performance																										
		<div data-bbox="587 642 1414 1176" 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>389</td> </tr> </tbody> </table> </div> <p>Up to the end of Q3 there has been 289 accidental dwelling fires (ADFs) compared to a target of 286. There has been a reduction of 6.5% (20 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 186 to 168. There has also been a reduction in the number of fires involving occupants over the pensionable age who live on their own, from 82 to 58.</p> <table border="1"> <thead> <tr> <th>Unitary Authority</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>99</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>96</td> </tr> <tr> <td>Halton</td> <td>36</td> </tr> <tr> <td>Warrington</td> <td>58</td> </tr> <tr> <td><b>Total</b></td> <td><b>289</b></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	389	Unitary Authority	Total	Cheshire East	99	Cheshire West and Chester	96	Halton	36	Warrington	58	<b>Total</b>	<b>289</b>
Year	Number of ADFs																											
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Halton	36																											
Warrington	58																											
<b>Total</b>	<b>289</b>																											

Occupancy Type	Total
Couple with dependant children	68
Lone person over pensionable age	58
Lone person under pensionable age	43
Couple both under pensionable age with no children	34
Lone parent with dependant children	33
3 or more adults under pensionable age, no children	23
Couple one or more over pensionable age, no children	15
Other	7
3 or more adults with dependant children	5
Not known	3
<b>Total</b>	<b>289</b>

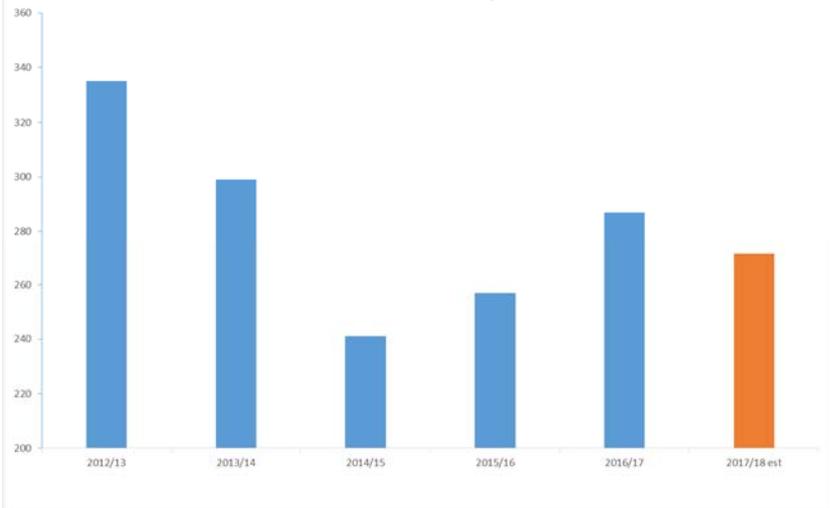
**What actions will be required to improve performance?**

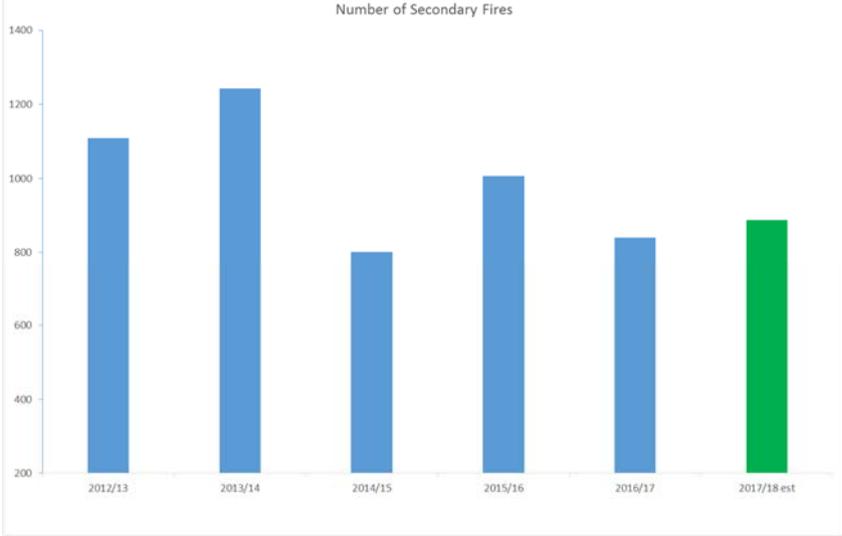
- Cooking is still the most common cause of ADFs. We will continue to work with the Communications team on targeted campaigns, interventions and educational programmes with an aim to reducing these figures.
- 7 out of 10 of the fires in Warrington were kitchen fires - in Warrington and Penketh crews have been tasked with developing kitchen safety initiatives and using the kitchen safety unit to improve local community awareness.
- The Prevention team in conjunction with the Fire Research and Analysis team will continue to review our targeting methodology to ensure we are targeting the most vulnerable in our society – indications are that ADFs involving Couples with Dependiant Children are increasing.
- Unitary managers will continue to scrutinise the detail to support targeted prevention campaigns where appropriate.
- Officers meet quarterly at the Performance Scrutiny and Campaigns Group to interrogate performance, utilising local intelligence from UPGs and to create targeted prevention campaigns.
- 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.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q3	From	01/04/2017
		To	31/12/2017
Target (Primary)	216	Actual	222
Target (Secondary)	815		790

### Indicator: [Number of Deliberate Fires]

Previous Status	Current Status	Summary of Current Performance														
		<p style="text-align: center;">Number of Deliberate Primary Fires</p>  <table border="1"> <caption>Number of Deliberate Primary Fires (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Number of Fires</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>335</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>255</td> </tr> <tr> <td>2016/17</td> <td>285</td> </tr> <tr> <td>2017/18 est</td> <td>270</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>Overall 222 deliberate primary fires were recorded at the end of Q3, against a target of 216. Overall the station area with the highest number of incidents is Warrington (31). Deliberate ignition of dwellings and non-residential properties account for 17 out of these 31 incidents (55%).</li> <li>This trend is not replicated across the rest of the Service Area with 92 incidents (41%) involving the deliberate ignition of a road vehicle. Of these, 54 were cars and 21 motor cycles. The station areas with the highest number of incidents involving motor vehicles are Widnes (18), Runcorn (14) and Ellesmere Port (10).</li> </ul>	Year	Number of Fires	2012/13	335	2013/14	300	2014/15	240	2015/16	255	2016/17	285	2017/18 est	270
Year	Number of Fires															
2012/13	335															
2013/14	300															
2014/15	240															
2015/16	255															
2016/17	285															
2017/18 est	270															

		 <p>The number of deliberate secondary fires recorded between April and December 2017 was 790 which is 25 under target. The highest number of incidents have been in Warrington (170) and Crewe (95), which account for 33.5% of all incidents. The peak time for incidents was between 17:00 and 21:00 (47%) and the peak days are Saturday, Sunday and Monday (51.5%)</p> <p>The main incident types are loose refuse (245), wheelie bins (113) and Small refuse/rubbish/recycling container (106) The stations with the highest number of fires involving wheelie bin/recycling containers is Warrington (67) followed by Runcorn (28) and Widnes (27).</p>
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**What actions will be required to improve performance?**

Warrington continues to be highest in terms of DPFs

**Primary Fires**

- Analysis of car fires continues with any relevant information being shared with the Police. Police Notification Reports (PNR's) 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. Business Intelligence to run report with more detail regarding car fires and the Arson Reduction Manager to carry out detailed scrutiny of the PNR's of the Warrington and Crewe car fires.
- Following agreement with the police the next few months will see an increase in police patrols in areas with a high rate of activity.

**Secondary Fires**

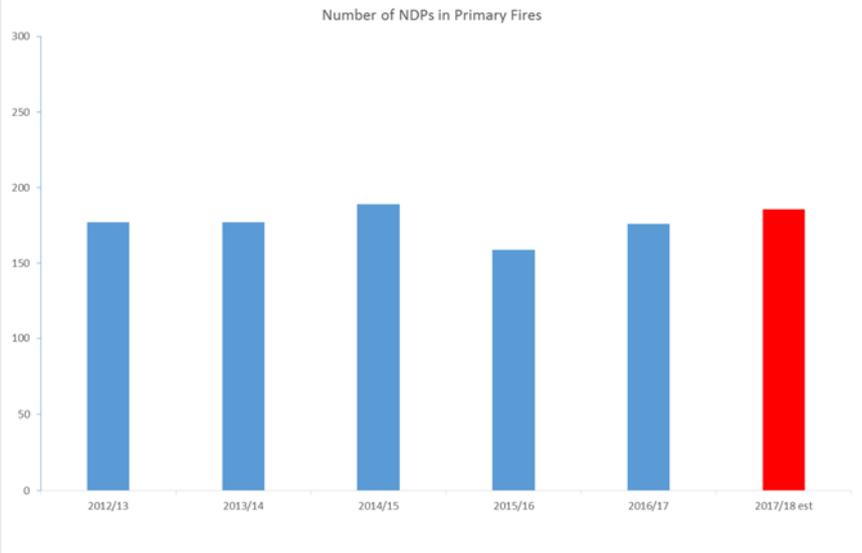
- The Service's "On the Streets" youth team (OTS) will continue to be deployed within identified problem areas to provide local engagement and distraction activities. The OTS team members will attend local authority youth provision meetings to improve the sharing of intelligence and ensure that initiatives are targeted to the areas most needed. The 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.
- In Cheshire West and Chester the Halton model has been adopted and is reflected by an improvement in figures. Meetings with police inspectors are being held regularly and will continue.
- Recent joint Impact day with Cheshire Police in Bewsey and Whitecross was attended by Councillor Wright. Work is also underway to enhance the boxing club provision within Radley Common by way of distraction activities. Police enquiries are ongoing in respect of multiple fires in the Radley Common area.
- The team at Safety Central are working to increase footfall at the centre to ensure early intervention and improved awareness around 'risk taking' behaviours.
- In Cheshire East trialling work with local CCTV operators to help identify hot-spots of anti-social behaviour and Business Intelligence to draw up polygons to assess trends. The polygons will be sent to North West Fire Control so that they can inform the CCTV operators who can identify any activity in the areas. If successful this initiative will be rolled out across the Service.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q3	From	01/04/2017 To 31/12/2017
Target	125	Actual	143

### 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>180</td> </tr> <tr> <td>2013/14</td> <td>180</td> </tr> <tr> <td>2014/15</td> <td>190</td> </tr> <tr> <td>2015/16</td> <td>160</td> </tr> <tr> <td>2016/17</td> <td>180</td> </tr> <tr> <td>2017/18 est</td> <td>143</td> </tr> </tbody> </table> <p>There were 44 non-domestic fires during 2017/18 Q3 (142 fires year to date compared with 130 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"> <li>• Retail, Single shop - 14</li> <li>• Pub/Wine bar/bar - 12</li> <li>• Factory - 11</li> <li>• Prison - 10</li> <li>• Hospital - 6</li> </ul> <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"> <li>• 38 Electrical causes - including fluorescent lights, other lights, batteries, wires and cabling.</li> <li>• 26 Industrial Equipment - all accidental, these included welding, heating or manufacturing equipment, ovens, kilns and dryers.</li> <li>• 21 Smoking related – 15 of which were deliberate and 6 accidental. Of the deliberate fires 8 were in prisons – Styal and Risley).</li> </ul>	Fiscal Year	Number of NDPs	2012/13	180	2013/14	180	2014/15	190	2015/16	160	2016/17	180	2017/18 est	143
Fiscal Year	Number of NDPs															
2012/13	180															
2013/14	180															
2014/15	190															
2015/16	160															
2016/17	180															
2017/18 est	143															

		<ul style="list-style-type: none"> <li>• 17 Cooking related incidents - including cookers, deep fat fryers and microwaves.</li> </ul> <p>Almost half of the 142 fires (67 incidents) were either confined to the item first ignited or involved smoke and heat damage only. Whilst a further 28 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 by means of a deterrent.
- 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, e.g. Grenfell Tower and the Liverpool car park fire.
- Business specific safety campaigns will continue to be supported by the Service and 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. An active Business Safety presence across the Service’s social media platform will ensure that appropriate fire safety messages are communicated to the wider business community.
- Business impact events have taken place in Ellesmere Port, Malpas and the Green Oaks shopping centre Widnes to promote fire safety, business continuity and sprinkler messages to local businesses. Further multi-agency events are planned for Q4 in Chester, Crewe and the Halton/Warrington area.
- Free fire risk assessment templates are now available on the Service’s website to assist businesses with improving fire safety in their premises.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q3	From	01/04/2017 To 31/12/2017
Target	995	Actual	422

### Indicator: [AFAs in Non Domestic Premises]

Previous Status	Current Status	Summary of Current Performance
		<p>At the end of Q3 there have been 422 attendances to AFAs in non-domestic against a target of 995.</p> <p>The station areas with the highest number of calls are Chester and Warrington which together account for 40% (168) of the overall total.</p> <p>The main property types for AFAs are hospitals (140) and retirement or care homes (102). In addition 58 of the calls should not have been attended under the current policy.</p> <p>The most common reason for the alarm to go off was a fault (186), followed by accidentally/carelessly set off (54).</p>

### What actions will be required to improve performance?

- The revised Unwanted Fire Signals (UwFS) Policy went live on 3<sup>rd</sup> 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, e.g. care homes.
- 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.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q3	From	01/04/2017 To 31/12/2017
Target	A) 30,000 B) 65%	Actual	A) 30,678 B) 58%

**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><b><u>Number of Safe and Well Visits</u></b></p> <p>Since April 1<sup>st</sup> 30,678 heightened risk visits have been completed by Community Fire Safety and Wholetime operational staff. In addition 1,465 Safe and Well visits have been completed by other staff (including on-call) who do not have a target with 7.6% of visits resulting in referrals to partner health agencies – see Infographic attached at Appendix 3.</p>
		<p><b><u>Platinum Address Success Rate</u></b></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"> <li>• Currently 58% of platinum visits have been completed which is slightly below target.</li> <li>• 82% of platinum households and 76% gold households have been engaged with, which is ahead of target.</li> </ul> <p>At the end of Q3, just 58% of the platinum households had been successful with a completed visit, out of the 82% so far engaged with. The way visits are mapped is to ensure best use of resources, i.e. walk-sheets are produced based on geographical concentration of target addresses (gold and platinum). This may mean on some occasions there maybe a higher percentage of gold addresses than platinum depending on the locality. The lone working policy also impacts on the numbers of visits achieved in a particular area by the Prevention teams.</p>

### What actions will be required to improve performance?

- Individual and team targets are 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 Prevention team’s performance will be monitored through weekly performance sheets with managers challenging areas of poor performance.
- In Q4 of 17/18 we have almost a full cohort of staff, the majority of whom are competent.

- The Service will continue to deliver and is working to expand the scope of its Safe and Well visits to include affordable warmth advice and atrial fibrillation testing.
- Demographics, access and training pressures have all contributed towards the Safe and Well target not being achieved to date in Lymm. All of the WMs have been instructed that the Safe and Well visits should take priority over the next quarter. The Lone Working Policy is being updated to enable operational crews to deploy as a lone worker from Lymm and sourcing equipment and training (in January) to achieve this.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q3	From	01/04/2017 To 31/12/2017
Target	1,200		1,518

### Indicator: [Thematic Inspections Completed by Operational Crews]

Previous Status	Current Status	Summary of Current Performance
		<p>548 thematic inspections were carried out in quarter 3, with a total of 1,518 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>In Q3 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"> <li>• Educate and Inform: 10</li> <li>• Notification of Deficiencies: 5</li> <li>• Action Plan: 3</li> <li>• Enforcement Notice: 3</li> <li>• Prohibition: 1</li> <li>• Alteration Notice: 0</li> </ul>

### 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.
- It has been noted that referrals from operational crews are consistently low, so a review is underway of the process for agreeing thematic areas and to ensure that the most appropriate premises are targeted.
- 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 Q3	From	01/04/2017 To 31/12/2017
Target	1,350	Actual	1,013

### Indicator: [Number of Non Domestic Premises Fire Safety Audits Completed]

Previous Status	Current Status	Summary of Current Performance
		<p>At the end of Q3 there have been 1,013 audits completed (307 in Q3). Resulting in:</p> <ul style="list-style-type: none"> <li>• Educate and Inform: 659</li> <li>• Notification of Deficiencies: 259</li> <li>• Action Plan: 72</li> <li>• Enforcement Notice: 22</li> <li>• Prohibition: 2</li> <li>• Alteration Notice: 0</li> </ul> <p>The department has lost a significant number of staff due to temporary promotions to other areas of the Service.</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 diverted 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 24,188 (78%) of the 31,011 active premises (excluding demolished, derelict, proposed plans, under construction) on the Protection team’s database CFRMIS.</p> <p>In addition to the fire safety audits, the Business Safety team carried out a further 653 business safety advice visits in quarter 3 (year to date total of 1,817 against a yearly target of 2,500).</p> <p>The Business Safety team also attended 4 separate events to support local business networks, gathering information and also meeting new connectors to minority groups as well as attending a multi-faith conference in Q3.</p>

### What actions will be required to improve performance?

- In Q4 the Protection team will be moving forward with almost a full establishment for the first time in a significant period with vacant WM and TFSO posts being filled (WM on a 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 have an impact on anticipated year end performance.

- Moving forward a more robust focus will be given with performance being scrutinised at local and departmental levels to drive improvement.
- 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 by means of a deterrent.
- 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.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q3	From	01/04/2017 To 31/12/2017
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 response time for life risk incidents is 7 minutes and 59 seconds.</p> <p><b>Dwellings</b></p> <p>94% of dwelling fires were attended within 10 minutes. There were 16 attendances to dwelling fires which failed the standard, 8 of which failed by less than one minute. The average response time to a dwelling fire between April and December 2017 was 7 minutes and 08 seconds.</p> <table border="1"> <thead> <tr> <th></th> <th>Pass</th> <th>Fail</th> <th>Grand Total</th> <th>% Pass</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>86</td> <td>4</td> <td>90</td> <td>96%</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>77</td> <td>10</td> <td>87</td> <td>89%</td> </tr> <tr> <td>Halton</td> <td>37</td> <td>1</td> <td>38</td> <td>97%</td> </tr> <tr> <td>Warrington</td> <td>64</td> <td>1</td> <td>65</td> <td>98%</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>264</b></td> <td><b>16</b></td> <td><b>280</b></td> <td><b>94%</b></td> </tr> </tbody> </table> <p><b>Road Traffic Collisions (RTCs)</b></p> <p>78% of RTCs were attended within 10 minutes. Overall there were 40 incidents which failed the standard. The average response time to an RTC between April and December 2017 was 9 minutes 06 seconds.</p> <table border="1"> <thead> <tr> <th></th> <th>Pass</th> <th>Fail</th> <th>Grand Total</th> <th>% Pass</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>53</td> <td>20</td> <td>73</td> <td>73%</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>36</td> <td>13</td> <td>49</td> <td>73%</td> </tr> <tr> <td>Halton</td> <td>12</td> <td>3</td> <td>15</td> <td>80%</td> </tr> <tr> <td>Warrington</td> <td>45</td> <td>4</td> <td>49</td> <td>92%</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>146</b></td> <td><b>40</b></td> <td><b>186</b></td> <td><b>78%</b></td> </tr> </tbody> </table>		Pass	Fail	Grand Total	% Pass	Cheshire East	86	4	90	96%	Cheshire West and Chester	77	10	87	89%	Halton	37	1	38	97%	Warrington	64	1	65	98%	<b>Grand Total</b>	<b>264</b>	<b>16</b>	<b>280</b>	<b>94%</b>		Pass	Fail	Grand Total	% Pass	Cheshire East	53	20	73	73%	Cheshire West and Chester	36	13	49	73%	Halton	12	3	15	80%	Warrington	45	4	49	92%	<b>Grand Total</b>	<b>146</b>	<b>40</b>	<b>186</b>	<b>78%</b>
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		<p><b>Call Handling data</b></p> <p>North West Fire Control report on the average time taken in seconds from the time of call to the time that the first resource is alerted, based on the priority incidents below.</p> <p>Priority '1' Incidents involving: Aircraft, Bariatric Emergency, Life Risk, Terrorism, Public Disorder, Special Operational Plans, Co Responder, Major Incidents, Road Traffic Collisions involving Large/Small Vehicles with Persons Trapped, Chemical Suicides, Trains/Trams.</p> <p>Priority '2' Incidents involving: Boat/Barge Fires, Building Fires, Caravans, Casualty Care, Chimney Fire (Thatched Roof), Electrical Installations, Chemicals, Pipelines, Ships in Dock, Tunnels.</p> <p>Priority '3' Incidents involving: Automatic Fire Alarms, Derelict Buildings, Cylinders, Petrol (Smell of/Leaking), Domestic Smoke Alarm, Vehicles Fires, Wind Turbines.</p> <p>Current performance is detailed in the table below</p> <table border="1" data-bbox="571 1064 1177 1182"> <thead> <tr> <th>FRS</th> <th>Q1 (Seconds)</th> <th>Q2 (Seconds)</th> </tr> </thead> <tbody> <tr> <td>Cheshire</td> <td>112</td> <td>115</td> </tr> </tbody> </table>	FRS	Q1 (Seconds)	Q2 (Seconds)	Cheshire	112	115
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**What actions will be required to improve performance?**

