



**Wednesday,
24 February 2021
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 Items dealt with in private session will be described on the Agenda, but the reports will not be published and the items will not be accessible to members of the public.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, 24 FEBRUARY 2021**

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 - 10)

To confirm as a correct record the Minutes of the meeting of the Performance and Overview Committee held on 25th November 2020.

ITEMS REQUIRING DISCUSSION/DECISION

2 Finance Report - Quarter 3, 2020-21

(Pages 11 - 20)

3 Performance Report - Quarter 3, 2020-21

(Pages 21 - 72)

4 Programme Report - Quarter 3, 2020-21

(Pages 73 - 90)

5 Internal Audit Report - Quarter 3, 2020-21

(Pages 91 - 110)

6 HMICFRS Covid-19 Staff Survey Results

(Pages 111 - 116)

7 Bonfire Period Report 2020

(Pages 117 - 138)

**8 Equality, Diversity and Inclusion 6 monthly Update Report
2020-21**

(Pages 139 - 148)

9 Grenfell Tower Inquiry Phase 1 & 2 Update

(Pages 149 - 154)

10 Forward Work Programme

(Pages 155 - 156)

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, 25 November 2020 at Remote Meeting - Via Skype at 10.00 am**

PRESENT: Councillors Phil Harris, Peter Wheeler, Razia Daniels, Gina Lewis, Les Morgan, James Nicholas, Jonathan Parry, Norman Wright and Derek Barnett

1 PROCEDURAL MATTERS

A Record of Meeting

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

B Apologies for Absence

There were no apologies received.

C Declaration of Members' Interests

There were no declarations of Members' interest.

D Minutes of the Performance and Overview Committee

RESOLVED:

That the minutes of the Performance and Overview Committee held on Wednesday 2nd September 2020 be confirmed as a correct record.

2 FINANCIAL REVIEW - QUARTER 2, 2019-20

The Head of Finance introduced a report which provided a review of the Service's forecast financial performance at mid-year and an update on progress against the 2020-21 capital projects.

She informed Members that the Quarter 2 Review was reporting a forecast underspend of £225k in relation to the revenue budget. She proposed that the funding be moved to capital reserves to limit future borrowing.

She explained that there were two proposed in year bids for additional funding from the underspend, the first in relation to thermal fleeces for staff and the second in relation to an invest to save scheme for photovoltaic panels on various fire stations (which would assist with the Service's desire to reach a carbon neutral).

A Member asked if there would be any cost associated with Crewe Fire Station and the HS2 project. The Head of Governance and Commissioning said that there were no clear indications of what impact HS2 might have at Crewe Fire Station, but discussions were being held with Cheshire East Council and it was hopeful that

some clarity would be forthcoming shortly. Currently, it was thought that any impact would be below the surface of the fire station site.

RESOLVED: That

[1] the forecast outturn position be noted; and

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

[3] The following in-year bids be approved:

Fleeces for operational firefighters - £38.5k

**Installation of PV panels at Middlewich, Sandbach and Tarporley -
£22.5k**

Installation of PV panels at Widnes Community Safety Centre - £12.5k

3 PROGRAMME REPORT - QUARTER 2, 2020-21

The Director of Governance and Commissioning 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 Quarter 2, 2020-21.

He informed Members that the IRMP projects had now been added to the list of projects contained in the Health Report. Members had received an update on a number of estates projects at the Planning Day held on 20th November 2020, and the Director reiterated that good progress had been made given the difficult circumstances that had prevailed for much of 2020. The Training Centre had now been completed and handed over and Chester was moving towards completion in January/February 2021. A status had not been added to the Crewe Fire Station project update at the moment. However, a suitable delivery plan would be in place by the end of the year, with milestone dates added to the Cheshire Planning System.

The Assistant Chief Fire Officer, Operational Assurance and Service Improvement, gave an update on the Operational Training Group Review and stated that this worksteam would look at a model of training delivery which was fit for purpose and made best use of the investment made and of the site itself. The Training Centre would not be used in its entirety until the start of the new training year in April 2021, as this would enable trainers to finish the current years training and allow time for them to familiarise themselves with the facility as well as developing courses and training scenarios. At the same time a pilot model of delivery would bring together the Incident Command trainers and the Operational trainers into one team in order to make better use of capacity and enable the centre to open seven days a week and during the evenings in order to benefit wholetime and on-call firefighters.

A Member asked about the implications that the Training Centre use could have on the housing development adjacent and what was being done in terms of protecting the housing nearest to the Training Centre and what liaison had been undertaken with the developer. The Director of Governance and Commissioning confirmed that

the Service was aware of the housing development and would endeavour to liaise with the developer with a view to resolving any potential issues.

RESOLVED: That

[1] the Programme Report – Quarter 2 2020-21 be noted.

4 PERFORMANCE REPORT - QUARTER 2, 2020-21

The Assistant Chief Fire Officer Operational Assurance and Service Improvement introduced the report which provided Members with an update on the Service's performance against each of the key performance indicators (KPIs). Appendix 1 to the report included the Corporate Scorecard, which reflected the Quarter 2 position against targets set and the year-on-year direction of travel for the Service's KPIs.

Members were referred to Appendix 2 of the report which contained a detailed description of each KPI, including a summary of current performance and any actions taken to improve performance.

It was noted that deaths in primary fires had become red in Quarter 1, but that there had been no further deaths in Quarter 2. Accidental dwelling fires was showing slightly above target, but figures for fires started in the kitchen were lower compared with last year. Prevention work had continued with a focus on kitchen fires in the home and the Service had utilised the 23 virtual station open days to promote safety messages and these open days had had 153,000 views across social media platforms.

It was noted that the Pandemic and lockdown had had an effect on regulatory work with businesses and non-domestic premises, so the target had not been achieved. However, fires in non-domestic premises were well below target with 66 against a target of 87.

There had been 56 working days lost due to injuries, but this was because of two injuries sustained in the previous year which were carried over even though the actual events happened in the previous year. On a positive note Quarter 2 had not seen any days lost due to injury.

On-call availability was showing Amber with 78% against a target of 85 and the Head of Service Delivery reminded Members that in Q1 the on-call availability target had been achieved. This occurred within the first period of national lockdown when many on-call staff were working from home or furloughed from primary employment. As lockdown restrictions were lifted over the second quarter the Service experienced a downturn in availability, but the direction of travel across all on-call stations showed an improving picture in comparison with the previous year. Overall availability in Q2 was 6% higher than in the same period last year. In order to provide some assurance to Members, he reported that Cheshire is very much at the centre of the national discussion about the on-call duty system and this could only support the work of the On-Call Programme in Cheshire.

The Assistant Chief Fire Officer Operational Assurance and Service Improvement outlined the hard work undertaken by staff in conjunction with partners and local authorities to manage the risks associated with Covid. This included deliveries of prescriptions, shielding visits, bulk deliveries of PPE and pre-operation swab tests.

A Member asked about the ten minute standard and the references to four failures for distance from the station and whether this was normal or something to be concerned about. The Assistant Chief Fire Officer Operational Assurance and Service Improvement responded that the time would always depend on where fire engines were at the time of call. However, the Service was always concerned about failures to achieve the standard. The Head of Service Delivery confirmed that the Service scrutinises every failure to try to understand the reasons why this occurred and to be certain that everything had been done in order to get to an incident with the standard.

Members wished to record their thanks to all staff who had gone above and beyond to help unitary authorities and other partners during the Pandemic and lockdown periods.

RESOLVED: That

[1] the Performance Report – Quarter 2, 2020-21 be noted.

5 HMICFRS ACTION PLAN - HEALTH REPORT

The Business Support Manager, Organisational Performance, introduced the report which enabled Members to review performance against the action plan created in response to the identified “Areas for Improvement” (AFI) from the inspection report published by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

At the end of Q4 in 2020 there were 21 open actions remaining. The vast majority of actions were now complete with only 12 ongoing. Completion of all actions was expected by the end of March 2021. However, there had been good progress in a number of areas. Further work had been undertaken to develop recommendations for the Protection Department and the Project Initiation Document for the Risk Based Inspection Programme Review had now been signed off by Service Management Team.

The review of the Attendance Management policy was complete and had been aligned with the Service’s core value of “Act with Compassion” in mind. Guidance for managers and staff had also been developed, with a series of attendance management HR Roadshows running throughout Autumn in conjunction with the Service’s Mental Health Advisor.

Communications around wellbeing had become more prevalent with regular articles and guidance placed on the intranet and in the monthly Alert magazine. The importance of physical and mental health and wellbeing continued to be promoted through staff groups and within Covid-19 guidance documents.

During the pandemic management visibility had been maintained via a programme of Skype visits and regular principal officer briefings thanking staff for their contributions. All staff have been afforded two days extra leave during 2020 in acknowledgement of their hard work.

During the Pandemic, the Service had facilitated working from home arrangements for many staff where practical. Therefore, all aspects of agile working and use of technology had been tested thoroughly as a result. An interim guidance document had been produced to provide information to staff who were currently working from home on a temporary basis. It outlined the approach adopted by the Service to ensure that staff were able to continue to work from home, safely with the necessary equipment and support.

The Service set up a forum for staff to ask questions, raise queries or provide suggestions related to Covid-19. Topics raised had included suggestions about crewing arrangements, how to reduce the spread of the virus, supporting staff and increasing help for the vulnerable. These suggestions were considered by managers and responses were provided.

Work was also ongoing to develop a new staff suggestion scheme with the help of the Staff Engagement Forum.

RESOLVED: That

[1] the HMICFRS Action Plan – Health Report be noted.

6 INTERNAL AUDIT PROGRESS REPORT - QUARTER 2, 2020-21 AND FOLLOW-UP REPORT

Anne Marie Harrop (the Auditor), a representative from Mersey Internal Audit Agency (MIAA) was in attendance to present the Internal Audit Quarter 2 2020-21 Progress Report (attached as Appendix 1 to the report).

She reported that work on the payroll systems had now been completed and the pensions report was in draft awaiting management comments. In addition, financial systems work had been undertaken and a draft report issued. Risk management work was due to take place in December and work on collaboration partnerships which would focus on blue light was at planning stage. In the New Year some work would be undertaken around estates management.

Key findings of the payroll report were mentioned. It contained a substantial level of assurance and only two medium risk recommendations had been made. In addition roles and responsibilities had been looked at and some audit testing on starters, leavers, bank changes and contractual changes had been undertaken and controls in place were satisfactory.

The two medium risk recommendations were to update the overarching payroll policy and to ensure that payroll checklists used accurately reflected up to date processes and procedures that are operational on the ground. However, a good status of internal control in the payroll system had been noted.

In terms of progress on the plan, considering the impact of Covid 19, MIAA remained on track for a full delivery of the plan by the end of March.

RESOLVED: That

[1] the Internal Audit Progress Report – Quarter 2, 2020-21 and Follow-Up Report both be noted.

7 ANNUAL HEALTH, SAFETY AND WELLBEING REPORT 2019-20

The Health, Safety and Wellbeing Manager introduced the report which provided an update on the management of health and safety in the Service. He highlighted to Members the key achievements of the Service during 2019-20.

A small increase in the number of minor accidents had been reported, however, there had been a small decrease in the number of incidents that had to be reported to the Health and Safety Executive. There was a decrease in the number of duty days lost as a result of accidents and a decrease in the number of accidents involving service vehicles. In addition a small decrease in the number of reported attacks and abuse directed at staff was noted. Time had been spent focussing on the risks that firefighters face related to cancer following the publication of the University of Central Lancashire's research report and this would now be considered in more detail. There had been a review of the risk assessments and the associated procedures and the additional hazards and risks associated with Covid-19. The final quarter of the year saw the Covid-19 pandemic start to take effect across the country and the Service took immediate action to identify measures that would reduce the risks to staff and their families and still allow statutory obligations to be met.

The Service continued to deliver Managing Safety Courses with 100% success rate. The Service had introduced a subgroup of the Health and Safety Committee to focus on the de-contamination of firefighters and operational kit. Initially, focussing on decontamination after fire incidents, the group also looked at the provision of suitable protective clothing and procedures for decontamination of both the kit and the fire appliances following incidents as a result of Covid.

The Service had employed a Health and Wellbeing Advisor to help improve the management of mental health in the service and that had proved very successful.

Reporting of injuries, diseases and dangerous occurrences saw 5 reported during the year, 4 of these were as a result of injuries and known as over 7 day injuries where an individual is off for more than 7 consecutive days following an injury. None of these were as a result of significant injuries, with only 1 dangerous occurrence reported (which related to breathing apparatus).

The Health and Safety Executive considers accident rates based on the number per 100,000 employees and the data from 2016-17 to 2019-20 shows that the Service's reportable accident rate is approximately 450. The average reportable accident rate for fire and rescue services in the North West is 767 and nationally, the rate is 1,230, so the Service is performing considerably better than other services. The national

reportable accident rate for all employers in 2019-20 was 230 which does make the Service look quite poor. However, the Health and Safety Executive does recognise that their reporting figures are artificially low. The labour force survey is general seen as more accurate with a national rate of 430, much closer to the Service's.

It was noted that there was a slight increase in the reporting of minor accidents which went from 43 up to 51.

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

During 2019-20 there was a slight reduction in reports of violence and aggression towards staff.

Vehicle accidents show an improvement. A small sub group of the Health and Safety Committee regularly looks at what improvements can be introduced and there had been a successful campaign to reduce the number of incidents where Service vehicles have been driven in excess of the speed limit.

The Service aims to test every operational firefighter annually to ensure that they meet the minimum standard of fitness and those who fall below that are taken through a programme with the aim of getting them back on the run as quickly as possible. It was noted that the investment that the Fire Authority had made in fitness equipment and gyms over preceding years was starting to pay off.

A Member asked about planning legislation and consultation regarding new developments where roads were narrow and no, or limited, parking was provided.

The Health and Safety Manager responded that this point was very important as most of the Service's minor accidents tended to occur on small side roads and with the Government apparently keen to ban parking on pavements the problem would only get worse. The Director of Governance and Commissioning suggested that this should be considered further outside the meeting with a view to reporting back.

RESOLVED: That

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

8 ANNUAL ROAD SAFETY REPORT 2019-20

The Group Manager, Prevention introduced the report which appended the Authority's Annual Road Safety Report 2019-20, containing details of interventions delivered by the Service. He highlighted the achievements of the Service at events throughout the year.

Members' attention was drawn to the background section of the cover report reminding them that the service was a strategic partner to support local authorities in the fulfilment of their statutory duty under the Road Traffic Act 1988. The Service had been commissioned on behalf of Cheshire East Council to provide road

education to local schools, both at primary and high school level, with a contract in place over a 6 year period to the value of £432,000. The money received funded two positions within the Prevention Department to support the delivery of this activity.

The targets of a wide variety of the road safety activities were achieved and some activity had been recognised at a national level. Members' attention was drawn to the Tyre Safe Winter Driving event which saw the Service receive the Emergency Services Award with the Tyre Safety educational intervention programme which was developed and delivered by the Apprentice Firefighters Cohort.

He asked Members to look at the information contained in the report regarding the commissioned road safety activity for Cheshire East which involved key stage 2 and key stage 4 delivery to just over 150 primary and secondary schools within the Cheshire East area. The contract stipulates that the Service is required to hit a success rate of 90% of completion across those schools. A lot of the delivery year takes place between January and August and the summer holiday period and this year that fell directly in to the Covid period when the Service had to adapt its way of working and a lot of schools were locked down or had a very small numbers of pupils in school. The direct impact was that the payment of £36,000 which covered that six month period could not be collected and this had a direct impact on salary and staffing levels within the department and the two vacant roles of two road safety officers were not filled. However, discussions have now commenced with regard to utilising online platforms to ensure that the Service meets its obligations under the contract and the job description and job role have been finalised for new posts within the department. The proposed new model would be trialled for 12 months and utilise two operational crew managers.

The Fire Bike and Biker Down schemes have proved incredibly popular this year, however, the Service was slightly under target because of the lockdown measures which impacted in early 2020. Biker Down volunteers and Fire Bike riders subsequently undertook support in the community by assisting organisations such as the blood bike service to deliver blood as well as breast milk and tissue sample deliveries across some of the medical establishments in the North West.

Members were asked to note that the Service's Road Safety Officer, Andy Gray, was now the Vice Chair of the North West NFCC National Road Safety Group and Cheshire were seen as very proactive in terms of their road safety activities and the Fatal 5 initiative was now viewed as best practice across the NW Region. Lancashire had recently taken on the Fatal 5 message which ties in with the message that Cheshire Fire, Cheshire Police and NW Ambulance promote. Latest figures received from the Cheshire Road Safety group shows that the five year overview of collisions where someone is killed or seriously injured had reduced by 38% across Cheshire between 2015 and 2019 and there continued to be a reduction in the early part of 2020. In 2015 there were 440 collisions and in 2019 this visibly reduced to 273. The number went down from 228 at the end of October 2019 to 207 at the end of October 2020 which shows a 9% reduction. This was expected because of the lockdown measures and was perhaps disappointing with an expectation that the figures might have been even lower. This had been put down to a dramatic increase in the number of cyclists or pedestrians that had sadly been

killed or injured in the early part of the 2020 calendar year. Consequently, there is a huge amount of work to be done around education of cyclists and pedestrians.

A Member asked for an update on the law on tyres. The Group Manager, Prevention said that there had been a huge amount of campaign work undertaken, including lobbying for a change in legislation around tyres that were deemed legally acceptable if they met the relevant tread depth requirements, despite the tyres being more than 10 years old. Legislation went through parliament very recently that would put a requirement on owners of HGVs, LGVs and public transport vehicles to change the tyres not just based on the tread depth, but also the life span of the tyre as well. However, this did not apply to cars.

RESOLVED: That

[1] the Annual Road Safety Report 2018-19 be noted.

9 INTERIM BONFIRE REPORT

The Group Manager, Prevention provided Members with a verbal interim update on the preventative and operational activities of the Service during the bonfire period. He confirmed that a full report would be presented to the Committee at its next meeting.

He reported that due to the Pandemic the bonfire period this year had been difficult to predict. For the first time the Service actively promoted safety messages aimed at people having bonfires within their own gardens or on their own land so that they could do so in the safest way possible.

Members were asked to note that the normal bonfire reporting period was 24th October to 7th November and this year that period covered two and a half weekends. A huge amount of proactive work was undertaken on social media, local radio and TV to promote the concept of bonfire safety across Cheshire.

Headlines across the bonfire reporting period showed 41 deliberate secondary fires which was a 90% reduction from 5 years ago and a 38% reduction from the same period last year. The social media campaign was slightly harder hitting in terms of the message delivered. The feedback received through digital media was that this had a huge reach across Cheshire and was the most popular social media campaign in terms of the number of people engaging directly with it and the number of people that re-shared it. In addition a huge amount of information was shared on how to report nuisance fires and the build up of debris through local authority partners and the figures recently received show that the reach from our social media campaigns was just under 600,000 people with viewing figures of just under 100,000 people.

RESOLVED: That

[1] the verbal interim bonfire report 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: 24TH FEBRUARY 2021
REPORT OF: HEAD OF FINANCE
AUTHOR: WENDY BEBBINGTON

SUBJECT: FINANCE REPORT – QUARTER 3, 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 the end of the third quarter.

Recommended: That Members

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

Background

2. The Authority's vision, plans, policies, and organisational structures are all focused on ensuring the Service can deliver the improvements in safety outcomes that matter to the communities of Cheshire East, Cheshire West and Chester, Halton and Warrington.
3. On 12th February 2020, the Authority approved the 2020-21 revenue budget of £44.83m together with a 2020-21 capital programme of £14.1m. This report provides an indication of the forecast level of expenditure when compared to the approved budget and capital programme as at the end of December 2020.

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 Section 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 helped towards the funding of the associated additional costs such as PPE, cleaning products and resilience staff.

6. The following table shows the associated spend to end of December:

	£
Whole-time (pay - overtime + NI costs)	275,380
Retained/On-call (pay incl. drill night compensation)	168,737
Resilience Firefighters (pay & PPE)	249,340
Supplies & Services incl. IT, Cleaning and Equipment	410,710
	<u>1,104,167</u>

7. More recently, the Government has paid compensation towards the loss of income the Authority has experienced due to Covid. The Authority received £23,438 in November relating to losses in April to July 2020 and in December, the Authority submitted a £28,500 claim for losses incurred during the period August to November 2020. A further £30,000 claim is anticipated at year-end for the last four months of the year. The three quarter review forecasts shown in this report include this compensation.

Forecast Revenue Spending

8. At the end of December 2020 there is a net forecast underspend of £238k for Quarter 3 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 Third Quarter</u>	Original Budget £000	Forecast Spend £000	Variance £000
Firefighting and Rescue Operations	28,836	30,073	1,237
Protection	2,045	1,854	-191
Prevention	2,486	2,440	-46
Support Services	10,156	9,741	-415
Unitary Performance Groups	100	100	-
Centrally held costs & contingencies	770	689	-81
Pension costs	1,033	940	-93
Capital Financing (incl. investment income)	404	404	-
Grants & contributions (including Covid-19)	-1,803	-2,978	-1,175
Movement in Reserves	803	1,329	526
Net Revenue Position	44,830	44,592	- 238

<u>Summary for 2020-21 Third Quarter</u>	Original Budget £000	Forecast Spend £000	Variance £000
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 2	-238
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9. This takes the overall forecast outturn position to £683k underspend, 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
Quarter 3 – 31 st December 2020	(238)	24 th February 2021
Cumulative amount for 2020-21	(683)	

10. The following paragraphs explain the significant changes to the forecast outturn position since mid-year review.
- 10.1 Within Firefighting and Rescue Operations, Service Delivery is reporting further overspends of £345k relating mainly to Covid-19, e.g. payment of overtime, additional payments to on-call firefighters and payments for the resilience firefighters; costs are anticipated to continue at this level until March 2021. The specific Covid-19 funding has helped mitigate these costs and this is shown on the Grants and Contributions line in the summary table at the start of the report. Service provision has been maintained throughout the quarter.
- 10.2 Also within Firefighting and Rescue Operations, Operational Policy and Assurance (OPA) are reporting a forecast £87k underspend. Of particular note this quarter is the receipt of £84k Grenfell Infrastructure funding in November. This grant is to support delivery of lessons learnt and relevant recommendations of Grenfell Tower Inquiry phase 1 report. The grant will be used to fund a post for five months and purchase of equipment (including 51mm delivery hose / hose straps / smoke curtains / smoke hoods). It should be noted that some of this expenditure will fall into 2021-22 and the funding will be carried forward accordingly.
- 10.3 There is an on-going underspend within OPA on training which has been delayed due to the pandemic, part of which will be carried forward to fund the courses which have been deferred to 2021-22. Following the build of the new training facilities, an upgrade of Incident Command Training Suite is nearly complete and is being funded from the external training income reserve (£38k costs in addition to the £50k reported quarter 2).
- 10.4 Protection is reporting a further underspend of £61k. This is mainly because of delayed appointments and unspent staff non-pay budgets as changing working practices due to Covid-19. Funding of £49k set aside in earmarked revenue reserves no longer required for their original purpose, has been placed in the capital reserve.
- 10.5 For Prevention (excluding Safety Central) there is a forecast £17k underspend. This is mainly due to the impacts of the pandemic and includes saving in costs associated with safe and well visits (£20k) coupled by delay in recruiting to vacancies offset slightly by shortfall in expected income. Cadet teams are still not able to run giving a further £11k savings.

- 10.6 Safety Central is reporting a further underspend of £16k. The closure of the centre at Lymm due to the pandemic has resulted in lower premises maintenance costs and cleaning. There are potential costs of approximately £3k for trial works to the site for planting trees to create a distinct boundary between the Authority's site and the neighbouring lorry park, aiming to hide the increased and expansion of activity on the lorry park.
- 10.7 Support Services are forecasting a further underspend at quarter 3 with the main changes reported below.
- a) People and Development have a forecast overspend of £69k, which relates to a further £33k for agile working costs in addition to the £44k reported at quarter 2. Payment of £7k to the Authority's external pension provider for the work related to the Guaranteed Minimum Pension (GMP). This work relates to a review of the figures and a reconciliation process to equalise member. Additional pay costs have been incurred for the apprentices, who have become trainee firefighters from the beginning of January, once they have completed their training, will transfer to Service Delivery as operational firefighters in May 2021.
 - b) Property Management is reporting an additional £50k for feasibility work at Wilmslow for a Wilmslow Emergency Services Facility, reported to Estates and Property Committee in November to be funded from 2020-21 underspend. In addition, business rates for Chester station are suspended while it is being rebuilt saving £57k and a refund of £20k has been secured following the appeal on the business rates at Powey Lane site.
 - c) Customer Services anticipate a £70k underspend on corporate photocopying, printing and postage cost, part of these savings are on-going and will be built into the 2021-22 budget. Similarly, in Corporate Communications £24k savings are anticipated for the current year. Corporate events have significantly been affected by Covid-19 with £16k underspend reported at quarter 2 and by the end of December, a further £12.5k saving is anticipated.
 - d) ICT have identified savings of £76k from phones mainly due to changes in contracts. These savings are partly offset by £15k additional software cost for the new training centre and Netmotion costs from November 2020. Additional costs of £18k have been incurred following the SMT paper in October approving the purchase of 19 San-J radios for on-call appliances and the on-going monthly airwaves fees for these radios.
 - e) Transport is forecasting a saving of £62k which includes a further underspend on fuel of £25k due to lower fuel prices and lower business mileage because of Covid-19. This has also resulted in reduced repairs and tyre costs. Additional £8k income anticipated from the sale of end of life vehicles.
 - f) In the original Fleet budget, there was £52k for hire of a high reach extending turret vehicle prior to decision on purchase. With the review of the overall fleet, the need to hire has not been required so these funds will be transferred to the capital reserve to contribute to the eventual purchase costs when a decision has been made. The budget also included £14k for Welfare/ Major Incident Unit kit out, which is now anticipated to occur in 2021-22 and the funds will be carried forward accordingly.

