



**Wednesday,
2 September 2020
10.00 am**

**Meeting of
Performance and
Overview Committee
Remote Meeting**

Contact Officer:
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Cheshire Fire Authority

Notes for Members of the Public

Attendance at Meetings

The Cheshire Fire Authority welcomes and encourages members of the public to be at its meetings and Committees.

This meeting of the Fire Authority will be held by remote means, i.e. the meeting will not be taking place in person at Sadler Road, but will be hosted over the Internet, using Skype for Business, with participants located in a variety of places.

The Government introduced legislation, due to the Coronavirus pandemic, that enables remote meetings to take place and the Fire Authority has adopted rules that allow and govern the way that remote meetings will work. The rules can be accessed [here](#).

The meeting must be open to the public and press. However, as the public and press cannot attend in person the Fire Authority is arranging for the meeting to be broadcast. Final details about how to access the broadcast will be published on the website prior to the meeting.

Access to Information

Copies of the Agenda are available on the Service's website (www.cheshirefire.gov.uk). A copy can also be obtained from Democratic Services via DemocraticServices@cheshirefire.gov.uk.

The Agenda may be divided into two parts – a public session and a private session. As far as possible items will be included in the public session, with the reports published and the items considered whilst members of the public are able to access the meeting via Skype (with at least audio, but usually with audio and vision). Items dealt with in private session will be described on the Agenda, but the reports will not be published and the items will not be accessible to members of the public. The kind of items dealt with in private session could include information about individuals, or consider matters of a commercial nature.

This agenda is available in large print, Braille, audio CD or in community languages upon request by contacting; Telephone: 01606868414 or email: equalities@cheshirefire.gov.uk

Recording of Meetings

The Authority audio records its meetings. Please contact Democratic Services for a copy of the recording via DemocraticServices@cheshirefire.gov.uk.



MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE WEDNESDAY, 2 SEPTEMBER 2020

Time : 10.00 am

Remote Meeting - Via Skype

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 Wednesday 22nd July 2020.

ITEMS REQUIRING DISCUSSION/DECISION

2 Finance Report - Quarter 1, 2020-21

(Pages 9 - 18)

3 Performance Report - Quarter 1, 2020-21

(Pages 19 - 68)

4 Programme Report - Quarter 1, 2020-21

(Pages 69 - 82)

5 Internal Audit - Quarter 1, 2020-21 Progress Report

(Pages 83 - 92)

6 Equality, Diversity and Inclusion Annual Report 2019-20

(Pages 93 - 102)

7 Safety Central Annual Report 2019-20

(Pages 103 - 122)

8 North West Fire Control - Annual Report 2019-20

(Pages 123 - 130)

9 Prevention Partnerships - Annual Report 2019-20

(Pages 131 - 146)

10 Forward Work Programme

(Pages 147 - 148)

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 -
NONE**



**MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE
held on Wednesday, 22 July 2020 at Remote Meeting - Via Skype at 10.00 am**

PRESENT: Councillors Phil Harris (Chair), Razia Daniels, Gina Lewis, Les Morgan, James Nicholas, Jonathan Parry, Peter Wheeler, Norman Wright, and independent (non-elected) member Derek Barnett.

1 PROCEDURAL MATTERS

A Record of Meeting

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

B Apologies for Absence

There were no apologies received.

C Declaration of Members' Interests

There were no declarations of Members' interest.

D Minutes of the Performance and Overview Committee

RESOLVED:

That the minutes of the Performance and Overview Committee held on 26th February 2020 be confirmed as a correct record.

2 PERFORMANCE REPORT - QUARTER 4 2019-20

The Head of Protection and Organisational Performance introduced the report, which provided an update on the 2018-19 Quarter 4 review of performance for each of the Service's Key Performance Indicators (KPIs). Appendix 1 to the report included the Corporate Performance Scorecard which reflected the Quarter 4 position against targets set and the year-on-year direction of travel for the Service's KPIs.

Officers expanded on some of the KPIs, providing further context, particularly where targets had not been achieved, i.e.

- Number of deaths in primary fires;
- Number of automatic fire alarms in non-domestic premises/false alarms;
- Platinum address success rate;
- Fire safety audits in non-domestic premises;
- On-call availability.

The Head of Protection and Organisation Performance referred Members to the KPI

relating to the number of deaths in primary fires. Four deaths had occurred in Quarter 4, all individuals over 65 years of age.

The KPI status for the number of automatic fire alarms in non-domestic premises/false alarms was currently red. The Head of Protection and Organisational Performance confirmed that the figure was still significantly lower than the historic average. The revised attendance policy was still leading to at least 50% fewer false alarms. He indicated that unless the policy was amended further, it was unlikely that further sustainable reductions could be achieved.

The KPI status for Platinum Address Success Rate, i.e. the top 10,000 households in Cheshire identified at most risk from fire, was currently Amber. The percentage was 61% which was lower than the 65% target. It was thought that this was due to the impact of the Covid-19 pandemic at the end of the quarter and the close down of the CFRMIS recording system while transferring data to SAFFIRE the new software solution.

Members were referred to the KPI for Fire Safety Audits in Non-Domestic Premises which was currently Amber. In Quarter 4 there was capacity to achieve 510 audits but the number carried out was 420. This was due to the final two weeks of March being directly affected by the Covid-19 pandemic with no audits taking place during most of this period.

The Head of Service Delivery provided an update of performance against the On-Call Availability KPI. On-call availability had been 74% in Quarter 4, and even though the Covid-19 pandemic had initially affected availability during the last two weeks in March an increase in home working had subsequently seen an increase. He referred Members to the actions listed in the report which were required to improve performance.

A Member referred to the Number of Automatic Fire Alarms in Non-Domestic Premises/False Alarms and asked if housing the homeless and rough sleepers in hotels could have resulted in a spike in AFAs. The Head of Protection and Organisational Performance responded that there were no indications that this was a trend and most were single indicators and not repeat occurrences and protection teams were working with the owners/occupiers of premises to reduce the number of activations.

A Member referred to the number of drug related arson incidents recorded in Quarter 4 and asked how the Service was addressing this. The Head of Protection and Organisational Performance explained that work with partners such as the police and local authorities to tackle anti-social behaviour and fire setting would continue in order to deliver improved performance in this area. Most of the incidents were deliberate fires involving vehicles, particularly mopeds, which could be linked to drug related activity.

RESOLVED: That

[1] the Performance Report – Quarter 4, 2019-20 be noted.

3 PROGRAMME REPORT - QUARTER 4 2019-20

The Chief Fire Officer and Chief Executive provided Members with an update on the Service's programmes and projects. He referred Members to Appendix 1 to the report which contained a health report for the final quarter of 2019-20 and picked out key performance areas for specific focus, i.e.

- Whole Service Review
- Blue Light Collaboration
- Replacement of Chester Fire Station

He said that the Whole Service Review was moving to the close down phase and new projects under the new IRMP would be added to future reports.

He provided an update on the Blue Light Collaboration Programme which was currently showing as Amber and this was due to the underlease not being completed and the end state collaboration agreement not being finalised.

The Chief Fire Officer and Chief Executive explained that the current Covid-19 pandemic had had an impact on the programme to create the new Chester Fire Station. Delays had been minimised by the contractor, but inevitably there had been issues with site workers and materials. The situation had now improved significantly in most respects, with only limited difficulties caused by the need for social distancing and some products remaining difficult to source in a timely fashion. He finished by mentioning and the positive feedback that had been received from staff about the project.

RESOLVED: That

[1] the Programme Report – Quarter 4 2019-20 be noted.

4 INTERNAL AUDIT PROGRESS REPORT - QUARTER 4 2019-20

Anne-Marie Harrop, a representative from Mersey Internal Audit Agency (MIAA), was in attendance at the meeting to present the Internal Audit Progress Report Quarter 4, 2019-20.

The Auditor referred Members to the Internal Audit Progress Report attached at Appendix 1.

She provided Members with a brief overview of the progress made against the audit plan and informed them that this report closed down the work for the remaining two pieces of work on the 19/20 plan in the following areas: Collaboration/Partnership considering the Fire and Rescue Indemnity Company (FRIC) arrangements and the further assessment of activity contained in the HMICFRS Inspection Improvement Plan.

RESOLVED: That

[1] the Internal Audit Progress Report – Quarter 4 2019-20 be noted.

5 INTERNAL AUDIT ANNUAL REPORT AND HEAD OF INTERNAL AUDIT OPINION 2019-2020

Anne-Marie Harrop also dealt with this report.

The Auditor referred Members to the Internal Audit Annual Report and Head of Internal Audit Opinion 2019-20 attached at Appendix 1. She explained that the overall opinion for the period 1st April 2019 to 31st March 2020 provides 'substantial assurance' in that there was a good system of internal control designed to meet the system objectives and controls are generally being applied consistently.

RESOLVED: That

[1] the Internal Audit Annual Report and Head of Internal Audit Opinion 2019-2020 be noted.

6 UNITARY PERFORMANCE GROUPS ANNUAL REPORT 2019-20

The Head of Service Delivery introduced the report, which provided an update on the initiatives supported and funded by the Unitary Performance Groups (UPGs) during 2019-20.

It was reported that the UPG meetings provided an opportunity for local Cheshire Fire Authority Members to engage with officers from Service Delivery, Prevention and Protection to scrutinise performance at a local level. The UPGs also developed initiatives which assisted with improving performance and outcomes for the communities within each unitary area. The UPGs have budgets allocated to enable them to consider and approve funding bids for activities within their areas. Information on some of the initiatives supported and funded by the UPGs during 2019-20 were detailed in Appendix 1 of the report.

A Member asked if the project with the Camerata was successful and a good investment. The Head of Service Delivery explained that the work with the Camerata had been ongoing for a number of years and engages with local school children across Cheshire on fire related subjects and dangers that may be encountered. It was felt to be a good investment towards educating younger members of the community.

A Member asked if the project on extension cables undertaken with Cheshire West and Chester could be extended across Cheshire and if there was an opportunity to look at ways of highlighting the dangers associated with chargers, the way chargers were being sold and as to whether they met an appropriate standard. The Head of Service Delivery explained that social media campaigns were regularly undertaken to highlight these dangers and the Service would continue with this work.

RESOLVED: That

[1] the Unitary Performance Groups Annual report 2019-20 be noted.

7 TRAINING PERFORMANCE ANNUAL REPORT 2019-20

The Head of Operational Policy and Assurance introduced the report, which provided members with an update on the training arrangements and achievements throughout the training year 2019-20.

He drew Members attention to the Performance Dashboard and the items marked in red. He explained that it was important to note the investment being made in the new training facility and the fact that the trainers had moved around the County to continue their important work to maintain the quality of training of staff.

He explained that targets on Swift Water training had failed which because courses had been cancelled in the early part of the year as the stretches of water used were deemed too dangerous, with some areas closed. Courses had been re-scheduled for August 2020 in order for staff to update their skills and maintain competence in this area.

Targets had not been met on Watch Manager (WM) and Station Manager (SM) Command Training because facilities at Frodsham Fire Station were not as good as those used at Sadler Road and the usual numbers of staff could not be accommodated. Assessments were now continuing in order to ensure this core training is delivered.

He also explained that some on-site training, such as industrial premises and high rise, had been cancelled due to Covid-19, as premises could not be accessed. However, there was a plan in place to re-start these courses to maintain operational competence.

A Member drew attention to the number of acronyms used in the report and requested that in future these were explained in the report.

RESOLVED: That

[1] the Training Performance Annual Report 2019-20 be noted.

8 HMICFRS INSPECTION ACTION PLAN

The Head of Protection and Organisational Performance introduced the report which presented Members with an update in relation to the action plan produced in response to the 'Areas for Improvement' highlighted within the inspection report relating to Cheshire Fire and Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

He explained that completed actions were marked in grey. However, the Covid-19 pandemic had had an impact on delivery of some areas, but also helped to move others forward, e.g. delivery of the requirement for two way communication, i.e. Skype capability.

A Member requested a definition of supporting agile working for all staff and whether a report would be available at the next meeting on how this was being carried

forward and the way staff would be deployed in future. The Head of Protection and Organisational Performance explained that this referred to giving staff the ability to do their normal day job while working away from office locations which included investing in technology and the ability to access packages and databases.

The Director of Governance and Commissioning explained that due to the Covid-19 pandemic offices could look differently in future with staff likely to be working in different ways.

RESOLVED: That

[1] the report be noted.

9 PROSECUTIONS ANNUAL REPORT 2019-20

The Head of Protection and Organisational Performance introduced the report which provided Members with an update on the prosecutions under the Regulatory Reform (Fire Safety) Order 2005 during the 2019-20.

He informed Members that 26 cases had been taken to court over the past 11 years with significant fines and sentences given. He drew Members attention to Appendix 1 of the report, which included a brief description of the only prosecution pursued by the Service in 2019-20. There were also 9 ongoing cases which would be reported on in the 2020-21 year, as there had been a significant delay in court cases due to the Covid-19 pandemic, with some cases being adjourned or delayed.

A Member asked for further information on why there had been an increase in enforcement action concerned with businesses owned and operated by members of Black, Asian and Minority Ethnic (BAME) communities. The Head of Protection and Organisational Performance explained that this appeared to be a national trend and generally related to food or drink premises with living accommodation above, which were not designed to be used in this way. Protection teams were working closely with the Equality and Inclusion Officer to look at how the Service can raise awareness of these issues.

RESOLVED: That

[1] Members note the contents of the report.

10 RISK MANAGEMENT BOARD ANNUAL REPORT 2018-19

Louise Willis, from the Planning and Performance Department, Joint Corporate Service, introduced the report which provided Members with an update on the Risk Management Board Annual Report 2018-19, which was a retrospective report of the work undertaken and progressed up to the Risk Management Board meeting in March 2020. Significant progress had been made in reviewing risk management arrangements over the twelve month period, with the objective being to bring together and simplify risk management arrangements across fire and police and to improve the quality of risk information to enable management to have a better focus on risk.

RESOLVED:

[1] Members note the report.

11 PRE-ALERT TRIAL

Station Manager Huw Coates introduced the report which provided Members with a summary of the first four month period, 1st February 2020 to 31st May 2020, of the service-wide 'pre-alert' trial.

He explained that an initial, small-scale trial was introduced in April 2019 across six fire stations to prove the benefits of the concept and identify any unintended consequences of the system, with crews invited to provide feedback. This showed that on-call stations would benefit significantly from the system. As a result of the trial it was agreed to roll out the system throughout the County and during the first four months improvements in mobilising times were noted in comparison to the same period last year when pre-alerting was not in place.

A Member asked for clarification of the costs involved. Station Manager Coates explained that the initial configuration costs for the system were paid for by Greater Manchester Fire and Rescue Service. There was an ongoing annual cost of £18,000 which was split between the fire and rescue services which are served by North West Fire Control. The cost to Cheshire Fire and Rescue Service in the year 2018-19 was £3,500.

RESOLVED:

[1] Members note the report.

12 SAFEGUARDING ANNUAL REPORT 2019-20

The Head of Prevention introduced the report which provided Members with reassurance about safeguarding procedures and outlined the number of safeguarding referrals made from 1st June 2019 to 31st May 2020.

RESOLVED:

[1] the report be noted.

[2] the future developments contained in paragraph 27 of the report be approved.

13 FORWARD WORK PROGRAMME

The table included those items that had been identified/agreed to-date. No further items were added to the Programme.

RESOLVED: That:

[1] The Forward Work Programme be noted.

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Agenda Item 2

Agenda Item

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 2ND SEPTEMBER 2020
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: FINANCE REPORT – QUARTER 1 2020-21

Purpose of report

- 1 The report provides a review of the Service's forecast financial outturn and reports on the progress against 2020/21 capital projects.

Recommended: That Members

- [1] Note the forecast outturn position.
- [2] Approve the movement in reserves set out in Appendix 2.

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.
- 3 On 12th February 2020 the Authority approved the 2020/21 revenue budget of £44.83m together with a 2020/21 capital programme of £14.1m. This report provides an early indication of the forecast level of expenditure when compared to the approved budget and capital programme.

Information

Coronavirus (Covid-19) Pandemic

- 4 The Coronavirus Pandemic has brought about an unprecedented public health emergency and the Authority's top priorities are to maintain the best service to the public, protect firefighters and staff and support the national response. During this major incident, the Service is continuing to provide all the essential services you expect from it.

- 5 The Service has continued to serve the public throughout the pandemic. Additional costs and a reduction of income has fallen into 2020/21, following the Prime Minister's pandemic-related speech on 24th March 2020 and the introduction of the lockdown rules.
- 6 In terms of funding, the Government announced emergency local government funding for Covid-19 additional costs through S31 grants. Tranche 1 was announced on 20th March 2020 with the Service receiving £166,768 in 2019/20. Tranche 2 was announced on 18th April 2020 with the Service receiving £793,795 in 2020/21. The associated additional costs that have been incurred, e.g. for PPE and cleaning products during 2020/21, as well as a loss of income (mainly Princes Trust) are taken into account in this report. The Government paid the S31 grants up-front for 2020/21 to support cashflow during the pandemic.

Future Funding Position

- 7 The Coronavirus Pandemic will not have an impact on funding in the current financial year. In future years, the pandemic will almost certainly affect the level of funding from Government and the Cheshire billing authorities. Reductions in funding from the latter, will be as a result of likely downturns in the local economy which may reduce both the council tax and business rate bases as well as leading to potential deficits on the Collection Funds which the Authority will be required to contribute to in line with their corresponding share.
- 8 Should a deficit be incurred on council tax or business rate Collection Funds, there is a proposal from the Government to allow contributions to be spread over a three year period to rectify the position. The position will be identified as a significant risk in the Medium Term Financial Plan.

Forecast Revenue Spending

- 9 At this early stage of the financial year the main variances relate to Covid-19 expenditure and reduction in income, for which S.31 grant has been received. The full extent is not yet known as the situation is still ongoing and will be reported on specifically each quarter.
- 10 Based on this early assessment, there is a net forecast underspend of £220k as shown in the following table with further details of each service area's forecast outturn set out in Appendix 1. Reserve movements are shown in Appendix 2.

<u>Summary for 2020/21 First Quarter</u>	Original Budget £000	Forecast Spend £000	Variance £000
Firefighting and Rescue Operations	28,828	29,619	791
Protection	2,041	2,025	-16
Prevention	2,504	2,458	-46
Support Services	10,150	10,013	-137
Unitary Performance Groups	100	100	0
Centrally held costs & contingencies	1,050	1,054	4
Pension costs	1,029	1,015	-14
Capital Financing (incl. investment income)	128	128	0
S.31 Grants (including Covid-19)	-1,803	-2,797	-994
Movement in Reserves	802	994	192
Net Revenue Position	44,830	44,610	-220
Funding:			
Business Rates S31 grants	-780	-780	0
Council Tax (precept)	-30,141	-30,141	0
Collection Fund Surplus (council tax)	-260	-260	0
Business Rates Retention scheme	-9,651	-9,651	0
Collection Fund Deficit (business rates)	-7	-7	0
Revenue Support Grant	-3,991	-3,991	0
Total Funding	-44,830	-44,830	0
Total (under)/overspend			-220

- 11 The following details cover the key variances shown in the above table.
- 11.1 Within Firefighting and Rescue Operations, Service Delivery has incurred various additional costs, e.g. payment of overtime, additional payments to on-call firefighters and payment to train and maintain resilience firefighters. Overall the cost of Covid-19 within Service Delivery is £379k which is offset by the additional S.31 grants.
- 11.2 Also within Firefighting and Rescue Operations, OPA are reporting some additional pay costs relating to maternity leave and an additional post funded by the Home Office's Infrastructure Fund. This fund is to support the delivery of the lessons learned and relevant recommendations in the Grenfell Tower Inquiry phase 1 report, leading to additional protection activity. £300k additional expenditure has been incurred related to Covid-19 personal protective equipment (PPE) etc.
- 11.3 Notification for the 2020/21 New Dimensions Grant (£5.9k) has been received and these funds will be transferred to reserves to part fund the future operational equipment programme. Income will also be received towards the trainee firefighters training £42k. Both of these are additional income above that included in the budget.

- 11.4 Protection is showing savings relating to a delay in appointing the Heritage Officer (2 year temporary post) approved as part of the 2020-21 budget. The post is to be advertised in July, with an anticipated appointment in September.
- 11.5 The Authority has received notification of the allocation of £177k Protection surge funding. This includes Building Risk Review Grant of £60k relating to the review of the fire safety arrangements in all high rise residential buildings by December 2021; as well as £117k for a Protection Uplift Programme. This programme aims to drive improvement in local protection capability; to bolster fire protection capability; and align with locally agreed Integrated Risk Management Plan and risk-based assessments.
- 11.6 For Prevention, the impact of the approved IRMP in-year and Covid-19 has resulted in reduced operation of “business as usual”. This has resulted in forecast underspends (£88k on smoke alarms and £33k delay in recruiting to vacant posts) and reduced income (RESPECT, Princes Trust, Road Safety, Cadet Camp). These have been included in the forecast outturn reported above, but this is an on-going situation and subject to change. A further update will be provided at mid-year review.
- 11.7 Support Services are showing a forecast underspend, mainly related to transport and ICT costs. Transport has a £58k saving (fuel £40k, tyres £3k and insurance £15k) and ICT has identified savings of £68k (network providers (£16k), broadband connection (£8k) and Firelink grant income greater than budgeted (£44k)). £12k has been transferred to reserves to fund the next regular staff survey in 2021/22 (undertaken every 2 years). An additional survey has been done this year related to the Covid-19 experience for staff which has been funded from the S.31 Covid-19 grant.
- 11.8 Section 31 Grants reflect the receipt of Covid-19 tranche two funding £794k in April, partly offset by anticipated Covid-19 spend of £101k with the majority of the other spend shown in Firefighting and Rescue Operations £678k.
- 11.9 In April 2020, the Authority received the pension grant from the Home Office to compensate for the increase in the employer’s pension contributions since April 2019. The 2020/21 budget anticipated a grant of £1,803k but the actual allocation was £2,104k, an additional £301k. This additional amount has been transferred to the capital reserve to support the capital programme.
- 12 A breakdown of the movement in reserves is set out in Appendix 2.
- 13 In summary, the overall position at the first quarter is for a forecast underspend to the year end of £220k (0.5%) when compared to the budget approved by the Authority. The position will continue to be monitored during the year.

Capital Programme

- 14 At the end of June 2020, the Authority's approved capital programme is £33.724m with a forecast outturn spend of £36.187m – an overspend of £2.373m. Details of all the capital schemes are in Appendix 3.
- 15 Progress on a number of the schemes was delayed until the Integrated Risk Management Plan 2020-24 (IRMP) was approved at the Fire Authority meeting on the 1st July 2020. This includes the rapid response rescue units; water carrier; and wildfire capability capital schemes.
- 16 The 2019/20 capital programme included replacement animal rescue unit and two replacement rapid response rescue units. These two schemes have now been superseded by the 2020/21 IRMP rapid response rescue units scheme.
- 17 The contractor is continuing to develop the new training centre at the Sadler Road site with staff and sub-contractors observing social distancing rules. This has inevitably slowed progress down, but progress on site remains very promising. The estimated outturn position is £12.1m, which has increased by £25k on the estimated outturn reported at 2019/20 quarter 4 due to additional insurance premiums as well as additional cladding required for the stores area due to the poor condition of existing materials.
- 18 The new fire station at Chester continues to progress at an impressive rate, with floors now in place and external block and brickwork going up. The staircases have also been cast and installed along with the shaft for the lift. The roof is fully in place and houses 348, 2m x 1m high efficiency photovoltaic panels, covering an area of 580m² which equates roughly to that of 3 tennis courts. The output of these panels has been carefully calculated to ensure it can cover all power demands for the station (heating/venting/lighting etc.). The panels, coupled with the energy saving construction of the building, leads us to believe that Chester Community Fire Station is likely to be one of the first carbon neutral energy regulated fire stations in the country.
- 19 The Year 1 Fire Station Modernisation Programme has now reached its practical completion at Runcorn; Birchwood; Middlewich; and Sandbach. The Year 2 Modernisation Programme is now underway, which will see works at Widnes, Northwich, Holmes Chapel and Audlem.
- 20 Crewe Fire Station costs relate to the initial feasibility and high level design stages. Further reports will be submitted to Members as the scheme progresses. Currently, officers do not have a fully worked budget to report.

