



**Wednesday,
25 November 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 Items dealt with in private session will be described on the Agenda, but the reports will not be published and the items will not be accessible to members of the public.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, 25 NOVEMBER 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 2nd September 2020. (attached as Annex 1)

ITEMS REQUIRING DISCUSSION/DECISION

2 Financial Review - Quarter 2, 2019-20

(Pages 9 - 18)

3 Programme Report - Quarter 2, 2020-21

(Pages 19 - 36)

4 Performance Report - Quarter 2, 2020-21

(Pages 37 - 86)

5 HMICFRS Action Plan - Health Report

(Pages 87 - 106)

6 Internal Audit Progress Report - Quarter 2, 2020-21 and Follow-Up Report

(Pages 107 - 128)

7 Annual Health, Safety and Wellbeing Report 2019-20

(Pages 129 - 142)

8 Annual Road Safety Report 2019-20

(Pages 143 - 152)

9 Interim Bonfire Report

(Verbal Report)

An officer will provide information about the bonfire period, summarising the actions taken by the fire and rescue service. A written report will be presented at the next meeting of the Committee.

10 Forward Work Programme

(Pages 153 - 154)

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, 2 September 2020 at 10.00am. Remote Meeting - Via Skype

PRESENT: Councillors Phil Harris (Chair), Peter Wheeler, Razia Daniels, Gina Lewis, Les Morgan, James Nicholas and Norman Wright

1 PROCEDURAL MATTERS

A Record of Meeting

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

B Apologies for Absence

Apologies for absence were received from Councillor Jonathan Parry and Independent Non-Elected Member Derek Barnett.

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 22nd July 2020 be confirmed as a correct record.

2 FINANCE REPORT - QUARTER 1, 2020-21

The Treasurer introduced a report which provided Members with a review of the Service's forecast financial performance and information about progress with the 2020-21 capital projects.

He drew Members attention to the forecast revenue spending with the overall position at the first quarter forecasting an underspend of £220k. He proposed that the funding be moved to capital reserves to limit future borrowing.

The Treasurer referred Members to details of the Service's funding position for the first quarter of the current financial year. He drew Members attention to the additional costs and reduction of income during the pandemic. However, the Government announced emergency local government funding for Covid-19 additional costs with the Service receiving £166,768 in 2019/20 and £793,795 in 2020/21.

He noted that the impact of Covid-19 would not affect funding in the current financial year, but would almost certainly affect the level of funding from Government and the Cheshire billing authorities in future years. This may reduce both the council tax and business rate bases, as well as leading to potential deficits on the Collection Funds which the Authority would be required to contribute to in line with their corresponding share.

The Treasurer reported that the staff pay award of 2.75% had recently been confirmed and this additional costs would need to be covered.

Members were satisfied with the content of the report and approved the movement in reserves.

RESOLVED: THAT

[1] the forecast outturn position – Quarter 1 2020-21 be noted; and

[2] the movement in reserves as set out in Appendix 2 be approved.

3 PERFORMANCE REPORT - QUARTER 1, 2020-21

The Head of Protection and Organisational Performance introduced the report which provided an update on the Service's Quarter 1 2020-21 performance for each of the Key Performance Indicators (KPIs). Appendix 1 to the report included the Corporate Scorecard, which reflected the Quarter 1 position against targets set and the year- on-year direction of travel for the KPIs.

Officers expanded on some of the KPIs, providing further context, particularly where targets had not been achieved. In addition Members were asked to note three new indicators.

The Head of Protection and Organisational Performance asked Members to note that performance in Quarter 1 had been mixed as Covid-19 had had a significant impact on many areas of the Service.

He referred Members to the KPI relating to the number of deaths in primary fires. Two deaths had occurred in Quarter 1, both fatalities occurred in one incident with the cause involving smoking materials and with both victims aged over 65.

The KPI status for the number of Injuries in Primary Fires was currently red, with 14 injuries recorded against a target of 11. The Head of Protection and Organisational Performance confirmed that all incidents had been investigated and lessons learned.

The KPI status for the number of Safe and Well visits delivered to properties of Heightened Risk was currently red. These visits had largely stopped due to the pandemic, but up to the end of Quarter 1 1,443 heightened risk visits had been completed by Prevention and Operational staff, including additional visits to vulnerable people.

The KPI status for Thematic Inspections completed by Operational Staff and Fire Safety Audits in Non-Domestic Premises were currently red as these visits had stopped due to the pandemic and not yet restarted.

The Head of Protection and Organisational Performance provided an update on performance against the On-Call availability KPI. There were variations of availability between the differing on-call systems with the status of Nucleus and Primary on-call being Green and Secondary on-call Amber. The Covid-19 pandemic had had an impact on the availability of On Call appliances and staff, with a steady increase throughout the quarter as primary employers either closed, furloughed their staff, or implemented a work from home policy. In addition, a number of staff in other departments who have worked from home during lockdown have volunteered to be available for local on call stations and this also had a positive impact on availability.

The Head of Protection and Organisational Performance drew Members' attention to the new KPIs. Road Traffic Collisions Attended would help the Service to monitor and report on the number of road traffic collisions that the Service attends as there had been an increase in the number of fatalities on the road up to December 2019, (with a subsequent decrease during the last two quarters due to travel restrictions place on households due to Covid-19).

The new KPI on Total Number of False Alarms attended has been included as approximately 40% of all operational incidents across Cheshire are false alarms and from this year the Service will monitor all false alarms, both malicious and those of good intent, to review how the Service can improve performance. Over the last 12 months 3454 incidents had been classified as a false alarms, 56.4% (1,947) are automatic false alarms and 41.6% (1,437) classified as false alarm good intent from dwellings.

A Member asked for clarification on what the Service categorises as a false alarm. The Head of Protection and Organisational Performance responded that there are a number of categories which fall under false alarms and these were detailed in the tables on Page 60.

RESOLVED: That

[1] the Performance Report – Quarter 1 2020-21 be noted.

4 PROGRAMME REPORT - QUARTER 1, 2020-21

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 first quarter of 2020-21 and picked out key performance areas for specific focus.

He explained that the Whole Service Review was moving to the closedown phase and as the IRMP 2020-24 was approved by the Fire Authority on 1 July 2020, Heads of Department had now considered an outline plan for the delivery of the objectives. Project Initiation Documents had been developed and progress on delivery of projects would be captured in future Health Reports.

The Chief Fire Officer and Chief Executive explained that the Covid-19 pandemic had had an impact on the building programme with Sadler Road Training Centre status currently on Amber. This was due to the overall delays within the programme and forecast budget overspend of 10%, which included the costs incurred from delays in the planning application and the window and fire alarm replacement works in the existing buildings.

He explained that the Replacement of Crewe Fire Station does not currently have a status as the project needs new milestones to be agreed before it can be tracked on the Cheshire Planning System.

He provided an update on the Protection Review and asked Members to note that the timescales for the review had slipped as a consequence of the delay in outcomes of the Grenfell Tower Inquiry, which the review was dependent on.

He drew Members' attention to the Operational Training Group Review which was currently on Amber status. This was due to the slippage of the revised duty system pilot due to the pandemic. However, discussions on identifying a suitable date to commence a trial had now re-commenced.

RESOLVED: THAT

[1] the Performance Report – Quarter 1 2020-21 be noted.

5 INTERNAL AUDIT - QUARTER 1, 2020-21 PROGRESS REPORT

Ann-Marie Harrop (the Auditor), a representative from Mersey Internal Audit Agency (MIAA) was in attendance to present the Internal Audit Quarter 1 2020-21 Progress Report (attached as Appendix 1 to the report).

She explained that 50% of the MIAA workforce had been redeployed until June, but work had now commenced on the Pension Review and Payroll Audit. In addition recommendations from previous years were being followed up and ongoing work on the National Fraud Initiative had begun.

RESOLVED: THAT

[1] the Internal Audit Progress Report – Quarter 1 2020-21

6 EQUALITY, DIVERSITY AND INCLUSION ANNUAL REPORT 2019-20

The Equality and Inclusion Officer introduced the report which provided a summary of key issues identified in the Service's Equality, Diversity and Inclusion Annual Report 2019-20.

He explained that a new Equality, Diversity and Inclusion Strategy would be developed for the period 2021-24 and would be submitted for approval to Members in Spring 2021.

He referred Members to the Key Accomplishments from the last six months, in particular:

- Stonewall Workplace Equality Index – retained the rank of third in the Stonewall Top 100 Employers list for a second year running.
- Addressing disproportionality in the workforce
- Staff Network Groups
- Visibility and Awareness Days
- Policy Development
- EDI Education and Training Review
- Equality Impact Assessments (EIA)
- Developing Community Partnerships
- Recruitment Communications and Attraction Strategy

He also provided an update on the priorities for the next 6 months which would include:-

- Covid-19 Recovery Planning following the recent thematic staff survey to identify any particular trends and/or concerns that would inform recovery plans;
- maintaining the momentum behind staff networks as well as establishing a disability staff network and ways in which to raise awareness and provide a higher level of support to staff with dyslexia;
- raising the profile of the BAME network and events being planned for October to recognise Black History Month;
- the #BLM campaign had put a strong emphasis on the need for the Service to be able to demonstrate what was happening from a BAME perspective and how it meets the needs of the community in respect of response, protection and prevention;
- Equality Impact Assessments (EIA) remained under review and were developed to highlight actual and potential risks to the different equality interest groups in Cheshire;
- Positive Action work had been commissioned to research and understand the viability of applying positive action to promotion processes in addition to recruitment.

- Preparation for Stonewall 2021 Submission. Work would continue to ensure that the Service remains committed to the fair and equal treatment of LGBTQ+ staff and communities.

A Member requested a regular update on all events in advance in the form of a forward calendar. The Equality and Inclusion Officer explained that there was an Events Calendar and he would ensure that this was circulated regularly.

A Member asked for an update on the restart of the business and staff working from home. The Chief Fire Officer and Chief Executive explained that staff had found other ways of working since the start of the Pandemic and homes had now become offices. The Service was exploring options for the future, taking into account environmental and financial implications. Employees had found a number of benefits of working from home, including financial savings and well-being. Concerns had been raised about isolation and the Service was looking at a hybrid option where staff would be able to come into the office for some of the week. In addition, each department had carried out a risk assessment and the Service was looking at ways to provide staff with equipment that they may need to improve their home working situation, such as chairs, keyboards etc.

RESOLVED: That

[1] the Equality, Diversity and Inclusion Annual Report 2019-20 be noted.

7 SAFETY CENTRAL ANNUAL REPORT 2019-20

The Safety Central Manager introduced the report which presented a review of the performance of Safety Central between 1st April 2019 and 31st March 2020.

He explained that the centre welcomed a total of 8,773 visitors which represents an increase of 26% on the previous year, of which 3,915 were children and young people and 1,598 were adults from a total of 186 schools and community groups.

He drew Members' attention to feedback figures from visitors who took part in the centre's learning evaluation. This showed an average improvement of 68% in basic safety and lifeskills knowledge and 100% rated their visit as good or very good and 100% would visit again. In addition 94% of children and young people and 98% of adult visitors rated their visit as 4 or 5 out of 5.

The Safety Central Manager also updated Members on achievements during 2020/21, which included the installation of a new shop scenario donated by the Co-op, adopting a more targeted approach to attracting schools and groups from areas of need and the launch of a new website with live booking calendar and volunteer self-rostering capability.

He explained that the year ahead was a little uncertain as Covid-19 continued to have an impact on the way the centre operated and a phased approach to reopening would be required, although it was hoped that a full programme could be offered from January 2021, but the situation would be reviewed regularly.

A Member asked for information which could be passed on to schools who weren't aware of the centre to encourage visits. The Safety Central Manager explained that there was some electronic information which he would share and the website would be re-launched shortly.

RESOLVED: THAT

[1] the Safety Central Annual Report 2019-20 be noted.

8 NORTH WEST FIRE CONTROL - ANNUAL REPORT 2019-20

Station Manager Huw Coates introduced the report which provided information about the performance of North West Fire Control (NWFC) during the year 2019-20 (1st April 2019 to 31st March 2020).

He summarised the current system performance which included information on the availability, faults and speed of the mobilising system, information about call handling and mobilising performance, the cost of the service, staff performance and business continuity.

He explained that NWFC had appointed an officer with specific responsibilities for data and reporting and during 2019-20 some changes had been agreed on how performance was reported in order to provide a complete picture of overall workload. These included:

- The total number of both emergency and admin calls received and calls that generated a call-challenge, such as Automatic Fire Alarms (AFAs), Animal Rescues, Bonfires and Gaining Entry incidents in order to show the effectiveness of processes in reducing unwanted fire calls.
- Mobilising times for appliances broken down into incident type.
- Staffing levels, employee absenteeism and percentage of optimum staffed shifts as an indicator of the effectiveness of existing staffing arrangements.

RESOLVED: That

[1] the North West Fire Control Annual Report 2019-20 be noted.

9 PREVENTION PARTNERSHIPS - ANNUAL REPORT 2019-20

The Partnerships Coordinator presented an overview of the performance of the Prevention Department's Partnerships portfolio during the period 1st April 2019 and 31st March 2020.

She explained that the Prevention Department had a longstanding history of leading on or being a key partner agency in high performing partnerships, including the Safe and Well programme, the Fit4Safety initiative and the Early Help and Prevention Partnership led by Cheshire West and Chester Council. In addition the Service made a commitment to support the local authorities through the Covid-19 pandemic by helping to provide essential items, welfare support and other provision to the most at risk households across Cheshire.

RESOLVED: THAT

[1] the Prevention Partnerships Annual Report 2019-20 be noted.

10 FORWARD WORK PROGRAMME

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

RESOLVED: That:

[1] The Forward Work Programme be noted.

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 25TH NOVEMBER 2020
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: FINANCE REVIEW – QUARTER 2, 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 at mid-year.

Recommended: That Members

- [1] Note the forecast outturn position;
- [2] Approve the movement in reserves set out in Appendix 2; and
- [3] Approve the following, funded from in year existing budgets: -
 - a) additional fleece for operational firefighters - £38.5k
 - b) installation of PV panels at Middlewich, Sandbach and Tarporley - £22.5k
 - c) installation of PV panels at Widnes Community Safety Centre - £12.5k

Background

2. The Authority's vision, plans, policies, and organisational structures are 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 indication of the forecast level of expenditure when compared to the approved budget and capital programme.

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.
5. In terms of funding, the Government announced emergency local government funding for Covid-19 additional costs through S.31 grants. The Authority received £166,768 in 2019-20 as part of tranche one with tranche two funding of £793,795 received early in 2020-21. These grants have been used to fund the

associated additional costs such as PPE, cleaning products and resilience staff, as well as a loss of income and are taken into account in this report.

6. The following table shows the associated spend to date:

	£
Wholetime (Pay - overtime + NI costs)	199,860
Retained/On-call (pay incl. drill night compensation)	119,336
Resilience Firefighters (Pay & PPE)	238,880
Supplies & Services incl. IT, Cleaning and Equipment	<u>376,075</u>
	<u>934,151</u>

Future Funding Position

7. Looking to the future the pandemic will almost certainly affect the level of funding from Government and the local taxation going forwards. 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 any in-year deficit for 2020-21 to be spread over a three-year period to rectify the position. The position is identified as a significant risk in the Medium Term Financial Plan.

Forecast Revenue Spending

9. At the end of September 2020 there is a net forecast underspend of £225k 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 Second Quarter</u>	Original Budget £000	Forecast Spend £000	Variance £000
Firefighting and Rescue Operations	28,828	29,910	1,082
Protection	2,041	1,939	-102
Prevention	2,504	2,493	-11
Support Services	10,151	9,891	-260
Unitary Performance Groups	100	100	0
Centrally held costs & contingencies	773	824	48
Pension costs	1,029	1,028	-1
Capital Financing (incl. investment income)	404	404	0
Grants & contributions (including Covid-19)	-1,803	-2,898	-1,095
Movement in Reserves	803	916	114
Net Revenue Position	44,830	44,607	- 225
Funding:			
Business Rates S31 grants	-780	-780	-
Council Tax (precept)	-30,141	-30,141	-
Collection Fund Surplus (council tax)	-260	-260	-
Business Rates Retention scheme	-9,651	-9,651	-
Collection Fund Deficit (business rates)	-7	-7	-
Revenue Support Grant	-3,991	-3,991	-
Total Funding	-44,830	-44,830	-
Total (under)/overspend compared to quarter 1			-225

10. This takes the overall forecast outturn position to £445k, as follows:

<u>Revenue Budget Forecast Outturn</u>	(Under) / Over £000	<u>P&O Committee</u>
Quarter 1 - 30 th June 2020	(220)	4 th September 2020
Quarter 2 - 30 th September 2020	(225)	25 th November 2020
Cumulative amount for 2020-21	(445)	

11. The following details cover the key variances that are in addition to those reported at quarter one.
- 11.1 Within Firefighting and Rescue Operations, Service Delivery is reporting further overspends of £200k relating mainly to Covid-19, e.g. payment of overtime, additional payments to on-call firefighters and payments for the resilience firefighters, who dropped to on-call hours in August. The emergency local government funding re Covid-19 funded these costs until the end of August,

when the funding was fully utilised and at quarter two the additional costs are anticipated to continue at this level until January 2021.

- 11.2 Also within Firefighting and Rescue Operations, Operational Policy and Assurance (OPA) are reporting a forecast £115k underspend. The pandemic has had an impact on training. There was a suspension of training at the beginning of the pandemic until a method of Covid-19 safe delivery of courses could be established. This has resulted in savings of £30k including refreshments. The pandemic has also impacted on Hydrant work with in year savings of £20k. A review of staffing costs associated with the ESMCP project has resulted in savings of £64k. The refresh of the equipment / software in the ICT training suite following the building work at Sadler Road will be funded from income received in the past for training in the suite which was put aside for this purpose.
- 11.3 Protection is reporting a further £9k underspend at quarter 2 - £102k in total. As reported at quarter 1, the Authority has received an 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 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. The decision has now been made to use this funding to fund three posts for a year (split between 2020-21 and 2021-22).
- 11.4 Primary authority income is forecasting a shortfall of £32k as result of pandemic. In addition, there has been further delay in appointing to the 2 year fixed term Heritage Officer post resulting in the funding being carried forward in reserves to 2021/22 (£6.5k for quarter 2). This quarter the sprinkler contribution of £36k to Halton Housing has been made which was funded from the earmarked reserve.
- 11.5 For Prevention (excluding Safety Central) there is a forecast £40k overspend. This is due to the impact of pandemic and includes saving in costs associated with safe and well visits (£23k) coupled by delay in recruiting to vacancies (£25k) offset by shortfall in expected income (£44k); the creation of a Covid recovery post and the extension of On the streets posts (£28k). Other changes include continuation of running four Princes Trust teams only rather than the usual six.
- 11.6 Safety Central is reporting an underspend of £22k. The initial closure of the centre at Lymm due to the pandemic has resulted in lower maintenance costs, coupled with delay in obtaining contracted equipment maintenance has saved £31k. In addition, there has been staff savings (£5k) offset by electricity costs expected to be in line with previous years, which is £14k above the existing budget. This is based on splitting the electricity at the Lymm site 70% Safety Central and 30% fire station. Once a sub meter is set up that enables the costs to be split accurately any permanent impact will be included in the budget setting process.
- 11.7 Support Services are forecasting a further underspend at quarter 2 with the main changes reported below.
- a) ICT savings identified of £36k due to the change in the implementation date of the Office 365, partly offset by additional budget requirement for annual MTI Healthcheck (£11k).

- b) People and Development have an underspend of £21k, which relates to employees' agile working costs £44k and flu vaccination costs £3k. These are offset by an underspend in corporate training costs of £50k mainly due to Covid-19 restrictions and courses not running - although some training has been done on-line; payroll contract £8k less than budget; and a reduction in costs for HR system following purchase of a perpetual view licence.
- c) Property Management is reporting saving of £10k on grounds maintenance plus additional By-Box income of £2k. This is offset by additional costs relating to furniture and equipment required due to Covid-19.
- d) Additional pay costs in Democratic Services due to maternity leave cover and agency staff covering vacant posts has brought cost pressures of £31k but this is more than offset by underspends in Member Services.
- e) Communications underspend on corporate events of £16k is due to Covid-19 restricting activity and cancelled events. In addition, the choir has also been impact by the pandemic and their forecast savings of £10k have been transferred to reserves with the hope that activity can fully resume in 2021/22.
- f) Transport has a saving of £36k, which includes underspend on fuel of £52k due lower fuel prices and lower business mileage as a result of Covid-19; lease car contributions above budget by £35k due to higher number of officer's retaining leased vehicles than anticipated, offset by the anticipated purchase of seven vehicles from the leasing company £63k.

11.8 Grants and other contributions show the additional funding received since the budget was approved in February 2020. Although a pension grant was anticipated, the actual allocation is £301.4k higher. The Government has also provided additional support in relation to pandemic spending pressures of £793.8k which has been fully utilised in year.

12. In summary, the overall position at the second quarter is for a forecast underspend to the year end of £425k (1%) when compared to the original budget approved by the Authority. The position will continue to be monitored during the remaining of the year.

In year bids

13. An in year revenue bid has been received for additional thermal fleeces for operational staff as part of their duty rig uniform. It has been identified that during the winter months the soft-shell jacket currently provided did not offer sufficient warmth during activities where they would be working outside. They have already been issued one thermal fleece for use under the technical jacket when needed. It was agreed that operational staff could use the thermal fleece provided as part of their duty rig until spring 2020 and a replacement could be procured. A working group look at various options and another thermal fleece provides not only the thermal qualities needed for exterior work, but is compatible with our current

technical jacket. A bid for 770 thermal fleeces with embroidered logo is made at a total cost of £38.5k to be funded from existing budgets in year.

14. A second in year bid has been submitted for a capital scheme for energy and carbon emissions reduction measures by installation of solar photovoltaic (PV) panels at Middlewich, Sandbach and Tarporley Fire stations at a cost of £7.5k per station, total of £22.5k. By fitting self-generating solar PV panels, the stations can generate much of the energy consumption of the individual station. Payback period is approximately 10 years.
15. A similar project at Widnes community safety centre (a building within the grounds of Widnes Fire Station) is also proposed, but to generate the similar amount of energy the cost for the installation of PV units there would be £12.5k; which means the payback period is longer at approximately 17 years.
16. The above PV items can be funded from existing budgets in year with the reduction in on-going electricity costs captured in the 2021-22 budget setting process.

Capital Programme

17. At the end of September 2020, the Authority's approved capital programme is £33.724m with a forecast outturn spend of £36.245m – an overspend of £2.521m. Details of all the capital schemes are shown in Appendix 3.
18. The contractor, ISG is continuing to develop the new training centre at the Sadler Road site with the final finishes to the site now underway. By the time that Members deal with this report the training centre will be complete and handed over by the contractor.
19. The estimated outturn position is now £12.2m, which has increased by £137k for when it was reported last quarter. A number of factors are responsible for this increase, e.g. additional fees due to Covid-19 project and these will be considered in the coming months as the final account is settled on the Authority's behalf by its external advisers.
20. The Covid-19 mitigation measures put in place by the contractor teams working at Chester, along with strategic alterations to the works programme, have allowed construction teams to make significant progress on Chester's new community fire station despite the pandemic. Until the second lockdown began, the team had made up the delays which occurred at the start of the first lockdown. Unfortunately, similar issues with staffing and material shortages have resurfaced and it is unclear at this point what impact this will have.
21. The original budget for Chester will be exceeded, but this has been reported previously.
22. Year 2 of the Fire Station Modernisation Programme is underway, which will see works at Audlem, Holmes Chapel, Northwich and Widnes. Whilst the Programme is delivering significant improvements to the fire stations, there is a concern about the level of spend and it will be important for Members to consider the amount and method of funding for the remainder of the Programme.

23. Crewe Fire Station costs relate to the initial feasibility and high level design stages. The second quarter has seen some more design costs as the fire only building is scoped out. Further reports will be submitted to Members as the scheme progresses. Recently, the Estates and Property Committee determined which option they preferred and have recommended to the Fire Authority that it allocates an additional £2m to this project.

Financial implications

24. This report considers financial matters.

Legal Implications

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

Equality and diversity implications

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

Environmental implications

27. 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 2 2020/21

	Original Budget £000	Forecast Spend £000	Income/ expenditure variance £000
Firefighting and rescue operations			
Service Delivery	23,840	24,376	536
Operational Policy and Assurance	4,988	5,534	546
Protection	2,041	1,939	-102
Prevention			
Community Safety	2,053	2,067	14
Safety Central	451	426	-25
Support Services			
Executive Management	1,066	1,015	-51
Workforce Transformation	223	209	-14
Property Management	1,705	1,707	2
Finance	400	398	-2
ICT	1,769	1,676	-93
Legal and Democratic Services	540	538	-2
People and Development	1,704	1,687	-17
Planning, Performance & Communications	952	965	13
Procurement and Stores	236	234	-2
Fleet services	1,556	1,462	-94
Unitary Performance Groups	100	100	-
Corporate Finance costs			
Centrally held costs & contingencies	774	822	48
Pension costs	1,029	1,028	-1
Capital Financing (incl. investment income)	404	404	-
Grants and contributions (incl. Covid-19)	-1,803	-2,898	-1,095
Total Service Expenditure	44,028	43,689	-339
Movement in Reserves	802	916	114
	44,830	44,605	-225
Funding:			
Council Tax	-30,141	-30,141	-
Collection Fund Surplus (council tax)	-260	-260	-
Business Rates Retention scheme	-9,651	-9,651	-
Collection Fund Deficit (business rates)	-7	-7	-
Business rates S.31 grant	-780	-780	-
RSG	-3,991	-3,991	-
Total Funding	-44,830	-44,830	-
Forecast Net Underspend – Quarter 2			-225

MOVEMENT IN RESERVES 2020/21**Appendix 2**

<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
		192.3
Add: First Quarter Review underspend to capital reserve		220.0
First Quarter Transfers		412.3
<u>Q2 Contributions to/(from) Reserves</u>		
Corporate Finance Costs	COVID-19 grant received 2019-20	(166.8)
OPA	Operation Equipment projects from reserve –radio equipment	(146.0)
OPA	Operation Equipment projects from reserve – hose reels	(7.1)
OPA	Command Training Suite ICT Upgrade	(50.0)
OPA	OPA ESN SMA post (ESMCP)	(3.1)
Protection	Heritage Officer post – delay in recruitment saving to reserves	6.5
Protection	Building Risk Review Programme (2021-22 element of spend)	19.9
Protection	Protection Uplift Programme (2021-22 element of spend)	86.5
Protection	Sprinkler contributions	(36.0)
Prevention	Fire safe research - transfer from reserve	(15.0)
Prevention	Road safety team-temp structure	5.3
Prevention	On the street project – phase 2	(3.1)
Communications	Choir – transfer to reserve	10.0
Second Quarter Transfers		(298.9)
Total Reserve Movement pre MYR forecast outturn		915.7

CHESHIRE FIRE AUTHORITY CAPITAL QUARTER 2 2020/21

Description		2020/21 Capital Budget £000	Total Programme Budget £000	Total Expenditure to end of Sept20 £000	Total Expenditure to date £000	Expected Scheme Outturn £000	Variance £000
Prior year schemes:	New Operational Training Facility	3,446	11,000	2,991	10,952	12,237	1,237
	Chester Fire Station	4,014	5,810	2,035	4,250	6,212	402
	Crewe Fire Station	1,750	5,000	31	51	6,000	1,000
	Fire Station Modernisation Programme	2,250	8,500	1,452	3,395	8,500	-
	Fire Houses Refurbishment programme (3 year programme)	350	880	123	332	880	-
	ICT Review/Server Replacement Programme	-	99	-	73	73	(26)
	support vehicles replacement 2019-20 programme	-	60	14	60	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	333	333	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	7,005	19,472	36,245	2,521
In-year approvals:	None	-	-	-	-	-	-
	Total	14,095	33,724	7,005	19,472	36,245	2,521

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 25TH NOVEMBER 2020
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: SARAH LITTLE

SUBJECT: PROGRAMME REPORT – QUARTER 2, 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:

- [1] That 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 second quarter of 2020-21 is attached as Appendix 1 to this report.
4. The report includes the first updates from the new IRMP related initiatives.