- Officers will continue to monitor performance to maintain the standard.
- All incidents that do not meet the 10 minute response standard criteria are scrutinised by the local Station and Unitary Managers to look for areas to improve performance.
- Furthermore, scrutiny of the failures identified that a significant number were outside the 10 minute catchment area as predicated under the Community Risk Management Model.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q3	From	01/04/2017 To 31/12/2017
Target	4.13	Actual	4.00

### Indicator: [Average Days/Shifts Lost to Sickness]

Previous Status	Current Status	Summary of Current Performance																																												
		<p>The Q3 statistics for sickness show that performance is still strong.</p> <p>Against the Q3 target of 4.13 working days lost to sickness (annual target of 5.5 days/shifts). Results were as follows:</p> <table border="1" data-bbox="643 801 1369 1106"> <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>Whole-time</td> <td>2856.5</td> <td>728</td> <td>3.92</td> </tr> <tr> <td>On Call</td> <td>1215</td> <td>308</td> <td>3.94</td> </tr> <tr> <td>Support</td> <td>1125.5</td> <td>268</td> <td>4.20</td> </tr> <tr> <td>CFRS Q3 Total</td> <td>3982</td> <td>996</td> <td>4.00</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 Q3 national results are not yet available but the Q2 results showed that Cheshire continues to perform well in the UK for sickness when compared against 37 other FRS.</p> <table border="1" data-bbox="643 1357 1369 1624"> <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>Whole-time</td> <td>2.11%</td> <td>3.95%</td> </tr> <tr> <td>Green Book</td> <td>2.66%</td> <td>4.12%</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 1657 1369 1924"> <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>Whole-time</td> <td>1.93</td> <td>3.95</td> </tr> <tr> <td>On Call</td> <td>2.98</td> <td>4.30</td> </tr> <tr> <td>Green Book</td> <td>3.47</td> <td>4.12</td> </tr> </tbody> </table>	Staff Category	# of sickness days/shifts	Headcount	Average working days lost to sickness per person	Whole-time	2856.5	728	3.92	On Call	1215	308	3.94	Support	1125.5	268	4.20	CFRS Q3 Total	3982	996	4.00	Staffing Categories	% of Days Lost to Sickness per person	Average % of Days Lost to Sickness pp across all FRS	Whole-time	2.11%	3.95%	Green Book	2.66%	4.12%	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	Whole-time	1.93	3.95	On Call	2.98	4.30	Green Book	3.47	4.12
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## What actions will be required to improve performance?

- 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 Q3	From	01/04/2017 To 31/12/2017
Target	33	Actual	20

### Indicator: [Working Days Lost to Injury]

Previous Status	Current Status	Summary of Current Performance
		During Q3 12 days were lost due to one accident. This brings the total for the year to date to 20 compared to 36 for the same period in 2016/17.

### What actions will be required to improve performance?

The Health, Safety and Welfare Committee continue to monitor performance and put in place actions to address any issues/trends.

## Performance and Programme Board – Performance Report

Reporting Period	Q3	From	01/04/2017
		To	31/12/2017
Target	85%	Actual	65.6%

### Indicator: [On-Call Availability]

Previous Status	Current Status	Summary of Current Performance and Intelligence								
<b>Nucleus</b>		<ul style="list-style-type: none"> <li>On Call availability for the year to date is 65.6%. 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.</li> </ul> <p>There are significant variations of availability between the differing on-call shift systems, where an:</p> <ul style="list-style-type: none"> <li>On-call pump is part of nucleus crewing, availability is 97.4%, a significant improvement on target</li> <li>On-call pump is the primary pump, availability is 65.5%. (e.g. Malpas, Poynton etc.).</li> <li>On-call pump is the second pump, availability is 47% (e.g. Winsford, Congleton etc.)</li> </ul> <p>The Individual figures for each pump over the last 12 months are shown in Appendix 4.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td><b>All OC Pumps (average)</b></td> <td><b>65.6%</b></td> </tr> <tr> <td>Nucleus OC Pumps</td> <td>97.4%</td> </tr> <tr> <td>Primary OC Pumps</td> <td>65.5%</td> </tr> <tr> <td>Secondary OC Pumps</td> <td>47.0%</td> </tr> </table>	<b>All OC Pumps (average)</b>	<b>65.6%</b>	Nucleus OC Pumps	97.4%	Primary OC Pumps	65.5%	Secondary OC Pumps	47.0%
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## 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 across all stations
- Continue to facilitate on-call staff to work full shifts on wholetime stations and further increase opportunities by including on-call in the new Resilience Register.
- 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 Officer (Station Manager) thereby increasing the number of support managers from 2 to 3.
- Introduced a pilot for a new 'Wholetime 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.

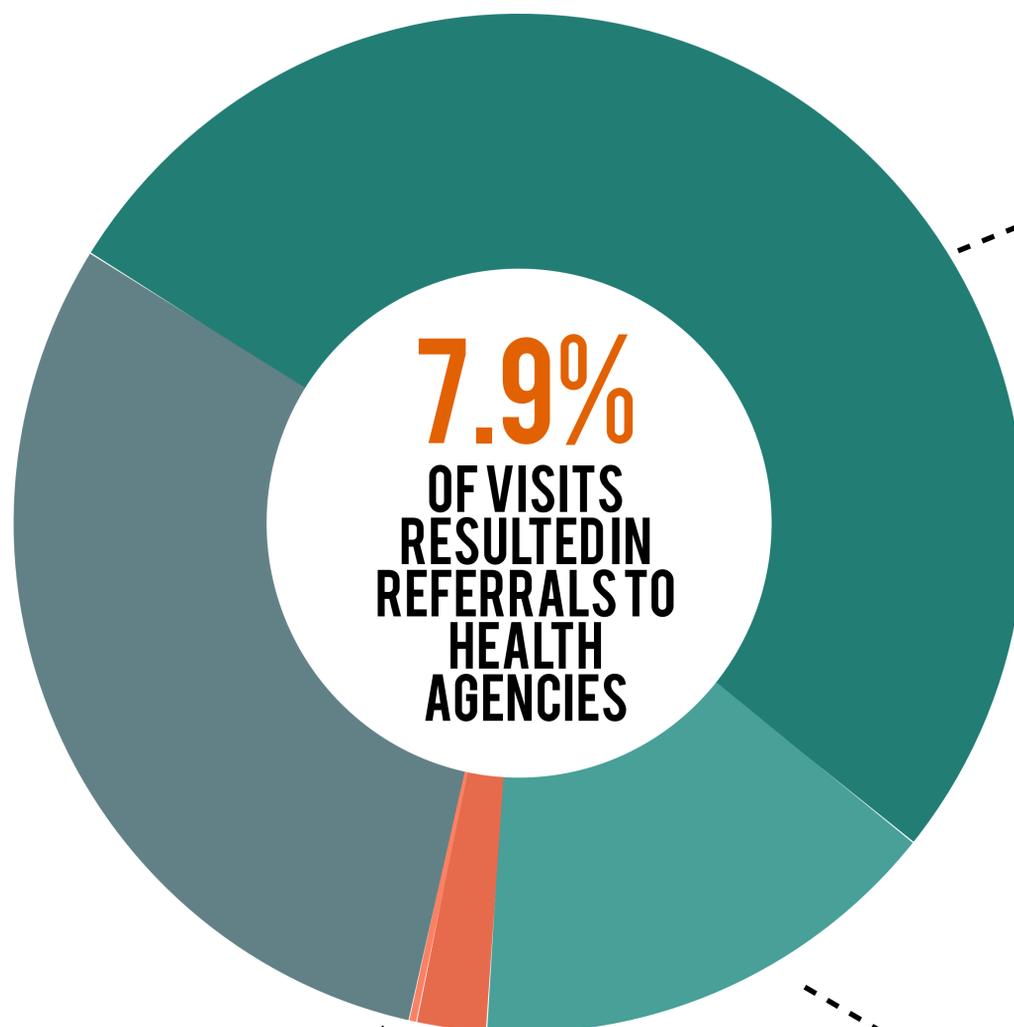
### **Daytime Cover**

- 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 3 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.

## 30,678 VISITS COMPLETED



**1048**  
ATRIAL  
FIBRILLATION  
SCREENINGS  
(HALTON)



**1789\***  
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**

**526**  
LOCAL AUTHORITY  
FALLS TEAM  
REFERRALS



# SAFE AND WELL Initiative

## QUARTER 3 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 
	8687	8.7%	133	604	19	3	0
	11742	8.0%	187	716	36	3	0
	4599	5.8%	86	154	1	1	1048
	5650	8.1%	120	315	21	1	0

Shift System*	Appliance Location	Call Sign	Quarter 4			Quarter 1			Quarter 2			Quarter 3			YTD Percentage
			January 2017	February 2017	March 2017	April 2017	May 2017	June 2017	July 2017	August 2017	September 2017	October 2017	November 2017	December 2017	
Nucleus OC	Birchwood	E02P1	99.46%	100.00%	97.58%	100.00%	98.86%	96.39%	99.66%	99.60%	99.79%	99.87%	99.44%	100.00%	99.22%
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	100.00%	97.17%	96.77%	94.72%	90.12%	94.93%	97.18%	85.08%	89.44%	92.74%	95.69%	95.90%	94.13%
Primary OC	Stockton Heath	E03P1	51.11%	46.32%	48.59%	32.88%	51.28%	45.83%	42.91%	56.59%	54.24%	53.60%	61.39%	58.47%	50.32%
Primary OC	Frodsham	E06P1	83.23%	94.64%	95.90%	66.70%	81.75%	38.89%	43.38%	38.14%	45.73%	49.70%	45.03%	24.80%	58.81%
Primary OC	Tarporley	E10P1	67.34%	56.06%	58.13%	58.02%	47.98%	53.65%	48.96%	41.20%	42.26%	58.47%	55.56%	59.95%	53.96%
Primary OC	Malpas	E11P1	83.43%	77.98%	73.29%	64.24%	68.68%	76.60%	78.29%	65.49%	64.65%	61.36%	69.27%	80.95%	72.01%
Primary OC	Nantwich	E12P1	91.73%	90.96%	93.11%	91.81%	89.52%	93.06%	92.20%	89.01%	96.60%	93.55%	90.31%	80.01%	90.97%
Primary OC	Audlem	E13P1	75.20%	64.96%	65.89%	50.24%	67.17%	58.82%	53.09%	50.97%	67.33%	64.38%	59.27%	69.56%	62.25%
Primary OC	Alsager	E14P1	75.47%	70.39%	74.83%	74.69%	70.50%	61.53%	68.51%	57.80%	71.11%	76.04%	64.41%	72.92%	69.87%
Primary OC	Sandbach	E16P1	93.85%	94.20%	92.57%	88.16%	81.45%	78.26%	80.21%	67.84%	65.14%	75.74%	85.42%	87.13%	82.44%
Primary OC	Holmes Chapel	E17P1	92.81%	88.99%	84.74%	72.43%	77.05%	69.93%	67.64%	54.77%	64.97%	65.73%	65.31%	71.61%	72.92%
Primary OC	Bollington	E20P1	58.94%	63.39%	54.64%	61.08%	48.39%	46.56%	64.72%	72.24%	70.07%	57.22%	77.08%	71.30%	62.11%
Primary OC	Poynton	E22P1	88.34%	78.98%	83.06%	90.03%	76.85%	80.97%	81.22%	74.76%	76.81%	79.13%	86.46%	85.85%	81.88%
Primary OC	Knutsford	E24P1							35.79%	48.79%	37.53%	44.19%	55.21%	41.94%	43.88%
Primary OC	Middlewich	E26P1	77.92%	86.16%	80.38%	76.32%	75.94%	66.01%	72.72%	69.02%	73.99%	83.40%	86.49%	83.50%	77.61%
Secondary OC	Runcorn	E05P2	77.92%	44.68%	58.57%	59.97%	66.23%	63.65%	68.82%	55.61%	48.72%	57.02%	61.22%	47.28%	59.27%
Secondary OC	Macclesfield	E19P2	67.27%	73.77%	78.53%	60.31%	55.51%	49.86%	59.38%	50.03%	48.78%	70.03%	60.80%	68.72%	61.89%
Secondary OC	Northwich	E25P2	52.55%	52.01%	47.41%	45.31%	47.04%	49.58%	44.99%	51.58%	53.75%	51.75%	54.58%	63.27%	51.15%
Secondary OC	Winsford	E27P2	29.91%	30.17%	21.24%	22.19%	13.51%	20.97%	14.05%	24.13%	16.01%	27.02%	33.02%	16.63%	22.33%
Secondary OC	Penketh	E29P2	46.94%	48.85%	43.15%	50.00%	39.05%	38.33%	48.25%	45.90%	55.97%	55.65%	44.55%	36.79%	46.08%
Overall Availability			75.67%	72.98%	72.42%	67.95%	67.34%	64.19%	64.86%	61.84%	63.95%	67.46%	69.07%	67.46%	67.29%

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# Performance at the end of December 2017



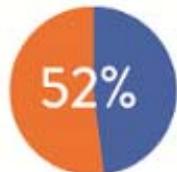
Since July 2017 we have welcomed  
**2,134** children and young people,  
**433** accompanying adults\* and  
**396** stakeholders

"Staff excellent with children  
and very accommodating to  
special needs"

"Absolutely  
fantastic"



"Great for all age groups.  
Very informative."



Pre-visit



Post-visit

Average **improvement**  
of **45%** in test of key  
lifeskills subject knowledge



"A fabulous centre. Very  
lifelike and interactive and  
covered so many different  
elements of safety."

"Very strong important  
messages delivered in an  
exciting, non-threatening way"



A total of **19** volunteers have graduated from  
our Ranger Academy and have already given  
**1,119** 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:** 28<sup>TH</sup> FEBRUARY 2018  
**REPORT OF:** CHIEF FIRE OFFICER AND CHIEF EXECUTIVE  
**AUTHORS:** JOANNE CARTLEDGE/SUSAN WATKINS

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**SUBJECT: QUARTER 3 PROGRAMME REPORT 2017-18**

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### **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 third 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 December 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 3 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 19 December 2017, any changes after this date will not be reflected.

Reporting Period	FROM	1 <sup>st</sup> October 2017	TO	31 <sup>st</sup> December 2017
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### PROJECT PROGRESS SUMMARIES, RAG STATUS AND IMPACT MITIGATION

1226 BLUE LIGHT COLLABORATION PROGRAMME

PROGRAMME  
MANAGER

Previous status	Current status	Mitigating steps (where status is red or amber)
		Status changed from red to green due to the Programme being re-forecast, including MFSS from April 18 to October 18.

#### Programme Update

#### Legal and Contracts

- The deed of variation and underlease is still to be agreed with the PFI provider and funders.
- Further drafting of End State Collaboration Agreement including governance arrangements.
- MIAA are currently producing a report (requested by the Joint Head of Finance) to provide independent input to the design and development of a financial model to support full cost apportionment of costs relevant to 'Joint Corporate Services'.

#### Joint Corporate Services

- The Legal team transferred on 1<sup>st</sup> November and everything went as planned.
- Meeting with stores and procurement planned to review the plans for the move in February 2018.

#### CFRS and CC on boarding to Multi Force Shared Service

- MFSS have been re-planning to ensure there is proper forward vision of the deliverables required and the dates for those deliverables. The CC and CFRS teams have had input in to these plans to ensure they are realistic.
- The current revised go live date has now moved from April 2018 to October 2018.

#### People

- Stores, Procurement, Finance and HR were due to Transfer in line with the MFSS Fusion go live on 1<sup>st</sup> April 2018. Given the delays to the go live date this was discussed at the BLC Programme Board on 5<sup>th</sup> December. It was agreed in principle that the transfer could go ahead subject to consideration of the implications and potential additional costs.
- Issue regarding annual leave and carry over balances for Planning and Performance and Corporate Communications have now been resolved. Process put in place to prevent future errors.
- Continuing to review the CFRS HR processes in light of the move to MFSS.
- There is an issue with the closure of the Childcare Voucher schemes to new entrants from 1<sup>st</sup> April 2018, meaning that some staff who are currently in the CFRS scheme may not be able to enter the CC scheme. Advice is being sought from Legal.

### **Estates and Facilities**

- The reception refurbishment work is underway.
- Car park – SPV to review the quotation.
- Tea points – Utility charge queries to be resolved.
- Conference rooms 7 and 8 modifications – Progress will be delayed as the stores work is taking priority. Arcadis to investigate extra cost due to scope creep.
- Stores move – The SPV have now confirmed that they will not be able to meet the 19<sup>th</sup> January 18 construction completion date. Therefore Estates have suggested a contingency plan in order to meet the 28<sup>th</sup> February deadline. This was discussed at the BLC Programme Board on 5<sup>th</sup> December and the contingency plan was agreed to in principle subject to consideration of space requirements as Sadler Road and additional costs.

### **Communications and Stakeholder Engagement**

- The team are working on completing the briefing document for the Joint HQ press release / launch event.
- Phone / email directories have not been updated. This has created issues, particularly with emails, as Fire staff cannot find the details of Police colleagues and vice versa. The Corporate Communications team are working with IT to find a solution. Delays to the Oracle Fusion project could potentially lead to a delay in the directories being updated, unless an alternative solution is found.

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)		
				
<b>Programme Update</b>				
<p>Following the soft market testing days the Authority received one bid during the tendering exercise from ISG contractor. Following the bid ISG were invited to a meeting when they presented their bid to the programme team and members of the CFA. Following the meeting the application was considered and presented to the Authorities Estates and Property Committee when they approved appointment of ISG for Stage 1 of the programme.</p> <p>ISG will now conduct a number of surveys at Sadler Road and a meeting has been arranged for the programme team, and ISG to meet and discuss the employers requirements report which was submitted to them on the 11th December 2017.</p> <p>All of this progress has been presented to members of staff during a briefing session held on the 11th December 2017 at Sadler Road, along with the relocation plan update which has received no negative feedback from those members of staff who have relocated to new office accommodation.</p> <p>The Training Centre programme continues to plan the relocation of training to alternative accommodation, including the construction of a new smoke house at Warrington Fire Station. Members of staff at Warrington have been invited to a start-up meeting in December 2017 when they will be encouraged to participate in the design. All of the plans for relocation will be presented at P&amp;O in February 2018.</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)		
		Closedown report approved at Performance and Programme Board on 22 <sup>nd</sup> February 2018.		

1179	Lymm Fire Station	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Halton and Warrington)
Previous status	Current status	<b>Mitigating steps</b> (where status is red or amber)
		Closedown report approved at Performance and Programme Board on 22 <sup>nd</sup> February 2018.

1180	Powey Lane	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Cheshire West and Chester)
Previous status	Current status	<b>Mitigating steps</b> (where status is red or amber)
		Closedown report approved at Performance and Programme Board on 22 <sup>nd</sup> February 2018.

1176	Knutsford	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Cheshire East)
Previous status	Current status	<b>Mitigating steps</b> (where status is red or amber)
		Closedown report approved at Performance and Programme Board on 22 <sup>nd</sup> February 2018.