Financial implications

21 This report considers financial matters.

Legal Implications

22 There are no legal implications arising from the report.

Equality and diversity implications

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

Environmental implications

24 There are no environmental implications arising from this report.

BACKGROUND PAPERS: NONE

**CONTACT: DONNA LINTON, GOVERNANCE AND CORPORATE
PLANNING MANAGER
TEL [01606] 868804**

CHESHIRE FIRE AUTHORITY QUARTER 1 2020/21

	Original Budget £000	Forecast Spend £000	Income/ expenditure variance £000
Firefighting and rescue operations			
Service Delivery	23,840	24,176	336
Operational Policy and Assurance	4,988	5,443	455
Protection	2,041	2,025	-16
Prevention			
Community Safety	2,053	2,010	-43
Safety Centre	451	448	-3
Support Services			
Executive Management	1,066	1,015	-51
Workforce Transformation	223	219	-4
Property Management	1,705	1,706	1
Finance	400	400	0
ICT	1,769	1,701	-68
Legal and Democratic Services	540	540	0
People and Development	1,704	1,708	4
Planning, Performance & Communications	951	990	39
Procurement and Stores	236	236	0
Fleet services	1,556	1,498	-58
Unitary Performance Groups	100	100	0
Corporate Finance costs			
Centrally held costs & contingencies	1,050	1,054	4
Pension costs	1,029	1,015	-14
Capital Financing (incl. investment income)	128	128	0
S.31 Grants (incl. Covid-19)	-1,803	-2,797	-994
Total Service Expenditure	44,028	43,616	-412
Movement in Reserves	802	994	192
	44,830	44,610	-220
Funding:			
Council Tax	-30,141	-30,141	0
Collection Fund Surplus (council tax)	-260	-260	0
Business Rates Retention scheme	-9,651	-9,651	0
Collection Fund Deficit (business rates)	-7	-7	0
Business rates S.31 grant	-780	-780	0
RSG	-3,991	-3,991	0
Total Funding	-44,830	-44,830	0
Forecast Net Underspend			-220

Appendix 2

MOVEMENT IN RESERVES 2020/21

<u>Department</u>	<u>Description</u>	TOTAL £000
Corporate Finance Costs	Annual Contribution to Capital	595.7
Corporate Finance Costs	Contribution to pay related reserve	378.1
Corporate Finance Costs	LGPS secondary rate – employers contribution	(235.0)
Property Management	Annual contribution of RHI Income to Environment Reserve	25.0
Property Management	Annual contribution Poynton Maintenance	4.5
ICT	Annual contribution MDTs	34.0
	Approved as part of 2020/21 Budget	802.3
 <u>Q1 Contributions to/(from) Reserves</u>		
Corporate Finance Costs	Transfer to capital reserve – Additional pension grant	301.4
OPA	High Rise Project Officer (temp role 1 year funded by reserves)	(42.3)
OPA	Funding towards post facilitating national programmes	(13.4)
OPA	New Dimensions Grant - transfer to reserves	5.9
OPA	Operation Equipment projects from reserve - branches	(5.4)
OPA	Operation Equipment projects from reserve – hose reels	(9.8)
OPA	Training Equipment	(6.6)
Protection	Heritage Officer post – delay in recruitment saving to reserves	16.3
Prevention	Road safety - transfer from reserve	(3.0)
Prevention	On the street project – phase 2	(13.8)
Prevention	Princes Trust Teams (loss of income funded by reserves)	(49.0)
Workforce Transformation	Contribution to reserve for staff survey - bi-annual 2021-22	12.0
	First Quarter Transfers	192.3
	Sub-total	994.6
	Add: First Quarter Review underspend to capital reserve	220.0
	TOTAL POTENTIAL NET CONTRIBUTION TO/ (FROM) RESERVES	1,214.6

CHESHIRE FIRE AUTHORITY CAPITAL QUARTER 1 2020/21

		2020/21 Capital Budget	Total Programme Budget	Total Expenditure to end of Jun20	Total Expenditure to date	Expected Scheme Outturn	Variance
	Description	£000	£000	£000	£000	£000	£000
Prior year schemes:	New Operational Training Facility	3,446	11,000	1,897	9,859	12,100	1,100
	Chester Fire Station	4,014	5,810	1,145	3,360	6,200	390
	Crewe Fire Station	1,750	5,000	20	39	6,000	1,000
	Fire Station Modernisation Programme	2,250	8,500	1,260	3,203	8,500	-
	Fire Houses Refurbishment programme (3 year programme)	350	880	67	275	880	-
	ICT Review/Server Replacement Programme	-	99	-	73	73	(26)
	support vehicles replacement 2019-20 programme	-	60	-	46	60	-
	Animal Rescue Unit – 2019-20 scheme	-	30	-	-	-	(30)
	2 x Rapid Response Units – 2019-20 scheme	-	60	-	-	-	(60)
2020-21 Schemes	Telehandler 2020-21 scheme	85	85	-	-	85	-
	Replacement thermal image cameras (phased replacement)	28	28	26	26	26	(2)
	Operational Equipment - Coldcut	72	72	-	-	72	-
	Three New Appliances 2020-21 programme	780	780	-	-	780	-
	Support vehicles replacement 2020-21 programme	60	60	-	-	60	-
	Rapid response rescue units (13 units)	520	520	-	-	520	-
	Water carrier unit	140	140	-	-	140	-
	Rapid response rescue unit – wildfire unit kit out	25	25	-	-	25	-
	Wildfire unit – all terrain vehicle (ATV) and trailer	55	55	-	-	55	-
	Saffire system	100	100	-	-	100	-
	ICT Review/Server Replacement Programme	50	50	-	-	50	-
	Mobile data terminals	370	370	-	-	370	-
	Sub-total	14,095	33,724	4,415	16,882	36,097	2,373
In-year approvals:	None	-	-	-	-	-	-
	Total	14,095	33,724	4,415	16,882	36,097	2,373

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 2nd SEPTEMBER 2020
REPORT OF: HEAD OF PROTECTION AND ORGANISATIONAL
PERFORMANCE
AUTHOR: ANTHONY JONES

SUBJECT: PERFORMANCE REPORT - QUARTER 1 2020-21

Purpose of Report

1. To present the 2020-21 Quarter One review of performance for each of the Service's Key Performance Indicators (KPIs).

Recommended that:

[1] Members review and 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 Quarter One 2020-21.

Information

3. The Service's Performance and Programme Board receives a quarterly review of performance against Key Performance Indicators (KPI). The Board is responsible for monitoring and reviewing progress against performance targets and ensuring that action to improve performance is taken wherever possible if targets are not being met. The performance reviews are in turn presented to the Performance and Overview Committee as the Performance Health Report.
4. The Community Risk Management Model has recently been reviewed and the Service has identified two areas of demand that require further monitoring.
5. Approximately 40% of all operational incidents across Cheshire are false alarms. The Service has an existing KPI for automatic fire alarms in non-domestic premises which are actively managed. Therefore from this year the Service will be monitoring all false alarms, both malicious and those categorised as 'good intent', to review where we can improve performance. Examples of false alarms which fall outside the existing KPI definition include calls to residential properties, bonfires and vehicles overheating etc.
6. Over recent years there has been an increase in the number of fatalities on the road, therefore as part of the IRMP we have committed to expanding the road safety provision in relation to prevention activity by developing a Strategic Road

Safety Plan and expanding operational response. As a consequence the Service has taken a decision to monitor and report the number of road traffic collisions (RTCs) that we attend.

7. The additional management information for RTCs and false alarms will enable officers to analyse performance to determine if additional KPI's are required in the future. The data is not included on the corporate scorecard due them being for management information only and no targets have been applied at this time.
8. In addition, a further KPI has been included to show how much of the Protection Departments Risk Based Inspection Programme (RBIP) has been completed. This is included to provide assurance that the highest risk non domestic buildings have been audited within prescribed timescales.
9. This quarter an infographic to demonstrate the work carried out by the Service to support partners during the COVID-19 pandemic is also included.
10. The Corporate Performance Scorecard is attached to this report. It reflects the Quarter One position against targets set and the year-on-year direction of travel for the Service's KPIs.
11. A more detailed description of each KPI, including a summary of current performance and any actions required to improve performance, is set out in the Performance Health Report.

Financial implications

12. There are no financial implications associated with the information in this report.

Legal implications

13. There are no issues to report at the end of Quarter One that should impact upon the Service's ability to meet its statutory or other legal obligations.

Equality and Diversity implications

14. The Service has for a number of years collected and reported equality monitoring data across a number of indicators. This is reported quarterly to the Equality Steering Group and annually to this committee so that trends can be identified and addressed.

Environmental implications

15. 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 – RTC Performance Report
Appendix 2 – False alarms Performance Report
Appendix 3 – Safe & Well Infographic

Appendix 4 – COVID-19 Infographic (New)
Appendix 5 – On-call Availability

Year to Date 2020/21 Performance

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

Vision

IRMP Theme

Outcome
Page 22
Outputs

Protecting Local Communities

	Actual	Target	Q1 Year on Year	Q1 2019-20
Deaths in Primary Fires	2	0	↑	0
Injuries in Primary Fires	14	11	↑	10
Accidental dwelling fires	92	96	↑	89
- % starting in kitchens	37 (40%)		↓	52 (58%)
- % in homes with residents over pensionable age	19 (21%)		↑	16 (18%)
Deliberate fires (Primary and Secondary)	222	330	↓	
Fires in Non Domestic Premises	35	45	↓	42
AFAs in Non Domestic Premises	112	116	↔	112

	Actual	Target	Q1 Year on Year	Q1 2019-20
HSAs Delivered to Heightened Risk	1,443	7,500	↓	8,145
Platinum address success rate	94%	60%	↑	70%
Thematic Inspections Completed	8	501	↓	1,986
NDP Fire Safety Audits Completed	196	480	↓	1,319
Percentage of Risk Based Programme Completed	5.0%	36.40%		

Responding to Emergencies

	Actual	Target	Q1 Year on Year	Q1 2019-20
10 Minute Standard	87%	80%	↑	86%
On Call Availability	87%	85%	↑	63%
Nucleus OC pumps	100%			
Primary OC pumps	88%			
Secondary OC pumps	78%			

Developing the organisation

	Actual	Target	Q1 Year on Year	Q1 2019-20
Average Days/Shifts Lost to sickness	0.86	1.38	↑	0.84
Working Days Lost To Injury	42	10	↑	0

Performance key

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

Year on year direction key

- ↑ ↓ Improved direction of travel year on year
- ↔ No change in direction of travel
- ↑ ↓ Negative direction of travel year on year by up to 10%
- ↑ ↓ Negative direction of travel year on year by at least 10%

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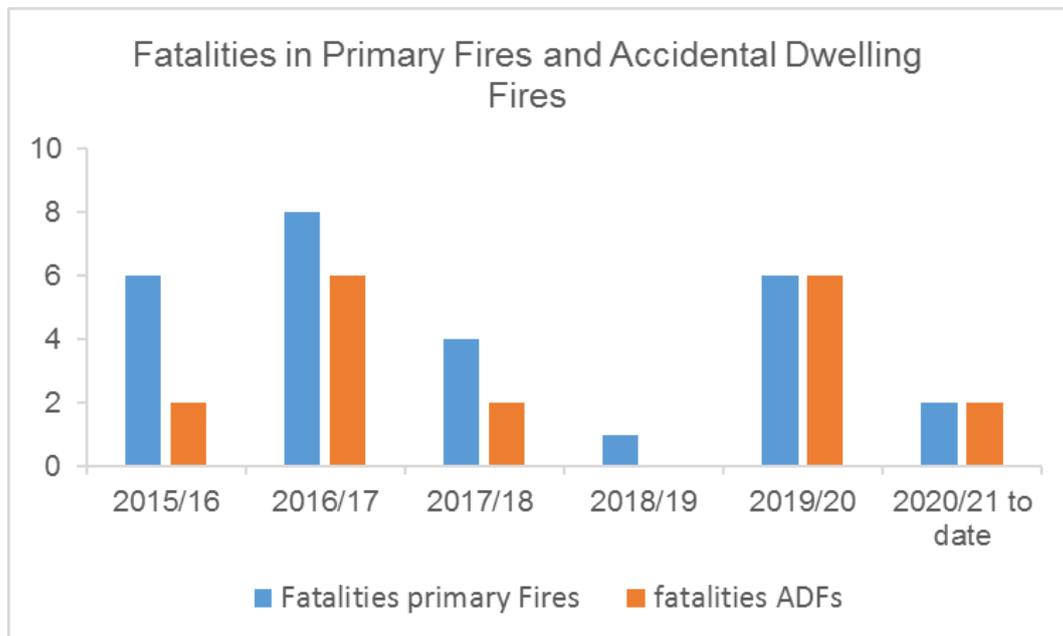
Performance and Programme Board – Performance Report

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

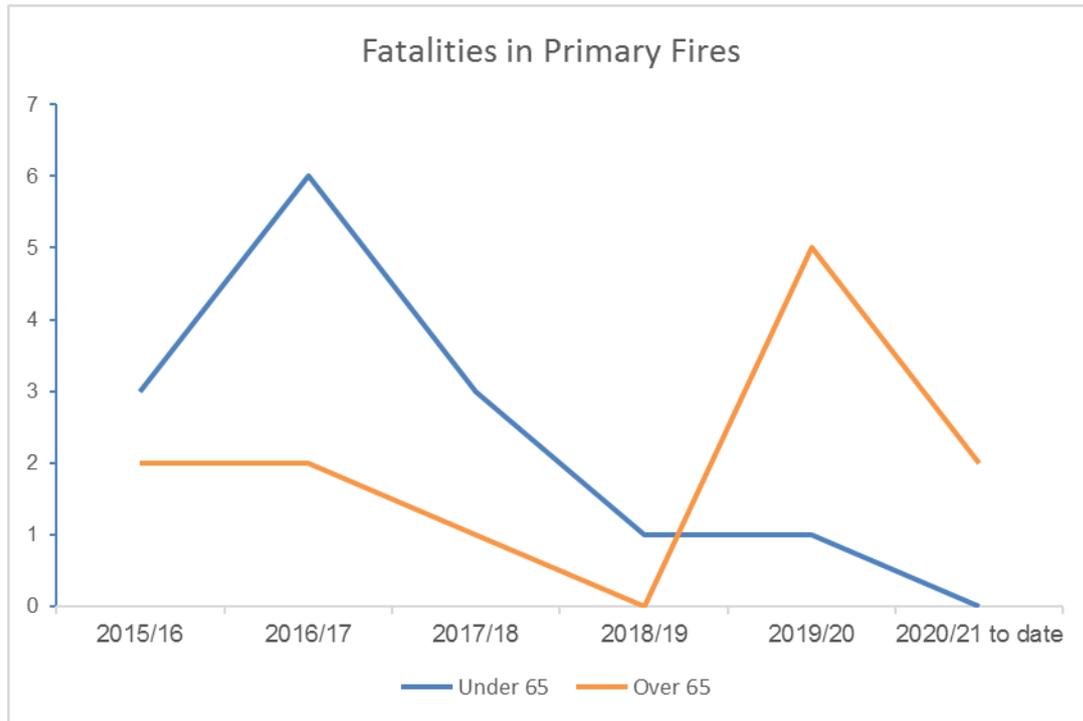
Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	0	Q1 Actual	2
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	0	YTD Cumulative Actual	2
Previous Status	Current Status		
N/A			

Summary of Current Performance



At the end of Quarter One, there have been two fatalities recorded, which occurred in an accidental dwelling fire.

The fatalities occurred in one incident with the cause involving smoking material with both victims aged over 65.



Action taken to improve performance

The two fatalities occurred in Cheshire East and a fire investigation has taken place with regard to the incident. A fatal fire meeting has been held and teams are working through their immediate actions. The final report is being drafted and finalised at the present time.

The Group Manager authorised a press release to go out straight away, regarding the cause of the two deaths in May as smoking, also for a press release to highlight the dangers of smoking in bed.

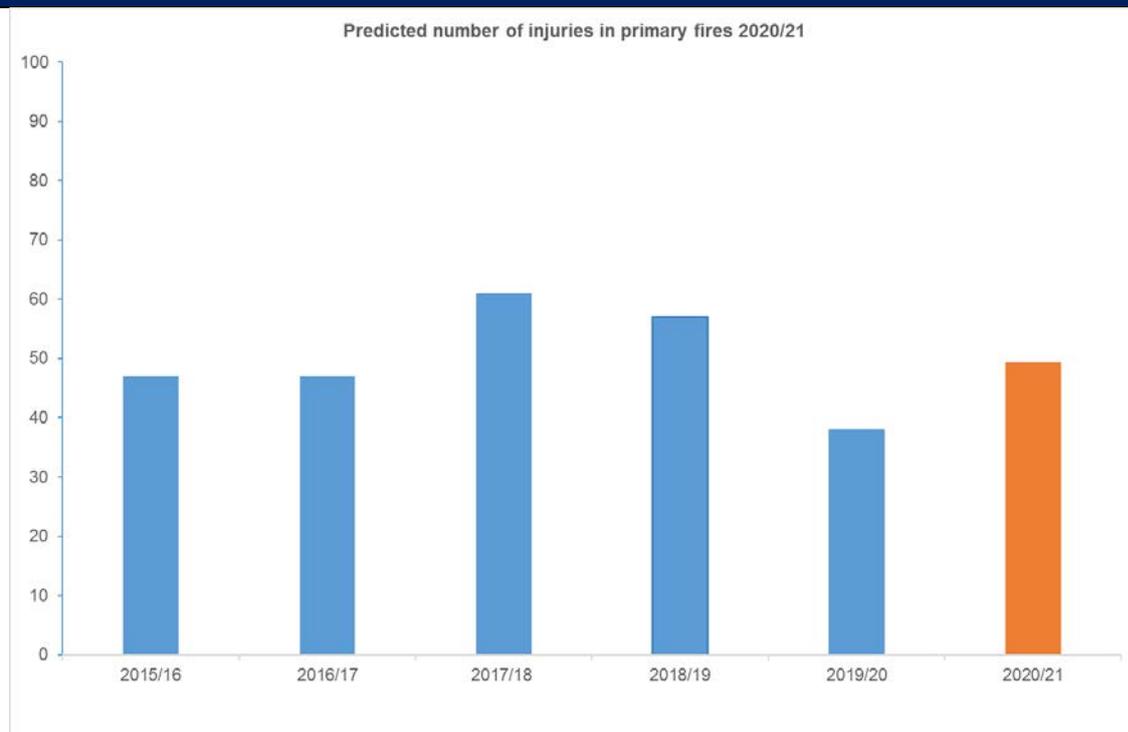
Performance and Programme Board – Performance Report

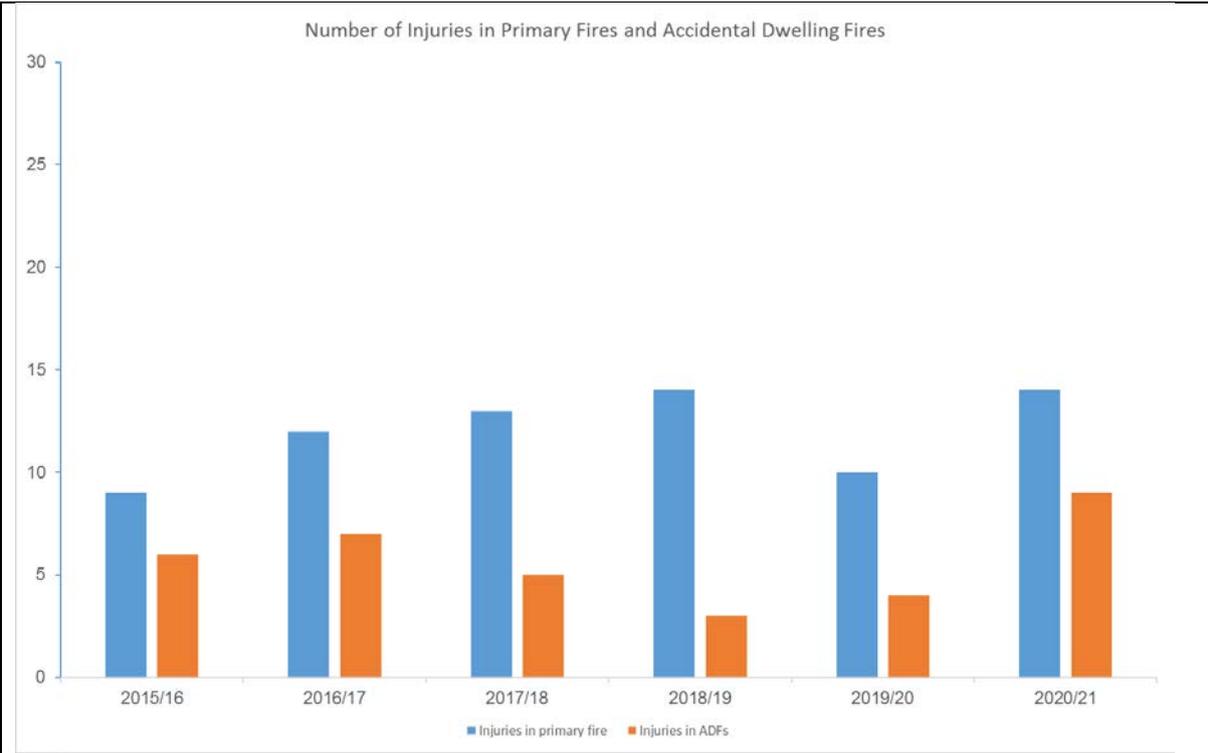
Indicator: [Injuries in Primary Fires]

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.

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	11	Q1 Actual	14
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	11	YTD Cumulative Actual	14
Previous Status	Current Status		
N/A			

Summary of Current Performance





14 injuries occurred in Quarter One 2020/21 against a target of 11.

- Nine of the 14 injuries occurred in accidental dwelling fires.
- One injury involved a person 65 or over.
- Seven injuries were classified as serious of which five were in accidental dwelling fires.

Unitary Authority	Number of Injuries (year to date)
Cheshire East	4
Cheshire West & Chester	6
Halton	4
Warrington	0
Total	14

Cause	Number of Injuries
Smoking	3
Cooking	3
Matches and Candles	3
Fuel and Chemical related	2
Naked Flame	1
Battery Charger	1
Not Known	1
Total	14

Age Group	Number of Injuries Serious	Number of Injuries Slight
0-9	1	0
10-19	0	0
20-29	0	1
30-39	2	1
40-49	2	2
50-59	1	2
60-69	1	0
70-79	0	1
80-89	0	0
90+	0	0
Total	7	7

Injury Description	Number of Injuries Serious	Number of Injuries Slight
Burns - severe	4	0
Burns - slight	0	4
Back/neck injury (spinal)	1	0
Overcome by gas, smoke or toxic fumes; asphyxiation	2	2
Other	0	1
Total	7	7

Cheshire East

There have been four injuries in Cheshire East of which three occurred in accidental dwelling fires. Two injuries were classified as serious.

Halton

There were four injuries in Halton of which two were serious. Three injuries occurred in accidental dwelling fires.

Cheshire West & Chester

There were six injuries of which three were classified as serious. In addition three injuries occurred in accidental dwelling fires.

Action taken to improve performance

Service Delivery Managers, Group Managers & Station Managers are now completing serious injury fire report triage forms to report on injuries. This is a new process, with the triage form being scrutinised at the Incidents of Interest Scrutiny Group. Incidents are also scrutinised at unitary level.

Halton

Crews continue to post relevant social media messages regarding safety in the home including the use of candles and smoking materials which were the cause of the three Accidental Dwelling Fires.

Post fire prevention activity takes place with neighbouring properties after every fire, particularly when injuries have occurred.

Warrington

Whilst there have been no injuries in primary fires, crews continue to communicate key messages through social media platforms and virtual open days.

Cheshire West and Chester

There were six recorded injuries (three Serious, three Slight). Four individuals were identified as receiving burns of varying degrees from superficial up to 25% (burns to lower legs). One individual suffered physical injuries only during their escape from a first floor window as crews arrived. Prevention teams have followed up with five of the injured individuals offering support. The sixth person is currently in a secure facility. Engagement will be undertaken upon release.

Cheshire East

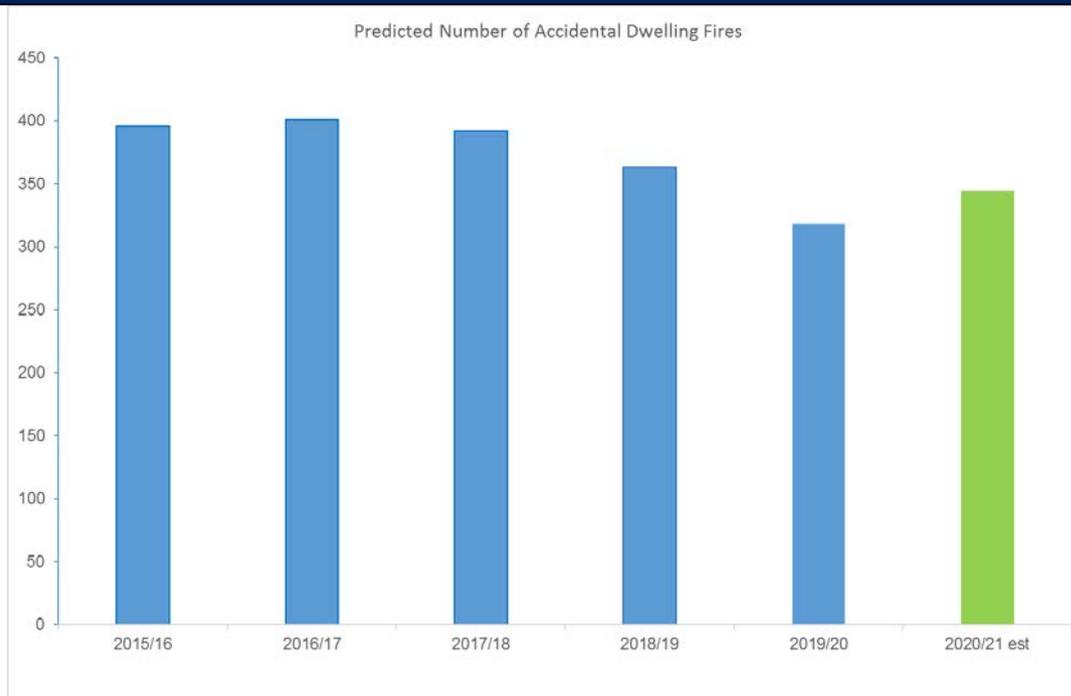
Serious injury reports have been completed and actions are being taken in line with the outcomes of investigations.

Performance and Programme Board – Performance Report

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

Reporting period Q1		01/04/2020 To 30/06/2020	
Q1 Target	96	Q1 Actual	92
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q3 Actual	
YTD Cumulative Target	96	YTD Cumulative Actual	92
Previous Status	Current Status		
N/A			

Summary of Current Performance



At the end of Quarter One there were 92 Accidental Dwelling Fires compared to a target of 96. Looking at the key risk areas, there has been a reduction in the number of kitchen fires from 52 to 37, however there has been a small increase in the number of fires started in the bedroom, living room or where the fire spread from an outside structure. There has been an increase in the number of fires involving single occupancy households from 29 to 36. The increase is split across both single occupancy household types.

There was no firefighting action required or the fire was contained to the item first ignited on 44.6% of incidents.

Unitary Authority	Total
Cheshire East	30
Cheshire West & Chester	29
Halton	12
Warrington	21
Total	92

Fire Location	Total
Kitchen	37
Bedroom	11
Living Room	8
External fittings	7
Garage	7
External Structures	6
Other	15
Total	92

Occupancy Type	Was a smoke alarm present? Yes
Lone person over pensionable age	100%
Lone Person under pensionable age	100%
Lone parent with dependant children	100%
Couple one or more over pensionable age, no children	77.8%
Couple with dependant children	84.2%
Couple both under pensionable age with no children	100%
Other	100%
Total	93.5%

Occupancy Type	No of Incidents	Dwellings	Indexed Score
Lone person over pensionable age	19	56533	372
Lone person under pensionable age	17	73421	256
Couple one or more over pensionable age, no children	9	80559	123
Lone parent with dependant children	8	82396	107
Couple with dependant children	19	347436	60
Couple both under pensionable age with no children	5	167332	33
Other	15	209308	79

The indexed score is a risk score which compares the rate of incidents for each occupancy type against the average rate of accidental dwelling fires within Cheshire. The rate is converted to an indexed score, with the average rate for Cheshire being converted to a score of 100. The indexed score is used rather than the rate so that simple comparisons can be made quarter on quarter and across occupancy types. For example an indexed score of 200 indicates that occupancy type is twice as likely as average to have an accidental dwelling fire.

Action taken to improve performance

Cheshire East

A number of virtual open days have been held and are scheduled. These have been developed as a result of not being able to hold them as normal during COVID-19. The analytics in relation to views of the Introduction video alone show at Wilmslow 3,700 Facebook views and a further 1,600 on Twitter. At Holmes Chapel it was 734 and 474 views on Facebook and Twitter respectively.

The emphasis of the messages delivered are directly linked to the station area performance and subsequent outcome of scrutiny.