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, GOVERNANCE AND CORPORATE PLANNING
MANAGER**

TEL [01606] 868804

BACKGROUND PAPERS: NONE

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 July 2020	TO	30th September 2020
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ACTION OR DECISION REQUIRED BY PROGRAMME BOARD

For Information

The following new project PIDs have been scrutinised by SMT have been approved by the relevant ACFO. Quarterly updates for each have been included in this Health Report.

- Relocate the second fire engine at Ellesmere Port Fire Station to Powey Lane
- Wilmslow Fire Station transition to Day Crewing
- Review of CFRS flood/water response provision
- Review of the Risk Based Inspection Programme (RBIP)
- Purchase a water carrier
- Procure and implement cold cut lance capability
- Purchase of a high reach fire engine
- Expansion of rapid response rescue units
- Develop a new wildfire capability

1561		WHOLE SERVICE REVIEW		
PROGRAMME SPONSOR		Chief Fire Officer and Chief Executive	PROGRAMME MANAGER	Assistant Chief Fire Officer, Operational Assurance and Service Improvement
Previous status	Current status	Explanation (where status is red or amber)		
				
Programme Update				
The Whole Service Review Closure Report was approved at Performance and Programme Board on 9th November 2020.				

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	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
The Priority Based Budgeting Closure Report was approved at Performance and Programme Board on 9th November 2020.				

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 original programme involving fire and police has essentially been delivered. There is, however, documentation that needs to be completed before it can be closed down. Firstly, an underlease for the office suite that is occupied by fire staff in Clemonds Hey. Secondly, a version of the collaboration agreement which frames the ongoing relationship of fire and police. These documents are long overdue: the first due to significant delays associated with the ownership of the building and permissions that are required; the second due to capacity and some areas of the agreement that need to be finalised.</p> <p>Fire and police continue to work together on estates-related opportunities. The joint use of a further fire station commenced recently, with police taking up occupation at the recently modernised Birchwood Fire Station. A project to create an emergency services facility in Wilmslow (fire, police and ambulance) has entered the feasibility stage recently.</p>				

1544		REPLACEMENT OF CHESTER FIRE STATION		
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Group Manager Cheshire West and Chester
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>The Covid-19 mitigation measures put in place by the contractor teams, along with strategic alterations to the works programme, has allowed construction teams to make significant progress on Chester's new community fire station despite the pandemic.</p> <p>This has meant that the 2-3 weeks slippage incurred due to Covid-19 and inclement weather have been caught up, with the original completion date of January 4th 2021 now back in place.</p> <p>External brickwork on the building is almost complete, which includes design features that are in keeping with the feel of the city. The scaffolding surrounding the building has now gone and windows are going in to make the building water tight.</p> <p>On the ground floor, almost all internal walls are in place allowing a real feel of the layout of the building. The mechanical and electrical first fix is progressing well.</p> <p>On the first floor, all internal walls are in place with plastering progressing well and even paint going on some walls. The rooms are really taking shape with the different areas identifiable.</p> <p>The new drill tower is in place and the training building is almost complete, offering teams a realistic and challenging environment in which to hone their skills.</p> <p>The external yard is taking shape with the next key stage being an attenuation tank that will be installed at the front of the appliance bay to deal with any excess water caused by floods or storms.</p> <p>The current rise in Covid-19 cases is being monitored closely with the preventative measures in place being strictly adhered to. This still remains a very real risk, particularly as the work begins to predominantly move inside the building.</p> <p>The finalised dates agreed for the programme are as follows:</p> <ul style="list-style-type: none"> - Communications Room to be handed over 16th November 2020. - Full Handover of the station will begin the week commencing the 4th January 2021, with full access to the building from 11th January 2021. - Piranha's audio visual equipment will be installed by the 11th January 2021. - Fire appliances move out of the temporary station on 20th January 2021. <p><u>Update:</u> Since the above narrative was produced the second lockdown has commenced. It appears that, like during the first lockdown, there have been some initial reductions in construction workers attending the site. It is hoped that this</p>				

will be a blip, like last time and that activities will quickly get back to the levels they were at a few weeks ago. The risk of Covid-19 delaying completion and potentially pushing back the handover to later in January is heightened as things stand.

1558 REPLACEMENT OF CREWE FIRE STATION				
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Group Manager Governance and Commissioning
Previous status	Current status	<u>Explanation</u> (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.		
Project Update				
<p>The feasibility work for the new fire station in Crewe has taken much longer than originally anticipated; this is due to two issues that have challenged our advisers:</p> <ul style="list-style-type: none"> • Firstly, the cost of the temporary fire station was felt to be prohibitively high. This required a number of options to be considered which would either remove the need for a temporary fire station altogether, or see it created off-site at a much reduced cost. • Secondly, the bungalow that is on the current site is relatively new and there was real concern about the prospect of knocking this down when it appears to have many usable years left. This has led to various options being considered and costed which allow a comparison of retention or demolition. These options also provide insight into the environmental cost of the different approaches. <p>The feasibility work is now ready to be presented to officers and Members and this is due to take place in October and early November. At that point it will be clear whether further funding needs to be set aside for the project, which is a decision for the Fire Authority to make in the first half of December. The project should commence 'properly' in the New Year.</p> <p><u>Update:</u> Since the above narrative was produced, Members of the Estates and Property Committee have considered the options and confirmed their preferred approach. The intention is to create a temporary fire station off-site and to retain the bungalow. The estimated budget is almost £7m, so the Committee is recommending that the Fire Authority allocate a further £2m (on top of the current £5m capital allocation) to allow the project to proceed. A letter has also been received from HS2 Limited which suggests that the fire station site might be impacted by HS2. Officers are attempting to establish precisely what implications HS2 will have on the site.</p>				

1557		STATION MODERNISATION PROGRAMME		
PROGRAMME SPONSOR		Director of Governance and Commissioning	PROGRAMME MANAGER	Group Manager Governance and Commissioning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
<p>Cheshire Fire and Rescue Service have received the contractor's proposal documentation from Wates construction for year 2 of the station modernisation programme. The proposal and costings are based on draft plans completed by the design architect.</p> <p>A Fire Authority Estates committee meeting has been arranged for the end of October where costs and options will be presented and discussed before a final decision is made upon the proposal from Wates Construction.</p> <p><u>Update:</u> The Estates and Property Committee decided to go ahead with Year 2 on the basis of proposals presented to the Committee on 6th November. It also recommended to the Fire Authority that a further £3m be allocated to the Programme so that Year 3 can proceed. However, the Programme budget will need to significantly increase if the whole Programme is to be successfully delivered. The Fire Authority will need to consider this issue in the context of the overall capital programme and capital strategy.</p>				

1575		WILMSLOW FIRE STATION TRANSITION TO DAY CREWING		
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Project Manager, Governance and Commissioning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>The PID was created in August 2020, but it is waiting to be officially signed off.</p> <p>The Executive Board being held on 16th October 2020 will discuss the programme of work to ascertain interest in developing a tri-service facility as well as establishing the appetite for the Police and Crime Commissioner to sell its land for development by CFRS.</p>				

Some initial research has been conducted into house availability within 5 minutes' drive of the station and average costs of the available properties. This will provide some useful comparisons against any projected costs of building new Service houses at Wilmslow Fire Station.

Update: An initial meeting of fire, police and ambulance took place recently and the parties are now working together on the feasibility of creating an emergency services facility in Wilmslow and erection of nine service houses. This will free up surplus land and secure a capital receipt. External advisers are being procured to assist with the feasibility work and a target date of the end of March 2021 has been agreed for this activity. Again, a report was considered by the Estates and Property Committee earlier this month. Currently, this project has no capital funding allocated to it. However, as the project is important to fire in order to deliver a key IRMP proposal (day crewing at Wilmslow) fire has offered to cover the cost of the feasibility stage.

Operational Policy 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	Explanation (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>The main contractor has included a 10 week delay to the overall programme which will now complete on the 30th October 2020, this is due to Covid-19 issues and mitigation measures installed across the site.</p> <p>Supplies of materials previously impacted by Covid-19 have now been delivered to site and the programme is on schedule.</p> <p>Contractual work to complete the workshops ended on the 17th August on schedule. One outstanding issue regarding floor paint is being worked on and resolved.</p> <p>Work to the remaining areas of the site has continued, albeit with reduced contractor capacity. The civil engineering ground work has now concluded and the final surface finishes are being installed week commencing 12th October 2020.</p> <p>The main ICTS building is complete and being snagged by the clerk of works in preparation for handover.</p> <p>The rural area and fire behaviour training (FBT) area are nearly complete and the FBT containers are programmed for delivery in early October. The petrochemical rig is being commissioned mid-October ready for handover.</p> <p>A programme of training is being compiled to include specialist providers, props and facilities. Relevant staff required to undertake this training will be programmed in during November to ensure the handover and transition back to site is managed.</p>			

The opening of the New Training Centre is programmed in for June or July 2021, we are currently awaiting approval from the Lord Lieutenancy Office for the site to be opened by HRH Princess Anne. A representative from the Lord Lieutenancy Office has visited the site to discuss Covid-19 mitigation measures and is satisfied that we meet the required standards.

Update: By the date of the meeting the site should have been handed over (w/c 16th November). Given the size and complexity of the site and the challenges of Covid-19 (reduced workforce and material shortages) it is testament to the hard work of many that the project is completing by this date. We know that other construction projects have not fared so well. As soon as it is safe to do so a tour of the site will be arranged for Members. In the meantime a virtual tour will be prepared and released in the coming weeks.

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 within the project, exacerbated by the pandemic.	
Project Update			
<p>A new duty system will be trialled for 3-5 months commencing November 2020. This is dependent on the completion and commissioning of the new state of the art training facilities, along with bespoke Covid-19 risk assessments and safe systems of work in place. The trial will initially look at joint working practices, with a more flexible approach to the way in which training is delivered and assessments are conducted to ensure operational competence is maintained. The new facility is designed to better support individual learning styles in both a simulated and practical training environment.</p> <p>The rationale for the review is to bring the Operational and Command Training Groups together to form one team. They currently operate in isolation. The new team will be able to provide a first class flexible training experience to the workforce, with a strong emphasis placed on operational assurance. This will include specially trained staff (subject matter experts) attending off-site training exercises more frequently and supporting, coaching and assessing crews during operational incidents. The benefits of forming the one team (Operational Assurance Team) include increased training delivery capacity, improved resilience, and greater opportunities to support personal development and career progression.</p> <p>Throughout the review, the management team have engaged proactively with the rep bodies to ensure the new structure and revised ways of working fulfil the needs of the Service, but also the needs of the staff.</p>			

1567		CHESHIRE FIRE DRONES		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager 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.		
Project Update				
<p>The drone has been deployed three times to operational incidents and successfully put to use at two of them.</p> <ul style="list-style-type: none"> The first incident was located on the Manchester Ship Canal as part of a horse rescue. The drone provided an improved situational awareness for the Incident Commander (IC) and located the horse in the canal whilst providing an overview for the rescue. The second incident was on the River Dee looking for a person suspected of falling from a canoe. The drone worked in conjunction with the Cheshire Police drone to search a large part of the Dee helping the IC to confirm no persons were involved. <p>The sign-off for the remaining 6 pilots is ongoing. We are in contact with a member of Lancashire FRS in relation to them to attending Sadler Road training site in November, to complete the assessments for 3 of the 6 pilots with the others to follow. In house training continues in the meantime, and the project is approaching closedown.</p>				

1585		PROCURE AND IMPLEMENT COLD CUT LANCE CAPABILITY		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>Three ultra-high pressure system manufacturers have been contacted to date. Two suppliers have given quotes for an appliance mounted and skid mounted unit. The third supplier will be attending Winsford on the 20th October to demonstrate their product.</p> <p>A supplier for lances that attach to a normal hose reel has already given a product demonstration to crew members from Winsford and has left 2 lances for trial. The Station Manager is intending to place these on trial at Chester and Crewe for the crews to evaluate in relation to their use on car fires, attic spaces, cavity walls, timber framed buildings.</p>				

A working group has been created and has already visited Greater Manchester Fire and Rescue Service (GMFRS) to discuss their experience with their existing 76 cold cut lance units. The Tyne and Wear service is also being contacted for their evaluation as another large user of the same units used by GMFRS.

1586		PURCHASE A WATER CARRIER		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>The project is researching market options. There is a new water carrier to the UK market; the only one in existence at present is in Warwickshire FRS. Contact has been made with Warwickshire’s fleet manager to discuss it’s suitability to the role and a visit is taking place on Thursday 29th October to see their stowage arrangements and mobilisation procedures. The Station Manager has met with an Angloco representative who now produce the demountable carrier. A quote has since been given which meets the tender process requirements and we have been quoted an 8 week delivery time.</p> <p>Quotes for adjusting an existing Incident Response Unit (IRU) into a hook lift chassis have been sourced from another supplier. Procurement have been asked search for at least 2 other providers to also submit quotes. If the budget will stretch to converting both existing IRUs that would improve hook-lift capacity within the Service greatly.</p> <p>Work with Fire Protection has seen the viewing of the Local Authority planning application portals reinforced by both Fire Protection and our hydrant technicians. This has already allowed the Service to have early intervention with planned development.</p> <p>A working party has been established consisting of a High Volume Pump Tactical Adviser, the Fleet Manager and members of the Operation and Policy Assurance. Invitations have been extended to personal from Ellesmere Port and Powey Lane Fire Station to join in with demonstration visits and discussion forums have also been set up.</p> <p>Our Service Level Agreement with United Utilities (UU) has been discussed with them, and work is now underway to establish a Memorandum Of Understanding (MOU) between the NW Fire and Rescue Services for access to UU’s tanker fleet based upon a pre-existing MOU that Lancashire FRS have in place.</p> <p>Contact with Lancashire and Merseyside on their current water carrier projects is being made to establish their future capability and location of assets with the view of harmonising couplings utilised and to explore a mobilising methodology.</p>				

1587		PURCHASE OF A HIGH REACH FIRE ENGINE		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>A working group has been created consisting of the Fleet Manager, Operation and Policy Assurance (OPA), plus representatives from Macclesfield and Lymm stations. The group will visit Greater Manchester FRS and Lancashire FRS to meet with the operational crews to discuss their experiences with the appliances they have. Arrangements had been made for the visits in late September but both have been postponed as these services were placed in extra Covid-19 restrictions.</p> <p>A request has been made to borrow a Scorpion appliance for CFRS to evaluate for a period of a month. This request is being reviewed by the manufacturers.</p>				

Service Delivery

1556		ON-CALL PROGRAMME		
PROGRAMME SPONSOR		Head of Service Delivery	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 changing Covid-19 picture significantly influenced quarter two's performance. The implementation of bespoke Q1 Covid-19 measures transitioned to a return to restricted numbers On-Call drill nights; however the 'Protective Pay', although reviewed, remains in place. The return to primary employment for most On-Call staff and the lifting of furlough arrangements has impacted the high levels of availability seen during lockdown but has maintained the upward levels seen pre-Covid at 68%. In order to identify the impact of furlough on primary employment our On-Call staff are completing a short survey.</p> <p>Recruitment was restarted with Covid secure measures in place across all engagements including applicant first contact with the stations, practical assessments and socially distanced and virtual interviews. Service medicals recommenced, however several applicants are seeing NHS delays where reference to individual's GP records are required. The lockdown period and 'working from home' has generated an upturn in interest in the role of an On-Call Firefighter and</p>				

the team both nationally through the National Fire Chiefs Council and locally are looking at ways to prosper from individual changes whilst taking caution that this may only be a temporary circumstance for most. Supporting documents have been produced in the form of an Applicant and Employers Pack alongside plaques and certificates that will be awarded to supportive employers in recognition of their commitment and support towards our On-Call Firefighters.

The On-Call Support Crew Managers (OCSCM) have continued to perform well with results of a review currently being collated. Initial estimates, despite the impact of Covid-19, reflect an overall annual availability figure of 13.38% (14.41% FTE) for the OCSCM pilot with 5395 hrs (5825 hrs FTE) of additional availability. OCSCMs attended a total of 242 incidents in the period 22/04/2019 – 23/03/2020.

In their first year the OCSCMs have provided training, gained qualifications and supported Firefighters in their assessments. A breakdown of this has been listed below:

- 51 On-Call Firefighters (OCFF) have been provided with training
- 1,166 hours of training have been delivered
- 25 OCFF achieved Cert 2 Ride
- 2 OCFF have achieved competency in Units FF3,4 & 5
- 2 Firefighters have been supported to complete their Incident Command Assessment

1576		RELOCATE THE SECOND FIRE ENGINE AT ELLESMERE PORT FIRE STATION TO POWEY LANE		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Station Manager - Chester and Ellesmere Port Community Fire Stations
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>In conjunction with the working group the CWAC specials review has now been completed and the findings have been presented to the representative bodies and SMT for further discussion. The proposals made were to have the affected stations become specialist skill stations, namely:</p> <p>Powey Lane Fire station to have a water specialism with;</p> <ul style="list-style-type: none"> 1 x Fire Engine 1 x High Volume Pump and Hose Carrier 1 x Water Rescue Unit (boat) <p>Ellesmere Port Fire station to have a hazardous material incidents specialism with;</p> <ul style="list-style-type: none"> 1 x Fire Engine 1 x Hazardous Material and Environmental Protection Unit 1 x Foam Unit (to remain at Powey Lane pending the wider specials review) 1 x Water Carrier <p>Chester Fire Station to have an aerial ladder specialism with;</p> <ul style="list-style-type: none"> 2 x Fire Engines 				

1 x Aerial Ladder Platform

The preferencing form for staff relocation has been developed, considered by the representative bodies and distributed to affected staff for completion with a closing date of 09:00 on the 12th October. Station Managers are engaging with staff to answer any questions and queries and to aid the completion of the forms.

1578		EXPANSION OF RAPID RESPONSE RESCUE UNITS			
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER		Organisational Performance Manager
Previous status	Current status	Explanation (where status is red or amber)			
					
Project Update					
<p>Project team has commenced monthly meetings with a rolling action log attached to the PID. The Fire Brigades Union and Fire and Rescue Service Association representatives are on the project group. IRMP consultation feedback has been shared across the group to ensure it is captured within the project as it develops.</p> <p>An on-call working group has been established with a representative from each of the 13 primary on-call stations and on-call support officers. To date it has met twice and will be meeting monthly throughout the project. The tailoring of Rapid Response Rescue Units (RRRU) to local risk, reviewing on on-call impact assessment and agreeing the inventory has been the primary focus of these initial meetings.</p> <p>Vehicle specifications can now be further developed as inventory has been agreed.</p> <p>The Project Manager has established a further working group with the Project Managers from the other IRMP projects that have dependencies with the RRRU project. This group meet monthly outside of the full project group and the on-call working group to ensure that the projects are connected and dependencies managed throughout.</p> <p>The estate plan for housing the RRRU for each station has been developed with the station refurbishment programme team. This has been shared with the director leading this team for inclusion in the refurbishment programme.</p> <p>Next steps for the project are to present the vehicle options to the project team and on-call working group whilst developing the roll-out plan and training requirements. This is to be presented to SMT in December for sign-off.</p>					

1582		REVIEW OF FLOOD/WATER RESPONSE PROVISION		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Group Manager - Cheshire East
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>The initial focus group of existing water rescue specialists is being formed to identify any issues that may be raised, such as exploring PPE, training, etc. Business Intelligence have appointed a member of their team to act as single point of contact, to research incident data to form part of the review including types and location of incidents, average attendance times etc.</p> <p>A gap analysis of the DEFRA flood rescue concept of operations is underway, to be completed by 20th October.</p>				

1588		DEVELOP A NEW WILDFIRE CAPABILITY		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Station Manager - Macclesfield and Wilmslow
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>An initial meeting has been held with the key stakeholders where proposals and work streams were discussed and a Project Review Team was created.</p> <p>Meetings have also been held between the project lead and operational crews at Poynton and Macclesfield to discuss the proposal in further detail and how it can be progressed. Both crews were allocated tasks to provide further information for requirements on the all-terrain vehicle, wildfire equipment and PPE.</p> <p>Poynton personnel have since provided information which included the specifications, dimensions and weight of the all-terrain vehicle to the project lead. This has been shared with the Driving School and Fleet Management for review and consideration. It was been identified that the weight to be towed will require additional entitlements on a drivers licence of B & E.</p> <p>The 5 other FRSs who are members of the Peak District Fire Operations Group (FOG) have been contacted and several invitations have been received to visit and view the moorland wildfire equipment and PPE in person. Macclesfield personnel are now in the process of completing the following tasks:</p> <ol style="list-style-type: none"> 1. To review potential visit to Buxton Fire Station to view wildfire PPE and equipment, in light of Covid principles. 2. To collate the equipment and PPE used by the Fire Services in the Peak District FOG group onto a document. 3. Project lead to meet with R&D Manager, OPA to discuss proposed moorland firefighting equipment. 				

Protection and Organisational 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	<u>Explanation</u> (where status is red or amber)			
					
<p>The funding agreement with Halton Housing Trust for Churchill Mansions has been signed-off and the funding has been transferred. Work is still ongoing with Onward Housing Trust regarding the agreement for the 3 Handforth installations. One block (Stanley Grange) is not yet complete, and at the start of September there were 10 residents refusing sprinklers in their flats. The service distributed letters to these flats and has offered to engage with them. Work restarted in September on the installation at this block following a Covid-19 delay. This will be the third and final funding package delivered as part of this project.</p>					

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	<u>Explanation</u> (where status is red or amber)			
					
<p>The 9 installations in Cheshire West (Sanctuary) are progressing in accordance with the project plan with some buildings now complete. The Waverley Court installation is nearly complete although 4 flats remain without sprinklers due to resident refusal. The funding agreement is being drafted and completion and commissioning documentation is being provided. The project outlook at present is that 17 of 21 high rise residential blocks in Cheshire will be fitted with sprinklers.</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	Explanation (where status is red or amber)			
		This project is amber as it has slipped from the original timescales.			
Project Update					
<p>A temporary Station Manager has been appointed to undertake the Building Risk Review assurance project to feed directly back to Ministry of Housing Communities and Local Government. This work has already started and has a December 2021 deadline. The proposed structure has been agreed with the relevant Assistant Chief Officer and has been submitted to SMT for approval. Approval has since been obtained, and consultation will now take place with staff and representative bodies with a view to implementing in the first half of 2021.</p>					

1577		REVIEW OF THE RISK BASED INSPECTION PROGRAMME (RBIP)			
PROJECT SPONSOR		Head of Protection and Organisational Performance	PROJECT MANAGER		Protection Manager
Previous status	Current status	Explanation (where status is red or amber)			
					
Project Update					
<p>A review of North West Fire & Rescue Services, Risk Based Inspection Programmes (RBIP) has taken place and a small working group has been set up with additional meetings with managers in Protection. The Business Intelligence team are obtaining a list of all non-domestic premises by utilising Address Base and are also producing data on non-domestic premises fires for the last five years. A meeting to discuss the development of SAFFIRE to accommodate the changes necessary for the RBIP has highlighted that IT programming work to meet initial expectations would be considerable and unlikely to meet the implementation date of 1st April 2021. An alternative approach has been agreed that will see much of the data and prioritisation of premises at risk developed outside of SAFFIRE. All key tasks have been met so far.</p>					

Prevention

ROAD SAFETY STRATEGIC PLAN CHESHIRE				
PROJECT SPONSOR		Assistant Chief Fire Officer - Service Delivery & Prevention	PROJECT MANAGER	Head of Prevention and Station Manager -Deliberate Fire Reduction and Road Safety
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>Assistant Chief Fire Officer O'Rourke, Assistant Chief Constable Sims, Superintendent Jo Marshall-Bell and Station Manager Andy Gray have had an initial meeting to discuss the proposals to move the Strategic Road Safety plan forwards via an amendment to how the Cheshire Road Safety Group (CRSG) operates via its financing and structure.</p> <p>This proposal has been discussed at the most recent CRSG meeting and an independent review financed by CRSG is now to take place regarding the group, its model, structure and outputs. The Covid-19 issue regarding a vast drop in income from speed awareness courses continues.</p> <p>The project is awaiting the results of this review to then move forwards as soon as possible.</p>				

RISK MANAGEMENT				
CPS Ref	Risk Detail	Risk Owner	Risk Score	Progress Update – Mitigation / Progress
<p>No red risks are reported at this time. All project managers have assessed the risk of Covid-19 and put measures in place where possible; these will continue to be monitored closely. At this point no significant project delays due to the pandemic are forecast. However, there are a number of new projects involving procurement of vehicles and equipment etc. where supplier delays may be outside the control of the project.</p> <p>Portfolio Office will be reviewing project risks with all project managers during Q3.</p>				

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 25th NOVEMBER 2020
REPORT OF: HEAD OF PROTECTION AND ORGANISATIONAL
PERFORMANCE
AUTHOR: ANTHONY JONES

SUBJECT: PERFORMANCE REPORT - QUARTER 2, 2020-21

Purpose of Report

1. To present the 2020-21 Quarter Two 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 Two 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. Due to the Covid-19 pandemic many of our normal activities did not begin in April at the start of the current performance year.
5. Activities have either not yet restarted or not returned to pre-pandemic levels and may not for the remainder of the performance year. Even if activities do restart they will continue to be affected by C19 control measures, and may be hampered by a lack of ability or willingness of the community to engage as they normally would.