<b>1089</b>		<b>Crewe – on call staffing for the 2<sup>nd</sup> pump</b>	
<b>Project Sponsor</b>		Head of Service Delivery	
<b>Project Manager</b>		Service Delivery Manager (Cheshire East)	
<b>Previous status</b>	<b>Current status</b>	<b>Mitigating steps (where status is red or amber)</b>	
	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 firefighters are continuing with their on-going development course and assessments pending the outcomes of the review.</p> <p>Firefighters (In development) x7 Possible transfers from other stations x2 (on hold pending outcome of review) Total 9</p>			

<b>1092</b>		<b>Ellesmere Port - on call staffing for the 2<sup>nd</sup> pump</b>	
<b>Project Sponsor</b>		Head of Service Delivery	
<b>Project Manager</b>		Service Delivery Manager (Cheshire East)	
<b>Previous status</b>	<b>Current status</b>	<b>Mitigating steps (where status is red or amber)</b>	
	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 firefighters are continuing with their on-going development course and assessments pending the outcomes of the review.</p> <p>Watch Manager Competent x1 Crew Manager Competent x1 Firefighters (In development) x3 Firefighters (Trainee) x3 Total 8</p>			

<b>1318</b>	<b>Cardiac Arrest Response Project</b>	
<b>Project Sponsor</b>		Deputy Chief Fire Officer
<b>Project Manager</b>		Head of Service Delivery
<b>Previous status</b>	<b>Current status</b>	<b>Mitigating steps (where status is red or amber)</b>
		The project status is red because the FBU have withdrawn from supporting cardiac arrest response incidents.
<p>The national pay negotiations between the NJC 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 the 4 pilot stations which were involved in the NJC trial.</p> <p>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>		

<b>1534</b>	<b>Nucleus Review (Birchwood, Macclesfield and Wilmslow)</b>	
<b>Project Sponsor</b>		Head of Service Delivery
<b>Project Manager</b>		Service Deliver Manager (Warrington and Halton)
<b>Previous status</b>	<b>Current status</b>	<b>Mitigating steps (where status is red or amber)</b>
		Project remains amber due to dates not met and new Nucleus system not agreed.
<p>In light of being unable to agree a new Nucleus duty system, it had been decided that the Service will maintain the current duty system but remove the need to cover short term sickness and as such the removal of the 7.5% allowance. This has been put forward by the FBU.</p> <p>Discussions have taken place with Legal Services and as this is a change in contract, there may still be the need to go through JCC, if the FBU are instructed not to agree by their members.</p> <p>This will mean that the Nucleus system will maintain 6 people per watch, so there will be no reduction in numbers; however, new leave procedures have been agreed and signed off by the FBU, to ensure that the additional capacity is not maintained on the Nucleus system, but is shared out across the wholetime system also. The surplus capacity/shifts that this provides on a day to day basis will result in savings being offset against the budget used to cover deficiencies on the wholetime system. For maximum efficiency, these additional shifts will, on the whole, be used to cover individuals training, meaning that the individuals that will be out staffing from the Nucleus stations should start and finish at their 'home' stations at the normal time as they will arrive at the wholetime station for the start of shift and will leave as soon as the individual on training returns.</p> <p>This option, along with the savings generated through the removal of the allowances will provide savings of over £200k. There may still be a requirement to attend RAP if crews fail to accept the changes.</p> <p>The current Nucleus Principles of Agreement have been updated to reflect the removal of the requirement to cover short term sickness and as such the 7.5% allowance.</p>		

1302	<b>Review of On Call Duty System</b>	
<b>Project Sponsor</b>		Deputy Chief Fire Officer
<b>Project Manager</b>		Head of Service Delivery
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>
		Closedown report approved at Performance and Programme Board on 22 <sup>nd</sup> February 2018.

1110	<b>ON CALL RECRUITMENT PROGRAMME</b>		
<b>PROGRAMME SPONSOR</b>		<b>Head of People and Development</b>	<b>PROGRAMME MANAGER</b>
			<b>Service delivery Manager (Cheshire West and Chester)</b>
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>	
		The Programme remains amber as establishment is not yet achieved at all stations. Closedown report approved at Performance and Programme Board on 22 <sup>nd</sup> February 2018.	
<b>Programme Update</b>			

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>Operationally, 11 out of 12 apprentices have passed all courses, with one currently working towards passing their HAZMAT course. They have attended Fire Service College where they observed and took part in exercises. Attending FSC provided them with exposure to new types and scale of incidents that they so far have not experienced. The apprentices have assisted OTG in developing video resources on how to guides for operational activities, by being videoed in completing a host of practical exercises. They all have completed 'Observe and Preserve' training to assist them in their work in Prevention. They undertook a 2 week training course on Protection with all passing an exam on the content covered and have since shadowed the TFSOs. In January many will start assisting in Prince's Trust delivery although 4 apprentices already started supporting teams in November. All are still supporting Safety Central with many proficient in delivery of the Rangers activities. Two apprentices represented the Fire Service at the NEC supporting the Apprenticeship Service stand at the National Skills Show. All have sat their Leadership and Management IFE paper and are awaiting their results that are imminent.</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>All apprentices completed their Prince's Trust course and started their apprenticeship with Cheshire Fire on December 4th. The first 3 weeks are induction weeks where the apprentices complete courses on presentation skills, emotional intelligence, safeguarding and conflict management as well as finding out more about the Service and in particular the Safe and Well visits they would be undertaking in the new year. They have each been given their handbooks and guidance for the SFJ Award qualification they will be studying for, received an induction onto the award itself and have been set numerous tasks as part of their qualification to complete. New to the induction this year was a project management workshop followed by a Nepal fundraising challenge - the idea was to encourage the apprentices at an early stage to start their fundraising towards their £30,000 target and to gain an understanding of what might make fundraising a success. Roberts Bakery kindly donated gingerbreads for the apprentices to sell and this combined with other fundraising ideas raised approximately £800 towards their target. The apprentices start in Prevention on January 2nd.</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>Meeting of the Members and Officer Sprinkler Groups have taken place.</p> <p>Visits have been arranged with high-rise RSL's to discuss post Grenfell issues and sprinklers options.</p> <p>Officers have visited Staffordshire Fire and Rescue regarding their approach to sprinklers in terms of campaigning and engineered approach.</p> <p>The department have been liaising with Prevention to update the Prevention &amp; Protection strategy; to include the Sprinkler and Ultimate Protection policies.</p> <p>The department have met with the Programme Office and we will now be revisiting and amending the PID/plan to drive the sprinkler campaign going forwards.</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)			
					
<b>Project Update</b>					
<p>The Legal team have now produced a variation to the Safe and Well legal Agreement to include the affordable warmth offer and work programme. The Agreement has been approved by all 4 Cheshire Directors of Public Health. We now plan to get the variation of legal Agreement signed by the Cheshire Directors of Public Health at their meeting on 15<sup>th</sup> December.</p> <p>At the moment the plan is to go live with the work on 15<sup>th</sup> January. However, this is dependent upon the Head of Protection and Organisational Performance resolving some IT issues with CFRMIS which have occurred since servers were moved to Police HQ as part of Blue Light collaboration. If this cannot be resolved in good time then we will not go live with Phase 2 on 15<sup>th</sup> January.</p> <p>All CFRS staff have now been appropriately trained in affordable warmth issues in preparation for implementing Safe and Well Phase 2 early in 2018.</p>					

1500		SAFE AND WELL PHASE 2 – LONELINESS AND ISOLATION	
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER
Previous status	Current status	Mitigating steps (where status is red or amber)	
N/A			
<b>Project Update</b>			
<p>The Safe and Well Policy and Project Manager has met with representative from Silverline (charity); they are keen to be involved in the Loneliness and Social Isolation work as well as British Red Cross.</p> <p>British Red Cross can offer a 6 week supportive programme at a resident's home to help them with loneliness and social isolation. Silverline offers an indefinite telephone befriending service. Jenny Maskell has suggested that CFRS refer into one of the organisations via a Safe and Well visit and a subsequent referral into the other organisation could occur. For example CFRS refer into BRC for 6 week programme, BRC refer into Silverline at the end of the 6 week programme.</p> <p>Planned next steps are to draft up supporting documentation, including a MOU, data sharing protocol and evaluation template. This will need to be reviewed by all three organisation's relevant departments. Training for staff will also occur prior to implementation. The aim is to go live with this aspect of Safe and Well by the end of the financial year.</p>			

1496		SAFE AND WELL PHASE 2 – HYPERTENSION, BLOOD PRESSURE and ATRIAL FIBRILLATION	
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER
Previous status	Current status	Mitigating steps (where status is red or amber)	
			
<b>Project Update</b>			
<p><b>Blood Pressure</b> NHS England (Cheshire and Merseyside Sub-Region) have stepped away from being the responsible health body for the blood pressure initiative. Therefore CHAMPS have agreed that Wirral LA Public Health will sponsor this element of Safe and Well and be the signatory for the Cheshire FRS MoU. Wirral LA is the sponsoring body for the CHAMPS collective.</p> <p>CHAMPS and CFRS have met with Wirral LA to discuss the governance issues. The Wirral LA Information Governance lead has advised that they do not require a data sharing agreement as the data we are collecting for BP will be non-identifiable. The only reason Cheshire FRS will be recording the outcome of the blood pressure testing is for evaluation purposes. Wirral LA also confirmed that CFRS do not need to complete the NHS IG Toolkit.</p>			

Wirral LA have provided an amended version of the MoU to outline what data needs to be transferred, when, how and to who. They will sign the MoU for both the three month pilot using the watch at Chester and Macclesfield, and in due course, for the broader roll out of the work pan-Cheshire once all staff have been trained in early 2018.

There are currently some issues with CFRMIS. As part of Blue Light Collaboration, CFRMIS was moved to a police server. This has caused some problems and we are unable to use the system properly as part of the server move, including testing the system in preparation for implementing of Phase 2 of Safe and Well. The issue is being looked into by the Head of Protection and Organisational Performance with the Head of IT. Assuming the IT issues are resolved in time we will commence the pilot on 15<sup>th</sup> January for three months.

#### **Atrial Fibrillation**

All Cheshire FRS crews covering West Cheshire, South Cheshire and Vale Royal CCG areas have received appropriate training to conduct the atrial fibrillation screening work ready for the go live date. The NHS Innovation Agency hope to get the ECG Mydiagnostick devices to us shortly. There are still some information governance issues to consider.

#### **Agreement and MOU**

Received clearance from the 4 Cheshire LAs and NHS England for the Safe and Well legal agreement. Lawyers have prepared the document ready for signing by the Directors of Public Health and NHS England at their monthly meeting. The legal agreement will cover extending the Safe and Well work for Affordable Warmth and Atrial Fibrillation. The governance for the Blood Pressure pilot will be an MoU between CFRS and Wirral LA.

1313		EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME	
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER
		ESCMP 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 national plan.	
<b>Programme Update</b>			
<p>The new National Transition Plan (NTP) will probably be available to User Organisations in the first quarter of 2018. This is almost a year since it was due to be published. This reflects the difficulties the Authority are having re baselining the Programme. There are still high level issues with Motorola and EE. Other work streams progress, however the delay in the NTP means that information and planning is difficult.</p> <p>We are currently discussing Trials and Pilots. This is an important tranche but will only occur in Q3 2019 due to Vehicle Devices. A recent Training Workshop was disappointing due to the Delivery Partner (Private sector) focusing on their product and not on the Programme.</p> <p>Training for the new electronic reporting tool, SmartCore, will take place in early January. A representative from CFRS is to be identified to attend. Following the retirement of the current project manager, there is a possibility that the project manager for the Police project may oversee the Fire project for a short period of time with a liaison at CFRS. This is currently being explored. Should this occur then a full briefing will be given.</p> <p>SMT have agreed that CFRS should provision devices from Police. The ESMCP Project Manager to brief Procurement and Finance on the process and ensure that IT understand our requirements when the final 'as is' device list is requested by the Programme. The 'as is' list will be our like for like replacements.</p> <p>Samsung have won the contract to supply hand held devices. It is unclear whether there will be more than one Samsung offered. This is disappointing, as we expected a catalogue of choice. Another risk is the speed at which hand held technologies move. If the v.1 hand held is available in early 18, things may have moved on by the time the vehicle device arrives late 19. The refresh schedule should be scrutinised at an appropriate point.</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)		
				
Programme Update				
<p>Productive project meetings held in December 2017. The Police Drone s Project Manager is leading on the creation of the Operations Manual which is 50% complete. Six pilots (three Fire &amp; three Police) have now been identified and vetting is underway for the Fire Pilots. Initial Unmanned Aerial Vehicle (UAV) operators course being completed the last week in January with Sky Futures using the Fire Service College as a venue. Once passed successfully this will allow the operators to train while collating information and applying for the Permission for Commercial Operations (pfco).</p> <p>The Police Drone Project Manager is liaising with suppliers to obtain the best price for the selected airframe and accessories. (DJI Matrice 210).</p> <p>At the group meeting on the 17th January a final decision will be made regarding the exact specification and an order can be placed.</p> <p>Vehicle to deploy the UAV has been selected by the Fire Fleet Services Manager from existing vehicle stock.</p> <p>Initial UAV operation will be daytime only, options paper for the staffing of the UAV 24/7 needs to be completed.</p>				

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>Not being able to recruit the 1X WM, 2 x CM and 12 FF for the On Call pumps at Crewe and Ellesmere Port</p>	<p>Head of Service Delivery</p> <p><b>Risk Review:</b> IRMP Delivery Group</p>	<p>20</p> <p>➔</p>	<p>There is currently no change to the risk. All recruitment suspended pending the outcome of the review by Members in February 18.</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 whole-time pumps at Crewe and Ellesmere Port to on call. This will result in demands on reserves.</p>	<p>Head of Service Delivery</p> <p><b>Risk Review:</b> RMB</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 Development</p> <p><b>Risk Review:</b> PPB</p>	<p>12</p> <p>⬇</p>	<p>Protection managers have now visited all landlords/representatives that operate high rise properties in Cheshire. The majority are showing a significant interest in installing sprinklers. A business case has also been produced requesting additional funds to support the campaign going forwards. Risk has been reviewed and based on the above the likelihood has now been reduced to medium.</p>
1226: BLUE LIGHT COLLABORATION PROGRAMME (Strategic Risk)				
979	<p><u>MFSS On boarding</u></p> <p>As a result of a number of partners on boarding to Oracle at the same time there is a risk that the project will slip beyond the planned go-live date. Delays for partners could be caused by a number of factors including parallel payroll runs, delays in testing poor data quality, resourcing problems.</p>	<p>MFSS Project Manager</p> <p><b>Risk Review:</b> RMB</p>	<p>16</p> <p>➔</p>	<p>As a result of slippage within the programme, this risk has been reviewed and aligned to a revised programme plan. This includes revised current controls. The Risk score is still relevant to the current situation as at 21/12/2017.</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 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>ESCMP Internal Transition Manager</p> <p><b>Risk Review:</b> RMB</p>	<p>15</p> 	<p>This risk was raised March 2017. An extension of the Airwave contract is now looking inevitable and likelihood of this risk was 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 NW 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> <p><u>Update December 17:</u> A new Transition plan is expected in Spring next year at which point the length of the Airwave extension and the subsequent cost should become more apparent.</p>

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 28<sup>TH</sup> FEBRUARY 2018  
**REPORT OF:** DIRECTOR OF GOVERNANCE AND COMMISSIONING  
**AUTHOR:** CHRIS ASTALL

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**SUBJECT:** INTERNAL AUDIT PLAN – QUARTERLY  
PROGRESS REPORT (Q3)

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### **Purpose of Report**

1. To provide a quarterly progress summary (Q3) relating to the Authority's 2017-18 Internal Audit Plan.

### **Recommended that: Members**

- [1] review and note the attached reports; and
- [2] 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 3 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 last report to Performance and Overview Committee**

6. Equality & Diversity – Recruitment
7. Fire Safety Audit
8. Business Continuity

### **Current audit work in progress:**

9. **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.

#### ***Fieldwork Scheduled***

10. **Combined Financial Systems** – To review key controls within financial systems including procurement / tendering.

#### ***Fieldwork Scheduled***

11. **IT Review** – Scoping in Progress

## **Financial Implications**

12. 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**

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

## **Equality & Diversity Implications**

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

## **Environmental Implications**

15. 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 3 (2017-18)**

Internal Audit Progress Report  
Performance and Overview Committee  
(28<sup>th</sup> February 2018)

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: -

- Equality and Diversity: Recruitment – **Significant Assurance**
- Fire Safety Audits – **Significant Assurance**
- Business Continuity – **Significant Assurance**

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	
Equality and Diversity: Recruitment	Significant	0 x Critical 0 x High	0 x Medium 3 x Low

**Background:** The Equality Act 2010 introduced the Public Sector Equality Duty, also referred to as the General Equality Duty, which came into effect on the 6<sup>th</sup> of April 2011. This places additional specific duties on public bodies including Fire Authorities. The General Equality Duty has three aims. It requires public bodies, including the Authority, to have due regard to the need to: -

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Foster good relations between people who share a protected characteristic and



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people who do not share it.

The Act introduced the opportunity for employers to use positive action in the recruitment and promotion of staff. Positive Action refers to a range of measures and initiatives that employers can lawfully take to actively encourage individuals from under-represented groups to apply for employment.

The Authority had prior to this date carried out positive action where appropriate and permissible under previous legislation. Furthermore, the Equality, Diversity and Inclusion Strategy currently in place states that the Authority is committed to providing a comprehensive operational service that protects the communities and infrastructure of Cheshire.

**Objective:** To assess the Authority's recruitment processes and the steps taken to deliver on the key priorities within the Equality and Inclusion Strategy with regards to recruitment and retention of whole time firefighters and apprentices and to ensure they are in compliance with the Equality Act.

**Summary:** The Authority's Equality, Diversity and Inclusion Strategy 2017-2020 highlights the Service's commitment to equality, diversity and inclusion. The strategy is comprehensive and references the work on positive action. This is supported by a Talent Management Toolkit in place that covers all aspects of recruitment, retention and promotion and an Attraction Strategy that is designed to encourage engagement with under-represented groups and those with protected characteristics. The Attraction Strategy and Talent Management Toolkit cover a variety of key actions that were evidenced as having been satisfied or were in progress. A minor enhancement has been agreed to reference within the Attraction Strategy and Talent Management Toolkit to Positive Action and under-represented groups.

A range of awareness and engagement activities are in place and were evidenced as part of the review. This includes attendance at a number of events to raise awareness of the opportunities available and recruitment campaigns. The Authority also maintains a high profile at the various Pride Events across Cheshire and attend religious and cultural events.

In addition to attending external events, stations engage in positive action activities. This ranged from attending gyms to talk about being a firefighter to taking a fire engine to local carnivals. The Authority also held taster days at Service HQ, which were targeted at members of under-represented groups, to understand the work of a firefighter and the recruitment process. The recruitment pod is used at all taster days

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to provide attendees with a taste of the practical tests. Fitness sessions have been introduced and potential applicants are invited to attend to demonstrate the physical tests, in particular the shoulder lifts that are required to be successfully passed with bespoke fitness regimes provided to assist with training. Expression of interest cards are collected at these events so that the Authority could keep in touch with potential applicants from under-represented groups.

The Equality & Diversity page on the internet can be easily accessed from the 'About Us' tab on the home page. It includes the contact details of the Equality & Inclusion Officer and provides links to the Equality Act, the Equality & Inclusion Strategy and provides an overview of Equality within the Authority. The Authority have designated representatives on the Equality Steering Group for LGBT, BME, women and disability, which meets quarterly. During 2017, the Authority achieved 8th place in the Stonewall top 100 Employers.

The Equality and Inclusion officer links closely with the Communication Team, and updates on social media were viewed during the review providing updates on recruitment campaigns, taster days and events.

The Service produce an annual Equality Monitoring Report which covers both employment and community engagement activity and outcomes during the year, which is received and considered by the Authority's Performance and Overview Committee. On review of the report there are a number of positive outcomes that were reported during 2016/17. There is a section within the report which provides conclusions and next steps. It is important that the Service ensures that there is a clear link between the next steps identified in this report and ensure this is clearly aligned in current work and engagement plans and activities and that this is monitored through the Equality Steering Group (ESG).

Overall, the Authority are demonstrating good processes with regards to promoting equality and diversity within the recruitment process. The evidence reviewed from recent campaigns demonstrate that there are clearly a number of ongoing work streams. These support the work of the Equality and Inclusion Team to move forward and to assist with achieving the aims and key actions included within the Strategy and the Plan.

The Authority has a range of family friendly policies and procedures in place in particular; Maternity Policy, Paternity Scheme, Shared Parental Leave, Adoption and Valuing Equality and Inclusion. The policies support the Authority's attraction and

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retention strategies.

Individuals on recruitment panels should be trained prior to carrying out the role. On the last recruitment undertaken, some of the panel members required training and this was provided. In order to ensure that all managers have received training, a mandatory face to face session for those involved in the recruitment process is planned in February 2018. The Service has identified a small number of officer's staff who will be required to take part in this training course, as a result of promotions and new starters.