High risk referrals continue to be carried out.

Halton

The majority of incidents started in the kitchen or bedroom, however through scrutiny the following were identified as areas we should target social media messages, to assist in the prevention of further incidents of this type:

- Use of blowtorches or naked flames to strip paint, particularly around rooflines should be avoided.
- Re-enforcing the previous message in relation to using cooker hobs as a worktop and to wherever possible reduce worktop clutter of combustible material near hobs.
- Overfilling and poor housekeeping within airing cupboards, paying particular attention to Central Heating and immersion heater cabling.

These messages are going out on the service's social media pages.

Warrington

During April and May the stations posted safety messages relating to the garden, mainly around BBQ safety. This followed a spike in garden fires during the hot and dry spell of weather. There was also a national safety focus on these incidents which was widely published. Station twitter and Facebook accounts have been used to convey these messages along with a press release.

During attendance at the incidents crews delivered Home Safety Assessments and focussed on these key issues:

- Discarding of BBQs and ensuring they are cold before disposal
- Smoking in the garden/careful disposal.

Stations continue to use social media to highlight the occurrence of fires during each month and provide the appropriate safety guidance. Referrals have also been made to the Prevention team.

Cheshire West & Chester

As a result of the closure of all household waste sites and a tangible increase in the number of garden fires spreading to dwellings in Cheshire West and Chester a social media campaign was undertaken to remind the public of the dangers of burning household waste in the hot weather and the location and supervision of barbecues adjacent to hedges and properties.

Prevention Activity

Due to COVID-19 a large proportion of our prevention work has been undertaken via social media. Key messages have been shared following incidents in all unitary areas and proactive messages were sent out generically across the main platforms.

Safety Central

Safety Central has been closed since 13th March 2020 due to the COVID-19 pandemic and has not received any visitors. Staff have been re-deployed to the COVID-19 Community Support Management Team.

Performance and Programme Board – Performance Report

Indicator: [Number of Deliberate Fires]

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target (Primary)	66	Q1 Actual (Primary)	60
(Secondary)	264	(Secondary)	162
Q2 Target (Primary)		Q2 Actual (Primary)	
(Secondary)		(Secondary)	
Q3 Target (Primary)		Q3 Actual (Primary)	
(Secondary)		(Secondary)	
Q4 Target (Primary)		Q4 Actual (Primary)	
(Secondary)		(Secondary)	
YTD Cumulative Target (Primary)		YTD Cumulative Actual (Primary)	
(Secondary)		(Secondary)	

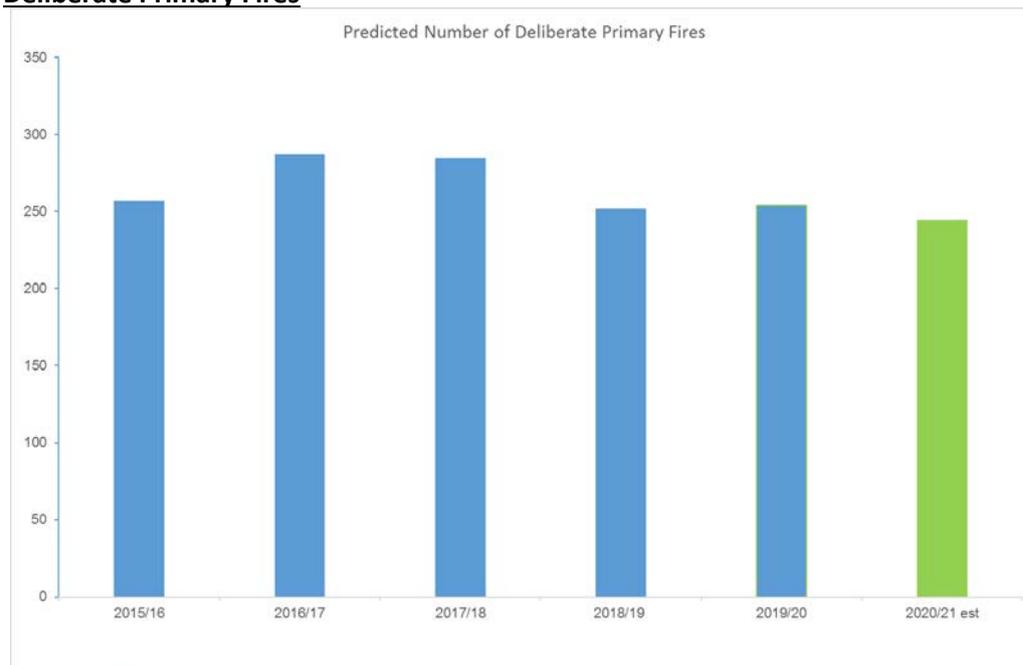
Deliberate Primary Fires

Deliberate Secondary Fires

Previous Status	Current Status	Previous Status	Current Status
N/A		N/A	

Summary of Current Performance

Deliberate Primary Fires



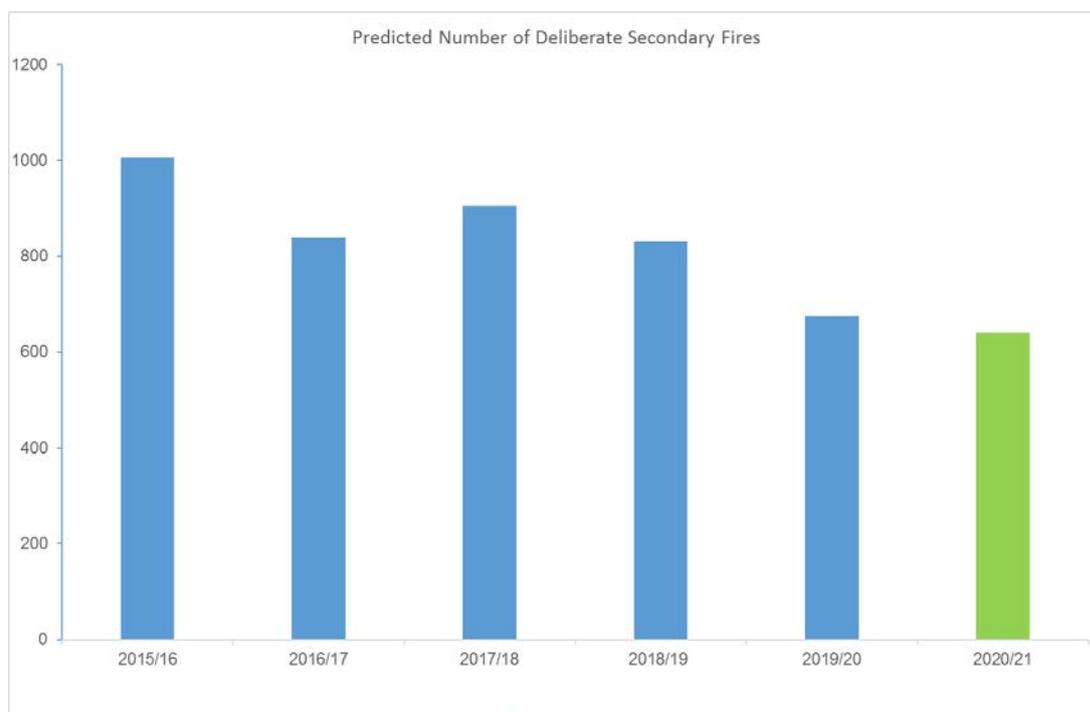
As defined in the Incident Recording System (IRS) primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Overall 60 deliberate primary fires were recorded at the end of Quarter One, against a target of 66. Overall the station areas with the highest number of incidents are Warrington (36), Runcorn (30) and Widnes (27).

Across Cheshire, 27 incidents (45%) involved the deliberate ignition of a road vehicle. Of these, 15 involved cars.

Unitary area	Number of Deliberate Primary Fires
Cheshire East	14
Cheshire West and Chester	17
Halton	10
Warrington	19
Total	60

Deliberate Secondary Fires



As defined in the Incident Recording System (IRS) Secondary Fires are fire incidents that did not meet the criteria of a primary fire, did not involve casualties and were attended by four or fewer appliances.

The number of deliberate secondary fires recorded at the end of Quarter One was 162 which is 102 incidents under target. The highest number of incidents have been in the following station areas - Warrington (36) and Ellesmere Port (33). These two station areas account for 43% of all incidents.

Unitary area	Number of Deliberate Secondary Fires
Cheshire East	33
Cheshire West and Chester	53
Halton	33
Warrington	43
Total	162

Action taken to improve performance

Cheshire East

In the areas the incidents occurred crews are working with the Police to monitor activity and provide targeted patrols.

Some arrests have been made and following the Protection team communicating with the Local Authority measures have been taken to improve the security of a building in Congleton. Residents, through social media, have been asked to report suspicious and anti-social behaviour.

Halton

60% of the primary fires involved motor vehicles. The Fire Service continues to work with the Police on a targeted operation to reduce these fires known as Operation Scrambler.

Secondary fires have various causes without any particular theme in terms of ignition or location.

Following a fire investigation in Q4 2019/20 an individual was arrested and charged. At the hearing they were sentenced to eight years imprisonment reduced to six for an early plea.

Warrington

The role of Single Point of Contact (SPOC) from the Police has now been formalised with a specific job description and terms of reference. This means Cheshire Fire & Rescue (CFRS) will be sighted and updated on intelligence to assist with the reduction of Anti Social Behaviour and deliberate fire setting.

The SPOC is linking in with the arson Community Action Plan (CAP) holders, the staff at the stations and the Police problem solving team. Effective outcomes include:

- A number of convictions have been secured
- Ten local youths have been identified who have started fires requiring our attendance.

We have used local press and social media to deliver targeted messages.

Our SPOC for Risley Prison continues to work with their team to reduce deliberate fires

Cheshire West and Chester

Due to Covid-19 restrictions and being unable to carry out partnership working in the Bunbury Green area there has been an increase in secondary deliberate fires. As restrictions lift this work will be reinstated.

The Police suggest the inability to dispose of rubbish due to recycling centres being closed and youth frustration during lockdown have contributed to nuisance fires.

As a result of a fire in Delamere Forest crews from Frodsham and Tarporley and Cheshire Police provided advice and outdoor safety messages about the use of disposable barbecues and fireworks.

Social media campaigns have been used in targeted areas with specific messages.

Arson reduction

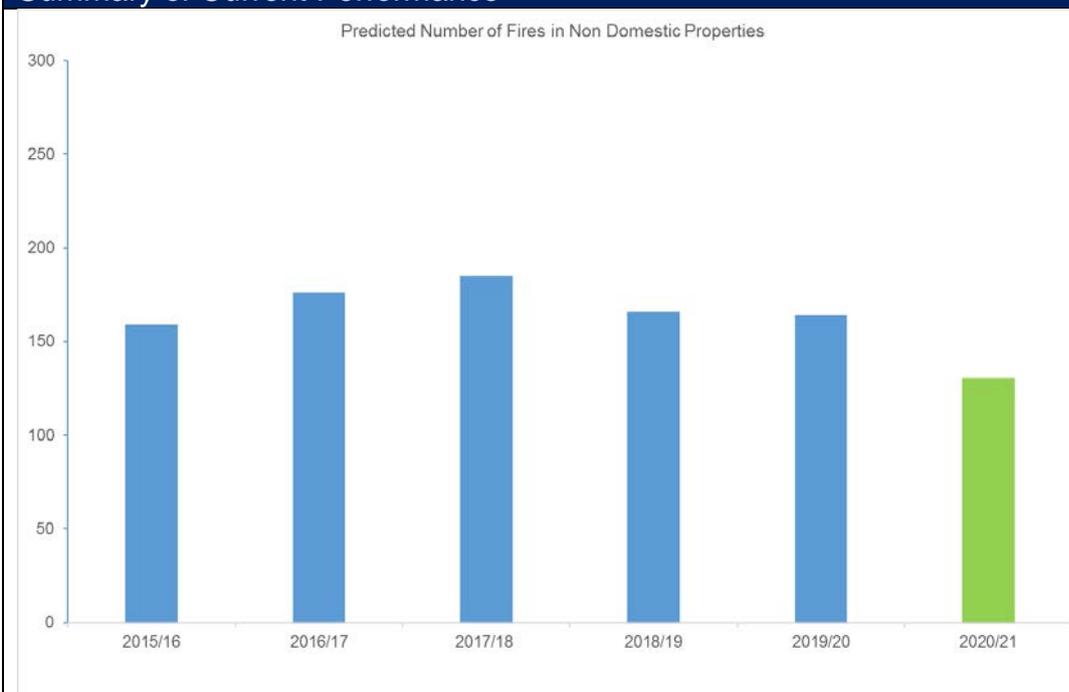
Across Cheshire the Arson Reduction Manager supports the activity in each unitary. This includes standardised reporting of arson hotspots that are shared with strategic partners to support a multi agency approach.

Performance and Programme Board – Performance Report

Indicator: [Fires in Non-Domestic Premises]

Reporting Period Q1		01/04/2020 to 30/06/2020	
Q1 Target	45	Q1 Actual	35
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	45	YTD Cumulative Actual	35
Previous Status	Current Status		
N/A			

Summary of Current Performance



There have been 35 Non-Domestic Premises fires in Quarter One which is ten below target.

The most significant numbers of fires have been identified in the following building types.

Type	Number of occurrences
Barn	6
Hospital	3
Prison	3

The main causes for fires in Non-Domestic Premises:

- Four electrical causes - including fluorescent lights, other lights, batteries, wires and cabling.
- Six industrial equipment including kilns and dryers.
- Four cooking related incidents - including cookers, deep fat fryers and microwaves.

40% of the 35 fires (14 incidents) were either confined to the item first ignited (12) or involved smoke and heat damage only (two). Whilst a further 11 (31%) fires were confined to the room of origin.

Unitary Area	Accidental	Deliberate
Cheshire East	9	3
Cheshire West & Chester	9	2
Halton	3	1
Warrington	5	3
Grand Total*	26	9

Property Type	Number of Properties	Number of Incidents	Index Score
Prison	3	18	60000
Hospital / Hospice	40	4	1000
Fast Food Outlet / Takeaway (Hot / Cold)	518	10	193
Factory/Manufacturing	438	8	183
Care / Nursing Home	220	4	182
Farm / Non-Residential Associated Building	1077	12	111
Public House / Bar / Nightclub	805	8	99
Restaurant / Cafeteria	703	6	85
Shop / Showroom	7708	12	16
Office / Work Studio	6591	6	9

The indexed score is a risk score which compares the rate of incidents for each premises type against the average rate of fire in non-domestic premises within Cheshire. The rate is converted to an indexed score, with the average rate for Cheshire being converted to a score of 100. The indexed score is used rather than the rate so that simple comparisons can be made quarter on quarter and across occupancy types. For example an indexed score of 200 indicates that the premises type is twice as likely as average to have a fire.

Action taken to improve performance

Plans are being drawn up for joint working between the Protection department and the Crown Premises Inspection Group's newly appointed prisons fire inspector. Early indications are that as the individual covers Cheshire's three prisons, there is the potential to make a positive impact in the number of incidents the Service attends in the prisons. This individual has previously worked for CFRS.

Due to COVID-19 lockdown and alternative working arrangements, the Protection departments social media posts have increased. This has recently focused on businesses returning to work and ensuring that the implementation of 'COVID-19 secure' measures do not compromise fire

protection measures. Across all social media platforms, there have been over 43,000 views of these posts and the use of social media will continue.

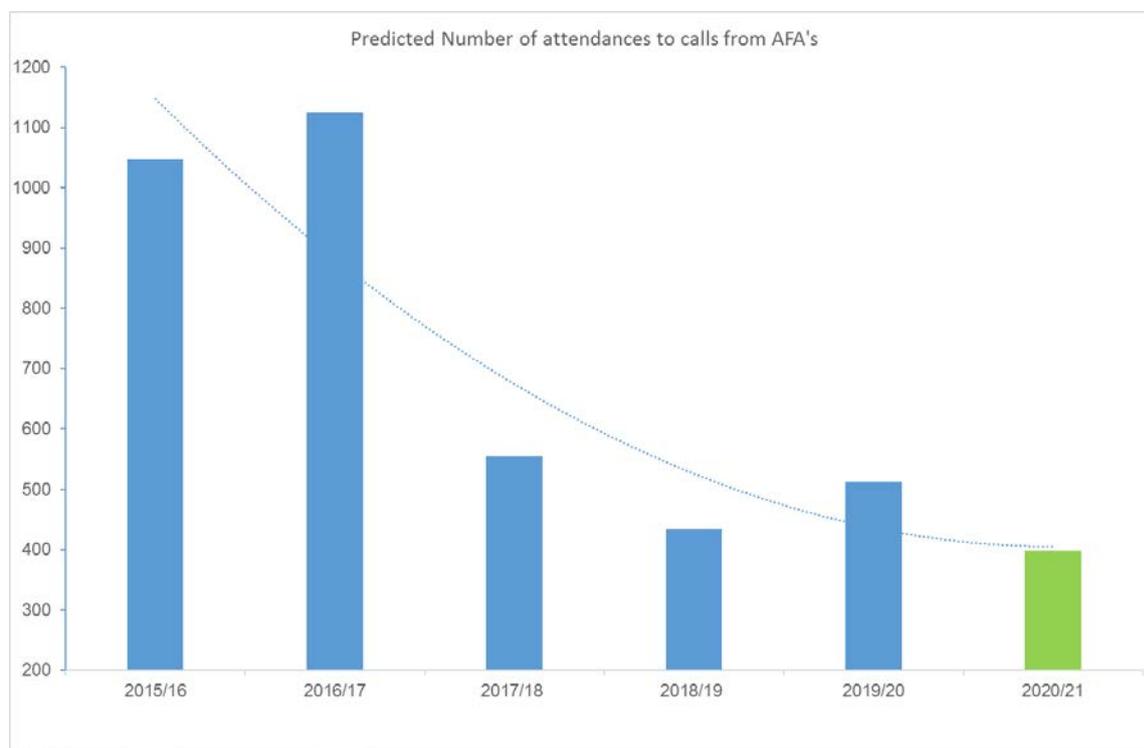
The Protection department have been undertaking alternative working arrangements since the start of Quarter One 2020. This has meant that very few physical visits have been made to premises across Cheshire. Those visits that have been made have generally been as a result of COVID-19 reactive work or to premises with existing enforcement activity and are well known to CFRS. The outcomes of the desktop audits that have been carried out are still being reviewed however, early indications are that they are not as effective as physical visits to premises, but they have some value.

Performance and Programme Board – Performance Report

Indicator: [Number of Automatic Fire Alarms (AFAs) in Non-Domestic Premises]/False Alarms

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	116	Q1 Actual	112
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	116	YTD Cumulative Actual	112
Previous Status	Current Status		
N/A			

Summary of Current Performance



An Unwanted Fire Signal is defined by the British Fire Protection System Association as “any alarm signal other than a genuine fire or test signal”. Any false alarm which is subsequently passed to the fire and rescue service from an Automatic Fire Alarm is classed as an Unwanted Fire Signal.

At the end of Quarter One there were 112 attendances to Automatic Fire Alarms in Non-Domestic Premises against a target of 116.

The station areas with the highest number of calls are Chester, Macclesfield and Warrington which together account for 50% (233) of the overall total.

The main property types for Automatic Fire Alarms are hospitals (41) and nursing, retirement or care homes (27), whilst the most common reason for the alarm to go off was a fault (36), followed by accidentally/carelessly set off (20).

Unitary area	Number of AFAs
Cheshire East	46
Cheshire West and Chester	41
Halton	7
Warrington	18
Total	112

Since the introduction of the revised policy in 2017/18, UWFS have reduced by over 50%. Whilst some activations can still be challenged it is unlikely that additional reductions can be achieved without a further change to policy which would result in non-attendance to all UWFS without a confirmatory phone call. Members have previously indicated a reluctance to progress this approach.

Action taken to improve performance

The COVID-19 working arrangements have meant that repeated UWFS activations have received a desk based response from Protection inspectors, rather than a physical audit. Inspectors have still reacted to activations and where required have worked with responsible persons to further reduce calls.

Commercial buildings being closed (or with restricted access) due to lockdown has both reduced the number of UWFS, but also made it more difficult to access the correct person at the site to advise and to communicate with, to understand what the issues are.

Performance and Programme Board – Performance Report

Indicator: [A] Number of Safe and Well visits delivered to properties of Heightened Risk

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	7,500 *	Q1 Actual	1443
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	7,500	YTD Cumulative Total	1443
Previous Status	Current Status		
N/A			

Summary of Current Performance

Number of Safe and Well Visits

* The target is based on a proposed target for the year which at the time of lockdown had not been formally agreed.

Up to the end of Quarter One 1443 heightened risk visits have been completed by Prevention and operational staff. Since 1st April 2020 0.2% of visits have resulted in referrals to partner health agencies – see Infographic attached at Appendix 3.

* The number of visits in the infographic at Appendix 3 also includes additional visits carried out with vulnerable people.

Unitary area	Number of Safe and Well visits
Cheshire East	651
Cheshire West and Chester	252
Halton	350
Warrington	190
Total	1443 *

Indicator: [B] Platinum Address Success Rate]

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	60% *	Q1 Actual	94%
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	60%	YTD Cumulative Total	94%
Previous Status	Current Status		
N/A			

Summary of Current Performance

Platinum Address Success Rate –

“Platinum” – the top 10,000 households identified at most risk from fire.

* The target is based on a proposed target for the year which at the time of lockdown had not been formally agreed.

The percentage of platinum addresses where we have completed a Safe and Well visit is 94% .

Action taken to improve performance

Quarter Two will see the reintroduction of Safe and Well delivery on a more proactive basis, following SMT approval of a paper which proposed a phased return to activities. This approach will prioritise those most at risk, given the demographic of the recent fire fatalities. This will initially be undertaken by Prevention staff only and with a reduced delivery of certain health interventions. Work is ongoing with staff and other key stakeholders, about how this is to be introduced, whilst also maintaining support for key community groups to deliver COVID-19 support.

The prevention work to target the highest risk vulnerabilities such as domestic abuse referrals and Persons at Risk have continued during Quarter One.

Performance and Programme Board – Performance Report

Indicator: [Thematic Inspections Completed by Operational Crews]

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	501	Q1 Actual	8
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	501	YTD Cumulative Total	8
Previous Status	Current Status		
N/A			

Summary of Current Performance

A thematic inspection is a fire safety assessment carried out by operational crews of low-risk Non-Domestic Premises. Thematic inspection targets are allocated to all stations with the exception of on-call.

Thematic inspections by operational crews were suspended in Quarter One as a result of COVID-19 alternative working arrangement. Eight thematic inspections were completed prior to the suspension.

Unitary	Number
Cheshire East	0
Cheshire West and Chester	5
Halton and Warrington	3
TOTAL	8

Action taken to improve performance

The completion of thematic inspections will be considered as part of the Service's COVID-19 re-start plans.

Performance and Programme Board – Performance Report

Indicator: [A] Fire Safety Audits in Non-Domestic Premises]

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	480	Q1 Actual	196
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	480	YTD Cumulative Total	196
Previous Status	Current Status		
N/A			

Summary of Current Performance

This indicators shows the number of audits compared to the capacity of qualified staff.

Each qualified Technical Fire Safety Officer (TFSO) is targeted to carry out 30 audits per quarter and each Watch Manager 15 audits per quarter. In Quarter One there was capacity available to achieve 480 audits and the number of audits undertaken was 196. These were desktop audits and not actual visits.

Area	Performance		
	Qualified Staff *	Q1 Capacity	Q4 Total
Cheshire East	4.5 TFSO x 30 1 WM x15	150	72
Cheshire West and Chester	4.5 TFSO x 30 1 WM x15	150	76
Halton	5 TFSO x 30 2 WM x15	90	16
Warrington		90	32
Total		480	196

* Includes Level 3 qualified Technical Fire Safety Officer auditing simple premises

Indicator: [B] Percentage of Risk Based Inspection Programme Completed

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	212 (36.4%) *	Q1 Actual	29 (5%)
Q2 Target		Q2 Actual	
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	212 (36.4%)	YTD Cumulative Total	29 (5%)
Previous Status	Current Status		
N/A			

Summary of Current Performance

The service has a Risk Based Inspection Program (RBIP) which is comprised of the highest risk buildings within the service area each of which has an inspection programmed at a pre-determined interval. This interval is dependent on the type of building, fire safety compliance and the risk score calculated at the last audit.

* The services SAFFIRE database manages the RBIP and automatically calculates re-inspection frequencies and risk scores after every fire safety audit. The RBIP mainly consists of high risk premises but some medium risk premises are also included. The quarterly target is dependent on the number of re-inspections programmed in the database for the quarter, which is not evenly distributed throughout the year.

Unitary	Quarter 1		Cumulative	
	Target	Actual	Target	Actual
Cheshire East	21 (12.6%)	3 (1.8%)	21 (12.6%)	3 (1.8%)
Cheshire West and Chester	141 (52.4%)	14 (5.2%)	141 (52.4%)	14 (5.2%)
Halton	21 (39.6%)	2 (3.8%)	21 (39.6%)	2 (3.8%)
Warrington	29 (30.9%)	10 (10.6%)	29 (30.9%)	10 (10.6%)
Total	212 (36.4%)	29 (5%)	212 (36.4%)	29 (5%)

Action taken to improve performance

The number of audits achieved in Quarter One was reduced due to COVID-19. The vast majority of audits have been completed using a desk based approach and very few premises have received a physical visit.

Certain high risk premises (for COVID-19 purposes), such as care homes and hospitals, have only received desktop audits during lockdown and will receive physical inspections post lockdown. In addition, where insufficient details have been able to be acquired by Protection inspectors as part of the desktop audit, the inspection will be left open to be completed post lockdown and these have not been counted as completed audits.

Post fire inspections for fires in commercial buildings of a lesser nature will be picked up post lockdown, with the more serious commercial building fires having already been picked up.

The Protection department has supported both the Service and wider community COVID-19 activities which has had a large impact on inspectors' availability to undertake desk based audits. These COVID-19 activities include NWS face mask fitting, PPE deliveries to stations, prevention activities which has included pharmacy deliveries and also mortuary assistance.

Inspectors have also been directly involved in supporting the wider COVID-19 effort which has involved providing specific fire protection advice to NHS and Local Authority projects.

The RBIP will improve when normal inspection activity resumes.

Performance and Programme Board – Performance Report

Indicator: [10 Minute Standard]

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	80%	Q1 Actual	88%
Q2 Target	80%	Q2 Actual	
Q3 Target	80%	Q3 Actual	
Q4 Target	80%	Q4 Actual	
YTD Cumulative Target	80%	YTD Cumulative Total	88%
Previous Status	Current Status		
N/A			

Summary of Current Performance

Overall 88% of life risk incidents were attended within ten minutes, which is above the target of 80%. The average attendance time for life risk incidents is seven minutes and 0 seconds.