6. The following indicators normally have a fixed target and are calculated and proposed by the lead department:

- Thematic Inspections completed 2004
- NDP Fire Safety Audit Inspections completed based on capacity
- Safe and Well Delivered 30,000
- Platinum address success rate 65%
- % of Risk Based Inspection Programme Completed 100%

7. These output indicators are underperforming due to the activities that contribute to them having been halted/restricted as a consequence of C19.

8. At SMT the following approach was agreed in relation to these targets:

Indicator	Approach
Thematic Inspections	Show on reports as activity suspended. Activity is unlikely to begin again in Q3 or Q4.
Fire Safety Audits	Remove Q1 and Q2 targets and report as activity suspended. Pro rata targets (30 per quarter per TFSO) for Q3 and Q4 based on the revised start date of mid September.
Safe and Well	Operational Crews – No target set until a start for activity is agreed and then set on a pro rata basis. No start date currently proposed. Prevention –Target of 9000 for the year.
Platinum address success rate	Keep at 65%
% Risk Based Inspection Programme Completed	No change possible as this is based on number of due to be inspected and is built in to the SAFFIRE system. Aim for an increased completion % as the year progresses.

9. The Corporate Performance Scorecard is attached to this report. It reflects the Quarter Two position against targets set and the year-on-year direction of travel for the Service’s KPIs.

10. 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

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

Legal implications

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

Equality and Diversity implications

13. 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

14. There are no specific environmental implications.

- Appendix 1 – RTC Performance Report**
- Appendix 2 – False alarms Performance Report**
- Appendix 3 – Safety Central Infographic**
- Appendix 4 – Safe & Well Infographic**
- Appendix 5 – Business Safety Infographic**
- Appendix 6 – COVID-19 Infographic**
- Appendix 7 – On-call Availability**

Vision

IRMP Theme

Outcomes

Outputs

Year to Date 2020/21 Performance

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

Protecting Local Communities

	Actual	Target	Q2 Year on Year	Q2 2019-20
Deaths in Primary Fires	2	0	↑	0
Injuries in Primary Fires	19	24	↑	16
Accidental dwelling fires	183	178	↑	163
- % starting in kitchens	91 (50%)		↓	97 (59%)
- % in homes with residents over pensionable age	37 (20%)		↑	24 (15%)
Deliberate fires (Primary and Secondary)	438	631	↓	537
Fires in Non Domestic Premises	66	87	↓	85
AFAs in Non Domestic Premises	246	263	↓	269

	Actual	Target	Q2 Year on Year	Q2 2019-20
SaWs Delivered to Heightened Risk	4,333	4,500	↓	17,883
Platinum address success rate	88%	65%	↑	70%
Thematic Inspections Completed		N/A	↓	1,038
NDP Fire Safety Audits Completed	667	N/A	↓	740
Percentage of Risk Based Programme Completed	13.04%	59.01%		

Responding to Emergencies

	Actual	Target	Q2 Year on Year	Q2 2019-20
10 Minute Standard	86%	80%	↔	86%
On Call Availability	78%	85%	↑	62%
Nucleus OC pumps	99%			
Primary OC pumps	77%			
Secondary OC pumps	65%			

Developing the organisation

	Actual	Target	Q2 Year on Year	Q2 2019-20
Average Days/Shifts Lost to sickness	1.77	2.75	↓	1.84
Working Days Lost To Injury	56	30	↑	33

Performance key

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

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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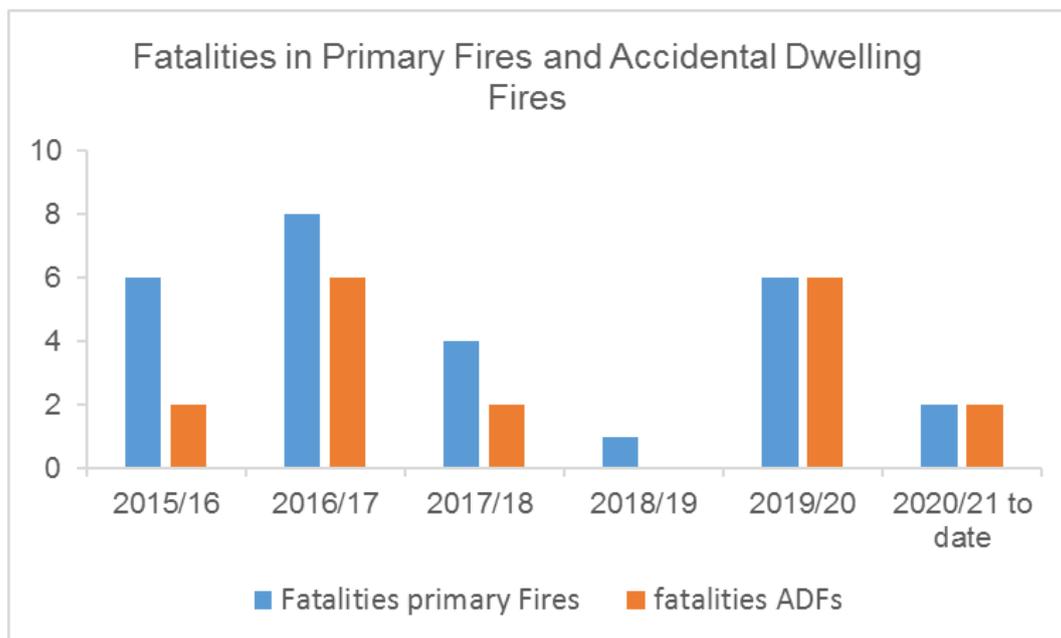
Performance and Programme Board – Performance Report

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

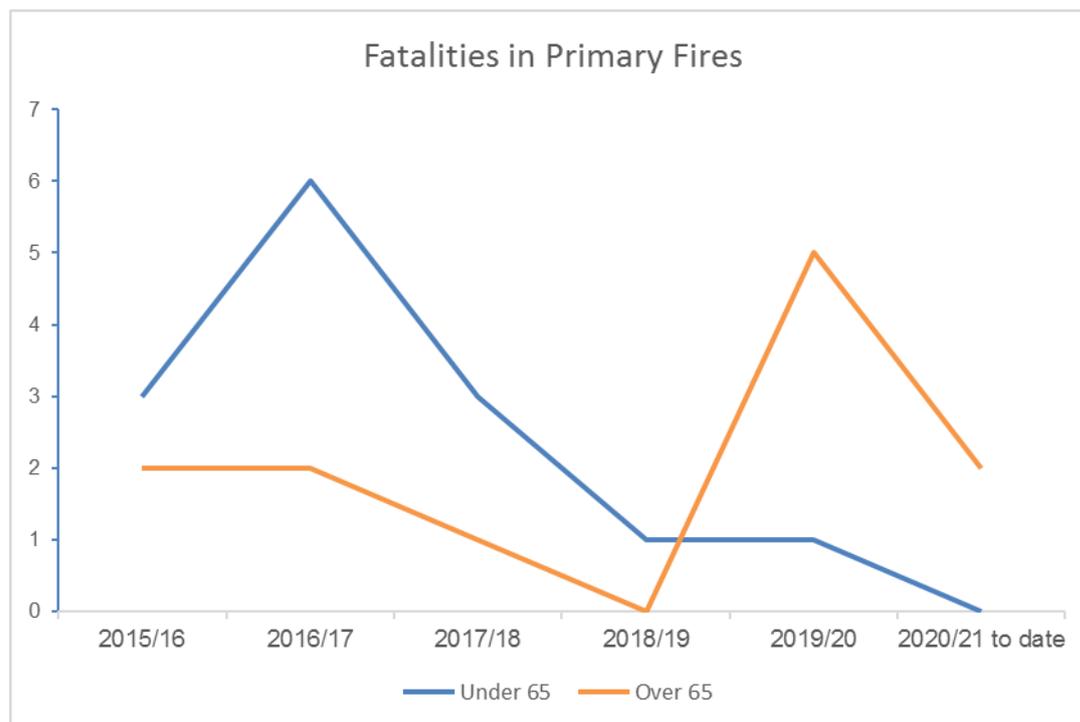
Reporting Period Q2		01/04/2020 To 30/09/2020	
Q1 Target	0	Q1 Actual	2
Q2 Target	0	Q2 Actual	0
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	0	YTD Cumulative Actual	2
Previous Status	Current Status		
			

Summary of Current Performance



At the end of Quarter two, 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

Following the fatal fires in Cheshire East during Q4 last year and subsequently in Q1 at the start of this year fatal fire reviews have taken place with follow up actions ongoing.

The couple involved were engaged with in 2009 and again in 2014 by Prevention staff. They were categorised as a Gold address from Exeter data.

Following the incident a comms safety message regarding smoking was implemented.

The Service Delivery Manager (SDM) and locality safety manager for Cheshire East have met with the adult safeguarding leads from the Local Authority to conduct a table top review and identify any learning points.

Following this the SDM and locality safety manager are attending the next safeguarding meeting with practice managers to raise awareness of fire safety in the home and to refresh the referral pathways into CFRS. Further fire safety awareness training is currently being developed to be delivered to local authority partners who come into contact with vulnerable adults in the community.

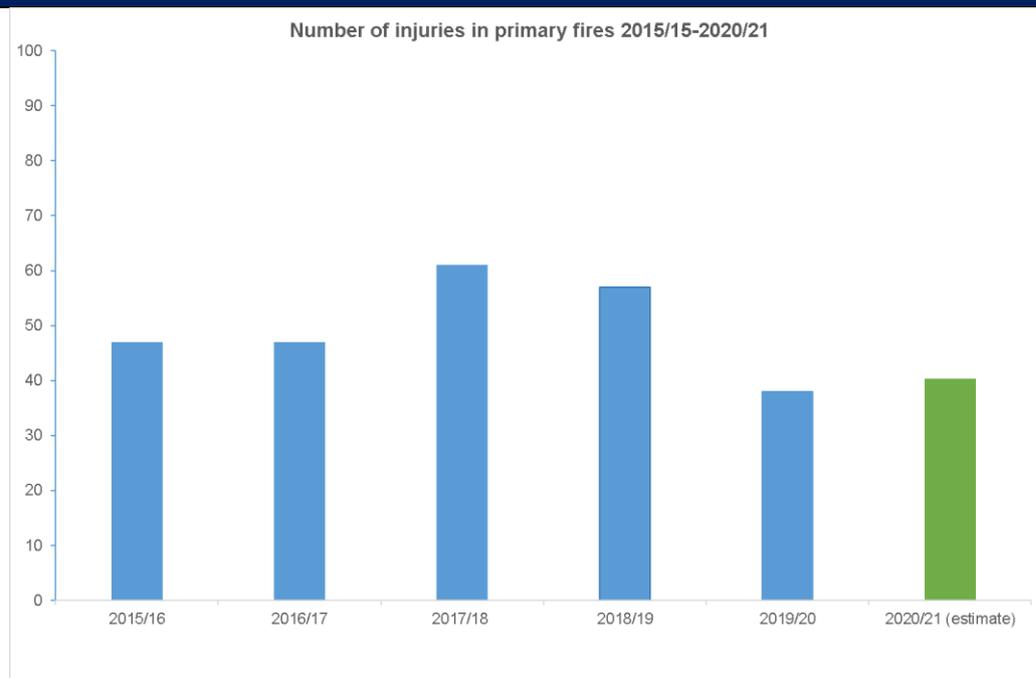
Performance and Programme Board – Performance Report

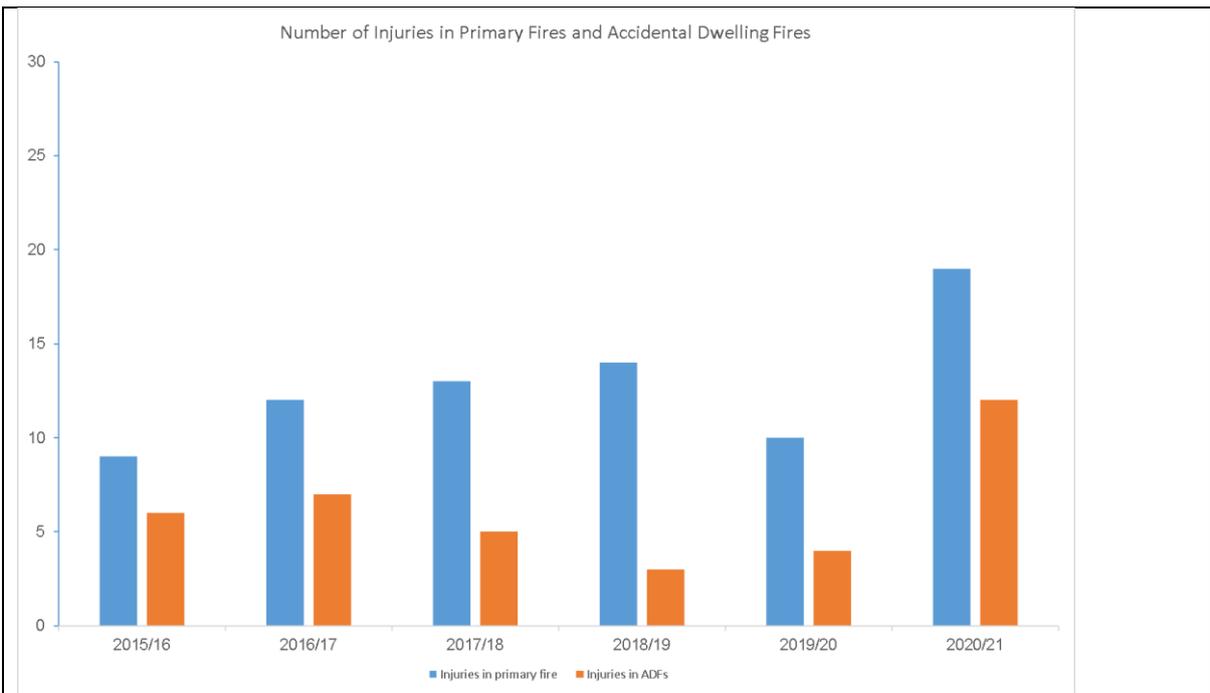
Indicator: [Injuries in Primary Fires]

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 Q2		01/04/2020 To 30/09/2020	
Q1 Target	11	Q1 Actual	13
Q2 Target	13	Q2 Actual	6
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	24	YTD Cumulative Actual	19
Previous Status	Current Status		
			

Summary of Current Performance





19 injuries occurred in the year to date against a target of 24.

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

Unitary Authority	Number of Injuries (year to date)
Cheshire East	3
Cheshire West & Chester	10
Halton	6
Warrington	0
Total	19

Cause	Number of Injuries
Cooking	7
Smoking	5
Matches and Candles	3
Fuel and Chemical related	2
Naked Flame	1
Battery Charger	1
Total	19

Age Group	Number of Injuries Serious	Number of Injuries Slight
0-9	1	0
10-19	0	1
20-29	0	1
30-39	1	1
40-49	3	2
50-59	1	3
60-69	1	1
70-79	1	1
80-89	0	1
90+	0	0
Total	8	11

Injury Description	Number of Injuries Serious	Number of Injuries Slight
Burns - severe	6	0
Burns - slight	0	4
Back/neck injury (spinal)	1	0
Overcome by gas, smoke or toxic fumes; asphyxiation	1	6
Other	0	1
Total	8	11

Cheshire East

There have been three injuries in Cheshire East of which two occurred in accidental dwelling fires. One was classified as serious.

Halton

There were six injuries in Halton of which two were serious. Four injuries occurred in accidental dwelling fires.

Cheshire West & Chester

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

Action taken to improve performance

Service Delivery Managers, Group Managers & Station Managers complete a serious injury fire report triage form for each serious injury. The triage form is scrutinised at the Incidents of Interest Scrutiny Group as well as at unitary level. In some circumstances the decision is taken to carry out a full investigation.

In depth post incident Home Safety Assessments are completed with residents following an incident. Post fire prevention activity takes place with neighbouring properties, particularly when injuries have occurred.

Corporate Communications and Crews continue to post relevant social media messages regarding safety in the home. Virtual Station Open Days have taken place and targeted home safety advice is given out to members of the public.

Cheshire West and Chester

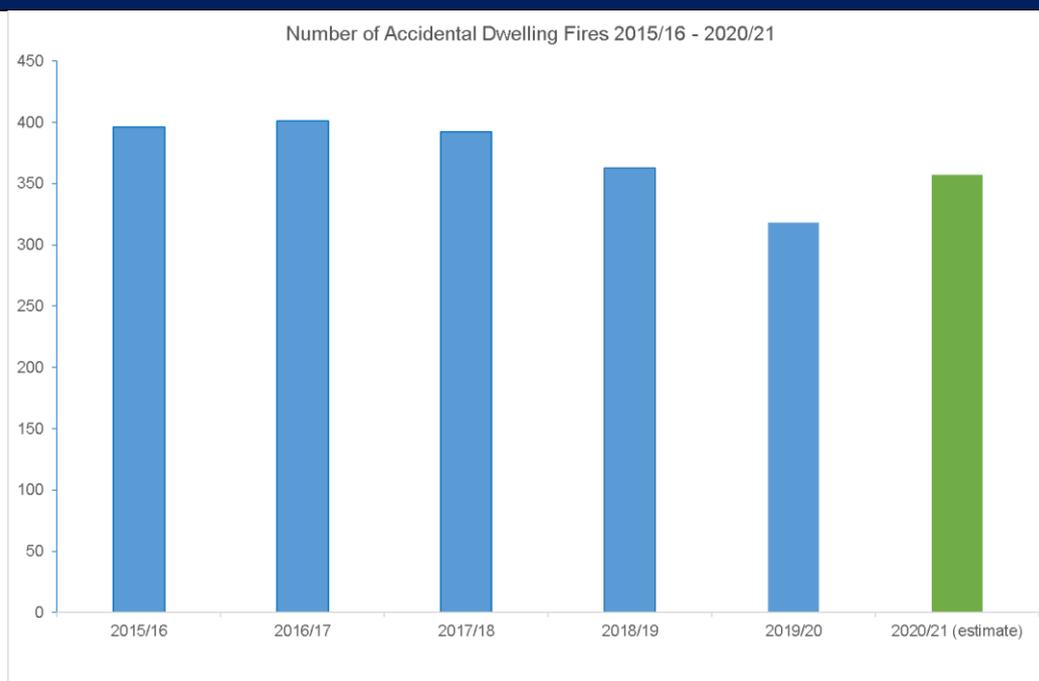
Two Serious injuries were identified during Quarter 2. Serious injury reviews are being conducted for both incidents. The Prevention team through direct engagement is supporting the casualties of the incidents.

Performance and Programme Board – Performance Report

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

Reporting period Q2		01/04/2020 To 30/09/2020	
Q1 Target	96	Q1 Actual	92
Q2 Target	82	Q2 Actual	91
Q3 Target		Q3 Actual	
Q4 Target		Q3 Actual	
YTD Cumulative Target	178	YTD Cumulative Actual	183
Previous Status	Current Status		
			

Summary of Current Performance



At the end of Quarter Two there were 183 Accidental Dwelling Fires compared to a target of 178. Looking at the key risk areas, there has been a reduction in the number of kitchen fires from 96 to 91, however there has been a small increase in the number of fires started in the bedroom and living room. There has been an increase in the number of fires involving single occupancy households from 52 to 72. The increase is split across single occupancy under pensionable age and single occupancy over pensionable age.

There was no firefighting action required or the fire was contained to the item first ignited on 50.8% of incidents.

Unitary Authority	Total
Cheshire East	61
Cheshire West & Chester	62
Halton	21
Warrington	39
Total	183

Fire Location	Total
Kitchen	91
Bedroom	17
Living Room	13
External fittings	11
Garage	9
External Structures	9
Other	33
Total	183

Occupancy Type	Was a smoke alarm present? Yes
Lone person over pensionable age	100%
Lone Person under pensionable age	91.4%
Lone parent with dependant children	100%
Couple one or more over pensionable age, no children	89.5%
Couple with dependant children	72.2%
Couple both under pensionable age with no children	83.33%
Other	81%
Total	88.5%

Occupancy Type	No of Incidents	Dwellings	Indexed Score
Lone person over pensionable age	37	56533	363
Lone person under pensionable age	35	73421	264
Couple one or more over pensionable age, no children	19	80559	123
Lone parent with dependant children	14	82396	107
Couple with dependant children	36	347436	60
Couple both under pensionable age with no children	18	167332	33
Other	24	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

Following scrutiny of incidents by officers they are followed up by the Prevention Department to help prevent fires occurring. Post incident visits are completed and leaflets distributed.

Press releases are sent out by Corporate Communications and station Twitter pages updated as necessary by stations.

Between 11th June and 6th October 23 Virtual Station Open Days have taken place. Targeted home safety advice is given out to members of the public. There has been 153,725 views across all social media platforms. This included 93,013 views on Facebook and 60,712 views on Twitter. Most of these were within Cheshire, demonstrating a local community audience. This has enabled CFRS to provide public confidence & reassurance, engage with the community and maintain visibility during the COVID 19 Pandemic.

Video views showcasing our partnership work was approximately 7,250 and included themes such as, Cheshire Search and Rescue, The Fatal 5, Prince's Trust, Cheshire Police, Cadets, Bike Safe, National Trust and ongoing support to the NFCC national "Need More" On-Call recruitment campaign.

Safety themed targeted messages linked to station community action plan objectives and national campaigns were also recorded by crews and posted on social media.

The headline viewing figures from the themed safety videos are as follows :

- RTC 5,011
- Fire Safety in the Home 5,498
- BBQ safety 1,511
- Water safety 1,480

Cheshire East

Crewe Fire Station (Red Watch) are supporting the Service in promoting the Stop, Drop and Roll campaign as we approach the bonfire season. This will be posted on social media.

As a consequence of an incidence of a cooking related injury, where the occupant suffered burns to his hands and face a press statement has been released via social media to raise awareness and inform of the correct procedures and guidance. The injury was not recorded in the injury statistics as it was not fire related.

Halton

Eight of the 11 fires were kitchen related. The Community Action Plan holders have identified this theme and have ensured social media messages reflect these incidents, including cooker safety.

Halton and Warrington instigated Service wide social media messages relating to kitchen housekeeping in the previous quarters and this will be a focus in Quarter 3.

Warrington

There has been a theme of kitchen related incidents, six of which were cooking related and caused by poor housekeeping and hygiene. Following scrutiny of these incidents, by the crews, the knowledge has informed the focus of prevention activity.

Ongoing post incident social media messages have highlighted the dangers of all incident types attended.

Cheshire West and Chester

Owing to the recent increase in kitchen fires in the Ellesmere Port and Chester areas, the teams from station have been running a social media campaign alongside colleagues from the communications department promoting cooking and electric safety messages. Given the current Covid-19 situation, we have been unable to undertake our usual face to face preventative activities however these online messages potentially reached up to 56,000 people.

In identifying that several of these incidents in the Chester area involved older people, we have been working in conjunction with our partners from the local authority as part of the Age Proud campaign. Fire safety messages have been included in the health and wellbeing packs distributed to 150 older residents in the Lache area. Some members of our Prevention team have been assisting with the safe delivery of these packs.

In the Ellesmere Port area, we have been working with our local authority partners in exploring the unique opportunity presented by Covid-19 in that many homeless people and families are currently being housed in local hotels. This has presented us with the unique opportunity to engage with these usually hard to reach and vulnerable individuals and promote fire safety messages and life skills.

Safety Central

After several months of temporary closure, Safety Central is now delivering safety and lifeskills education to small primary school groups of up to 30 children each day.

Between July and September the centre has welcomed 538 visitors: including 114 pupils and 23 teachers and helpers. A total of 78 families also visited the centre over the summer.