The review has evidenced that updates on Equality, Diversity and Inclusion are presented to the Performance and Overview Committee on a six monthly basis. There is at least one update, usually in September covering the Annual Equality and Monitoring report, providing Members with the key issues identified from across the Authority. The Equality Steering Group (ESG) monitors the various work streams and action plans that are in place and actively monitors the Strategy and the data that feeds in to and supports the annual monitoring report. Internally, there are numerous quarterly breakfast briefings that are attended by relevant representatives and officers. The review identified clear ownership of action plans and are represented as a standing agenda item, reporting to the Equality Steering Group (ESG) on a regular basis.

**Key areas agreed for action (due to be completed by March 2018):**

Three low risk recommendations to be actioned focussed on: -

- Attraction Strategy and Talent Management Toolkit to be updated accordingly with reference to positive action and equality, diversity and inclusion;
- A meeting to evaluate 2017 positive action campaigns and to start planning future campaigns was held on 9 January 2018. This working group will now meet bi-monthly. Consideration was given as to how best link in actions arising with the next steps identified in the annual Equality Monitoring Report. Following this meeting, decisions are being taken in order to reflect actions arising in future plans and whether this is best monitored through the Equality Steering Group.
- In order to ensure that all managers have received training, a mandatory face to face session for those involved in the recruitment process is being run on 6<sup>th</sup> February 2018. The Service has identified only 8 officers and 2 green book members of staff who will be required to take part in this training course, as a



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result of promotions and new starters.

**Executive/ Management Sponsor:** Director of Transformation / Equality and Inclusion Officer.

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Title	Assurance Level	Recommendations	
Fire Safety Audits	Significant	0 x Critical 0 x High	0 x Medium 3 x Low

**Background:** Fire safety initiatives are conducted by CFRS, with the aim to develop safer business and community sectors. Advising and educating owners, managers and occupiers of business premises how to comply with fire safety regulations is a key component in this process. When the community becomes more aware of their legal obligations under the Regulatory Reform (Fire Safety) Order 2005, it should increase safety and require less enforcement from officers. Consequentially, this should result in fire protection officers having more time to focus on high risk premises and emergency situations.

The Chief Fire Officers Association (CFOA) Business Safety Strategy acknowledges that businesses need to be confident that Fire and Rescue Services can provide them with the right information and advice to support them in being compliant with fire safety legislation. In support of CFOA's Business Safety Strategy, CFRS works with the business sector through its Business Safety Team to promote a fire safe environment within all non-domestic premises, to ensure they are aware of their responsibilities under the Fire Safety Order; thus ensuring that people are as safe as possible when occupying or visiting non-domestic premises.

Fire safety audits are one of the key business safety initiatives ran by CFRS. The service prioritises fire safety audits to non-domestic premises that pose the greatest risk to life, property, economy, the environment and to the nation's heritage. Key performance indicators (KPIs) are embedded into the Service's Integrated Risk Management Plan (IRMP) and reported to Performance and Overview Committee. These are driven by the delivery of fire safety audits against the plan and the reduction in the number of fires in non-domestic premises.

**Objective:** To provide assurance that CFRS has a robust fire safety audit process, which supports the Service's vision to 'achieve safer business and community sectors where there are no preventable deaths or injuries in fires, where fire losses are

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reduced to all time minimal levels, and businesses receive consistent and common advice, information and enforcement practices’.

**Summary:** CFRS has a range of policies, strategies and procedures in place which relate to fire safety audits. Overall, coverage and clarity of the associated documentation was good. A review of the policies identified that steps for each stage of a fire safety audit are defined with timescales in line with the Fire Safety Order (2005). Additionally, policy information was found to be consistent with and supported by the overarching ‘Integrated Risk and Management Plan’ and ‘Community Fire Protection Strategy’.

Discussions with officers, and examination of the training schedules, indicated a clear commitment to ensure that staff are appropriately trained before undertaking a fire safety audit. Training requirements are defined through a national structure and courses are ran both by approved trainers, highlighting a consistency in approach. A review of a sample of training records found that they had the required evidence and documentation, supporting the completion of training.

Processes and controls for the identification of non-domestic premises were found to be robust. The Fire Safety Order (2005) states that the premises’ responsible person has a duty to complete a fire risk assessment. Although the responsibility to identify all non-domestic premises does not sit with CFRS, it was observed that the organisation actively attempts to do so. This was evidenced to have been facilitated through consultation of building regulations, weekly planning lists and local knowledge of the area. Notifications of changes from these identification methods were found to have been managed and subsequently updated on a regular basis. A selection of changes were reviewed to assess that they were being updated within defined timescales. No issues were found, highlighting compliance with expected processes. Responsibility to record or authorise additions sits with each unitary performance area’s (UPA) Station Manager, a restriction on user access rights ensured that this control was effective.

Due to the number of non-domestic premises within the service’s remit, it is not feasible for CFRS to perform fire safety audits for each on a yearly basis. An intelligence led targeting strategy has been adopted to prioritise work plans for each area, using tools such as risk categorisation. Upon review, the strategy was found to align to the CFRS Enforcement Procedures and service’s IRMP. Priorities and frequency of audits are determined in accordance with the fire authority systems, which are derived from a combination of each premise’s relative risk score and FSEC (Fire Service Emergency Cover) category. Relative risk scores were found to have been determined

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by a number weighted elements, which was consistent with the requirements listed in the Fire Safety Guidance Notes. A combination of automated fields and relative risk score calculator were found to act as a good control to maintain risk scoring consistency and error prevention.

On a local level, each Unitary Performance Area has its own planning database. A comparison of each area's database confirmed that the relative risk scores had been considered and the strategy had been implemented consistently across the areas. Internal timescales had been defined to inform best practice for the authorisation of Enforcement Notices. Sample testing highlighted that 4 out of the 20 Enforcement Notices had not received sign-off within the given timescale. It should be noted that the sample was taken over a period of 36 months and there has been significant work to improve this area. This was substantiated in the testing, whereby the 4 instances had occurred within the first 12 months of the period.

The review evidenced that statutory reporting requirements, to comply with the Regulatory Reform (Fire Safety) Order 2005, were found to have been completed consistently and be managed effectively (IRMP Returns, Prosecution Register and Enforcement Register). Performance reports to the P&O Committee were found to be accurate and consistent with recorded information. Data to drive the reports is ran directly from CFRMIS, which was highlighted as a good control for reporting consistency.

On a local level, performance was found to be scrutinised further at each area's Unitary Performance Group (UPG). Recommendations and actions were found to be assessed in line with the Unitary Performance Area Plans, before being passed to the Station Managers for implementation. National forums were found to exist for enabling wider sharing across the organisation and useful findings are shared between localities. Information from the forums, performance information and UPG are disseminated to each of CFRS's local teams by the Station Manager at a weekly meeting. Overall communication links between Station Managers and area teams were found to be well established. It has been recommended that going forward Fire Protection Policy Group will be attended by Watch Managers with the aim of increasing awareness in the Station Managers absence.

**Key areas agreed for action (due to be completed by March 2018):**

Three low risk recommendations to be actioned focused on:

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- To consider additional reporting information supporting delivery of Fire Safety Audit in line with the principal focus of the fire safety audit targeting strategy. Current reported focuses will be reviewed and any alterations will be proposed to the next P&O Committee.
- Performance monitoring will continue to be carried out by Management for the authorisation of Enforcement Notices. Officers will be informed that once prepared, enforcement notices should be sent to an available manager to be approved as soon as possible.
- To ensure that key messages are being disseminated between management and officers on a consistent basis, information channels for sharing are being developed. Watch Manager will now attend the Fire Protection Policy Group, with the aim of increasing awareness in the Station Managers absence.

**Executive/ Management Sponsor:** Deputy Chief Fire Officer / Head of Protection & Organisational Performance

Title	Assurance Level	Recommendations	
Business Continuity	Significant	0 x Critical 0 x High	4 x Medium 1 x Low

**Background:** It is a requirement of the Civil Contingencies Act 2004 and the Fire and Rescue Services Act 2004 that Fire and Rescue Services (FRS) have appropriate business continuity (BC) arrangements in place, so that a required level of response can be maintained at all times.

Cheshire Fire and Rescue Service (CFRS) has a Crisis Management Plan (CMP) in place that provides guidance to the Crisis Management Team (CMT) on the actions that need to be taken to maintain critical service delivery should the plan be invoked.

The CFRS Business Continuity Guidance and Protocol Document provides a framework and advice for managers across all departments and functions within CFRS. This is aimed at developing Business Continuity Management (BCM) arrangements and plans within their own areas of work with the intention of ensuring the CFRS fulfils and discharges its statutory duties.

In 2017 CFRS undertook a significant business continuity exercise (Beagle) to test current business continuity arrangements. In October 2017 the Risk Management



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Board (RMB) received an update of lessons learnt from the exercise.

**Objective:** To undertake an assessment of business continuity arrangements including business continuity plans and strategies, testing and learning from exercises, and assurances provided within the Service and to the Fire Authority.

**Summary:** CFRS has well established policies with reference to national guidance covering business continuity and crisis management. At the time of the review they are planned to be updated to reflect changes related to Blue Light Collaboration. Guidance is available on the CFRS website to businesses and the general public on business continuity and links to national business continuity organisations. The Prevention Department provides support in the event businesses and the general public request assistance in this area.

The focus of CFRS business continuity management in 2017 has been on the completion of a significant exercise to test and improve their business continuity arrangements involving representation from Cheshire Constabulary and to further embed Blue Light Collaboration. Exercise Beagle's objectives were to test the robustness of the Crisis Management Plan, to complete a gap analysis of the Business Continuity Management System with particular reference to the Blue Light Collaboration and to work closely together with colleagues from Cheshire Constabulary in order to raise and promote awareness of the Services procedures. The completion and testing of these arrangements demonstrates the importance the Service places in maintaining service delivery and the need to ensure that where issues arise from such exercises that required improvements are made accordingly.

CFRS have standard templates in place to record 'business impact assessments', 'loss of staff' and 'business continuity plans' which must be completed for departments and stations. The templates provide sufficient detail to assess key aspects of business continuity including contact details, stakeholders, risks to loss of staff and alternative location of stations. A record of the completion of business continuity documentation is maintained by the Operational Support Risk Research & Development Lead who also reviews documentation to ensure they are completed fully and appropriately and to identify any trends or risks that need to be considered across the Service.

Sample testing confirmed that business continuity plans, loss of staff forms, business impact assessments, for departments and stations had been completed. Although plans were evidenced as being completed, in a number of instances department, loss of staff and station business continuity plans were due for review. This is something

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that is being progressed including developing a platform for assigned Business Continuity Champions to meet in order meet to discuss areas to further develop business continuity arrangements and developing a refreshed rolling programme of table top exercises.

Through Blue Light there are some services that have transferred over to Cheshire Constabulary. The Service have been working closely with the Constabulary to develop the arrangements for ongoing assurances including CFRS attendance at the Blue Light Collaboration Joint IT Steering Group and meetings with Cheshire Constabulary business continuity leads. Although CFRS and Cheshire Constabulary are developing a more integrated approach to ensure CFRS receive sufficient assurances on business continuity arrangements in the areas of collaboration, a workplan should be developed providing clarity on the timing and nature of assurances on business continuity in these areas.

Business continuity arrangements are reported within CFRS through updates to the Risk Management Board (RMB) and minutes of the RMB are received by the Fire Authority. In 2017 updates were provided to the RMB in March and in October; the October update included learning from Exercise Beagle. It has been recommended that reporting arrangements are enhanced to include lessons learned from joint working with partners, national reports and progress with planned local testing exercises. This is to be discussed at the Risk Management Board in March 2018.

**Key areas agreed for action (due to be completed by April 2018):**

Four Medium risk recommendations to be actioned focussed on: -

- Business Continuity Plans retained by CFRS will be reviewed, updated and monitored by the Operational Policy & Assurance Department (OPA).
- A three year schedule will be developed with Cheshire Constabulary to detail the timing and assurances from live incidents and table top business continuity plan tests. This will be established alongside developing agreeing a standardisation of approach, documentation and systems for business continuity with Cheshire Constabulary. Revised reporting arrangements will be taken to the Risk Management Board for approval in March 2018.
- An agreed schedule of regular meetings will be agreed between business continuity leads at CFRS and Cheshire Constabulary. CFRS and Cheshire Constabulary will work to develop standardisation in approach, documentation



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and systems for business continuity. As part of this exercise a work plan and action log detailing actions will be developed. As part of developing a testing schedule CFRS will clarify with Cheshire Constabulary the nature and frequency of assurances for which they are the lead for. As part of the development of a standardisation of approach Business Impact Assessments will be reviewed and updated to reflect changes as a result of Blue Light Collaboration.

- Revised reporting arrangements will be taken to the Risk Management Board (RMB) for approval in March 2018 including references to lessons learned from joint working with CFOA, Cheshire Constabulary, national reports or guidance and progress against planned business continuity testing. An annual report will be reported to the RMB in October 2018.

One low recommendations to be actioned focussed on planned, quarterly Business Continuity Champion meetings should be held with agreed actions monitored to provide assurance they are completed.

**Executive/ Management Sponsor:** Deputy Chief Fire Officer / Operational Support, Risk, Research & Development Lead

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### 3. Work in Progress

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

#### Work In progress

- **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. **Draft Report**
- **Combined Financial Systems** – To review key controls within financial systems which will also include procurement / tendering. **Fieldwork**

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### Request for Audit Plan Changes

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



## Appendix A: Assurance Definitions and Risk Classifications

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

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



## Appendix B: Contract Performance

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

### General Performance Indicators

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

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

### Overview of Output Delivery

REVIEW TITLE	PLANNED COMPLETION				ASSURANCE LEVEL	Commentary
	Sep	Nov	Feb	May	High / Significant / Limited / No	
<b>FINANCE &amp; RESOURCES</b>						
National Fraud Initiative		●			N/A	Final Report Issued
Financial Systems				●		Fieldwork - February
<b>PERFORMANCE</b>						
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				●		Draft Report
<b>OPERATIONAL COMPLIANCE</b>						
Fire Safety Audits			●		<b>Significant</b>	Final Report
Business Continuity			●		<b>Significant</b>	Final Report
IT Review				●		Fieldwork to commence February
HMICFRS Inspection				○		Planning
Site Specific Risk Information	●				<b>Significant</b>	Final Report
<b>GOVERNANCE, RISK AND LEGALITY</b>						
GDPR				○		Planning
Equality and Diversity Recruitment			●		<b>Significant</b>	Final Report
Local Code of Corporate Governance				○		Advisory Support – March
<b>FOLLOW-UP AND CONTINGENCY</b>						
Follow-up	●					See Follow Up Report
Contingency						

Key ○ = Planned ● = In Progress / Complete



## Appendix C: Critical/ High Risk Recommendations

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



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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 28<sup>TH</sup> FEBRUARY 2018  
**REPORT OF:** DIRECTOR OF TRANSFORMATION  
**AUTHOR:** MELANIE HOCKENHULL

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**SUBJECT:** EQUALITY AND INCLUSION UPDATE  
REVIEW

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### Purpose of Report

1. To provide an overview of key equality and inclusion developments within the Service, and the recent progress made against the Equality, Diversity and Inclusion Action Plan.

### Recommended: That

- [1] Members note the progress to date and highlight any issues for further discussion or clarification.

### Background

2. Under the Equality Act 2010, public sector organisations including Cheshire Fire and Rescue Service have a duty to: eliminate discrimination; advance equality of opportunity; and foster good relations between different groups (“public sector equality duty”).
3. In order to fulfill the public sector equality duty, the Service currently has in place an Equality, Diversity and Inclusion Strategy (‘the Strategy’) for the period 2017-2020. The Strategy includes an associated Equality Action Plan, which will be updated annually in April and approved by the Service’s Equality Steering Group.
4. The purpose of the Strategy is to provide strategic direction and a set of clear and challenging aims for the Service to ensure progress is made. The Strategy incorporates the wider notion of inclusion to welcome and celebrate diversity within the community. It also aims for the Service to be an employer of choice. The Action Plan sets out the actions, targets and timescales required to meet the objectives in the Strategy.
5. Progress against the Action Plan is continuous and is monitored on a Quarterly basis at the Equality Steering Group, which is chaired by the Chief Fire Officer and Chief Executive who holds overall responsibility for overseeing equality, diversity and inclusion in the Service.
6. The Action Plan also takes into account aspects of the Fire Reform programme, and specifically the Home Office’s continual reference to the

lack of diversity in the operational workforces of fire and rescue services. The Action Plan strives to assist the Service to attract a broader range of staff, and ensure that its operational workforce in particular reflects the local community so that it can capitalise on the benefits of a more diverse workforce.

## **Update and Information**

### Addressing disproportionately in the workforce

7. In 2018, the Service will embark upon its third round of wholetime recruitment in as many years. In order to increase diversity in new recruits, the Service has established a Positive Action Working Group responsible to the Equality Steering Group. This Group is tasked to promote positive action campaigns (as permitted under the Equality Act 2010) across the Service and ensure that appropriate support is given to stations and departments to deliver events and campaigns. Particular aspects to note include: an earlier start to positive action campaigns to increase the probability of attracting a more diverse cohort of applicants; development of fitness plans and activities to support all applicants but particularly women to achieve the required fitness standards; and a detailed toolkit with communications resources to support stations in delivering events.
8. When running a wholetime recruitment campaign, fire and rescue services often restrict applicants to a postcode that is within the boundary that they cover. A conscious decision not to do this has been made within Cheshire to try to attract a more diverse pool of applicants. This has generated results but this also comes with the challenge of retention.
9. In order not only to attract, but retain diverse recruits, the importance of effective onboarding and support in the early stages of employment has to be recognised and as such the Service has put a lot of effort into ensuring that members of under-represented groups are adequately supported on joining the Service. Examples of the support provided include the continued introduction of staff network groups which are available to all staff but specifically to members from under-represented groups as follows: Firepride and Firepride Allies are well established; Limitless, the Service's women's network, was established in 2017; and the Service is also well linked into the Asian Fire Service Association, a national network for black and minority ethnic (BAME) members of staff. Mentors, coaches and buddies are also available for all members of staff, with explicit recognition that employees from under-represented groups can benefit from support in this respect from members of the same group.
10. The Service recently took the decision to enhance its maternity and adoption pay provisions, which should in particular support the attraction and retention of female members of staff as it provides the best

maternity provision across the fire sector. This was approved by the Fire Authority in September 2017.

11. Finally, the Service recognises the importance of ensuring that under-represented groups are able to progress. As such, the Service takes care to ensure that training and development programmes are deliberately inclusive of under-represented groups and that promotion processes are fair and objective.

#### Stonewall Workplace Equality Index

12. In January, it was announced that the Service had achieved 4th position in the Stonewall Workplace Equality Index, which is used by employers to assess their achievements and progress on LGBT inclusion in the workplace. Over 400 employers entered the Index this year from a range of public and private industries.
13. This is a superb achievement and is the highest ranking the Service has achieved since it has participated in the Index. This achievement represents a jump from 8th place in 2017, and makes the Service both the top performing emergency service and North West employer. The aim is to build on this success throughout the year.
14. February marks LGBT History Month and for the first year rainbow flags will be flown from the majority of fire stations, signaling an overt commitment to LGBT inclusion.

#### Staff Survey

15. The results of the recent staff survey, which has previously been reported to Members at Staffing Committee, show encouraging signs as regards equality, diversity and inclusion. The overall engagement score on equality and diversity is 72%, the same score as in the previous staff survey in 2015.
16. In respect of reported instances of bullying and harassment the staff survey showed a reduction of 2% from the last staff survey with a total of 12% of respondents stating that they had experienced some form of inappropriate conduct. As there are typically very low numbers of formal dignity at work complaints over the course of a year, these types of complaints, which can often be based on perception, can be quite hard to quantify and resolve. The Service is however in the process of reviewing the reporting options available to staff in respect of bullying and harassment, with a view to launching a high profile communications and awareness campaign and the introduction of a first contact scheme during 2018.
17. Given the significant changes and challenges that the Service has encountered over the course of the last few years, it is recognised that staff engagement is an important aspect of building and maintaining a fair, transparent and inclusive culture. With this in mind the approach to

reviewing the staff survey and the development of actions and solutions for this year was changed to ensure that all staff had the opportunity to discuss survey results and become more involved in the development of proposals and actions.

### Equality and Diversity Recruitment Review

18. Merseyside Internal Audit Agency (MIAA) have recently completed an audit concerned with Equality and Diversity: Recruitment, which is on the agenda for the same meeting. Overall, the review is positive and the Service will take confidence from it.