11. In summary, the overall position at the end of the third quarter is for a forecast underspend to the year-end of £683k (1.5%) when compared to the original budget approved by the Authority. The position will continue to be monitored during the remaining of the year.

Capital Programme

12. At the end of December 2020, the Authority's approved capital programme is £38.724m with a forecast outturn spend of £40.290m – an overspend of £1.566m. Details of all the capital schemes are shown in Appendix 3.
13. After four years in design, planning and construction, the new 'state of the art' Training Centre at Sadler Road is now complete and following a period of familiarisation is now being used for training.
14. The new community fire station at Chester is now complete and is now operational.
15. The Year 2 Modernisation Programme is underway, with works at Widnes and Northwich on-site and works at Holmes Chapel and Audlem due to start in March 2021.
16. A report was presented to the Estates and Property Committee (6th November 2020) with a recommendation that the Authority allocate a further £3m to the Fire Station Modernisation Programme to fund year 3 of the programme, giving a revised budget of £11.5m. The Authority approved this at its December 2020 meeting.
17. Crewe Fire Station costs relate to the initial feasibility and high-level design stages as the Fire only building options are scoped out. During the third quarter, the feasibility reports and options were presented to the Estates and Property Committee (6th November 2020) with a recommendation that the Fire Authority allocate a further £2m to the project, giving a revised budget of £7m. The Authority also approved this at its December 2020 meeting. Further reports will be submitted to Members as the scheme progresses.

Financial implications

18. This report considers financial matters.

Legal Implications

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

Equality and diversity implications

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

Environmental implications

21. 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 3 2020-21

	Original Budget £000	Forecast Spend £000	Income/ expenditure variance £000
Firefighting and rescue operations			
Service Delivery	23,842	24,718	876
Operational Policy and Assurance	4,994	5,355	361
Protection	2,045	1,854	-191
Prevention			
Community Safety	2,043	2,038	-5
Safety Central	443	402	-41
Support Services			
Executive Management	1,068	1,026	-42
Workforce Transformation	224	190	-34
Property Management	1,705	1,744	39
Finance	400	398	-2
ICT	1,768	1,627	-141
Legal and Democratic Services	541	570	29
People and Development	1,704	1,756	52
Planning, Performance & Communications	952	860	-92
Procurement and Stores	236	234	-2
Fleet services	1,558	1,336	-222
Unitary Performance Groups	100	100	-
Corporate Finance costs			
Centrally held costs & contingencies	770	689	-81
Pension costs	1,033	940	-93
Capital Financing (incl. investment income)	404	404	-
Grants and contributions (incl. Covid-19)	-1,803	-2,978	-1,175
Total Service Expenditure	44,027	43,263	-764
Movement in Reserves	803	1,329	526
	44,830	44,592	-238
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 3			-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

Quarter 1 Contributions to/(from) Reserves

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		219.5
First Quarter Transfers		411.8

Quarter 2 Contributions to/(from) Reserves

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
		(298.9)
Add: Second Quarter Review underspend to capital reserve		224.6
Second Quarter Transfers		(74.3)

<u>Department</u>	<u>Description</u>	TOTAL £000
<u>Quarter 3 Contributions to/(from) Reserves</u>		
Service Delivery	Gartan development	5.7
OPA	Grenfell Infrastructure fund	14.8
OPA	Operation Equipment to/(from)reserve – uniform	15.5
OPA	Operational Training Courses - Incident Command training	105.0
OPA	Upgrade of Incident Command Training Suite	(38.0)
Protection	Heritage Officer post – delay in recruitment saving to reserves	6.5
Protection	Protection Uplift Programme (2021-22 element of spend)	31.0
Protection	Fire Safety Order – Prosecutions cost from reserve	(11.3)
Protection	Fire Safety Order – Prosecutions income to reserve	2.2
Protection	Fire Service Accreditation – reserve no longer required	(18.0)
Protection	Organisational Performance WMB post, no longer required	(31.4)
Protection	Realign above two transactions to capital reserve	49.4
Prevention	Road safety team-temp structure	1.3
Workforce Transformation	Sponsorship -local charity Motherwell	(2.0)
Property Management	Reduction of RHI Income to Environment Reserve	(5.0)
Property Management	New Training Centre Sculpture - cost of a curator	(1.7)
Fleet	Transfer to HRET capital reserve	52.0
Fleet	2020-21 project Welfare/ Major Incident Unit kit out- delayed	14.0
Third Quarter Transfers		190.0
Total Reserve Movement pre Qtr 3 forecast outturn		1,329.8

CHESHIRE FIRE AUTHORITY CAPITAL QUARTER 3 2020-21

Description		2020-21 Capital Budget £000	Total Programme Budget £000	Total Expenditure to end of Dec20 £000	Total Expenditure to date £000	Expected Scheme Outturn £000	Variance £000
Prior year schemes:	New Operational Training Facility	3,446	11,000	4,026	11,987	12,278	1,278
	Chester Fire Station	4,014	5,810	3,593	5,808	6,215	405
	Crewe Fire Station	1,750	7,000	35	55	7,000	-
	Fire Station Modernisation Programme	2,250	11,500	1,486	3,428	11,500	-
	Fire Houses Refurbishment (3 year programme)	350	880	386	594	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	-	3	370	-
	Sub-total	14,095	38,724	9,902	22,368	40,290	1,566
In-year approvals:	None	-	-	-	-	-	-
	Total	14,095	38,724	9,902	22,368	40,290	1,566

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 24th FEBRUARY 2021
REPORT OF: HEAD OF PROTECTION AND ORGANISATIONAL
PERFORMANCE
AUTHOR: MIKE CLARK

SUBJECT: PERFORMANCE REPORT - QUARTER 3, 2020-21

Purpose of Report

1. To present the 2020-21 Quarter Three 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 Three 2020-21.

Information

3. The Service's Performance and Programme Board receives a quarterly review of performance against Key Performance Indicators (KPI). The Board is responsible for monitoring and reviewing progress against performance targets and ensuring that action to improve performance is taken wherever possible if targets are not being met. The performance reviews are in turn presented to the Performance and Overview Committee as the Performance Health Report.
4. The continuing Covid-19 pandemic has meant that many of our normal activities did not begin at the start of the current performance year. Some activities have either still not restarted or not returned to pre-pandemic levels and may not for the remainder of the performance year. Therefore a number of targets remain suspended until normal activity levels can resume.
5. The Corporate Performance Scorecard is attached to this report. It reflects the Quarter Three position against targets set and the year-on-year direction of travel for the Service's KPIs.
6. 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

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

Legal implications

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

Equality and Diversity implications

9. 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

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

- Appendix 1 – 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**

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Year to Date 2020/21 Performance

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

Vision

IRMP Theme

Outcomes

Outputs

Protecting Local Communities

	Actual	Target	Q3 Year on Year	Q3 2019-20
Deaths in Primary Fires	2	0	↔	2
Injuries in Primary Fires	21	37	↓	30
Accidental dwelling fires	273	272	↑	241
- % starting in kitchens	137 (50%)		↓	134 (56%)
- % in homes with residents over pensionable age	56 (21%)		↑	42 (17%)
Deliberate fires (Primary and Secondary)	648	894	↓	725
Fires in Non Domestic Premises	97	121	↓	121
AFAs in Non Domestic Premises	348	376	↓	404

	Actual	Target	Q3 Year on Year	Q3 2019-20
SaWs Delivered to Heightened Risk	6,816	6,750	↓	25,744
Platinum address success rate	82%	65%	↑	66%
Thematic Inspections Completed	0	N/A	↓	1,537
NDP Fire Safety Audits Completed	1,142	N/A	↓	1,162
Percentage of Risk Based Programme Completed	20.75%	N/A		

Responding to Emergencies

	Actual	Target	Q3 Year on Year	Q3 2019-20
10 Minute Standard	86%	80%	↔	85%
On Call Availability	74%	85%	↑	64%
Nucleus OC pumps	99%			
Primary OC pumps	77%			
Secondary OC pumps	65%			

Developing the organisation

	Actual	Target	Q3 Year on Year	Q3 2019-20
Average Days/Shifts Lost to sickness	2.95	4.13	↓	3.24
Working Days Lost To Injury	93	30	↑	7.5

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%

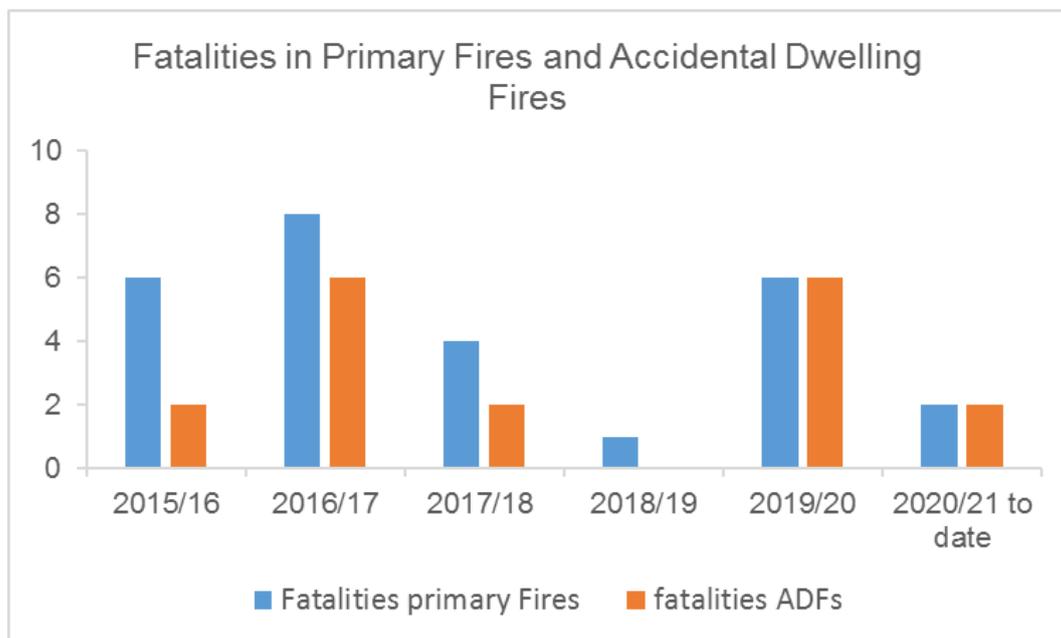
Performance and Programme Board – Performance Report

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

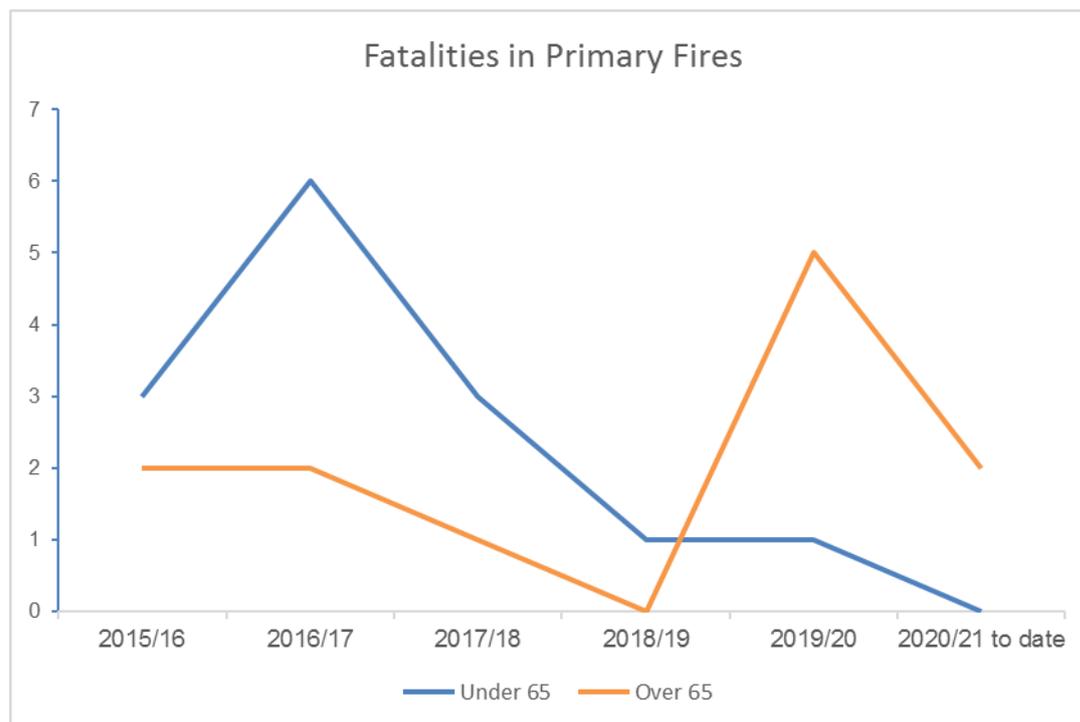
Reporting Period Q3		01/04/2020 To 31/12/2020	
Q1 Target	0	Q1 Actual	2
Q2 Target	0	Q2 Actual	0
Q3 Target	0	Q3 Actual	0
Q4 Target		Q4 Actual	
YTD Cumulative Target	0	YTD Cumulative Actual	2
Previous Status	Current Status		
			

Summary of Current Performance



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

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



Action taken to improve performance

The Service continues to deliver fire safety advice to all Cheshire residents through a range of initiatives including national and regional campaigns and local action plans.

Our community-based work is ongoing (in a revised format due to C19) which includes delivering fire safety advice to residents across Cheshire through our Safe and Well programme. We have also revised our Safe and Well targeting methodology to include a focus on single adult and lone parent households (to be implemented fully post pandemic).

We have an online / mobile home safety application which is available to allow residents to risk assess their home and provides personalised fire safety plans.

In addition, we work with partners to provide FireSafe programmes to support families with children who have a fascination with fire and eliminate behaviour that puts people at risk. Furthermore we continue to provide interactive fire safety awareness sessions to schoolchildren, and other groups, through our Safety and lifeskills centre, Safety Central.

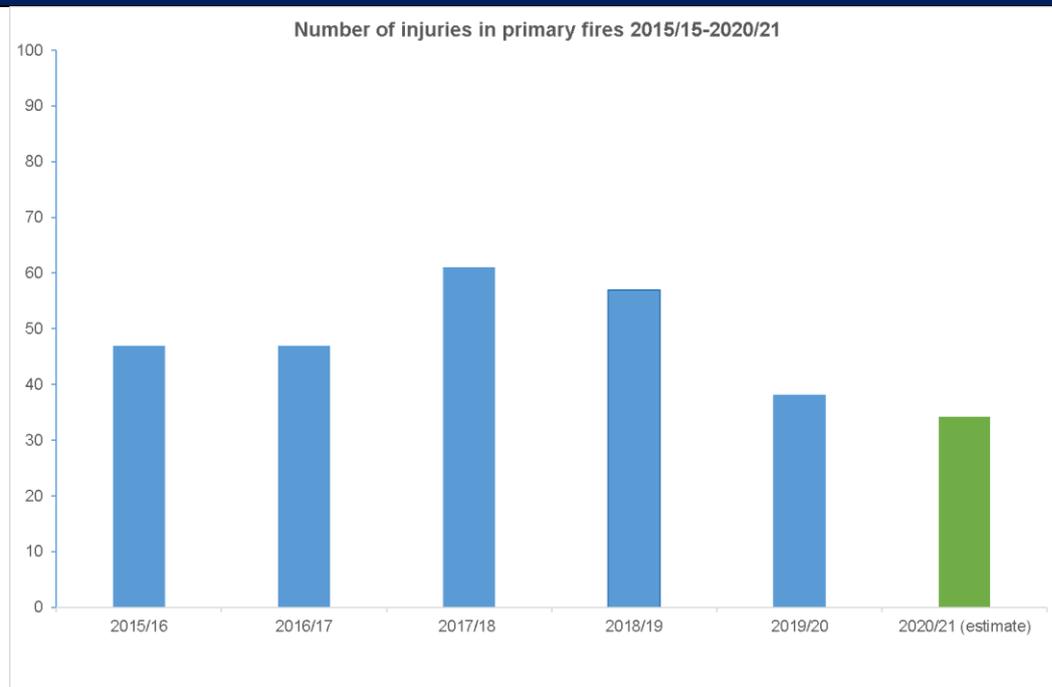
Performance and Programme Board – Performance Report

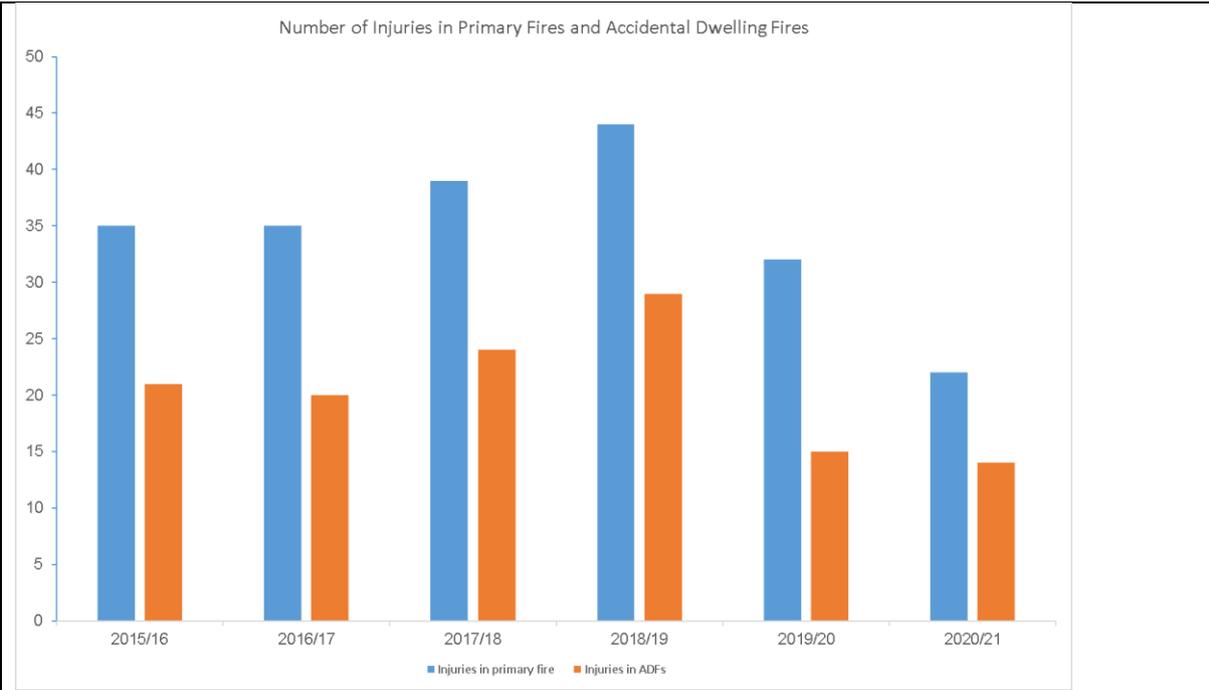
Indicator: [Injuries in Primary Fires]

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 Q3		01/04/2020 To 31/12/2020	
Q1 Target	11	Q1 Actual	13
Q2 Target	13	Q2 Actual	6
Q3 Target	13	Q3 Actual	2
Q4 Target		Q4 Actual	
YTD Cumulative Target	37	YTD Cumulative Actual	21
Previous Status	Current Status		
			

Summary of Current Performance





21 injuries occurred in the year to date against a target of 37.

- 13 of the 21 injuries occurred in accidental dwelling fires.
- Five injuries involved people aged 65 or over.
- Nine injuries were classified as serious, of which seven were in accidental dwelling fires.

Unitary Authority	Number of Injuries (year to date)
Cheshire East	4
Cheshire West & Chester	11
Halton	6
Warrington	0
Total	21

Cause	Number of Injuries
Cooking	7
Smoking	5
Matches and Candles	4
Fuel and Chemical related	2
Naked Flame	1
Other domestic appliance	2
Total	21

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	2
70-79	1	1
80-89	1	1
90+	0	0
Total	9	12

Injury Description	Number of Injuries Serious	Number of Injuries Slight
Burns - severe	7	0
Burns - slight	0	4
Back/neck injury (spinal)	1	0
Overcome by gas, smoke or toxic fumes; asphyxiation	1	7
Other	0	1
Total	9	12

Quarter 3 data:

Cheshire East

There was one injury in Cheshire East which occurred in an accidental dwelling fire.

Halton

There were zero injuries in Halton.

Cheshire West & Chester

There was one injury which was classified as a serious injury

Warrington

There were zero injuries in Warrington

Action taken to improve performance

Service Delivery 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 and 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 continue and targeted home safety advice is given out to members of the public.

Cheshire West and Chester

An incident in Neston saw an 80-year-old man sustain serious injuries after using petrol to start a garden fire. During a UPG meeting it was suggested that alternative communications with elderly residents in Neston be considered. Corporate Communications have established a communications plan for the area which will see not only social media alerts but leaflet drops and press statements in local papers.

Cheshire East

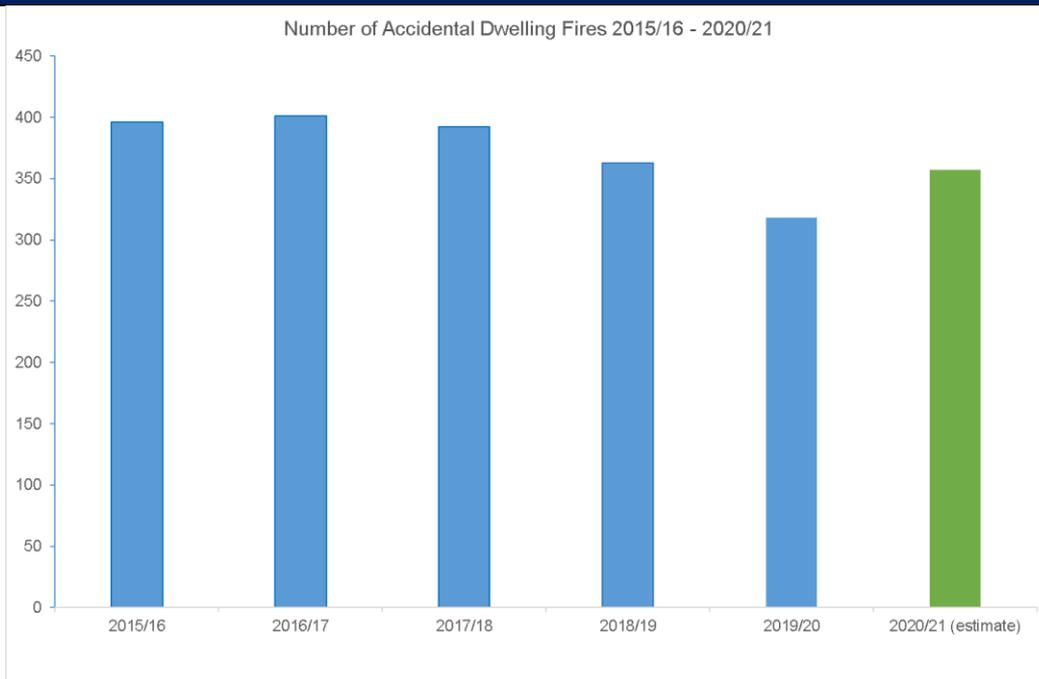
There has been an incident in Knutsford caused by an electrical fault. Relevant safety advice has gone into social media locally in relation to electrical safety. Further information about this incident can be found in the section relating to accidental dwelling fires.

Performance and Programme Board – Performance Report

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

Reporting period Q3		01/04/2020 To 31/12/2020	
Q1 Target	96	Q1 Actual	92
Q2 Target	82	Q2 Actual	91
Q3 Target	94	Q3 Actual	90
Q4 Target		Q3 Actual	
YTD Cumulative Target	272	YTD Cumulative Actual	273
Previous Status	Current Status		
			

Summary of Current Performance



At the end of quarter three there were 273 Accidental Dwelling Fires compared to a target of 272. Looking at the key risk areas, there has been an increase in the number of kitchen fires from 134 to 137, 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 82 to 107.

The increase is split across single occupancy under pensionable age and single occupancy over pensionable age. Spatially the increases have occurred in seven stations - Warrington, Chester, Widnes, Crewe, Congleton, Ellesmere Port and Wilmslow – with the number of incidents rising

from 39 to 70. Whilst the main causes/locations to have increased are cooking fires in the kitchen (30-46 incidents) and smoking in the living room (1-9 incidents).

There was no firefighting action required at 49.4% (135) of incidents

Unitary Authority	Total
Cheshire East	91
Cheshire West & Chester	100
Halton	31
Warrington	51
Total	273

Fire Location	Total
Kitchen	137
Bedroom	26
Living Room	27
External fittings	12
Garage	13
External Structures	10
Other	48
Total	273

Occupancy Type	Was a smoke alarm present? Yes
Lone person over pensionable age	94.64%
Lone Person under pensionable age	86.27%
Lone parent with dependant children	100%
Couple one or more over pensionable age, no children	92.31%
Couple with dependant children	78.18%
Couple both under pensionable age with no children	81.25%
Other	90.32%
Total	87.9%

Occupancy Type	No of Incidents	Dwellings	Indexed Score
Lone person over pensionable age	56	56533	369
Lone person under pensionable age	51	73421	259
Couple one or more over pensionable age, no children	26	80559	120
Lone parent with dependant children	19	82396	86
Couple both under pensionable age with no children	32	167332	71
Other	34	209308	61
Couple with dependant children	55	347436	59

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.

Due to the increase in the number of fires involving single occupancy households from 82 to 107 further analysis will take place to identify any themes and future action required.

Safe and Well

The Prevention department is currently undertaking a number of evaluation and research activities to understand the effectiveness and efficiency of the Safe and Well programme and some of the associated health elements that the programme involves.

The first of these evaluations, into Atrial Fibrillation and affordable warmth has already been concluded and the report conducted by Dr Julian Clarke has now been received by CFRS. This shows highly positive financial and societal impacts through our work in these areas.