See infographic attached as Appendix 3

Performance and Programme Board – Performance Report

Indicator: [Number of Deliberate Fires]

Reporting Period Q2		01/04/2020 To 30/09/2020	
Q1 Target (Primary)	66	Q1 Actual (Primary)	60
(Secondary)	264	(Secondary)	162
Q2 Target (Primary)	68	Q2 Actual (Primary)	56
(Secondary)	233	(Secondary)	160
Q3 Target (Primary)		Q3 Actual (Primary)	
(Secondary)		(Secondary)	
Q4 Target (Primary)		Q4 Actual (Primary)	
(Secondary)		(Secondary)	
YTD Cumulative Target (Primary)	134	YTD Cumulative Actual (Primary)	116
(Secondary)	497	(Secondary)	322

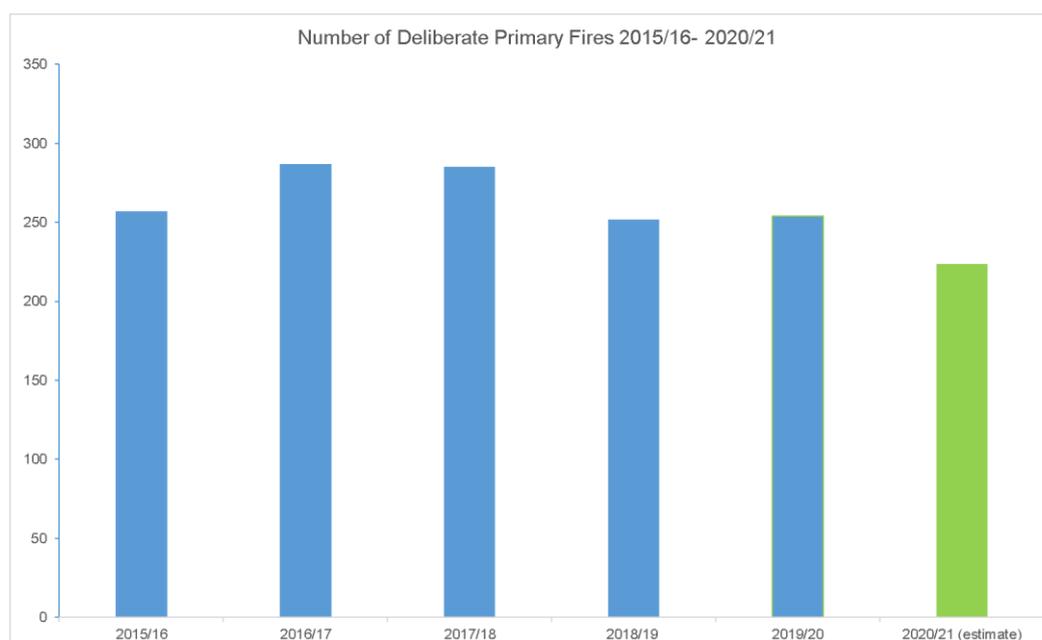
Deliberate Primary Fires

Deliberate Secondary Fires

Previous Status	Current Status	Previous Status	Current Status
			

Summary of Current Performance

Deliberate Primary Fires



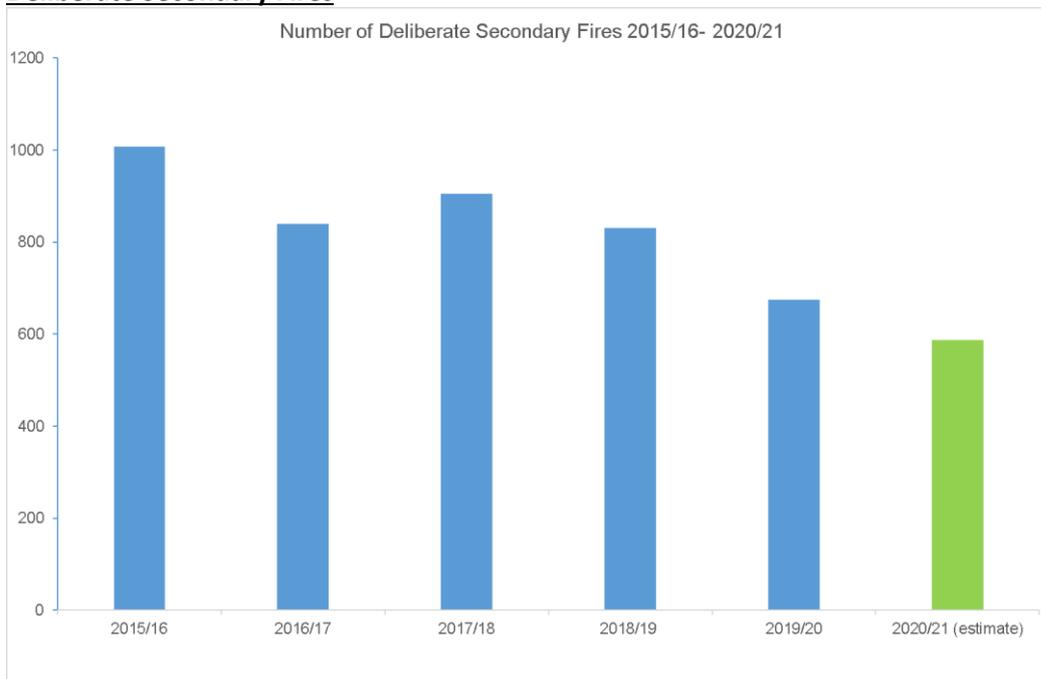
As defined in the Incident Recording System (IRS) primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Overall 116 deliberate primary fires were recorded at the end of quarter two, against a target of 134. Overall the station areas with the highest number of incidents are Warrington (20), Widnes (16) and Ellesmere Port (15).

Across Cheshire, 53 incidents (45.7%) involved the deliberate ignition of a road vehicle. Of these, 30 involved cars.

Unitary area	Number of Deliberate Primary Fires
Cheshire East	33
Cheshire West and Chester	33
Halton	24
Warrington	26
Total	116

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 two was 322 which is 75 incidents under target. The highest number of incidents have been in the following station areas - Warrington (60) and Ellesmere Port (49). These two station areas account for 34% of all incidents.

Unitary area	Number of Deliberate Secondary Fires
Cheshire East	58
Cheshire West and Chester	101
Halton	81
Warrington	82
Total	322

Action taken to improve performance

Arson reduction

The local arson reduction report template, developed in collaboration with the Prevention Department and Service Delivery is now embedded. This has resulted in local managers having more awareness of their local hotspot area. These can be shared with Police and other partners to ensure an intelligence led response is implemented, ensuring resources are used effectively and efficiently to reduce deliberate fire incidents.

Regular update reports are received by the deliberate fire reduction officer in Prevention from Cheshire Police. The reports outline the number of arrests and convictions for deliberate fires across Cheshire. This information provides valuable feedback to operational managers and fire investigation officers, highlighting the importance and benefits of robust and detailed fire investigation. As well as reporting through the IRS and Police Notification Report (PNR) platforms.

Bonfire period

During the bonfire period three On Call fire engines will be available to provide an additional resource for dealing with the predicted, historic, increase in secondary fire activity. Due to the days on which Halloween and Bonfire Night fall this year, it is planned to have these fire engines available for a total of 9 days, between the hours of 16:00-22:00.

In addition, the Service has constantly promoted the safety message, to attend organised firework and bonfire displays. This year due to COVID-19 restrictions covering the Cheshire area, the Service recognise this will potentially lead to an increase in the number of private bonfires and firework displays in people's gardens. We will therefore promote safety messages around private displays, with the caveat that we would always prefer people to attend organised displays, when safe to do so, in the future.

Furthermore, to support fire crews across the bonfire period, Cheshire Police will be sending a Superintendent to North West Fire Control, to provide logistical support to Service managers who are coordinating our bonfire period response.

The Service has created with Cheshire Police a Firework Safety video with voice over/interview from a Fire Fighter. The aim is to share with Key Stage 4 groups in Cheshire Schools as our activities, visits and face to face presentations have been halted due to the pandemic.

Cheshire East

Station Managers currently attend Multi Agency Action Group meetings where deliberate fire activity and anti social behaviour related arson is discussed. Cheshire East Protection Department attend meetings with the Local Authority to discuss vacant premises with a view to preventing deliberate fire activity.

Operational crews continue to work with the Police to reduce arson. This work is also supported with Fire Investigators as appropriate.

Local authority mobile CCTV units are available for use in hotspot areas.

Across Cheshire East all Local Authority fixed CCTV cameras are mapped into the North West Fire Control mobilising system. When incidents are reported the control room can contact the CCTV operator to request a live feed.

Following an incident in Sandbach during Quarter 2 a person has been charged with arson with recklessness endangerment, with further investigations taking place.

Halton

There have been five vehicle fires in Q2 and they are being pursued in conjunction with the Police as part of Operation Scrambler.

Following two dwelling fires investigations are ongoing.

Hotspot areas for secondary fires are being reviewed and ongoing work is being carried out with the Police. A Stryker camera is deployed in areas to assist in reducing anti social behaviour.

Another approach taken in Hot Spot areas and discussed at Task & Coordinating Group is to have "Street of the Week" where the police assist us in gathering intelligence and provide further reassurance to local residents. This has led to a significant reduction in incidents.

Warrington

Station Managers are working closely with the police and local Fire Authority Members and patrols have been increased in the Penketh area. A Crew Manager also obtained evidence at a scene, handed this over to the Police and it led to a conviction

All deliberate dwelling fires continue to be followed up with Single Points of Contact at Cheshire Police.

The incident numbers for deliberate secondary fires remain low and under target, attributed to COVID restrictions. Our staff continue to liaise with the Police to identify themes. Geographical locations are identified and additional Arson Routes have been completed e.g. Capesthorpe Road and Woolston Park.

Cheshire West and Chester

Direct engagement has taken place under the M53 with a rough sleeper following several nuisance fires and consequently the individual has moved on and all items removed.

A UPG funding bid has been approved for the Bunbury Green area with further work to continue.

Bonfire Activity planning underway:

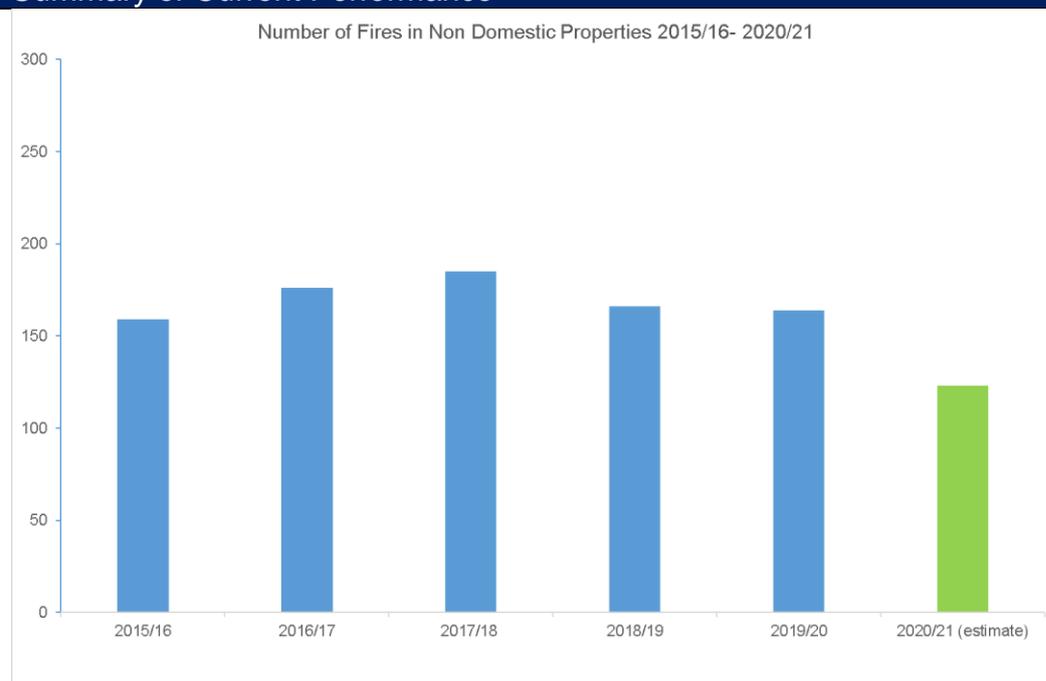
- Multi agency video being explored, to be displayed in Winsford town centre shop window, showing the dangers of nuisance fires and fireworks.
- Leaflet drop displaying all agency logo, with advice around home safety, bin safety and removal of refuse
- Prevention to work with schools on how to deliver safety messages.
- Planning meetings ongoing to review what worked well last year.
- Stations to reinforce safety messages with social media messages.

Performance and Programme Board – Performance Report

Indicator: [Fires in Non-Domestic Premises]

Reporting Period Q2		01/04/2020 to 30/09/2020	
Q1 Target	45	Q1 Actual	35
Q2 Target	42	Q2 Actual	31
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	87	YTD Cumulative Actual	66
Previous Status	Current Status		
			

Summary of Current Performance



There have been 66 Non-Domestic Premises fires up to the end of Quarter Two which is 21 below target.

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

Type	Number of occurrences
Barn	9
Hospital	4
Other restaurant/cafe	4

The main causes for fires in Non-Domestic Premises:

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

47% of the 35 fires (31 incidents) were either confined to the item first ignited (24) or involved smoke and heat damage only (seven). Whilst a further 18 (27%) fires were confined to the room of origin.

Unitary Area	Accidental	Deliberate
Cheshire East	19	5
Cheshire West & Chester	20	3
Halton	6	2
Warrington	8	3
Grand Total*	53	13

Property Type	Number of Properties	Number of Incidents	Index Score
Prison	3	13	147453
Hospital / Hospice	40	5	4253
Care / Nursing Home	220	4	618
Fast Food Outlet / Takeaway (Hot / Cold)	518	8	525
Factory/Manufacturing	438	6	466
Farm / Non-Residential Associated Building	1077	14	442
Restaurant / Cafeteria	703	8	387
Public House / Bar / Nightclub	805	4	169

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. The data for the index is over a 12 month period.

Action taken to improve performance

The Protection team have commenced physical audits, serving one prohibition notice and 8 enforcement notices in the last 3 months. The prohibition notice was issued in Ellesmere Port where there were rescues from a building fire.

A two year temporary post for a heritage officer will be filled in October. This individual will be responsible for heritage pan Cheshire however, their main focus will be directed to working with partners in Chester (and Cheshire West and Chester Council) in delivering the heritage project for the rows. The Chester Rows is of significant heritage importance and innovative solutions and partnership working will be required.

Social media has been used as the main communication method with which to engage with businesses across Cheshire. LinkedIn, Facebook and Twitter have produced some excellent results with many thousands of views.

Strong liaison with regulated premises across Cheshire continues. Whilst the first two quarters have been in unusual times for a lot of regulated premises due to COVID-19 restrictions, the desktop/ telephone based audits have ensured the momentum has been maintained and the number of non domestic fires have remained low.

A Crown Premises Inspection Group initiative is underway which will have a specific focus on the Service's three prisons (secure accommodation).

Post fire inspections will receive a renewed focus with the business safety team getting involved in hot spotting of surrounding businesses and linking in with local Protection offices.

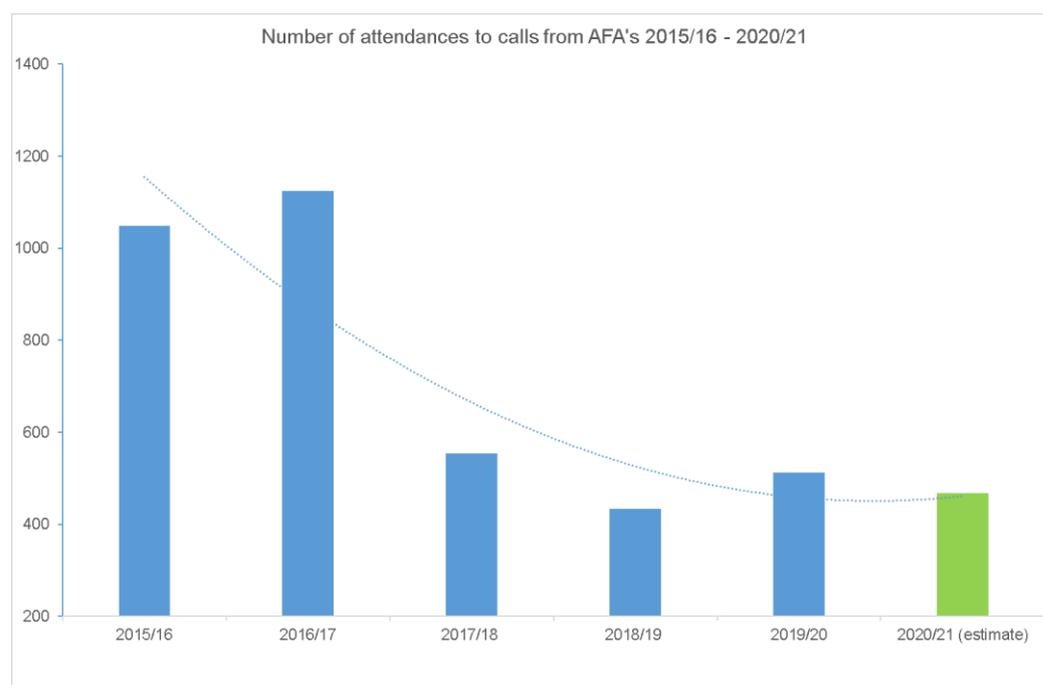
We are reviewing SSRI's for prisons in light of the C19 impact on these premises to ensure operational plans are up to date and reflect the latest risk information.

Performance and Programme Board – Performance Report

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

Reporting Period Q2		01/04/2020 To 30/09/2020	
Q1 Target	116	Q1 Actual	112
Q2 Target	147	Q2 Actual	134
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	263	YTD Cumulative Actual	246
Previous Status	Current Status		
			

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 Two there were 246 attendances to Automatic Fire Alarms in Non-Domestic Premises against a target of 263.

The station areas with the highest number of calls are Chester, Macclesfield and Warrington which together account for 52% (123) of the overall total.

The main property types for Automatic Fire Alarms are hospitals (93) and nursing, retirement or care homes (63), whilst the most common reason for the alarm to go off was a fault (94), followed by accidentally/carelessly set off (43).

Unitary area	Number of AFAs
Cheshire East	102
Cheshire West and Chester	91
Halton	17
Warrington	36
Total	246

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

Telephone/ desktop approaches have generally been used to support regulated premises that are having frequent false alarms. In addition, the desktop audits are addressing any ongoing issues with fire alarms too. A reduced occupancy in buildings and a number of buildings not occupied at all due to COVID-19 will have assisted to reduce false alarms.

Social media has been used to good effect by the business safety team to ensure safety messages reached a large cross section of Cheshire regulated premises. This approach will continue post COVID-19.

Performance and Programme Board – Performance Report

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

Reporting Period Q2		01/04/2020 To 30/09/2020	
Q1 Target	2250 *	Q1 Actual	1969
Q2 Target	2250	Q2 Actual	2364
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	4500	YTD Cumulative Total	4333
Previous Status	Current Status		
			

Summary of Current Performance

Number of Safe and Well Visits

* No target has been set for operational crews. It was agreed at SMT that the target for prevention would be 9000. Operational staff conduct urgent out of hours visits and some post fire visits.

**The number of Safe and Well visits recorded in Q1 was incorrect, due to an error in the reporting software.

Up to the end of quarter two 4333 heightened risk visits have been completed by Prevention and operational staff.

Since 1st April 2020 0.3% of visits have resulted in referrals to partner health agencies – see Infographic attached at Appendix 3.

Note: The number of visits in the infographic at Appendix 3 also includes additional visits carried out with vulnerable people, including any visits completed by staff who don't have a target e.g. on-call.

Indicator: [B] Platinum Address Success Rate]

Reporting Period Q2		01/04/2020 To 30/09/2020	
Q1 Target	65% *	Q1 Actual	94%
Q2 Target	65%	Q2 Actual	87%
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	65%	YTD Cumulative Total	88%
Previous Status	Current Status		
			

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 88%.

Action taken to improve performance

Safe and Well delivery remains low in comparison to previous years. This is due solely to the COVID-19 restrictions and the need to balance the health, safety and wellbeing of Service staff and the public, in relation to the transmission risk of the virus and providing fire safety intervention to the most vulnerable.

Prevention staff who normally undertake Safe and Well work, are still supporting strategic partners within the community, now predominantly supporting pre-hospital swabbing for those going for hospital operations/procedures.

The Safe and well visits that are being completed are being prioritised, to ensure the most vulnerable receive help and support from us. This includes, those at risk from domestic abuse, those at risk from the threat of arson, home oxygen users or those received via a partner agency referral as examples. Once completed, those falling into the Platinum and Gold categories of Exeter data will then be visited.

Operational crews continue to do, only post incident Safe and Well visits or out of hours urgent visits (as detailed above) at this time.

Performance and Programme Board – Performance Report

Indicator: [Thematic Inspections Completed by Operational Crews]

Reporting Period Q2		01/04/2020 To 30/09/2020	
Q1 Target	Suspended	Q1 Actual	N/A
Q2 Target	Suspended	Q2 Actual	N/A
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	Suspended	YTD Cumulative Total	N/A
Previous Status	Current Status		
N/A	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 and Two as a result of COVID-19 alternative working arrangement.

Unitary	Number
Cheshire East	0
Cheshire West and Chester	0
Halton and Warrington	0
TOTAL	0

Action taken to improve performance

At present thematics are not being completed by operational crews.

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 Q2		01/04/2020 To 30/09/2020	
Q1 Target	Suspended	Q1 Actual	196
Q2 Target	Suspended	Q2 Actual	471
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	Suspended	YTD Cumulative Total	667
Previous Status	Current Status		
N/A	N/A		

Summary of Current Performance

It was agreed at SMT on 19th October 2020 that the target for Fire Safety Audits would be suspended until inspectors returned to normal inspection activity.

Physical audits resumed in the last three weeks of the quarter with the highest risk premises being audited first. During COVID-19 the majority of audits were desktop/telephone based. Many of the telephone audits of higher risk premises could not be fully closed off as a physical visit was required or the premises themselves were not open for business. A higher than usual number of lower risk premises were also audited via a desktop process.

Eight enforcement notices have already been generated in the last few weeks, compared to none in main part of lockdown when only desktop work was being undertaken. This demonstrates the value of the return to physical audits.

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

Reporting Period Q2		01/04/2020 To 30/09/2020	
Q1 Target	212 (36.4%) *	Q1 Actual	29 (5%)
Q2 Target	132 (34.11%) *	Q2 Actual	47 (12.14%)
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	344 (59.01%)	YTD Cumulative Total	76 (13.04%)
Previous Status	Current Status		
			

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.

A conscious decision has been taken to retain the RBIP target during the C19 pandemic despite not being able to actively work towards its achievement in full or part for much of the period. RBIP activities have resumed and the team believe they will, over time, catch up on the overdue inspections and the indicator will show an improvement each quarter.

* 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 2		Cumulative	
	Target	Actual	Target	Actual
Cheshire East	30 22.06%	31 22.79%	51 30.54%	34 20.36%
Cheshire West and Chester	61 41.50%	4 2.72%	202 75.09%	18 6.69%
Halton	16 42.11%	3 7.89%	37 69.81%	5 9.43%
Warrington	25 37.88%	9 13.64%	54 57.45%	19 20.21%
Total	132 34.11%	47 12.14%	344 59.01%	76 13.04%

Action taken to improve performance

The majority of the RBIP premises could not be audited during lockdown and therefore the majority of work towards the RBIP target has taken place at the end of the quarter. The unusual circumstances of COVID-19 meant that other work streams, such as training and competence development were completed during this period in order to free up time for RBIP work post COVID-19 lockdown.

A backlog of RBIP premises from 2019/20 has added to the figures for 2020. The Protection offices priority is completion of RBIP premises and this has now started in earnest.

Two new inspectors have been taken on, with both having partial fire protection qualifications ensuring that they can add value straight away.

Performance and Programme Board – Performance Report

Indicator: [10 Minute Standard]

Reporting Period Q2		01/04/2020 To 30/09/2020	
Q1 Target	80%	Q1 Actual	88%
Q2 Target	80%	Q2 Actual	84%
Q3 Target	80%	Q3 Actual	
Q4 Target	80%	Q4 Actual	
YTD Cumulative Target	80%	YTD Cumulative Total	86%
Previous Status	Current Status		
			

Summary of Current Performance

Overall 86% 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 58 seconds.

Dwellings

90% of dwelling fires were attended within 10 minutes.

There were six attendances to dwelling fires which failed the standard in quarter two. The average attendance time for a first appliance to a dwelling fire was seven minutes and 12 seconds.

Incidents during Quarter Two:

Cheshire East – There were 3 failures due to distance from the station.

Warrington – There was one failure as the Officer in Charge did not book in attendance via the MDT. 4 seconds after ‘recorded’ attendance an informative message was sent which suggests they were in attendance minutes before.

Halton – No failures in Quarter 2.

Cheshire West and Chester – There were 2 failures due to:

- Distance from the station
- Rush hour traffic and road works

Road Traffic Collisions

75% of Road Traffic Collisions were attended within ten minutes. Overall there were 17 incidents which failed the standard in quarter one. The average time from alert to in attendance was nine minutes 28 seconds.

Incidents during Quarter Two:

Cheshire East – There were 4 failure due to distance from the station.

Warrington – There were three failures due to:

- A delay in turn out due to waiting for the On-Call crew to arrive at the Station.
- Delay in locating incident on M62 due to incorrect information given.
- Delay in booking in attendance. The incident was attended in time but has been recorded incorrectly.

Halton – There were three failures. Two were due to distance from the station.

The third was attended within the Cheshire Standard. However there was a delay in booking in attendance.

Cheshire West and Chester – There were seven failures due to:

- Distance from the station on five incidents occasions
- Difficulty in locating the incident on one occasion.
- Failure to book in attendance.

Action taken to improve performance

Service Delivery Managers will re-iterate the importance of booking in attendance as it impacts CFRS's performance which is reported to the Home Office. Efforts are also being made to ensure the Service can accurately calculate attendance times in the instances when the reason for the failure was due to the Incident commander not booking in attendance on the MDT.

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 Q2		01/04/2020 To 30/09/2020			
Q1 Target	85%	Q1 Actual	87%		
Q2 Target	85%	Q2 Actual	68%		
Q3 Target	85%	Q3 Actual			
Q4 Target	85%	Q4 Actual			
YTD Cumulative Target	85%	YTD Cumulative Actual	78%		
Nucleus		Primary on-call		Secondary on-call	
Previous Status	Current Status	Previous Status	Current Status	Previous Status	Current Status
					

Summary of Current Performance

On Call YTD global availability at the end of Q2 was 78% (crew of four) and 82% (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%
- Primary on-call appliance (e.g. Malpas, Poynton etc.) availability was 77%
- Secondary on-call appliance (e.g. Winsford second appliance etc.) availability was 65%

Action taken to improve performance

It is evident that we have experienced a decline in overall On Call Availability from the previous quarter. The COVID-19 pandemic necessitated a nationwide lockdown during Quarter 1 and this initially had a positive impact on availability as primary employers either closed or furloughed their staff, or implemented a work from home policy. This also enabled the Service to utilise day duty staff to provide cover at On Call stations, if they lived locally within the response area.

As restrictions were lifted during Quarter 2, we began to see the reverse effect of On Call firefighters returning to primary employment and subsequently impacting on availability of On Call appliances. Similarly, a number of staff in other departments who had worked from home during lockdown began to return to their normal workplace over the period of Quarter 2, reducing availability further.

We have recently surveyed our On Call firefighters to help us better understand their work patterns in the future. This information will determine how many of our On Call firefighters will be working from home more regularly and those who may be likely to become available for duty more often. We are also carrying out further work with Departments such as Protection and Operational Policy and Assurance to establish those staff who may be able to work from On Call fire stations and increase the availability of the appliance.

Across all the On Call stations, there have been six new starters in the Quarter with twelve leavers, however, two of the individuals will be returning following the necessary timescales to comply with our re-engagement policy.

There are a large number of candidates, recruits and trainee firefighters currently at various stages of the recruitment and development process.

On Call Station	No. of candidates in recruitment process
Holmes Chapel	4
Frodsham	3
Bollington	5
Poynton	5
Knutsford	7
Winsford	6
Malpas	5

All training and development activities have returned (within strictly COVID secure boundaries), and as a result we will see an increase in the number of competent firefighters available.