### **Next Steps**

19. The following provides an update on a key piece of upcoming work relating to equality, diversity and inclusion.

### Her Majesty's Inspectorate of Constabulary and Fire and Recue Services ('HMICFRS')

20. It is expected that equality, diversity and inclusion will run as a key theme throughout the inspection and there will also be a specific emphasis within the People section that relates directly to how well the organisation ensures that fairness and diversity prevails across all of its activities, policies and processes. In preparation for the inspection which is expected in the summer of 2018, the Transformation team and the Equality and Inclusion Officer specifically are collating a wide range of evidence to highlight and demonstrate that equality and inclusion is embedded within the culture of the organisation. Work is ongoing and Members will be updated as appropriate.
21. Members may recall that the Service had intended to be re-accredited under the Fire and Rescue Service Equality Framework ("the Framework") in November 2016. The Framework is currently being reviewed and given the above developments, the decision was taken to focus on preparing well for HMICFRS rather than seeking re-accreditation under the Framework. The Framework however continues to be used as an internal benchmarking tool.

### **Financial Implications**

22. It is not envisaged that any of the above activities currently underway will have significant financial impacts. Any costs associated with delivery, such as holding events and planning campaigns, should be covered by departmental budgets.

### **Legal Implications**

23. As referred to in the 'Background' section, the above activities will help evidence the Service's commitment to the Equality Act 2010, and in particular to the public sector equality duty.

## **Equality and Diversity Implications**

24. Equality and diversity implications have been discussed throughout the main body of the report.

## **Environmental Implications**

25. None envisaged.

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 28<sup>TH</sup> FEBRUARY 2018  
**REPORT OF:** HEAD OF PREVENTION  
**AUTHOR:** COLIN HEYES

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**SUBJECT:** ANNUAL BONFIRE PERIOD REPORT 2017

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### **Purpose of Report**

1. To present the Annual Bonfire Period Report for 2017.

### **Recommended that:**

- [1] the report be noted; and
- [2] the recommendations detailed in Section 12 of Appendix 1 to the report be agreed.

### **Background**

2. The Annual Bonfire Period Report (2017) summarises the preventative and operational activities of Cheshire Fire and Rescue Service (the Service) and partners during the bonfire period dated 24<sup>th</sup> October 2017 to 7<sup>th</sup> November 2017 inclusive.
3. This report analyses and evaluates the effectiveness of the joint efforts of the Service and its partners so that resources and staff can be deployed more effectively in future years.
4. The Service, local authorities, Cheshire Police and other partners are committed to reducing incidents of Anti Social Behaviour (ASB) which affect the communities we serve. The deliberate fire setting which constitutes a large part of the ASB during the Bonfire Season has a significant effect on our Service target (BV206iii) Secondary Deliberate Fires.

### **Information**

5. Prevention, Protection and Organisational Performance will ensure that the recommendations within the report are communicated to Service Delivery Managers and good practice is shared when planning Bonfire Period Initiatives in 2018.

### **Financial Implications**

6. The recommendations of the report identify areas with financial implications for future years such as the use of Targeted Response

Vehicles where more cost effective and efficient deployment of staff and resources will be considered for 2018.

### **Legal Implications**

7. The bonfire initiatives are seen as a core function of the Service and there are no legal implications in carrying out this work.

### **Equality & Diversity Implications**

8. There are no Equality and Diversity implications arising from this report.

### **Environmental Implications**

9. It should be recognised that the activities conducted during the bonfire period provide a positive contribution to reducing pollution and reducing carbon emissions from small deliberate fires.

**CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD  
TEL (01606)868700**

**BACKGROUND PAPERS: None**



# Making Cheshire Safer

## Bonfire Period Report 2017

Produced by: SM Colin Heyes and Dan Taylor



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## 1. Introduction

The annual bonfire season represents a period of increased activity for Police and Fire & Rescue Services (FRS) in the UK. As such, plans for limiting deliberate fire activity and Anti-Social Behaviour (ASB) are put in place during this time.

ASB includes the setting of deliberate fires, in addition to nuisance and celebratory bonfires. This places pressure on the resources of Cheshire Fire & Rescue Service (the Service) due to an increase in call levels to incidents classed as small deliberate fires (SDF).

The Service and its partners recognise the damage inflicted on communities by ASB during the bonfire season. Significant amounts of time, effort, resources and money are expended in an attempt to ensure the safety and well-being of communities, whilst allowing and encouraging people to celebrate the season safely.

We have also considered that Bonfire Period dates coincide with Halloween, and it is recognised that these dates are opportunities for ASB of all types, not just fire related ASB. There is also an event called 'Mischief night' on the 30<sup>th</sup> November which also presents both Fire and Police staff with increased levels of ASB.

We have therefore decided this year to align the Service's Bonfire Period recording dates with the fixed dates historically used by Cheshire Constabulary to record ASB so it is a more accurate method of comparing all types of ASB together. The data section in this report will explain this more fully.

**In summary, this new alignment of Police and the Service's dates changes the overall perceived trends when we align the data retrospectively. Although the annual SDF trend continues downward year on year, there are some year on year increases in SDF activity in some station areas during the Bonfire and ASB period.**

## 2. Recording of Incidents

The bonfire reporting period 2017 captured data from 0800hrs 24<sup>th</sup> October to 0800hrs 7<sup>th</sup> November. Data from these dates has also been examined for the preceding 4 years for all types of ASB.

As there is no specific bonfire reporting category on the Incident Recording System (IRS), this report relates to all secondary (small) deliberate fires. The reasoning for this is that the difference between a bonfire and a pile of rubbish set on fire is a very subjective one for crews attending, so the inclusion of all SDFs in this report will continue.

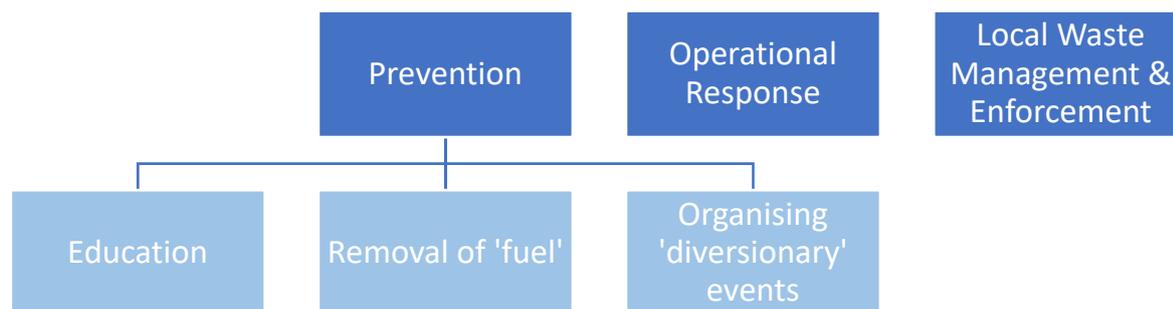
Guidance was detailed in the Green Bulletin, as in previous years, to outline reporting parameters during the bonfire period.

Bonfires, allowed to burn as safe celebratory fires, were to be recorded as 'Good Intent false alarm', instead of fires that required action or controlled burning. This is consistent with recording procedures in other FRSs.

Following the issue of this guidance, there were 18 of 64 incidents recorded as False Alarm Good Intent on Bonfire night, and others throughout the recording period.

### 3. Pre Planning and Partnership Activity

Service Delivery Group Managers, Station Managers and Lead Advocates engaged with local partners to plan a variety of interventions and strategies based on local needs and historical data. The objectives of these interventions and strategies were as follows:



Local strategies were again produced for Ellesmere Port, Winsford, Warrington, and Halton. Each of these four local 'Bonfire Groups' is attended by the local Station Manager and/or the Station Manager responsible for arson reduction. Bonfire activity levels in any of the individual Cheshire East station areas do not warrant the formation of a specific strategy. SDF activities are however addressed at regular local meetings and appropriate interventions are planned if necessary.

### 4. Bonfire Removal Schemes and Waste Management

**Cheshire East** - the bonfire collection service in Cheshire East is offered by the local authority as part of the 'Streetscene' service. Much of this service is delivered by the community payback offenders working for the Probation Service. Additional fly-tipping and bonfire removals are provided by Registered Social Landlords (RSLs) - Plus Dane in the Congleton area, and Wulvern Housing in Crewe. These services apply only to issues on land belonging to them.

**Cheshire West and Chester (CW&C)** - the bonfire removal service has been provided by Streetscene staff for a number of years, with support from Weaver Vale Housing Trust and Plus Dane who also operate an additional collection and clearance service on their own land in Winsford and Ellesmere Port.

A proactive stance was taken by CW&C council staff regarding 'fuel' removal. Wheelie bins and recycling containers left out or abandoned were removed by regular patrols in known areas of high fire related ASB activity. Enforcement letters are distributed to properties that fail to comply with standing instructions regarding domestic waste management, for example where wheelie bins were kept permanently on the pavement. Bonfire removals were once again provided by a separate team patrolling known areas of activity based on the Service's data and reports from our staff. This

additional bonfire removal team is provided for approximately one week each year and funded by the local authority.

**Halton** - the bonfire removal scheme in Halton has previously been provided by a contractor (Smiths). Following a review of the cost of this service, which is shared by the RSL's, it was decided to bring the bonfire removal service back 'in house' and this work would be done by Halton Borough Council (HBC) staff. HBC now operate the service in the same way as other local authorities, responding to reports from our staff, and patrolling the known risk areas to identify potential incidents and remove them.

**Warrington** - Bonfire removal services in Warrington have historically been provided by Warrington Borough Council (WBC), with support from Cheshire Probation Service and community payback offenders. A specific bonfire removal service was not provided due to a lack of demand in previous years. However, the service was dealt with and fast tracked via the 'Contact Warrington' telephone number for members of the public. In addition, operational crews were able to communicate directly with the bonfire removal team via a dedicated mobile phone. Targeted arson routes were planned and patrolled by operational crews using local data. Any fly-tipping or unlit bonfires found were then reported to WBC for removal.

**All Areas** – Operational crews increased their pre-planned arson route activities in 2017 enabling them to provide valuable real time information to Streetscene and other fuel removal services operating in their local areas.

## **5. Educational Events and Activities**

A more targeted approach to education has been adopted by the Service in recent years, and this continued across all areas in 2017. Using local intelligence, educational events were planned and delivered in specific locations based on fire related ASB and school catchment areas. Educational events were delivered by the Service's Prevention team and operational staff in partnership with Cheshire Police at a number of schools, community centres and other locations. A consistent message promoting organised displays, ASB, and firework safety was delivered by our own staff using a presentation developed by Prevention staff.

Separate presentations have been developed for delivery at primary and secondary schools. These educational packages were refreshed last year, and physical resources were delivered to each of the key stations where targeted education was scheduled. Operational staff organised and delivered the primary school educational visits, in conjunction with key stage 2 visits scheduled for the weeks preceding bonfire night. Feedback from crews delivering the education and school staff has been excellent.

In Halton, 8 primary schools have historically received additional education in all forms of fire safety via the Phoenix schools programme. This gives each watch additional contact to allocated schools throughout the year. All 8 Phoenix schools were attended this year and the presentation was delivered by operational crews.

Warrington schools were again targeted very precisely according to known historical areas of fire related ASB and bonfire data.

Secondary school visits were coordinated by Prevention managers and delivered by Advocates and Cheshire Police staff. In CW&C, the efforts were targeted at Winsford High Schools and Primary Schools known to be 'fed' by the residents of high activity areas.

## 6. Diversionary Events, Activities and Enforcement.

The term Diversionary Events and Activities refers to any activity intended to reduce opportunities for fire related ASB and which encourages residents to enjoy the celebrations in a safe manner. These include organised bonfire and firework displays, youth work and other events.

Diversionary events vary across the 4 local authority areas and the relevant local strategy groups in Warrington, Halton, Ellesmere Port, and Winsford. There are dozens of organised displays held by local pubs, community groups, parish councils, PTAs etc. Encouraging people to attend organised displays continues to be Service policy, and these events are publicised on the Service website when we are notified of them.

**Cheshire East** - fire related ASB and deliberate fire activity in Cheshire East is still at a relatively low level in comparison to other unitary areas.

Youth and community groups organise a number of events during the bonfire weekend and the preceding half-term school holiday and there were a number of organised bonfire and firework events. Due to relatively low levels of fire related ASB, there is little need for partnership activity and the formation of a specific strategy in Cheshire East.

**Cheshire West and Chester** – The key firework events in CW&C are the Lions' displays in Ellesmere Port and Chester. The Chester event at the Roodee is well established, and the Lions have staged an event in Ellesmere Port following a request by the Service in 2010. The Service no longer support these events with funding.

Northwich and Winsford have similar large local events organised by local charity groups, held at local sports stadia, and a further organised display in the Wharton area. These events are well attended by local residents.

The Winsford Bonfire Strategy Group responded to the expected increase in SDF activity during the Bonfire period by increasing the number of diversionary activities for 2017. The Service and local groups held Pizza and Smoothie nights for young people within the known areas of fire related ASB. Throughout the lead up week to Bonfire Night, a 'Bonfire Boot Camp' and 'Streetwise Soccer' event was staged to engage with the young people and encourage them to keep fit as well as receiving guidance from Police and Firefighters. The Police increased patrols and presence in the Winsford area for a three week period, and multi agency 'ward walks' enabled Fire,

Police and Weaver Vale housing staff to effectively engage with residents. The Service also employed the On the Streets team in Wharton.

Cheshire Police again engaged with known previous fire related ASB offenders in Winsford and Ellesmere Port during half-term to demonstrate to them that their behaviour was not acceptable, and was being monitored.

**Halton** - HBC organises and funds one large firework display, which is always very well attended. This takes place on the bank of the Mersey and Ship Canal to ensure a good view from several locations. The council do not encourage other smaller bonfire events to be organised by local groups at this time.

Halton has a known problem on Mischief Night (30<sup>th</sup> October) when ASB activity of all types increases. Local youth groups targeted locations during the Halloween period and on bonfire night. The brief for these youth workers was to coordinate distraction activities. Community centres were made available as drop in centres for residents, attended by police officers, youth workers and our staff.

**Warrington (Birchwood and Stockton Heath)** - the Warrington Bonfire Strategy group has not previously engaged in diversionary events, preferring to concentrate on the management of bonfire fuel by removing waste from targeted areas, and schools education provided by Service staff. The WBC Regulatory Services Team is proactive in enforcing illegal firework sales and illegal bonfires, and the WBC Community Safety team endeavoured to locate and publicise all of the planned organised events in the area and encourage residents to attend and enjoy.

## 7. Operational Response

Small Incident Units (SIUs), have been deployed in the busier areas during the bonfire period for several years now, specifically Warrington, Halton and Winsford. Deployment has been varied and the additional cost reduced significantly by paying closer attention to planning and limiting deployment based on risk and data from previous years. The appliances used for these additional resources in 2017 were the on call appliances from Penketh, Runcorn and Winsford. This deployment allows on call staff in development at those stations the opportunity to gain experience of 'spate' conditions, whilst leaving the wholetime appliances available for life risk incidents.

Deployment costs for these 'additional' appliances have therefore reduced considerably year on year; the total cost for the Bonfire Period is now well below £10k, which compares well to the £40+k costs when we first deployed SIU's in 2010. These appliances were deployed flexibly during four evenings from 1600-2200 hrs. It is necessary to maintain a presence of at least one SM with good local knowledge in NWFC to enable risk based mobilisations to take place, often overriding the 'proposed resources' offered by the system in order to maintain availability.

Availability of SIUs at times of peak activity allows other appliances to be available for incidents that may pose a threat to life or property and, it will be recommended that

this practice continues in future. SIU provision and deployment continued to be a cost effective means of maintaining structural appliance availability.

## 8. North West Fire Control

Extensive planning again took place for the 2017 bonfire period in North West Fire Control (NWFC). Prior to 2014, each FRS control had their own methods of dealing with expected spate call conditions. This was in addition to separate procedures for unlit bonfires, firework incidents, filtering or challenging calls, and mobilising procedures. NWFC planning meetings examined and retained best practice already in place in previous FRS Controls and evaluated and reviewed the systems adopted by NWFC in 2015 with an intention to adopt them as a common practice where possible.

Many of the practices adopted across all 4 Services by NWFC are based on procedures previously used only in Cheshire. Of particular note is the call challenging procedure adopted by NWFC in 2014; this originated in Cheshire and has resulted in risk based non attendance to incidents in all NWFC FRS areas. This call challenge has also been adopted by Cheshire Police Control so that bonfire incidents are assessed before referral to NWFC. The call challenge and 'tolerance' procedure was also communicated to all operational police staff in order to reduce the number of calls from patrols.

A call handling and mobilising procedure was operated on 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> of November. This consisted of a group of staff whose task it was to receive calls, apply call filtering questions and then stack incidents for mobilising by a pod of 3 or 4 staff according to local risk and local knowledge. Pod staff were permitted to over-ride resources offered by the system and to leave certain calls unattended for a short period if appropriate. The mobilising decisions in each pod were the responsibility of an attending Station Manager (or higher) from each FRS.

### **NWFC 5<sup>th</sup> November 2017 Statistics**

These figures are between the hours of 1600-0000 hrs on 5<sup>th</sup> November 2017:

Total number of emergency calls: **782** (average of 98 calls per hour) however the busiest time was between 1800-2200 hrs the hourly rate of incidents created (including duplicate incidents) is shown below:

1600 – 1700hrs = 56
1700 – 1800hrs = 97
1800 - 1900hrs = 130
1900 – 2000hrs = 142
2000 – 2100 hrs = 156
2100 – 2200hrs =107
2200 – 2300hrs = 65
2300 – 2400hrs = 49
<b>Total</b> = 800 incidents created

Total Bonfire Incidents reported: 409

25 x CuFRS  
63 x CFRS  
223 x GMFRS  
96 x LFRS  
2 x OTB (Merseyside)

See table below showing the percentage of non-mobilisations through call challenge:

FRS	Mobilisation	No Mobilisation	%	Total Challenged
Cheshire	32	12	27.27%	44
Cumbria	13	4	23.53%	17
Greater Manchester	109	41	27.33%	150
Lancashire	42	26	38.24%	68

Breakdown of Incidents:

175 x Duplicate Incidents  
18 x Abandoned Calls  
42 x Administrative Incidents (planned events, hazard zones etc)  
13 x AFA Residential  
3 x Animal Rescue  
1 x Arson Threat  
4 x Assist Other Agency  
20 x AFA Able to Check  
50 x Building Fires  
1 x Caravan/Camping  
1 x Carbon Monoxide Alarm  
6 x Casualty Care (First Aid)  
1 x Dangerous Structure  
3 x Flooding Affecting Electrics  
1 x Late Fire Call  
1 x Malicious Call  
1 x NWAS Gaining Entry  
1 x Person locked in/out  
10 x Persons Reported  
1 x Rescue of Persons threatening to jump in water.  
1 x Ring Removal  
6 x RTCs  
1 x Ship Sinking in Dock  
417 x Small Fires  
4 x Smoke Alarms  
13 x Vehicle Fires  
5 x Incident Cancelled

## 9. Media and Corporate Communications

During the bonfire period, two key messages were pushed out on the Service website and via social media:

1. To encourage residents to attend an organised bonfire or firework display.
2. To discourage people from starting a bonfire for a 'laugh'.

Other safety messages were also included on the website and in the social media plan, including messages about firework safety advice, sparkler safety advice, etc.

There was a comprehensive list of community bonfire and firework displays on the Service website.