Dr Clarke is now undertaking research and analysis of our work undertaking Blood Pressure testing as part of the Safe and Well visit.

Furthermore, the Prevention Team successfully tendered a bid for funding from the Fire Services Research and Training Trust.

This funding has been utilised to commission Greenstreet Burman, to undertake an evaluation of the effectiveness of our Safe and Well activity and to provide predictive analysis of future "at risk" groups, that we may need to proactively target with our Safe and well work.

Part of this evaluation, will be to undertake discussions with a focus group from this target demographic, to get a better understanding of issues or limitations they may face in accessing support to reduce fire risk.

One of the areas this focus group will include is the method in which CFRS communicate with this audience and whether our current communication strategy is effective at meeting their needs.

Cheshire West and Chester

Cheshire West and Chester were six over target this quarter with the main issue in Chester and Ellesmere Port identified as electrical and cooking fires. Given the current COVID climate, teams at station and the Corporate Communications department have been tasked with developing and delivering preventative social media campaigns. The area of most concern is the two incidents this quarter in high rise premises and a more specific preventative awareness

campaign is being developed and delivered considering the most appropriate media to reach this audience.

Cheshire East

There has been two separate significant house fires in the Mobberley area of Knutsford in Quarter 3, both of which appear to be accidental caused by electrical faults. Relevant safety advice has gone into social media locally in relation to electrical safety, the importance of smoke detectors and knowing what actions to take when the alarms sound. In the latest incident the smoke detectors fitted raised the alarm which led to the evacuation. The occupier has been contacted to ask if they would support a press release, reference the smoke detector within the property. The Locality Safety Manager is in contact with Corporate Communications.

An incident in Alsager was believed to have started by fairy lights on a Christmas tree in the living room of the property that had been left on when the occupant went to bed. The occupier of the premises has given permission to use photos from this incident in future campaigns regarding the dangers regarding Christmas tree lights/fairy lights. Alsager crews placed information on social media platforms following the incident.

Warrington

Although the area was under target for Quarter 3 there were four accidental dwelling fires in November in the Warrington station area. No fires spread beyond the item first ignited and 16 of the 18 had working smoke alarms fitted. The causation theme of cooking has been identified and all Watch Managers will be asked to use social media in liaison with Corporate Communications to send out themed messages relating to cooking safety.

Notably there were no electrical fires this month. This had been a key safety theme over the previous months due to increasing incident numbers and an area of concentration for the station teams.

Halton

During Quarter 3 the station have been focusing on the National Burns prevention week and utilising social media to share the NFCC and service messaging.

Safety Central

Following the start of the pandemic in March all bookings were cancelled for the remainder of the academic year. During July the staff team started a recovery plan for the reopening of the building and throughout August families were able to book a visit up to a maximum of 6 people. This proved to be really popular and the plan is to keep this format for future holiday periods.

In September bookings for school children were able to continue safely, with only one school per day with a maximum of 30 children and 5 staff / helpers. The centre received excellent feedback regarding the organisation and safety precautions that were in place.

However, following the announcement that Warrington was entering Tier 3 all bookings were cancelled. During that period, the staff produced safety videos regarding Halloween, bonfire night, road safety and Christmas safety. These videos have been promoted on the Service's YouTube channel and the centres own social media account. Staff also took the opportunity to begin the process of inviting external film companies to bid for work to replace / update some of the videos that supports the visits.

Due to the current national lockdown all bookings have been cancelled and rearranged for later in the year. Staff are therefore undertaking Makaton training, safeguarding training and also supporting the community vaccination hubs.

Planned maintenance for the building has also been implemented. A new updated version of the burning bedroom scenario is currently under way and other repairs and updates have been the main focus.

Between April and December 2020 the centre welcomed 830 visitors including 229 pupils and 44 teachers and helpers. For further information see the infographic attached at appendix 3.

Performance and Programme Board – Performance Report

Indicator: [Number of Deliberate Fires]

Reporting Period Q3		01/04/2020 To 31/12/2020	
Q1 Target (Primary)	66	Q1 Actual (Primary)	60
(Secondary)	264	(Secondary)	163
Q2 Target (Primary)	68	Q2 Actual (Primary)	54
(Secondary)	233	(Secondary)	161
Q3 Target (Primary)	59	Q3 Actual (Primary)	46
(Secondary)	204	(Secondary)	164
Q4 Target (Primary)		Q4 Actual (Primary)	
(Secondary)		(Secondary)	
YTD Cumulative Target (Primary)	193	YTD Cumulative Actual (Primary)	160
(Secondary)	701	(Secondary)	488

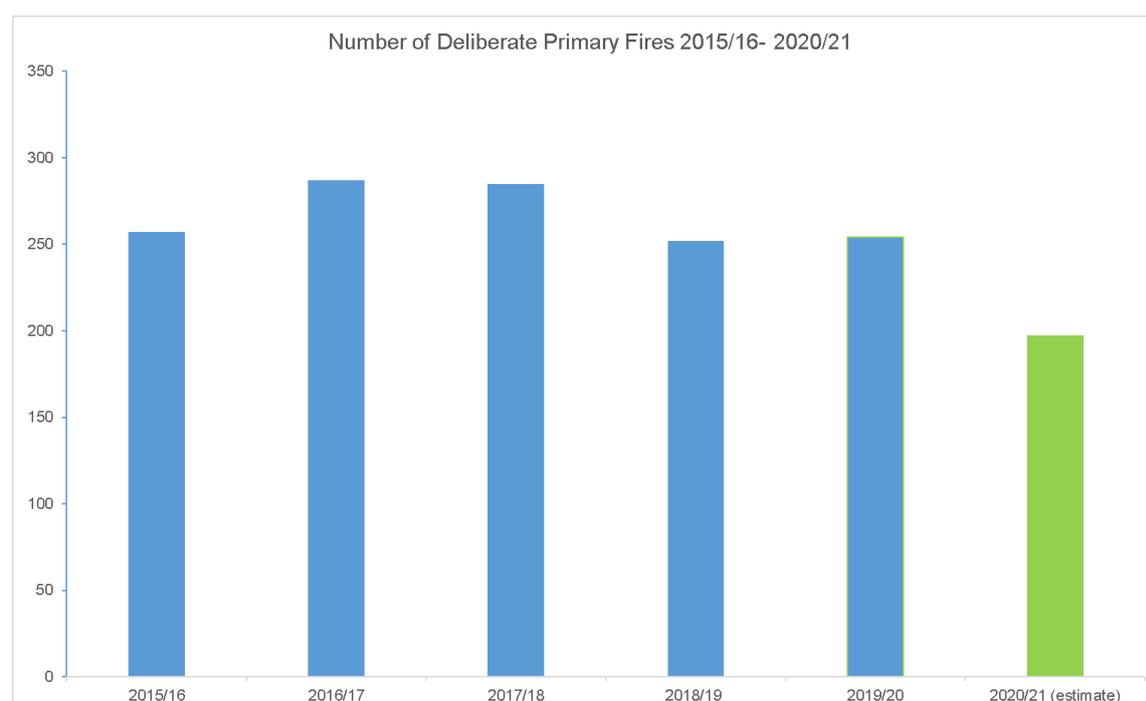
Deliberate Primary Fires

Deliberate Secondary Fires

Previous Status	Current Status	Previous Status	Current Status
			

Summary of Current Performance

Deliberate Primary Fires



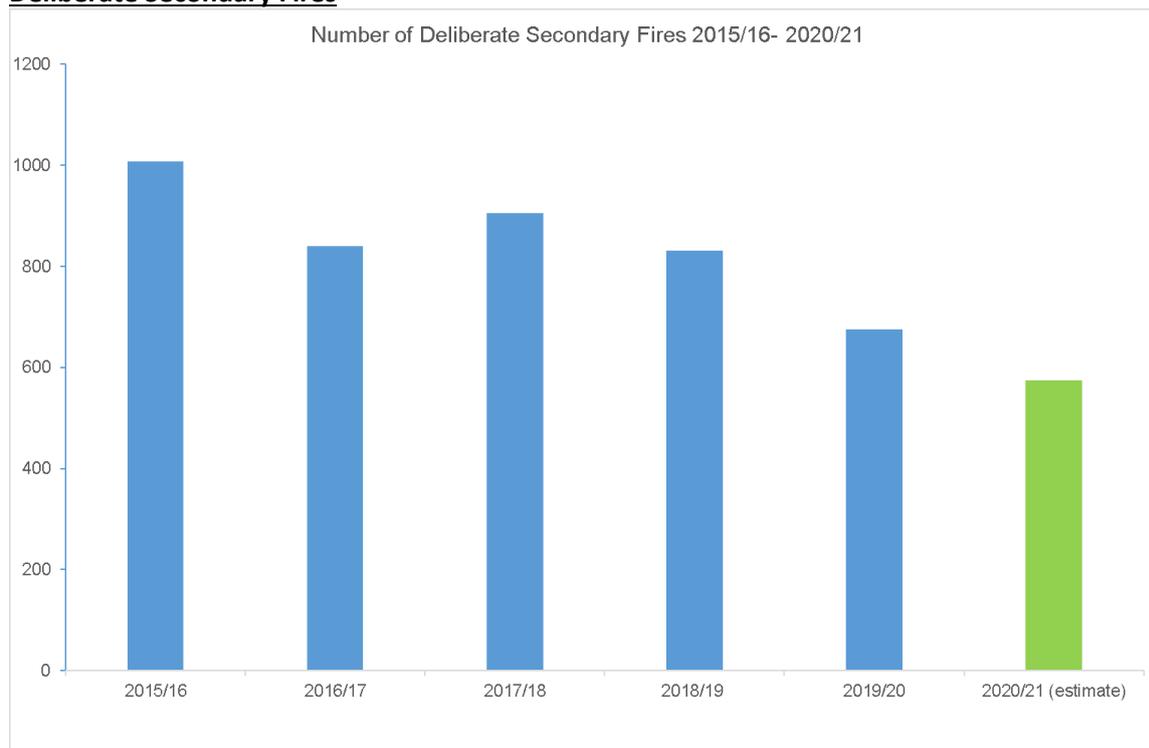
As defined in the Incident Recording System (IRS) primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Overall 160 deliberate primary fires were recorded at the end of quarter three, against a target of 193. Overall the station areas with the highest number of incidents are Warrington (29), Widnes (22) and Ellesmere Port (15).

Across Cheshire, 67 incidents (41.6%) involved the deliberate ignition of a road vehicle. Of these, 39 involved cars.

Unitary area	Number of Deliberate Primary Fires
Cheshire East	44
Cheshire West and Chester	39
Halton	36
Warrington	41
Total	160

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 three was 488 which is 213 incidents under target. The highest number of incidents have been in the following station areas - Warrington (109), Widnes (70) and Ellesmere Port (68). These three station areas account for 49% of all incidents.

Unitary area	Number of Deliberate Secondary Fires
Cheshire East	70
Cheshire West and Chester	142
Halton	144
Warrington	132
Total	488

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. This is in addition to reporting through the Incident Recording System (IRS) and Police Notification Report (PNR) platforms.

Bonfire period

During the bonfire period three On-call fire engines were made available in key activity areas for nine evenings from the 30th of October to the 7th of November to provide an additional resource for dealing with the risk of a predicted increase in secondary fire activity. This was the largest period of additional cover we have put in place in many years due to the increased risk of fires in the homes increasing from bonfires out of control in private dwellings as all organised displays were cancelled.

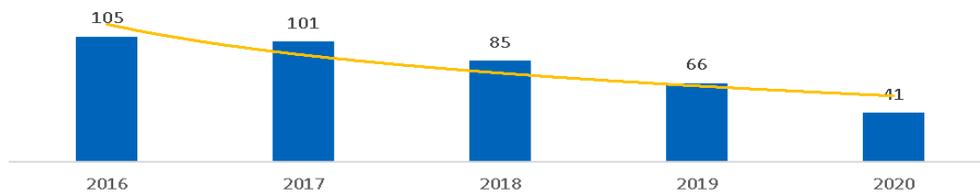
During this period of activity the Services Deliberate Fire Reduction Officer also attended NWFC with Cheshire Police on the key evenings of activity to support the operational response and give logistical support.

The Service adapted its key safety messages strongly promoting members of the public not to hold bonfires at home, yet recognising that some would still continue, therefore giving safer bonfire and firework advice.

As with all our activities, visits and face to face presentations have been halted due to the pandemic. Therefore the Service created with Cheshire Police a Firework Safety video with voice over/interview from a Fire Fighter. This was shared with all Key Stage 4 Schools in Cheshire. (Greater Manchester Fire Service also shared this with all their schools)

Over the 2 week recording period 41 Deliberate Secondary fires occurred – 90.1% reduction from 5 years ago, and a 37.9% reduction from the previous year during the same date period.

Secondary Deliberate Fires
0800 24 Oct - 0800 7 Nov



Cheshire West and Chester

Cheshire West and Chester are under target in Quarter 3 for deliberate primary and secondary fires, however engagement with local policing and Problem Solving groups continues. Discussions related to potential engagement opportunities through social media during 'Lockdown and Tier arrangements' is ongoing via these local working groups.

A fire in the Countess of Chester hospital was caused by one of the patients. A Post fire inspection was completed and engagement with the hospital is ongoing. Audits on hospitals are continuing and follow a 3 yearly cycle.

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.

Primary - Following an incident in Wilmslow involving a skip on a drive way a suspect has been charged with arson. Following an incident in Macclesfield involving a deliberate fire in a mid terraced property the occupier has admitted causing the fire.

Secondary - There have been a number of incidents across Crewe & Congleton that have involved homeless members of the community starting small fires in order to keep warm. These fires are being started intentionally with the aim of staying warm during the winter. The Station Manager is due to take information to the next Multi Agency Action Group meeting so we can start to plot where these incidents are happening with the aim of assisting partner agencies with intervention work.

Warrington

Primary - There were two incidents at HMP Risley due to the same inmate. Furthermore, two incidents in Warrington were late fire calls in regards to deliberate action of a person unknown placing lit items in a garden and through a letter box.

Secondary – In Warrington a new Fire Police Community Support Officer (PCSO) has been appointed. Following a number of incidents at Chevys (disused nightclub), involving a homeless couple, the Station Manager has been liaising with the PSCO and Council.

Deliberate fires within the local area have started to increase since the lockdown restrictions have been lifted. Crews have been liaising with the police regarding incidents in repeat locations.

Wireless CCTV cameras have now arrived and will be used in targeted areas to assist with reducing deliberate fires.

In Penketh there have been a number of incidents involving anti social behaviour and fire setting over the last few months. The Watch Manager is in contact with local officers in Cheshire Police regarding any 'patterns' of 'hot spot' areas . A request for additional patrols in this area will be made. Safety messages regarding anti social behaviour and fire setting have been sent out on social media.

Halton

Primary - Although Halton is under target for deliberate primary fires in Quarter 3 there was a rise in incidents in December. This was in the Runcorn area but showed no obvious pattern or trends.

Secondary – In Widnes bins have been targeted in Upton Rocks and the Town centre and therefore local station staff are liaising with the PCSO to raise the profile of patrols in the area. The Station Manager in Halton is to raise concerns to the Police and discuss the possibility of extending the dispersion order on Upton Rocks Park. CCTV footage on the park is to be downloaded following calls to catch repeat offenders.

Station personnel have canvassed local shop owners to be vigilant in relation to bin storage. Teams are liaising with Corporate Communications to produce wheelie bin stickers and distribute to local residents. These are to highlight the cost to society of arson and to encourage residents to remove their bins from the street after they have been emptied.

Crews on their way back from fire calls will complete arson routes, checking to see if there are large amounts of fire loading in know bin areas around town. If found they will contact the relevant company regarding locking up their rubbish.

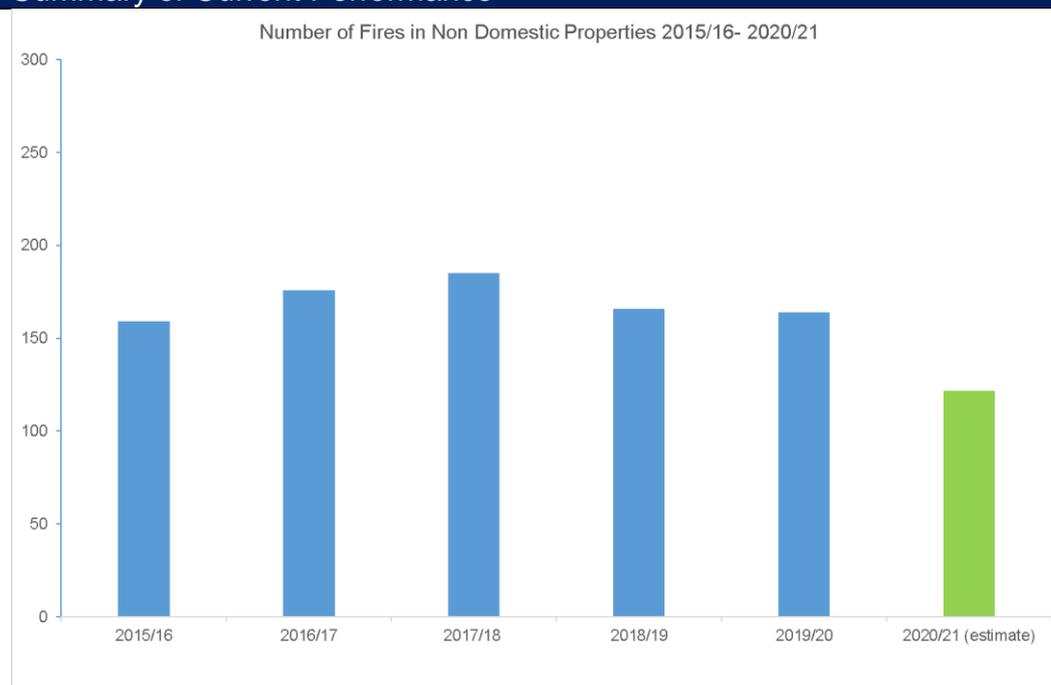
In Runcorn station personnel have been in contact with local Police and information is being shared about deliberate fires in order to track them and identify any trends. There has been an increase in both deliberate primary and secondary fires in December and a trend of wheelie bin fires. The station intend to focus their prevention efforts and safety messages on wheelie bin fires during Safe and Well visits and HSAs and will liaise with the local Police single point of contact.

Performance and Programme Board – Performance Report

Indicator: [Fires in Non-Domestic Premises]

Reporting Period Q3		01/04/2020 to 31/12/2020	
Q1 Target	45	Q1 Actual	35
Q2 Target	42	Q2 Actual	32
Q3 Target	34	Q3 Actual	30
Q4 Target		Q4 Actual	
YTD Cumulative Target	121	YTD Cumulative Actual	97
Previous Status	Current Status		
			

Summary of Current Performance



There have been 97 Non-Domestic Premises fires up to the end of Quarter Three which is 24 below target.

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

Type	Number of occurrences
Barn	10
Prison	6
Takeaway/fast food	5

All of the barn fires occurred in quarters 1 and 2, whilst three out of the six prison fires occurred in quarter 3, four of which were confined to the item first ignited. Five out of the six prison fires occurred at Risley.

The main causes for fires in Non-Domestic Premises:

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

53% of the 97 fires (51 incidents) were either confined to the item first ignited (42) or involved smoke and heat damage only (nine). Whilst a further 24 (25%) fires were confined to the room of origin.

Unitary Area	Accidental	Deliberate
Cheshire East	25	8
Cheshire West & Chester	24	5
Halton	10	3
Warrington	15	7
Grand Total*	74	97

Property Type	Number of Properties	Number of Incidents	Index Score
Prison	3	6	102633
Hospital / Hospice	40	4	5131.649
Factory/Manufacturing	438	13	1523.092
Care / Nursing Home	220	6	1399.541
Fast Food Outlet / Takeaway (Hot / Cold)	518	5	495.333
Farm / Non-Residential Associated Building	1077	10	476.4763
Restaurant / Cafeteria	703	6	437.9786
Public House / Bar / Nightclub	805	4	254.9888

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 undertook physical visits to regulated premises during quarter 3, however the second national lockdown did have a significant impact on work streams. Post fire inspections were completed where appropriate and this followed a risk based approach instead of a follow up on every fire approach (as happened pre-Covid).

159 regulated premises were hot spotted by the business safety team following fires in regulated premises (where the Service has jurisdiction). Social media activity has been the mainstay of the business safety team supported by relevant messages on a number of platforms (LinkedIn, Facebook and Twitter) – this activity is broken down into:

- Business Safety Twitter account received over 32.6 thousand views.
- Business Safety Facebook Page received over 11 thousand views.
- Business Safety posts on the Cheshire Fire LinkedIn page received over 17.6 thousand views.

The social media posts have been both reactive following incidents (themes), but also proactive in respect of preventing fires in regulated premises. Of particular note was candle safety, electrical safety and Christmas inspection initiatives.

Electrical and cooking fires were found to be the most common cause of fires in regulated premises. This topical information is being cascaded to the inspection teams so they can drive the messages when they meet the premises management as part of their routine inspections. Also this will be used by the business safety team.

Strong liaison with regulated premises across Cheshire continues. The first three quarters have been 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.

To address the number of fires in prisons the Service is trialing a rollout of a new Crown Premises Inspection Group initiative. The trial is already proving fruitful with close working being fostered between the two organisations (CFRS have no legal jurisdiction in prisons but attend emergency incidents there). Regular reporting processes and stronger relationships with the inspection group will ensure that all prison incidents receive a stronger spotlight. The initiative will mean a specific focus on the Service's three prisons (secure accommodation). This is cross departmental working involving the fire stations that attend the incidents, and also the fire investigation teams. This initiative is being led by the Protection team at Warrington.

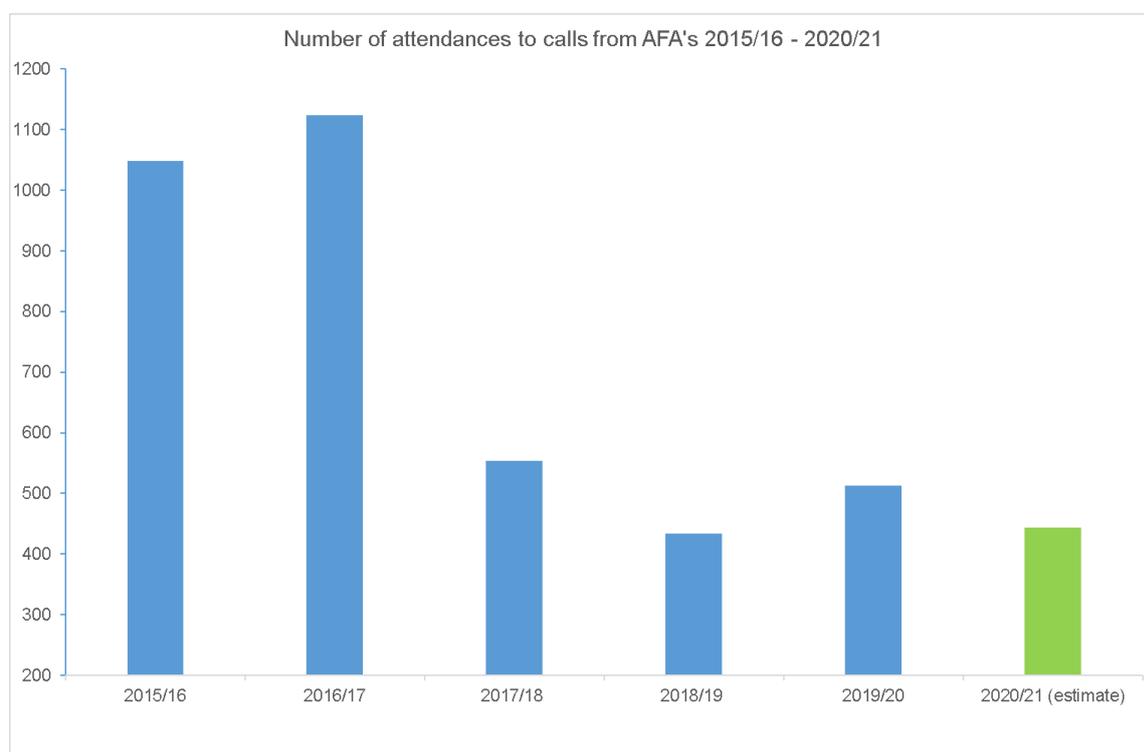
The Heritage Officer started in post as of the 1st January. This individual will be responsible for heritage pan Cheshire however, their main focus will be directed to working with partners in Chester (and Cheshire West and Chester Council) in delivering the heritage project for the rows. The Chester Rows is of significant heritage importance and innovative solutions and partnership working will be required. This individual will link in internally to the UPG meetings, Chester fire station and the prevention team. Externally there are a number of agencies with a vested interest in the heritage of Chester and wider Cheshire area.

Performance and Programme Board – Performance Report

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

Reporting Period Q3		01/04/2020 To 31/12/2020	
Q1 Target	116	Q1 Actual	112
Q2 Target	147	Q2 Actual	134
Q3 Target	113	Q3 Actual	102
Q4 Target		Q4 Actual	
YTD Cumulative Target	376	YTD Cumulative Actual	348
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 Three there were 348 attendances to Automatic Fire Alarms in Non-Domestic Premises against a target of 376.

The station areas with the highest number of calls are Chester, Macclesfield and Warrington which together account for 47% (165) of the overall total.

The main property types for Automatic Fire Alarms are hospitals (119) and nursing, retirement or care homes (96), whilst the most common reason for the alarm to go off was a fault (133), followed by cooking/burnt toast (48) and accidentally/carelessly set off (47).

Unitary area	Number of AFAs
Cheshire East	143
Cheshire West and Chester	127
Halton	27
Warrington	52
Total	349

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

A review of quarter 3 activity has identified a number of AFA's which were outside of policy and therefore shouldn't have received a mobilisation via NWFC. The local Protection teams will be working with both the NWFC link officer and premises where appropriate to address these.