The Head of Service Delivery has secured the role of Chair of the NFCC On Call Practitioners Forum which places the Service at the forefront of national discussions and will no doubt benefit the long term vision of improving all things related to our On Call duty system.

A continuous social media campaign for On Call recruitment is in place across all the individual stations with a dedicated interactive Facebook Live Question and Answer event taking place on 13th October 2020.



Performance and Programme Board – Performance Report

Indicator: [Average Days/Shifts Lost to Sickness]

Reporting Period Q2		01/04/2020 To 31/03/2021	
Q1 Target	1.38	Q1 Actual	0.86
Q2 Target (cumulative)	2.75	Q2 Actual (cumulative)	1.77
Q3 Target (cumulative)	4.13	Q3 Actual (cumulative)	
Q4 Target (cumulative)	5.5	Q4 Target (cumulative)	
YTD Cumulative Target	5.5	YTD Cumulative Actual	1.77
Previous Status	Current Status		
			

Summary of Current Performance

Performance for Fire Staff in this quarter (2.04) shows higher average days lost than for Operational Staff (1.71). However the figure for Fire Staff for Q2 this year (2.04) is lower than for Q2 last year which was 2.58. The performance of Operational Staff is 1.71 for the quarter, this is an increase on the Q2 19/20 figure (1.59).

Overall, the figure of 1.77 days lost for Quarter 2 means that the Service is under target for the year so far. In terms of total days lost, for Quarter 2 the cumulative figure is 1613 which is a decrease compared with the figure of 1665.5 in the same quarter last year. Total headcount for Q2 this year is 910, which is 18 lower than last year's Q2 figure of 928.

2 episodes of sickness absence commenced during Q2 due to Covid-19 (this does not include absences due to self-isolation or social distancing) compared with 7 which commenced in Q1.

Staff Category	# of sickness days/shifts	Headcount	Average working days lost to sickness per person
Whole-time	797.5	426	1.87
On-call	443	301	1.47
Uniform Total	1240.5	727	1.71
Fire Staff	372.5	183	2.04
Q2 Total	1613	910	1.77

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 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 addition an employee guide is being launched to staff via skype in October/November .
- Daily information is being provided by HR in relation to Covid19 absences, and HR Business Partners are liaising with Duty Group Managers and Duty Station Managers on a daily basis.
- The latest data from Cleveland Fire & Rescue Service relates to Quarter 1. This shows the Service has the 6th lowest Wholetime absence rate of all Services. Although not one of the top performing Services for Fire staff absence, it should be noted that expressed as an percentage of days lost, the Service's figure of 1.69% was well below the national average of 2.4% for Fire staff. For On Call staff the Service had the third lowest sickness absence rate, of all Services (the lowest was Greater Manchester who have a very small cohort of OC Firefighters).

Performance and Programme Board – Performance Report

Indicator: [Working Days Lost to Injury]

Reporting Period Q2		01/04/2020 To 30/09/2020	
Q1 Target	10	Q1 Actual	56
Q2 Target	10	Q2 Actual	0
Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual	
YTD Cumulative Target	20	YTD Cumulative Actual	56
Previous Status	Current Status		
			

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 who were in contact with a fire hydrant. This caused 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.

Reports show that there were no duty days lost due to accidents in the second quarter

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.

Performance and Programme Board – Performance Report

Indicator: [Road Traffic Collisions Attended]

Reporting Period Q2	01/04/2020	Q1 Actual	32
	To	Q2 Actual	74
	30/09/2020	Q3 Actual	
		Q4 Actual	
		YTD Cumulative Actual	106

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.

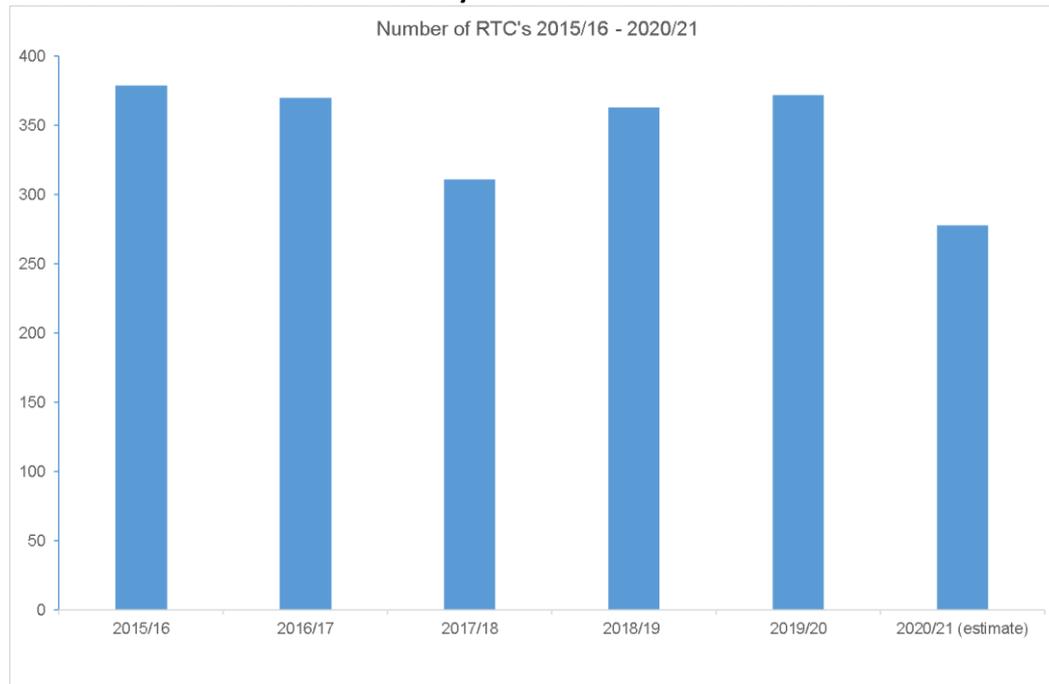
As a consequence the Service has taken a decision to monitor and report the number of road traffic collisions (RTCs) that we attend.

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

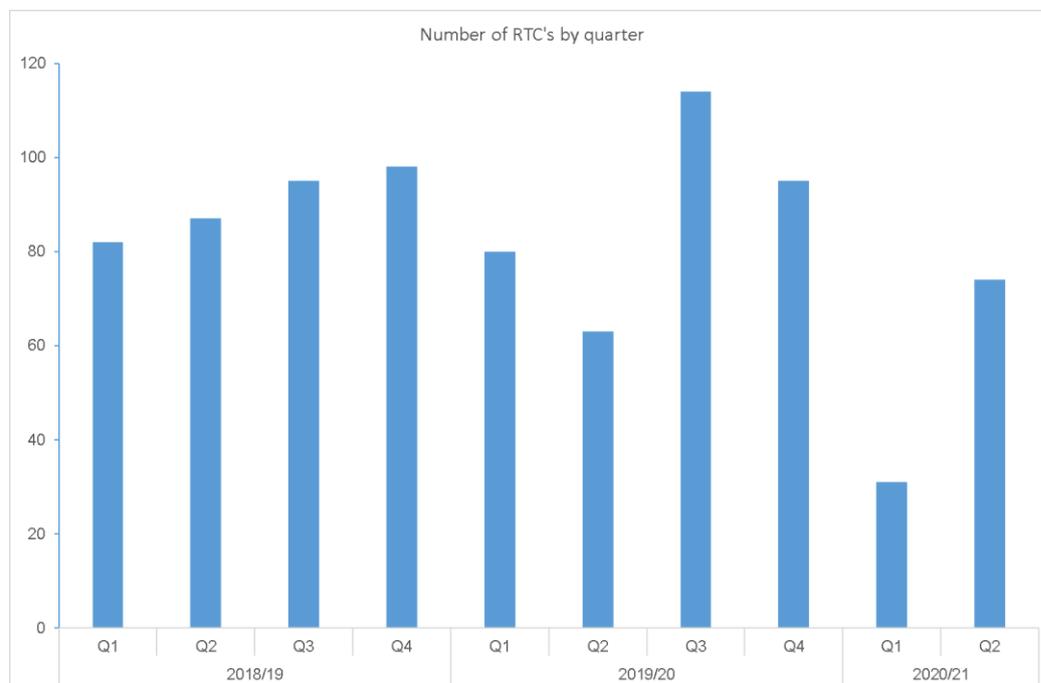
Please note, the following information is collated from data owned by Cheshire Constabulary and relates to calendar year.

Severity	1 st October 2018 to 30 th September 2019	1 st October 2019 to 30 th September 2020	% of total	Year on year change
Fatal	56	28	1.5%	↓ 50%
Serious	337	219	11.4%	↓ 35%
Slight	2031	1668	87.1%	↓ 18%
Total	2424	1915		↓ 21%

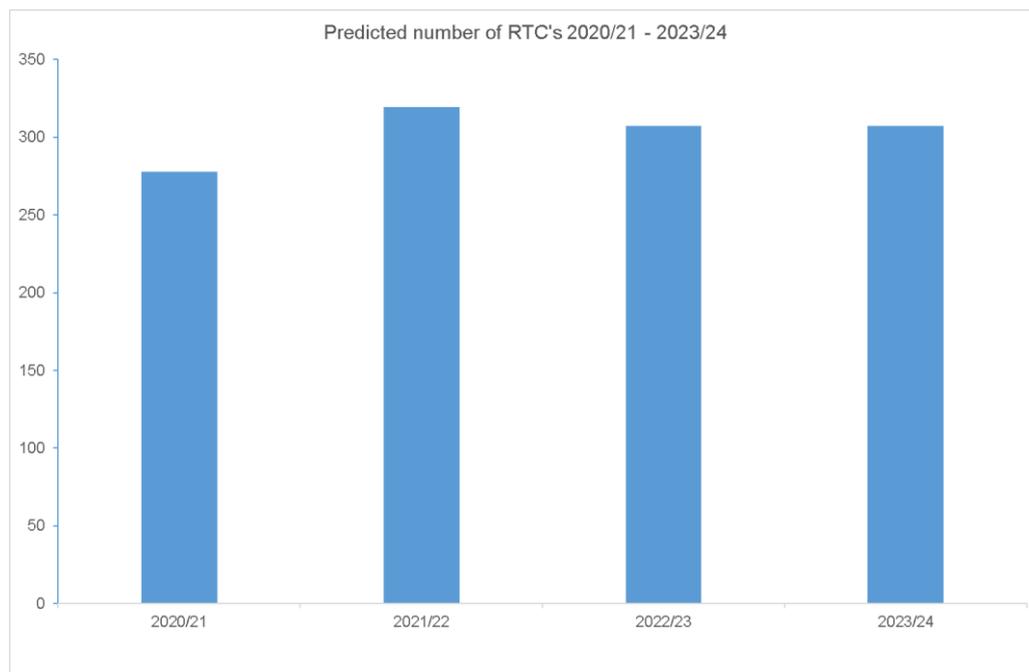
Chart of number of RTC's attended by Cheshire Fire and Rescue Service



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 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 300-320.



Action taken to improve performance

Initial meetings with Cheshire Police and Cheshire Fire and Rescue Service have been completed and the relevant service leads to promote the adoption of a Strategic Road Safety Plan Pan Cheshire. A joint proposal will be submitted from Cheshire Fire and Rescue Service and Cheshire Police to The Cheshire Road Safety Group. It's proposed to return to a Road Safety Partnership which would then under a new funding model co-ordinate and possibly financially support relevant road safety interventions using an intelligence led targeting method to change the public's knowledge, attitude and behaviour relating to their safety on our roads.

Due to the ongoing pandemic the service has changed the methods used to engage with the public, this has seen a large increase in the use of social media to enable the completion of key areas and events relating to Service's Delivery plan. The service continues to target the key causation factors of injuries and deaths on our roads which is the Fatal 5.

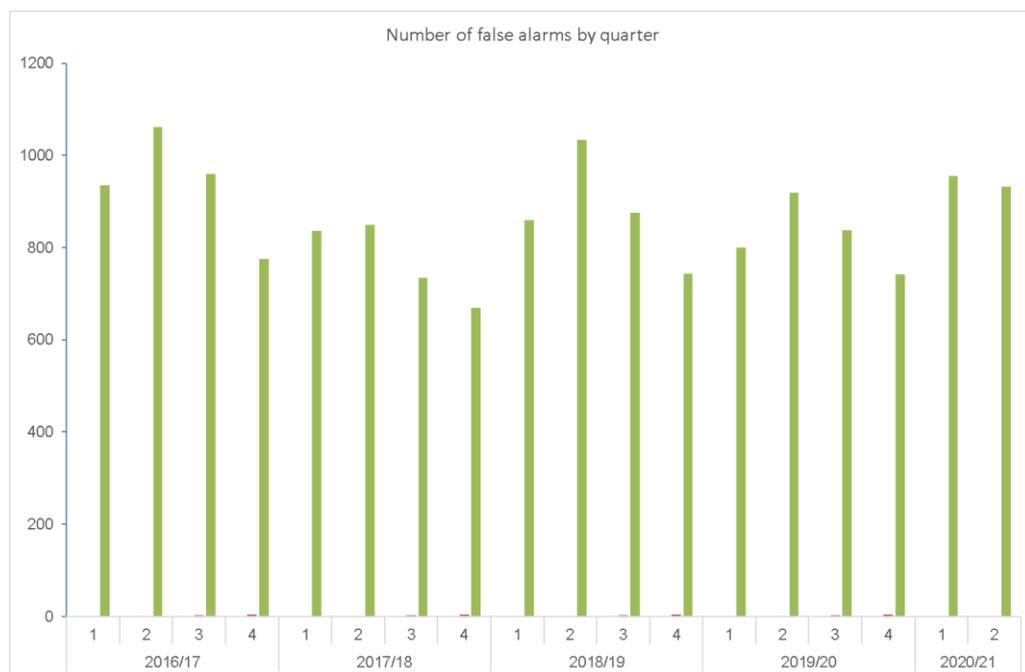
Performance and Programme Board – Performance Report

Indicator: [Total number of False Alarms attended]

Reporting Period Q2	01/04/2020	Q1 Actual	955
	To	Q2 Actual	932
	30/09/2020	Q3 Actual	
		Q4 Actual	
		YTD Cumulative Actual	1887

Summary of Current Performance

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.



Over the last 12 months (October 2019- September 2020) 3467 incidents have been classified as a false alarm. This is an increase of 129 incident over the previous year.

55.3% of false alarms are accounted for by automatic false alarm calls (1919) and 42.8% by false alarm good intent calls (1485). In both categories the highest number of calls are from dwellings.

The highest number of calls are from dwellings, particularly AFA's linked to "faulty alarms" and "cooking/burnt toast" which account for 48.6% of all calls from dwellings.

Outside of dwellings the 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 Two:

Count by Unitary Area

Unitary Area	Number of False Alarms Apr-September 2020
Cheshire East	675
Cheshire West and Chester	627
Halton	247
Warrington	336

Data October 2019-September 2020

Count by false alarm type

Type of False Alarm	Number of False Alarms
False alarm due to apparatus	1919
False Alarm Good Intent	1485
False Alarm Malicious	63

Count by false alarm reason and property type

Reason	Dwelling	Non Residential	Other Residential	Outdoor	Outdoor Structure	Road Vehicle	Total
Cooking/burnt toast	590	19	41		1		651
Faulty	437	117	48		1	1	604
Controlled burning	122	19	4	297	38		480
Other	125	31	8	25	15	15	219
Accidentally/carelessly set off	115	63	23				201
Not required	119	7	3	10	4	15	158
Fire - Reported Incident/Location not found	61	5	1	35	10	8	120

Count by Station Area

Station Area	Number of False Alarms
Chester	515
Warrington	331
Runcorn	297
Crewe	269
Macclesfield	247



Cheshire
Fire & Rescue Service

Our Performance

July to September 2020/21

TOTAL VISITORS: 538
(20,839 since July 2017*)

** includes 108 NWAS colleagues in April 2020*

"A great venue and very engaging for all children, thanks."

School visits:

4 primary schools with

- 114 pupils
- 23 teachers and helpers

"Safety Central is fantastic. So organised and lovely staff and team members."



Summer family visits

78 families including

- 133 children
- 110 adults

100% of teachers rate steps to keep visitors safe as

very good



Additional visitors:

- 50 colleagues
- 94 partners and stakeholders*
- 14 patients attending Friday community antenatal clinic pilot

** includes NWAS, local authority and NHS colleagues working on Covid-19 response*

Current C19 Recovery Phase

4	Full programme recommences
3	Primary school groups of 30 only
2	Family groups of up to 6 people only
1	Closed to visitors, workplace only





Cheshire
Fire & Rescue Service

SAFE & WELL Initiative

1ST APRIL 2020 - 30TH SEPTEMBER 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.

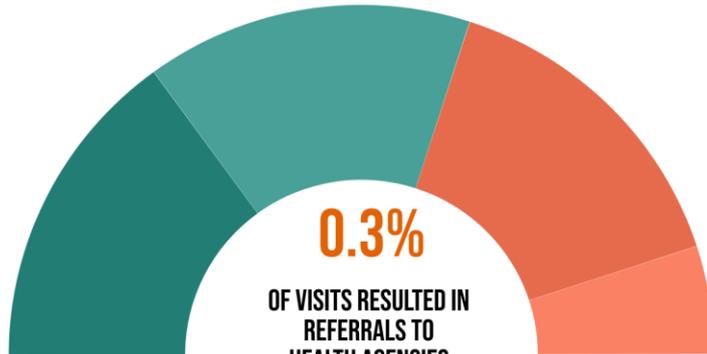
4
ATRIAL FIBRILLATION SCREENINGS



WITH **0** PEOPLE BEING SIGNPOSTED TO SEE THEIR GP

4,503

VISITS COMPLETED



53
LONELINESS & ISOLATION SCREENINGS



WITH **2** PEOPLE BEING SIGNPOSTED TO BRITISH RED CROSS



9



LOCAL AUTHORITY FALLS TEAM REFERRALS

3

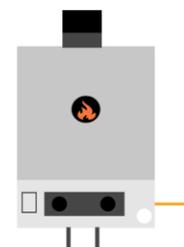


BLOOD PRESSURE TESTS TAKEN

WITH **0** PEOPLE SIGNPOSTED TO HEALTH FOR SECOND TEST



2*



AFFORDABLE WARMTH REFERRALS



0
ALCOHOL REDUCTION TEAM REFERRALS



1
SMOKING CESSATION TEAM REFERRALS

(*1 referral per household)



SAFE & WELL Initiative

1ST APRIL 2020 - 30TH SEPTEMBER 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 	2	5	2	0
ATRIAL FIBRILLATION SCREENINGS 	2	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 	28	19	3	2
LONELINESS & ISOLATION REFERRALS 	0	0	1	0
VISITS COMPLETED	1,626	1,202	665	931
% TO REFERRAL	0.12%	0.50%	0.45%	0.00%

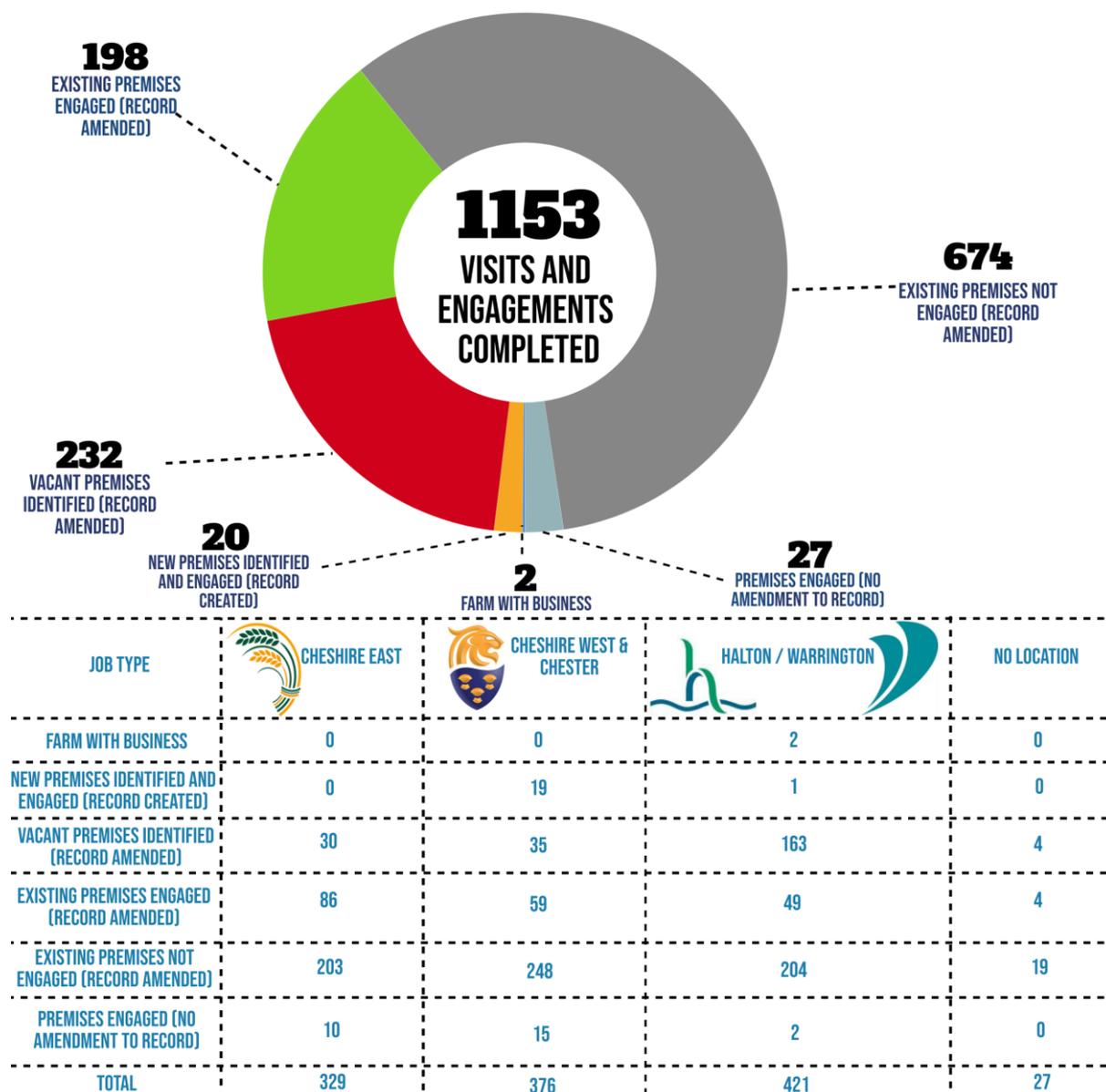


Cheshire
Fire & Rescue Service

BUSINESS SAFETY TEAM

1ST APRIL 2020 - 30TH SEPTEMBER 2020

Cheshire Fire and Rescue Service has a proud record of keeping businesses safe. The team work with businesses through engagement and scheduled audits/inspections to ensure they are compliant with The (Fire safety) order 2005. The initiatives have been rolled out to include working in partnership with local authorities, other fire authorities, business chambers and networking groups





Cheshire
Fire & Rescue Service

COVID-19 Activity Chart 2020/21

April - September 2020

Unitary Area:	Cheshire East	Cheshire West and Chester	Halton	Warrington	TOTALS
 Food Deliveries	173	3859	246	88	4366
 Prescription Deliveries	876	6866	289	140	8171
 Phone Calls	478	936	25	1	1440
 Shielding Visits	46	552	345	352	1295
 Bulk PPE Deliveries	34	21	1	0	56
 Face Fit Tests	73	0	0	90	163
 Pre Operation Swab Test Kits	0	104	12	98	214

The Service has also assisted with Education Resource Packs for Children and Free School Meals for Young People. In addition, the Service assisted at a temporary mortuary set up to manage excess deaths during April and May.