Dwellings

89% of dwelling fires were attended within 10 minutes.

There were nine attendances to dwelling fires which failed the standard in Quarter One. The average attendance time for a first appliance to a dwelling fire was six minutes and 29 seconds.

Incidents during Quarter One:

Cheshire East – There was one failures due to narrow roads and roadworks.

Warrington – There were two failures. One occurred as the station appliance was on standby at another station. The second occurred due to difficulties in accessing the incident.

Halton – There was one failure due to distance from the station.

Cheshire West - There were five failures due to the distance from the station.

Road Traffic Collisions

85% of Road Traffic Collisions were attended within ten minutes. Overall there were three incidents which failed the standard in Quarter One. The average time from alert to in attendance was eight minutes 46 seconds.

Incidents during Quarter One:

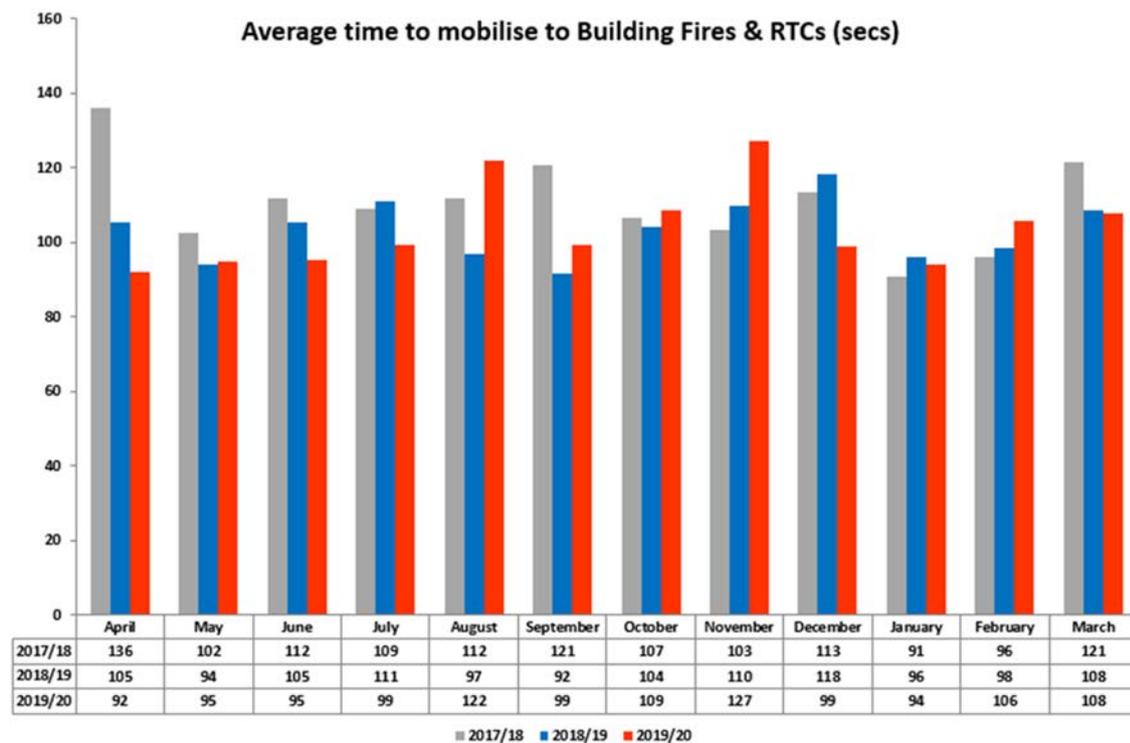
Cheshire East – There was one failure due to the caller giving the incorrect address.

Halton – There was one failure due to distance from the station.

Cheshire West - There was one failure due to distance from the station.

Call Handling data

The data below looks at the call handling time (time of call to time of alert) for all building fire incidents and road traffic collisions. This is provided for information only and is not part of the Cheshire Standard.



Action taken to improve performance

Community Action plan (CAP) holders scrutinise failures and validate these at the local scrutiny meeting. Appropriate action is taken to prevent future failures wherever possible.

Performance and Programme Board – Performance Report

Indicator: [On-call Availability]

Reporting Period Q1		01/04/2020 To 30/06/2020			
Q1 Target	85%	Q1 Actual		87%	
Q2 Target	85%	Q2 Actual			
Q3 Target	85%	Q3 Actual			
Q4 Target	85%	Q4 Actual			
YTD Cumulative Target	85%	YTD Cumulative Actual		87%	
Nucleus		Primary on-call		Secondary on-call	
Previous Status	Current Status	Previous Status	Current Status	Previous Status	Current Status
N/A		N/A		N/A	

Summary of Current Performance

On Call YTD global availability at the end of Q1 was 87% (crew of four) and 91% (crew of three, available as a Small Incident Unit *)

However, there are variations of availability between the differing on-call shift systems as follows:

- Nucleus on-call appliance (e.g. Birchwood) availability was 99.97%
- Primary on-call appliance (e.g. Malpas, Poynton etc.) availability was 87.8%
- Secondary on-call appliance (e.g. Winsford second appliance etc.) availability was 77.8%

Action taken to improve performance

The COVID-19 pandemic has, not surprisingly, had an impact on the availability of On Call appliances and staff. As primary employers either closed or furloughed their staff, or implemented a work from home policy, we have seen a steady increase in the availability of our On Call Fire appliances throughout the quarter.

Additionally, a number of staff in other departments who have worked from home during lockdown have volunteered to be available for local On Call fire stations. This has had a positive impact on availability and is an area for us to seriously consider as a longer term arrangement if working from home becomes the norm in our restart and recovery plans.

As the end of the quarter arrived and national lockdown restrictions began to ease, we began to slowly restart activities to ensure that we were able to continue the momentum created by the On Call Programme Team.

There are a number of candidates, recruits and trainee firefighters currently at various stages of the recruitment and development process. With the resumption of advertising, initial courses and drill sessions, we need to ensure that we focus our efforts on maintaining the excellent availability that we have seen during the lockdown period in Quarter One and minimising the reduction as people return to primary employment.

A number of temporary arrangements have been implemented during lockdown to protect the workforce from the risk that COVID-19 presents. This has included rostering down and minimising numbers of staff on station at any time. Innovations such as Virtual Open Days have been used across the On Call stations which has allowed engagement with our communities and opportunities to promote recruitment.

Performance and Programme Board – Performance Report

Indicator: [Average Days/Shifts Lost to Sickness]

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	1.38	Q1 Actual	0.86
Q2 Target (cumulative)	2.75	Q2 Actual (cumulative)	
Q3 Target (cumulative)	4.13	Q3 Actual (cumulative)	
Q4 Target (cumulative)	5.5	Q4 Target (cumulative)	
YTD Cumulative Target	5.5	YTD Cumulative Actual	0.86
Previous Status	Current Status		
N/A			

Summary of Current Performance

Performance for Fire Staff in this quarter (0.96) shows slightly higher average days lost than for Operational Staff (0.83). However the figure for Fire Staff for Quarter One this year (0.96) is lower than for Quarter One last year which was 1.29. The performance of Operational Staff is 0.83 for the quarter, this is an increase on the Quarter One 19/20 figure (0.72).

Overall, the figure of 0.86 days lost for Quarter One means that the Service is under target for the year so far. In terms of total days lost, for Quarter One this figure is 777 which is a small increase compared with the figure of 740.5 in the same quarter last year. Total headcount for Quarter One this year is 904, which is 22 higher than last year's Quarter One figure of 882.

Seven episodes of sickness absence commenced during Quarter One due to Covid-19 (this does not include absences due to self-isolation or social distancing) amounting to 42 working days lost.

Staff Category	# of sickness days/shifts	Headcount	Average working days lost to sickness per person
Whole-time	403.5	426	0.95
On-call	199	297	0.67
Uniform Total	602.5	723	0.83
Fire Staff	174.5	181	0.96
Q4 Total	777	904	0.86

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. These meetings are temporarily being conducted via Skype in lieu of meeting in person.

- Quarterly contract meetings/calls with Occupational Health Unit are also ongoing to monitor service delivery and performance.
- An Attendance Management Toolkit has been developed and is being launched virtually to provide managers with an easy to use guide to key elements of the attendance management process to help upskill them and ensure that absence issues are managed appropriately and staff are adequately supported.
- In light of Fire Staff performance being over target for 19/20, further work has been undertaken to identify the underlying causes of this to assist with preventative interventions for this year.

Performance and Programme Board – Performance Report

Indicator: [Working Days Lost to Injury]

Reporting Period Q1		01/04/2020 To 30/06/2020	
Q1 Target	10	Q1 Actual	56
Q2 Target	10	Q2 Actual	
Q3 Target	10	Q3 Actual	
Q4 Target	10	Q4 Actual	
YTD Cumulative Target	30	YTD Cumulative Actual	56
Previous Status	Current Status		
N/A			

Summary of Current Performance

In Quarter One there were 56 days lost as a result of injuries sustained at work in three separate accidents. Two of these occurred late in the final quarter of the previous year.

One accident involved a member of staff training in the gym who tore ligaments in his leg. A second accident involved two firefighters sustaining injuries when they were hit by a fire hydrant causing serious bruising to the back of both legs of one of the firefighters.

The third accident involved a fire fighter slipping on a muddy river bank during a rescue and they sustained a twisted ankle.

This figure for duty days lost due to injury in the first quarter is greater than the number recorded in the whole of the previous year and is already over the target for the year.

Action taken to improve performance

A full accident investigation has taken place in relation to the incidents and the outcomes will be actioned to prevent reoccurrences and learn any lessons.

The Service Health Safety and Well-Being Committee continues to monitor accident trends in an attempt to identify any causes of accidents where we can take proactive measures to prevent future occurrences.

Appendix 1

Performance and Programme Board – Performance Report

Indicator: [Road Traffic Collisions Attended]

Reporting Period Q1	01/04/2020 To 30/06/2020	Q1 Actual Q2 Actual Q3 Actual Q4 Actual YTD Cumulative Actual	31 31
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Summary of Current Performance

Over recent years there has been an increase in the number of fatalities on the road, therefore as part of the IRMP we have committed to expanding the road safety provision in relation to prevention activity and are developing a Strategic Road Safety Plan and expanding operational response.

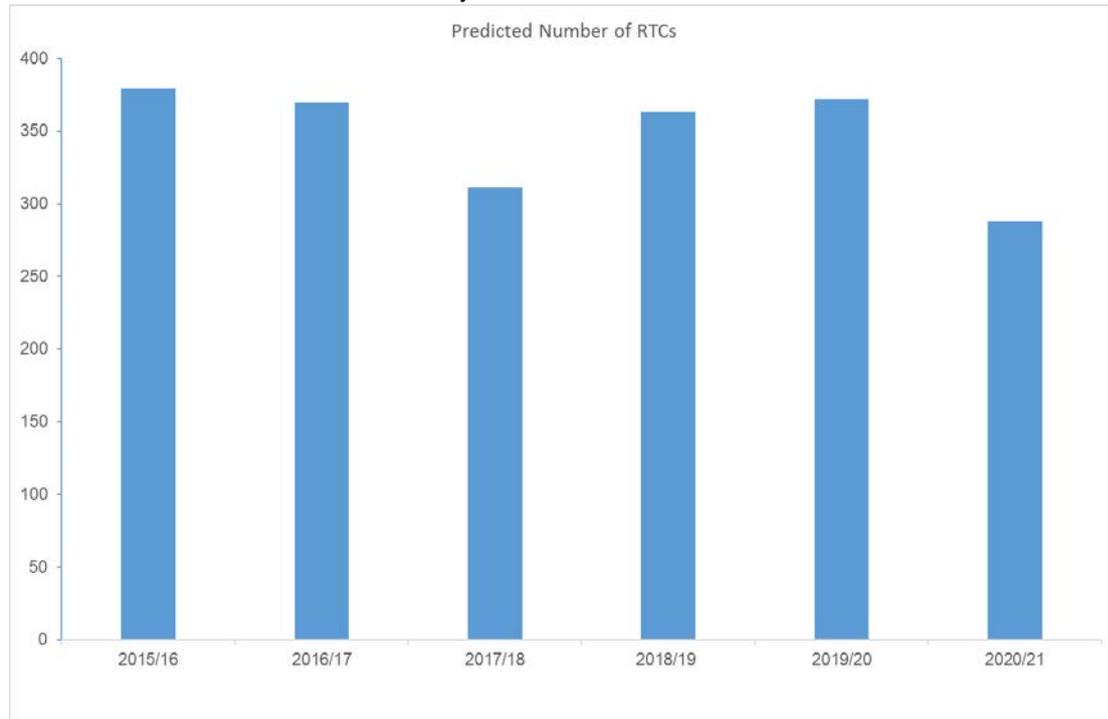
As a consequence the Service has taken a decision to monitor and report the number of road traffic collisions (RTCs) that we attend.

Fatalities and injuries occurring as a result of Road Traffic Collisions.

Please note, the following information is collated from data owned by Cheshire Constabulary and relates to calendar year.

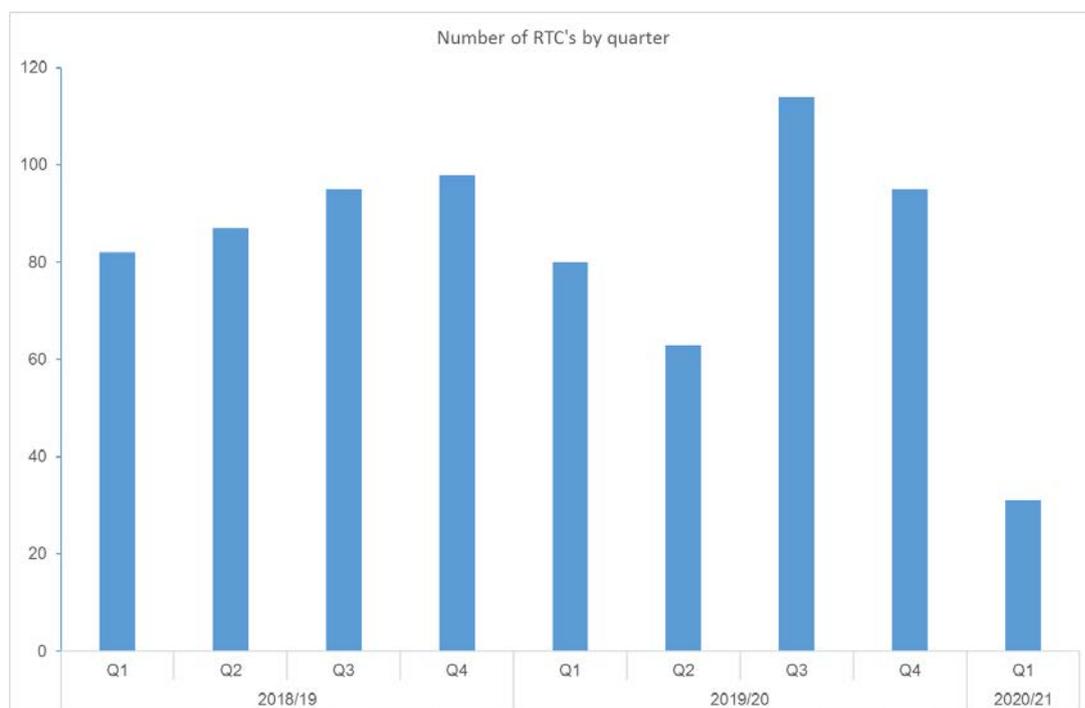
Severity	1 st April 2018 to 31st March 2019	1 st April 2019 to 31st March 2020	% of total	Year on year change
Fatal	59	25	1.2%	↓ 58%
Serious	376	246	11.6%	↓ 35%
Slight	2190	1848	87.2%	↓ 16%
Total	2625	2119		↓ 19%

Chart of number of RTC's attended by Cheshire Fire and Rescue Service

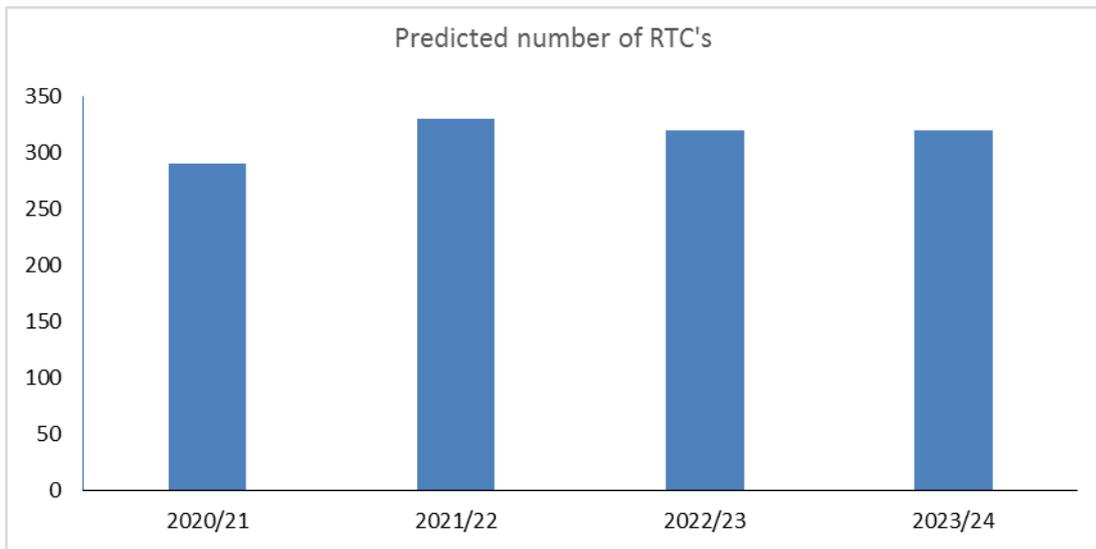


The chart below shows the number of RTCs attended by Cheshire Fire and Rescue Service per quarter from April 2018. Overall the trend was upwards up to December 2019 with a subsequent decrease during the last two quarters. The significant reduction in the last quarter is due to the travel restrictions placed on households due to COVID-19.

The two main special service types that have increased over the last three years are “make vehicle safe” (69-110 incidents) and make scene safe (45-55 incidents).



The chart below shows the predicted number of incidents the Service will attend over the next three years with the number of incidents expected to consistently stay around 320.



Action taken to improve performance

The Integrated Risk Management Plan 2020-2024 was approved on 1st July and included a commitment to increase our efforts to work with public sector partners to create a strategic road safety plan that will have a real impact on reducing the number of people killed or seriously injured on our roads.

The Road Safety Manager has supported Service Delivery Managers in updating the Community Action Plan (CAP) for Road Safety.

A paper is being prepared for SMT that outlines the plan for instigating proactive Road Safety activities and the current road safety plan has been amended, to include more use of social media platforms to support forthcoming campaigns.

Some proactive road safety work has been undertaken in collaboration with Cheshire Constabulary, targeting motor cyclists, where social distancing measures could be instigated.

A review of the Road Safety officer roles within the Prevention Department has commenced to ensure it includes greater resilience and uniformity in the role across the Unitary areas.

Appendix 2

Performance and Programme Board – Performance Report																																						
Indicator: [Total number of False Alarms attended]																																						
Reporting Period Q1	01/04/2020 To 30/06/2020	Q1 Actual Q2 Actual Q3 Actual Q4 Actual YTD Cumulative Actual	954 954																																			
Summary of Current Performance																																						
<p>Approximately 40% of all operational incidents across Cheshire are false alarms. The Service has an existing KPI for automatic fire alarms in non-domestic premises which are actively managed. Therefore from this year the Service will be monitoring all false alarms, both malicious and those of good intent, to review where we can improve performance.</p>																																						
<table border="1"> <caption>Number of false alarms by quarter</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>770</td> <td>960</td> <td>940</td> <td>760</td> </tr> <tr> <td>2016/17</td> <td>930</td> <td>1060</td> <td>950</td> <td>770</td> </tr> <tr> <td>2017/18</td> <td>830</td> <td>840</td> <td>730</td> <td>670</td> </tr> <tr> <td>2018/19</td> <td>850</td> <td>1030</td> <td>870</td> <td>740</td> </tr> <tr> <td>2019/20</td> <td>800</td> <td>910</td> <td>830</td> <td>740</td> </tr> <tr> <td>2020/21</td> <td>950</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Year	Q1	Q2	Q3	Q4	2015/16	770	960	940	760	2016/17	930	1060	950	770	2017/18	830	840	730	670	2018/19	850	1030	870	740	2019/20	800	910	830	740	2020/21	950			
Year	Q1	Q2	Q3	Q4																																		
2015/16	770	960	940	760																																		
2016/17	930	1060	950	770																																		
2017/18	830	840	730	670																																		
2018/19	850	1030	870	740																																		
2019/20	800	910	830	740																																		
2020/21	950																																					
<p>Over the last 12 months (July 2019-Jun 2020) 3454 incidents have been classified as a false alarm. This is an increase of one incident over the previous year but a significant increase (340) on the period July 2017 – June 2018.</p>																																						
<p>56.4% of false alarms are accounted for by automatic false alarm calls (1947) and 41.6% by false alarm good intent calls (1437) from dwellings. Both incident types also account for the largest increases over the three year period.</p>																																						

The highest number of calls are from dwellings, particularly AFA's linked to "faulty alarms", "cooking/burnt toast" and "accidentally set off" which account for 33.1% of all calls, followed by incidents involving controlled burning outdoors.

Individual properties with the highest number of calls are hospitals – Countess of Chester, Warrington and Macclesfield. Calls to hospitals are classed as Unwanted Fire Signals and are scrutinised regularly.

Dwellings account for the highest number of calls and fall outside the scope of the Unwanted Fire Signal policy. Dwellings consist of individual houses, blocks of flats / apartments and sheltered accommodation. The vast majority of false alarms in dwellings are in sheltered accommodation and other multiple occupancy buildings.

Data Quarter One:

Count by Unitary Area

Unitary Area	Number of False Alarms Apr-June 2020
Cheshire East	337
Cheshire West and Chester	343
Halton	108
Warrington	166

Data July 2019-June 2020

Count by false alarm type

Type of False Alarm	Number of False Alarms
False alarm due to apparatus	1947
False Alarm Good Intent	1437
False Alarm Malicious	70

Count by false alarm reason and property type

Reason	Dwelling	Non Residential	Other Residential	Outdoor	Road Vehicle	Other	Total
Cooking/burnt toast	618	20	41			1	680
Faulty	431	122	54			0	607
Controlled burning	121	17	4	303		33	478
Accidentally/carelessly set off	127	62	25			0	214
Other	102	28	5	19	6	11	171
Reported incident/Location not found	82	6	1	41	7	10	147
Not required	90	7	4	8	10	4	123
Vehicle			1		107	0	108

Count by Station Area

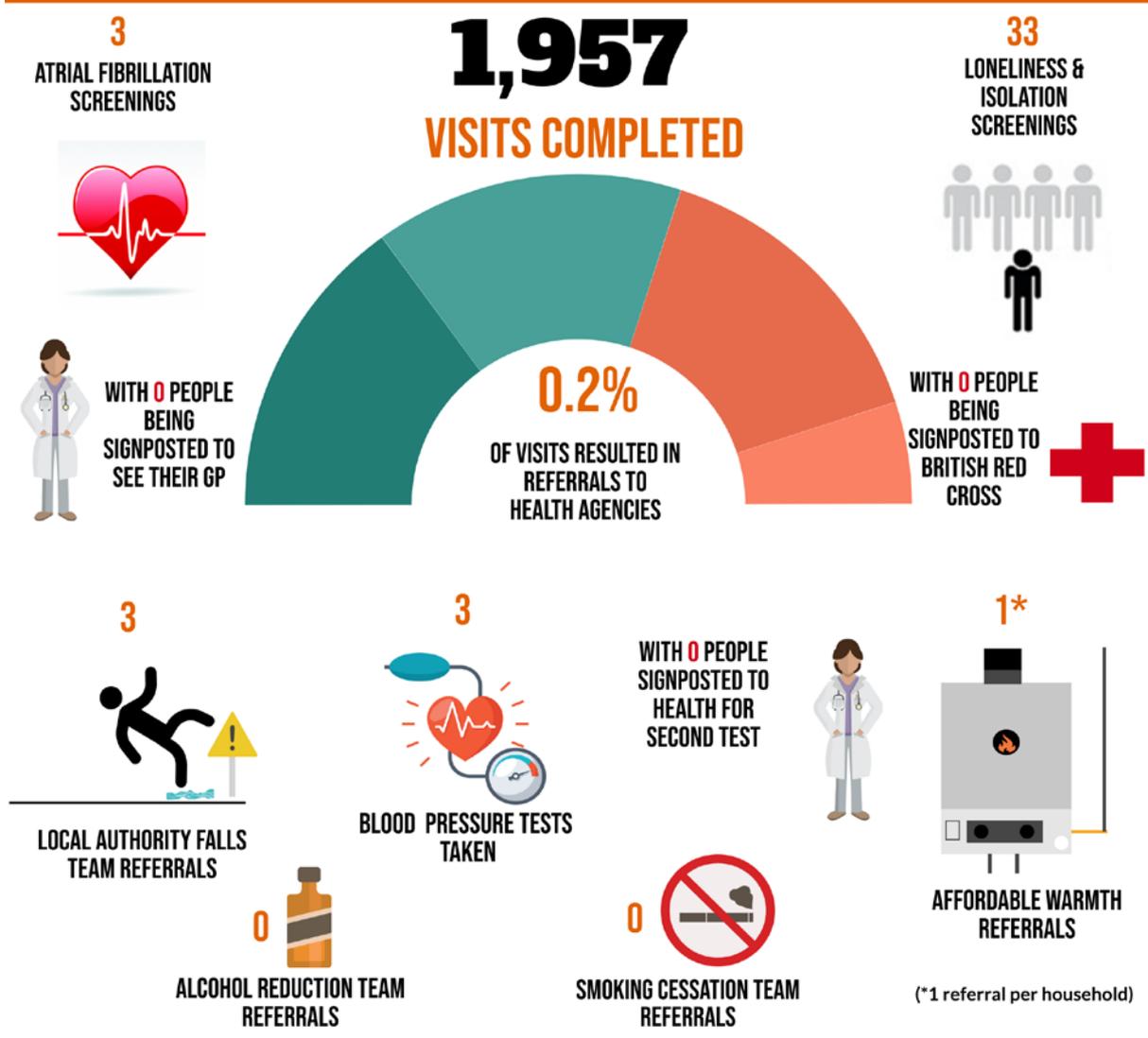
Station Area	Number of False Alarms
Chester	502
Warrington	319
Runcorn	271
Crewe	257
Macclesfield	245



SAFE & WELL Initiative

1ST APRIL 2020 - 30TH JUNE 2020

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 & WELL Initiative

1ST APRIL 2020 - 30TH JUNE 2020

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 & WELL UNITARY OVERVIEW

UNITARY AREA				
FALLS REFERRAL 	1	2	0	0
ATRIAL FIBRILLATION SCREENINGS 	1	2	0	0
ATRIAL FIBRILLATION SIGNPOSTS 	0	0	0	0
SMOKING CESSATION REFERRALS 	0	0	0	0
ALCOHOL REDUCTION TEAM REFERRALS 	0	0	0	0
AFFORDABLE WARMTH REFERRALS 	0	1	0	0
BLOOD PRESSURE TESTS TAKEN 	0	2	0	1
BLOOD PRESSURE SIGNPOSTS 	0	0	0	0
LONELINESS & ISOLATION SCREENINGS 	20	11	1	1
LONELINESS & ISOLATION REFERRALS 	0	0	0	0
VISITS COMPLETED	799	458	315	385
% TO REFERRAL	0.1%	0.7%	0%	0%



Cheshire
Fire & Rescue Service

COVID-19 Activity Chart

2020/21 - Quarter 1

						
Cumulative Summary	Food Deliveries	Prescription Deliveries	Welfare Calls	Shielding Visits	Bulk PPE Deliveries	Face Fit Tests
Halton	189	245	25	341	1	0
Warrington	81	129	1	352	0	60
CWAC	2229	4298	879	441	21	0
Cheshire East	171	815	475	46	15	59
Totals	2670	5487	1380	1180	37	119

The Service has also assisted at a temporary mortuary set up to manage excess deaths during April and May.