Given the situation regarding pressures on care establishments (hospital/ retirement/ nursing home) there have been a number of false alarms at these premises. This information is being shared with inspectors so the message can be shared when inspections/ liaison is carried out at these premises.

The 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 Q3		01/04/2020 To 30/09/2020	
Q1 Target	2250 *	Q1 Actual	1992
Q2 Target	2250	Q2 Actual	2373
Q3 Target	2250	Q3 Actual	2451
Q4 Target		Q4 Actual	
YTD Cumulative Target	6750	YTD Cumulative Total	6816
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.

Up to the end of quarter three 6816 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 Q3		01/04/2020 To 30/09/2020	
Q1 Target	65% *	Q1 Actual	94%
Q2 Target	65%	Q2 Actual	87%
Q3 Target	65%	Q3 Actual	77%
Q4 Target		Q4 Actual	
YTD Cumulative Target	65%	YTD Cumulative Total	82%
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 82%.

Action taken to improve performance

As within Quarter 1 and 2, the total number of Safe and well visits delivered is greatly impacted by the current Pandemic. Prevention staff have continued to deliver Safe and Well engagements within the community, alongside other key community welfare activities such as food parcels, lateral flow tests etc. Service Delivery colleagues have continued to support with Post Incident Safe and Well completion.

There has been a major emphasis on agency referrals and also Platinum level Safe and Well addresses, to ensure the intervention we are undertaking is to the most vulnerable within the community.

In quarter four we are looking at how we can utilise Safe and Well work, to support the mass Covid vaccination programme within Cheshire. We are in the planning phase of supporting two Primary Care Networks (PCN’s) by targeting their “hard to reach” patients, who have not yet responded to the offer of a Covid vaccine.

We will support the PCN’s, with the offer of a Safe and well visit to these residents and during this interaction, we will, with consent, also be highlighting the vaccination programme.

Where applicable, we will support the booking of appointments for these residents, at the point of our visit.

It is intended to run as a “pilot” within these two PCN’s before rolling this out across the four unitary areas.

Performance and Programme Board – Performance Report

Indicator: [Thematic Inspections Completed by Operational Crews]

Reporting Period Q3		01/04/2020 To 31/12/2020	
Q1 Target	Suspended	Q1 Actual	N/A
Q2 Target	Suspended	Q2 Actual	N/A
Q3 Target	Suspended	Q3 Actual	N/A
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 are suspended 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 Q3		01/04/2020 To 31/12/2020	
Q1 Target	Suspended	Q1 Actual	196
Q2 Target	Suspended	Q2 Actual	471
Q3 Target	Suspended	Q3 Actual	475
Q4 Target		Q4 Actual	
YTD Cumulative Target	Suspended	YTD Cumulative Total	1142
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 Q3 but then were limited due to the second lockdown. Where these have taken place they have focused on the highest risk premises. 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.

Seven enforcement notices and two prohibition notices were issued in Q3 to a range of premises across the three office areas. These have come as a result of either fires or a physical visit to a premises.

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

Reporting Period Q3		01/04/2020 To 31/12/2020	
Q1 Target	Suspended	Q1 Actual	5% (29)
Q2 Target	Suspended	Q2 Actual	22% (76)
Q3 Target	Suspended	Q3 Actual	27% (121)
Q4 Target		Q4 Actual	
YTD Cumulative Target	Suspended	YTD Cumulative Total	27% (121 inspections)
Previous Status	Current Status		
N/A	N/A		

Summary of Current Performance

It was agreed at Performance and Programme Board on 8th February 2021 that the target for the RBIP would be suspended until normal activity levels have resumed.

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

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

Action taken to improve performance

The lockdown periods had a real impact on the abilities of the department to carry out physical inspections. As a result there are a number of the RBIP premises that could not be audited during lockdown and therefore this has affected the completion figures significantly. The unusual circumstances of COVID-19 meant that other work streams, such as training and development to competence have been focussed on and completed during this period in order to free up time for RBIP work post COVID-19 lockdown.

Premises not being open or high COVID-19 cases at the individual premises are the main reasons that physical audits were unable to be completed. Where this is this case, if possible the preliminary work of reviewing risk assessments, records and liaison with sites is still taking place and the final physical visit deferred. The number of physical audits completed improved in Q2 and Q3 compared to Q1 but is still significantly reduced. Premises that haven't been inspected will remain on the programme to be completed at a later date.

Performance and Programme Board – Performance Report

Indicator: [10 Minute Standard]

Reporting Period Q3		01/04/2020 To 31/12/2020	
Q1 Target	80%	Q1 Actual	88%
Q2 Target	80%	Q2 Actual	84%
Q3 Target	80%	Q3 Actual	86%
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 eight minutes and 6 seconds.

Dwellings

90% of dwelling fires were attended within 10 minutes.

There were nine attendances to dwelling fires which failed the standard in quarter three. The average attendance time for a first appliance to a dwelling fire was seven minutes and 20 seconds.

Incidents during Quarter Three:

Cheshire East – There were four failures due to:

- The location of the incident was a long way from the fire station and on a roadway not suitable for wide vehicles such as a fire appliance
- A defective level crossing which meant that the appliance had to take a longer route
- An MDT failure after booking mobile to the incident which led to a long delay in booking in attendance by radio.
- A pager was inadvertently set to the wrong channel leading to a delay for one member of crew attending the station. Training has taken place locally to rectify this issue.

Warrington – There was one failure due to the appliance's satellite navigation failing to locate the address. To rectify the issue all station satellite navigation devices were reset and updated.

Halton – There were no failures.

Cheshire West and Chester – There were four dwelling fires identified as not meeting the 10 minute response standard all being due to the distance required to be travelled from the station.

Road Traffic Collisions

77% of Road Traffic Collisions were attended within ten minutes. Overall there were eight incidents which failed the standard in quarter three. The average time from alert to in attendance was nine minutes 34 seconds.

Incidents during Quarter Three:

Cheshire East – There were five failures due to difficulty locating the incident on two occasions and distance / location of the incident on three occasions.

Warrington – There were no failures.

Halton – There were no failures.

Cheshire West and Chester – There were three RTC's where the standard was not achieved, two in Neston and one in Tarporley which were all due to the travel distance from the station.

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 Q3		01/04/2020 To 31/12/2020			
Q1 Target	85%	Q1 Actual	87%		
Q2 Target	85%	Q2 Actual	68%		
Q3 Target	85%	Q3 Actual	68%		
Q4 Target	85%	Q4 Actual			
YTD Cumulative Target	85%	YTD Cumulative Actual	74%		
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 Q3 was 74% (crew of four) and 78% (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 74%
- Secondary on-call appliance (e.g. Winsford second appliance etc.) availability was 61%

Action taken to improve performance

On-call availability has been maintained at 68% this quarter to the same level as the previous reporting period. With the exception of Holmes Chapel Fire Station, all On-call stations also demonstrated an increase in availability, based on the same period in 2019/20.

As the Coronavirus pandemic restrictions were heightened during the December period, additional availability was provided but, not to the same levels experienced during the first lockdown in Quarter 1. However, a number of stations achieved higher than normal levels of availability in December and over the festive period, notably Malpas (83%), Audlem (84%) and Middlewich (95%).

A number of primary On-call stations including Holmes Chapel, Stockton Heath

Knutsford, Tarporley and Frodsham all require attention due to a number of deficiencies in the number of firefighters available as the spreadsheet table at Appendix 7 highlights

Despite the pandemic, recruitment is ongoing including the use of social media platforms utilising short videos of On-call firefighters, often from under represented groups, describing their own journey to inspire others to join.

A number of individuals are currently progressing through the stages to starting the journey to becoming On-call firefighters. Year to date we have had the following numbers of staff join and leave the On-call duty system.

Q1 – 12 joiners / 4 leavers

Q2 – 3 joiners / 11 leavers

Q3 – 6 joiners / 6 leavers

Q2 presented some challenges for recruitment which included,

- the national pandemic lockdown restrictions were lifted to coincide with the summer period
- a staffing deficiency within the Recruitment team

Our latest recruitment figures are:

- Preliminary stages – 26
- Practical Assessments – 2
- Interviews – 5
- Pre-Employment Checks/Medical – 5.

A further migration intake of 12 firefighters joining the wholetime duty system from the On-call duty system will also occur in March 2021. This migration process provides a real pathway and is a key motivator to those who wish to become full time firefighters.

All recruitment, training and development activities are being maintained (within strictly COVID secure boundaries), as a result we will begin to see an increase in the number of trainee, development and competent On-call firefighters available.

From a national perspective, Cheshire Fire and Rescue Service have a lead role in the planning of the 2021 virtual NFCC On-call Conference and this will be held as part of the National On-call recruitment week in late February/early March. The aim is to further capitalise on a national media recruitment campaign for On-call and share best practice across the entire sector.

Performance and Programme Board – Performance Report

Indicator: [Average Days/Shifts Lost to Sickness]

Reporting Period Q3		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)	2.95
Q4 Target (cumulative)	5.5	Q4 Target (cumulative)	
YTD Cumulative Target	4.13	YTD Cumulative Actual	2.95
Previous Status	Current Status		
			

Summary of Current Performance

Performance for Fire Staff in this quarter (3.08) shows slightly higher average days lost than for Operational Staff (2.92). However the figure for Fire Staff for Q3 this year (3.08) is significantly lower than for Q3 last year which was 4.98. The performance of Operational Staff is 2.92 for the quarter, this is an increase on the Q3 19/20 figure (2.57).

Overall, the figure of 2.95 days lost for Quarter 3 means that the Service is under target for the year so far, and this figure is a decrease on the corresponding figure for Q3 last year which was 3.08. In terms of total days lost, for Quarter 3 the cumulative figure is 2703.5 which is a decrease compared with the figure of 2902.5 in the same quarter last year. Total headcount for Q3 this year is 917, which is 25 lower than last year's Q3 figure of 942.

18 episodes of sickness absence commenced during Q3 due to Covid-19 (this does not include absences due to self-isolation or social distancing) compared with 2 which commenced in Q2.

Staff Category	# of sickness days/shifts	Headcount	Average working days lost to sickness per person
Whole-time	1292	427	3.03
On-call	848	307	2.72
Uniform Total	2140	734	2.92
Fire Staff	563.5	183	3.08
Q3 Total	2703.5	917	2.95

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 and employee guide has been launched via individual briefings to 85% of watches/teams as of 15th January 2021. This has been done by HR in conjunction with the Mental Health & Wellbeing Advisor. The remainder of watches/teams are planned to receive this input before end of Q4.
- 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 2. This shows the Service has the 3rd lowest Wholetime absence rate of all Services. Although not one of the top performing Services for Fire staff absence the Service's average days lost figure was well below the national average for Fire staff across all Services. 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 Q3		01/04/2020 To 31/12/2020	
Q1 Target	10	Q1 Actual	56
Q2 Target	10	Q2 Actual	0
Q3 Target	10	Q3 Actual	37
Q4 Target		Q4 Actual	
YTD Cumulative Target	30	YTD Cumulative Actual	93
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 sustaining injuries when they were hit by a fire hydrant causing serious bruising to the back of both legs of one of the firefighters.

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

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

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

In Quarter 3 there were 37 duty days lost due to one accident to an On-call Firefighter. The firefighter fell and dislocated a hip. On-call firefighter sickness is recorded as calendar days when the person might have been available for duty.

Action taken to improve performance

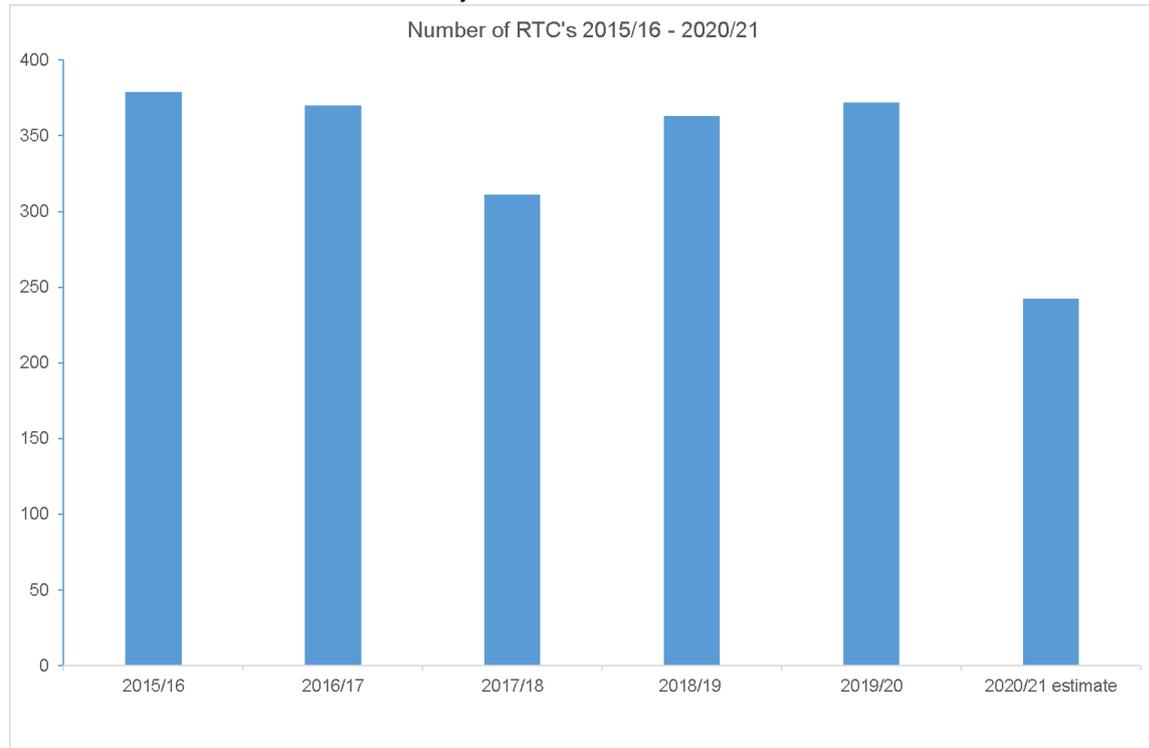
A full accident investigation has taken place in relation to the incidents and the outcomes will be actioned to prevent reoccurrences and learn any lessons.

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

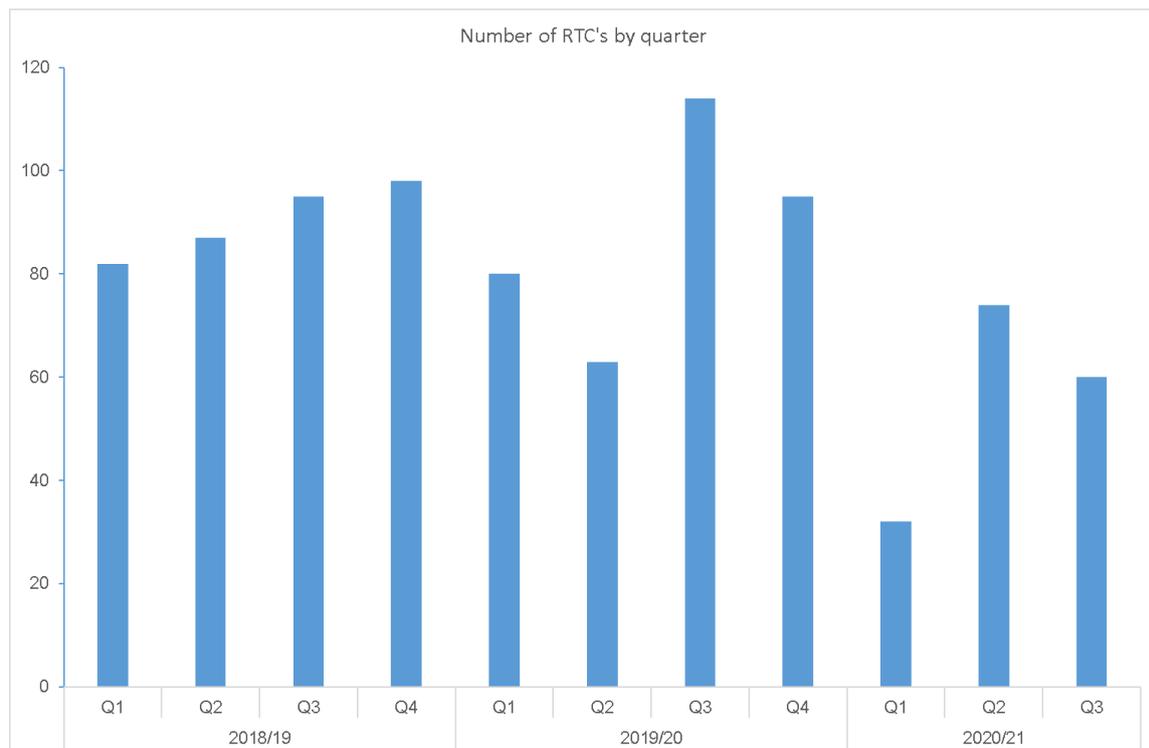
Appendix 1

Performance and Programme Board – Performance Report				
Indicator: [Road Traffic Collisions Attended]				
Reporting Period Q3	01/04/2020 To 31/12/2020	Q1 Actual Q2 Actual Q3 Actual Q4 Actual YTD Cumulative Actual	32 74 60 166	
Summary of Current Performance				
<p>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.</p> <p>As a consequence the Service has taken a decision to monitor and report the number of road traffic collisions (RTCs) that we attend.</p> <p>Fatalities and injuries occurring as a result of Road Traffic Collisions.</p> <p>Please note, the following information is collated from data owned by Cheshire Constabulary and relates to calendar year.</p>				
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%

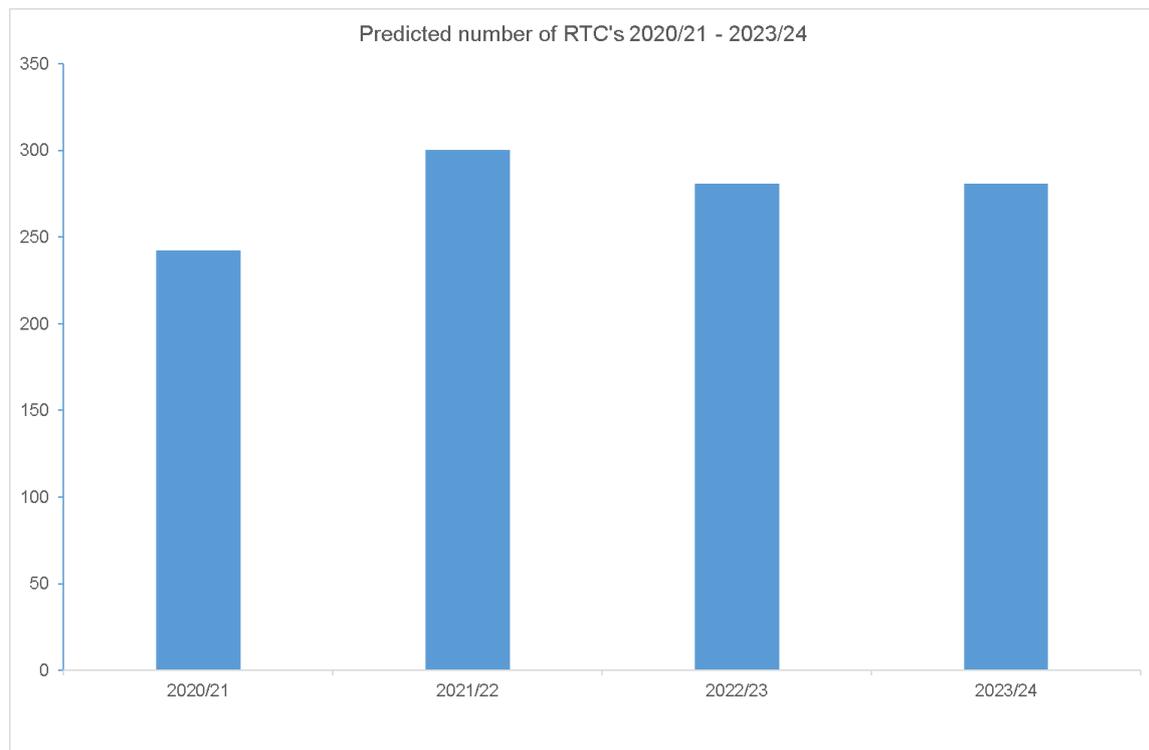
Chart of number of RTC's attended by Cheshire Fire and Rescue Service



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 following this. The downward trend since Q1 2020/21 is partially 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

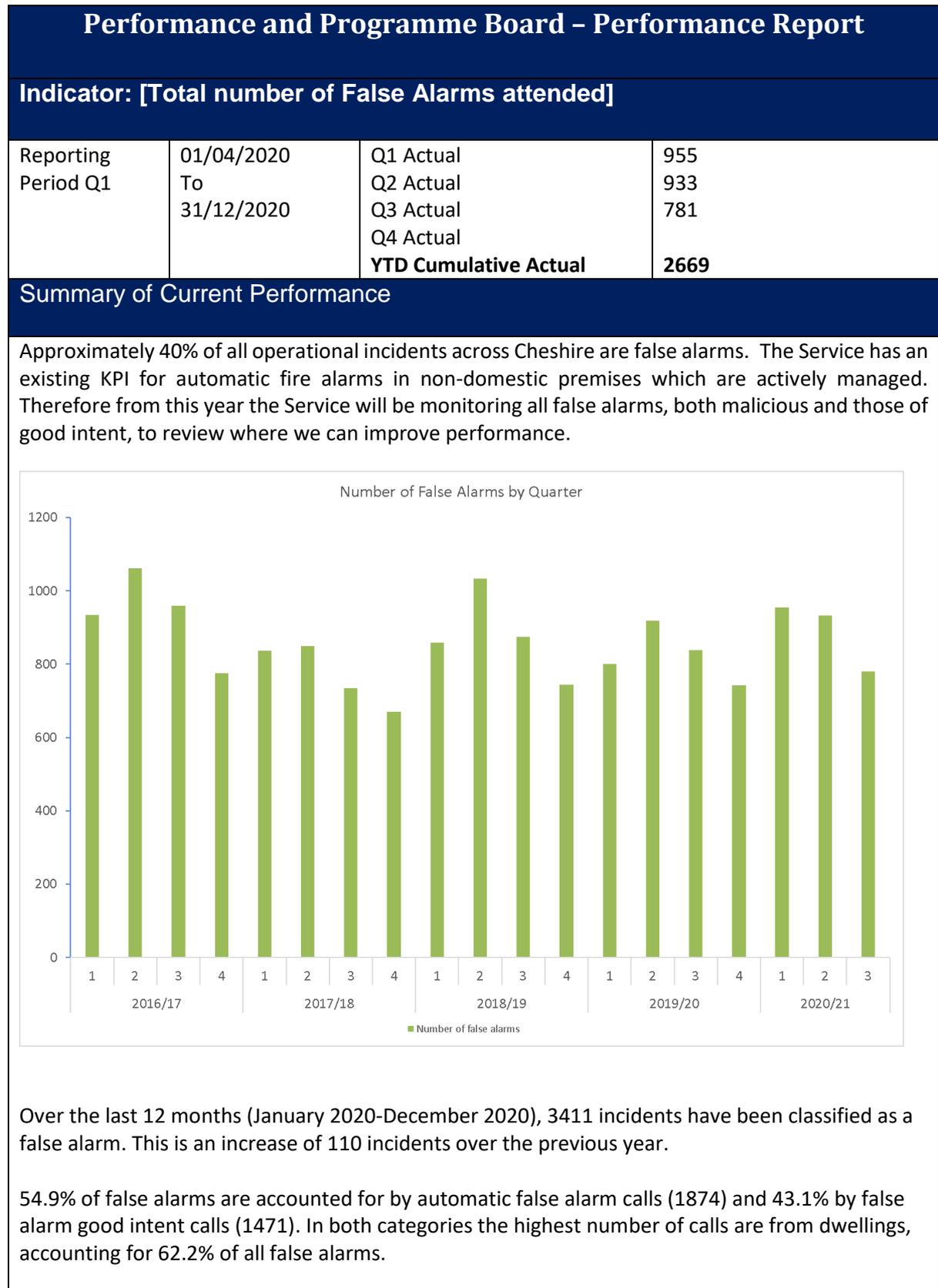
Meetings with Cheshire Police and Cheshire Fire and Rescue Service and the relevant service leads within the Cheshire Road Safety Group (CRSG) have been completed to promote the adoption of a Strategic Road Safety Plan across Cheshire. CRSG is now undertaking a review of the setup, workings and finances of the group to give a clear position of the current standing. 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. The partnership would use an intelligence led targeting method to change the public's knowledge, attitude and behaviour relating to their safety on our roads.

Within the timelines of the last and current lockdown, The Road Safety Team and Cheshire Police completed the first two trials of events to combat the rise in injuries to cyclists on our roads. This is currently known as a Close Pass Operation, an unmarked police cyclist informs waiting Police patrols of any vehicles and cyclists who don't drive or ride in accordance with safe practises. Any cars within 1.5 Metres of the cyclist are brought back to the local Fire Station car park, (Crewe and Congleton on this occasion), enforcement would then take place where required. When completed the Road Safety Team had a close pass mat and bicycle on a stand setup to demonstrate and educate the member of the public. Cyclists without lights were also given a free set of bike lights.

Due to the ongoing pandemic the service continues to engage with the public relating to Road Safety via social media, using content created by the Road Safety Manager and the communications team. 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. Recent periods of activity

have been Winter driving and the Winter Drink/Drug drive messaging. The service continues to target the key causation factors of injuries and deaths on our roads which is the Fatal 5.