Item 4, Appendix 7 - Rolling On-Call Availability

ON-CALL AVAILABILITY																														
Quarter 3 2019/20																														
Quarter 4 2019/20																														
Quarter 1 2020/21																														
Quarter 2 2020/21																														
Appliance Location	Oct-19		Nov-19		Dec-19		Jan-20		Feb-20		Mar-20		Apr-20		May-20		Jun-20		Jul-20		Aug-20		Sep-20		Overall		Direction of Travel			
	4 riders	3 riders	4 riders	3 riders																										
NUCLEUS																														
Macclesfield	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	↑	↑
Birchwood	98%	98%	100%	100%	98%	98%	99%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	100%	↑	↑	
Wilmslow	98%	99%	98%	99%	94%	98%	98%	99%	100%	100%	99%	100%	100%	100%	100%	100%	99%	100%	98%	100%	97%	100%	94%	98%	98%	99%	↑	↑		
Average	99%	99%	99%	100%	97%	98%	99%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	100%	99%	100%	98%	99%	99%	100%	99%	100%			
PRIMARY																														
Nantwich	97%	97%	96%	96%	96%	96%	96%	96%	94%	94%	97%	97%	100%	100%	100%	100%	99%	99%	98%	98%	97%	97%	95%	95%	97%	97%	↑	↑		
Poynton	82%	86%	88%	90%	81%	87%	86%	90%	89%	91%	95%	97%	100%	100%	100%	100%	94%	97%	82%	85%	77%	82%	78%	84%	88%	91%	↑	↑		
Alsager	83%	86%	80%	84%	89%	91%	92%	93%	92%	94%	95%	96%	100%	100%	100%	100%	100%	100%	99%	100%	85%	89%	87%	91%	92%	94%	↑	↑		
Sandbach	78%	86%	84%	89%	81%	88%	84%	90%	75%	82%	82%	88%	96%	97%	87%	93%	88%	95%	85%	92%	82%	85%	81%	88%	84%	89%	↑	↑		
Middlewich	81%	84%	79%	80%	70%	80%	82%	83%	73%	74%	78%	78%	88%	88%	86%	86%	93%	93%	92%	93%	78%	79%	83%	85%	82%	83%	↑	↑		
Audlem	74%	84%	72%	80%	76%	84%	79%	84%	87%	91%	90%	93%	100%	100%	96%	96%	91%	91%	88%	93%	56%	70%	83%	87%	83%	88%	↑	↑		
Bollington	72%	78%	79%	83%	73%	79%	93%	94%	91%	91%	95%	96%	100%	100%	98%	98%	100%	100%	96%	97%	83%	86%	64%	71%	87%	89%	↑	↑		
Malpas	68%	73%	65%	68%	66%	71%	70%	76%	72%	75%	74%	79%	98%	98%	91%	92%	89%	90%	80%	81%	66%	72%	69%	74%	76%	79%	↑	↑		
Holmes Chapel	56%	75%	74%	83%	66%	81%	84%	95%	79%	88%	84%	91%	74%	77%	67%	73%	61%	69%	57%	62%	36%	40%	30%	30%	64%	72%	↑	↓		
Stockton Heath	64%	73%	71%	75%	60%	68%	64%	72%	64%	72%	56%	63%	100%	100%	95%	97%	96%	96%	63%	66%	47%	50%	56%	62%	70%	75%	↑	↑		
Knutsford	50%	57%	45%	55%	43%	48%	61%	70%	64%	71%	62%	72%	97%	98%	97%	97%	81%	88%	52%	61%	29%	36%	49%	55%	61%	67%	↑	↑		
Tarporley	32%	55%	41%	71%	30%	57%	40%	70%	35%	59%	45%	68%	73%	92%	57%	82%	56%	78%	43%	63%	30%	59%	37%	63%	43%	68%	↑	↓		
Frodsham	30%	34%	24%	36%	21%	26%	42%	50%	40%	44%	48%	54%	62%	66%	64%	69%	52%	60%	22%	28%	35%	43%	35%	39%	39%	46%	↑	↑		
Average	67%	75%	69%	76%	66%	73%	75%	82%	73%	79%	77%	82%	91%	93%	88%	91%	85%	89%	74%	78%	61%	68%	65%	71%	74%	80%				
SECONDARY																														
Macclesfield	66%	74%	55%	64%	55%	62%	69%	77%	66%	74%	72%	79%	93%	95%	82%	84%	82%	85%	69%	74%	52%	62%	52%	61%	68%	74%	↑	↑		
Penketh	62%	64%	66%	69%	46%	49%	60%	60%	69%	72%	76%	78%	95%	95%	96%	97%	89%	90%	85%	87%	70%	72%	66%	71%	73%	75%	↑	↑		
Northwich	41%	50%	38%	44%	32%	41%	38%	46%	40%	45%	53%	60%	90%	94%	85%	88%	74%	80%	43%	53%	49%	57%	39%	47%	52%	59%	↑	↑		
Runcorn	51%	60%	59%	67%	46%	53%	45%	53%	50%	55%	63%	67%	70%	73%	64%	76%	43%	60%	45%	53%	47%	53%	40%	48%	52%	60%	↑	↑		
Winsford	20%	24%	19%	24%	23%	26%	31%	38%	36%	37%	43%	54%	87%	97%	68%	78%	50%	70%	38%	48%	39%	56%	55%	67%	42%	51%	↑	↑		
Average	48%	54%	47%	54%	40%	46%	49%	55%	52%	57%	61%	68%	87%	91%	79%	85%	68%	77%	56%	63%	51%	60%	50%	59%	57%	64%				
Overall Average	67%	73%	68%	74%	64%	71%	72%	78%	72%	77%	77%	81%	91%	94%	87%	91%	83%	88%	73%	78%	64%	71%	66%	72%	74%	79%				
Quarterly Availability (4 riders)	66%						74%						87%						68%											
Quarterly Availability (3 riders)	73%						79%						91%						74%											

↑	Improved direction of travel compared to 2019/20
↔	No Change in direction of travel compared to 2019/20
↓	Negative direction of travel by up to 10% compared to 2019/20
↓	Negative direction of travel by 10% or more compared to 2019/20

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 25TH NOVEMBER 2020
REPORT OF: HEAD OF PROTECTION AND ORGANISATIONAL PERFORMANCE
AUTHOR: ANTHONY JONES

SUBJECT: HMICFRS ACTION PLAN – HEALTH REPORT

Purpose of Report

1. To present the latest progress against the action plan (attached to this report as Appendix 1) in response to the identified 'Areas for Improvement' (AFI) from the inspection report of Cheshire Fire and Rescue Service (CFRS) by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

Recommended: That

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

Background

2. The report forms part of the Authority's performance reporting cycle. A report on progress was last submitted in July 2020. This report provides a summary of progress against the action plan to date.
3. The action plan includes identified measures of success for each AFI which delivery and success can be measured against. This will not only help CFRS to improve, it will also provide positive evidence to HMICFRS when they return.
4. At the end of Q4 2019/20 there were 21 open actions remaining. The vast majority of actions are now complete with only 12 ongoing. Completion of all actions is expected by the end of March 2021.
5. Progress has been made in several areas since July including:
 - Further work to develop recommendations for the Protection department and agree a set of proposals.
 - The Project Initiation Document for the Risk Based Inspection Programme Review has been signed off by SMT.

- The Service continues to look at the full range of opportunities to ensure that all purchasing decisions are well informed.
 - The Attendance Management policy has been amended and guidance for managers and staff has been developed. In addition, a series of HR Roadshows for attendance management will run throughout Autumn 2020.
 - Communications around wellbeing has become more prevalent and regular articles and guidance is placed on the intranet and in the monthly Alert magazine. A mental health steering group has also been established to monitor and raise the profile of mental health and wellbeing across the service.
 - A system has been developed to allow the Service to identify any staff who are found to be exceeding the working time regulations.
 - During the pandemic senior management visibility has been maintained via a programme of Skype visits and regular principal officer briefings thanking staff for their contributions.
 - All staff were afforded two days extra leave during 2020 in acknowledgement of the hard work and work is ongoing in respect of developing recognition programmes that will help to attract and retain on call staff.
 - More personal retirement presentations have been incorporated into business as usual.
 - All aspects of agile working and use of technology have been tested thoroughly as a result of the COVID-19 pandemic. Additional equipment has been purchased to ensure staff can function and access systems remotely.
 - Video conferencing for communication with teams and individuals.
 - The FireBook is available on the Service's intranet to enable staff to provide feedback and suggestions regarding policies and procedures related to Covid-19. These suggestions are then considered by senior managers and responded to. Designs for a new staff suggestions scheme have been considered by the Staff Engagement Forum, with a paper due to be presented to SMT in November 2020.
 - Following staff feedback, the Alert has been reviewed further and has now been changed to a digital publication on a monthly timescale. Proposed content to feature in the Alert has also been reviewed following feedback from the staff engagement forum.
6. The action plan is designed to be a dynamic and iterative document that will continue to develop as it is progressed.

7. The action plan is monitored by the Service Management Team (SMT) on a quarterly basis.
8. Members will continue to scrutinise completion of the action plan at the Performance and Overview Committee on a six monthly basis (Q2 and Q4) using the performance health report.

Information

9. The Service's Performance and Programme Board (members of the Service Management Team) receives a bi-annual review of performance against the plan. The Board is responsible for monitoring and reviewing progress against performance targets and ensuring that action is taken wherever possible if targets are not being met. The performance reviews are in turn presented to the Performance and Overview Committee in the performance health report format.
10. The health report is attached as Appendix 1 to this report.

Financial Implications

11. None

Legal Implications

12. None

Equality and Diversity Implications

13. None

Environmental Implications

14. None

CONTACT: DONNA LINTON, CLEMONDS HEY, WINSFORD

TEL [01606] 868804

BACKGROUND PAPERS: NONE

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HMICFRS ACTION PLAN	
Action Plan Progress Report No. 4	Date: November 2020
AFI – PROTECTING THE PUBLIC THROUGH FIRE REGULATION: The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.	
Previous	Current
	
Progress Against Actions	
1	<p>Ensure inspecting officer vacancies are filled within 3 months to prevent cumulative experiential degradation.</p> <p>Increased effort has been made to fill vacancies as quickly as possible. This has predominantly been effective and staffing levels have been good over the last two years. Some posts have been difficult to fill such as maternity cover and one WMB post due to a lack of skilled and qualified applicants. Recent recruitment processes have aimed to identify additional applicants who can be considered for future vacancies if they arise rather than running a full process again.</p> <p>As a result of this process now being embedded within the departmental management practices and the progress that has been made this action has been closed.</p>
2	<p>New Inspectors to be trained to Level 4 Diploma within 24 months.</p> <p>New starters within the department are set the 24 month development target. Most staff are achieving competence within this timeframe. To speed up development and ensure targets are met, courses are being programmed outside of the North West collaborative training agreement due to delays being incurred due to frequency and availability of courses.</p> <p>This has increased training costs for the department above that which was originally bid for and approved.</p> <p>Competence levels within the team are good and this work is now embedded within departmental management processes and the action has been closed.</p>
3	<p>Skills, recruitment, retention and succession planning to be specifically considered in departmental review.</p> <p>A full review report has been completed and recommendations have been proposed in relation to recruitment, retention and succession and includes a revised structure proposal.</p> <p>Due to the delay in the implementation of major changes to the Protection landscape as a result of the Grenfell investigations, the review was not able to fully consider the implications of either the Hackitt review outcomes or the Inquiry outcomes and this delayed completion.</p>

	<p>Further work took place to develop interim recommendations and a structure which would enable some changes to take place whilst allowing for future flexibility to address any Grenfell related changes.</p> <p>Government Grant funding was received in August 2020 and additional work has taken place to consider the best use of this alongside the review outcomes in relation to recruitment, retention and succession.</p> <p>An SMT paper proposing a revised structure was approved in October. This proposal seeks to put in place a structure to improve recruitment, retention and succession. Work is now underway with representative bodies to consult on the proposals. Action Closed.</p>
4	<p>Department and individual targets to be reviewed to ensure they are achievable taking in to account a vacancy factor.</p> <p>Individual annual targets of 120 audits per competent TFSSO and 60 per WM have been applied which in theory would exceed the previous annual target. These were set in consultation with teams. Audit outturn is around 73% of establishment capacity due to the lack of competence in parts of the team at any given time.</p> <p>The organisational KPI for 'Fire safety audits in non-domestic premises' was agreed to be revised from Q3 of 19/20 to be more suitable and appropriate. From Q3 reporting of this target will be shown as the number of audits achieved against the number we have capacity to undertake. In 2019/20 performance improved compared to the same period in the previous year and is still significantly higher than the national average and completion of the RBIP was on track.</p> <p>In 202/21 performance has been impacted by C19 as would be expected however the applied revised targets and approach mean that this action is now completed.</p>
5	<p>Risk Based Inspection Programme (RBIP) to be reviewed.</p> <p>An initial review of the RBIP was carried out and this led to revised inspection frequencies across a number of premises types. This was incorporated in to the 2019/20 RBIP. This led to an increase in the number of RBIP visits per year.</p> <p>After completing this initial review it was felt that a more detailed RBIP review was necessary to fundamentally review the way the RBIP is derived and to ensure it provides assurance to the Fire Authority in a number of areas. This detailed review has been included as an objective within the 2020-24 IRMP. As this is a complex piece of work a PID has been developed and delivery will now be tracked by the normal project scrutiny processes.</p> <p>Due to the initial review being completed and new inspection frequencies being implemented this action is now closed.</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 4

Date:
November 2020

AFI – MAKING BEST USE OF RESOURCES

The service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration.

Previous



Current



Progress Against Actions

1	<p>Develop a clear CFRS Collaboration Strategy that will inform collaboration activity in future.</p> <p>Action Closed</p>
2	<p>Utilise the Partnership Toolkit as guidance and practice for all new collaborations.</p> <p>Action Closed</p>
3	<p>Sense check, review and evaluate exiting collaborations by using the Partnership Toolkit or other appropriate method / process</p> <p>Due to be completed by end of December 2020.</p>
4	<p>Embed the process of collaboration by communicating and providing training where necessary for all staff.</p> <p>Due to be completed by end of December 2020.</p>
5	<p>Review the status of each collaboration regularly and continue to gather the evidence to support this.</p> <p>First report to SMT due in January 2021.</p>
6	<p>Update the Collaboration Register to include collaborations that are not considered to be 'key'</p> <p>Due to be completed by end of March 2021.</p>

Update

The AFI is concerned with 'any' collaboration (a term that is not defined).

The Service is involved in a significant amount of collaborative activity. This ranges from complex collaborations, like North West Fire Control, to more modest collaborations, like allowing PCSOs to be based in some of our fire stations. The Service acknowledges that it should be able to provide evidence of monitoring, review etc. However, the amount of effort involved must be commensurate with the type of collaborative activity.

The Service already had a Partnership Toolkit that was in use in the Prevention Department. It contained some good templates concerned with the different stages of a collaborative activity. However, it was not used throughout the Service.

The Fire Authority approved a Collaboration Strategy in February 2020.

Some work was carried out to check that the Partnership Toolkit complemented the Collaboration Strategy, but further work is required to update the Toolkit and promote its use more widely within the Service.

The Service decided to focus on 'key' collaborations. It had 13 key collaborations. A table was produced and populated with information about the monitoring, review, evaluation and benefits of the collaborations. This table has been used to formalise the requirements for monitoring and review where they did not already exist. Relevant reports etc. are now programmed into the annual cycle of meetings of officers and/or Members.

Other collaborations (that were not considered to be 'key') will be considered as time allows. An action has been added relating to the updating of the Collaboration Register.

HMICFRS ACTION PLAN

Action Plan Progress Report No. 4

Date:
November 2020

AFI – MAKING BEST USE OF RESOURCES

The service should ensure it has sufficiently robust plans in place to secure the right level of savings in the medium term by widening its scenario planning and testing for future financial forecasting

Previous



Current



Progress Against Actions

1	<p>Revise the budget setting process and methodology incorporating broader scenario planning and implement Priority Based Budgeting (PBB).</p> <p>The PBB process has been completed, amendments made and services marked by senior managers to set the priorities. This has enabled funding allocations to be linked to priority areas going forward. Action Closed</p>
2	<p>Develop plans to achieve the saving forecasts in the Medium Term Financial Plan.</p> <p>The MTFP was approved by the Fire Authority on 12th February 2020. We are monitoring savings for 2020/21. Action Closed</p>
3	<p>Complete Whole Service Review</p> <p>The WSR was completed during the last 18-months and involved extensive consultation and collaboration with staff and stakeholders. The WSR followed our Community Risk Management (CRM) principles to prioritise resources to risk. It also dovetailed into the new Priority Based Budgeting (PBB) process so that it provided a range of options to meet differing financial scenarios. Some of the outcomes and proposals from the WSR are included within the draft 2020-24 IRMP which was approved by the Fire Authority on 1st July 2020. A range of options (not included in the IRMP) are on a reserve list should they be required to meet financial scenarios that could arise over the life of the MTFP. Action Closed.</p>
4	<p>Review other Services' HMICFRS reports as published to identify notable practice</p> <p>A review has taken place of other HMICFRS reports and of Cheshire Constabulary's approach to future financial forecasting. The Constabulary received an outstanding grading in this area. Therefore, it has been agreed to adopt the Constabulary's best practice and use the Priority Based Budgeting process which is designed to prioritise resource allocation to risks and business need within a range of financial scenarios. This has resulted in a ranked listing for resources and proposals relative to the overall financial plan and priorities. Action Closed.</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 4

Date:
November 2020

AFI – MAKING THE FIRE AND RESCUE SERVICE AFFORDABLE NOW AND INTO THE FUTURE: The service needs to demonstrate sound financial management of principal non-pay costs. It should use benchmarking data more widely and effectively.

Previous



Current



Progress Against Actions

1	<p>For the Joint Corporate Procurement Team to develop relationships and engage with National Procurement activity to ensure that all purchasing decisions are well informed.</p> <p>Action Closed</p>
2	<p>Continue to engage with North West services on procurement efforts wherever appropriate.</p> <p>Action Closed</p>
3	<p>Continue to work with Joint Corporate Procurement Team to make sure they can plan ahead for CFRS requirements to enable it to benefit from collaborative procurement activity.</p> <p>Action Closed</p>
4	<p>Gather evidence to demonstrate how CFRS ensures Value for Money and be clear in the information we provide.</p> <p>Due to be completed by end of March 2021</p>
5	<p>Record the process used to benchmark our procurement.</p> <p>Due to be completed by end of March 2021</p>

Update

The AFI is concerned with 'principal non-pay costs'. An additional paragraphs states that benchmarking data should be used more effectively. A paragraph from the report states, 'We saw evidence of benchmarking, comparing the procurement of some goods and services, but it was not systematic for all non-pay costs.'

Whether it is realistic to benchmark 'all' non-pay costs remains to be seen.

The initial focus of our activity was concerned with the range and proportion of collaborative procurements undertaken. By this we were interested primarily with the relationship between CFRS-only procurements and collaborative procurements. Collaborative procurements included: CFRS working with other organisations to procure goods/services, e.g. Cheshire Police, NW Fire and Rescue Services and the use of existing framework contract arrangements, e.g. NW Construction Hub. The vast majority of procurements that involved

significant expenditure were collaborative procurements. This was evidenced in some work carried out by the procurement team.

There was an existing document used by the procurement team that was enhanced so that it noted the procurement options that had been considered. This document is supplied to CFRS when a contract is presented for signature.

The Head of Procurement was encouraged to engage with North West procurement colleagues and with the NFCC Fire Commercial Transformation Programme. This helps ensure that all options are considered and encourages further collaborative procurement.

Value for money is not just about benchmarking – it is about the overall costs of goods and services, including the expense of the procurement exercise, which can be considerable. A framework contract can give a quick and cheap route to market. In reality CFRS could not carry out all of its purchasing without the benefit of collaborative procurement – it is not sufficiently resourced.

It has been difficult to secure benchmarking data – indeed it is some years since the Government has carried out its 'basket of goods' exercise for fire and rescue services. Last time this happened CFRS (along with the North West fire and rescue services that it often works with) was shown in a favourable light. Further effort is being made to secure worthwhile benchmarking data.

HMICFRS ACTION PLAN	
Action Plan Progress Report No. 4	Date: November 2020
AFI - PROMOTING THE RIGHT VALUES AND CULTURE: The service should assure itself that staff understand and have confidence in the purpose and integrity of wellbeing policies, especially sickness.	
Previous	Current
	
Progress Against Actions	
1	<p>Undertake review of attendance management policy and the application of the processes associated with the policy with specific focus on terminology and language to achieve a more compassionate tone.</p> <p>The review of the Attendance Management policy is complete and has been aligned directly with the Service's core value of "Act with Compassion".</p> <p>Guidance for Managers and Staff has been developed and have been launched in conjunction with a series of HR Roadshows for Attendance Management and Wellbeing. The roadshow which is being done in conjunction with the Mental Health Advisor will provide the necessary clarity and upskilling of both staff and managers regarding the application of the updated attendance management policy.</p> <p>The roadshow commenced in October and it is expected that by the end of January 2021 all station watches and departments will have received a virtual visit. This roadshow was originally intended to commence in May 2020 but was delayed due to COVID-19 and required changes to the policy and documentation to reflect new arrangements relating to the pandemic.</p> <p>Due to be completed by end of January 2021.</p>
2	<p>Incorporate Attendance Management into Step Up Leadership Programme and as part of supervisory induction to embed the process within CFRS</p> <p>This action is complete with plans in place for attendance and wellbeing to become themes on the current and all future cohorts of the Step Up programme and the new Step into Leadership induction programme. Action Closed.</p>
3	<p>Develop and launch communications plan to highlight positive/ supportive aspects of attendance management and wellbeing within CFRS</p> <p>The need to have robust communication to raise understanding and to solicit feedback around attendance and wellbeing has been actioned in various ways, some of which are outlined under objectives 1 and 2.</p> <p>Communications around wellbeing has become more prevalent and regular articles and guidance is placed on the intranet and there is a dedicated regular feature on wellbeing in the monthly Alert magazine. Further plans have been developed to duplicate last years service wide focus on International Mental Health Day, and quarterly themed podcasts and campaigns have been scheduled to coincide with national events and tributes to a range of wellbeing themes.</p>

	<p>Feedback has been solicited from staff around wellbeing and attendance via the staff survey and the staff engagement forum, coupled with the establishment of a mental health steering group to monitor and raise the profile of mental health and wellbeing across the service.</p> <p>It is considered that whilst this is an ongoing action, this can be closed for purposes of this action plan.</p>
4	<p>Create new post of Mental Health and Wellbeing Advisor (MHWA) and appoint appropriately qualified person to role.</p> <p>Recruited and commenced 8.07.19. Action Closed.</p>
5	<p>Introduction of Wellbeing impact assessments on all business cases and project proposals for change that involve staff.</p> <p>A Wellbeing Impact Assessment has been developed which will be reviewed by SMT in December 2020. Once approved this will be incorporated into all future business cases and proposals for change to ensure that the wellbeing needs of staff are considered.</p>
6	<p>Review the amended duties programme of activities for staff on restricted duties.</p> <p>To ensure that all staff are able to undertake meaningful work during periods of restricted duties a log will be reviewed on a monthly basis at Attendance Management. In addition a process has been put in place for pregnant staff. HR liaise with the Equality and Inclusion Officer who will put forward proposals for discussion and approval at the monthly attendance management meeting. This process has not been required largely due to COVID-19 and the need for pregnant employees to be shielded.</p>
7	<p>Review other Services' HMICFRS reports as published to identify and implement notable practice.</p> <p>Discussions have been held with Merseyside FRS and Lancashire FRS in respect of HMIC assessments with focus on Lancashire's outstanding HMIC assessment in respect of culture. Contact has also been made with Derbyshire FRS who have achieved a national award and Cheshire Constabulary who have also won a national wellbeing award. This has resulted in a scoping exercise to determine the value of adopting the College of Policing wellbeing assessment tool – Oskar Kilo which is an example of notable practice.</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 4

Date:
November 2020

AFI - PROMOTING THE RIGHT VALUES AND CULTURE:

The service should take early action, such as monitoring overtime, to improve the wellbeing of staff

Previous



Current



Progress Against Actions

1	<p>Review the monitoring arrangements for overtime for all staff and implement any revised arrangements.</p> <p>Additional communication reiterating the working time guidance has being produced and communicated via the green bulletin, with personal letters to employees declaring secondary employment.</p> <p>New overtime monitoring arrangements are in place for all day duty and flexi duty roles up to and including group manager.</p> <p>Overtime monitoring is supported at station level through a Working Time Directive training (WTD) package which incorporates fatigue management guidance. The amount of overtime worked is reviewed by Station Managers as part of the Station Management Framework.</p> <p>A log for all wholetime staff has been set up on HR system. The system allows the Service to identify any staff who are found to be exceeding an average of 48 hours per week over the reference period. If this is the case conversations are taking place with line managers and being logged. Further work to identify coding anomalies is taking place.</p> <p>Further revisions are being made to the working time policy. The policy now includes additional fatigue management guidance for all duty systems.</p>
2	<p>Provide training on the monitoring and risks of fatigue.</p> <p>WTD and fatigue management E learning package launched. The package has been completed by 97% of staff as of 22/9/20.</p> <p>Steve Barnes/Alex Waller briefed SM's and GM's in November 2019 in relation to their role managing fatigue across the Service. Action Closed.</p>
3	<p>Review other Services' HMICFRS reports as published to identify and implement notable practice.</p> <p>As well as reviewing other FRS's reports, we are engaging across the North West Service Delivery Managers.</p> <p>Neil Griffiths, Head of Service Delivery has been appointed as the Chair for the NFCC On Call Practitioners Group. Action Closed.</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 4

Date:
November 2020

AFI - PROMOTING THE RIGHT VALUES AND CULTURE:

The service should assure itself that senior managers are visible to act as role models by demonstrating their commitment to service values through their behaviours.

Previous



Current



Progress Against Actions

1	<p>CFO to undertake visits to all operational watches on an individual watch basis and visits to all non operational team.</p> <p>The CFO completed these visits but has continued with a cycle of programmed visits with the intention of visiting every watch and department at least once a year. Action Closed</p>
2	<p>Programme of Principal Officers' visits to all watches and teams developed for 2019/2020.</p> <p>As above but these are also conducted via Skype and will continue as business as usual. Action Closed</p>
3	<p>Programme of visits to all watches and teams developed for SMT, Group and Station Managers for 2019/2020.</p> <p>A programme of visits was completed in 2019/20 however, a programme of future visits for the Group and Station Managers is to be arranged prior to closure of this action.</p>
4	<p>Programmed "back to the floor" activity by POs, SMT & GMs to work closely with teams throughout the service and experience the day to day issues faced by the teams a minimum of 2 days per year.</p> <p>Completed and based on success has been incorporated as an annual event. Dates were arranged for 2020 but planned activity has been impacted due to COVID-19. This will be revisited with dates during 2021. Action Closed</p>
5	<p>Creation of informal interaction opportunities with staff to build trust and improve relationships.</p> <p>Completed and this practice has been incorporated into recognition policy to embed and ensure retirees are given opportunity to enjoy a meaningful presentation at point of retirement. In most cases over the last year a Principal Officer has attended a retirement presentation.</p> <p>A member of SMT always attends station open days. Action Closed</p>

6	<p>Introduce a staff conference for non managerial staff in the service to improve engagement and promote feedback.</p> <p>Four staff conferences were held during 2020 prior to the pandemic outbreak. Future dates will be agreed on an annual basis and included on the corporate calendar as business as usual. Action Closed</p>
7	<p>Review the core values to ensure fit for purpose and reflect the future aspirations of the service.</p> <p>A comprehensive review of the service’s core values was undertaken between Summer 2019 and Spring 2020. This involved a series of workshops with staff utilising a “Values Game” to prompt discussion and identify the themes that were important to staff. Following development of a number of proposals based directly on staff feedback, a service wide survey was launched and the service liaised with staff, rep bodies and members to agree the final core values.</p> <p>The new core values have been publicised widely and are visible in all stations and in busy traffic areas within Sadler Road and at HQ. A communications campaign was launched using the intranet and the Alert and work is ongoing to include the core values within corporate publications and the new 2021 appraisal scheme. Action Closed</p>
8	<p>Review and update technology as required to promote and support agile working.</p> <p>All managers now have the capability to work remotely at any location.</p> <p>All aspects of agile working and use of technology have been tested thoroughly as a result of the COVID-19 pandemic.</p> <p>Action Closed</p>
9	<p>Review other Services’ HMICFRS reports as published to identify and implement notable practice.</p> <p>HMICFRS outcomes and notable practices discussed within regional HR meetings and within the NFCC people forum. Action Closed</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 4

Date:
November 2020

AFI - ENSURING FAIRNESS AND PROMOTING DIVERSITY:

The service should ensure that leaders can demonstrate that they act on and have made changes as a direct result of feedback from staff.