### Summary of social media posts on Facebook and Twitter

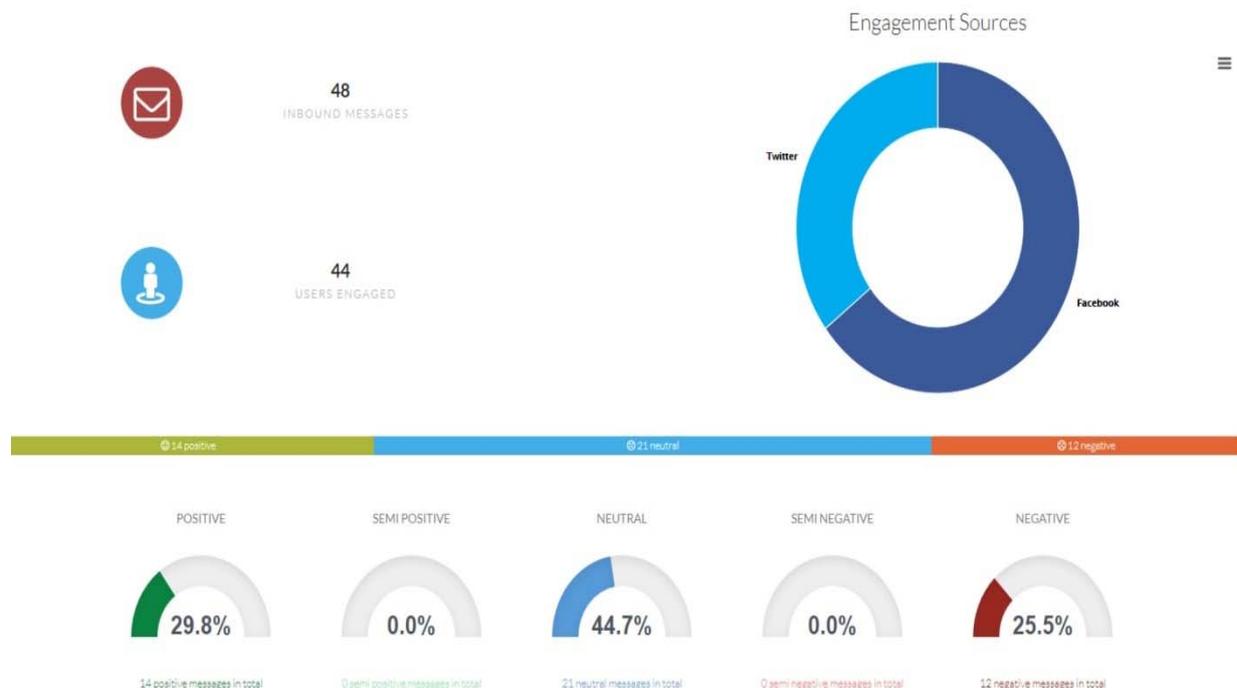
Report start	Report end	Total posts	Total clicks	Total reach	Total retweets / shares	Total likes	Total comments
18/10/2017	08/11/2017	69	820	2,372,997	364	496	43

### Top posts by clicks

Account	Date	Reach	Shares	Likes	Comments	Text
Facebook	02/11/2017	3063	5	4	3	Do you know which bonfire/fireworks display you're going to this weekend? Why not choose from our list - <a href="http://socsi.in/vGcEK">http://socsi.in/vGcEK</a>
Twitter	02/11/2017	47635	6	4	1	Do you know which bonfire/fireworks display you're going to this weekend? Why not choose from our list - <a href="http://socsi.in/oIOBh">http://socsi.in/oIOBh</a>
Facebook	04/11/2017	2946	5	7	0	Loads of organised bonfire/firework displays taking place tonight. Visit our website for a list <a href="http://socsi.in/F0ZgB">http://socsi.in/F0ZgB</a> Have a great time!
Twitter	28/10/2017	219928	18	17	0	Attend an organised firework display if possible, rather than hosting at home. List of displays on our website - <a href="http://socsi.in/FmuAn">http://socsi.in/FmuAn</a>
Twitter	04/11/2017	46719	3	0	0	Loads of organised bonfire/firework displays taking place tonight. Visit our website for a list <a href="http://socsi.in/nuuCF">http://socsi.in/nuuCF</a> Have a great time!
Twitter	31/10/2017	40786	0	0	0	Emergency Services working together to keep people safe as Bonfire Night approaches - <a href="http://socsi.in/lzi0C">http://socsi.in/lzi0C</a>
Twitter	05/11/2017	45103	6	3	0	Have a great Bonfire Night this evening - and remember to stay safe! <a href="http://socsi.in/oV1zD">http://socsi.in/oV1zD</a>
Twitter	05/11/2017	42139	5	3	0	Following a burn or scald, make sure you cool call and cover - <a href="http://socsi.in/OPs1a">http://socsi.in/OPs1a</a>
Twitter	28/10/2017	67080	12	12	0	Residents can reduce the risks of arson by ensuring their wheelie bins are stored away and secure <a href="http://socsi.in/cLZPU">http://socsi.in/cLZPU</a>
Twitter	31/10/2017	45157	4	9	0	Happy #Halloween everyone! 🎃 We hope you have a great evening but please stay safe <a href="http://socsi.in/DgvT3">http://socsi.in/DgvT3</a>

## Top posts by reach

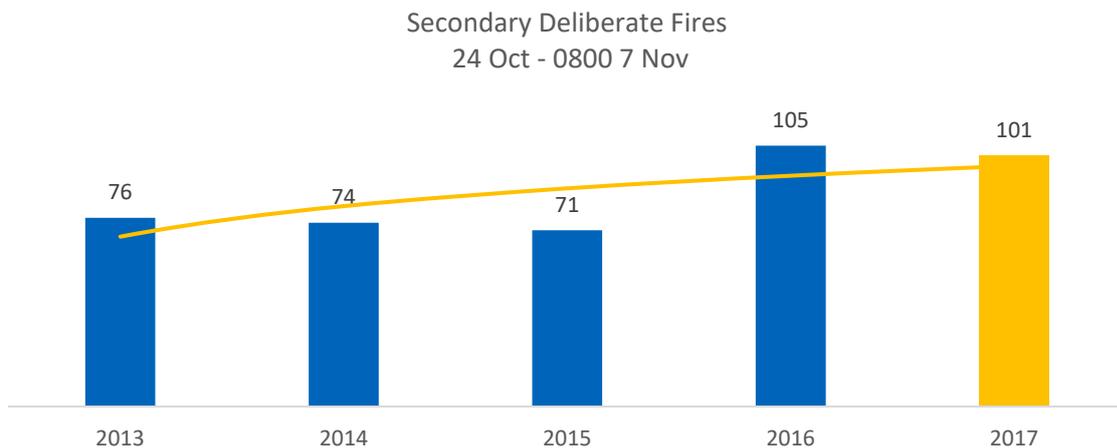
Account	Date	Reach	Shares	Likes	Comments	Text
Twitter	31/10/2017	242611	21	14	0	Blow off the cobwebs this #Halloween and make sure your smoke alarm is working - it could save your life! #TestItTuesday 📢 🧡
Twitter	28/10/2017	219928	18	17	0	Attend an organised firework display if possible, rather than hosting at home.  List of displays on our website - <a href="http://socsi.in/FmuAn">http://socsi.in/FmuAn</a>
Twitter	27/10/2017	208228	12	7	0	You can do your bit to reduce the likelihood of deliberate fires by making sure wheelie bins and rubbish are not left out in the open
Twitter	31/10/2017	97463	9	10	0	Happy #Halloween!  Follow our safety advice to make sure you have safe and enjoyable day 📢 🧡  <a href="http://socsi.in/fhawa">http://socsi.in/fhawa</a>
Twitter	01/11/2017	95328	13	6	0	Bonfires and nuisance fires can quickly spiral out of control and can cause devastation to the local community - even risk lives!
Twitter	31/10/2017	89798	6	1	0	Keep those Halloween costumes away from flames.  But if they DO catch fire – STOP, DROP & ROLL - <a href="http://socsi.in/1nDGc">http://socsi.in/1nDGc</a>
Twitter	04/11/2017	75760	7	8	0	Remember remember!! Attend an organised bonfire or fireworks display this weekend - they're much safer! <a href="http://socsi.in/o6Z72">http://socsi.in/o6Z72</a>
Twitter	03/11/2017	70818	14	15	0	Did you know that sparklers get five times hotter than cooking oil? Please follow our sparkler safety advice <a href="http://socsi.in/LGZwp">http://socsi.in/LGZwp</a>
Twitter	28/10/2017	67080	12	12	0	Residents can reduce the risks of arson by ensuring their wheelie bins are stored away and secure <a href="http://socsi.in/CLZPU">http://socsi.in/CLZPU</a>
Twitter	03/11/2017	58866	4	2	0	It's safer to attend an organised bonfire/firework event, but if you're organising your own follow our safety advice <a href="http://socsi.in/IYxY9">http://socsi.in/IYxY9</a>



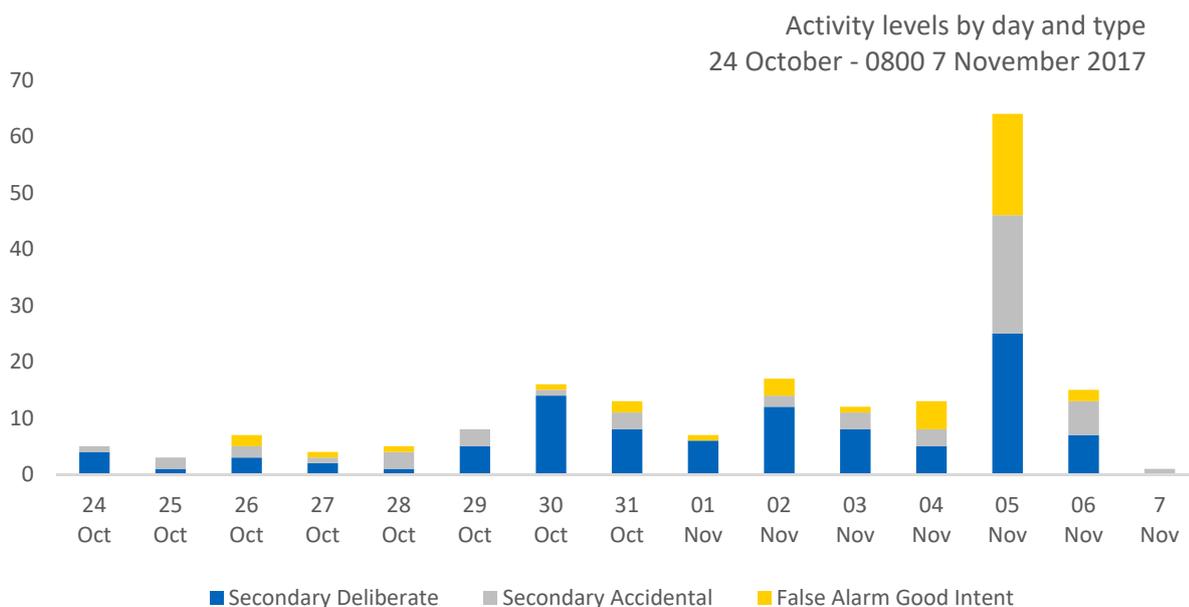
## 10. Incident Data and Performance Summary

### Incidents recorded during the bonfire period

The following graph illustrates the overall trend of deliberate small fires in Cheshire over the last 5 years – although there were more fires recorded than 5 years ago during this year’s Bonfire Period, the 2017 period has seen a positive year on year reduction of 4%



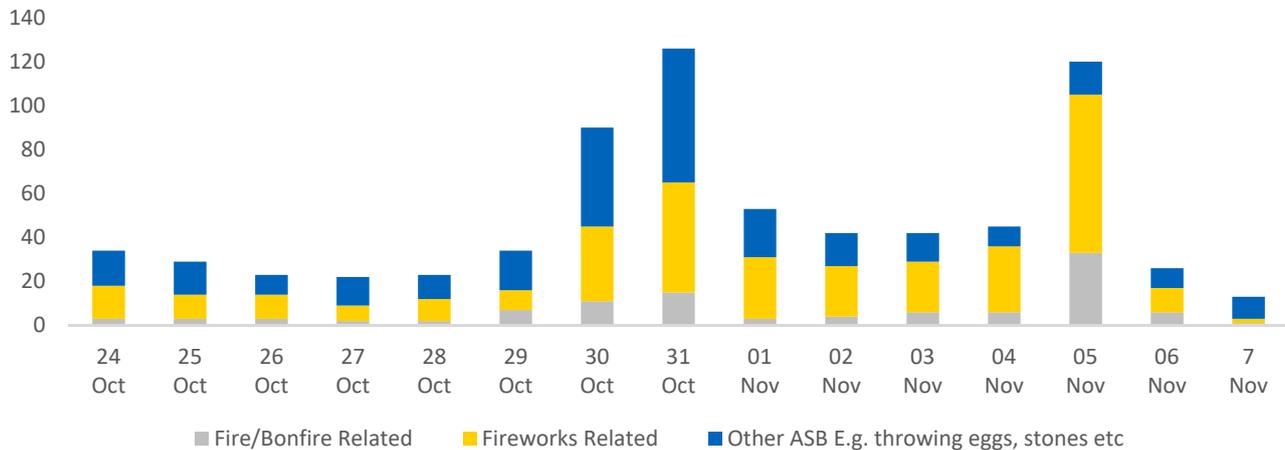
- A total of 25 secondary deliberate fires were recorded on bonfire night, however a total of 64 bonfire related incidents were attended – 18 (28%) of these incidents were ‘False Alarms Good Intent’ and 21 incidents (33%) were ‘Secondary Accidental’.
- The following shows activity levels by day and recording type:



Using the previous graph and the following graph to compare SDF fire activity to levels of ASB/Criminal Damage reported to the Police during this same time period, they both show similar trajectories throughout with the same peaks noticeable on

31/10 ('Mischief Night') and 05/11 (Bonfire Night) as to be expected – however recorded incident volumes of ASB/Criminal Damage are noticeably higher than deliberate fire incidents.

ASB & Criminal Damage activity by day & type  
24 October - 7 November



The following two charts also shows a comparison of the time and day of when high or low activity is occurring for both deliberate fires and ASB/Criminal Damage – again apart from differences in incident volumes they show very similar peak times and days.

### Deliberate Fire Activity

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	1.0%	2.0%
01	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
02	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
03	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	0.0%	2.0%
04	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
05	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%
06	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
07	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
08	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
09	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
10	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
12	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%
14	0.0%	1.0%	0.0%	0.0%	1.0%	0.0%	1.0%	3.0%
15	2.0%	0.0%	0.0%	2.0%	0.0%	0.0%	2.0%	5.9%
16	1.0%	0.0%	1.0%	0.0%	1.0%	1.0%	0.0%	4.0%
17	2.0%	2.0%	0.0%	0.0%	1.0%	0.0%	5.0%	9.9%
18	2.0%	2.0%	1.0%	2.0%	0.0%	2.0%	4.0%	12.9%
19	2.0%	0.0%	2.0%	5.0%	0.0%	0.0%	7.9%	16.8%
20	5.0%	0.0%	1.0%	4.0%	2.0%	2.0%	5.9%	19.8%
21	3.0%	2.0%	1.0%	2.0%	2.0%	1.0%	1.0%	11.9%
22	1.0%	3.0%	0.0%	0.0%	1.0%	0.0%	0.0%	5.0%
23	1.0%	2.0%	0.0%	0.0%	0.0%	0.0%	1.0%	4.0%
<b>Total</b>	<b>20.8%</b>	<b>11.9%</b>	<b>6.9%</b>	<b>14.9%</b>	<b>9.9%</b>	<b>5.9%</b>	<b>29.7%</b>	<b>100.0%</b>

### ASB Activity

Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	0.0%	0.1%	0.0%	0.0%	0.1%	0.4%	0.7%	1.4%
01	0.0%	0.0%	0.0%	0.1%	0.1%	0.0%	0.7%	1.0%
02	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
03	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
04	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%
05	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
06	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.3%
07	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%
08	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.3%
09	0.1%	0.3%	0.3%	0.1%	0.1%	0.1%	0.1%	1.2%
10	0.1%	0.4%	0.4%	0.0%	0.0%	0.0%	0.3%	1.2%
11	0.0%	0.0%	0.4%	0.1%	0.1%	0.0%	0.0%	0.7%
12	0.0%	0.0%	0.0%	0.1%	0.3%	0.0%	0.6%	1.0%
13	0.1%	0.3%	0.0%	0.0%	0.3%	0.3%	0.8%	1.8%
14	0.1%	0.4%	0.8%	0.4%	0.0%	0.4%	1.0%	3.2%
15	0.7%	0.7%	0.4%	0.4%	0.4%	0.1%	0.4%	3.2%
16	0.4%	0.3%	0.6%	0.4%	0.4%	0.1%	1.0%	3.2%
17	1.7%	2.5%	1.0%	0.8%	0.4%	0.6%	2.4%	9.3%
18	2.2%	4.2%	1.7%	0.7%	0.3%	1.0%	3.0%	13.0%
19	3.0%	5.1%	1.8%	1.8%	2.1%	1.5%	3.3%	18.7%
20	4.0%	4.8%	1.8%	2.1%	1.9%	1.5%	3.0%	19.3%
21	1.8%	2.5%	1.4%	1.0%	0.6%	1.5%	2.5%	11.2%
22	1.1%	2.1%	0.4%	0.3%	1.1%	1.4%	1.2%	7.6%
23	0.3%	0.3%	0.1%	0.4%	0.4%	0.4%	0.1%	2.1%
<b>Total</b>	<b>16.1%</b>	<b>24.0%</b>	<b>11.4%</b>	<b>9.0%</b>	<b>8.9%</b>	<b>9.4%</b>	<b>21.3%</b>	<b>100.0%</b>

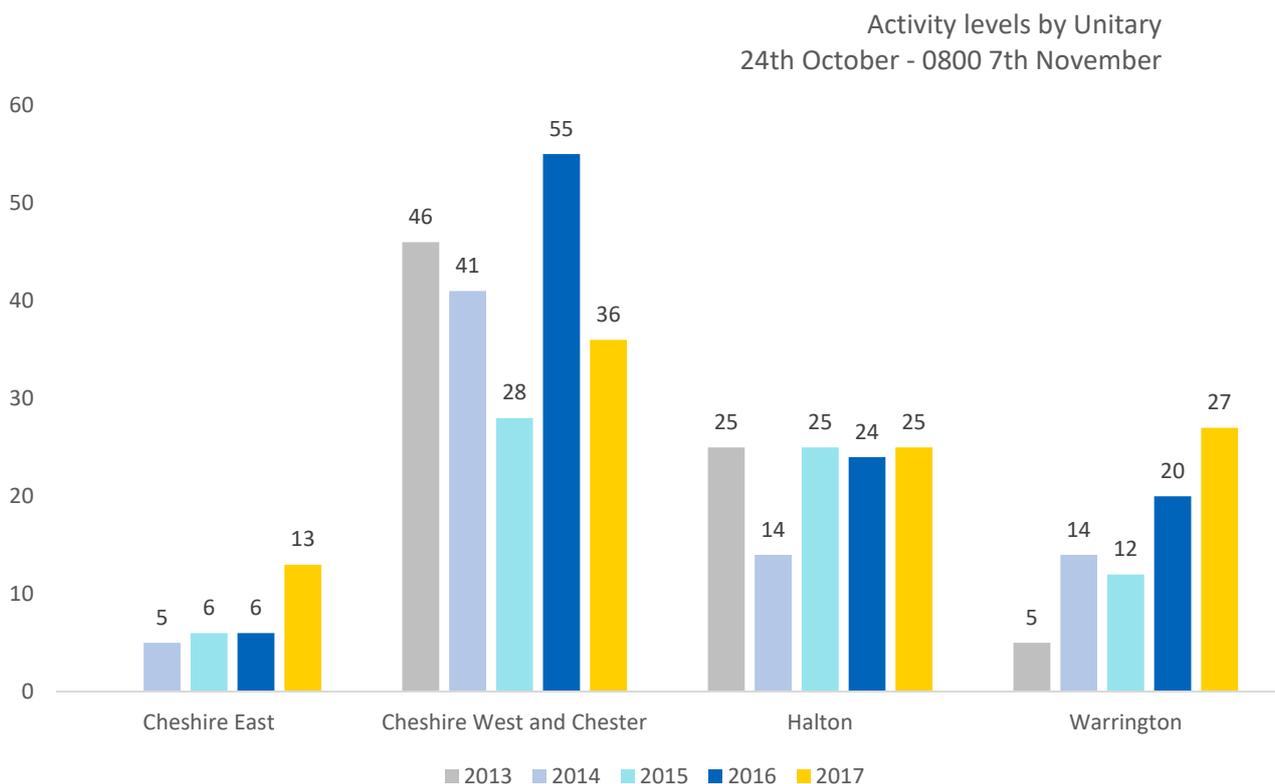
## Unitary Performance

Just one of the four unitary areas (Cheshire West & Chester) recorded a year on year decrease in SDF during this year's bonfire period, with the same unitary area the only one to have seen decreases compared to 5 years ago. This can be seen as follows (Figs. 2 and 3):

Fig.2

	2017	2016	Change	2013	5 Year change
Cheshire East	13	6	+7	0	+13
Cheshire West & Chester	36	55	-19	46	-10
Halton	25	24	+1	25	0
Warrington	27	20	+7	5	+22