Appendix 2



The highest number of calls are from dwellings, particularly AFA's linked to "faulty alarms" and "cooking/burnt toast" which account for 47.4% 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 three:

Count by Unitary Area

Unitary Area	Number of False Alarms Apr-December 2020
Cheshire East	982
Cheshire West and Chester	869
Halton	377
Warrington	441

Data October 2019-December 2020

Count by false alarm type

Type of False Alarm	Number of False Alarms
False alarm due to apparatus	1469
False Alarm Good Intent	1148
False Alarm Malicious	52

Count by false alarm reason and property type

Reason	Dwelling	Non Residential	Other Residential	Outdoor	Outdoor Structure	Road Vehicle	Total
Cooking/burnt toast	577	18	46		1		642
Faulty	430	116	48		1	1	596
Controlled burning	102	19	3	297	32		471
Other	152	36	9	25	16	19	257
Accidentally/carelessly set off	107	50	19				176
Not required	130	7	4	12	4	20	177
Fire - Reported Incident/Location not found	49	7	2	32	7	8	105

Count by Station Area

Station Area	Number of False Alarms
Chester	480
Warrington	316
Runcorn	301
Crewe	276
Macclesfield	244



Cheshire
Fire & Rescue Service

Our Performance

April to December 2020/21

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

TOTAL VISITORS DURING PANDEMIC: 830

(21,131 since July 2017)

School visits:

- 8 primary schools with
 - 229 pupils
 - 44 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
- 141 patients attending Friday community antenatal clinic pilot
- 123 partners and stakeholders

includes NWS, 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





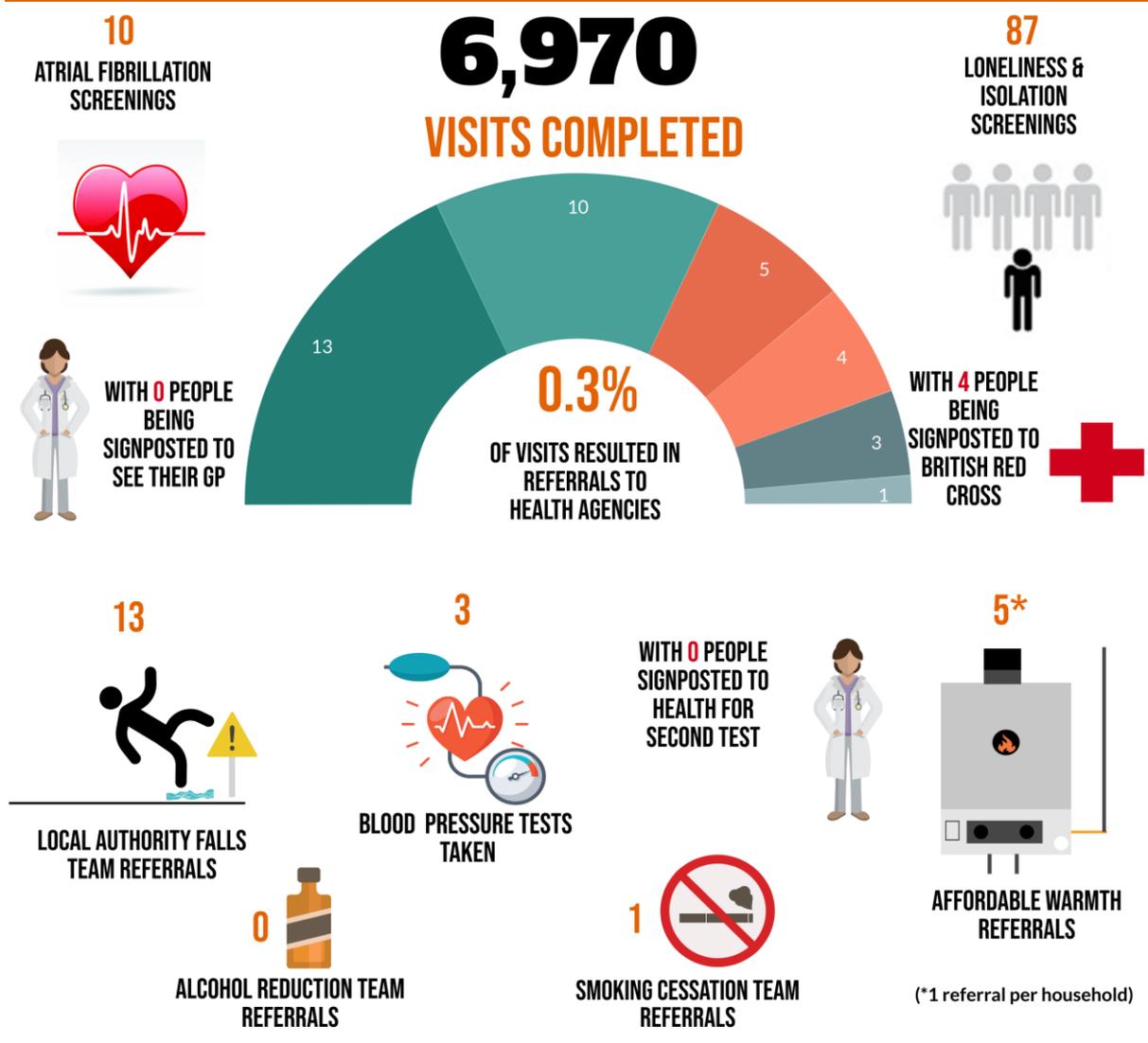
Cheshire
Fire & Rescue Service

SAFE & WELL Initiative

1ST APRIL 2020 - 31ST DECEMBER 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.

*These activities took place during Covid-19 restrictions





SAFE & WELL Initiative

1ST APRIL 2020 - 31ST DECEMBER 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.

*These activities took place during Covid-19 restrictions

SAFE & WELL UNITARY OVERVIEW

UNITARY AREA				
FALLS REFERRAL 	3	5	5	0
ATRIAL FIBRILLATION SCREENINGS 	7	3	0	0
ATRIAL FIBRILLATION SIGNPOSTS 	0	0	0	0
SMOKING CESSATION REFERRALS 	0	0	0	1
ALCOHOL REDUCTION TEAM REFERRALS 	0	0	0	0
AFFORDABLE WARMTH REFERRALS 	0	3	1	1
BLOOD PRESSURE TESTS TAKEN 	0	2	0	1
BLOOD PRESSURE SIGNPOSTS 	0	0	0	0
LONELINESS & ISOLATION SCREENINGS 	44	25	9	9
LONELINESS & ISOLATION REFERRALS 	1	0	2	1
VISITS COMPLETED	2,289	2,179	1,037	1,450
% TO REFERRAL	0.17%	0.37%	0.77%	0.21%

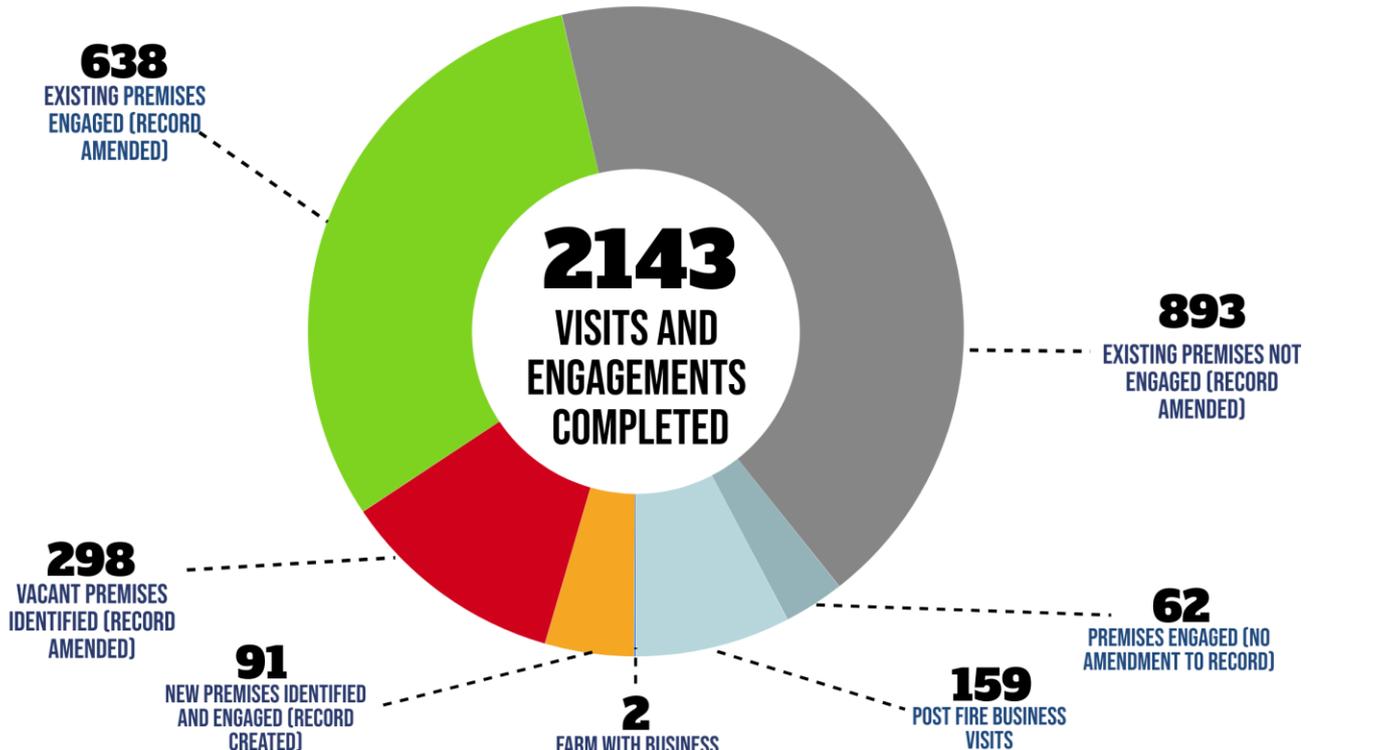


BUSINESS SAFETY TEAM

1ST APRIL 2020 - 31ST DECEMBER 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

These activities took place during Covid-19 restrictions



JOB TYPE	CHESHIRE EAST	CHESHIRE WEST & CHESTER	HALTON / WARRINGTON	NO LOCATION
POST FIRE BUSINESS VISIT	22	78	59	0
FARM WITH BUSINESS	0	0	2	0
NEW PREMISES IDENTIFIED AND ENGAGED (RECORD CREATED)	17	34	40	0
VACANT PREMISES IDENTIFIED (RECORD AMENDED)	38	73	187	0
EXISTING PREMISES ENGAGED (RECORD AMENDED)	255	222	160	1
EXISTING PREMISES NOT ENGAGED (RECORD AMENDED)	274	352	267	0
PREMISES ENGAGED (NO AMENDMENT TO RECORD)	18	40	4	0
TOTAL	624	799	719	1

Appendix 6



Cheshire
Fire & Rescue Service

COVID-19 Activity Chart 2020/21

April - December 2020

Unitary Area:	Cheshire East	Cheshire West and Chester	Halton	Warrington	TOTALS
 Food Deliveries	173	4,385	259	88	4905
 Prescription Deliveries	885	6866	289	140	8180
 Phone Calls	478	943	25	1	1447
 Shielding Visits	93	556	357	364	1370
 Bulk PPE Deliveries	39	21	1	0	61
 Face Fit Tests	110	20	0	90	220
 Pre Operation Swab Test Kits	192	381	85	439	1097

In addition, the Service provided assistance with the delivery of resource packs, meals and bulk food for young people. The “blood bike” volunteers have also been operational during this period providing support by transporting essentials for partners.

ON-CALL AVAILABILITY																														
Quarter 4 2019/20																														
Quarter 1 2020/21																														
Quarter 2 2020/21																														
Quarter 3 2020/21																														
Appliance Location	Jan-20		Feb-20		Mar-20		Apr-20		May-20		Jun-20		Jul-20		Aug-20		Sep-20		Oct-20		Nov-20		Dec-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	99%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%	98%	100%	100%	100%	100%	100%	100%	100%	100%	↑	↑
Wilmslow	98%	99%	100%	100%	99%	100%	100%	100%	100%	100%	99%	100%	98%	100%	97%	100%	94%	98%	98%	100%	100%	100%	96%	98%	98%	99%	98%	99%	↑	↑
Average	99%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99%	100%	99%	100%	98%	99%	99%	99%	100%	100%	99%	99%	99%	99%	99%	100%		
PRIMARY																														
Nantwich	96%	96%	94%	94%	97%	97%	100%	100%	100%	100%	99%	99%	98%	98%	97%	97%	95%	95%	98%	98%	99%	99%	88%	88%	97%	97%	97%	97%	↑	↑
Poynton	86%	90%	89%	91%	95%	97%	100%	100%	100%	100%	94%	97%	82%	85%	77%	82%	78%	84%	79%	82%	87%	89%	79%	84%	87%	90%	87%	90%	↑	↑
Alsager	92%	93%	92%	94%	95%	96%	100%	100%	100%	100%	100%	100%	99%	100%	85%	89%	87%	91%	94%	97%	98%	98%	99%	100%	95%	96%	95%	96%	↑	↑
Sandbach	84%	90%	75%	82%	82%	88%	96%	97%	87%	93%	88%	95%	85%	92%	82%	85%	81%	88%	82%	87%	77%	82%	77%	80%	83%	88%	83%	88%	↑	↑
Middlewich	82%	83%	73%	74%	78%	78%	88%	88%	86%	86%	93%	93%	92%	93%	78%	79%	83%	85%	94%	95%	93%	93%	95%	95%	86%	87%	86%	87%	↑	↑
Audlem	79%	84%	87%	91%	90%	93%	100%	100%	96%	96%	91%	91%	88%	93%	56%	70%	83%	87%	79%	81%	93%	95%	84%	91%	86%	89%	86%	89%	↑	↑
Bollington	93%	94%	91%	91%	95%	96%	100%	100%	98%	98%	100%	100%	96%	97%	83%	86%	64%	71%	73%	74%	82%	85%	86%	88%	88%	90%	88%	90%	↑	↑
Malpas	70%	76%	72%	75%	74%	79%	98%	98%	91%	92%	89%	90%	80%	81%	66%	72%	69%	74%	74%	78%	77%	80%	83%	86%	79%	82%	79%	82%	↑	↑
Holmes Chapel	84%	95%	79%	88%	84%	91%	74%	77%	67%	73%	61%	69%	57%	62%	36%	40%	30%	30%	13%	13%	12%	12%	5%	5%	50%	55%	50%	55%	↓	↓
Stockton Heath	64%	72%	64%	72%	56%	63%	100%	100%	95%	97%	96%	96%	63%	66%	47%	50%	56%	62%	52%	56%	30%	34%	37%	39%	63%	67%	63%	67%	↑	↑
Knutsford	61%	70%	64%	71%	62%	72%	97%	98%	97%	97%	81%	88%	52%	61%	29%	36%	49%	55%	65%	73%	45%	47%	50%	56%	63%	69%	63%	69%	↑	↑
Tarporley	40%	70%	35%	59%	45%	68%	73%	92%	57%	82%	56%	78%	43%	63%	30%	59%	37%	63%	39%	63%	51%	76%	39%	67%	45%	70%	45%	70%	↑	↑
Frodsham	42%	50%	40%	44%	48%	54%	62%	66%	64%	69%	52%	60%	22%	28%	35%	43%	35%	39%	31%	40%	35%	41%	23%	29%	41%	47%	41%	47%	↑	↑
Average	75%	82%	73%	79%	77%	82%	91%	93%	88%	91%	85%	89%	74%	78%	61%	68%	65%	71%	67%	72%	68%	72%	65%	70%	74%	79%	74%	79%		
SECONDARY																														
Macclesfield	69%	77%	66%	74%	72%	79%	93%	95%	82%	84%	82%	85%	69%	74%	52%	62%	52%	61%	51%	61%	61%	68%	48%	60%	66%	73%	66%	73%	↑	↑
Penketh	60%	60%	69%	72%	76%	78%	95%	95%	96%	97%	89%	90%	85%	87%	70%	72%	66%	71%	65%	67%	79%	82%	54%	60%	75%	77%	75%	77%	↑	↑
Northwich	38%	46%	40%	45%	53%	60%	90%	94%	85%	88%	74%	80%	43%	53%	49%	57%	39%	47%	42%	53%	52%	61%	59%	70%	55%	63%	55%	63%	↑	↑
Runcorn	45%	53%	50%	55%	63%	67%	70%	73%	64%	76%	43%	60%	45%	53%	47%	53%	40%	48%	61%	67%	47%	57%	19%	25%	49%	57%	49%	57%	↑	↑
Winsford	31%	38%	36%	37%	43%	54%	87%	97%	68%	78%	50%	70%	38%	48%	39%	56%	55%	67%	43%	54%	49%	53%	36%	46%	48%	58%	48%	58%	↑	↑
Average	49%	55%	52%	57%	61%	68%	87%	91%	79%	85%	68%	77%	56%	63%	51%	60%	50%	59%	52%	60%	58%	64%	43%	52%	59%	66%	59%	66%		
Overall Average	72%	78%	72%	77%	77%	81%	91%	94%	87%	91%	83%	88%	73%	78%	64%	71%	66%	72%	68%	73%	70%	74%	65%	70%	74%	79%	74%	79%		
Quarterly Availability (4 riders)	74%						87%						68%						68%											
Quarterly Availability (3 riders)	79%						91%						74%						72%											

↑	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: 24TH FEBRUARY 2021
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: SARAH LITTLE

SUBJECT: PROGRAMME REPORT – QUARTER 3, 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 third 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 October 2020	TO	31st December 2020
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ACTION OR DECISION REQUIRED BY PROGRAMME BOARD

There are no actions or decisions required by the Programme Board for Quarter 3.

Information:

The Portfolio Office is reviewing and updating the Project Management Framework and all project related templates on CPS.

Governance and Commissioning

1226		BLUE LIGHT COLLABORATION PROGRAMME		
PROJECT SPONSOR		Chief Fire Officer	PROGRAMME MANAGER	Director of Governance and Commissioning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
<p>The under lease has not been completed. There has been further progress with the drafting of the end-state collaboration agreement. The project to create an emergency services facility in Wilmslow has made steady initial progress.</p> <p>Update February 2021: The Blue Light Collaboration Programme has now moved in to the close down phase.</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 new station at Chester is almost complete, and on schedule for the COVID revised go live date of the 3rd February. Green watch will be commencing their first day shift at 0800hrs out of the station which will also see the relocation of the second appliance mid-morning on the 3rd February.</p> <p>The final mechanical and electrical fix work and commissioning is being undertaken along with final decoration on both floors, and the engine house.</p> <p>Internal and external doors and ceilings have been fitted, along with the final finished flooring in most areas. The underfloor heating and air conditioning systems including the air source heat pump are all up and running. They are currently undergoing final testing and commissioning.</p> <p>Smart and functional kitchen facilities have been installed in the recreation room, community and youth facilities, as well as the smaller brew stations on the first and ground floor. Toilets, sinks and showers have been fitted and tested.</p> <p>In the appliance bay the final finished resin floor is being laid this week, and the Greenwave traffic light system is being finalised. Work on the station yard and grounds nears completion with only a small amount of concrete left to be poured. The construction of the Chester Wellness Garden as suggested by the teams at Chester is making good progress.</p> <p>Furniture and equipment has been ordered and the estates team is ready and prepared to install this as soon as the building is handed over.</p> <p>Teams have been updated as to the revised move in dates, and plans are in place to clear the temporary fire station by the 8th February 2021.</p> <p>Update February 2021: The firefighters moved into the new station as planned on the 3rd February, and the project has now moved in to the close down phase. A Closure Report will be produced for Performance and Programme Board in Quarter 4.</p>				

1558		REPLACEMENT OF CREWE FIRE STATION	
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER
			Group Manager Governance and Commissioning
Previous status	Current status	<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 Director of Governance and Commissioning provided an update to Fire Authority members on the 9th December 2020 at the Fire Authority meeting, explaining two challenges which had extended the feasibility of the project. These challenges included:</p> <ul style="list-style-type: none"> • The consideration of keeping the bungalow or its demolition and; • The ability to secure a suitable temporary fire station. <p>In addition to the aforementioned challenges there are 2 further issues that require clarity; these being the HS2 development and a restrictive covenant determining the height of the fire station.</p> <p>A decision has now been made to keep the existing bungalow and it will be incorporated into the site plans. The identification of a suitable industrial unit is currently being explored by the Estates team to act as the temporary fire station, and project team meetings are being arranged for the New Year following approval from the Fire Authority.</p> <p>Update February 2021: The replacement programme for Crewe fire station received Fire Authority approval to proceed at the FA meeting on the 9th December 2020. A programme for the replacement fire station has been prepared and now incorporates the need to procure and develop an industrial unit as the temporary fire station. The search for this unit is underway with the Estates team exploring suitable options and availability.</p> <p>Project documentation such as risk register, budget and issues log have been prepared with room data sheets shared with the station manager and operational crews.</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>The proposal from Wates Construction was presented and approved at the Fire Authority meeting on the 6th November. Consultation with staff at Widnes, Northwich, Holmes Chapel and Audlem took place before the Christmas break. Once the consultation period concluded the pre-construction agreement with Wates was completed.</p> <p>Wates are now starting to mobilise their teams, with site safety beginning to take place the week commencing the 11th January. A full site start up is planned to begin on Monday the 18th January, at both Northwich and Widnes fire stations.</p> <p>Audlem and Holmes Chapel fire stations will commence their site set up mid-February 2021 to provide a staggered start for year two of the Modernisation Programme.</p> <p>Each site has been risk assessed for Covid-19 and these have been shared with station staff to ensure the safety of both the construction and operational staff. The completion date for all four sites is programmed for the end of April 2021.</p> <p>Update February 2021: Modernisation work has now commenced at both Northwich and Widnes Fire Stations. In Holmes Chapel the site layout has been programmed and planned, and the plans for Audlem are being re-drawn and re-costed with the removal of the garage for the RRRU.</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 project team has been assembled and Phase 1 - Feasibility has commenced. The resulting report will provide recommendations as to the feasibility of developing the site at Wilmslow into a shared service facility (Fire, Police and Ambulance). It will look at planning conditions and restrictions, price of land and other commercial considerations, legal matters to resolve together with recommendations for design of the new site. The Head of Estates is leading this initial phase of work.</p> <p>The external suppliers/contractors have been commissioned, this includes the appointing of the solicitors working on behalf of Cheshire Fire and Rescue Service. An inaugural meeting was held mid-December and it was attended by representatives of Estates, NWAS, Cheshire Fire, Lawray (architects) and Cottrell Commercials.</p> <p>Requirements for all 3 Organisations have been pulled together and provided to the architects. A visit to the Wilmslow site by the architects took place mid-December, and options are being drawn up to be presented at a meeting planned for the 19th January 2021.</p> <p>An external chartered surveyor has been contracted to provide planning application assistance for the Wilmslow site. They have begun to look at the planning aspects of the proposals and any restrictions which may exist at the site.</p>			

Operational Policy Assurance

1490		SADLER ROAD TRAINING CENTRE PROGRAMME	
PROGRAMME SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROGRAMME MANAGER
PROGRAMME SPONSOR		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 ISG completed building work on the 19th November 2020. The site has been fully handed back to Cheshire Fire and Rescue Service following a comprehensive handover, and site familiarisation from ISG and their sub-contractors. Some minor snagging points have been raised during handover, these and any defects raised have been processed through the agreed Estates & ISG reporting process.</p> <p>Third party contractors have attended the site since handover to install road signage, and prop signage to complete the immersive and realistic appearance to the site. Due to the Covid restrictions in place some elements of the third party fit out remain incomplete, these will be addressed as Government lockdown measures lift. The rebranded “Training Centre” signage across the site is now complete.</p> <p>The fire behaviour containers relocated from Manchester Airport Training Ground will have their refurbishment work complete during January 2021. The furniture fit out including bespoke items have been delivered and installed to site. A Covid risk assessment has been undertaken, and appropriate measures put in place to ensure a smooth, safe transition back for staff.</p> <p>The Incident Command Suite has undergone its final hardware install by Piranha AV, and the command instructors will undergo a 1 month bedding in phase during February 2021. In this period they will train and familiarise themselves with the hardware and software set up prior to fully relocating back from the temporary Incident Command Suite at Frodsham Fire Station. Operational training core skills have relocated back to Sadler Road, this includes all equipment from outreach venues. Safe systems of work have been developed for the training zones and these have been reviewed by the Training Manager.</p> <p>Due to the timescales involved some areas are now undergoing their 12 month defect inspection programme. The Occupational Health Unit and the Operational Policy and Assurance admin hub defect inspection has been completed with only superficial defects reported and resolved. The next couple of months will see the Trauma and IT classroom as well as the Fleet Managers and Technical Services Departments inspected as part of the programme.</p> <p>The bid to have the new Training Centre opened by HRH Princess Ann in the summer of 2021 is still awaiting confirmation via the Lord Lieutenancies Office.</p> <p>Update February 2021: The Training Centre has now been completed, and has moved in to the close down phase. A Closure Report will be produced for Performance and Programme Board in Quarter 4.</p>			

1553		OPERATIONAL TRAINING GROUP REVIEW	
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
		Group Manager Operational Policy and Assurance	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
Project Update			
<p>The pilot of the new duty system is now in place, and the Operational Assurance and Training Team are in the process of commissioning the new training facilities.</p> <p>The first of the two weekly review meetings will take place in January with the Head of Assurance and the rep bodies. Collectively they will review and refine the new ways of working and finalise the 2021/22 training planner which incorporates the revised duty system.</p> <p>Update February 2021: Meetings are ongoing, and progress is being made in relation to a new rota and structure which is in place. Two additional trainers have been appointed to the team, with a further two joining in April 2021.</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 progress of the project continues to be hindered by Covid-19. Our trainee pilots have not been able to complete their flight assessments due the restrictions in work practices both in Cheshire & Lancashire Fire Rescue Services. This is now compounded with the new European Aviation Safety Agency Regulations which came into force with the Civil Aviation Authority on 1st January 2021. We are currently reviewing the changes to drone regulations and the impact these changes may have on the project.</p> <p>Update February 2021: A fundamental review into the project will be undertaken in May 2021.</p>			