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CHESHIRE FIRE & RESCUE SERVICE

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 2ND SEPTMBER 2020
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: JANET GAUKROGER

SUBJECT: PROGRAMME REPORT – QUARTER 1, 2020-21

Purpose of Report

1. To update Members on the Service's programmes and projects (including those contained within the Authority's annual IRMP action plan).

Recommended: That

- [1] Members review the information provided.

Background

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

Information

3. Progress on delivery of the 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 Board is responsible for ensuring the successful delivery of programmes and projects contained in the Authority's annual IRMP action plans. The Programme Health Report for the first quarter of 2020-21 is attached as Appendix 1 to this report.
4. The Programme Health Report will contain additional projects (e.g. IRMP-related initiatives) when it is next reported. Relevant Project Initiation Documents have been prepared and milestones are being finalised in the coming weeks.

Financial Implications

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

Legal Implications

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

Equality and Diversity Implications

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

Environmental Implications

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

CONTACT: DONNA LINTON, CLEMONDS HEY, WINSFORD

TEL [01606] 868804

BACKGROUND PAPERS: NONE

APPENDIX 1 – PROGRAMME HEALTH REPORT QUARTER 1, 2020-21

Performance and Programme Board – Programme Health Report

All data supplied in the report has been populated directly from the Cheshire Planning System.

Reporting Period	FROM	1st April 2020	TO	30th June 2020
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DECISIONS MADE BY PROGRAMME BOARD

Agresso Closure Report (Peter Hayes) – Approved at Performance & Programme Board on 10/08/20.

The following IRMP projects were approved at the Fire Authority meeting on 1st July, project initiation documents (PIDs) have now been developed and will be submitted to SMT on 25th August for final approval. Progress on the delivery of these projects will be captured in future Health Reports.

- Water Response and Rescue Review
- Relocation of 2nd Pump at Ellesmere Port
- On-call Programme
- Introduction of Wildfire Capability
- Cold Cut Lance System
- Third Ariel Appliance Replacement
- Water Carrier (Water Bowser)
- Expansion of Rapid Response Rescue Units
- Review of the Risk Based Inspection Programme
- Heritage Protection
- Road Safety

INFORMATION

1561		WHOLE SERVICE REVIEW	
PROJECT SPONSOR		Chief Fire Officer and Chief Executive	PROJECT MANAGER
		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	
Previous status	Current status	Explanation (where status is red or amber)	
			
Programme Update			
<p>The Integrated Risk Management Plan 2020-2024 was approved by the Fire Authority on 1st July 2020. Heads of Department have now considered an outline plan for the delivery of the objectives within the IRMP.</p> <p>The projects will be included in the annual departmental plans and future annual action plans. Some projects span more than one delivery year taking into account the required planning and research phases of projects prior to the implementation phases. Project Managers will produce a Project Initiation Document (PID) that will contain a detailed plan. This will include dependencies, expected timescales for key milestones and deliverables. The PID will also include cost and benefits, key risks and major stakeholders. The implementation of the projects will be monitored by Heads of Department. Major projects will also report to Performance and Programme Board. The Board will monitor and review progress on a quarterly basis.</p> <p>Whilst some projects are already underway the proposed timescales are reflective of the delays and restrictions in this year's delivery capability due to the Covid-19 pandemic.</p>			

1566		PRIORITY BASED BUDGETING IMPLEMENTATION PLAN	
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
		Organisational Performance Manager	
Previous status	Current status	Explanation (where status is red or amber)	
			
Programme Update			
<p>This project is now complete. A review of lessons learned will be undertaken and a closedown report produced.</p>			

Governance and Commissioning

1226 BLUE LIGHT COLLABORATION PROGRAMME			
PROGRAMME MANAGER		Head of Strategic Change	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
Programme Update			
<p>The underlease has now been agreed and should be completed shortly. The end state collaboration agreement has now been produced and will be discussed and hopefully finalised during August/September. There are ongoing discussions about other areas of collaboration, e.g. joint use in Wilmslow.</p>			

1544 REPLACEMENT OF CHESTER FIRE STATION				
PROGRAMME SPONSOR		Director of Governance and Commissioning	PROGRAMME MANAGER	Group Manager Cheshire West and Chester
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
<p>The new station at Chester continues to progress at an impressive rate, with all floors now in place and external block and brickwork going up.</p> <p>The roof is fully in place and houses 348 high efficiency photovoltaic panels, covering an area of 580m² which roughly equates to that of 3 tennis courts. The panel output has been calculated to ensure it can cover all power demands for the station (heating/venting/lighting etc.). This, coupled with the energy saving construction of the building, means that Chester Community Fire Station will be one of the first carbon neutral energy regulated fire stations in the country.</p> <p>The training building is progressing well with external and internal walls in place with the roof expected to be completed later this week.</p> <p>In order to continue and build upon our strong links with the communities of Chester, the construction team have worked with a local charity that provides a safe space for people struggling with emotional and psychological distress located a stone's throw from the station, providing them with a landscaped garden to the front of their building.</p>				

1558		REPLACEMENT OF CREWE FIRE STATION	
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER
			Group Manager Governance and Commissioning
Previous status	Current status	Explanation (where status is red or amber)	
		The status has not been completed as the project needs new milestones to be agreed before it can be tracked on the Cheshire Planning System.	
Programme Update			
<p>A number of site layout/design options have been considered. Most recently, the team has produced an option that would allow the development to take place without the need for a temporary fire station. The cost of the temporary fire station was considered to be prohibitive: it would need to be double the size of the version created at Chester as there are two Wholetime crews operating from Crewe Fire Station.</p> <p>The pre-planning application process has now been initiated and the first meeting should take place in the next few months.</p> <p>Members of the Estates and Property Committee will consider a report in the next few months.</p> <p>Once an option has been chosen and an outline budget settled it is expected that some additional funding will need to be allocated by the Fire Authority.</p>			

1554		PROTECTION REVIEW		
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER	
		Head of Protection and Organisational Performance		
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
		Review timescales have slipped as a consequence of the delay in outcomes of the Grenfell Tower Inquiry which the review was dependent on.		
Programme Update				
<p>In April and May 2020 the service received a number of communications about additional funding for Protection which has been discussed for some time. The funding has been confirmed and is in two distinct parts: Part 1 is £60K and is ring-fenced to complete a building assurance project for the Home Office as a development of the Post Grenfell work streams. Part 2 is £117k and is ring-fenced to Protection to be used to improve overall Protection outcomes.</p> <p>Both of these funding increases has to be fully accounted for and requires monthly and quarterly returns to be made. Both funds have only been allocated on a one year basis and are not part of base funding. Work is underway to determine how best to allocate these funds and how to complete the project required by the Home Office which has a deadline of December 2021.</p> <p>A recruitment process is underway to engage a Heritage Officer now that funding is secure; however this has been delayed by Covid-19 restrictions.</p>				

1557		STATION MODERNISATION PROGRAMME		
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Group Manager
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
<p>The fire station modernisation programme has now completed Year One sites and has moved into the pre-construction service agreement stage for Year Two sites. Widnes, Northwich, Holmes Chapel and Audlem are the focus for the Year Two programme, and over the next 12 weeks will develop into the design and build proposal which will be presented to the Estates and Property meeting.</p> <p>All staff at the four sites for year two have been consulted upon the modernisation of the stations, which is currently being developed in to draft plans by the design architects.</p>				

Operational Policy and Assurance

1490		SADLER ROAD TRAINING CENTRE PROGRAMME	
PROGRAMME SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROGRAMME MANAGER
			Group Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
		This project remains amber due to the overall delays within the programme and forecast budget overspend.	
Programme Update			
<p>Section 6: Workshops refurbishment re-commenced on the 15th June 2020 and is on track to be completed on the 14th August 2020.</p> <p>Section 7: Remainder of the site is due to be completed on 30th October 2020; delays have been incurred due to Covid-19 and the Government guidance measures for social distancing put in place. Some materials have also been difficult to obtain due to factory closures under the lockdown rules. This has eased over the last month with sub-contractors returning from furlough and materials steadily arriving on site.</p> <p>The Incident Command Training Suite is nearing completion and will now have its final fix of IT hardware.</p> <p>The procurement of the smoke cleansing unit is on hold due to Covid-19 complications in testing within another FRS. This will be reviewed over the coming months and remains a risk to the programme.</p> <p>The budget is currently showing an estimated overspend of 10% which is in excess of the 5% budget approval with the estimated figure of £12,104,000. This includes the costs incurred to the programme from delays in the planning application through Cheshire West and Chester building control, the window and fire alarm replacement programme.</p>			

1553		OPERATIONAL TRAINING GROUP REVIEW	
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
			Group Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
		This project remains amber due to slippage of the revised duty system pilot due to the pandemic.	
Programme Update			
<p>Since the start of the pandemic outbreak in March, rep bodies have continued to have dialogue at JCNP with the Head of Operational Assurance to ensure those involved remain committed to trialling the new duty system in 2020.</p> <p>More recently, a meeting was held with Operational Training staff to provide an update on the project plans, with a similar briefing scheduled for Command Trainers over the coming weeks. In September a day has been dedicated to meeting with the teams collective to consider further options, with a view to identifying a suitable date to commence a trial.</p>			

1567		CHESHIRE FIRE DRONES	
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER
			Head of Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
		The project remains on amber due to the overall slippage of planned milestones.	
Programme Update			
<p>The drone capability gained CAA approval in May 20 following an extensive application process. This now allows the use of the drone on operational incidents and grant the use of Emergency Service Exemptions and more flexibility around it use in built up areas subject to a risk assessment. The Data Protection Impact Assessment has also been reviewed, amended and agreed.</p> <p>The drone operational pilot went live on 8th June 2020, covering the period from 0800/2000hrs 7 days a week with NWFC and is included on a variety of action plans for operational incidents.</p> <p>The drone is currently being staffed by three pilots, the remaining six pilots training has been impacted by the Covid-19 pandemic but will be completed as soon as the current restriction are lifted.</p>			

Service Delivery

1556		ON-CALL PROGRAMME		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Group Manager Cheshire West and Chester
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
<p>On-Call practical training (OCPT) recommenced successfully during Q1 with Covid-19 control measures in place, controlling the numbers of personnel on station at any one time and ensuring that stations are safe places to work.</p> <p>The OCPT monthly meetings have been maintained via Skype with continued efforts to provide improvements to the OC system. Reward and recognition for OC FF, CM and WM portfolio completion was introduced on the 1st April 2020 alongside the continuance of the protected average OC pay. Availability across the OC duty system was recorded as 87%, which was significantly up by 14% on Q4 (19-20). This was directly related to an increased number of staff being furloughed from their primary employment or working from home. The OCPT are seeking to build on this significant upturn but Q2 figures are expected to reduce.</p> <p>OC recruitment was suspended during Q1, however Covid-19 secure measures have been implemented and a successful OC practical test was run. This enabled candidates to progress towards a Mod 1 course which is being run the first week of July and a second course in early August. All candidates in the various stages of the process were contacted to update them of progress. All departments involved in the recruitment process have amended their procedures to ensure that where appropriate Covid-19 secure measures are implemented.</p>				

Protection and Organisation Performance

1058		SPRINKLER CAMPAIGN 2014			
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER		Head of Protection and Organisational Performance
Previous status	Current status	Explanation (where status is red or amber)			
		Signed agreements are now in place for Churchill Mansions and satisfactory installation and commissioning certificates have been received therefore funding is to be transferred shortly. Jubilee Court and Woodstock Court in Handforth are both complete but Stanley Court has been delayed due to Covid-19. Some residents in this block do not want the installation. Work is due to restart in September and in the meantime efforts are being made to persuade those residents who are opposed. Agreements are being developed with Onward Housing to enable the fund transfer to be made quickly after completion. Once the funding transfer is complete for Onward Housing and Churchill Mansions this project will move to the closedown phase.			

1549		HIGH RISE SPRINKLER CAMPAIGN 2018			
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER		Head of Protection and Organisational Performance
Previous status	Current status	Explanation (where status is red or amber)			
		The 9 installations in Cheshire West (Sanctuary) are progressing in accordance with the project plan. Waverley Court installation is in progress but has been delayed slightly due to Covid-19 restrictions. The owners of the two Warrington blocks and Peaks and Plains in Macclesfield are not willing to fit sprinklers despite significant efforts to persuade them. The project outlook at present is that 17 of 21 high rise residential blocks in Cheshire will be fitted with Sprinklers.			

1554		PROTECTION REVIEW	
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
		Head of Protection and Organisational Performance	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
		Review timescales have slipped as a consequence of the delay in outcomes of the Grenfell Tower Inquiry which the review was dependent on.	
Programme Update			
<p>In April and May 2020 the service received a number of communications about additional funding for Protection which has been discussed for some time. The funding has been confirmed and is in two distinct parts: Part 1 is £60K and is ring-fenced to complete a building assurance project for the Home Office as a development of the Post Grenfell work streams. Part 2 is £117k and is ring-fenced to Protection to be used to improve overall Protection outcomes.</p> <p>Both of these funding increases has to be fully accounted for and requires monthly and quarterly returns to be made. Both funds have only been allocated on a one year basis and are not part of base funding. Work is underway to determine how best to allocate these funds and how to complete the project required by the Home Office which has a deadline of December 2021.</p> <p>A recruitment process is underway to engage a Heritage Officer now that funding is secure; however this has been delayed by Covid-19 restrictions.</p>			

RISK MANAGEMENT				
CPS Ref	Risk Detail	Risk Owner	Risk Score	Progress Update – Mitigation / Progress
	No red/high project risks to report.			

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 2 SEPTEMBER 2020
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: LOUISE WILLIS/CHRIS ASTALL

SUBJECT: INTERNAL AUDIT – QUARTER 1 2020-21
PROGRESS REPORT

Purpose of Report

1. To present to Members the Internal Audit Quarter 1 2020-21 Progress Report

Recommended: That Members

[1] Note the information in the report and appendices .

Background

2. Internal audit is an assurance function that provides an independent opinion to the Authority on the organisation's control environment. Internal audit services are provided by Mersey Internal Audit Agency (MIAA).
3. Recommendations made by MIAA are presented formally in a report to relevant senior officers. Each recommendation is prioritised as Critical, High, Medium, or Low to reflect the assessment of risk. It is a management responsibility to respond to the recommendations and identify actions that can be taken to mitigate or reduce the risk.
4. Terms of reference and final audit reports are reviewed by senior officers and significant risks 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 of progress.
5. Delivery of recommendations is monitored and tracked on the Service's Cheshire Planning System (CPS).

Information

6. The Progress Report is attached to this report at **Appendix 1**.

Financial Implications

7. Internal audit is an outsourced service funded from base budget. Financial implications arising from internal audit recommendations are assessed as part of the management response to audit reports.

Legal Implications

8. Legal implications are considered when audit reports are presented to senior managers.

Equality and Diversity Implications

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

Environmental Implications

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

**CONTACT: DONNA LINTON, FIRE SERVICE HQ, WINSFORD
TEL [01606] 868804**

BACKGROUND PAPERS: Information provided by Mersey Internal Audit Agency (MIAA)

Appendix 1 – Internal Audit Quarter 1 Progress Report

Internal Audit Progress Report Performance and Overview Committee (Sept 2020)

Cheshire Fire Authority / Fire & Rescue Service

Contents

1. Introduction
2. Key Messages for Audit Committee Attention
3. Work in progress and planned
4. Request for Audit Plan Changes

Appendix A: Risk Classification and Assurance Levels

Appendix B: Contract Performance

1. Introduction

This progress report provides an update to the Performance and Overview Committee in respect of the assurances, key issues and progress against the Internal Audit Plan for 2020/21. Comprehensive reports detailing findings, recommendations and agreed actions are provided to the organisation and Committee Members. In addition a consolidated follow up position is reported on a periodic basis to the Committee.

2. Key Messages for Committee Attention

Since the previous meeting of the Committee the following work is underway/ in planning:

- Pensions Review – Field work in progress
- Payroll Audit – Draft Terms of Reference issued. Fieldwork due to commence Sept 20.
- Follow Up – In progress
- National Fraud Initiative – Agreed approach with Head of Finance and notices to staff prepared.

Conformance with the Public Sector Internal Audit Standards during the pandemic

The Internal Audit Standards Advisory Board have issued guidance regarding conformance with the Public Sector Internal Audit Standards (PSIAS) during the coronavirus pandemic (May 2020).

The Mission of Internal Audit is '*To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.*' In the current circumstances, we will be fulfilling this mission in a range of different ways that will enable us to provide sufficient assurance to support audit opinions, the Head of Internal Audit Opinion and the Annual Governance Statement.

If, however, due to circumstances beyond our control we are unable to achieve sufficient depth or coverage, we may need to caveat opinions and explain the impact of this and what will be done to retrieve the position in future.

All organisations have been affected in some way by the pandemic. Internal Audit can help by:

- Helping protect your operations by helping management to find new ways of working
- Providing real-time advice and insight in the development of new systems and controls. For example where you have had to implement new and urgent guidance.

- Ensuring that internal audit's work remains risk-based, but continuously reassessed to reflect the significant changes and escalation of risk levels being experienced.
- Providing real-time assurance to the organisation and audit advisory committee on the actions and decisions being made.
- Helping you to understand and plan for longer-term risks resulting from the current crisis to protect the organisation and its services going forward.

All our work will continue to be delivered in full compliance with the Public Sector Internal Audit Standards (PSIAS). Given the ongoing situation, it is likely a number of assignments may need to be delivered remotely and we will continue to liaise with you regarding this.

It was critical during the first quarter of 2020/21, that we adopted a pragmatic approach to the delivery of your Internal Audit Service. In that respect we agreed to pause all internal audit work, whilst 50% of our staff supported the wider NHS systems across MIAA's client base / geographies through redeployment. We are now back to business and new ways of working as we adapt to the impact of Covid19.

Appendix A provides the categorisation of assurance levels and risk ratings and Appendix B confirms performance against plan.

3. Work in Progress and Planned

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

Work in Progress

- Pensions Review – In progress
 - Payroll Audit – TOR issued for agreement / comments
 - Follow Up – In progress
 - National Fraud Initiative – Preparations underway and discussions held with Head of Finance
-

4. Request for Audit Plan Changes

It is recognised that we may need to update the audit plan during the year as different risks emerge. Any proposed changes to the plan are discussed with the Service Management Team and will be reported to the Committee.

Appendix A: Assurance Definitions and Risk Classifications

Level of Assurance	Description
High	There is a strong system of internal control which has been effectively designed to meet the system objectives, and that controls are consistently applied in all areas reviewed.
Substantial	There is a good system of internal control designed to meet the system objectives, and that controls are generally being applied consistently.
Moderate	There is an adequate system of internal control, however, in some areas weaknesses in design and/or inconsistent application of controls puts the achievement of some aspects of the system objectives at risk.
Limited	There is a compromised system of internal control as weaknesses in the design and/or inconsistent application of controls puts the achievement of the system objectives at risk.
No	There is an inadequate system of internal control as weaknesses in control, and/or consistent non-compliance with controls could/has resulted in failure to achieve the system objectives.

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

Appendix B: Contract Performance

The primary measure of your internal auditor’s performance is the outputs deriving from work undertaken. The plan has also been discussed with lead officers to determine the appropriate timing of individual work-streams to accommodate 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	Progress is on track
Timeliness	Green	No issues at present – Watching brief due to Covid19 impacts on ways of working and organisational response.
Qualified Staff	Green	MIAA Audit Staff consist of: <ul style="list-style-type: none"> • 65% Qualified (CCAB, IIA etc.) • 35% Part Qualified
Quality	Green	MIAA operate systems to ISO Quality Standards. The External Quality Assessment, undertaken by CIPFA, provides assurance of MIAA’s compliance with the Public Sector Internal Audit Standards. Our five year re assessment is due in September 2020.

Overview of Output Delivery

REVIEW TITLE	PLANNED REPORTING TO P & O				ASSURANCE LEVEL	Commentary
	Sep	Nov	Feb	June		
CORPORATE SERVICES						
Financial Systems			o			
National Fraud Initiative (Carry forward)	•					Preparations agreed
PROTECTION & ORGANISATIONAL PERFORMANCE						
Risk Management			o			
Risk Management Board		o	o	o		
SERVICE DELIVERY / OPERATIONAL POLICY & ASSURANCE						
Collaboration/ Partnerships			o			
Estates Management		o				
PEOPLE						
Payroll		•				TOR issued
Pensions (Carry forward 2019/20)		•				In Progress
FOLLOW-UP AND CONTINGENCY						
Follow-up		•				In progress
Contingency						

Key

o = Planned , • = In Progress , ✓ = Complete

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 2ND SEPTEMBER 2020
REPORT OF: DIRECTOR OF TRANSFORMATION
AUTHOR: BENJI EVANS

SUBJECT: EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT 2019-20

Purpose of Report

1. To provide an overview of key equality, diversity and inclusion developments within the Service and to highlight upcoming work.

Recommended: That

- [1] members note the report 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.
4. A new strategy will be developed for the period 2021-2024 and will be submitted for review and approval to Members in Spring 2021. The purpose of the Strategy will be to provide strategic direction and a set of clear and challenging aims for the Service to ensure continued progress is made. The Strategy will also incorporate the wider notion of inclusion to welcome and celebrate diversity within the community and to establish Cheshire Fire and Rescue Service as an employer of choice.
5. Progress against the previous Action Plan is monitored on a quarterly basis at each 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. At the January 2020 meeting of the Equality Steering Group, significant time was taken to review the Action Plan and ensure actions were being appropriately managed and progressed. The new action plan will be presented to the Equality Steering Group in October 2020 and this will include some standing items which will be transferred from the previous action plan.

Key Accomplishments over last 6 Months

Stonewall Workplace Equality Index

6. In February 2020, the Service learned that it had retained the rank of third in the Stonewall Top 100 Employers list for the second year running. CFRS is also the UK's most inclusive emergency service and Top NW employer in terms LGBT for the fifth year running. At the Stonewall awards in February the Service also achieved other recognition in respect of the Fire Pride network and support to Trans employees. Mark Cashin, CFO also received the award of North West Senior Champion of the Year.
7. In April 2020, the service was reassigned a new account manager from Stonewall – Ruby Wong, and an introductory meeting was organised between the account manager, the CFO, the Director of Transformation and the E&I Officer. The E&I Officer has since had monthly meetings with Ruby and other colleagues at Stonewall to access the latest information and webinars that have replaced physical conferences that have been cancelled due to the COVID pandemic.
8. In May 2020, Stonewall announced that following feedback, and in response to the challenges presented by the lockdown restrictions, the 2020 Stonewall Workplace Equality Index had been deferred for 12 months. In July, the service received the new WEI criteria for 2021 and work has now commenced to capture new evidence for the extended 2021 submission.
9. The Service's work around LGBTQ+ inclusion and its investment in Stonewall has continued to deliver tangible improvements. Since the previous meeting, there has been a further increase in the number of staff identifying as LGBT from 3.1% to 3.3% compared to last year. The service has also seen a reduction in the number of staff who are unwilling to declare their sexual orientation. A year ago, 21.7% chose not to declare, whereas the current percentage is 19.7%.
10. This is evidence that all the positive work around LGBTQ+ inclusion continues to help our aspiration of supporting LGBTQ+ staff within the Service whilst reinforcing public perception that we are a welcoming and inclusive employer.

Addressing disproportionality in the workforce

11. Work has continued over the last six months to encourage applications from under-represented groups, with the aim of increasing the diversity within our workforce. Although the focus on operational recruitment over the last six months has been in respect of on call, the Positive Action Working Group have continued to meet to develop strategies and new ideas.
12. The main focus of the Positive Action Working Group has been on developing campaigns and activities in respect of:
 - working with local community groups and attending community events to raise awareness of career opportunities amongst under-represented groups;

- meeting with key representatives in education, visiting schools, working specifically with charities to target under-represented groups;
 - review and identify new platforms which the service promotes careers and volunteering opportunities to target under-represented groups and the general public;
 - Promoting the Service's buddying scheme to encourage diverse applicants to talk to current firefighters about the application process and working for the Service.
13. As a result of our positive action work, the Service continues to see a gradual increase in the diversity of its new recruits, with a particular increase in women. Female staff make up 19.0% of the workforce, which has increased from 16.9% one year ago. We have seen a 1.3% increase in female staff working in operational positions from 6.4% to 7.7% in the past year. Females working in non-operational positions has increased by 2.5% from 59.1% to 61.6% in the past year. A full breakdown of equality monitoring data is available.
14. The Service has seen a slight decrease in the number of BAME staff, which is currently 4.1% from 4.4% this time last year. BAME staff in operational roles has decreased from 5.1% this time last year to 4.6%. However, the number of BAME staff in non-operational roles has increased from 1.7% to 2.2% in the past year. Staff identifying as White British has remained at 93.3% in the past year.

Based on the most recent equality monitoring data, there is a need for further positive action work to address the underrepresentation of both female and BAME staff in the workforce.