Fig. 3



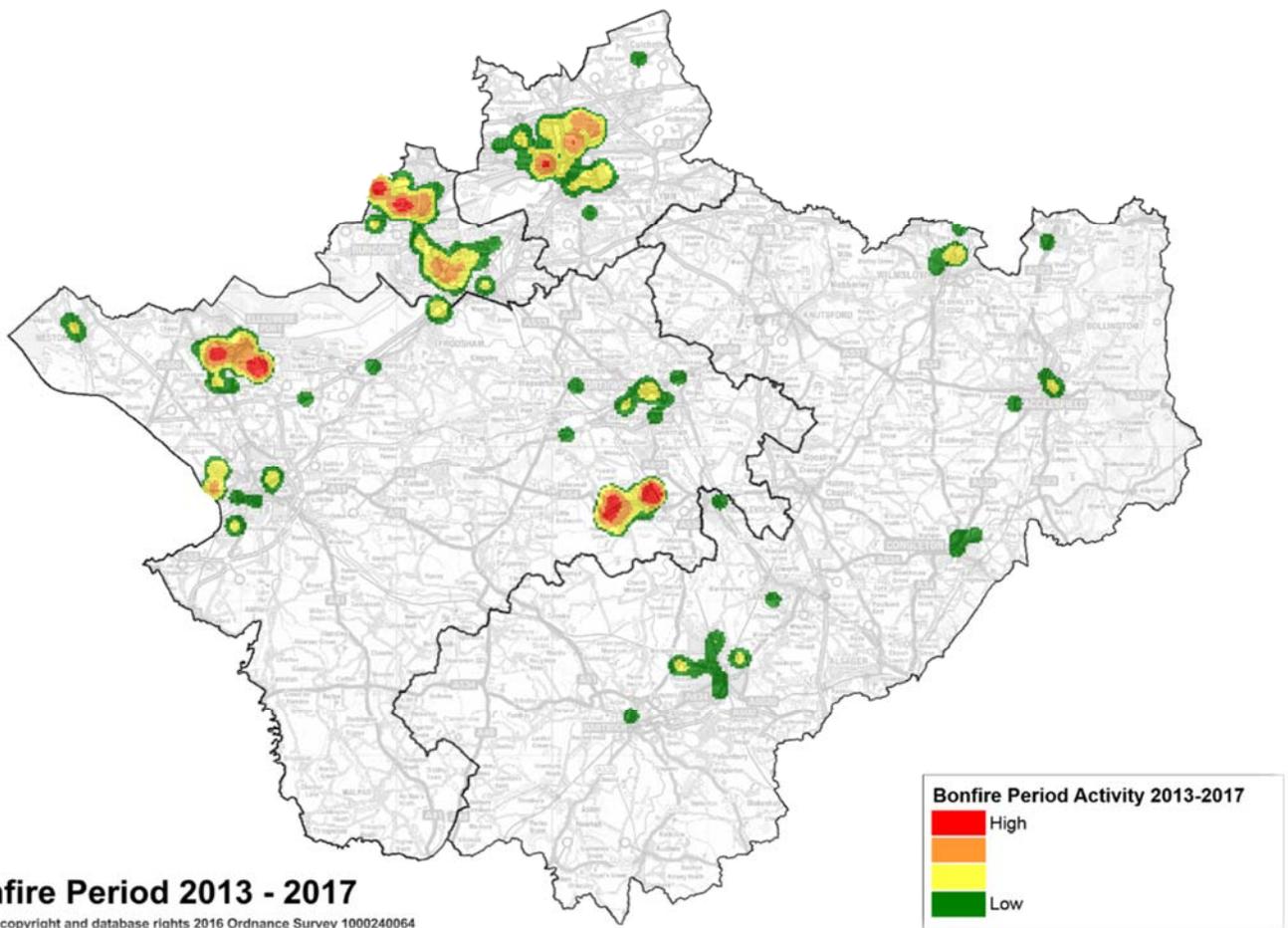
## Station Performance

In total, there were 15 station areas which recorded SDF activity during the Bonfire Period, with 6 of these only reporting 1 incident each.

The following table summarises activity by the station areas with the highest volume of activity during the 2017 reporting period.

These 5 station areas accounted for 79% of all SDF activity recorded during the period.

	2017	2016	Change	2013	5 Year change
Warrington	24	19	+5	4	+20
Widnes	19	17	+2	19	0
Ellesmere Port	16	9	+7	16	0
Winsford	15	31	-16	24	-9
Runcorn	6	7	-1	6	0



## 11. Accidents and Near Misses

03/11/2017	16:45	November	17/18	Near miss attack	1	Appliance came under attack by way of fireworks and stones - no injuries or damage to appliance	Ops Fire	Near Burma Star Pub, Halton Brook, Runcorn	Hit by a moving, flying, or falling object
30/10/2017	20:17	October	17/18	Near miss attack	1	Crews attended reports of lit bonfire, found large rubbish fire and youths throwing fireworks at firefighters	Routine off premises	Conway Ave, Winsford	Exposed to fire/heat

## 12. Recommendations

It is recommended that:

- a) The delivery of targeted and timely education to schools in all Service Delivery areas should continue to be led by the Service, ahead of other organisations. A working group of Lead Advocates and the Station Manager responsible for arson reduction will review the education currently offered and implement improvements.
- b) This educational plan should be incorporated into Service Delivery plans for 2018/19 and monitored closely to ensure compliance and level of engagement, particularly with secondary schools where contact has been difficult to date.
- c) Bonfire Strategy Groups should continue to encourage safe organised displays to allow people to safely celebrate bonfire night. Where possible or appropriate, these should be supported by the Service and partners.
- d) Planning meetings for the relevant Strategy Groups should start no later than June 2018.
- e) Use of SIUs should be targeted over an appropriate number of evenings and the number of vehicles to remain at 4 to cover the known risk areas.
- f) Service and partner agency resources and efforts should continue to be focused in areas where intelligence suggests that high incident volumes may occur.
- g) Where possible, partner agencies should be persuaded to continue the free removal schemes for the removal of large items, (normally a chargeable service), during the preceding month. This should be discussed with partners at Bonfire Strategy Group planning meetings.
- h) The tolerance policy adopted by the Service this year has proven successful and should be continued. The desire to celebrate bonfire night is present in most areas, and residents should be encouraged to do so in a safe manner.
- i) Targeted youth activity should be repeated using the On the Streets Team and volunteers, based on data provided by the Business Intelligence Unit.

- j) The use of our Communications staff to provide live social media updates should continue.
- k) Consideration should again be given to a local newspaper reporter riding appliances in the areas of higher activity. An SIU would be appropriate.
- l) Continually review the practice of making cash contributions to organised displays, particularly in Chester and Ellesmere Port, and as an alternative fund the provision of diversionary activities in known areas of increased call activity.
- m) Continue to provide an ongoing programme of Primary Respect courses in targeted schools.

### 13. Summary and conclusions

The total number of SDF attended during the period was slightly higher than in previous years. Some areas maintained the levels recorded in previous years, or showed reductions, whilst others showed increased levels of activity. It should be noted that there are considerable improvements to the totals of almost 300 SDF's that we experienced less than 10 years ago.

**Engagement:** Some areas received increased engagement by our staff and other agencies. Consistent, timely and targeted delivery of bonfire and firework education was delivered to plan. The timeliness of this delivery is important to its effectiveness.

**Fuel removal:** Bonfire removal schemes continue to be an effective means of reducing the numbers of SDFs. A visual presence of teams actively removing material also discouraged the rebuilding of bonfires.

**Incident recording:** The tolerant, risk based approach to dealing with incidents and recording will have impacted on the number of incidents recorded as SDFs.

**Weather:** It has been found that weather conditions experienced over the bonfire period will have an impact on incident volumes. For example, we know from previous years that rainfall will suppress activity; it can therefore be reasonably assumed that the fair weather experienced during the 2017 bonfire period will have presented increased opportunities for ASB activity.

**Cross Departmental Work:** Departments throughout the Service were proactive during the run up to and including the bonfire period. Without the efforts of staff and partners it is likely that the number of SDFs would have been much greater.

**The positive effect of the combined efforts of all involved on the quality of life of the residents of Cheshire is difficult to quantify, but is important to recognise.**

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 28<sup>TH</sup> FEBRUARY 2018  
**REPORT OF:** HEAD OF PROTECTION & ORGANISATIONAL  
PERFORMANCE  
**AUTHOR:** JAMES WILLMOTT

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**SUBJECT:** ANNUAL PROSECUTIONS REPORT 2016-17

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### Purpose of Report

1. To present an update on Cheshire Fire Authority's (the Authority) audit activity and prosecutions under the Regulatory Reform (Fire Safety) Order 2005 (the Order).

### Recommended that:

- [1] the report be noted.

### Background

2. The Order was introduced on the 1<sup>st</sup> of October 2006 and it had the effect of widening the range of premises that fire and rescue authorities had powers to inspect.
3. Investment in specialist training, the increase in the number of premises covered by the Order and an associated cultural change in enforcement approach has resulted nationally in an overall increase in the number of prosecutions for fire safety related offences.
4. Inspectors use nationally approved models to ensure enforcement conforms to the Government's principles of proportionality, targeting, consistency, transparency and accountability.
5. Depending on the seriousness of a regulatory breach, inspectors have a range of enforcement options extending from educate and inform, through to prosecution. This report outlines the Authority's approach to prosecutions and the results of cases to date (attached as Appendix A).
6. The Order covers virtually all premises, other than single private dwellings. Whilst the fire and rescue authority for the area in which premises are situated is the enforcing authority there are a number of premises that are enforced by other agencies e.g. nuclear installations, Crown Premises and construction sites.

7. Despite the change in law, there remain a few 'overlaps' of legislation resulting in a lack of clarity as to who the correct enforcing authority is. Cheshire Fire and Rescue Service (the Service) has therefore developed partnerships with other agencies such as local authority housing departments and the Health and Safety Executive to simplify the process and to improve our service to customers.
8. There are approximately 33,522 non-domestic premises in Cheshire, however a number of these are very low level risk and would not generally attract a visit from the Service. 32,045 premises are currently known to the Service and new premises are being identified daily with intelligence sharing between agencies now routine; thereby ensuring continuous improvement of the management information.

## **Protection**

9. Regulatory enforcement across these non-domestic premises is managed by the Head of Protection and Organisational Performance. The Protection team undertakes a routine, risk based programme of audits recording the results in a database comprising 30,947 premises.
10. The risk-based programme of audit and inspection is based on fire frequency data and guidance provided by the Department for Communities and Local Government (DCLG) supplemented by local intelligence and knowledge. The approach recognises and allows for targeted responses to trends in cause, location and vulnerable groups in specific geographical areas and business types.
11. Inspecting officers receive initial training on building construction, fire protection systems, fire development and how people react in the event of fire. Additional training is provided throughout an officer's career to maintain their knowledge and take account of developments in technology, incidents, national events, research and reports. Inspecting officers are audited annually by their line manager to confirm competency in the workplace.
12. In addition, officers receive external training in investigative procedures, case file production and on giving evidence in court proceedings.
13. A key strand of the Prevention and Protection Strategy involves using a small 'Business Safety team' to proactively support businesses in Cheshire East, Cheshire West and Chester, Halton and Warrington (the Service Area). This proactive provision of advice, not only helps business and commerce to make their premises safe from fire and arson, it also helps the Authority evidence a balanced approach between education and enforcement. This approach has been cited as best practice by a Department of Business Innovations and Skills report.

## Enforcement Governance

14. There are a number of ways an inspector may become aware of an unsatisfactory premises, these include:
  - a programmed or random audit
  - following a fire
  - intelligence from other agencies
  - complaints
  - referrals from operational crews.
  
15. Inspectors have a range of enforcement options\* which are:
  - educate and inform
  - agreed Action Plan
  - Statutory Notice identifying the nature of the corrective action needed
  - prohibition/restriction of use
  - referral to other agencies
  - simple caution
  - Alterations Notice
  - prosecution.

*(\*These are not exclusive, e.g. prohibition notices that are not complied with could lead to a prosecution)*

Currently, the Service has 26 Enforcement Notices and 48 Prohibition Notices in force across the Service Area.

16. Fair and effective prosecution forms a legitimate element of the Service's strategy to reduce the risk of death and injury in the workplace through enforcement of fire safety law.
  
17. The Service seeks to ensure that legislation is enforced in an impartial way through effective policy and management procedures. Therefore, following an audit, inspectors assess the appropriate (or 'initial') level of enforcement using an electronic tool called the 'Enforcement Management Model'. Depending on the seriousness of the breach they consult with more senior colleagues who confirm or amend the initial enforcement level as necessary.
  
18. Prosecutions have serious implications not only for the person prosecuted, but for all involved, i.e. the casualties, witnesses and Service personnel. Inspectors therefore follow the 'Code for Crown Prosecutors' which provides guidance when acting as public prosecutors. In the first instance it helps them decide whether it is in the public interest to proceed with the prosecution, that the correct person is prosecuted, the trial is carried out in a fair and just manner and that ultimately justice is seen to be done.

19. When a breach of the Order is deemed by officers to be so serious that prosecution is a probability, the inspector prepares a case file. This is reviewed by a specialist manager in the Protection team and discussed at the Prosecution monitoring meeting, where the Protection Manager and the Service's lawyer apply two tests to decide if the case should proceed:
- The first is the 'evidential test', used to establish if there is a 'realistic prospect of conviction'; and
  - the second is the 'public interest test' which considers factors such as, whether the offence resulted in death, injury or near miss and the history of previous convictions, cautions or contraventions.

Formal approval to prosecute is then given by the Deputy Chief Fire Officer and the Director of Governance and Commissioning.

### **Prosecutions summary**

20. To date, Protection supported by Legal Services and external solicitors, have successfully prosecuted 27 businesses (and/or 'Responsible Persons'), since the introduction of the Order on the 1<sup>st</sup> of October 2006, (these cases are outlined in the Appendix attached). There were 6 other cases resulting in a 'simple caution' and a further 6 cases are currently in preparation.
21. Following each prosecution, the Service has secured extensive press coverage, providing public reassurance about its regulatory effectiveness and sending a clear deterrent message to other businesses.

### **Financial implications**

22. The budget for prosecutions is reviewed monthly, both at the prosecution monitoring meeting and the department budget meeting held between the Head of Protection and finance officers.
23. Where the Authority successfully prosecutes cases it may be awarded costs to cover its own legal fees. The Authority maintains a prosecution reserve (currently standing at £237,029 – as at 05/02/18) with any awarded costs being added to the reserve to offset future prosecution costs, as these costs may be higher than the budget in any given year.
24. Fire and rescue authorities nationally are finding defence lawyers more willing to contest less well-defined areas of the Order. If the Authority was unsuccessful in a prosecution there may be an award of costs against the Authority, which could be considerable. There is no specific budget for this, and first call would be against the prosecution reserve, although ultimately it may be necessary in such a case to call on the General Reserve.

## **Legal implications**

25. The Authority is the main enforcing authority and has a statutory duty to enforce the Order and it is expected that the Authority will appoint inspectors to carry out this function.
26. Members of staff have been authorised in writing, issued with identification and have received training to carry out this function. Policies, procedures and guidance documents have been based on guidance from DCLG, the Chief Fire Officers Association/National Fire Chiefs Council and other government bodies and are available to all staff and are reviewed on a regular basis.
27. Adherence to legal requirements when undertaking prosecutions and investigations is vital in preserving the reputation of the Service. The aim is to guide, educate and assist commercial business owners to make their premises safe for users, employers and the wider community. The Service prosecutes only when appropriate and the prospect of success is high. More speculative or aggressive use of the Order in court could result in awards of costs against the Authority, reputational damage and resource implications which would affect the Service as a whole and not serve the public interest.

## **Equality and Diversity implications**

28. Staff completing audits record equality and diversity information which is monitored by the Head of Protection and Organisational Performance and informs the Service's Equality and Inclusion report.
29. Due to an increase in serious fires locally and nationally which involve certain types of fast food outlets, officers have, over the last three years, visited more of these business to help them reduce risk and comply with regulations. This, in the most high risk premises, has resulted in an increase in prohibitions issued to businesses which are frequently owned and operated by members of Black and Minority Ethnic (BME) communities. Of the prosecutions to date approximately one third of these have been against business owned or operated by members of the BME community.

## **Environmental implications**

30. Effective enforcement reduces the risk of fire and therefore contributes to reduced emissions, water use and CO<sub>2</sub> associated with producing and transporting re-building products.

**BACKGROUND PAPERS: None**

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## **Appendix 1 – Prosecutions to Date (2006 to 2017)**

### **2009**

#### **Central Recycling - Everite Road, Widnes**

This company was audited in 2008 following a complaint by an employee and resulted in a prohibition notice being issued. The case resulted in a prosecution citing breaches of five articles. The court issued fines totalling £20,000 and awarded Cheshire Fire Authority (the Authority) £10,000 in costs.

#### **Belgrave Hotel - City Road, Chester**

The Responsible Person was prosecuted in 2009 following a failure to comply with an enforcement notice issued in 2008. The court found in favour of the Authority issuing £3,000 in fines and £7,000 in costs.

### **2010**

#### **The Belfry House Hotel - Stanley Road, Handforth, Wilmslow**

Issues were first identified by an operational crew carrying out an inspection and site specific risk visit in 2007. Breaches included failure to carry out a risk assessment, failure to install smoke detectors and failure to illuminate evacuation routes. Protection officers attended and confirmed the issues and the inspecting officer issued a prohibition notice. The case went to Crown court in 2010 and the Responsible Persons were fined £75,000 and the Authority was awarded £52,000 in costs.

#### **P & S Ashley Timber - Norton Way, Sandbach**

Following a complaint by a member of the public in 2008 an audit was conducted which led to a prohibition notice being served. This case went to Crown Court in 2010, where eight counts were brought of breaches of the Fire Safety Order 2005 (the Order) including no risk assessment, no fire fighting equipment, no system of evacuation and no signage. The Responsible Person and his company were fined £80,000 and £50,000 in costs although the fine was subsequently reduced by the Court of Appeal to £40,000. Although the Service explored a number of routes to recover the costs, the Responsible Person served a custodial sentence of 365 days for non-payment of fines and therefore the costs awarded to the Authority are not now recoverable.

#### **Meloni's - 75 Albert Road, Widnes**

An audit at a Bed and Breakfast/Restaurant in 2009 resulted in eight breaches of the Order being found and a prohibition notice being issued. Subsequently, the court awarded fines of £6,000 and awarded the Authority £2,500 in costs.

### **M & M Car Spares - Slutchers Lane, Warrington**

Three breaches were brought, the main one being a breach of an enforcement notice continuing for almost 18 months. The Responsible Person was fined £1,950 for the three breaches plus £750 in costs.

## **2012**

### **Haslington Hall - Holmesshaw Lane, Haslington**

Following an audit of this grade 1 listed building a prohibition notice was issued to prevent the premises being used as guest accommodation. In January 2012 at Crewe Magistrates Court the Responsible Person was found guilty of nine offences and was fined £16,000 plus £7,800 costs.

### **Buffet City Takeaway - Newgate Street, Chester**

In January 2010 an operational fire crew from Chester carried out a thematic visit and identified fire safety concerns which resulted in Protection officers issuing a prohibition notice. At Chester Magistrates Court in January 2012 the Responsible Person pleaded guilty to eight offences and was fined £20,000 plus £4,000 costs.

### **Win House - 66 Church Street, Runcorn**

An audit of the premises resulted in a prohibition notice being issued. Following this audit in December 2010 a fire occurred at the premises and it was believed that the prohibition notice was being breached and additional contraventions were identified. In August 2012 at Warrington Magistrates Court the Responsible Person pleaded guilty to nine offences and received a £5,000 fine plus costs of £2,500.

### **House in Multiple Occupation - 199 Crewe Rd, Crewe**

Following a tenant's complaint regarding fire safety breaches an audit was completed and significant issues identified. Joint working with Cheshire East housing led to a prosecution in October 2012. The house in multiple occupation which was operating without licence was served with a prohibition notice due to the seriousness of the fire safety breaches. The premises was being run by two brothers, one defendant was fined £45,000, the other £37,500 and both were ordered to pay £22,000 costs. The case attracted media interest from local and some national press.

## **2013**

### **The Crossbar - Lovely Lane, Warrington**

Fire safety problems were discovered during a post fire inspection following a serious fire. The Responsible Person was running both a hotel and bar within the premises (one resident was using the sleeping accommodation at the time of the fire). The individual was prosecuted by the Service's internal solicitor with Warrington Magistrates court awarding 200 hours community service.

### **The Rams Head - Grappenhall, Warrington**

Following a small fire a Protection inspector identified issues which led to a prosecution. The licensee pleaded guilty to four offences, was fined £100 per offence and £269 costs due to the individual having been declared bankrupt and on benefits. The owners, Punch Taverns pleaded guilty to one offence and were fined £2,000 and £8,000 costs were awarded. The fire risk assessor also received a 'simple caution' for an inadequate assessment of the risk of fire.