1585		PROCURE AND IMPLEMENT HIGH PRESSURE MISTING LANCES AND DRILLS		
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 decision was made by the Service Management Team on the 14th December to not pursue an ultra-high pressure (cold-cut lance) system at this time. This is due to it being an evolving product line, and the developments expected in the next two years should establish a more portable option with a higher range of applications. Instead the decision was made to purchase a quantity of high pressure lances, which can be used on existing high pressure hose reels on all front line appliances.</p> <p>The purchase of battery operated drills was also agreed which gives the capability to insert the lances through brickwork, metalwork and woodwork structures. Milwaukee battery operated drills are being purchased to enhance the existing suite of their products on Cheshire Fire appliances. A quote for this product has been requested, but several suppliers have revealed a shortage of Milwaukee stock at this time.</p> <p>Once purchased the lances and battery operated drills will be accompanied by a training video and incorporated into the breathing apparatus training this next year.</p>				

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>HiAB have been identified as the agreed supplier to add the hook lift capacity to the existing Integrated Response Unit. This will enable it to carry and deploy a demountable water carrier. A final quote is in the process of being produced and Procurement have given the green light for this to progress once received. (Indications are in the region of £44k).</p> <p>One quote of £49,995 has been received for the purchase of a demountable water carrier, and a further three quotes have been requested from alternative companies. A small working party has visited Warwickshire Fire and Rescue Service to see their existing water carrier purchased from this supplier. Discussions were held with the Warwickshire operational crew with regards to the equipment to stow inside the pod and how to utilise it.</p> <p>The Service Management Team will receive an update on the 18th January to make a decision on the preferred product and the procurement process. A risk has been identified that open tender process may be required once the quotes have been received, and if this is proven to be the case it would delay the project by approximately 3 months.</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)		
		<p>This project is amber as it has slipped from the original timescales, due to Covid-19 restrictions preventing visits to appraise vehicles. The mitigating action would be for SMT to approve purchase without operation crews viewing the equipment first.</p>		
Project Update				
<p>This project is subject to delay due to the 3rd national Covid-19 lockdown at the end of 2020 which is anticipated to last until mid-February 2021. This has prevented a proposed visit (11-13 January) to another Service who use a Scorpion vehicle. It is hoped to re-schedule this for late February, but this will be subject to any restrictions still in place. This lockdown has also prevented an out of county visit to see the alternative Stinger vehicle in Manchester.</p> <p>The full appraisal of the two vehicles cannot be completed until these working group visits have happened.</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>On-Call availability has remained at 68% for Quarter 3, which mirrors last quarter's performance. In comparison with 2019/20, availability has increased in all but one station area.</p> <p>The pandemic has had a significant impact on availability performance this year, with the 'furlough effect' and the increases observed during lockdown periods. There was a concern that the Service would experience a fall in availability, but this has not yet been experienced. The return of staff to their primary employment locations has been somewhat gradual, supporting the stabilised figure of 68% in the last two quarters. Overall there has been a positive increase in station availability with a number of stations achieving higher levels than normal in December and over the festive period; notably Malpas (83%), Audlem (84%) and Middlewich (95%).</p> <p>Recruitment is continuing with the use of social media platforms utilising short videos of On-Call firefighters, often from underrepresented groups, describing their own journey to inspire others to join. An individual has been bought into the HR Recruitment Team to assist with the administration of On-Call Firefighter recruitment. A meeting has been arranged for early January with the Programme and HR Leads to explore current recruitment challenges.</p> <p>In total the Service have recruited 21 new Firefighters in 2020/21 to date with positions filled around the county, however the Service have had the same number of leavers. In order to identify and capture the reasons for leaving the Service, the On Call Project Team (OCPT) have reviewed and refreshed the exit interview. The development of reward and recognition incentives is ongoing in order to improve retention rates. Initial indications are that primary employment factors, for example relocation, is the main reason given for leavers. There are currently 38 applicants at varying stages within the recruitment process. Modifications to the recruitment process to allow for Covid secure working arrangements have been introduced and adopted in Quarter 3.</p> <p>The 'Finance' strand will be the main focus of the team in Quarter 4 with an assessment of station budgets in order to identify efficiency savings required to support OCPT re-investment opportunities. Initial meetings with the Finance department have identified historical budget alignment and coding issues relating to On-Call provision. These will be addressed through an action plan enabling accurate On-Call activity to be reflected in future budget provision.</p>				

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>The station preferencing forms have been returned from affected staff and the redeployment process has now concluded. 95 people have been given their first preference choice, 5 given their second and 1 person given their third choice on paper, but able to remain at their first choice for at least the next twelve months. There have been no appeals and the overall feeling at all three stations it that people are happy, and that the process has been much less disruptive that people feared.</p> <p>Teams are being regularly engaged with to address any concerns or queries, and for the most part are happy with the process and station moves. Teams are kept informed as to potential dates for the moves which are linked to the completion of the new station at Chester which has now been confirmed as 3rd February 2021.</p> <p>Extra Aerial Ladder Platform (ALP) instructors have been trained at Chester to enable station staff to stand alone and manage the training of ALP staff when needed to keep minimum skillsets available on watches. Watches have been encouraged to identify and arrange driver training to bolster the number of watch drivers, however this may have to be put on pause due to the rapidly deteriorating situation with Covid.</p> <p>Preparation work is well progressed in regard to appliance movements with North West Fire Control, and Link Officers are making relevant alterations to mobilising systems.</p> <p>Update February 2021: Following the completion of the rebuild of Chester Community Fire Station, the second appliance from Ellesmere Port has returned to Chester and is fully operational. The Aerial Ladder Platform at Chester is driver only with a support pump model in place and the boat has now permanently moved to Powey Lane.</p> <p>There is some outstanding training, however due to the restrictions imposed by the third national lockdown a decision has been made to suspend all training which involves close contact.</p>				

1578		EXPANSION OF RAPID RESPONSE RESCUE UNITS		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Organisational Performance Manager
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>During this quarter the project team and on-call working group have continued to develop the concept. This resulted in a Service Management Team (SMT) options paper being delivered in December 2020 in line with the project plan.</p> <p>The result of this paper was:</p> <ul style="list-style-type: none"> • 10 Hilux 4x4 Crew Cab RRRU to be ordered; • Combi-tools are not to be purchased for all RRRU but to utilise existing combi-tools within the project; • Nantwich Fire Station are to retain their midi appliance to be utilised and mobilised as a RRRU; • Bollington Animal Rescue Unit and RRRU to be incorporated into a new 4x4 crew cab van; • The ordering of Poynton's RRRU be delayed whilst the Wild Fire Project is approved; • The project team work with the station refurbishment team to develop effective and efficient ways of housing RRRU where required. <p>The decisions made at SMT have had a significant positive impact on the budget resulting in a forecast under spend for completion of the project</p> <p>The initial 10 RRRU have been ordered with an expected delivery date into Service of July 2021. Following delivery they will be sent to the coach builders to fit out for responding to emergencies before being stowed and delivered to stations on a phased approach.</p> <p>During the next quarter the project will be focusing on finalising the detailed equipment inventory to be ordered, developing/planning the driver training timetable and leasing a Hilux to achieve this.</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>During Quarter 3 the collection of historical Incident data commenced to inform the final review. This has now been completed, and a further meeting is now scheduled to take place on Wednesday 13th January. The purpose of this meeting is to review and scrutinise the data before pulling it together into a draft report with the other review information, including findings and recommendations as appropriate.</p> <p>In Quarter 3, the review also looked at the DEFRA national guidance, and conducted a GAP analysis of our existing capability and standards. This involved key stakeholders and leads from other departments including Operational Policy & Assurance and Operational Training Group. The review also looked at Environment Agency major incident plans to be taken into consideration with any proposals.</p> <p>This review continues to take place following progress in Quarter 3.</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>Numerous meetings were held with Poynton Managers throughout November to discuss the all-terrain vehicle proposal and the storage options available for them. Meetings have also be held with the Research and Development Manager to discuss the Personal Protective Equipment (PPE) in use at neighbouring services. The Research and Development Manager is requesting samples of PPE so they are able to review the proposed equipment. Discussions have taken place with regards to training gap analysis and in-house training options for the new equipment and vehicle.</p> <p>Stalybridge and Glossop Fire Stations were visited in December 2020 by the Project Manager, R&D Manager and Managers from Macclesfield. During this visit all wildfire equipment used by Derbyshire and Greater Manchester Fire and Rescue Services were presented and discussed. They were also able to observe the all-terrain vehicles in use by both services. These visits had been delayed due to the national lockdown, which in turn has delayed the recommendations paper and the start of the procurement process.</p> <p>The Recommendations Report has now been completed and presented to the Area Manager, and will subsequently be submitted to SMT. A decision on the options and proposals is required before the procurement process can start.</p>				

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>Work is still ongoing with Onward Housing Trust regarding the three Handforth installations. The Trust are awaiting the completion and commissioning paperwork for the third and final installation at Stanley Grange. A signed agreement has been returned by Onward and is awaiting signing by the Service. 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 a number of buildings now complete. A fire occurred at one of the completed and sprinklered blocks in Q3 which was extinguished by the sprinklers.</p> <p>The Waverley Court installation is complete although 4 flats remain un-sprinklered due to resident refusal. The funding agreement documentation is being considered by Guinness Housing Trust and completion and commissioning documentation is awaited by the Service.</p>				

1554		PROTECTION REVIEW			
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER		Head of Protection and Organisational Performance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
		This project is amber as it has slipped from the original timescales.			
Project Update					
<p>Consultation is underway with staff and representative bodies over the new proposed structure. Two meetings have already taken place with a third due in late January. It is hoped implementation can be achieved in the first half of 2021.</p> <p>Other process and administrative aspects of the review have been completed and the new Heritage Officer has been appointed and started in role in January 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	<u>Explanation</u> (where status is red or amber)			
					
Project Update					
<p>The RBIP proposal has been formulated and discussed with Protection Managers, however further development and approval of work completed so far is needed in Quarter 4.</p> <p>There has been a delay in obtaining the list of non-domestic premises from the AddressBase Gazetteer, which has impacted on the development of a prioritised and risk based list of premises. A list of attributes to prioritise have been forwarded to Business Intelligence including previous formal enforcement and timber framed buildings. The 'outside 10 minutes' attribute is nearing completion, the updated 'heritage' attribute needs further work to separate domestic from non-domestic premises, and other attributes including 'critical infrastructure' and 'firefighter risk' are also being analysed.</p> <p>The introduction of the list into SAFFIRE with the original wish list of functionality is dependent on IT development, however it is envisaged that this should not hinder the roll-out of risk based premises for inspectors to audit. The remaining lower risk premises will be visited by stations conducting Thematic Inspections and Business Safety visits.</p>					

Prevention

ROAD SAFETY STRATEGY PLAN CHESHIRE				
PROJECT SPONSOR		Assistant Chief Fire Officer, Service Delivery	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>The next Cheshire Road Safety Group meeting is scheduled for the 26th of January 2021. An update on the independent review regarding the group, its model, structure, outputs and timescale to complete will be requested by SM Gray. Superintendent Jo Marshall-Bell has now retired from Cheshire Police, Superintendent Jon Betts is now the permanent post holder for Roads and Crime, supported by Chief Inspector Rob Dickinson. Contact has been made with Superintendent Betts by SM Gray to ensure a joint consistent approach is adopted for progression of the implementation of a Strategic Road Safety Plan.</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 Brexit where applicable 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.</p> <p>There are a number of projects involving procurement of vehicles and equipment where risks to supplier delays have been identified. These are currently forecast as low risks, but as these projects move into the procurement phase the risk score may increase and would be largely outside the control of the project. Cumulatively this may be of increasing concern.</p> <p>The Portfolio Office are in the process of reviewing project risks with each of the Managers and this will be completed in Q4.</p>				

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 24 FEBRUARY 2021
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: LOUISE WILLIS/CHRIS ASTALL

SUBJECT: INTERNAL AUDIT - QUARTER 3, 2020-21
PROGRESS REPORT

Purpose of Report

1. To present to Members the Internal Audit Q3 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 identified may be referred to the Risk Management Board (RMB). The Performance & 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 (CPS).

Information

6. The progress report is attached to this report at **Appendix 1**. The audit activity for this quarter is summarised below:-
 - Pensions – **Substantial Assurance**
 - Financial Systems – **High Assurance**
 - Risk Management – **High Assurance**
 - Collaboration/Partnerships – **Draft Report**
 - Follow up – **Fieldwork**
7. There has been one change to the plan. The work to consider Estates is to be deferred to the 2021/22 audit plan in light of COVID 19 and potential HMICFRS inspection.

Financial Implications

8. 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

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

Equality and Diversity Implications

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

Environmental Implications

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

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

BACKGROUND PAPERS:

Information provided by Mersey Internal Audit Agency (MIAA)
Appendix 1 – Internal Audit Quarter 3 Progress Report

Internal Audit Progress Report Performance and Overview Committee (Feb 2021)

Cheshire Fire Authority / Fire & Rescue Service

Contents

1. Introduction
2. Head of Internal Audit Opinion Delivery
3. Compliance Public Sector Internal Audit Standards
- 4 Key Messages for Performance & Overview Committee Attention
- 5 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. Head of Internal Audit Opinion Delivery

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. The focus remains on the delivery of the Head of Internal Audit Opinion (HOIAO) – refer to Appendix B2.

To deliver the HOIAO, we will form our opinion based on an assessment of:

- The organisation's Risk Management and Assurance Framework;
- Core and mandated reviews, including follow up; and
- A range of individual risk based assurance reviews reported in the year.

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.

This is in accordance with the guidance issued by the Internal Audit Standards Advisory Board (May 2020) regarding conformance with the Public Sector Internal Audit Standards (PSIAS) during the coronavirus pandemic and was summarised in our Qtr 1 and Qtr 2 Committee progress reports. All our work continues to be delivered in full compliance with the PSIAS.

3. Compliance with Public Sector Internal Audit Standards

MIAA has recently been assessed against the requirements of the Public Sector Internal Audit Standards, an external quality assessment process which is required to be undertaken every 5 years.

The assessment was completed by an assessor from the Chartered Institute of Public Finance and Accountancy (CIPFA) and involved review of key documents and processes and interviews with a range of staff and a sample of key stakeholders (supplemented by a survey of wider key stakeholders).

We were assessed as being fully compliant with all standards, with the overall conclusion that ***“It is our opinion that MIAA fully conforms to the requirements of the Public Sector Internal Audit Standards”***.

The full report has been shared with the Director of Governance and Commissioning and is available on request to all members.

4. Key Messages for Performance and Overview Committee Attention

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

Plan Delivery	The impact on the organisation of COVID-19 has required us to review your internal audit risk assessment and plan for 2020/21 on a regular basis, in liaison with yourselves. 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	<p>Since the previous meeting the following reviews have been finalised:</p> <ul style="list-style-type: none"> • Pensions - Substantial Assurance • Financial Systems – High Assurance • Risk Management – High Assurance <p>The reviews below are currently in progress:</p> <ul style="list-style-type: none"> • Collaboration / Partnerships (Draft Report) • Follow Up (Fieldwork)
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	<p>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.</p> <p>In light of Covid19 and potential HMICFRS inspection our audit on Estates will be deferred to 21/22 audit plan.</p>

<p>Audit Chairs Webinar</p>	<p>We are continuing to hold webinars with client Audit Committee Chairs focusing upon governance challenges and other key issues.</p>
<p>Events: <i>Events in 2020 are being held as webinars</i> <i>Please speak to your Engagement Manager for further details or go to:</i> https://www.miaa.nhs.uk/events</p>	<p>MIAA along with 5 partner organisations organise leadership and development events throughout the year which are free to our clients.</p> <p><u>Collaborative Masterclass</u></p> <ul style="list-style-type: none"> • Strengthening collaborative relationships with others (22nd January 2021) • What have we learnt about mental health during the pandemic? (5th March 2021) • Inspiring you and your organisation to greater health and wellbeing (26th March 2021) <p><u>Quality Improvement Network (QIN)</u></p> <ul style="list-style-type: none"> • Personalised Care (3rd February 2021) <p>Developing a system and culture of Quality Improvement (3rd March 2021)</p>

5. 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	
Pensions	Substantial	0 x Critical 0 x High	1 x Medium 2 x Low
<p>Objective: To provide assurance over the effectiveness of the systems and processes in place for pensions.</p> <p>Summary:</p> <p>Policies and Procedures</p> <p>Audit review of the Retirement Policy in place at Cheshire Fire and Rescue Service (CFRS), identified that roles and responsibilities of Employees, Line Managers and the HR Resourcing and Payroll Teams in relation to retirement processes, including pensions, have been clearly detailed.</p>			

Title	Assurance Level	Recommendations
<p>CFRS have a suite of policies to support their Retirement Policy, which includes those covering attendance management, redundancy, ill health and injury. Audit review of the supporting policies identified that 3 of 9 were overdue for review. (Low Risk)</p> <p>Roles & Responsibilities</p> <p>Day to day pensions processing is currently undertaken predominantly by the HR Business Support Advisor, Senior Payroll Officer and Payroll Assistant.</p> <p>The Payroll and Pensions Lead, which is a post that is split between Police and Fire, has been a vacant position since December 2019. This post has been recruited to and at the time of our audit the individual was awaiting a start date. As the post has been vacant for a significant period, and knowledge and expertise in this specialist area was lost when the post holder left, this put additional pressure on the remaining members of the team.</p> <p>Following this vacancy arising, the organisation recognised the need for additional succession planning to be considered. In response to this, an additional post has been created to support the resilience of the team. This is the role of Pensions Coordinator which has been recruited to and the individual is awaiting a start date. In addition, the Payroll Assistant post which is currently staffed through an agency is intended to go out to advert soon. Additional training has also been requested from the pension provider in relation to Year End processes that, in previous years, had been undertaken by another pension provider.</p> <p>Pension Provider</p> <p>Operational Staff Pension Schemes (e.g. Firefighters' Pension Scheme 1992, Modified Firefighters' Pension Scheme 2006 and the new Firefighters' Pension Scheme 2015) are administered by the XPS Group, an outsourced pension provider. Discussion with CFRS Officers confirmed that XPS Group produce calculations and process pensions payments upon receipt of documentation and authorisation from CFRS. Evidence of regular correspondence between XPS and CFRS through XPS' website was demonstrated.</p> <p>Quarterly meetings are held between XPS Group and the local Police and Fire services (including CFRS). Audit review of meeting minutes confirmed that key personnel from CFRS and XPS Group attend regularly and evidence discussion of updates to regulations, XPS Group's performance against their KPIs and any issues.</p> <p>The Pension Scheme for Support Staff (i.e. the Local Government Pension Scheme) is administered by the Cheshire Pension Fund (CPF). CFRS is responsible for notifying CPF of the individuals' retirement and ensuring that a completed retirement pack and leavers form is sent to CPF. No information is received by CFRS in relation to lump sum payments.</p> <p>Pension Eligibility and Calculations</p> <p>Testing undertaken on a sample of 10 pensions from a list of recent retirees identified CFRS have a Leavers Form in place which is a checklist to confirm that the required checks and controls have been completed. There were 2 instances where the CFRS Leavers Form had</p>		

Title	Assurance Level	Recommendations
<p>not been completed and retained on file, and a further 2 instances where the CFRS Leavers Form had been retained on file, however, had not been completed in full. In addition to the CFRS Leavers Form, copies of forms which have been completed and submitted to the pension providers should also be retained as supporting documentation. Testing identified one instance where the completed form had not been retained (Medium Risk).</p> <p>Testing also identified one instance where the request had not been completed in a timely manner. Discussion with CFRS Officers confirmed that this was due to the timing of the notification.</p> <p>CFRS have been working with their pension provider to ensure that all members entitled to a split pension had been paid accordingly. This comprised of a comprehensive exercise where 352 retirees were reviewed to highlight any errors/omissions in respect of offering split pensions where members were eligible. The exercise identified 3 out of 352 cases where a split pension had been overlooked which have now been rectified. As part of the exercise, the leaver's process and associated forms had been reviewed but following the resignation of the previous incumbent, these have not been upheld and other checks and balances have evolved. Whilst there have been no recent cases where split pension eligibility has been overlooked, audit review of the supporting documentation for the sample selected determined that the information on the forms does not makes it clear that eligibility for split pensions had been considered and/or discounted. (Low Risk)</p> <p>Reconciliations of Firefighters' Pension Schemes have been completed on a monthly basis by the finance team. Audit testing of the reconciliations for September confirmed that pension data had been accurately reconciled to the ledger. CFRS' reconciliation process included comparison of the previous month's data and review of the changes, requesting clarification from the pension provider when required.</p> <p>Audit testing of the monthly pensions data for September confirmed that all elements had been correctly coded, including those to be paid from the pension fund and those from the Income and Expenditure Statement.</p>		
<p>Governance and Reporting</p> <p>There is a Local Pension Board in place for the Cheshire Fire Authority's Firefighters Pension Scheme. Audit review of the Terms of Reference for this group confirmed that the role of the Pension Board is to assist scheme managers in securing compliance with pension regulation and ensuring the effective governance and administration of the Firefighters' Pension Schemes. Membership of the Board include pension member representatives and employer representatives who are expected to meet approximately four times per year.</p> <p>Audit review of the minutes available for the last year confirmed that the Pension board met twice, once in November 2019 and again in August 2020. In addition to the required membership, additional officers were in attendance at both meetings, along with a representative of the organisation's pension provider who provides a report detailing</p>		

Title	Assurance Level	Recommendations	
<p>performance and KPIs. Minutes recorded the training needs of Board Members. This followed online pensions training which had been provided for Board Members in July 2020.</p> <p>There is a Strategic Risk Register in place at CFRS which highlights key risks the organisation. In relation to Pensions, this includes the McCloud/Sergeant Pension Liabilities Case, increase to employers' contributions to firefighters' pensions and pension administration. The most recent update of the risk register was shared with the Risk Management Board in October 2020.</p> <p>In addition, the valuation of the pension fund net liability has been deemed to be a significant risk and is subject to an annual external audit. Assurances are reported directly to the Fire Authority.</p> <p>Key areas agreed for action (due to be complete by March 2021):</p> <p>One medium risk recommendation was agreed</p> <ul style="list-style-type: none"> • Ensure that supporting documentation is retained for each retirement request received. This should include a completed checklist and any forms submitted to pension providers. <p>Two low risk recommendations were agreed</p> <ul style="list-style-type: none"> • Ensure that all police are reviewed • The forms and leavers checklist put in place by the previous incumbent should be revisited and updated. This will promote more consistent and clearer recording of split pension eligibility and will improve upon the previous work undertaken by the service to place heightened emphasis on split pension calculations and eligibility. <p>Executive/ Management Sponsor: Andrea Harvey, Director of Transformation</p>	High	0 x Critical 0 x High	0 x Medium 0 x Low
<p>Financial Systems</p> <p>Objective: To provide assurance that the most significant key controls in the areas detailed in the scope below are appropriately designed and operating effectively in practice. The review focused on the key controls within:</p> <ul style="list-style-type: none"> • General Ledger • Accounts Payable • Accounts Receivable • Treasury Management <p>Summary:</p> <p>General Ledger</p>			

Title	Assurance Level	Recommendations
<p>Balance sheet control account reconciliations are completed on a monthly basis. Completion is recorded on a reconciliation tracker which shows the status of each control account.</p> <p>Audit testing of a sample of control account reconciliations (Sales, Purchases and Bank) for the periods M4 – M6, identified that adequate segregation of duties was in place between the persons preparing and authorising. All accounts reviewed were adequately reconciled to the general ledger and trial balance. All reconciliations were completed in a timely manner.</p> <p>Audit review of journals identified that segregated approval is not required within the system. A paper copy of the journal is retained to evidence who prepared and authorised. Audit testing of a sample of 20 journals between the periods July – September 2020 identified that in all instances adequate segregation of duties was in place between the person preparing and authorising the journal.</p> <p>Audit review identified instances whereby journals were approved after they were posted. This issue was raised as part of the 2019/20 review, however management confirmed that they were content with the compensating controls that only Finance staff have the ability to post journals.</p>		
<p>Accounts Payable</p> <p>The authorised signatory list is built into the finance system, Agresso. Audit testing on a sample of 5 signatories identified that the limits delegated were consistent with the Scheme of Delegation.</p> <p>Audit testing of a sample of 10 purchase orders (PO) confirmed that there was adequate segregation of duties between the person requesting and authorising a purchase order. All orders reviewed were approved by a member of management within the delegated limit.</p> <p>MIAA review of the invoice payment process highlighted payments are processed online through BACS. A payment report is run and checked by 2 senior members of Finance staff, prior to payment processing. A clear audit trail to support the payment run is retained.</p> <p>MIAA testing highlighted that amendment to supplier details is controlled through the Fire Service Finance Department, on request from suppliers. A log is maintained to evidence all changes and updates to details made. Evidence is in place to support the amendment to supplier details. A procedure to support the process is in place.</p>		
<p>Accounts Receivable</p> <p>Evidence was in place to demonstrate that the Fire Service actively chase outstanding debt. Audit review of a sample of aged debt found that there was adequate evidence to demonstrate follow-up to recover. Audit review identified that as at 30th September 2020 total aged debt = £259,157.43 of which £110,437.24 was current debt and therefore not yet due.</p>		