Previous



Current



Progress Against Actions

1	<p>All locations will have suitable technology to allow for two-way communication. This will enable a variety of interactions between teams, e.g. briefing sessions, question and answer sessions, training sessions, virtual meetings etc. It should reduce some travel and have an environmental benefit.</p> <p>Video Conferencing technology has now been installed at all Fire Stations and has been utilised regularly during the COVID-19 pandemic. This has enabled improved communication with, and between, teams and individuals during the pandemic and has also been used for group and individual training sessions.</p> <p>The technology is expected to be upgraded during 2020-21. Action Closed</p>
2	<p>Improve 'you said – we did' communications to ensure they are sustainable and remembered by using communication tools that will deliver the required outcomes e.g. quarterly poster/alert article.</p> <p>Communications in the form of a "You Said – We Did" have been published via the Alert, the Green and the Intranet which have included the results of the staff survey and Covid-19 survey. The Firehouse has also provided a further avenue to respond and close feedback loops. Action Closed</p>
3	<p>Development of visit feedback mechanism at all levels to ensure issues; feedback is acted upon and reported against.</p> <p>Heightened emphasis has been placed on ensuring that where staff provide feedback, explanation is provided in respect of suggestions being actioned or not actioned.</p> <p>This has been done directly in many cases by members of SMT during watch and departmental visits and the Chief engages and responds directly with the Staff Engagement Forum on a monthly basis. Feedback has also been actioned organically through other structures such as the Staff Engagement Steering Group, and the Firebook online forum.</p> <p>This is now a standing agenda item on the monthly Staff Engagement Forum meetings. Action Closed</p>
4	<p>Review other Services' HMICFRS reports as published to identify and implement notable practice.</p> <p>Since the E&D Officer took up position, he has networked with several equivalents in other FRSs to identify areas of good practice. He also now sits on the NFCC EDI Working Group to further shape developments on a national level. Action Closed</p>

HMICFRS ACTION PLAN	
Action Plan Progress Report No. 4	Date: November 2020
AFI - ENSURING FAIRNESS AND PROMOTING DIVERSITY: The service should improve communications between staff and senior managers, so queries and suggestions are responded to in a timely and appropriate way.	
Previous	Current
	
Progress Against Actions	
1	<p>Undertaken a survey to evaluate the communications methodology across the service and identify improvements.</p> <p>Following survey feedback, the Green and Alert have been redesigned as electronic publications. The design and content of the Alert has been further redeveloped using feedback from the Staff Engagement Forum.</p> <p>Posters detailing communications SPOCs have been distributed to stations. Action Closed</p>
2	<p>Involving staff at all levels to contribute to strategic issues and change.</p> <p>A second Staff Engagement Forum has been recruited and has a cycle of meetings to consider topical subjects. The resulting action plan will be considered by SMT for feedback through its development. Outcomes will be reported to Fire Authority in April 2021. Action Closed</p>
3	<p>To develop a feedback process to:</p> <ul style="list-style-type: none"> • Enable feedback from staff / handle staff suggestions and ideas • Ensure that staff understand/appreciate what has/has not been done in relation to suggestions that have been made. • Ensure results are published for transparency. • Establish as a key part of regular communications with timescales for progress/resolution. This should ensure matters are pursued in a timely manner. <p>Designs for a new staff suggestions scheme have been considered in the Staff Engagement Forum, with a paper due to be presented to SMT in November 2020.</p> <p>The intranet has been updated during Covid-19 to include an online forum (The FireBook); a two-way forum where staff can suggest ideas and these are then considered and timely responses are provided by senior managers.</p>
4	<p>Improve methods of communication between staff and senior managers in respect of reward and recognition.</p> <p>Ensure senior managers are involved in the provision of meaningful and timely recognition.</p> <p>Senior Managers have worked hard to ensure that staff feel valued and that timely recognition is a priority which has been done via enhanced visibility and regular PO</p>

	<p>briefings thanking staff for their contributions. All newly promoted staff are invited to attend a lunch with SMT to congratulate them and more meaningful recognition has been developed for retiring staff with senior management involvement.</p> <p>A Staff Engagement Steering Group was established in 2019 to review survey feedback and to improve methods of communication between staff and senior managers in respect of reward and recognition. This group has been responsible for the issue of local recognition budgets to reward staff for outstanding work and meets to discuss reward and recognition every 8 weeks.</p> <p>The STAR Awards have been redesigned to encourage peer to peer nomination and involve a peer-led judging panel with additional letters of congratulation to individual staff from the Chief Fire Officer.</p> <p>During the pandemic senior management visibility has been maintained via a programme of Skype visits and regular principal officer briefings thanking staff for their contributions. Family members have been included in the gratitude with personalised letters to children from the Chief Fire Officer and the development of a thank you video for staff. All staff were afforded two days extra leave during 2020 in acknowledgement of the hard work and work is ongoing in respect of developing recognition programmes that will help to attract and retain on call staff.</p> <p>Action is classed as business as usual but closed for purposes of this action plan.</p>
5	<p>Use the Green and Alert more productively and ensure all retirees have the opportunity to attend a personalised retirement function with family, colleagues and a Principal Officer.</p> <p>The retirement policy has been updated to enhance the value and flexibility of gift options for retiring staff and all retirements are published in the Alert. More personal retirement presentations have been incorporated into business as usual. Action Closed</p>
6	<p>Specific and targeted group newsletters e.g. Land and Stations. This will be managed by a communications representative from each of the groups to produce a (time driven – monthly/bimonthly/quarterly) newsletter for all staff.</p> <p>Regular communications have been published on the intranet and through the Green/Alert to provide updates on the progress of building programmes. Action Closed</p>

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 25 NOVEMBER 2020
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: LOUISE WILLIS/CHRIS ASTALL

SUBJECT: INTERNAL AUDIT PROGRESS REPORT –
QUARTER TWO, 2020-21 AND FOLLOW-UP
REPORT

Purpose of Report

1. To present to Members, Internal Audit Q2 progress report

Recommended: That Members

- [1] Note the information in the report and appendices
- [2] Highlight any specific audit findings for which they would like to hear more about.

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 that are identified may be referred to the Risk Management Board. The Performance and Overview Committee receives quarterly updates for the purpose of monitoring and scrutiny of progress.
5. Delivery of recommendations are monitored and tracked on the Service's Cheshire Planning System.

Information

Internal Audit Progress Report Quarter 2

6. The progress report is attached to this report at **Appendix 1**. The audit activity for this quarter is summarised below:-
- Payroll Review - **Final Report**
 - Pensions Review – **Draft Report**
 - Risk Management Arrangements – **Terms of Reference issued**
 - Financial Systems – **Terms of Reference issued**
 - Estates Management – **Planning**
 - Collaboration and Partnerships - **Planning**

Follow-Up Report

7. The follow up report 2019-20 was presented to this Committee in November 2019 and updated in February 2020 for Service Management Team. A refreshed Follow-Up report is attached at **Appendix 2**.
8. A summary of all agreed Internal Audit recommendations due for implementation were followed up during October 2020 and good progress is being made. Of the 16 recommendations reviewed at this time:
- 12 evidenced as implemented.
 - 1 evidenced as partially implemented.
 - 2 were superseded as systems have changed.
 - 1 was not implemented following further review.
9. More can be found in section 4 of the Follow-Up Report.

Financial Implications

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

Legal Implications

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

Equality and Diversity Implications

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

Environmental Implications

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

**CONTACT: NAOMI THOMAS, FIRE SERVICE HQ, WINSFORD
TEL [01606] 868804**

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

Appendix 1 – Internal Audit Progress Report
Appendix 2 –Follow-Up Report

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

Cheshire Fire Authority / Fire & Rescue Service

Contents

1. Introduction
2. Conformance with the Public Sector Internal Audit Standards during the pandemic
3. Key Messages for Performance and Overview Committee Attention
4. Key areas from our work and actions to be delivered

Appendix A: Risk Classification and Assurance Levels

Appendix B: Contract Performance

1. Introduction

This progress report provides an update to the Committee in respect of the assurances, key issues and progress against the Internal Audit Plan for 20/21 and to support the Head of Internal Audit Opinion.

Comprehensive reports detailing findings, recommendations and agreed actions are provided to the organisation, and are available to Committee Members on request. In addition a consolidated follow up position is reported on a periodic basis to the Performance and Overview Committee.

2. 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), which was summarised in our previous progress reports. All our work continues to be delivered in full compliance with the PSIAS.

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.

We are continuing to engage with clients on a regular basis on the risks and issues they are facing and the assurances needed for year-end commitments. We continue to provide communications and updates from MIAA's Executive Directors, the Audit Chairs webinars are scheduled for the remainder of 20/21 and there are ongoing discussions at a client level with key MIAA leads, including the Engagement Leads and Engagement Managers.

3. Key Messages for Performance and Overview Committee Attention

Since the last meeting of the Committee, there has been the focus on the following areas:

Revised Risk Assessment	The impact on the organisation of COVID-19 has required us to review your internal audit risk assessment and plan for 2020/21. We will continue to communicate with you on a regular basis to ensure the focus remains on the delivery of your Head of Internal Audit Opinion.
20/21 Plan Reviews	Since the previous meeting the following reviews have been finalised: <ul style="list-style-type: none">• Payroll

	<p>The reviews below are currently in progress:</p> <ul style="list-style-type: none"> • Pensions (Draft Report) • Financial Systems (TOR issued) • Risk Management (TOR issued) • Collaboration / Partnerships (Planning) • Estates Management (Planning)
Follow Up Position	We have continued to work alongside the organisation to ensure that prior year audit recommendations are taken forward.
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.
Audit Chairs Webinar	We are continuing to hold webinars with client Audit Committee Chairs focusing upon governance challenges and other key issues.
<p>Events:</p> <p><i>Events in 2020 are being held as webinars</i></p> <p><i>Please speak to your Engagement Manager for further details.</i></p>	<p><u>Collaborative Masterclass Event Programme</u></p> <ul style="list-style-type: none"> • Beyond Threat: Uncovering hidden drivers that determine our motivation & build resilience (6th November) • Inspiring Behavioural Change (27th November) <p>Events are free for MIAA clients www.miaa.nhs.uk to book.</p>

4. Key areas from our work and actions to be delivered

The table below identifies the key areas from our work and the actions to be delivered by management. Appendix A provides the categorisation of assurance levels

Title	Assurance Level	Recommendations	
Payroll	Substantial	0 x Critical 0 x High	2 x Medium 0 x Low

Title	Assurance Level	Recommendations
<p data-bbox="288 304 1490 342">Objective: The overall objective of the audit was to review the Payroll controls in place.</p> <p data-bbox="288 342 1490 380">Summary:</p> <p data-bbox="288 380 1490 418">Policies & Procedures</p> <p data-bbox="288 418 1490 573">A set of procedures is in place in relation to payroll routines. These are in the form of checklists. These ensure that all aspects of the process is completed and this is signed off by the Line Manager or Supervisor evidencing segregation of duties.</p> <p data-bbox="288 573 1490 728">Our review highlighted that the checklists did not state when these were approved, who they were approved by, or when a review date is set. We recommend that all checklists are reviewed appropriately on a consistent basis to ensure reflect current practice and procedures (Medium Risk Recommendation).</p> <p data-bbox="288 728 1490 766">Roles and Responsibilities</p> <p data-bbox="288 766 1490 920">Discussions with management confirmed that although checklists are in place to ensure procedures are consistent, a formal policy is not in place to support payroll procedures and outline key roles and responsibilities.</p> <p data-bbox="288 920 1490 1211">We recommend that a formal policy is implemented to oversee payroll practices. This should outline all the procedures within CFRS payroll and promote maintaining good practice. Roles and responsibilities should be detailed including responsibilities of the payroll team, Managers, and the payroll provider. Checklists for procedures should form part of the policy as appendices and detail regarding how these should be used and approved appropriately should be included. This policy should then be reviewed on annual basis and have a Senior Management Team approval (Medium Risk Recommendation).</p> <p data-bbox="288 1211 1490 1294">The Service Level Agreement (SLA) between CFRS and The Access Group was also evidenced.</p> <p data-bbox="288 1294 1490 1332">New Starters</p> <p data-bbox="288 1332 1490 1525">Audit testing on a sample of 10 new starters between the periods August 2019 – August 2020 identified that all new starters had been authorised by an appropriate individual. There are appropriate segregation of duties in place to ensure new starters added to HRPRO are independently checked.</p> <p data-bbox="288 1525 1490 1680">In addition, all new starters had a corresponding new starter form that accurately reflected the employee’s start date and these all correctly matched to the details within HRPRO. All forms were processed before the payroll cut-off date. These were all processed and approved appropriately.</p> <p data-bbox="288 1680 1490 1718">Contractual Changes</p> <p data-bbox="288 1718 1490 1854">Audit testing was undertaken on the key controls regarding contract changes. Our testing confirmed that on all instances, a payroll change form had been completed and authorised</p>		

Title	Assurance Level	Recommendations
<p>appropriately. All details had been inputted into HRPRO and had been reflected on the employee's payslip in a timely manner.</p> <p>Bank Changes</p> <p>Discussions with key staff identified that changes to employee bank details are processed by the individual themselves who complete the 'Bank Account Details Form' which is signed by the employee and sent to the payroll team via e-mail. MIAA are therefore unable to provide an opinion on the accuracy and authorisation of controls.</p> <p>Terminations</p> <p>Audit testing was undertaken on a sample of 10 leavers between the periods August 2019 – August 2020. In all instances within the sample, the termination forms demonstrated appropriate authorisation by the line manager and there was adequate segregation of duties between the authorisers. In all instances, the payroll team had processed the terminations in a timely manner.</p> <p>Payroll Access and Reconciliations</p> <p>Monthly reporting processes are in place within the payroll and pensions team to ensure payroll entries are subject to review. Reports regarding Payroll are sent to the payroll and pensions team from the payroll provider which provides CFRS with summaries of payments and deductions in payroll. These are held within the Human Resources Drive on the CFRS network and access is only approved by the payroll and pensions team. In addition a monthly payroll reconciliations is completed by the Access Group and provides assurance to CFRS that all payments and deductions have been reconciled appropriately.</p> <p>Access to HRPRO and the Human Resources Drive is controlled by the payroll and pensions team. Regular review is undertaken to ensure appropriate access. Our review of access confirmed that all staff who have access to HRPRO are appropriate and removal from the system forms part of the termination process.</p> <p>Key areas agreed for action (due to be complete by May 2021):</p> <ul style="list-style-type: none">• A policy should be developed to oversee payroll practices. This should outline all the procedures within CFRS payroll and roles and responsibilities of the payroll team, Managers, and the payroll provider. Checklists for procedures should form part of the policy as appendices and detail regarding how these should be used and approved appropriately should be included. This policy should then be reviewed on annual basis and have a Senior Management Team approval.• The Payroll checklists to review on a regular basis to ensure they do not reflect out of date processes and procedures. <p>Executive/ Management Sponsor: Andrew Leadbetter, Director of Governance and Commissioning</p>		

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 was completed 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			•			Fieldwork Nov 2020
National Fraud Initiative (Carry forward)	✓			o		Briefing and Staff notices issued.
PROTECTION & ORGANISATIONAL PERFORMANCE						
Risk Management			•			Fieldwork Nov 2020
Risk Management Board		•	o	o		
SERVICE DELIVERY / OPERATIONAL POLICY & ASSURANCE						
Collaboration/ Partnerships			•			Planning
Estates Management				•		Planning
PEOPLE						
Payroll		✓			Substantial	Complete
Pensions (Carry forward 2019/20)		✓				Draft Report
FOLLOW-UP AND CONTINGENCY						
Follow-up		✓		•		Phase 1 Complete
Contingency						

Key

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

Internal Audit Follow Up Report (November 2020)

Cheshire Fire Authority/ Fire & Rescue Service

Contents

1. Introduction and Background
2. Executive Summary
3. Outstanding and Partially Implemented Recommendations

Appendix A: Assurance Definitions and Risk Classifications

1. Introduction and Background

In making recommendations and agreeing action plans, it is intended that improvements may be made to both internal controls and operational effectiveness. However, in order to verify that the benefits of the process are achieved, it is necessary to subsequently follow up on the implementation of agreed actions, in order to fully assess:

- Whether implementation has occurred or been superseded by further events; and
- Whether the actions have produced the intended effect.

Follow-up is, therefore, a vital aspect of the internal audit process and it is our policy, in accordance with the Fire Authority's Internal Audit plan, to revisit previously agreed actions.

This paper sets out the completion of the most recent phase of follow-up reviews where we have been informed that action plans have been completed.

2. Executive Summary

Section 4 provides a summary of all agreed Internal Audit actions due for implementation which were followed up during October 2020. Of the 16 recommendations reviewed this time:

- 12 were evidenced as implemented,
- 1 action is noted as partially implemented and a revised date has been agreed for implementation.
- 2 were superseded as systems have changed
- 1 was not implemented following further review.

A summary of these recommendations, including their status at October 2020 and revised dates for implementation are detailed in section 4. Of those still outstanding, none are considered high risk. These actions will be monitored through the CFRS Action Tracker and will be followed up by MIAA and a further update provided to the Performance and Overview Committee.

3. Summary of Follow-Up

The following table summarises all Internal Audit recommendations followed up during October 2020 and those which we will review in the New Year.

Audit Report	Year	Number of Recommendations Outstanding	Total Number of Recommendations followed up					Comments
			Recommendations not yet due	Implemented	Partially Implemented	Superseded	Not Implemented	
NW Control Centre	2015/16	1	-	-	1	-	-	See below
Safe and Well	2018/19	9	-	7	-	2	-	Complete
Efficiency Savings	2019/20	2	-	2	-	-	-	Complete
Volunteers Safety Central	2019/20	4	-	3	-	-	1	Head of Prevention decided not to pursue online DBS applications
Total		16	-	12	1	2	1	
IT Service Continuity	2019/20	4	-	-	-	-	-	MIAA to report in Q4
Collaborations /Partnerships FRIC	2019/20	4	-	-	-	-	-	MIAA to report in Q4

4. Outstanding and partially Implemented Recommendations

The following table provides full details of those recommendations which are still outstanding/partially implemented following our review, along with the original agreed management responses and timescales.

NW Control Centre

Rec No	Risk Rating	Recommendation(s)	Management Response	Action Deadline	Person(s) Responsible	Status as at Feb 2020 taken from Cheshire Planning System (CPS)	Revised Deadline
1	Medium	The members' agreement should be amended to reflect the correct number of Authorities that currently hold an interest in NWFC Ltd.	The documentation associated with Merseyside's withdrawal was completed and had to be formally accepted by the four remaining Authorities. At the time there was some discussion between officers about the Members Agreement and whether it needed to be updated. Whilst the document contains a number of provisions that are now only of historical interest (they have no practical impact) the Agreement remains fit for purpose in the way it binds the Authorities together – preventing them from making certain key changes to the company's governance unless there is	1/04/2017	Director of Governance and Commissioning	Partially implemented During 2020 visioning days have taken place involving the Board of Directors and Chief Fire Officers. These have been supported by external advisers, including a law firm, which has been reviewing the company documentation. Even with the challenges of working during Covid-19 there has been some real progress with the work to review the governance arrangements of the company and the company's relationship with the fire and rescue services that it serves. This should culminate in	July 2021

Rec No	Risk Rating	Recommendation(s)	Management Response	Action Deadline	Person(s) Responsible	Status as at Feb 2020 taken from Cheshire Planning System (CPS)	Revised Deadline
			<p>unanimity. The Agreement can be reviewed, but it is not a priority.</p>			<p>proposals to alter some of the company documentation, including the Members Agreement. I would expect this to happen in the next six to nine months.</p>	

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.
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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.

Report Distribution

Name	Report Distribution
Performance & Overview Committee	Final Report
Mark Cashin, Chief Fire Officer	Final Report
Andrew Leadbetter – Director of Governance and Commissioning	Final Report
Chris Astall- Planning, Risk Management, Internal Audit and Local Code of Corporate Governance Officer	Final Report

Review prepared on behalf of MIAA by

Name:	Anne-Marie Harrop
Title:	Assistant Director
	07920 150313
	anne-marie.harrop@miaa.nhs.uk

Acknowledgement and Further Information

MIAA would like to thank all staff for their co-operation and assistance in completing this follow-up review.

This report has been prepared as commissioned by the organisation, and is for your sole use. If you have any queries regarding this review please contact the Audit Manager. To discuss any other issues then please contact the Director.

CHESHIRE FIRE & RESCUESERVICE

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 25TH NOVEMBER 2020
REPORT OF: HEAD OF OPERATIONAL POLICY AND ASSURANCE
AUTHOR: NEIL WILSON

SUBJECT: ANNUAL HEALTH, SAFETY AND WELLBEING REPORT
2019 - 20

Purpose of Report

1. To present Cheshire Fire Authority's (the Authority) Annual Health and Safety Report for 2019 - 20.

Recommended: That

- [1] the Annual Health, Safety and Wellbeing Report for 2019-20 be noted.

Background

2. The Fire Authority, as the employer, is the duty holder for health and safety (H&S). The Authority has appointed a member champion for health and safety who attends the Service Health Safety and Welfare Committee.
3. The Annual Health, Safety and Wellbeing Report provides the Authority with information about the management of health and safety in the Service. It highlights some of the key achievements and reports on both reactive and proactive measures of performance.

Information

4. Publication of an annual report is considered to be part of good Corporate Governance and contributes to the requirements of the Performance Review element of the DCLG publication "Health safety and welfare framework for the operational environment". This annual report will provide evidence in support of the Authority involvement in the management of health and safety in any future inspections.

Financial Implications

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

Legal Implications

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

Equality and Diversity Implications

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

Environmental Implications

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

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

TEL [01606] 868804

BACKGROUND PAPERS: ANNUAL HEALTH AND SAFETY REPORT



Making Cheshire Safer

Health, Safety and Wellbeing Annual Report 2019/20



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Health, Safety and Wellbeing Annual Report 2019 – 2020

1. Summary

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

This annual report highlights the performance over the last 12 months in H&S when measured by the number and severity of accidents reported, time lost as a result of injury accidents and proactive measures taken to improve our H&S performance.

Key issues to note include:

- A small increase in the number of minor accidents reported to the Service, there was a small decrease in the number of incidents we reported to the Health and Safety Executive (HSE).
- A decrease in the number of duty days lost as a result of accidents
- A decrease in the number of accidents involving Service vehicles
- A small decrease in the number of reports of attacks and abuse directed at staff
- Greater focus on decontamination of firefighters to reduce the risks of work related cancer
- More robust working time arrangements to include increased monitoring, training and recording.
- A review of risk assessments and the associated procedures as a result of Covid 19

2. Background

The Service faces continued challenges posed by the economic climate and in the final months of the year by the emergence of Covid 19. Against this backdrop the Service has remained committed to continue to operate safely and to look for a continuous improvement in its H&S performance and the well being of its employees, volunteers and cadets.

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

The Health and Safety Executive (HSE) continues to review health and safety legislation and guidance.

The Health, Safety and Wellbeing Section monitors changes to national legislation and guidance and ensures that our policies and procedures remain compliant with the guidance on legislation issued both by HSE, the Home Office and NFCC. We also consider reports resulting from fatal or serious accidents in other Fire and Rescue Services to identify any lessons that we may need to learn and that these are reflected in our operational procedures. We monitor Coroners Regulation 28 letters to identify issues that may affect the Service.

The final quarter of the year saw the Covid 19 pandemic take effect across the country; the Service took immediate action to identify measures that would reduce the risks to our staff and their families yet allow us to continue to meet our statutory obligations to the communities of Cheshire. In response to requests from partner agencies we have undertaken additional work such as face fit testing NWS staff and delivering supplies to people shielding from the virus. All of our routine activities and the new responsibilities the service undertook were risk assessed in the light of Covid 19 to ensure we could do so with the minimal risk to our staff.

3. Key Achievements

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

The Service has introduced a sub-group of the H&S Committee to consult on the decontamination of firefighters and operational kit. There have been several joint initiatives with the representative bodies, and there are ongoing campaigns to improve this aspect of Service activities. This has proven to be especially important in helping to protect our staff from Covid 19. New fire appliances continue to be designed in collaboration with our staff with the aim of reducing cross contamination as far as reasonably practicable,

The Service has employed a Mental Health and Wellbeing Adviser to help improve the management of mental health in the Service and mitigate the effects of stress on its employees.

The Service continues to run a H&S refresher training course for managers to ensure their understanding of legislation, guidance and Service procedures remains current.

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) requires the Service to report certain classes of accident, work related illness and specified dangerous occurrences to the HSE. We reported 5 incidents under these regulations; 4 of these were as a result of injuries to staff and 1 as a result of a breathing apparatus incident that fell within the dangerous occurrences reporting requirements. To allow comparison with the Service's performance prior to 2013 when the reporting requirements changed we also track injury accidents that result in more than 3 days absence from work. There were no injuries in this classification.

4. Accident rates

The Reportable Accident Rate (RAR) is the way in which HSE calculates accident rates for various industries; the rate is expressed as the number of accidents per 100,000 employees and allows for a comparison between organisations of differing sizes. Changes to HSE's statistics database means it is difficult to compare the injury rates for the total number of staff in FRSs. However, it is possible to compare injuries to operational fire fighters.

Year	Comparison of RIDDOR Accident numbers and RAR					
	Over 3 day injuries	Over 7 day injuries	Significant injurie	Fatalities	Dangerous Occurrence	RAR
2016 - 17	1	5	1	0	5	450
2017 – 18	2	4	2	0	4	450
2018 – 19	2	3	0	0	2	386
2019 – 20	0	4	0	0	1	456

. The average RAR for all FRSs in the North West is 767.

HSE's national statistics show the national rate for injuries to operational FRS staff in 2018-19 was 1230. The national RAR for all employers in 2019/20 is 230 although the HSE recognise that, due to underreporting, this is artificially low. The Labour Force Survey (LFS), which is generally seen as more accurate, puts the national injury accident rate for this period at 430.