Staff Network Groups

15. Staff network groups have continued to play an important role in recent months. The service has now developed a BAME staff network and the group held their first meeting one week before the COVID-19 lockdown occurred. Two candidates volunteered to be the joint chairs of the new network – one operational male and one non-operational female, both with many years of experience with the service. Both have also been advocates and active representatives for CFRS at many of the national events organised by ASFA.
16. The BAME network held a specific focus group to discuss #BlackLivesMatter and they have already started to discuss initial plans for events around Black History Month and other key awareness days and celebrations.
17. The Limitless group have been very active during the reporting period. The group met at Penketh Station in January and key themes were covered including Menopause, International Women's Day, mentoring & buddying, positive action, appearance policy, hygiene packs for service vehicles and social events.
18. The Limitless group played a key role in organising the International Women's Day event at Sadler Road site in March which showcased the valuable

contribution that women make across various departments and levels within the organisation. The focus of the event which was branded #EachForEqual was on Women's Health and the Menopause. Topics also included historic challenges for women in the fire and rescue service, mental health and imposter syndrome, menopause through the eyes of both males with and females and the Director of Transformation, the service's most senior female, provided an insight to her journey and career to date. The event was well received and was also very well attended by male colleagues to demonstrate their support.

19. During the COVID-19 lockdown, The Limitless group have supported each other and maintained regular contact via email and a dedicated What's App. More recently, the group organised several socially distanced 'walk and talk' meetings at rural locations in Cheshire to create a platform for staff to come together, socialise, support each other and catch up.
20. The Service had originally planned to organise a "Proud to Provide II" conference in June at the Storeyhouse in Chester. This event had to be cancelled due to COVID-19, but a virtual conference has now been planned for Thursday 19th November 2020. The focus of the conference will be intersectionality and multiple identities. A range of high profile speakers have been carefully selected to provide insight and perspective.

Visibility and Awareness Days

21. During the reporting period, the service has increased LGBTQ+ visibility and increased awareness surrounding cultural and religious celebrations and festivals. The service was active during LGBT History Month, flying rainbow flags on stations and at HQ. The website and social media have been used to promote support and the Service have ensured that they have remained visible (prior to the pandemic), at LGBT events with key partners including Manchester Metropolitan University, University of Chester and Warrington Town Council.
22. The service has actively promoted all LGBT visibility days during the reporting period including Trans Visibility (February), Lesbian Visibility (March), IDAHoBiT & Pansexual Visibility (May) and Non-Binary People's Day (July).
23. The service has actively increased awareness of various religious and cultural celebrations, acknowledgements and campaigns including Passover, Ramadan, Eid, Vaisakhi/Baisakhi, Dhamma, National Windrush Day and #BlackLivesMatter. The increased awareness ties in with our approach to promote diversity and inclusion amongst our workforce and wider community.
24. The service has worked closely with local partners to raise awareness of various disability-focused themes to include Downs Syndrome Awareness Week, Learning Disability Awareness Week and Deafblind Awareness Week. For each awareness theme, educational resources have been developed to enable staff to gain knowledge that will enhance their ability to support community members with differing needs.
25. June 1st marked the start of the 2020 Pride season but as a result of the pandemic all of the local pride events were cancelled. The Service ensured that it maintained momentum however, by remaining visible in its support of its

LGBTQ+ staff and communities via social media, flying rainbow flags and engaging with staff via Firepride breakfasts and using internal communication channels to promote LGBTQ+ inclusion. Some station open day events were also used to promote LGBTQ+, particularly in areas where there would have been a local pride event – i.e. Crewe, Chester, Macclesfield, and Northwich.

Policy Development

26. The Service launched the new 'Menopause' policy in March at the #EachForEqual International Women's Day event. This has received excellent feedback and has helped raise awareness of how the Menopause and the associated symptoms can affect all staff directly or indirectly.
27. The Paternity policy was relaunched in late Spring 2020. This has increased the provision for time off and affords more flexibility in terms of time off to accompany partners to ante-natal appointments. This policy update, which was developed in conjunction with the representative bodies has been well received.

EDI Education and Training Review

28. The service has recently reviewed the EDI training offering which has highlighted a need to update some materials and develop new training resources. The initial priorities revolve around the creation of a new bespoke Unconscious Bias training package and a menopause awareness product that will accompany the new policy. Training will be offered via face-to-face delivery (when permitted and practicable) coupled with e-learning packages to widen access and flexibility.

Equality Impact Assessments (EIA)

29. The service has conducted many Equality Impact Assessments during the reporting period. These include:
 - EIAs for all of the IRMP proposals pre approval for review during the consultation period.
 - EIAs in respect of the programme of modernisation with specific emphasis on four specific fire stations: Runcorn; Birchwood; Middlewich and Sandbach. This particular project provided an excellent opportunity to create case studies to highlight best practice. Case studies are very useful to include in our EDI training, showcase best practice to HMIC inspectors and to submit as part of future accreditations and benchmarking.
 - EIA's to highlight and consider risks to equality interest groups in relation to COVID-19. Multiple EIA's were completed in March to consider potential impact on the workforce in relation to changes to duty systems and an EIA was produced to consider the impact of partnership work with the NHS and potential transportation of deceased persons.

Work is ongoing in respect of developing EIAs to assess the impact of COVID-19 on the Service's workforce and communities and the information will be instrumental in the ongoing develop of the Service's recovery plans.

Developing Community Partnerships

30. Although COVID-19 has restricted access to physically meet key community partners, every effort has been made to develop and maintain new relationships through telephone, email, and Skype technology.
31. Through the IRMP consultation process the service has also established relationships with new partners and is continuing to build networks through the construction of the community focused EIA. To date the Equality & Inclusion Officer has reached out to over 100 community partners.
32. In late Spring the service launched a colouring competition as a way of engaging with equality interest groups and in particular young people with a disability. This attracted positive engagement from groups across the county and at the appropriate time, winners and finalists will be invited to their local station to receive a certificate.
33. The Service has also invested time in attending a careers event for young people with learning disabilities at Petty Pool in Northwich and post Covid-19, a commitment has been made to explore short term work experience opportunities for these young people.

Recruitment Communications and Attraction Strategy

34. Work is ongoing to expand the sponsorship agreements currently in place in respect of female recruitment. In addition to current sponsorship arrangements, with Warrington Wolves and Widnes Vikings, the service is also sponsoring the women's rugby team at the University of Chester. An initial expression of interest has also been made to the Service from the Crewe Alexander women's football team who are keen to promote future career opportunities.
35. Partnerships such as these have enabled the Service to gain additional exposure that has helped the Service target female audiences and other underrepresented groups.

Priorities for Next 6 Months

36. The following provides an update on key pieces of upcoming work relating to equality, diversity and inclusion.
37. The vision for reform within the Home Office revolves around Professionalism, People and Governance and within this is a strong emphasis around Ethics. It is expected that over the coming months, we will gain more insight in relation to this vision. In the meantime, we need to continue to ensure that we remain open to the wider sections of the community, and understand how our networks and senior leaders can continue to be the ethical role models for change and maintaining an open and inclusive culture.

COVID-19 Recovery Planning

38. The recent thematic staff survey will provide a valuable source of information to help identify risks and develop plans in respect of the Service's recovery plans. As with all staff surveys a specific EDI analysis will be undertaken on the results to identify any particular trends and/or concerns that will inform our recovery plans.
39. The COVID-19 EIA has ensured that risks are considered from an internal and external perspective. Extensive analysis has already been taken in respect of the national NFCC EIA and this has prompted CFRS to extend its local EIA to beyond the normal under-represented groups to incorporate wider factors such as geography, marital and civil status, and socio-economic status. The findings of the EIA and associated impacts will also be inform the services recovery planning process.
40. During the COVID-19 HMICFRS inspection, it will be important to demonstrate that we have taken an ethical and sensitive approach to our recovery planning and can demonstrate that we factored in all of the EDI considerations.

Staff Networks

41. To maintain the momentum behind the networks there will be a renewed emphasis on the need to have strong Ally's and to maintain a regular programme of events. A Firepride event focused around the LGBT Ally's Programme has been scheduled to take place in August and a Women's Health event has been provisionally planned for September with Breast Cancer being a key focus.
42. There has been recent interest expressed in relation to establishing a disability staff network that would incorporate issues such as neurodiversity which are of importance to an increasing number of people. The Service is also looking at ways in which it can raise awareness and provide a higher level of support to staff with dyslexia.
43. Over the coming months a lot of work will be put into raising the profile of the BAME network and a host of events are being planned for October across all stations and departments to recognise Black History Month.

#BlackLivesMatter (#BLM)

44. The #BLM campaign has put a strong emphasis on the need for the Service to be able to demonstrate what is happening from a BAME perspective and how we are able to meet the needs of the BAME community in respect of response, protection and prevention. This is an area of great focus currently within The Home Office and is likely to be a topic for scrutiny in future inspections.
45. The recent launch of the new BAME network will be instrumental in supporting this, but at the same time there needs to be an onus on allies to educate themselves on race and culture rather than it being fed back from staff who are BAME.

Equality Impact Assessments (EIA)

46. As the planning for the delivery of the IRMP continues, it is essential that EIAs remain under review and are developed to highlight actual and potential risks to the different equality interest groups in Cheshire. EIAs will also inform staff and help mitigate, reduce and remove risks that are identified.

Positive Action

47. In order to diversify leadership teams, the Service needs to explore what is legally and ethically permitted in respect of applying positive action to promotion processes. It is understood that under section 159 of the Equality Act 2010, this can be applied but this has not been something that the Service has previously considered or acted upon and nationally there is some nervousness around this. Work has been commissioned to research and understand the viability of applying positive action to promotion processes in addition to recruitment processes. Once the position is understood this will be tabled for discussion at a future Equality Steering Group.

Preparation for Stonewall 2021 Submission

48. Inevitably, work will continue to ensure that CFRS remains committed to the fair and equal treatment of LGBTQ+ staff and communities. The feedback from the 2019 submission will continue to be reviewed with necessary improvements and changes being implemented to fill gaps. For example, our service will focus on intersectionality and minority identities over the next 18 months. Awareness will be raised through media campaigns, visibility days, training, educational resources, events and conferences.

Financial Implications

49. During the 2019 budget bidding process, a pitch was made for the EDI function to have a dedicated budget within the Transformation department. Previously all non-salary related funding was combined in a budget held by the Joint Communications Department. The new arrangement will promote more ownership and enable the Service to engage in a wider range of activities, campaigns and projects.

Legal Implications

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

Equality and Diversity Implications

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

Environmental Implications

52. None

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 2ND SEPTEMBER 2020
REPORT OF: HEAD OF PREVENTION
AUTHOR: MARK SHONE, SAFETY CENTRAL MANAGER

SUBJECT: SAFETY CENTRAL ANNUAL REPORT 2019/20

Purpose of Report

1. To present a review of the performance of Safety Central, the Service's safety and lifeskills education centre, between April 1st 2019 and March 31st 2020.

Recommended:

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

Background

2. This is Safety Central's second annual report, the first – presented last September – having covered the centre's first two years between July 2017 and March 2019. This year's first single annual report is produced to a simpler format that will carry forward for future years.

Information

3. The report comprises four key sections to give Members a comprehensive overview of activity at Safety Central over the last 12 months, including: visitor numbers; visitors' learning and experience; performance against objectives for the year; and plans for the year ahead. Two appendices summarise the four education programmes and staffing model, for newer Members less familiar with the centre's work.
4. The centre welcomed a total of 8,773 visitors between 1st April 2019 and 31st March 2020. This represents an increase of 26% on the previous year. Of these, 3,915 were children and young people and 1,598 were adults from a total of 186 schools and community groups across Cheshire. The remaining visitors comprised group leaders and helpers and stakeholders attending the centre for meetings or training.
5. The total number of visitors would have been 600 higher for the period had the centre not had to suspend all visits from 13th March owing to the Covid-19 (C19) lockdown and subsequent closure of schools. The centre remained

closed for the first quarter of 2020/21, but recommenced a limited programme from 10th August.

6. Visitors who took part in the centre's learning evaluation showed an average improvement of 68% in their basic safety and lifeskills knowledge following a visit. Of the teachers who completed feedback cards, 100% rated their visit as good and very good and 100% would visit again. 94% of children and young people and 98% of adult visitors rated their visited 4 or 5 out of 5.
7. Achievements during 2020/21 include: the installation of a new shop scenario donated by the Co-op at the cost of around £35,000; adopting a more targeted approach to attracting schools and groups from areas of need; and launching a new website with live booking calendar and volunteer self-rostering capability.
8. At the end of the reporting period there were 37 volunteer rangers actively engaged with the centre. This year they logged a total of 3,843 volunteer hours have been logged over the two years with a notional value of £38,199.
9. C19 will continue to have an impact on the way the centre operates for some time to come and a phased approach to reopening is set out in the full report. This will affect the team's capability to attract large numbers of visitors in the months ahead, but it should not prevent them working towards a number of objectives aimed at further enhancing the provision of safety and lifeskills education.

Financial Implications

10. Safety Central's revenue costs are met from the Prevention Department budget. An annual grant of £10,000 from SP Energy Networks supports the running of the volunteer ranger programme and it is anticipated that this will be available until 2024.

Legal Implications

11. Cheshire Fire Authority has a statutory duty to promote fire safety. The legislation mentions the provision of information, publicity and encouragement in respect of the steps to be taken to prevent fires and death or injury by fire.

Equality and Diversity Implications

12. Safety Central's facilities and learning programmes were subject to full Equality Impact Assessments (EIA) during the development phase. All lesson plans are underpinned by 'mini EIAs'. A total of 481 children and young people from non-mainstream educational provision visited the centre during the reporting period.

Environmental Implications

13. There are no environmental implications for Members to consider.

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BACKGROUND PAPERS: 'SAFETY CENTRAL ANNUAL REPORT 2019/20'

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Cheshire
Fire & Rescue Service

Performance & Overview Committee
2nd September 2020
Item 8 Appendix 1

Annual Report 2019/20

for Cheshire Fire and Rescue Service's
Performance and Overview Committee

September 2020



1. Introduction

- 1.1 This is Safety Central's second annual report, summarising performance for the period April 1st 2019 to March 31st 2020. The first annual report, presented to the Performance and Overview Committee in September 2019, covered the period between opening in July 2017 and March 2019. We have therefore produced this first full-year annual report to a simpler format that will carry forward for future years.
- 1.2 It is important to note that the reporting period straddles two academic years; the summer term of 2018/19 and the first term and a half of 2019/20.
- 1.3 The Covid-19 (C19) pandemic forced us to suspend our education programmes from Friday March 13th 2020. This meant cancelling two weeks' of visits during the reporting period. At the time of writing, we are planning to recommence some limited provision in August and September 2020.
- 1.4 In spite of a difficult and disappointing end to the year, we enjoyed another successful 12 months during which visitor numbers increased, more volunteers were recruited and new partnerships were forged. Once again we received excellent feedback from visitors and continued to refine the way in which we deliver our programmes.
- 1.5 Over the following pages we summarise:
- **visitor numbers** by type and unitary authority area
 - the result of evaluation of **visitors' learning and experience**
 - **performance against the objectives** we set ourselves for 2019/20 and other notable developments in our education programmes and partnerships
 - our **plans for 2020/21**
 - our normal **education programme** and **team structure** (Appendices 1 and 2) for newer Members less familiar with our work.
- 1.6 Once again we owe a huge debt of gratitude to our volunteer rangers, without whom we would not be able to deliver such a broad programme of activity to so many children, young people and community groups. Although we have worked hard to stay in touch with them during the C19 lockdown, we know many of them have greatly missed volunteering and the company of other rangers. We look forward to them returning as soon as it is safe for them to do so.



2. Visitor numbers

- 2.1 The following table summarises the numbers and types of visitor to Safety Central and the local authority areas in which their schools or groups are located.
- 2.2 We set ourselves a target of attracting a total of at least 9,000 visitors during 2019/20 compared to 7,000 the year before. This figure would have been exceeded had the C19 lockdown not led to the cancellation of 22 days of visits in March, during which more than 600 people were due to attend. Nevertheless, a total of 8,773 visitors represents an increase of 26% on 2018/19.
- 2.3 It is worth noting that towards the end of the year we welcomed our 20,000th visitor since opening in July 2017.
- 2.4 Although more children and young people visited in 2019/20 and they still represent the largest visitor group, the overall increase must be attributed to the growing number of adults attending with community groups and the use of the centre for training, meetings and events. This is in line with the Authority's original vision of the centre serving a diverse range of visitors.
- 2.5 We welcomed slightly fewer Pan-Cheshire and out of county schools and groups, offset by increases from three of the unitary authority areas and stakeholders. Owing to continued low attendance from Halton, there has been significant effort this year to engage schools in that area (explained later in this report).

	April 2019 to March 2020	April 2018 to March 2019	July 2017 to March 2018	Total since opening
Individual visitors				
Children and young people	Mainstream 3,434 +99	Mainstream 3,335	3,313	10,995
	Non-mainstream 481 +49	Non-mainstream 432		
Accompanying adults	628 +94	534	645	1,807
Adult community group visitors	1,598 +664	934	Adult programme not yet launched	2,532
Community group helpers	211 +6	205		416
Stakeholder events, training and meetings	2,421 +921	1,500	533	4,454
Total visitors	8,773 +1,833	6,940	4,491	20,204



	April 2019 to March 2020	April 2018 to March 2019	July 2017 to March 2018	Total since opening
Visiting school and community groups by local authority area				
Cheshire East	43 +11	32	32	Totals since opening would not be meaningful owing to some schools and groups making repeat bookings each year.
Cheshire West and Chester	46 +6	40	25	
Halton	13 -6	19	11	
Warrington	58 +27	31	27	
Pan-Cheshire	20 -16	36	2	
Out of county	6 -4	10	2	
Total	186 +18	168	99	-

2.6 Included in the totals above are visitors taking part in other Cheshire Fire and Rescue Service interventions that make use of the centre for some or all of their programmes. These include visits by young people taking part in the Respect, Prince's Trust and cadet schemes and participants in Think Drive Survive, Biker Down and Pedal Smart road safety initiatives.

2.7 In addition, a range of partner organisations made use of the centre throughout the year in ways allied to our safety and well-being objectives. Delegates are counted in the stakeholder events, training and meetings category on the previous page. Bookings included:

- **British Red Cross** training day
- **Cheshire East Council** care group meeting
- **Cheshire Downs Syndrome Support** family fun day
- **Cheshire Magistrates Bench** meeting and training
- **Cheshire Police** departmental meetings and training
- **Cheshire Road Safety Partnership** major campaign launch
- **Cheshire Safer Schools and Young People's Partnership** school events
- **Cheshire Youth United** meeting and tour
- **Co-op** regional team meetings
- **Eclipse** junior dance troupe meeting and tour
- **Everton in the Community** meetings and tours
- **HM Lord Lieutenancy** conference for deputy lord lieutenants
- **Halton head teachers'** meeting and tour
- **Heartstart Lymm** monthly first aid sessions for local residents
- **High Sheriff of Cheshire** meetings and tour
- **Home Office** immigration enforcement team meeting
- **Institution of Occupational Safety and Health** Crewe branch meeting
- **JESIP** multi-agency training
- **Lancashire Fire and Rescue Service** tours for elected members and staff



- **Made by Mortals** theatre project with excluded young people
- **Manchester Airport** health and safety team meeting and tour
- **Manchester Camerata** music and theatre project for primary schools
- **NSPCC** schools' service meeting
- **National Fire Chiefs Council** regional thematic meetings and tours
- **North Wales Fire and Rescue Service** arson reduction team meeting
- **North West Ambulance Service** paramedic training and meetings
- **SP Energy Networks** health and safety team meeting
- **Safeguarding Children in Educational Settings** team meeting and tour
- **Silver Rainbows** coffee mornings and tours for older LGBT+ people
- **University of Staffordshire** health faculty meeting and tour
- **Warrington Borough Council** LGBT History Month planning meetings
- **Warrington and Halton Hospitals NHS Foundation Trust** conference on preventing infants from being shaken
- **Warrington Primary Head Teachers' Association** meeting and tour
- **Warrington Safeguarding Partnership** meeting and tours
- **Warrington Voluntary Action** meeting and tour
- **YouthFed** training days for youth work professionals.



3. Visitors' learning and experience

- 3.1 Measuring behavior change in the disciplines of accident prevention and health promotion is problematic because it is difficult to establish a 'cause and effect' link between an intervention and any long-term difference in outcomes or attitudes. For that reason, we have taken a realistic, blended approach that aims to gauge visitors' satisfaction with their experience and the levels of understanding about key risk factors before and after a visit.
- 3.2 For children and young people, this involves completing quizzes before and after their tour, with the improvement in knowledge and understanding recorded. We had arranged for two undergraduates from the University of Chester to visit a sample of schools in April 2020 to measure longer-term retention of knowledge after their visits, but this could not proceed owing to the C19 closure of schools. We hope to undertake this work in 2021.
- 3.3 Children, young people, teachers, group leaders and adult visitors taking part in the community group programme also complete simple feedback cards which they can complete before they leave the centre or return to us via Freepost.
- 3.4 As was the case last year, it is clear from the results of this evaluation that the vast majority of people enjoy their visit and, in the case of teachers or supporting adults, strongly agree it benefits those they bring to the centre. There is also a marked improvement in knowledge and understanding of safety and lifeskill issues before and after a visit.

	April 2019 to March 2020	April 2018 to March 2019	July 2017 to March 2018	All time average
Average improvement in key subject knowledge after a visit	68%*	76%	88%	77%
Teachers rating their visit as 'good' or 'very good'	100% of 137 responding	100% of 110 responding	100% of 247 responding	100% of 247 responding
Teachers who would visit again	100% of 137 responding	100% of 110 responding	100% of 247 responding	100% of 247 responding
Percentage of children and young people scoring their visit 4 or 5 out of 5	94% of 736 responding	93% of 1,045 responding	93.5% of 1,781 responding	93.5% of 1,781 responding
Percentage of adult community group visitors scoring their visit 4 or 5 out of 5	99% of 420 responding	Adult programme not yet launched	-	-

* KS1 quiz scores were added during this year, affecting the overall percentage improvement.



3.5 The following comments represent a selection of the positive feedback from teachers and group leaders attending with children and young people:

- We really can't believe how much you packed in to the day and how much the children learnt. Parents have already said they haven't stopped talking about it.
- All staff extremely helpful and knowledgeable. Children were comfortable and engaged.
- Wonderful visit, so hands on and current. All the children enjoyed, learnt so much.
- It was very informative and was set at the correct level for the age group.
- All the rangers were superb, great at all the tasks, very welcoming and inclusive.
- Excellent ranger was able to pitch information and questioning well to a low-ability group.
- Very practical and thought provoking real-life situations.
- We had a fantastic two days with you and can't wait to come back next year. The teaching, facilities and organisation were excellent.
- An invaluable day with practical, real world advice. It's already had a real impact on our children.
- Every child was included and Helen made sure the children had full understanding at the end of each activity.
- Staff worked hard to provide a positive experience for pupils at an appropriate level including making last minute changes to program.
- Informative and thought-provoking, highlighting how to eradicate risk.
- You pitched it perfectly for the group and we were totally spoilt by having four fantastic rangers all to ourselves.
- Excellent facilities which gave the children real-life contexts for the information given. Friendly, knowledgeable staff who were excellent with the children.
- Learners and staff had a great day, some didn't want to leave! Thank you to the rangers, Hazel and Selina for making today run so smoothly. The information and knowledge gained will equip our learners for the future. Thank you.

3.6 In addition, we received constructive feedback that we will take into account when refreshing our activities, visit formats and our ranger training:

- Spend a little longer on internet safety.
- I think the children would benefit from playtime after break.
- If the students had the area to run around outside at lunch that would improve it.
- Rangers were not geared up for non-verbal children to give them time to answer.
- Some parts felt rushed.
- Our ranger didn't seem clued up on how to speak to our pupils in wheelchairs.
- The facilities are amazing and staff very welcoming, but unfortunately the ranger did not recognise the cognitive ability of the group and was rather patronising towards them. This also showed in the ranger putting words into their mouths as they tried to answer.
- A pre-visit pack for children with special needs would be beneficial (e.g. tour plan, agenda of day, photos).
- The juggling, Jenga and hoop activities weren't really beneficial and more time could be spent on another workshop.
- Make more of bullying – not just a quiz, do more on strategies.

3.7 Here is a selection of responses from adult visitors, who participated in our SaferTogether community group session, when asked if there was anything we could improve upon:

- Amazing staff, amazing opportunity, amazing facilities.
- It seemed perfect, giving us a lot to think about.
- The whole visit was excellent. Thank you to the staff and volunteers for a great day, the village is fantastic.
- The visit more than met my expectations. I would love to be able to bring my grandchildren.



- I could not see where it could be improved. I was very impressed with the two rangers. They were clear and precise.
- Not needed really and the information pack is a fantastic reminder and will be very useful.
- Very good resource that is fit for purpose to educate people on the dangers/hazards at home and in the community.
- The road safety element would have been well suited to our group
- A very interesting and professionally run establishment. I feel that there is not much room for improvement - it is already excellent!
- Sell the products that you advocate.
- Some real hazards exist (unmarked edges of paths 'outside', otherwise it can seem you don't practice what you preach).
- Personal speaker for the guides would help or wait until the group as gathered before explaining.
- Less judgemental tone in the very messy bedroom "horrible", "nasty" - "dangerous" would be a better word.
- Possibly include the safety hazards in the garage and garden shed, also dangers of the loft and loft ladders etc.
- All excellent and clear and concise. Really kind and lovely staff - thank you!
- Possibly a very short break midway through.
- Not sure, everything seems to be already covered, thank you very much for looking after me whilst on oxygen and using a walk on the tour.
- It already exceeded expectations but to include a visit to the fire station would make it even better.



4. Performance against objectives for 2019/20

- 4.1 In last year's annual report we set ourselves a number of key objectives aimed at enhancing and refining the way in which we operate. In addition, we proposed a number of solutions to some operational challenges that we had encountered during our first two years.
- 4.2 As summarised in the table below, we are pleased to report that we largely achieved what we set out to do. Any pieces of work that are incomplete will be carried forward to 2020/21, during which every effort will be made to progress them bearing in mind the likely impact of any ongoing C19 restrictions.

Key objectives	
1. Increase overall visitor numbers to 9,000 between April 1 st 2019 and March 31 st 2020.	9,377 booked to attend, but ultimately reduced to 8,773 attending owing to C19 closure.
2. Recruit and maintain a cohort of 50 volunteer rangers.	37 active and a further five in the application or training process at March 31 st 2020 – an increase of 11 rangers on the same time the previous year. Internal audit found 'significant assurance' in the way the volunteering programme runs.
3. Working with colleagues in Business Intelligence to develop ways of targeting schools and community groups in areas of highest need.	Annual Indices of Multiple Deprivation now used to target marketing at schools and groups. Direct engagement with Halton schools led to 15 head teachers booking for three full weeks in April and May 2020. These are to be rearranged for later in 2020/21, with support from Crimebeat to subsidise transport costs.
4. Develop a relationship with an academic partner to further develop the process of evaluating visits.	Working with the University of Chester to place two undergraduate students with us each May to produce an evaluation report that includes measurement of post-visit retention of knowledge.
5. Achieve Council for Learning Outside the Classroom Quality Badge, to give assurance to teachers about the safety and quality of provision.	Action plan drawn up to work towards standards, but Quality Badge scheme suspended in December pending update and relaunch following C19 schools closure.