Title	Assurance Level	Recommendations	
<p>Discussions with key staff at the time of the review identified that there have been no debt write-offs for the year to date.</p> <p>Treasury Management</p> <p>Evidence was in place to demonstrate that the financial forecast outturn, including cash flow is regularly reported to the Performance and Overview Committee.</p> <p>Audit review of the current bank mandate in place identified there have been no changes in signatories since MIAA review in November 2019.</p> <p>Follow up of 2019/20 recommendations</p> <p>3 recommendations were raised as part of the 2019/20 of which 1 was accepted. Management confirmed that they were content with the compensating controls in place to support the recommendations not accepted.</p> <p>Audit testing undertaken as part of the 2020/21 review identified that recommendation agreed has been implemented.</p> <p>Executive/ Management Sponsor: Wendy Bebbington, Head of Finance</p>			
<p>Risk Management</p>	<p>High</p>	<p>0 x Critical 0 x High</p>	<p>0 x Medium 2 x Low</p>
<p>Objective: The overall objective of the review was to evaluate the effectiveness of the risk management systems and processes.</p>			
<p>Summary:</p>			
<p>Risk Management Strategy/Policy</p>			
<p>An overarching Risk Management Policy is in place dated May 2020. Risk Scoring guidance and Practitioner guidance supplement the Policy and are embedded within the document.</p>			
<p>Our evaluation of the policy and procedural guidance found them to be comprehensive, we have however recommended some minor enhancements (Low Risk).</p>			
<p>The policy and guidance are accessible via the CFRS website, Cheshire Planning System and as a corporate document.</p>			
<p>Roles and Responsibilities</p>			
<p>Roles and responsibilities in relation to risk are noted within a high-level summary table in Appendix 1 of the Risk Management Policy.</p>			
<p>Overall responsibility for risk management sits with the Fire Authority. The Authority has developed a Risk Management Board (RMB) to support in the discharge of its duties in relation to risk and two Member Champions are appointed to sit on the RMB.</p>			

Title	Assurance Level	Recommendations
<p>The Joint Corporate Service Planning and Performance staff provide an active support role in risk management for both Police and Fire which includes training, risk review meetings with Heads of Department oversight and coordination of the risk registers and maintenance of the Strategic Risk Register.</p> <p>CFRS have also created Departmental Joint Business Continuity, Risk & Information Champions. These individuals receive additional training and operationally support the promotion and implementation of effective business processes for business continuity, information governance and risk.</p> <p>Training</p> <p>The approach to risk management training is not noted within the Risk Management Policy and we have recommended that this is updated, see recommendation one.</p> <p>Both Fire Authority and Risk Management Board member training forms part of the Member Development Programme. The last training session was supported by MIAA on 4/9/19 for the municipal year 2019/20. A further session is scheduled for February 2021.</p> <p>Training Needs Analysis is circulated by the Learning & Development (L & D) Team annually and any member of staff can request training where available from internal courses or other training delivered externally. Risk Management Training for Heads of Department and staff can be requested through L & D if it is required for the role.</p> <p>Training is delivered by the Joint Corporate Services Planning and Performance Team and is usually linked in with training on the Cheshire Planning System and associated risk registers.</p> <p>During 2019/20 the Joint Corporate Service Planning and Performance Team have undertaken ad hoc training as requested for Prevention and Operational Policy and Assurance Teams. Further training for the Prevention Team is scheduled for 2021.</p> <p>For 2021/22 the Joint Corporate Team are exploring with L & D the possibility of combining risk training for Fire and Police staff and particularly for those that have identified a need in relation to their role. Discussions confirmed that training records for Informal training were not always maintained but will be going forward.</p> <p>Consistent Risk Management processes</p> <p>The policy and procedural guidance set out the standard approach to be adopted across CFRS. The Risk Management Practitioner guidance provides very detailed and thorough guidance for staff.</p> <p>All CFRS risk registers are recorded on the Cheshire Planning System which is an online tool that supports the recording of risk, progress history, control measures, mitigating actions etc. The system also supports risk reporting and excel risk registers are a standard report fed directly from the system.</p>		

Title	Assurance Level	Recommendations
<p>Risks are scored according to their impact and likelihood and the risk scoring methodology document offers a detailed explanation for users.</p> <p>MIAA reviewed a sample of risk registers including:</p> <ul style="list-style-type: none">• Protection and Organisational Performance• Finance• IT• Service Delivery <p>We confirmed that all had last been subject to review and update in September 2020 and a further review had either taken place or was scheduled in December 2020. All risks had an appropriate risk owner and were scored according to the standard methodology.</p> <p>Analysis found that a small number of risks should be updated to reflect :</p> <ul style="list-style-type: none">• The risk register template had confusing terminology over the use of “target risk” when in reality the column should reflect the current risk score – after controls applied. On one of the registers an extra column had been added for Target Risk Rate to avoid this confusion.• Action column target dates are not noted on actions required.• The origin of the risk was not always noted but the date of origin was noted (Low Risk) <p>We confirmed that a consistent approach is in place and there are effective controls to monitor and review risk registers through regular meetings with the Joint Corporate Services Planning and Performance Team.</p> <p>The Practitioner guidance confirms that risks scored 15 and above should be considered for escalation to the Strategic Risk Register. The escalation process allows for review by the Head of Department initially and then escalated risks are considered at the next Risk Management Board. As the Risk Management Board only meets twice per year this does not delay the escalation process but the RMB check and challenge may be undertaken sometime after the escalation.</p> <p>At the time of our review the Strategic Risk Register contained eight risks including one related to the impact of Covid19 on business operations.</p> <p>In terms of de-escalation or closure of risk, an audit trail is maintained on the Cheshire Planning System and any decisions taken by the risk owner are subject to check and challenge by the corporate team.</p> <p>Risks in relation to Covid19 had been considered within the risk registers reviewed.</p> <p>Risk Reviews</p> <p>Risks are formally reviewed on a quarterly basis, in practice it often happens more regularly and this is clear in the procedural guidance with an expectation on Heads of Department and risk champions in supporting and driving this process.</p>		

Title	Assurance Level	Recommendations
<p>Quarterly reviews are also driven by the Joint Corporate Planning and Performance Team and a central log is maintained by the team to manage risk review meetings and governance reporting.</p> <p>The corporate team have a check and challenge role at the quarterly meetings with Heads of Departments where risks are reviewed and any decisions to escalate / de-escalate are taken. Risk Maps are also used to present a one page pictorial summary of risk across CFRS.</p> <p>The operational performance and governance reporting framework additionally provides an opportunity for departmental risk review at Programme and operational board level as well as quarterly review at Service Management Team.</p> <p>Our analysis of risk registers confirmed that risk review controls are operating as designed and risks were up to date.</p> <p>Governance Arrangements</p> <p>There are a number of operational meetings at which risks are reviewed and considered, these include Performance and Programme Board, service meetings, budget meetings and Service Management Team.</p> <p>Regular updates to the Performance & Overview (P & O) Committee on Programmes and Performance highlight any areas of concern or risk. The July 2020 committee meeting also received the Risk Management Annual Report following its approval at RMB.</p> <p>Assurances in respect of risk are additionally received by the External and Internal Auditors through their delivery of annual audit plans.</p> <p>The annual Statement of Assurance and the Annual Governance Statement summarising the systems of internal control including risk management were presented to the October 2020 Fire Authority.</p> <p>Risk Management Board</p> <p>The RMB Terms of Reference (last reviewed in March 2020) state that it is responsible for ensuring that the organisation manages risk effectively through the development and implementation of a comprehensive Corporate Risk Management Framework.</p> <ul style="list-style-type: none">• RMB will identify, assess and monitor corporate risks and ensure they are managed in line with the Corporate Risk Management Framework. This group has a critical 'check and challenge' role to ensure that identified risks are based on sound risk information and are adequately evaluated.• RMB will review any high priority Internal Audit recommendations in the context of risk to the organisation, and assess specific risks that may be escalated from Heads of Department or the Service Management Team.• RMB will undertake annual reviews of the Service Crisis Management Plan.		

Title	Assurance Level	Recommendations
<p>The RMB plays a key role in the review of strategic risk and those escalating up through the organisation. At RMB risks are scrutinised and there are regular deep dives into any areas of concern. Assurances and updates are provided by the lead risk owner to the RMB at their request.</p> <p>MIAA are invited to attend RMB and therefore have first-hand experience of its operation and the breadth of discussion therein. Attendance additionally allows MIAA to have a watching brief on risk management and the performance of RMB against their terms of reference.</p> <p>A Risk Management Annual Report was presented to the RMB in March 2020 and this will be a standard agenda item annually going forward.</p> <p>RMB minutes and the Risk Management Annual report are also reported into the Fire Authority.</p> <p>Key areas agreed for action (due to be complete by July 2021):</p> <p>Two low risk recommendations were agreed:</p> <ul style="list-style-type: none">• Minor updates to the Policy and Practitioner guidance.• Update the risk register to reflect the current and target risk score, the origin of the risk alongside the origin date and the target dates for actions against which progress can be measured. <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			✓		High	Complete
National Fraud Initiative (Carry forward)	✓				N/A	Briefing and Staff notices issued.
PROTECTION & ORGANISATIONAL PERFORMANCE						
Risk Management			✓		High	Complete
Risk Management Board		✓		o	N/A	
SERVICE DELIVERY / OPERATIONAL POLICY & ASSURANCE						
Collaboration/ Partnerships			•			Draft Report
Estates Management					N/A	Deferred to 21/22 audit plan
PEOPLE						
Payroll		✓			Substantial	Complete
Pensions (Carry forward 2019/20)			✓		Substantial	Complete
FOLLOW-UP AND CONTINGENCY						
Follow-up		✓		•		Phase 1 Complete Phase 2 In progress
Contingency						

Key

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

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 24TH FEBRUARY 2021
REPORT OF: HEAD OF PROTECTION AND ORGANISATIONAL PERFORMANCE
AUTHOR: GM MIKE CLARK

SUBJECT: HMICFRS COVID-19 STAFF SURVEY RESULTS

Purpose of Report

1. To provide Members with results from the Covid-19 survey undertaken by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Recommended: That Members

[1] Note the contents of the report.

Background

2. HMICFRS was commissioned by the Home Secretary to undertake a thematic inspection of all fire and rescue services in England in relation to their responses to the Covid-19 pandemic. The inspection of Cheshire Fire and Rescue Service (CFRS) was held during Autumn 2020.
3. To support inspection activity, HMICFRS developed an online survey for individual staff to complete. The survey consisted of 72 questions and was carried out between August and September 2020. It was accessed via an online link and responses were anonymous. The headlines are summarised below.

Survey Results

Overall Results

4. A total of 214 CFRS staff provided a response, equating to a response rate of 25%. Nearly 60% of responses were provided by firefighters while 31% were provided by fire staff.
5. The feedback provided was very positive overall, in many cases reinforcing the positive results from CFRS's own Covid-19 staff survey that had been undertaken in June/July 2020. The survey was broken down into several sections, with a summary of results outlined below. To provide context and

indicate a direction of travel, where possible the results have been compared with the CFRS Covid-19 survey and the last full staff survey undertaken in 2019.

Communications

6. Virtually all (98.6%) respondents felt that CFRS had maintained regular and relevant communication during Covid-19. 97.9% of on-call firefighters felt the Service had either maintained the same level or increased the amount of communication. Primarily communication was undertaken through virtual means (e.g. email, zoom/skype or WhatsApp messaging).
7. These results mirror the Service's internal Covid-19 survey, where 97% of staff felt CFRS had maintained effective communication during the pandemic.

Culture and Values

8. Prior to the survey, CFRS had recently launched a refreshed set of core values. The approach taken to develop and communicate the new values appears to have been effective, as 98.6% of staff said they were aware of the core values.
9. A clear majority of respondents felt that senior leaders, managers and colleagues modelled the core values. While not directly comparable to questions within CFRS's Covid-19 survey or last full staff survey in 2019, the results suggest a tangible improvement.

Fairness and Diversity

10. Most (80.8%) of staff felt they were given the same opportunities for development as others. 89.7% of respondents felt they were treated fairly at work. Regarding promotion, 72% of respondents stated they thought promotion processes were fair. This is a significant increase on the 2019 full staff survey, where 33% said they were confident promotion processes were fair and transparent.

Training and Personal Development

11. Most staff (88.8%) felt that they had been given sufficient training to do their job effectively. This is an increase on results from the 2019 staff survey (72%). There has been a significant improvement on the number of staff satisfied with learning and development opportunities, increasing from 63% in the 2019 survey to 86.8% in the HMICFRS survey.

Immediate Manager

12. Several questions in the HMICFRS survey, while contained in different sections, relate to respondents' interaction with their line manager and as such

are grouped together in this summary. Respondents to the HMICFRS survey said that since the start of the pandemic they had a conversation with their manager at least monthly regarding the following issues:

- Their performance (61.2%)
- Their learning and development (47.2%)
- Their health and wellbeing (68.7%)

13. The results are similar to the results of the CFRS Covid-19 survey, which found that 68% of those working from home said their manager had kept in touch. However the results are a decrease on the last full staff survey, indicating that the changes introduced to adapt to Covid-19 may have made it more difficult for managers and their staff to have regular conversations, particularly informal discussions.

Bullying, Harassment and Discrimination

14. Within the HMICFRS survey, 3.3% of respondents said that they had felt bullied or harassed at work within the last six months. In addition, 4.7% of respondents said they had felt discriminated against during the same time period. While not directly comparable, this does suggest improvement over the 2019 staff survey results.
15. For those who have not reported instances of bullying or harassment, the HMICFRS and CFRS 2019 survey both state similar reasons as to why that was the case.

Safety and Welfare

16. The vast majority of respondents (95.8%) were satisfied that their personal safety and welfare is treated seriously at work. Both this and related questions in the CFRS Covid-19 survey show an increase on the results from the 2019 staff survey, which may reflect the emphasis that CFRS has placed on staff safety and welfare during the pandemic.
17. CFRS has invested in mental health provision over recent years and results indicate many staff feel able to access mental health and wellbeing support (94.9%) and that CFRS would offer wellbeing services after an incident if appropriate (96.3%).
18. Results in both the HMICFRS survey and CFRS Covid-19 survey show the vast majority of staff had access to appropriate Personal Protective Equipment (PPE) and that they understood the policies and procedures in place to support health and wellbeing in the workplace.

19. Both the HMICFRS survey and CFRS survey indicate that staff who have been required to work from home or in a different location have felt supported and have the necessary equipment to undertake their roles.

Incidents

20. A section of the HMICFRS survey focused on operational incidents and associated learning. Most respondents said they were confident that CFRS listened to their feedback about operational incidents and that it took action based on operational learning. The vast majority (90%+) of respondents stated that CFRS works coherently with neighbouring FRSs and that they would be supported should they need to use operational discretion.

Effectiveness

21. Respondents were asked to rank from one (least effective) to five (most effective) how effective they believed CFRS to be in a range of functions, including responding to various incidents, prevention and protection activity and working with other agencies. The majority of staff ranked CFRS as either four or five in every category.
22. The same exercise was also undertaken in relation to additional activities during Covid-19, which fell under the tripartite agreement. Of the roles undertaken by CFRS staff, results were split between those who considered CFRS to be effective and those who did not know. This may be due to the activities only recently being undertaken at the time of survey and limited numbers of staff undertaking each particular activity.
23. Finally, respondents were asked to rank how effective they felt CFRS was regarding several people issues such as a positive culture, wellbeing, inclusion and development. The majority (70%+) of respondents to each issue said the service was effective.

Financial Implications

24. None.

Legal Implications

25. None.

Equality and Diversity Implications

26. The survey asked several questions concerning equality and diversity matters.

Environmental Implications

27. None.

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

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CHESHIRE FIRE AND RESCUE SERVICE

MEETING OF: PERFORMANCE & OVERVIEW COMMITTEE
DATE: 27 FEBRUARY 2020
REPORT OF: HEAD OF PREVENTION
AUTHOR: ANDREW GRAY

SUBJECT: BONFIRE PERIOD REPORT 2020

Purpose of Report

1. The annual Bonfire Report 2020 summarises the preventative and operational activities of Cheshire Fire and Rescue Service (the Service) and partners during the bonfire period dated 24th October 2020 to 7th November 2020 inclusive (the Bonfire Period).

Recommended: That

- [1] the report be approved/considered/noted;
- [2] the recommendations are supported

Background

2. The Service, Local Authorities, Cheshire Police and other partners are committed to reducing incidents of Anti-Social Behaviour (ASB) which affect the communities we serve. The deliberate fire-setting which constitutes a large part of the ASB during the Bonfire Period has a significant effect on our Service Secondary Deliberate Fire figures and can have a significant financial impact on the local community and cause significant damage to the environment and amenities.

Information

3. The Prevention team will ensure that the recommendations within the report are communicated to Service Delivery Managers and good practice is shared when planning initiatives for the 2021 bonfire period.

Financial Implications

4. The recommendations of the report identify areas with financial implications for future years, such as the use of additional appliances, and details cost-effective, efficient deployment of staff and resources that will be considered for 2021.

Legal Implications

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

Equality and Diversity Implications

6. The bonfire initiatives are seen as a core function of the Service and there are no known Equality and Diversity implications in carrying out this work.

Environmental Implications

7. It should be recognised that the activities conducted during the Bonfire Period provide a positive contribution to reducing pollution and reducing carbon emissions from deliberate fires. The preventative work also supports a reduction of the number of movements of fire engines which also reduces carbon emissions our vehicles.

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BACKGROUND PAPERS: BONFIRE REPORT 2019



Bonfire Period Report 2020

Produced by: SM Andy Gray and Dan Taylor

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1. Introduction

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

This year's planning activity (2020-21) has had to reflect the changing conditions placed on all organisations from the current and ongoing Covid 19 pandemic.

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

Likewise, these uncontrolled SDF, can in turn spread to other property such as residences, commercial buildings or vehicles, which cause significant damage and financial loss as well as emotional distress for the owners.

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

It is also recognised, that Bonfire Period dates coincide with Halloween, and it is common that these dates are opportunities for ASB of all types, not just fire related ASB. There is also a period referred to as 'Mischief night' on the 30th October which also presents both Fire and Police staff with increased levels of ASB.

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

In summary, the alignment of Police and CFRS dates (this started in 2017) changes the overall perceived trends when we align the data retrospectively. Although the Service Wide annual SDF trend continues downward year on year, there are some year on year increases in SDF activity in some station areas during the reporting period.

2. Recording of Incidents

The bonfire reporting period 2020 captured data from 0800hrs 24th October 2020 to 0800hrs 7th November 2020. Data from these dates has also been examined for the preceding 4 years for all types of ASB.

As there is no specific bonfire reporting category within the Home Office regulated Incident Recording System (IRS) (this is the national method used to complete a fire report) this report relates to all small deliberate fires (SDF). The reason for this is that the difference between a bonfire and rubbish set on fire is a very subjective one for crews attending, so the inclusion of all SDF in this report will continue.

The following guidance was promulgated to operational crews, as in previous years, to outline reporting parameters during the bonfire period for use on the IRS system.

- If a Bonfire is lit prior to a planned celebration, i.e. as an act of Anti Social Behaviour, and needs to be extinguished because it is a nuisance or dangerous, then this must be recorded as a **small deliberate fire**.
- If a Bonfire is lit for celebratory purposes and needs to be extinguished because it is dangerous, out of control or deemed a nuisance, then this will be recorded as an **accidental small fire**.
- If a Bonfire is lit for celebratory purposes and is allowed to burn, and we do not need to take any action other than give advice then this should be recorded as a **false alarm good intent**. Add to the stop message that a Dynamic Risk Assessment has been completed and advice has been given. When completing the IRS please note that there is a specific category for a Good Intent false alarm >> Fire >> Bonfire.
- Other small deliberate or accidental fires e.g. wheelie bins, refuse, hedgerows, must be recorded as normal, and the investigation recorded fully on the Police Notification Report.

Additional guidance was also obtained from Cheshire Police and communicated to operational crews regarding the C-19 pandemic and the process to follow should CFRS attend incidents and witness breaches of Government regulations regarding no mixing of households etc. Assistance from Cheshire Police could be obtained via Northwest Fire control for emergencies or via access to a web based reporting tool for less urgent issues.

3. Pre Planning, Partnership and Internal Activity

Due to C-19 the large array of forward facing interventions, strategies and diversionary tactics at county, unitary and local levels with key partners based on previous intelligence and addressing current local needs that would have been implemented were subsequently paused.

The cancellation of all public bonfire events that CFRS promotes as the safest option for the public in this period presented risk that there may be a rise in injuries and property fires caused by people holding displays and bonfires in their gardens which could have rapidly got out of control.

CFRS, Cheshire Police and the Joint Communications team continued to work in partnership with daily contact to address any emerging risk. Strategies and messages were developed and amended as national guidance altered so that we could attempt to change the public's knowledge, attitude and behaviour regarding the holding of firework displays and bonfires.

For CFRS an intranet page was established prior to the start of the campaign and was updated as and when new information became available. Staff were encouraged in further weekly Green articles to use this tool as a means of keeping up-to-date with key information from both the Service and the Government.

Stations and departments across the Service all got involved in spreading safety messages with some producing their own videos for social media. The Communications team supplied social media post wording and links that they could use throughout the period. The Digital team supported this, where needed, so that all station and department social media pages featured bonfire advice and information, prior to and during the bonfire period.

4. Bonfire Removal Schemes and Waste Management

All Areas –The Street-scene type format of the reporting and removal of waste continued to occur in all council areas. There are some subtle differences across areas but essentially the public and fire service staff could access a free service to report the location of the waste. The Local Authority then arranged its removal. The Street-scene details and contact numbers were promoted via the Service’s social media platforms.

Operational crews also had an email reporting system in place to ensure an efficient reporting system should Local Authority phone reporting systems face high numbers of calls.

All Areas – Due to C-19 Operational crews were unable to implement their pre-planned increase in arson route activities in 2020 which limited the ability to provide valuable real time information to Street-scene and other removal services operating in their local areas.

5. Educational Events and Activities

A targeted face to face approach to education has been adopted by the Service in recent years but this was severely limited in 2020 because of the C-19 restrictions. Owing to this reduction in our ability to engage directly with education establishments, bespoke media was created to engage with schools and the general public.

The first film “Matt’s story” targeted primary school age children and was sent to all schools in Cheshire. Greater Manchester County Fire and Rescue Service also requested the content and sent the film to their primary schools.

On social media the reach was **210,457** people. The film was viewed over **63,500** times during the period on both the fire and police social media platforms. **902** people thought it powerful enough to share/tweet the post and video with their followers.



The Service had serious concerns of an increase in fires going out of control at events held by the public which would put people and property at risk (as we saw with the increase in fires resulting from the public burning garden waste during lockdown one). Therefore media advice and key messaging was created for the general public, aimed at those who may have considered holding an event, with a video of the Service’s Deliberate Fire Reduction Manager advising the public not to hold a “home display”. For those insistent on holding a display, relevant safety information required for a safe event at home was also shared.

This video was widely shared and also utilised by the Child’s Accident Prevention Trust for delivery by their practitioners to all those they engaged with during the season.

On social media the reach for this clip was **136,473** people. It was viewed over **32,600** times during the period on both the fire and police social media platforms. **317** people thought it powerful enough to share/tweet the post and video with their followers.



6. Operational Response

Small Incident Units (SIU) have been deployed in the busier areas during the bonfire period for several years. The appliances used for these additional resources in 2020 were the on-call appliances from Penketh, Runcorn, Winsford and Birchwood.

These SIU were deployed flexibly maintaining three SIU on cover at any time during 9 evenings from the 30th October – 7th November between 1600-2200 hrs. Bonfire night fell on a Thursday bringing the weekend either side of the date into contention for possible increased activity. The Service's Deliberate Fire Reduction Manager attended North West Fire Control (NWFC) on the busiest evenings, 30th, 31st October and the 5th November to enable risk based mobilisation to take place to support and maintain operational cover levels across the county. Also in attendance was a Police Superintendent to act as a direct liaison between CFRS and Cheshire Police and provide an immediate Police response where required.

These SIU appliances were programmed at NWFC so that they were prioritised for small incidents. However, there was an automatic override built into the mobilising system that they would be sent to life risk incidents where they were nearer.

7. North West Fire Control

Extensive planning took place for the 2020 bonfire period in North West Fire Control (NWFC). Prior to 2014, each FRS control had their own methods of dealing with expected spate call conditions. This was in addition to separate procedures for unlit bonfires, firework incidents, filtering or challenging calls, and mobilising procedures. NWFC planning meetings examined and retained best practice already in place in previous FRS Controls and evaluated and reviewed the systems adopted by NWFC in 2015 with an intention to adopt them as a common practice where possible.

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

A call handling and mobilising procedure was operated during the period. NWFC staff were permitted to over-ride resources offered by the mobilising system and to leave certain calls unattended for a short period if appropriate. The mobilising decisions in each pod were the responsibility of a Station Manager (or higher) from each FRS.



Other posts include:



8. Media and Corporate Communications

The Communications team actively promoted a number of key messages for the Service over the Halloween and bonfire period which ran from 08:00 on October 24 to 08:00 on November 7.

Communications were promoted for the campaign internally and via the local press and social media for both events with the main focus on bonfire night. Several live and recorded TV and radio interviews were carried out by fire officers to re-enforce the key safety messages.

An “Alert” email was sent out to around **18,500** people who had previously signed up on the system. This is a voluntary messaging system which targets local businesses and people, some of whom it is believed may not use social media. The email provided a link to the website and our key 2020 bonfire messaging.

On bonfire night itself, we were unable to send a communications representative to NWFC due to Covid restrictions in place. Therefore the communication team supported the Service’s Deliberate Fire Reduction Manager remotely. A Communications Officer assisted by updating the website and social media as incidents came in from 18:00pm - 22:00pm on November 5th.

Social media was used daily in the run up to November 5th to promote a range of messages and stations were encouraged to use their own accounts to inform residents of the dangers of setting light to things in their own gardens this year.

The Service issued 35 separate messages on both Twitter and Facebook throughout the bonfire period. 15 of these were issued on bonfire night itself and included live incidents details direct from NWFC.

The “we’re here at NWFC” post was well liked on the evening of November 5.



A single post relating to an incident in Crewe, where a firework started a fire, was the most popular on Facebook, receiving **172** likes which enabled it to reach **7,813** people. It received a similar response on Twitter.