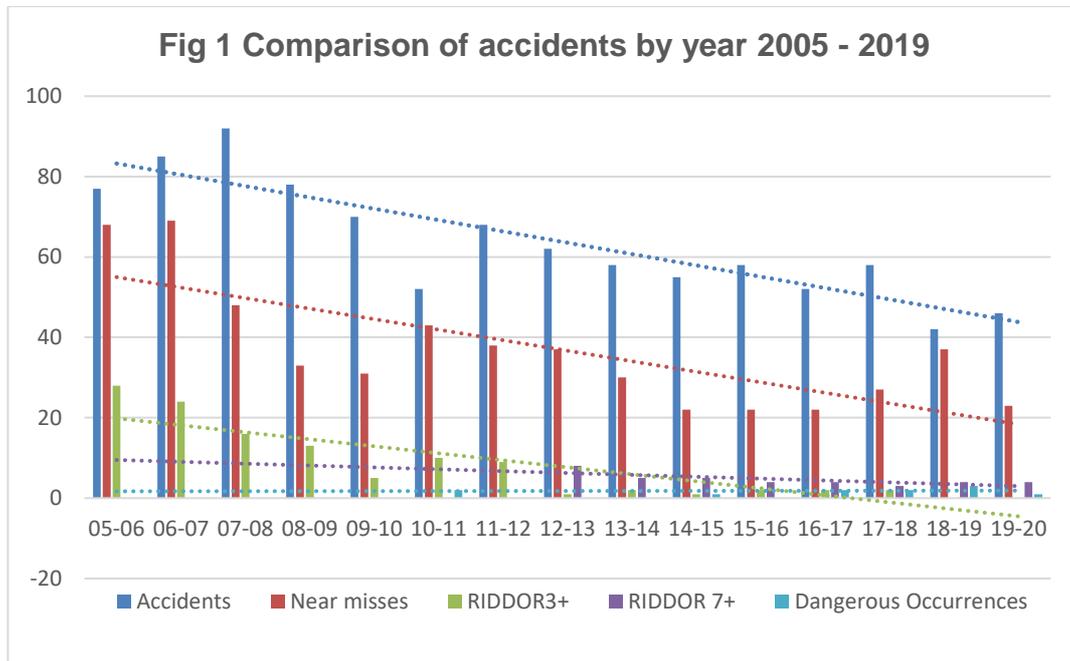
5. Minor accidents and Near Misses

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

Figure 1 shows a comparison of the number of minor accidents, RIDDOR reports and near misses the Service has recorded each year since 2005. In 2019/20 the Service recorded 51 injury accidents to staff, an increase compared to 43 the previous year. There was a decrease in the number of near miss reports, this is disappointing as this type of report allows us to learn from incidents where there was no injury or damage.

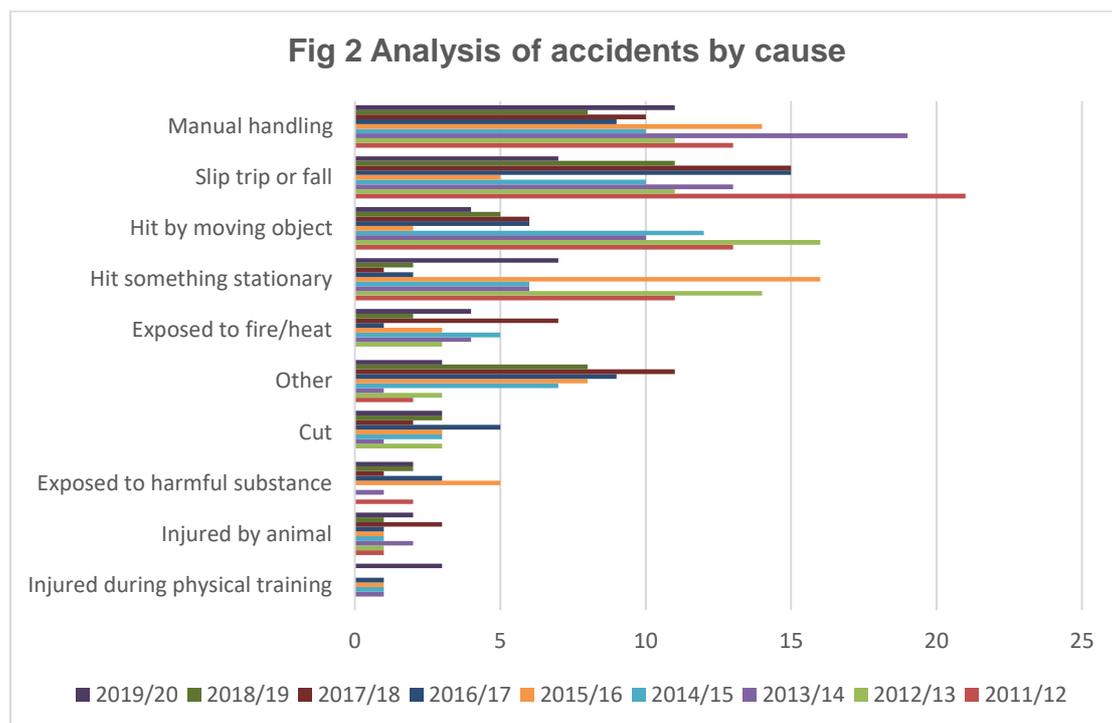
The proactive programme of workplace inspections aimed at identifying and rectifying any issues that may contribute to workplace accidents may be a factor in the reduction in the number of near miss reports.

Importantly, when we apply trend lines to the chart they show a continued reduction in all types of unsafe and unwanted events across the Service.



6. Response to accident data

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

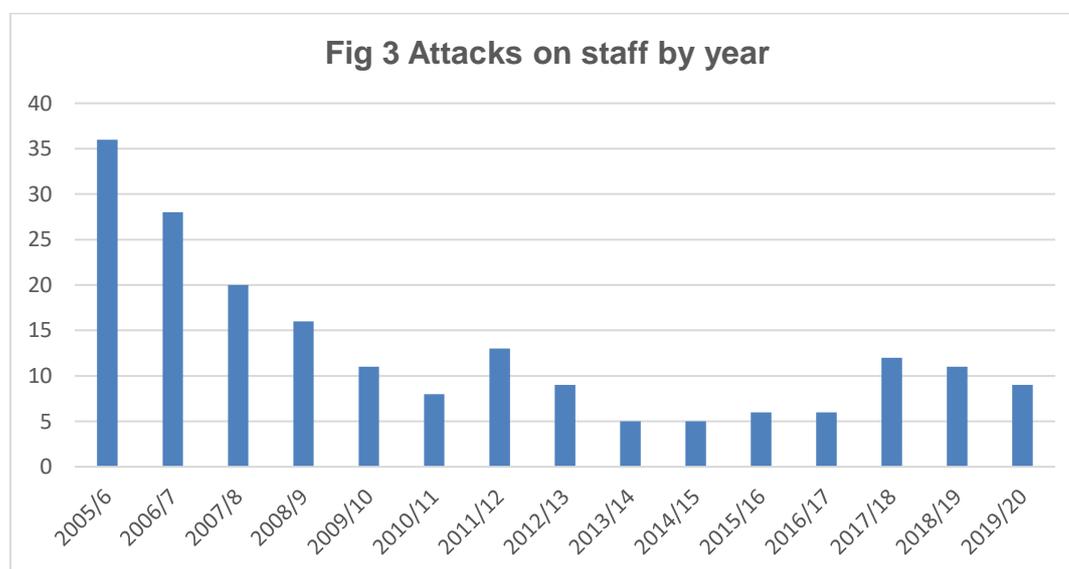


The analysis of the Service's accident reports in 2019-20 shows that most of the accidents resulted from slips trips and falls, with manual handling the next most common cause. This mirrors the picture nationally in Fire and Rescue Services and across all industries.

The accident data helps inform future campaigns and to direct training and resources where they will achieve the greatest effect.

7. Violence and aggression towards staff

The Service recorded 9 incidents of violent and abusive behaviour towards staff (see figure 3) this is slightly fewer than the previous year. The Service has continued to work to identify the locations where violence may occur and to engage with the local community to try to reduce the risk of violent and abusive behaviour.



The Service performance compares well with other FRSs in the North West where the average number of attacks on staff in the year is 47.

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

8. Duty days lost as a result of injury accidents

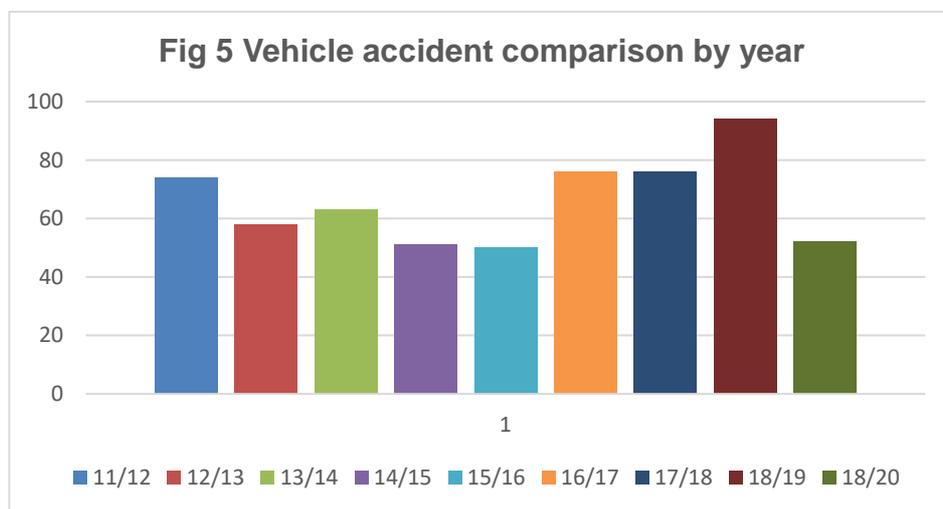
As part of its accident reporting procedure the Service records the number of duty days lost as a result of accidents; this includes days lost to both serious accidents and those of a more minor nature. This data is one of the performance measures reported to Government.

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Duty days lost due to injury	283.5	122	61	38	20	33	20

The number of days lost as a result of injuries in the reporting year is 20. This is an decrease on the previous year. The table above shows a continuous trend for a decrease in the time lost as a result of injury accidents.

9. Vehicle accidents

The number of vehicle accidents report to the Service was 52; this is a marked reduction on the previous year. The majority of these accidents are of a minor nature and in 6 of the reports our vehicle was hit by another vehicle or object. Figure 5 shows a comparison of vehicle accident numbers since 2011.



The Service has a Road Risk Management Group, the purpose of which is to examine vehicle accident reports and introduce measures to drive down both the severity and numbers of vehicle accidents and so reduce the risks to the Service that arise from the use of Service vehicles. There has been a sustained and successful campaign to reduce the number of incidents when Service vehicles have been driven in excess of the speed limit.

The Service has a programme of licence checks to ensure that drivers have the correct licences for the vehicles they drive and a program of retraining and accreditation for all blue light and LGV drivers.

Of the 52 vehicle accidents reported during the year, 8 occurred when fire engines were responding to emergency incidents under blue lights. The majority occurred when manoeuvring vehicles in narrow spaces, particularly some of the narrower domestic streets where there are often vehicles parked on both sides of the road.

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

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

10. Claims and complaints

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

11. Corporate Governance

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

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

12. Risk management

The Service regularly reviews the Risk Register to ensure that high level H&S risks are being managed

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

Service activities are subject to risk assessment; significant risks and their associated controls are documented and subject to regular review.

As a result of a review of the management of fire risk within the Service there has been a project to improve fire safety across all of our premises with the Emergency Evacuation Policy rewritten to include a wider range of emergencies.

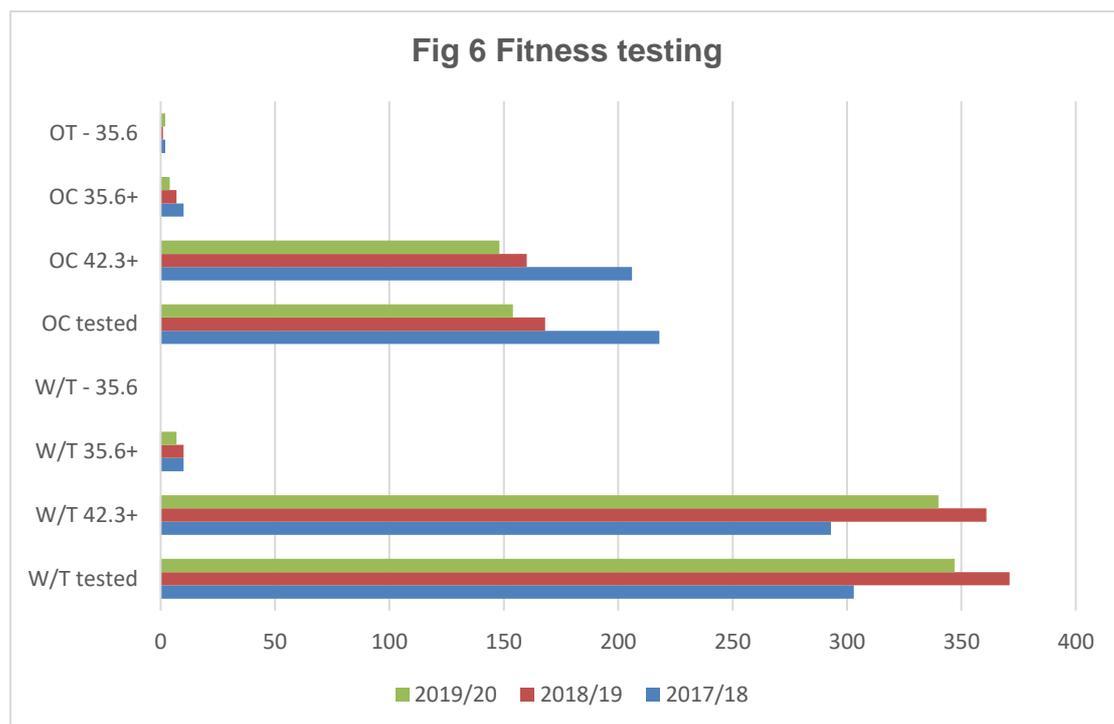
The H&S Department has an overview of the H&S practices of contractors working on Service premises and involved in the refurbishment projects to ensure a consistent approach to H&S.

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

The Service has continued to implemented guidance issued by NFCC regarding fire fighter fitness.

The fitness adviser has continued the program of annual fitness tests. The Service has only had to take two firefighters off the run due to failing the test; both returned to full duties following a period of remedial training.

Figure 6 below shows the results of the fitness tests during 2019/20 compared with previous years. The national standard for firefighter fitness is 42.3 VO₂max, the point at which we would take a firefighter off the run is 35.6 VO₂max a fitness score between those values would result in the firefighter being kept on the run with a program of remedial training and a requirement to complete a Functional Fitness Test.



The Fitness Adviser has supported the Apprentice and recruit firefighters with fitness training and advice and has run training sessions for potential recruits to improve their fitness before undertaking the selection tests.

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

13. Training

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

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

The Service has continued to train managers using the IOSH Managing Safely course. We have offered this training to partner organisations. In addition, we have provided the training to companies who have approached us as we are listed as a training provider on the IOSH website. The Service ran a total of 7 Managing Safely courses. During the year we introduced a H&S refresher course to update managers knowledge and skills; we also introduced an Accident Investigation course for managers to ensure a more consistent approach to investigations and to the learning that can come from them.

We have developed new e-learning to raise awareness about Noise, the effects on hearing and how to reduce the risks of the hearing loss that noise may cause.

We have continued to train new first aiders and provide refresher training for those staff with existing first aid skills.

14. Consultation

The Service Health Safety and Welfare Committee meets quarterly and is the main mechanism for consulting representative bodies and staff on matters relating to their H&S. The meeting is the mechanism for consulting staff on new and revised Health, Safety and Wellbeing policies. The meeting also enables representative bodies to raise any concerns that they have about the health, safety and wellbeing of their members.

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

15. Health and Wellbeing

The annual programme of health and wellbeing campaigns is planned in a sub-group of the SHSWC that includes members of Occupational Health and

Human Resources to ensure the most efficient use of resources and avoid the possibility of duplicating effort.

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

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

16. Conclusion

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

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

CHESHIRE FIRE & RESCUE SERVICE

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 25TH NOVEMBER 2020
REPORT OF: HEAD OF PREVENTION
AUTHOR: ANDREW GRAY

SUBJECT: ANNUAL ROAD SAFETY REPORT 2019-20

Purpose of Report

1. This paper summarises Cheshire Fire and Rescue Service's (the Service) 2019-20 targeted road safety activities. These are delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Police and are designed to reduce road traffic collisions, deaths and injuries.

Recommended:

- [1] That the report be noted

Background

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

Information

5. Please see the Annual Road Safety Report 2019-20 attached to this report as Appendix 1.
6. As can be seen targets were met, or exceeded in most areas, although some performance was impacted by Covid-19.

Financial Implications

7. The Service expects to receive £432,000 over the 6 year period (3 years then a rolling yearly contract each) as a result of the agreement with Cheshire East Council. This comprises total annual payments of £72,000 each year paid in two instalments for delivery of commissioned road safety education to Key Stage 2 and Key Stage 4 students. All other road safety education is delivered within base budget salary provision for Prevention and Operational staff.

Legal Implications

8. Although road safety is a non-statutory activity, the Service understands that its proactive work in reducing road traffic collision deaths and injuries brings about a reduction in emergency incidents attended and in the numbers of associated casualties and costs.
9. Road safety is delivered across all four unitary authorities. In addition we provide Cheshire East with further road safety interventions to meet their statutory requirements under contract.

Equality and Diversity Implications

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

Environmental Implications

11. None.

**CONTACT: DONNA LINTON, GOVERNANCE AND CORPORATE PLANNING
MANAGER
TEL [01606] 868804
BACKGROUND PAPERS: NONE**

ANNUAL ROAD SAFETY REPORT 2019 / 20

This paper summarises Cheshire Fire and Rescue Service's (the Service's) targeted road safety activities across Cheshire West & Chester, Cheshire East and Halton & Warrington (the Service Area) during 2019 /20. These were delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Police and are designed to reduce road traffic collisions, deaths and injuries.

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

Summer Road Safety events (1st – 31st July)

Each station managed and delivered one event in response to local knowledge and/or data to target vulnerable road users; cyclists, pedestrians, motorcyclists, and young drivers. Being run in conjunction with other agencies, partners or departments where appropriate.

The target is one event per Whole-time/Day Crew/Nucleus station

Area	Target No. of events	Actual
Halton	2	2
Warrington	4	4
Cheshire West & Chester	5	5
Cheshire East	4	4

NOTE: Targets Achieved

All Year Round - additional Road Safety activity

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

The target is one event per Whole-time/Day Crew/Nucleus team

Area	Target No. of events	Actual
Halton	8	8
Warrington	14	14
Cheshire West & Chester	14	14
Cheshire East	10	10

NOTE: Targets achieved

TyreSafe Winter Driving Events



The service fully supports TyreSafe in its vision for safety on the roads, and has worked in partnership with TyreSafe for over nine years, supporting its aims in delivering advice on tyre safety issues to the motoring public and raising awareness about the dangers associated with defective or illegal tyres which cause more incidents of injury than mobile phone use.

The service has been informed that we have won the Emergency services award for Tyre Safety, this is a result of an educational intervention developed In January 2020 by the road safety team for our current apprentice co-hort. Apprentices were given background knowledge and supporting information on tyre and road safety and were then supported to develop a tyre safety initiative, from creating the objectives, method, risk assessments and promotion to evaluation.

The service and local authority road safety teams continued to hold winter driving events across the service area at local shopping centres, supermarket car parks, garden centres and at station car wash events.

Drivers were offered the opportunity to have their vehicles checked in readiness for winter:

- Advice was given about driving in adverse weather conditions
- Having tyres with a good tread depth and overall condition
- Given ice scrappers and tread depth gauges
- Screen wash added if required.

The target is one event per Whole-time/Day Crew/Nucleus station

Area	Target No. of events	Actual
Halton	2	3
Warrington	4	4
Cheshire West & Chester	5	5
Cheshire East	4	6

NOTE: Targets achieved

Brake Road Safety Week November 18th - 24th



This was the fourteenth year the Service has promoted and supported Brake Road Safety Week. This is the busiest period for the Service in terms of road safety output. The message at the heart of this year's Road Safety Week was "Step up for Safe Streets" focusing on encouraging everyone to 'step up' and learn about, shout about and celebrate the design-led solutions that can enable everyone to get around in safe and healthy ways, every day. Brake continues to consult closely with the Service and a strong relationship continues.

During the period all teams were required to take part in events along with partners, Prevention staff and volunteers. The teams visited a variety of venues including primary and secondary schools, colleges, shopping areas and places of work. Staff engaged with over 2,000 people using the Brake leaflets and selfie boards.

The target is one event per Whole-time/Day Crew/Nucleus team

Area	Target No. of events	Actual
Halton	8	8
Warrington	14	14
Cheshire West & Chester	14	14
Cheshire East	10	10

Note: Targets achieved

National Roads Partnership Summer/Winter Alcohol and Drugs Campaign



As a Service we align our activity during these campaigns to support the National Roads Partnership calendar which is supported by the National Police Chiefs' Council, the National Roads Policing Intelligence Forum and the National Fire Chiefs Council.

In June and again in December, police around the country increase their vigilance in detecting drivers who use alcohol/drugs and drive. During these months' teams consisting of operational fire-fighters, advocates, road safety team members and volunteers, along with colleagues from Cheshire Police and each of the local authorities, go out into local communities to highlight the dangers of alcohol and drug driving.

During the events crews visited local public houses and restaurants delivering beer mats, leaflets, posters and scratch-cards and talking to the designated drivers about the dangers of drink and drug driving and the morning-after effects. Also utilising the "Think Car" to promote the "None for the Road" message.

The target is eight events across June & December, one event per delivery period in each unitary area

June events

Area	Target No. of events	Actual
Halton	1	1
Warrington	1	2
Cheshire West & Chester	1	1
Cheshire East	1	2

Note: Targets exceeded

December events

Area	Target No. of events	Actual
Halton	1	5
Warrington	1	4
Cheshire West & Chester	1	2
Cheshire East	1	5

Note: Targets exceeded



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



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

The original contract with Cheshire East had expired and a new contract is in place and is now in its third year. The contract is set for six years with break options available from after year three. Years four, five and six will be by way of annual rolling contract.

The costs are fixed for the first three years and reviewed for inflationary costs only at the end of this first period. Assuming the contract runs for six years based on current costs this will generate £432,000.

Last year (2019/20) The Service was unable to complete delivery to all schools due to school closures from Covid 19.

Targets year on year for the Key Stage 2 delivery are 131 primary schools, and for Key Stage 4 delivery there are 21 secondary schools.

We are now liaising with Cheshire East to identify solutions for delivery of year three of the current contract (aligned to school academic year not financial). A likely solution will be remote delivery via webcams and associated hardware.

thinkdrivesurvive

“thinkdrivesurvive” is our ‘flagship’ multi-award winning programme delivered across Cheshire in partnership with Cheshire Police and Highways England. We have now completed the 21st year of delivering the intervention across the Service area. It was

delivered 43 times during the year, across fire service premises, externally at schools, colleges and business premises. All of our Princes Trust teams complete this intervention.

The road safety presentation is aimed primarily at young people 17 to 25 years of age, pre and post-test drivers, or those who will be passengers in cars.

The Think Car, is a crashed vehicle in which a young person sadly died, and continues to be used as part of the engagement.

Virtual reality continues to be a cornerstone of the “thinkdrivessurvive” intervention. Following our early adoption, multiple services now mirror the techniques we utilise in the delivery of road safety.

The target is 35 events delivered by the Road Safety team

Target	Actual
35 Events	43 Events (4 cancelled due to C19)

NOTE: Target exceeded

FireBike



The FireBike is used to engage with motorcyclists and promote enhanced rider training aiming to reduce the number of motorcyclists killed and seriously injured on our roads. They are the smallest vulnerable road user group yet with the highest frequency of incident.

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

Over the last year, the FireBike riders have attended multiple events at Oulton Park racing circuit, motorcycle riders clubs and station open days. They have also been present at well known biker meeting venues with the Police to promote Biker Down and Bike Safe courses. We continue to support our Protection colleagues at their business impact events where due to size restrictions Fire appliances are often unable to park to aid engagement with the public.

The Service runs the Biker Down course (alongside 35 other fire and rescue services). These are delivered either at fire service premises, Safety Central or at venues provided by local motorcycle clubs.

This year the FireBike team has raised £895 in donations for the North West Air ambulance from events held and attended.

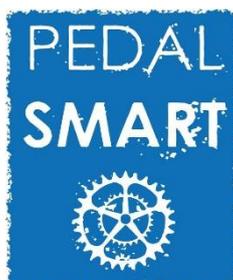
The two Firebikes are currently in use by CFRS volunteer riders to assist the Blood bike service in the much needed delivery of blood, breast milk and samples to support the NHS.

The target was 12 events delivered by the FireBike team

Target	Actual
12 Biker Down events	11 Biker Down events completed (1 cancelled due to C19)

NOTE: Target not met due to C19

Pedal Smart



The Service has launched Pedal Smart, this is a standalone intervention run by CFRS Volunteers and the Road Safety team.

This training session is aimed at cyclists and we use a similar delivery system proven to work for Biker Down. The free course aims to get cyclists thinking in a more informed way about their personal safety and, importantly, the safety of others.

The target was one event delivered by the Pedal Smart Volunteers and Road Safety Team

Target	Actual
6 events	3 events completed (4 cancelled due to C19)

NOTE: Target not met due to C19

School Pavement signs



Utilising a multi-agency approach to road safety the Service in partnership with Cheshire Police and Cheshire East Council continue to work closely together to reduce speeding and unsafe parking around schools particularly around drop off and pick up times. The use of the pavement signs still draw the attention of motorists and has been welcomed by the staff and parents at the schools.



NFCC
National Fire
Chiefs Council

National Road Safety Group and Road Safety Leads North West

SM Gray now attends and supports the national and regional groups within the NFCC for Road Safety. The regional groups consist of Cumbria, Merseyside, Manchester, Lancashire and the relevant delegate from Highways England.

The groups continue to work proactively to promote road safety in the North West region.

SM Gray is speaking on behalf of Cheshire Fire and Rescue Service and Cheshire Police at the upcoming NFCC Road Safety Webinar in November where a line-up of road safety professionals will be speaking on a range of current issues. SM Gray will be promoting our Services actions and reasons on why we adopted the Fatal 5 to combat a rise in serious road injuries. Lancashire Fire and Rescue Service have now also adopted the Fatal 5 and this approach is receiving further interest from other services.

**Performance and Overview Committee
Forward Work Programme**

Performance and Overview Committee Meetings

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 (request received to move this item to July 2021)
9. Grenfell Update
10. Mental Health Steering Group Report
11. On the Streets Project Annual Report

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