6. Increase social media following to more than 1,000 on both Twitter and Facebook.	Twitter followers currently stand at 1,223 and Facebook followers at 649.
Other solutions	
7. Launch a new, user-friendly website, with integrated calendar and ranger sign-up system and to better showcase the centre's work.	New website launched in February 2020 with live booking functionality. Ranger sign-up system in place, but yet to be introduced owing to C19 suspension of programmes.
8. Refit our mock convenience store with support from the Co-op.	New store fitted out and launched in December 2019, at a cost of £35,000 to the Co-op and its suppliers. Old shop fittings, props and stock donated to Gloucestershire Fire and Rescue Service's SkillZone safety centre.
9. Appoint a new maintenance contractor to look after scenery and interactives.	Tender specification drawn up and pre-tender engagement begun with potential suppliers, but process suspended owing to C19 closure. Process recommencing August 2020.
10. Explore an alternative educational use for the building site scenario.	Cheshire Safer Schools and Young People's Partnership, YouthFed and volunteer rangers support the idea of a small multi-purpose classroom space, themed on its exterior to resemble a community centre but using projection to enable the interior to be altered for different topics. Business case and project plan in 2020/21.
11. Quality-assure the evaluation methodology for revisiting schools to test longer-term retention of knowledge.	See 4 above regarding engagement with University of Chester.
12. Relaunch the KS3 Lessons4Life programme in a format more appealing to schools and youth groups.	Programme rebranded as SafeWise and redesigned to cover criminal justice system and cybersafety in the morning with key partners, then fire and road safety, first aid and diversity and inclusion in the afternoon with rangers. Pilot session postponed owing to C19.
13. Trial shorter version of the new KS3 programme with older uniformed	1.5 hour evening fire and road safety successfully trialled with scout groups in



groups such as cadets, scouts and guides.	October 2019 and made available to book through the new website.
14. Trial bonfire and Halloween sessions for younger uniformed youth groups such as cubs and brownies.	Sessions trialled in October 2019 with mixed results. Considerable effort required to set the centre up for evening themed sessions, when school visits run during the day.
15. Trial public SaferTogether sessions using Eventbrite, for people who do not belong to a structured community groups.	One session organised in September 2019 but insufficient public interest to run it. Focus will be on engaging a wider range of community groups.
16. Further explore options for a programme aimed at parents and carers of 0-5 year olds, continuing discussions with the Millie's Trust family first aid charity.	Partnership offer made to Millie's Trust, but no response received. Discussions now underway with Warrington and Halton Hospitals NHS Foundation Trust about running antenatal and parenting classes at the centre.



5. Our plans for 2020/21

- 5.1 Even though restrictions are gradually easing and children are returning to school in September 2020, the C19 pandemic will continue to have a significant impact on the way we run Safety Central for some time to come. For the foreseeable future it will not be possible to accommodate large groups of visitors or have different groups using the centre at the same time. The health, safety and well-being of our visitors, volunteers and staff must remain our number one priority.
- 5.2 For that reason, we have agreed with the Service Management Team a proportionate and phased approach to restarting some of our activities:
- Phase 1, July 2020 – making the centre a C19 Secure building, enabling the staff team to work there on a limited number of days
 - Phase 2, August 2020 – running pre-booked two-hour summer safety tours for single family/household groups of up to six people
 - Phase 3, September 2020 – hosting one KS1 and KS2 primary school visit a day, Monday to Thursdays, for single classes of up to 30 children, touring the centre in teams of six plus one teacher and one ranger
 - Phase 4, January 2021 – relaunch all education programmes and use of the centre by partner agencies if circumstances allow.
- 5.3 During Phase 3 the Service’s Prince’s Trust and Respect teams will be able to use the centre on Mondays to Thursdays not booked by schools. We will also proceed with a planned trial of a small community midwife clinic with Warrington and Halton Hospitals NHS Foundation Trust, using our First Aid/Quiet Room on Fridays.
- 5.4 As part of the Service’s departmental planning process, our five key objectives for 2020/21 had already been agreed prior to C19 having a major impact on the way we work. While it will not be possible to further increase our visitor numbers, we will continue to work towards the other objectives around operating the centre in the way set out above.

Key objectives 2020/21

- | | |
|----|--|
| 1. | Increase overall visitor numbers to 9,500 between April 1 st 2020 and March 31 st 2021. |
| 2. | Maintain a steady cohort of 50 volunteer rangers. |
| 3. | Measure the number of schools and groups visiting from areas of deprivation to set a benchmark for the following year. |



4. Undertake a project to replace the building site scenario with another relevant educational feature.
5. Update the intro/outro films shown in the cinema room before and after a visit.

Objectives carried over from 2019/20

6. Work with the University of Chester to measure and evaluate longer-term retention of knowledge among children who have visited with school.
7. Work towards Council for Learning Outside the Classroom Quality Badge, to give assurance to teachers about the safety and quality of provision, if circumstances allow scheme to relaunch.
8. Scope and trial home safety and first aid classes for parents of 0-5 year olds in partnership with Warrington and Halton Hospitals NHS Foundation Trust, if circumstances allow.



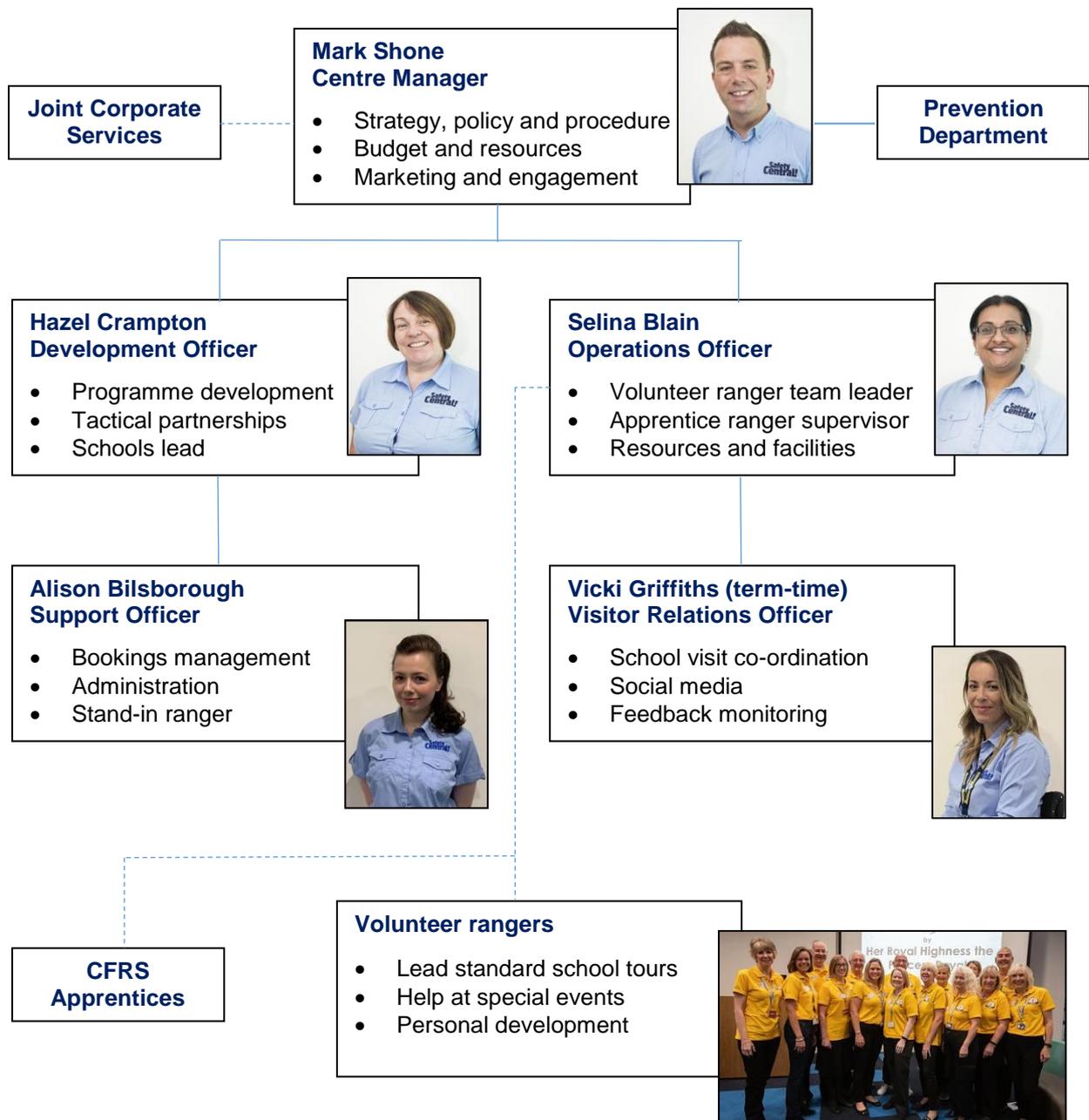
Appendix 1 – our normal programme at a glance

SAFETYSTARS	<ul style="list-style-type: none"> Aimed at children aged 5-7 in Years 1 and 2 at KS1. Five 20-minute games focussing on fire, home and road safety, five ways to wellbeing and healthy eating. Activity book, colouring and outdoor space available at break times and lunch. Maximum of 40 children across five teams, each with two rangers – one facilitating, one acting ‘unsafely’ to help reinforce messages.
SAFETYQUEST	<ul style="list-style-type: none"> Aimed at children aged 9-11 in Years 5 and 6 at KS2. Twelve quick-fire activities lasting 12 to 36 minutes covering subjects above plus online, water, electricity, farm and building site safety, basic first aid, bullying and journey planning. Based around the choices of a fictional family, introduced in the cinema room, and evaluated using quiz software. Maximum of 60 children across five ranger-led teams.
SAFEWISE	<ul style="list-style-type: none"> Aimed at young people aged 13+ at KS3 and Respect, Prince’s Trust, pupil referral units and cadet and uniformed youth groups. Consequences of crime and cybersafety in the morning, followed by fire safety, road safety, first aid and diversity and inclusion in the afternoon. Maximum of 30 young people across four staff or partner-led teams.
SAFER TOGETHER	<ul style="list-style-type: none"> Aimed at community groups including Women’s Institutes, Rotary Clubs, faith groups, social clubs, residents’ associations and carers’ groups – not specifically for older people. Four 25-minute activities focussing on fire safety, accidents at home and assistive technology, personal safety and online scams. Maximum of 40 people across four staff or ranger-led teams.

	9.30am to 2.30pm	2.30pm to 5pm	6.30pm to 9pm
MONDAY	SAFETYSTARS SAFETYQUEST SAFEWISE	SAFERTOGETHER	HEARTSTART
TUESDAY			FIRECHOIR
WEDNESDAY			SAFERTOGETHER
THURSDAY			UNIFORMED YOUTH GROUPS
FRIDAY	BESPOKE VISITS	<i>TEAM PLANNING</i>	CLOSED
SATURDAY	SAFERTOGETHER	ROAD SAFETY	
SUNDAY	ROAD SAFETY		



Appendix 2 – our team



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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 2nd SEPTEMBER 2020
REPORT OF: HEAD OF OPERATIONAL POLICY AND ASSURANCE
AUTHOR: SM HUW COATES

SUBJECT: NORTH WEST FIRE CONTROL – ANNUAL
REPORT 2019-20

Purpose of Report

1. To inform Members about the performance of North West Fire Control (NWFC) during 2019-20 (1st April 2019 to 31st March 2020).

Recommended: That

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

Background

2. NWFC has been providing call handling and mobilising functions to the Service since 2014. It provides regular reports about performance. This report is based on the Quarterly Performance Management reports produced by NWFC. NWFC has now appointed an officer with specific responsibilities for data and reporting and during 2019-20 some changes have been agreed on how performance is reported.

Information

3. The following headings deal with call handling performance, costs of service, staff performance, staffing levels and business continuity.
4. Since the publication of the last report, the following changes have been incorporated into these sections:

Call Handling Performance

The total number of both emergency and admin calls received by NWFC is now reported in order to provide a more complete picture of the overall workload. Additionally, calls that generate a 'call-challenge' from the Control Room Operator (CRO) are also reported in order to show the effectiveness of these processes in reducing unwanted fire calls.

Mobilising times for appliances are now broken down into incident type, to show a more complete picture of call handling performance. It is

recognised that certain incident types require a longer call management time than others.

Staffing Levels

Staffing levels and employee absenteeism are now included within the reports as well as the overall percentage of optimum staffed shifts. This provides an indicator as to the effectiveness of the existing staffing arrangements and highlights any requirement for additional human resources.

Call handling performance

Number of Calls

5. The total number of emergency calls and admin calls per quarter is shown in the table below for all Services.

	Q1	Q2	Q3	Q4
Emergency Calls	28,237	26,965	24,650	22,485
Admin calls	28,679	29,655	27,679	27,762

6. Overall, call volumes are broadly comparable with the previous two years. There are occasional significant spikes in activity, for example during the Moorland Fires in the summer of 2018, but proven systems are embedded to allow NWFC to deal with these seasonal fluctuations or spate conditions.

Call Challenging

7. Control Room Operatives are trained to challenge specific call types and ask additional questions to identify if fire and rescue service attendance is required. These include Automatic Fire Alarms, (AFAs) Animal Rescues, Bonfires and Gaining Entry incidents on behalf of other agencies. The table below shows a breakdown by quarter of the numbers of calls that were challenged and their subsequent outcomes.

	Q1	Q2	Q3	Q4
Calls challenged	6652	7786	7715	8958
Not mobilised	2450	2854	2718	2455
Mobilised	4202	4932	4997	6503

8. The majority of non-mobilisations relate to calls from AFAs where approximately half of all calls received for this incident type do not generate a fire and rescue service attendance. It should be noted that the call challenge protocols in place for the Service have generated recent interest from neighbouring services wishing to emulate this performance.

Time to Answer Emergency Calls

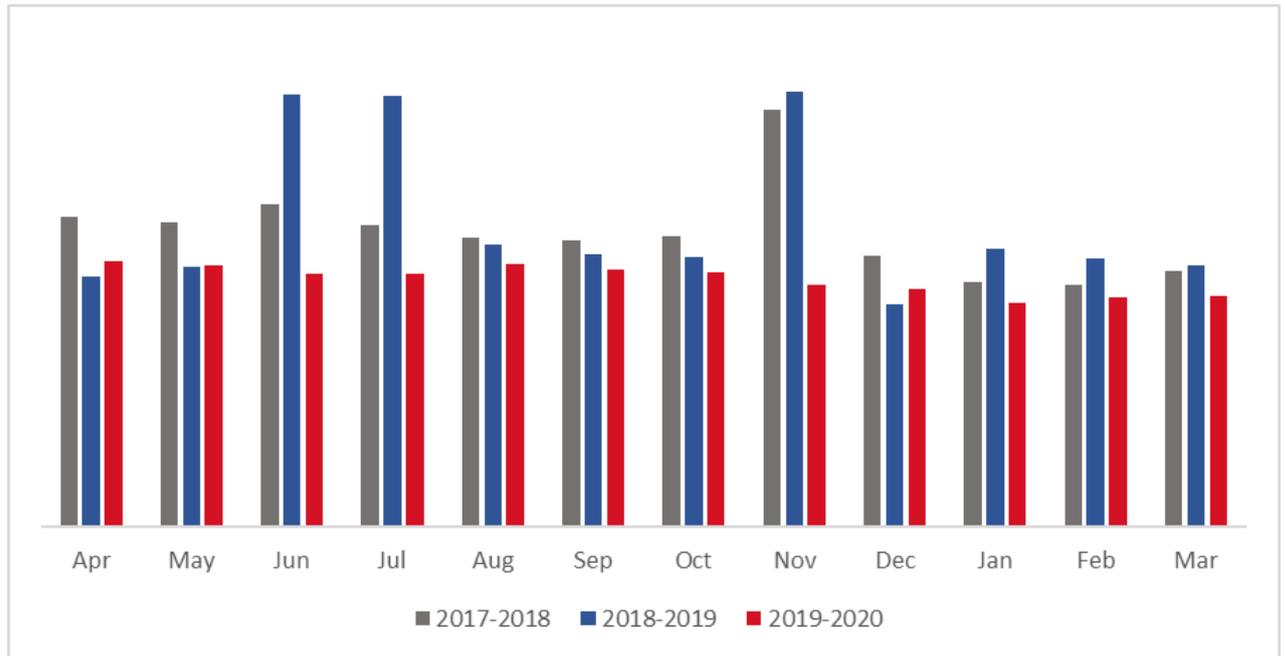
9. A national target was recommended some years ago by the Chief Fire Officers Association, (now the NFCC) and it is against this target that NWFC has been reporting. The target is that 95% of emergency calls should be answered in 10 seconds, or less
10. Performance is shown in the table below.

	Q1	Q2	Q3	Q4
Percentage of calls answered within 10 seconds	95.00%	95.64%	95.83%	95.60%
Average time taken to answer emergency calls	7 seconds	5 seconds	4 seconds	4 seconds

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

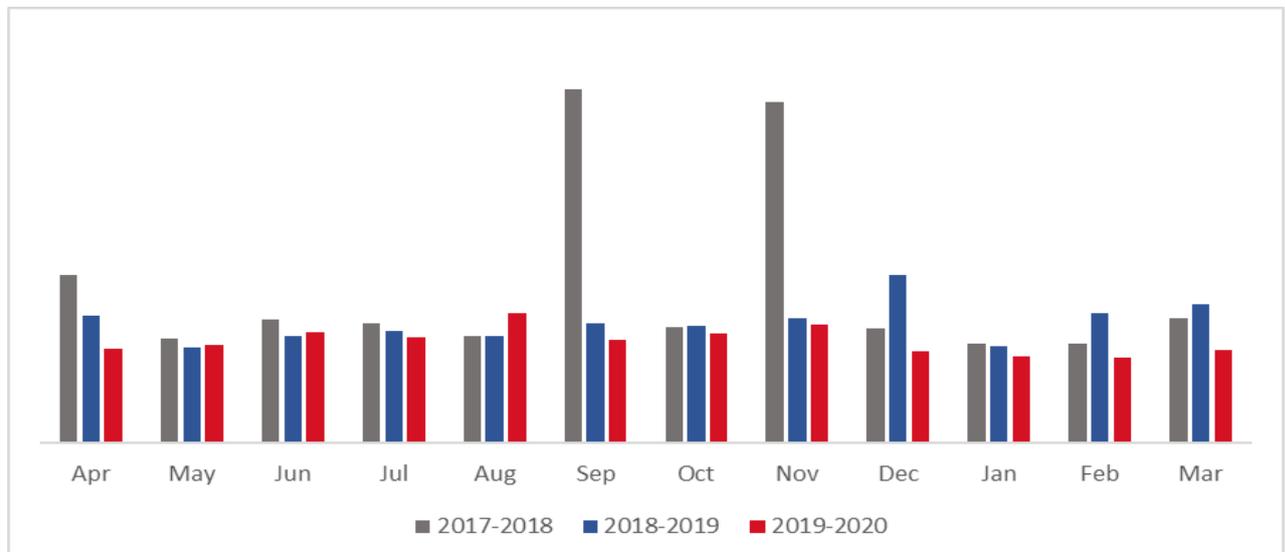
11. A national target was recommended some years ago by the Chief Fire Officers Association, (now the NFCC) and it is against this target that NWFC reports. The target is for resources to be mobilised within 90 seconds of a call being answered. This obviously only relates to calls where a mobilisation is necessary.
12. It is recognised that different incident types involve different call handling requirements. Special Service calls typically occur at non-addressable locations, for example motorways or waterways and so generally require additional questions to be asked to correctly identify the locations of incidents.
13. The following tables illustrate Cheshire Fire and Rescue Service mobilising times specific to incident type with comparison data from the previous two years.

CFRS Mobilising times: Fires



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2017-2018	114	112	118	111	106	105	107	153	100	90	89	94
2018-2019	92	95	159	158	104	100	99	160	82	102	98	96
2019-2020	97	96	93	93	97	94	94	89	88	82	84	85

CFRS Mobilising times: Special Service Calls



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2017-2018	249	154	182	177	158	523	171	504	170	146	146	185
2018-2019	189	140	157	165	158	177	174	183	248	144	191	205
2019-2020	139	145	163	155	192	152	162	174	135	128	126	137

14. The average time to mobilise to fire incidents was 91 seconds. However, two small vehicle fires in October 2019 had a significant delay in mobilising due to difficulties in locating the incidents. With these removed, the average time to mobilise for the year would be 89 seconds.
15. The average time to mobilise to Special Service Calls was 151 seconds.
16. Work is ongoing within NWFC to streamline mobilising rules and pre-mobilising actions to further improve times taken to mobilise appliances across all incident types.

Costs of Service

17. The cost of the service provided by NWFC is paid for in proportions agreed by the fire and rescue services.
18. CFRS currently pays for 18% of the total costs. This is commensurate with activity levels.

	Cheshire	Cumbria	Greater Manchester	Lancashire
Q1	18.08%	12.05%	40.78%	29.07%
Q2	20.90%	12.10%	38.50%	30.50%
Q3	20.14%	13.16%	36.48%	30.22%
Q4	18.28%	13.85%	36.09%	31.78%
Overall Average	19.35%	12.79%	37.96%	30.39%
Annual Percentage of Cost per FRS	18%	8%	48.5%	25.5%

Staff Performance

19. CFRS staff regularly attend NWFC. Their observations form an important aspect of performance monitoring as they can take a view about aspects of the service provided by NWFC that are not measured statistically, e.g. the approach to call handling. There is close working for significant events and during certain periods, e.g. major disruption such as flooding and during the bonfire period. On the whole, the staff at NWFC continue to work well with the vast majority of calls leading to the correct mobilisation of resources. Systems and people are fully tested when conditions are the most challenging and staff at NWFC worked well on each occasion. There are clear channels through which to communicate feedback between operational crews within CFRS and staff in NWFC.

20. NWFC continues to take the training and improvement of the skills of its staff very seriously. This is evident from the management and integration of new starters and approach to the ongoing maintenance and improvement of skills. NWFC now use the same Competence Management and eLearning system as the service, PDRPro.
21. Performance statistics are also considered by Team Leaders so that they can see how well their team members are performing and where additional support or training may be required. Individual performance also provides evidence for appraisals and is considered when performance related pay is determined.

Staffing Levels

22. Staffing levels within NWFC will fluctuate over a 24 hour period in line with expected activity. Additionally, specific staffing arrangements are in place to allow NWFC to respond to spate conditions such as during the bonfire period.
23. The table below shows the amount of time that the optimum staffing level was available in the Control Room without requiring the use of existing resilience within their support departments, overtime or recalling on-call personnel.

	Q1	Q2	Q3	Q4
Optimum Staffing Available	91.6%	98.3%	91.6%	98.6%
Shifts lost per person	2.45	2.30	1.62	1.20

24. The annual average number of shifts lost per person due to sickness is 7.57 days, slightly down from the previous year, 7.93. These figures do not include staff members who self-isolated for Covid-19 related reasons.

Business Continuity

25. One full business continuity exercises has been carried out at NWFC during the reporting period (Exercise Delorean in December 2019). Such exercises take place whilst there is a complete shut down of the mobilising system, necessitated by a requirement to complete essential updates. Business Continuity arrangements are now fully embedded at NWFC with an effective management system in place.
26. In response to the Covid-19 pandemic, NWFC have worked with the 4 fire and rescue services to set up effective systems to deal with the additional risk the virus poses to crews as well as ensure their own core functions can continue to operate safely. Some recently retired staff underwent refresher training to provide extra resilience to the staffing system and extra measures were implemented within the Control Room to reduce the

risk of passing on infection. This has been effective and at least minimum staffing levels have been maintained at all times.

Financial Implications

27. None resulting from the information in the report. The arrangement continues to deliver significant savings to the Authority.

Legal Implications

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

Equality and Diversity Implications

29. None

Environmental Implications

30. None

**CONTACT: DONNA LINTON, GOVERNANCE AND CORPORATE PLANNING
MANAGER**

TEL [01606] 868804

BACKGROUND PAPERS: NONE

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 2ND SEPTEMBER 2020
REPORT OF: HEAD OF PREVENTION
AUTHOR: VICTORIA ELLIOTT, PARTNERSHIPS COORDINATOR

SUBJECT: PREVENTION PARTNERSHIPS ANNUAL
REPORT 2019-20

Purpose of Report

1. To present an overview that outlines the performance of the Prevention department's Partnerships portfolio during the period April 1st 2019 and March 31st 2020.

Recommended:

- [1] That Members review and note the information presented in this report.

Background

2. The Prevention department has a longstanding history of leading on or being a key partner agency in high performing partnerships. They include (but are not limited to), the Safe and Well programme, the Fit4Safety initiative and the Early Help and Prevention Partnership led by Cheshire West and Chester Council.

Information

3. The report attached as Appendix 1, contains an overview of the Prevention Department's larger partnerships, end of year performance information for 2019-2020 and findings from independent evaluations commissioned by the Service.
4. The report also contains an overview of the more recently formed partnerships to respond to the Covid-19 pandemic, including headline performance broken down by local authority area.

Financial Implications

5. Some of the partnerships require funding for staff or vehicles. These costs are part funded by the Prevention Department's budget and by the partner

where appropriate. All partnerships that include financial implications are supported by a partnership agreement or a memorandum of understanding.

Legal Implications

6. The Fire and Rescue National Framework 2018 details a requirement for all fire and rescue services to collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.

Equality and Diversity Implications

7. All partnerships led or engaged in by the Service are subject to Equality Impact Assessments (EIAs) prior to commencement to ensure accessibility and promote equality and diversity throughout their life. As the partnerships evolve, the EIAs are reviewed periodically to ensure they are still fit for purpose.

Environmental Implications

8. There are no environmental implications for Members to consider.

**CONTACT: DONNA LINTON, GOVERNANCE AND CORPORATE PLANNING
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BACKGROUND PAPERS: NONE

APPENDIX 1 - PREVENTION PARTNERSHIPS ANNUAL REPORT 2019-20



Cheshire
Fire & Rescue Service

The Prevention Partnerships Annual Report 2020



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Partnership Management

Overview

The Fire and Rescue National Framework (2018) outlines the national requirement for fire and rescue services to work in partnership with a wide range of partners locally and nationally to deliver services and manage community risk via prevention and protection.