### **Rangemore Nursing Home - Knutsford**

A resident lit an artificial cigarette, discarded it on the bed, which led to a fire. The nursing home staff evacuated two residents from the compartment, but were not able to carry out further evacuations due to the smoke produced by the fire. Operational Crews performed six rescues. The Responsible Person received a 12 month prison sentence suspended for two years, 66 hours community service and the Authority was awarded £68,362 in costs.

## **2014**

### **Cheshire Fast Foods - Macclesfield**

A fire in a flat above the takeaway premises required one female occupant to be rescued due to the lack of suitable means of escape. The Responsible Person was prosecuted and received a six month prison sentence suspended for two years, 150 hours of community service and the Service was awarded £1,000 in costs. In addition the company also received a fine of £5,000 and the Authority was awarded £2,000 in costs.

### **Kenyon Court - Widnes**

Protection officers conducting a routine audit identified that the premises had been changed from an office block and was being used as a house in multiple occupation. A prohibition notice was issued due to serious fire safety risks and a further inspection identified that the notice was being breached. The Responsible Person was prosecuted and received a fine of £6,000 and the Authority was awarded costs of £4,000.

### **Spice of India - Warrington**

Protection officers issued prohibition and enforcement notices on the premises due to their concerns regarding the means of escape. A further inspection identified the premises was being used in breach of the prohibition notice and the Responsible Person was prosecuted and received a fine of £1,000 and the Authority was awarded £1,000 in costs.

## **2015**

### **Minster Care Group (Croftwood Care Home) – Runcorn**

Protection officers issued an enforcement notice on the premises due to serious concerns with the standard of fire safety measures in the premises not being suitable for its use as a care home for vulnerable persons. The company was prosecuted and fined £40,000 with the Service being awarded full costs. Additionally, the Fire Risk Assessor employed by the company was also prosecuted and sentenced to four months imprisonment suspended for one year.

### **Smallwood Homes (Thelwall Grange Care Home) – Stockton Heath**

Following a small fire at the premises Protection officers issued an enforcement notice due to concerns with the fire alarms system and compartmentation not providing sufficient protection for residents. The company was prosecuted and fined £40,000 with the Authority being awarded costs totalling £19,283.

### **The Brecks - Warrington**

Protection officers issued a prohibition notice on the premises due to their concerns regarding the lack of a suitable means of escape and alarm system. Subsequent inspections revealed that the premises was continuing to be used in breach of the notice and the Responsible Person was prosecuted and sentenced to six months imprisonment for each offence to run concurrently, suspended for one year. The Responsible Person was also awarded two hundred and fifty six hours unpaid work. The Authority was awarded £600 costs.

## **2016**

### **Four Seasons (No. 9) Limited – Crewe**

A fire safety audit was undertaken by Protection officers on 7th March 2016 following a complaint received from a relative of a resident. Deficiencies were identified relating to compartmentation, means of fire detection and warning, means of escape; and evacuation procedures. The company was prosecuted and fined £50,000 with the Authority being awarded £9000 costs.

## **2017**

### **Hospitality First Two Limited - Crewe**

A fire safety audit was undertaken by Protection officers on 3<sup>rd</sup> December 2015. Deficiencies were identified which posed serious risk to life from fire and a Prohibition notice was issued. The deficiencies related to the means of escape, means of fire detection and warning, means of escape; and fire risk assessment. The company was prosecuted and fined £80,000 with the Authority being awarded £10,000 costs.

## **Current cases**

A further five case files are at various stages of the prosecution process and will be reported to Members when they have been to court and in future updates to the Performance and Overview Committee.

## **Simple Cautions issued to date**

In addition to the current case files which are being compiled, Protection officers have issued four simple cautions to premises across the Service Area.

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 28<sup>TH</sup> FEBRUARY 2018  
**REPORT OF:** GM STEWART FORSHAW  
**AUTHOR:** SM ANDREW WATSON

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**SUBJECT:** NEW TRAINING CENTRE – TRAINING  
TRANSITION REPORT

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### Purpose of Report

1. To provide details of the plans which have been developed to relocate Cheshire Fire and Rescue Service's (CFRS) operational and command training during the construction of the new training centre at Sadler Road.

### Recommended: That Members

- [1] note the contents of the report and the attached Appendix 4 – 'Transition of Operational Training Group and Command Training Group to Alternative Locations'.

### Background

2. An interdependent project of the new training centre programme is the relocation of all training which is currently delivered by the Operational Training Group (OTG) and Command Training Group (CTG) at the Sadler Road training site.
3. The aim of the relocation project is to identify suitable venues which can be used to deliver training courses for the duration of the construction of the new training centre programme.

### Information

4. During the past 12 months the new training centre programme team has surveyed alternative venues owned by CFRS, and also at some external sites, to identify if they can accommodate the various core skills delivered by OTG and CTG.
5. This activity has considered whether improvements can be made to existing training facilities which are located at some fire stations so they can be used during the transition and also beyond by station based staff.
6. This activity has established that the majority of training courses can be delivered from CFRS fire stations during the construction of the new training centre, though specialist facilities will still be required elsewhere to deliver some courses.

7. Breathing Apparatus (BA) is the foremost discipline where it is necessary to outreach the training due to the requirement of providing realistic “hot” fire training to students. However, this has been resolved through collaborative working within the region with alternative outreach BA venues guaranteed at Greater Manchester Fire & Rescue Service (GMFRS) and North Wales Fire & Rescue Service (NWFRS) / Airbus Broughton, to be utilised by CFRS BA training instructors.
8. The outcome of all of this work provides confidence that the statutory duty placed on the Service for training staff is adhered to and delivered to the highest standard, maintaining a safe competent workforce fit for serving the communities of Cheshire.
9. The full list of courses and alternative venues are included in the ‘Transition of Operational Training Group and Command Training Group to Alternative Locations’ report which is attached to this report as Appendix 1.

### **Financial Implications**

10. An agreed budget of £45,000 has been allocated to fund the relocation project.

### **Legal Implications**

11. Memoranda of understanding, service level agreements and risk assessments are being developed for the use of external training venues in GMFRS and NWFRS/Airbus.

### **Equality and Diversity Implications**

12. An Equality Impact Assessment has been completed for the relocation of the Operational Training Group during the build phase and is documented on the Cheshire Planning system 1490. No identified implications.

### **Environmental Implications**

13. There are no environmental implications identified.

**CONTACT: JOANNE SMITH, FIRE SERVICE HQ, WINSFORD**

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**BACKGROUND PAPERS: NONE**

**Appendix 1 - Transition of Operational Training Group and Command Training Group to Alternative Locations Report**



# Making Cheshire Safer

**Transition of Operational Training Group and  
Command Training Group to alternative locations.**

**Station Manager Andrew Watson**



[www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk)

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## Introduction

An interdependent project of the new training centre programme is the relocation of the Operational Training Group (OTG) and Command Training Group (CTG) to alternative Cheshire Fire & Rescue Service venues and outreach locations.

Relocating OTG & CTG for the duration of the redevelopment maintains the delivery of training to operational crews, officers, and new trainee fire-fighter and apprentice fire-fighter courses.

The new training programme team has surveyed alternative venues to ensure that they can accommodate the various core skills delivered by OTG and CTG and attributed one of these locations to one or more of the training disciplines.

Breathing Apparatus (BA) is the only discipline where it has been necessary to outreach a skill due to the environmental implications of producing “hot” wear fire training. Alternative outreach BA venues have been sourced at Greater Manchester Fire & Rescue Service and North Wales Fire & Rescue Service / Airbus Broughton, for “hot” wear conditions and Compartment Fire Behaviour Training respectively.

Negotiations to secure these training aspects are ongoing to produce memorandums of understanding (MOU) and / or a service level agreement for the use of each venue and their facilities. This will see new risk assessments being carried out by OTG staff, procedures being adopted for working at host locations, new course content and exercises to suit the facilities.

This ensures that the statutory duty placed on the Fire & Rescue Service for the training of our staff is adhered to and delivered to the highest standard, maintaining a safe competent workforce fit for serving the communities of Cheshire.

The Command Training Group (CTG) will facilitate their incident command assessment schedule at Frodsham fire station ensuring delivery of the assessment strategy and ICTS policy.

The delivery of classroom based incident command training will be predominantly delivered at predominantly Northwich fire station with Winsford fire station identified as a fall back facility.

Both Winsford and Northwich community rooms have adequate IT provision for the delivery of the courses detailed in this transition plan, with Frodsham requiring the installation of several items of IT hardware to create an immersive environment for the candidates.

## Relocation of courses.

The following skills and additional courses that are delivered by the OTG & CTG require relocation, this includes the course materials and resources to enable the successful delivery of the course.

### Operational Training Group.

- Animal rescue.
- Assessments.
- Breathing Apparatus initial (Mod 2) and refresher courses.
- Compartment Fire Behaviour Training
- Driver Training LGV and EFAD.
- Hazmat initial and refresher courses.
- Height safety initial and refresher courses.
- Point of entry Selection Tests.
- Pumps and Ladder training (Mod 1).
- RTC Initial (Mod 3) and refresher courses.
- Swift Water training.
- Water Safety and wading courses.
- Trauma Initial (BTACC) and refresher courses.

### Command Training Group.

- Incident Command Assurance assessments.
- Incident command training (ICA).
- WM7 Assessments.
- Watch Manager (WM7) training days.
- Station Manager managing incidents (SMMI) training days.
- GM/AM Training days.
- Station Manager, GM & AM command assessments (EFSM2).
- Promotion assessments. (WM7 & EFSM2)
- WM Step up programme.

## Operational Training Group Courses

Course	Location	Resources & required space	Comments	Visits to venues by OTG staff	Risk assessments	Course design	Transition date
<b>Animal Rescue</b>	Reaseheath College	Horse box in storage & retained as a prop at Bollington	Course can be facilitated by Reaseheath college as we already conduct joint working with them.	Already completed	In Place already	Already completed	April 2018
<b>Assessments</b>	Warrington Fire Station	<ul style="list-style-type: none"> <li>• A full set of LUKAS RTC equipment</li> <li>• 1 Height safety kit</li> <li>• 1 set of Hazmat equipment to meet the needs of the assessment.</li> <li>• BA equipment already located at this station for BA courses.</li> </ul>	Assessment equipment has been supplied by tech services, this will be stored in a caged off area within the large BA container.	January – February 2018	March 2018	March 2018	6 <sup>th</sup> – 10 <sup>th</sup> August 2018

<p><b>BA Initial (MOD2) Week 1 BA Refresher days</b></p>	<p>Warrington Fire Station</p>	<ul style="list-style-type: none"> <li>• 1 x full sized container</li> <li>• 4 long benches and 12 chairs</li> <li>• Storage cupboards for BA ancillary equipment</li> <li>• (inventory supplied)</li> <li>• 2 x OTG Fire Appliances</li> </ul>	<p>Week 1 is BA search skills including cold smoke and darkness.</p> <p>Upgrade to existing facilities to ensure the content of the initial BA course is deliverable.</p>	<p>January – February 2018</p>	<p>March 2018</p>	<p>March 2018</p>	<p>6<sup>th</sup> – 10<sup>th</sup> August 2018</p>
<p><b>BA Initial Week 2</b></p>	<p>Greater Manchester FRS</p>	<ul style="list-style-type: none"> <li>• 1 x OTG Appliance</li> <li>• 12 student BA sets</li> <li>• 5 Instructor BA sets</li> <li>• 3 spare BA sets</li> <li>• BA cylinders</li> <li>• PPV fans</li> <li>• BA servicing equipment.</li> <li>• BA Boards</li> </ul>	<p>Week 2 is the “hot” wear fire training, the first two days will involve fire behaviour training followed by 3 days at GMF&amp;RS.</p> <p>A further 5 days have been factored in for each of the Trainee &amp; Apprentice courses to conduct the PPV course &amp; consolidation exercises.</p>	<p>January – February 2018</p> <p>GMFRS have provided their Safe Systems of Work for each area, OTG will review and risk assess as per CFRS policy.</p>	<p>March 2018</p>	<p>March 2018</p>	<p>6<sup>th</sup> – 10<sup>th</sup> August 2018</p>

<b>Compartment Fire Behaviour Training</b>	Airbus Broughton / North Wales Fire & Rescue Service	<ul style="list-style-type: none"> <li>• 1 x OTG appliance</li> <li>• 12 Student BA sets</li> <li>• Instructor BA sets</li> <li>• Student Gloves</li> <li>• Student jumpers</li> <li>• Knee pads</li> <li>• BA servicing equipment</li> </ul>	<p>MOU developed and with each Legal team.</p> <p>Security protocol for Airbus Operations to be adhered to.</p> <p>Alternate the containers used.</p> <p>NB. Additional sets required from tech support.</p>	Early March 2018	March 2018	November 2017 WM Lloyd writing the course	1 <sup>st</sup> July 2018
<b>Driver training school</b>	Sadler Rd. Winsford	<ul style="list-style-type: none"> <li>• Office Equipment</li> <li>• Theory testing equipment</li> <li>• 1 x driver training fire appliance in workshops.</li> <li>• 1 x Car (Corsa) for vehicle pass out.</li> </ul>	<p>1 x driver training appliance to remain at HQ Workshops for security.</p> <p>Driver manoeuvring area to be marked out at Knutsford Fire Station</p>	Not Required	Already in place	Already in place	<p>Manoeuvring area can be last used in August 2018.</p> <p>New manoeuvring area to be marked out at Knutsford in Feb 2018.</p>
<b>Hazmat initials Hazmat refreshers</b>	Stockton Heath 03	<ul style="list-style-type: none"> <li>• Road tanker</li> <li>• Midi sized Hazmat container</li> </ul>	<p>Site will be assessed with the WM at 03 for the location of all resources so that the station has the least impact possible.</p> <p>Completed in Jan 18</p>	January – February 2018	March 2018	March 2018	25 <sup>th</sup> July 2018

<b>Height Safety Initial and Refreshers</b>	Lymm Fire Station 28	Two height safety packs	OTG to confirm the storage location of these packs.	January – February 2018	March 2018	March 2018	6 <sup>th</sup> – 10 <sup>th</sup> August 2018
<b>Point of entry selection tests</b>	Powey lane Fire Station 07	Selection test equipment BA crawl gallery ( for storage only) Fire-kit for selection tests. Recruitment POD (use the BA crawl in this)	The FLT Pallets also require permanently relocating to this station. Station yard requires marking out for selection tests. 25m separation of white lines and the words “RURAL” adding	January 2018	January 2018	Not Required	February 2018 ready for March intake.
<b>Pump &amp; Ladder training (MOD1)</b>	Stockton Heath 03	<ul style="list-style-type: none"> <li>• 1 x OTG appliance in bay 2.</li> <li>• 12 lockers</li> <li>• 12 desk spaces</li> <li>• Projector &amp; screen</li> </ul>		January – February 2018	March 2018	March 2018	2 <sup>nd</sup> July 2018

<b>RTC Initials RTC Refreshers</b>	Stockton Heath 03	<ul style="list-style-type: none"> <li>• As per MOD 1 resources.</li> <li>• One midi sized container</li> <li>• Moffett Mounty fork lift truck Bay 3 behind heritage appliance</li> <li>• 1 x Road tanker</li> <li>• 1 x Cessna aeroplane</li> <li>• 2 x Electric vehicles</li> </ul>	Phill Cooper will arrange for the tanker to be re-located to Stockton Heath Space for attending Appliances. 2 x additional containers for prop storage.	January – February 2018	March 2018	March 2018	30 <sup>th</sup> & 31 <sup>st</sup> July 2018
<b>Swift Water Water Awareness training Water wading course</b>	Sadler Rd. Main Carpark.	1 x Large Water Container	Outreach remaining at Wales for the swift water training. water awareness course location can be Winsford or Northwich	Not Required	Already in place	Already in place	Wk. commencing the 25 <sup>th</sup> June 2018 for relocation of the water container
<b>Trauma Initials Trauma Refreshers</b>	Northwich Fire station	Classroom Projector and screen Laptop or PC for course delivery	Midi container located to the station to house the trauma props.	January – February 2018	March 2018	March 2018	11 <sup>th</sup> – 18 <sup>th</sup> July 2018

## Command Training Group Courses

<b>Course</b>	<b>Location</b>	<b>Resources</b>	<b>Comments</b>	<b>Transition Date</b>
<b>Incident Command Assurance assessments.</b>	06 Frodsham fire station Community Room	Laptop provision to run VR Software and a projector. Privacy screens required.	ICA assessments will be in the form of 1 person per day attending for training, summative and two formative assessments.	July 23 <sup>rd</sup> & 24 <sup>th</sup> 2018
<b>Incident Command WM7 assessments.</b>	06 Frodsham fire station Community Room	Laptop provision to run VR Software and a projector. Privacy screens required.	WM7 assessments will be in the form of 1 person per day attending for three formative assessments.	July 23 <sup>rd</sup> & 24 <sup>th</sup> 2018
<b>Individual Incident command training.</b>	06 Frodsham fire station Community Room	Laptop provision to run VR Software and a projector. Privacy screens required.	Bespoke 1-1 training sessions can be developed to accommodate aspiring fire fighters who are interested in becoming ICA.	July 23 <sup>rd</sup> & 24 <sup>th</sup> 2018
<b>Watch Manager (WM7) training days.</b>	Northwich Fire Station or Winsford Fire Station	Command training group, with Laptop, utilising fire station IT.	Watch based training to be delivered across the Service.	July 23 <sup>rd</sup> & 24 <sup>th</sup> 2018

<b>Station Manager managing incidents (SMMI) training days.</b>	06 Frodsham fire station Community Room	Laptop provision to run VR Software and a projector. Privacy screens required.	Currently this training is delivered in groups of 12. With the size of the facilities at 06 it is envisaged that this training will be done in groups of 4-6 throughout 2018/19.	July 23 <sup>rd</sup> & 24 <sup>th</sup> 2018
<b>Station Manager command assessments (EFSM2).</b>	06 Frodsham fire station Community Room	Laptop provision to run VR Software and a projector. Privacy screens required. Command Unit.	The command training group are identifying those EFSM 2 candidates who will require assessing in 2018 and scheduling them in to assessments prior to July 2018. If there is a business need outside of this preparation then the assessment will take place at Frodsham Fire station.	July 23 <sup>rd</sup> & 24 <sup>th</sup> 2018
<b>Promotion assessments.</b>	06 Frodsham fire station Community Room	Laptop provision to run VR Software and a projector. Privacy screens required.	Promotion assessments will be accommodated as per the WM7, EFSM2 and ICA assessment practice.	July 23 <sup>rd</sup> & 24 <sup>th</sup> 2018
<b>WM7 Step up</b>	Northwich fire station / fall back Winsford fire station.	Command training group, with Laptop, utilising fire station IT.	WM7 day 2 (2018) & Day 1 (2019) will be delivered at Northwich Fire station in conjunction with OTG	Cohort 5 16/03/18 02/07/18 Cohort 6 03/12/18 30/04/19

			requirements for TRAUMA training. Winsford if clash of dates.	Cohort 7 09/04/18 10/07/18 Cohort 8 11/12/18 08/05/19
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**Performance and Overview Committee**

Forward Work Programme (before meeting of Performance and Overview Committee – 28<sup>th</sup> February 2018)

Performance and Overview Committee								
	27 <sup>th</sup> June 2018			5 <sup>th</sup> September 2018			28 <sup>th</sup> November 2018	
1	Q4 Finance Report	AR/WB	1	Q1 Finance Report	AR/WB	1	Q2 Finance Report	AR/WB
2	Q4 Performance Report	SG/AJ	2	Q1 Performance Report	SG/AJ	2	Q2 Performance Report	SG/AJ
3	Q4 Programme Report	JC/SW	3	Q1 Programme Report	JC/SW	3	Q2 Programme Report	JC/SW
4	Q4 Internal Audit Progress Report	AL/CA	4	Q1 Internal Audit Progress Report	AL/CA	4	Q2 Internal Audit Progress Report	AL/CA
5	UPG Report 2017-18	AW	5	Annual Equality Monitoring Report	AH/MH	5	Annual Health, Safety and Wellbeing Report	NW
6	Annual NWFC Performance Report	GO/AL				6	Annual Road Safety Report	CH
						7	Interim Bonfire Update	CH
						8	UPG – 6 Monthly Update	AW
						9	Annual 'On the Streets' Report	NE/VW
	<b>Standing Items:</b>			<b>Standing Items:</b>			<b>Standing Items:</b>	
				<b>Closure of Accounts Minutes</b>				
	<b>Work Programme Update</b>			<b>Work Programme Update</b>			<b>Work Programme Update</b>	

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