For many years, working with key partners has proven to be a vital component in delivering the Prevention department's objectives and managing community risk. The partnership arrangements in place support the provision of risk reduction services we offer including home fire safety, arson reduction, road safety, working with children and young people and improving health and wellbeing.

There are many benefits to working collaboratively with trusted agencies, some include to maximise the use of limited resources, build capacity, enhance delivery, share critical information and promote good practice. Working with carefully selected partners, challenges the Service to work more innovatively and draw upon the expertise of industry professionals. It also creates opportunities to explore different ways of engaging with communities, develop skills and birth fresh concepts. Partnerships which consider and promote equality and diversity are also central to eliminating barriers that prevent access to services, information and employment. All CFRS partnerships are subject to an Equality Impact Assessment to ensure accessibility and promote equality and diversity.

Cheshire Fire and Rescue Service defines partnerships in 4 ways:

Collaboration: A voluntary arrangement providing a forum for cross-agency discussion and information sharing. The Service will have no direct powers or specific responsibilities to achieve outcomes, e.g. Cheshire East Hoarding Forum.

Statutory Collaborations: Requirement for co-operation between local partners to agree and deliver national or local priorities set down by statute. The partners are defined and national and local funding is directed towards achieving shared priorities and outcomes, e.g. Local Resilience Forum.

Joint Delivery: Services are delivered jointly with other organisations. Additional capacity or efficiencies are achieved through partnership working. Responsibilities are documented in service level agreements, e.g. Early Help and Prevention Programme

Strategic: Set up to deliver specific, jointly agreed, possibly time-limited outcomes. Aims to better align and streamline ways of working to ensure resources are better allocated. There are usually formal governance arrangements in place. Co-operation

is sometimes dependent on member organisations working together voluntarily (non-statutory), e.g. Public Services Transformation Board.

Included within this report is an overview of performance of some of the more significant partnerships led by the prevention department involving seconded staff, additional funding or large data sharing arrangements.

Governance, Monitoring and Evaluation

The Service employs a dedicated Partnerships Coordinator who oversees the partnerships policy and management arrangements within the Prevention department. Live partnerships are managed through an internal database system. Each partnership record contains; legal agreements, progress updates, associated risk management information, outstanding actions, review and monitoring documentation is held on record in an accessible format. The system provides a platform that allows partnership managers to easily record and review outputs and outcomes which is critical to measuring the success of the partnership.

Each partnership is subject to a cyclical review process which is carried out by the Partnership manager in conjunction with the partners to maintain optimum performance, manage issues and resolve problems as they arise. Each partnership that involves a formal partnership agreement or memorandum of understanding is subject to an end of year evaluation which captures the end of year performance and enables the Service to determine whether the partnership is performing as expected and should be renewed.

In the past regular meetings with partners have taken place individually throughout the life of each partnership. For additional governance and monitoring purposes the Service has introduced a Prevention Partnerships Scrutiny Board which will provide a forum for all partners to meet, submit quarterly progress reports and monitor performance in a more formalised setting. However, due to unexpected additional work streams which require strategic partnership agencies to respond to the Covid-19 pandemic, the Service took the decision to delay the introduction of the Board until early 2021.

Partnership Overview and Performance

Fit4Safety

Overview:

Cheshire Fire and Rescue Service (the Service) and Halton Borough Council (HBC) have worked together since 2011 to support the targeted delivery and installation of child safety equipment (stair gates, fire guards) within households located in Widnes and Runcorn where children under 5 years of age reside at the property. Statistically, these areas have a higher number of burn related injuries than the rest of Cheshire. HBC Children Services identify eligible families and refer them to the Service's Prevention team for a home safety visit to be carried out.

Since the beginning of the partnership HBC have referred 595 households to the Service which has successfully resulted in improved home safety and fire injury risk reduction.

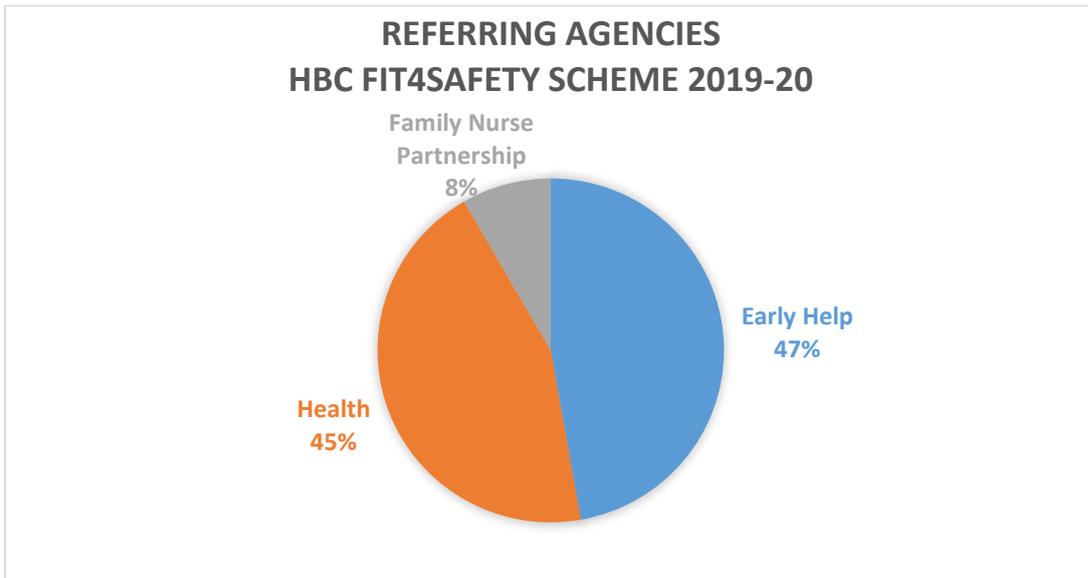
The aims of the Partnership:

- To identify and work collaboratively to visit families with children under the age of 5 who may require information and support regarding safety within the home.
- To reduce the likelihood of unintentional injuries such as scalding, burns, falls and poisoning by installing child safety equipment within the homes of families where under 5's reside as identified by HBC professionals working with the families.
- To promote home safety education and provide a safer home environment in which children can learn and develop safely.

2019-2020 Performance:

Between 1st April 2019 and 31st March 2020, 52 households were referred to the Service for a home safety visit and 36 were completed. 13 were incomplete for a number of reasons; occupants were unresponsive to attempts to visit, had moved, no longer had children living with them or had a change in circumstances and were therefore referred back to HBC for further case management. The additional 3 visits were completed within the 2020-2021 financial year due to restrictions imposed at the end of March 2020 by the government due to the Covid-19 pandemic. In total, 70 child safety items were installed across 36 households, vastly reducing the risk of injury.

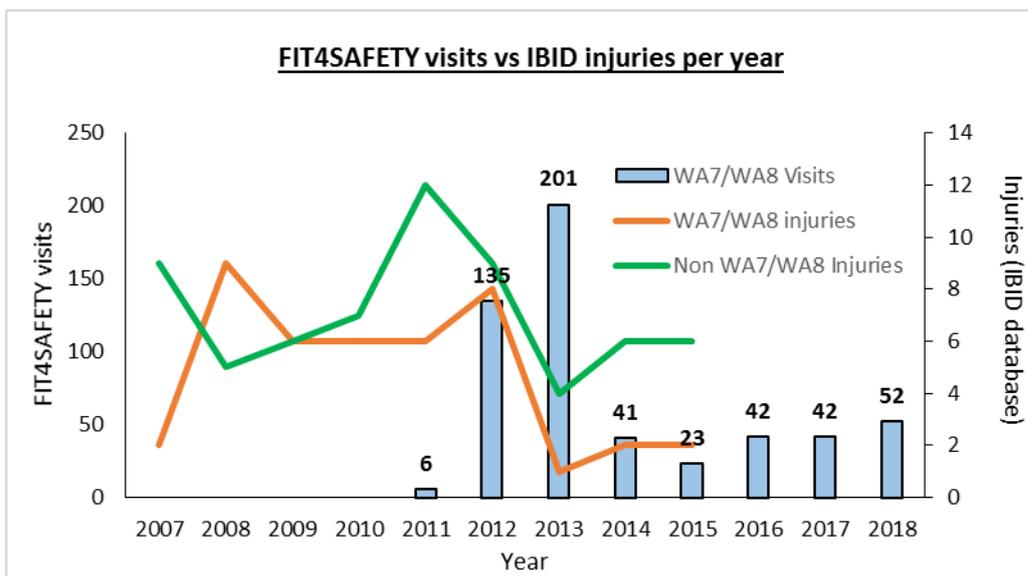
The chart below details the agencies making referrals for families to access the HBC Fit4Safety Scheme:



Over the past 9 years the Fit4Safety Scheme has made 595 referrals into the Service’s Prevention department which has resulted in 493 completed home safety visits, including the installation of child safety equipment achieving an overall success rate of 82.8%.

Evaluation findings

In addition to the cyclical reviews that the Service carries out in conjunction with HBC, CFRS also commissioned an independent light touch evaluation. The evaluation was conducted by a medical professional and burns injury expert to assess the impact of the partnership from its initial formation. The data contained below compares the injuries recorded in the national burns database within the Runcorn and Widnes areas versus the Fit4Safety visits conducted.



A larger decrease in burns injury numbers is apparent when compared to other ward areas. The partnership completed 403 visits from late 2011 to 2015. However, a large number of postcode areas where intervention did not occur also seen a decrease but not at the same rate that the areas that did. It could however be the case that other societal factors may have contributed to the decrease, alongside intervention visits.

Further scrutiny of more recent data is required to identify and confirm a comparable link between the number of injuries occurred, versus the targeted intervention. The findings of the analysis will be contained in the 2020-2021 Prevention Partnerships Annual report.

Loneliness and Social Isolation

Overview

Recent studies have suggested that individuals who are lonely and socially isolated are at heightened risk of fire due to the negative impact on mental health and wellbeing. Both health and voluntary sector organisations often find it difficult to engage with the most vulnerable in our communities as they often lack social engagement to help identify risks and access professional support.

Working in collaboration with The British Red Cross (BRC) and The Silver Line, this partnership aims to identify individuals experiencing Loneliness and/or Social Isolation (LaSI) and by asking lone occupants a set of pre-determined questions during a Safe and Well visit. If LaSI is identified, a referral is made to The British Red Cross (BRC) with the individuals consent to access services to help and support them reconnecting with their local community. The BRC and the individual will mutually determine whether a 6 week home visiting service or a telephone befriending service from The Silver Line is most suitable. If The Silver Line service is offered and accepted, with the individual's consent The BRC will refer them to The Silver Line.

The BRC offer a 6 week home visiting service to help people to regain their confidence and independence by offering setting personal goals, providing companionship and assistance with daily living such as shopping. The duration of support is determined by the needs of the individual.

The Silver Line offer a telephone assessment call with the individual to establish which services best meet the needs of the individual. If the telephone befriending service is deemed suitable then a weekly keeping in touch call is be made to the individual until a match with a long term volunteer is established.

2019-2020 Performance

An overview of the first year performance broken down by local authority area is below:

	Cheshire East	Cheshire West and Chester	Halton	Warrington
Screenings	1319	925	221	701
Referrals to BRC	21	9	11	19

Of the 60 referrals that were made to The BRC, 9 were referred to The Silver Line to partake in the telephone befriending service. The Office for National Statistics released a report in June 2020 that suggests Loneliness and Social Isolation could increase as a result of the Covid-19 pandemic. Some of the more obvious reasons include decreased social interaction due to social fears around contracting the virus. It is anticipated that numbers for referrals will see an increase over the next financial year.

Before the Covid-19 pandemic, an outcome-based review was scheduled to take place to assess the effectiveness of the partnership on a long term basis. It is expected that the review will take now take place towards the end of the year.

Early Help and Prevention Partnership

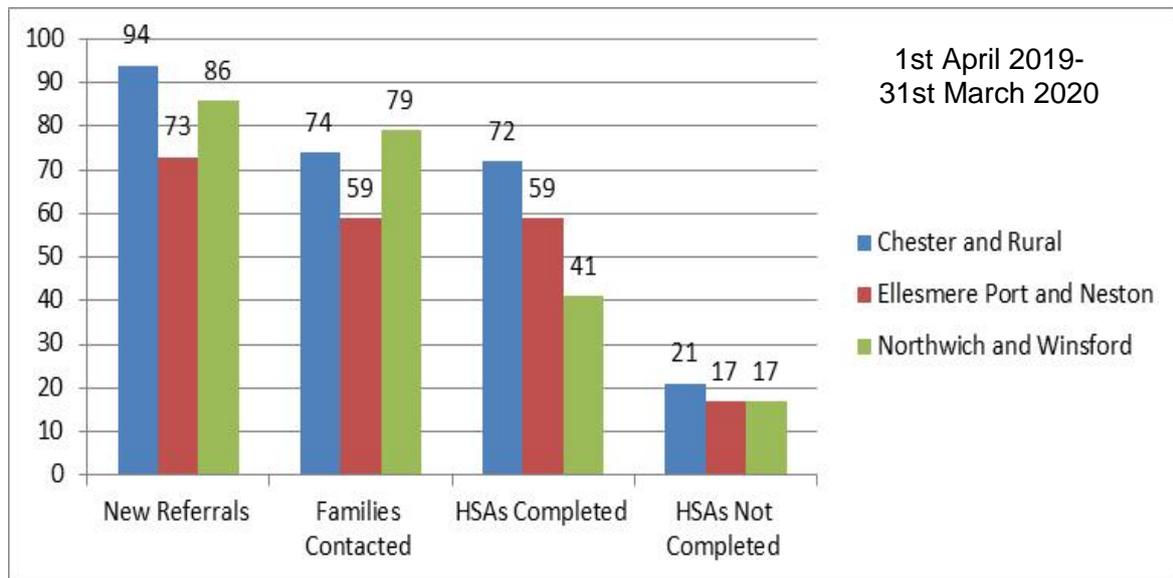
Overview

For a number of years, the Service has seconded staff from the Prevention Community Safety team to Cheshire West and Chester to work within the Early Help and Prevention department and bring with them a breadth of Home Fire Safety knowledge. Working with specific heightened risk demographics, the team offer a wide range of services for children, young people and their families including family intervention, youth work and home safety. They also offer critical support for victims and perpetrators of domestic abuse.

2019-2020 Performance

During the last financial year, the seconded staff have continued to support the family intervention team with home safety assessments (HSA) and risk assessments. In total, 172 HSAs were completed during the year. The highest number of referrals came from the Chester area but proportionally Ellesmere Port had an enhanced take

up of assessments. HSA's that have not been completed have been because families have been offered a service and have either declined or not engaged.



19 properties were deemed high risk and additional risk assessments were completed. These were highlighted due to issues such significant hoarding and young people fire setting.

19 referrals were made from the Domestic Abuse Intervention and Prevention Team during Q4. As a result of these referrals, 14 fireproof letter box covers were fitted during the home safety visit.

Health Partnerships through Safe and Well

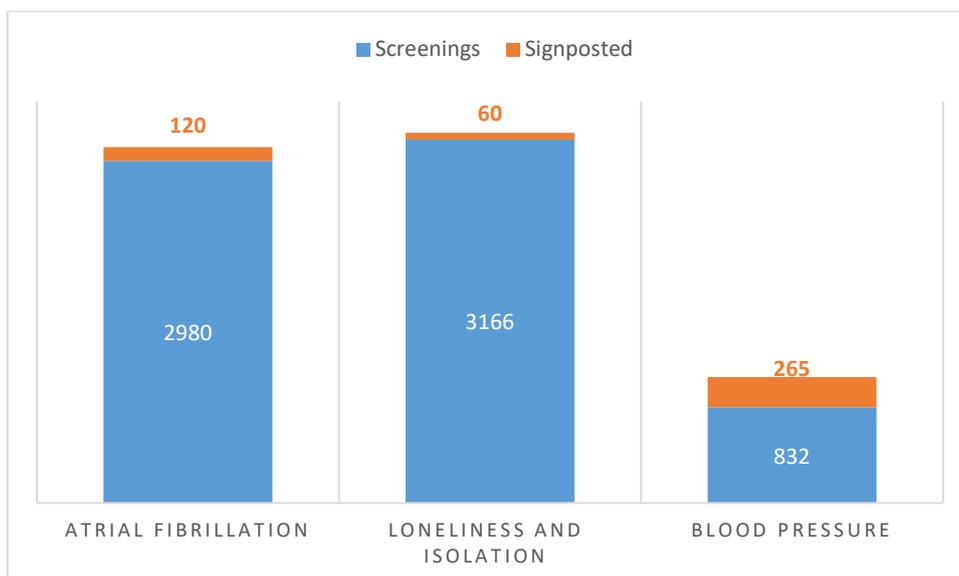
The Safe and Well programme screens individuals deemed to be of heightened risk of fire for a number of contributing factors such as falls, fuel poverty, alcohol reduction, atrial fibrillation, high blood pressure, loneliness and isolation (detailed earlier in this report). Working with trusted partners the service refers or signposts these individuals for support or further screening.

The Safe and Well initiative has a longstanding record of successful intervention and is exemplary of effective cross-agency working to provide enhanced services to the community. In light of this, the partnership initiative has been formally recognised and earned the following awards:

- Excellence in Fire and Emergencies Awards 2017 – Partnership of the Year
- IESE Public Sector Awards 2018 – Working Together
- Energy Impact Awards 2018 – Affordable Warmth
- Arrhythmia Alliance Healthcare Awards 2018 – Atrial Fibrillation Screening

2019-2020 Performance

During the last financial year the following referrals and signposting were made:



Additionally, 273 people were referred to the falls prevention team within their local authority, 6 people were referred to their local alcohol reduction team and 104 people were referred to Energy Projects Plus for support with affordable warmth.

Evaluation

During 2019-20, the Service commissioned an independent evaluation of the effectiveness of the atrial fibrillation and affordable warmth screenings as part of Safe and Well for the 2017-18 and 2018-19 financial years. The independent report was produced by Dr Julian Clarke, a Senior Research Fellow at Edge Hill University, Ormskirk. The study concluded that atrial fibrillation screening has potentially averted up to 12 strokes and saved the NHS up to £500,000 in gross treatment costs and actual savings to householders resulting from fuel poverty checks were £19,495.

Mental Health Partnership with Cheshire Wirral Partnership

Overview

The Mental Health Support Partnership with Cheshire Wirral Partnership aims improve standards of fire safety for people living in the areas of Cheshire East and Cheshire West & Chester. The Service and the CWP jointly fund a dedicated Mental Health Engagement Officer, a new and innovative role that works within the Prevention Community Safety Team. The role works with people who suffer from mental health issues who are also deemed at heightened risk of fire due to factors such as smoking, lone living, hoarding, cognitive difficulties substance and/or alcohol

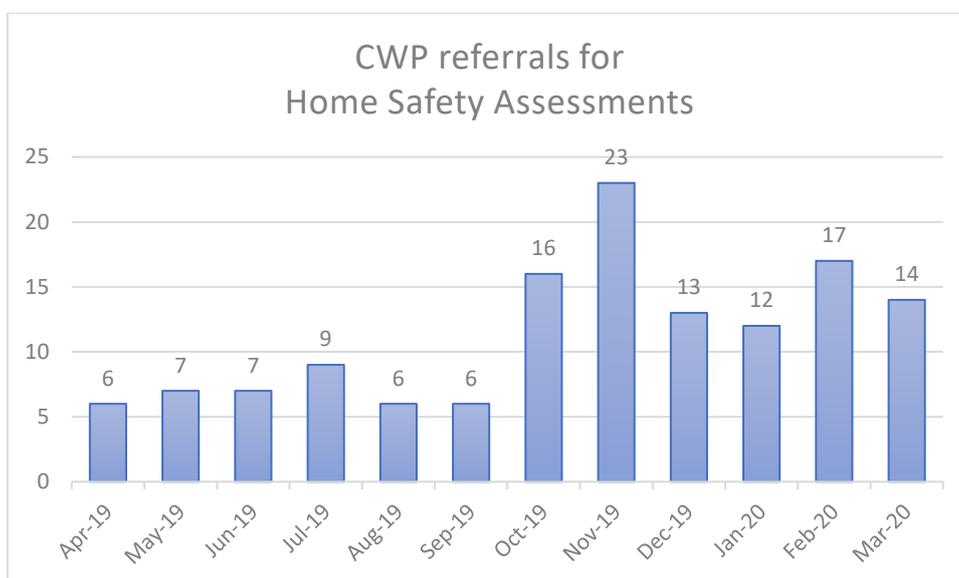
misuse through the development of cross agency support. CWP identify the individuals at risk and make a referral into the Service to access targeted intervention.

The partnership provides health colleagues from the CWP Community team with a direct pathway to support households at heightened risk from fire alongside other complex needs. The Partnership aims to achieve a number of mutual aims:

- Identify and address common causes of fire amongst CWP service users, in particular smoking related fires and those relating to substance misuse
- Identify and mitigate key risks to a person's physical health including those from fire.
- Co-produce goals with identified individuals which promote physical health and fire safety.
- Discuss and create personal actions with residents with the aim of reducing fire risk via a person centred fire risk assessment.
- Provide support and advice to vulnerable persons within their own home assess fire risk and access support services

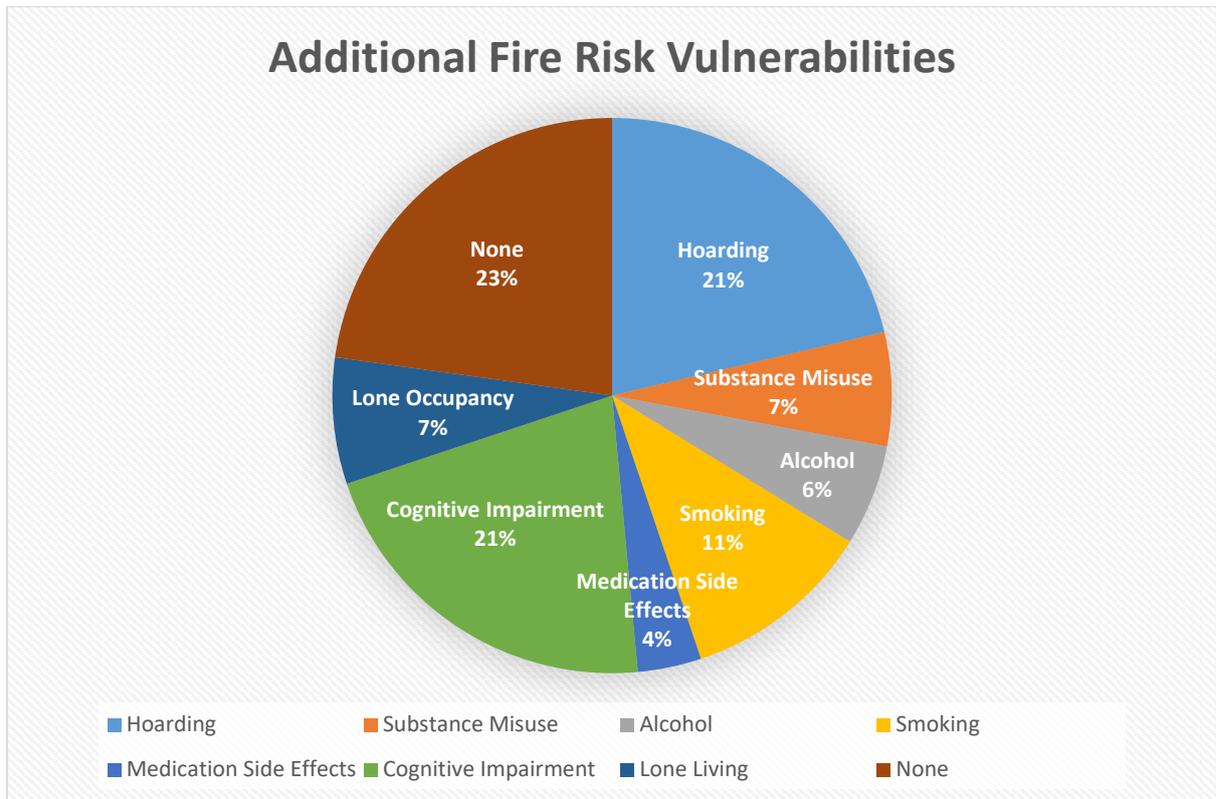
2019-2020 Performance

In its first year, the partnership has performed well overall. Initially there were some concerns around the low number of referrals received. However, this quickly improved and the partnership saw a notable increase in numbers. There were a number of factors that contributed to the improvements, the main one being that the role became further embedded within the CWP community team which resulted in a higher number of referrals.



During some of the home safety visits, additional fire risk vulnerabilities were identified and highlighted to the CWP for further case management and support

from a wide range of agencies. A breakdown of the vulnerabilities is provided below.



The most common additional vulnerabilities are hoarding and cognitive impairment which both have a direct link to fire risk.

Supporting the Community through the Covid-19 pandemic

In March, the Service made a commitment to support the local authorities, through the Covid-19 pandemic by helping them provide essential items, welfare support and other provisions to the most at risk households across Cheshire. A community support management team was formed within the Prevention department to coordinate the community response effort.

A single point of contact was internally appointed for each local authority area and was responsible for managing the requests in each area. Effective partnership working relationships were established and further developed over the following months and an overview of the community support activity can be seen below.



Cheshire
Fire & Rescue Service

COVID-19 Activity Chart 2020/21 - Quarter 1

					
Cumulative Summary	Food Deliveries	Prescription Deliveries	Welfare Calls	Shielding Visits	Bulk PPE Deliveries
Halton	189	245	25	341	1
Warrington	81	129	1	352	0
CWAC	2229	4298	879	441	21
Cheshire East	171	815	475	46	15
Totals	2670	5487	1380	1180	37

The Service is also heavily engaged in community support activities for young people and has facilitated the delivery of laptops and educational resource packs on behalf of the Department for Education and free school meals during the summer holidays to eligible households.

An annual overview of the Service' community support activity during the Covid-19 pandemic will be included in the Prevention Partnerships Annual Report 2021.

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**Performance and Overview Committee
Forward Work Programme**

Performance and Overview Committee Meetings

25 November 2020

1. Q2 Finance Report
2. Q2 Performance Report
3. Q2 Programme Report
4. Q2 Internal Audit Follow Up Report
5. Annual Health, Safety and Wellbeing Report
6. Annual Road Safety Report
7. Interim Bonfire Report (Verbal)
8. On the Streets Project – Annual Report
9. HMICFRS Action Plan
10. Performance Management Framework

24 February 2021

1. Q3 Finance Report
2. Q3 Performance Report
3. Q3 Programme Report
4. Q3 Internal Audit Report
5. Annual Bonfire Report
6. Equality Monitoring - 6 Monthly Update
7. Progress Update on Internal Audit Recommendations (half yearly update)
8. Annual Risk Management Report
9. Grenfell Update

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