9. Incident Data and Performance Summary

Incidents recorded during the bonfire period

The following graph (Fig. 1) illustrates the overall trend of Deliberate Small Fires in Cheshire over the last 5 years. The 2020 Bonfire Period saw the lowest number of Deliberate Small Fires on record, showing a **90%** reduction from 5 years ago, and **38%** reduction from 1 year ago:

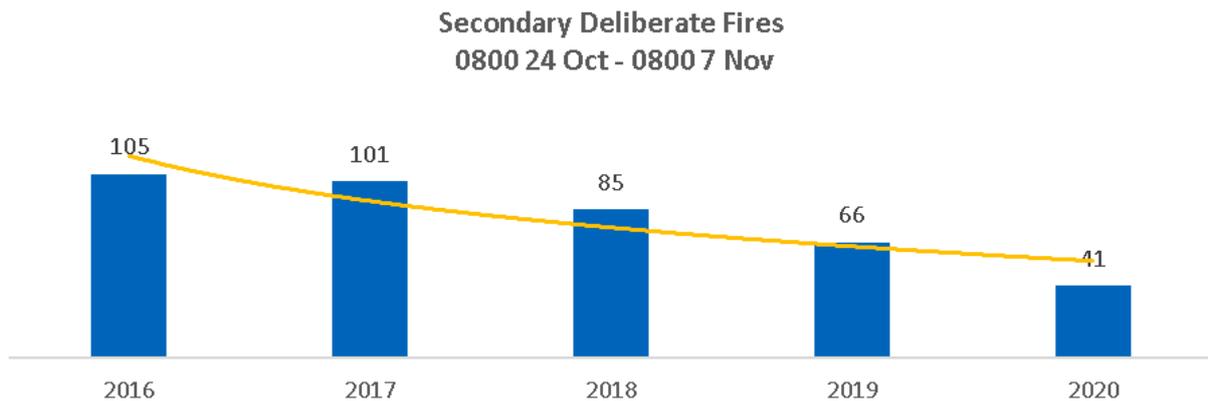
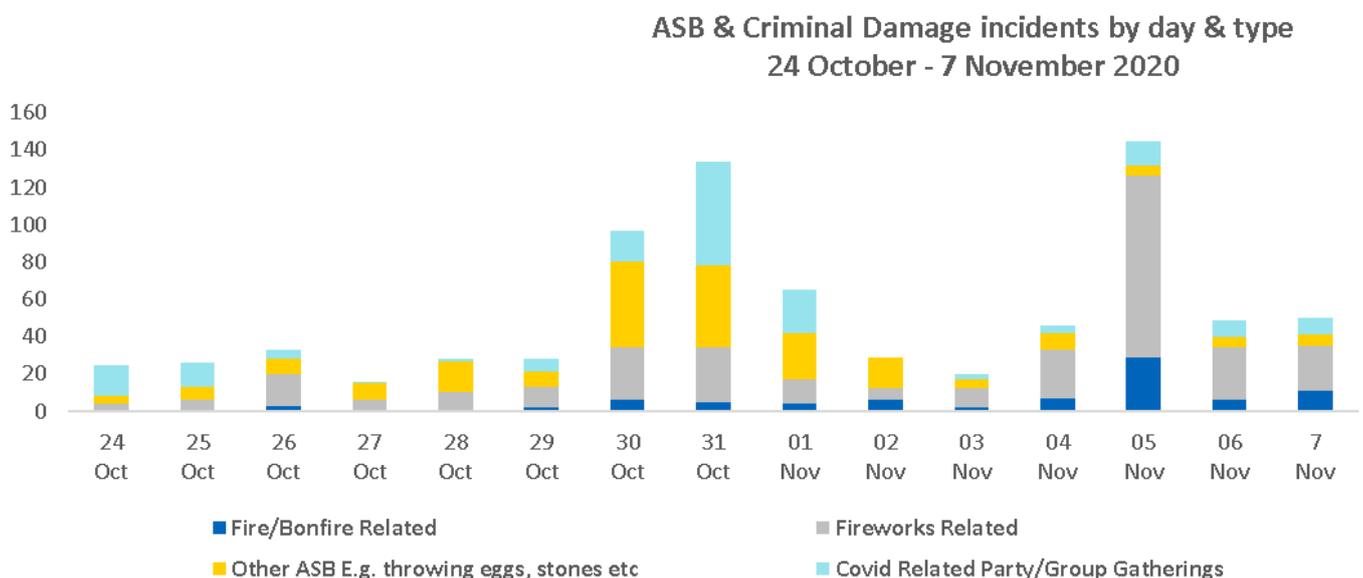


Fig. 1

A total of **12** Deliberate Small Fires were recorded on bonfire night, however a total of **42** bonfire related incidents were attended – **15** (36%) of these incidents were ‘False Alarms Good Intent’ and **14** incidents (33%) were ‘Accidental Small Fires’, with just **1** (2%) Deliberate Primary Fire recorded.

The graphs below (Fig. 2 & Fig. 3) display both Fire & Police activity levels by day and incident type, showing comparisons between deliberate small fire activity and ASB/Criminal Damage reported to the Police during this same time period. As can be expected, peaks are noticeable on 31/10 ‘Halloween’, and 05/11 ‘Bonfire Night’.



Firework Related ASB was the most common type throughout the period, peaking on 5th Nov.

Fig.2

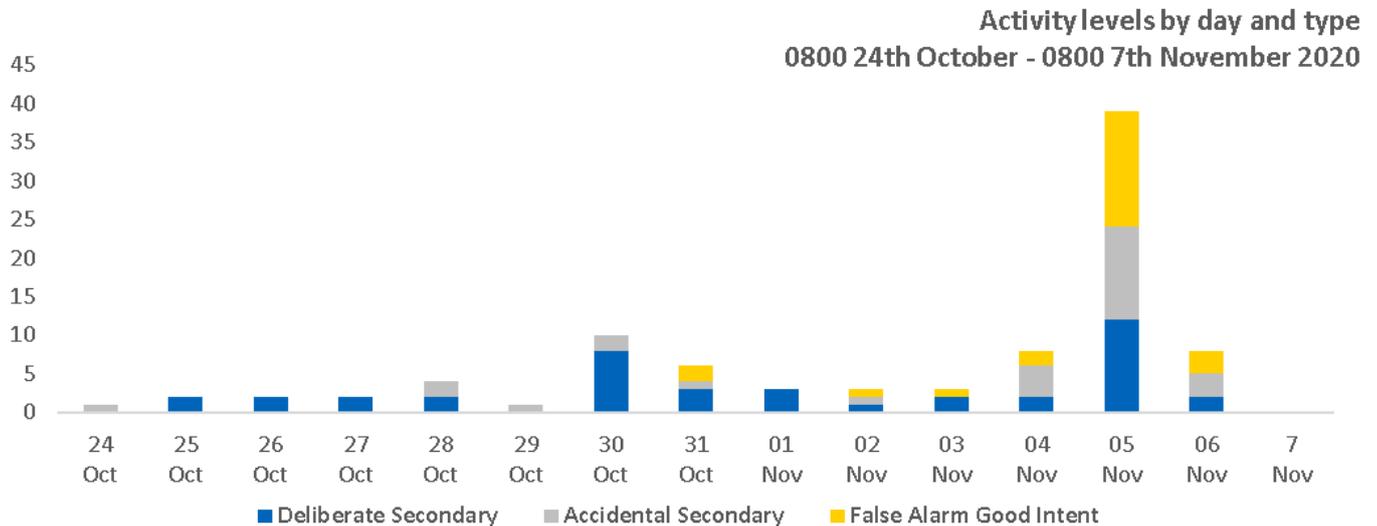


Fig.3

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

Deliberate Fire Activity								ASB & Criminal Damage Activity									
Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total	Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	00	0.0%	0.0%	0.0%	0.3%	0.3%	1.0%	1.8%	3.3%
01	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	01	0.1%	0.0%	0.3%	0.4%	0.8%	0.6%	1.1%	3.3%
02	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	02	0.0%	0.0%	0.1%	0.1%	0.5%	0.1%	0.6%	1.5%
03	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	03	0.1%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.5%
04	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	04	0.0%	0.0%	0.0%	0.1%	0.1%	0.4%	0.4%	1.0%
05	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	05	0.0%	0.0%	0.1%	0.0%	0.3%	0.1%	0.3%	0.8%
06	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	06	0.0%	0.0%	0.0%	0.1%	0.3%	0.1%	0.0%	0.5%
07	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	07	0.0%	0.0%	0.3%	0.1%	0.1%	0.0%	0.0%	0.5%
08	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%	0.0%	2.4%	08	0.1%	0.3%	0.3%	0.3%	0.1%	0.1%	0.3%	1.4%
09	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	09	0.3%	0.1%	0.1%	0.1%	0.3%	0.0%	0.4%	1.3%
10	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10	0.3%	0.1%	0.1%	0.3%	0.4%	0.6%	0.1%	1.9%
11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	11	0.4%	0.1%	0.1%	0.4%	0.1%	0.1%	0.5%	1.8%
12	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%	2.4%	12	0.3%	0.3%	0.1%	0.3%	0.0%	0.4%	0.6%	1.9%
13	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13	0.5%	0.1%	0.4%	0.1%	0.6%	0.1%	0.1%	2.0%
14	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	2.4%	14	0.1%	0.1%	0.5%	0.6%	0.3%	0.5%	0.4%	2.5%
15	2.4%	2.4%	0.0%	0.0%	4.9%	0.0%	0.0%	9.8%	15	0.5%	0.0%	0.3%	0.6%	0.4%	0.1%	0.5%	2.4%
16	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	2.4%	4.9%	16	0.3%	0.0%	0.6%	0.9%	0.8%	1.0%	0.4%	3.9%
17	0.0%	0.0%	2.4%	4.9%	4.9%	0.0%	0.0%	12.2%	17	0.5%	0.1%	0.9%	2.3%	1.3%	2.1%	0.6%	7.8%
18	0.0%	2.4%	2.4%	4.9%	4.9%	0.0%	2.4%	17.1%	18	1.1%	0.8%	1.0%	3.5%	1.8%	3.0%	0.6%	11.9%
19	2.4%	0.0%	0.0%	7.3%	2.4%	0.0%	0.0%	12.2%	19	1.1%	0.8%	0.9%	3.2%	3.5%	4.2%	0.9%	14.5%
20	0.0%	2.4%	2.4%	0.0%	0.0%	4.9%	0.0%	9.8%	20	1.1%	0.8%	1.9%	3.4%	2.4%	3.4%	0.4%	13.4%
21	0.0%	0.0%	0.0%	9.8%	0.0%	2.4%	2.4%	14.6%	21	0.6%	0.5%	0.5%	2.8%	1.8%	2.7%	0.1%	9.0%
22	0.0%	0.0%	2.4%	0.0%	2.4%	0.0%	0.0%	4.9%	22	0.4%	0.3%	0.5%	1.4%	1.5%	3.4%	0.9%	8.3%
23	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	23	0.0%	0.3%	0.4%	0.6%	1.0%	1.8%	0.5%	4.6%
Total	7.3%	9.8%	9.8%	29.3%	24.4%	7.3%	12.2%	100.0%	Total	7.8%	4.6%	9.4%	21.9%	18.5%	26.4%	11.5%	100.0%

The majority of Deliberate Small Fires occurred on a Thursday (29.3%) or a Friday (24.4%), which also coincided with the days that Bonfire Night and 'Mischief Night' (30th Oct), fell on this year, but the majority of ASB & Crim Damage occurred on a

Saturday (26.4%) which coincides with Halloween Night this year. The majority of fires occurred between the hours of 18:00pm – 22:00pm (53%), which again mirrored the most common times of day for ASB (57%). Overall, deliberate small fires saw a **38% decrease** from the 2019 Bonfire Period, whereas ASB incidents saw a **19% increase** from the same period last year, up from **664** incidents to **791**. However, this year an extra category for ASB was captured in the dataset (House Party/Group Gatherings) which impacted on the increase in incidents. This was due to Covid-19 restrictions and ASB, caused by illegal gatherings being broken up. If this new category of ASB incident was discounted, there would have been an **8% reduction** in total ASB across the reporting period.

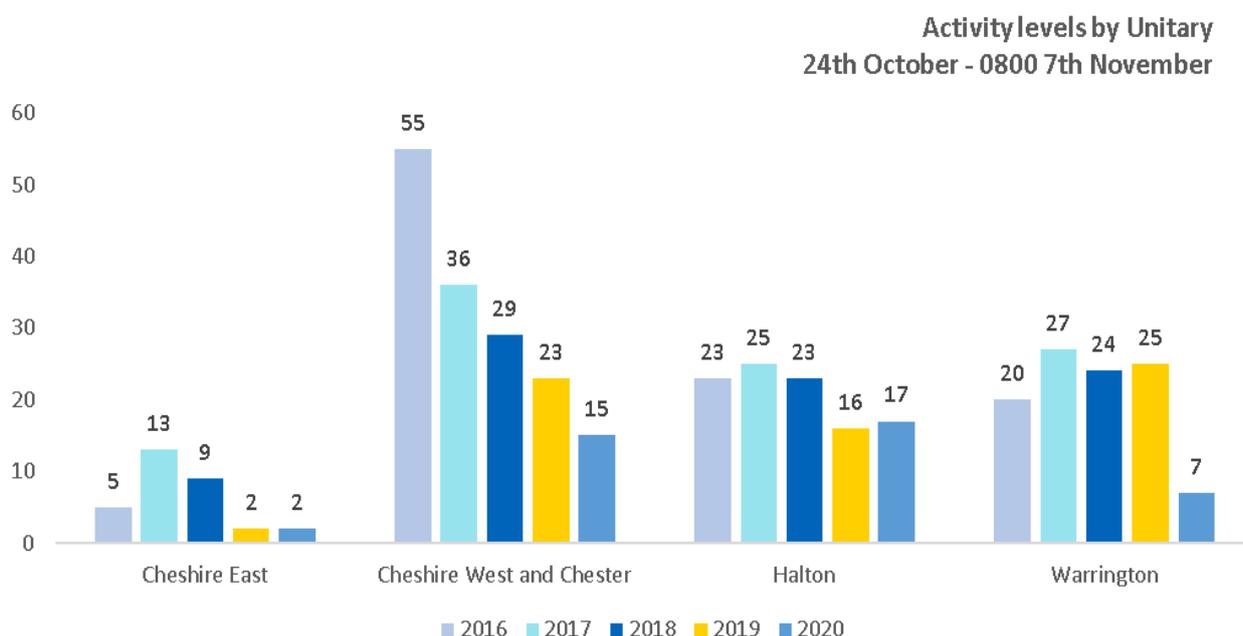
Unitary Performance

All but one of the four unitary areas recorded either no change or a year on year decrease in Deliberate Small Fires during this year’s bonfire period. Halton was the only Unitary Area to have seen an increase compared to 1 year ago, however all four Unitary Areas have seen a reduction from 5 years ago respectively. This can be seen as follows (*Figs. 4 and 5*):

Fig.4

Unitary Area	2020	2019	Year on year	2016	5 Year change
Cheshire East	2	2	0	5	-3
Cheshire West and Chester	15	23	-8	55	-40
Halton	17	16	+1	23	-6
Warrington	7	25	-18	20	-13

Fig. 5



Station Performance

In total, there were just **9** out of 28 station areas which recorded Deliberate Small Fire activity during the Bonfire Period, with **5** of these only reporting **5** or fewer incidents each.

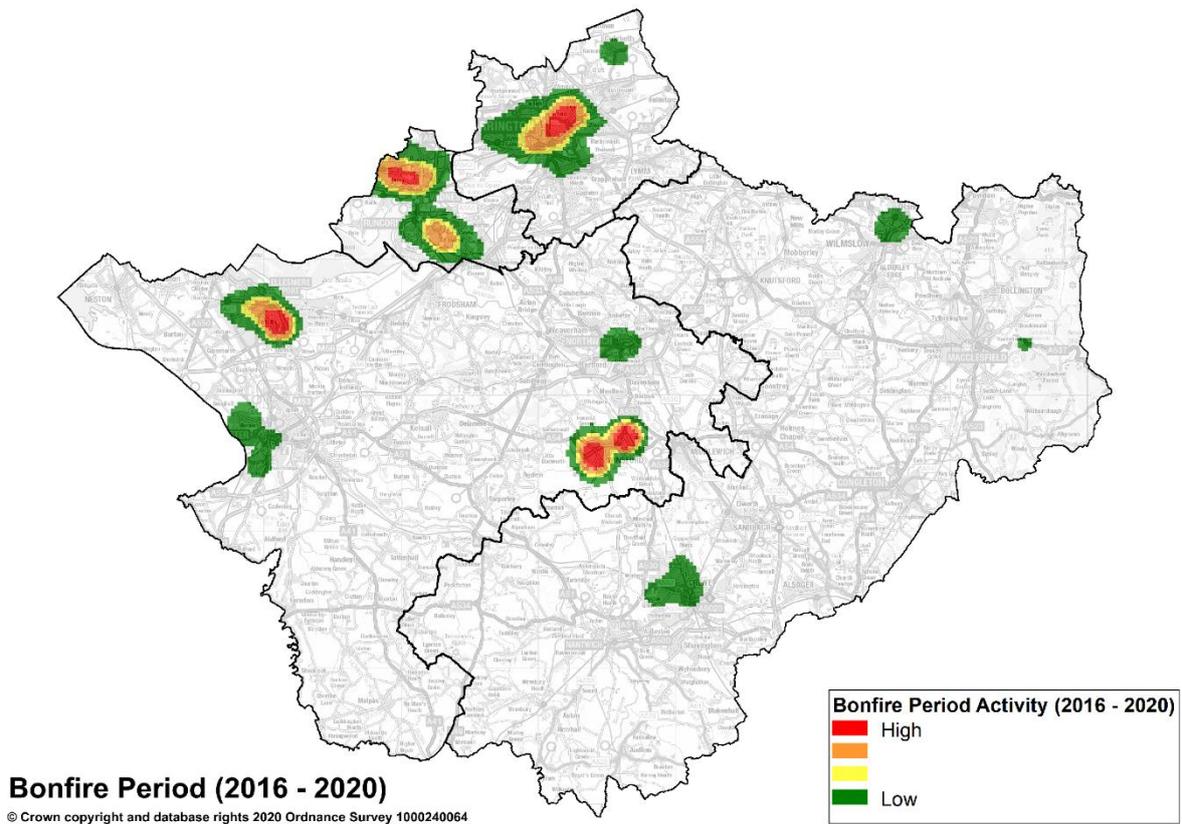
The following table (*Fig. 6*) summarises activity by the station areas with the highest volume of activity during the 2020 reporting period.

These 5 station areas within the table, accounted for 80% of all Deliberate Small Fire activity recorded during the period.

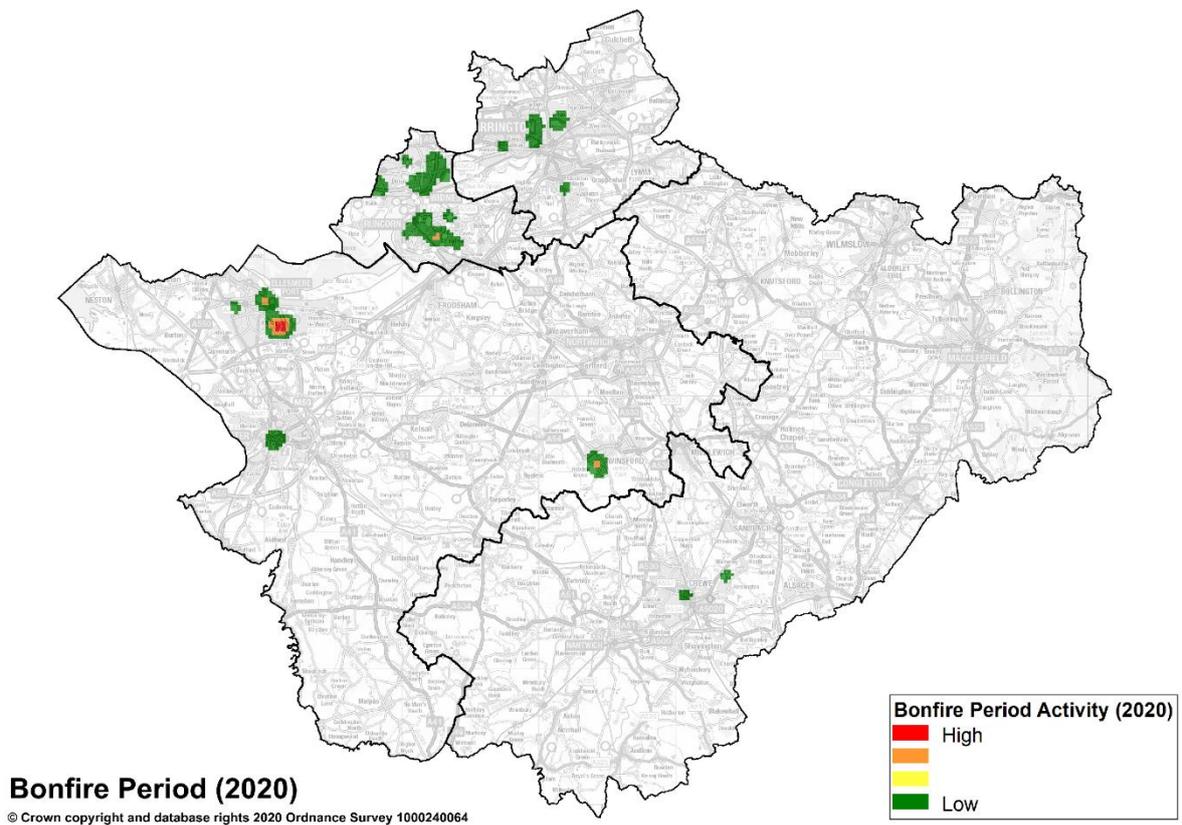
Fig. 6

Station	2020	2019	Year on year	2016	5 Year change
Ellesmere Port	10	7	3	9	1
Runcorn	8	9	-1	7	1
Widnes	6	6	0	16	-10
Warrington	5	21	-16	18	-13
Penketh	4	2	2	2	2

Below shows Bonfire Period Deliberate Small fire hotspot areas from 2016 – 2020:

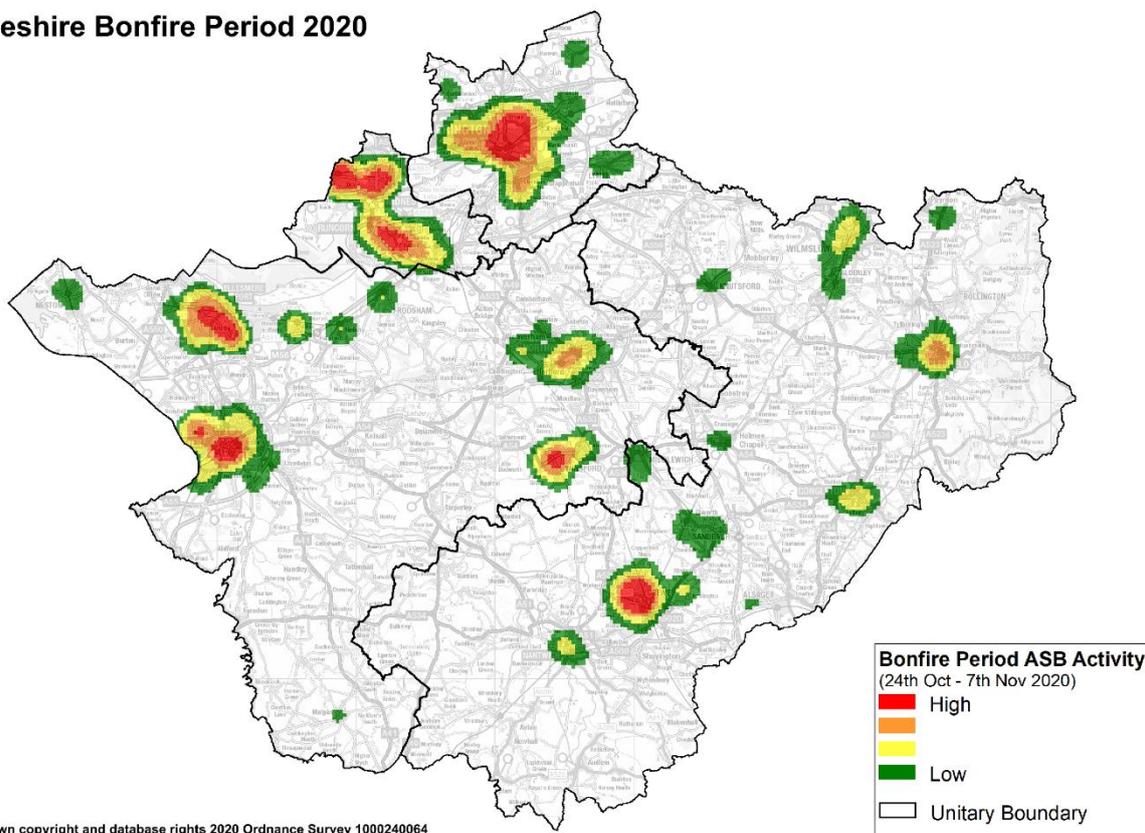


Below shows the 2020 Bonfire Period Deliberate Small Fire hotspot areas:



Below shows the 2020 Bonfire Period ASB & Criminal Damage hotspot areas:

Cheshire Bonfire Period 2020



10. Accidents and Near Misses

We had one incident of youths throwing missiles at fire crews (fortunately with no injuries). As we had Cheshire Police at NWFC we were able to mobilise police teams with no delay to this incident and on arrival Cheshire Police apprehended the alleged individuals involved.

11.Recommendations

It is recommended that:

- A. the delivery of targeted and timely education to schools in all Service Delivery areas should occur when permitted (where appropriate due to C-19);
- B. increased use of different communications tactics occurs including the talking-head videos that worked well to express key safety messages;
- C. bonfire strategy groups should plan well in advance of the period and encourage safe, organised displays as the primary advice (when it is suitable due to C-19) to allow people to celebrate bonfire night safely;
- D. use of SIUs should be targeted over an appropriate number of evenings and the number of vehicles to remain as a minimum at 3 to cover the known risk areas;
- E. Service and partner agency resources and efforts should be focused in areas where intelligence suggests that high incident volumes may occur;
- F. where possible, partner agencies should be persuaded to continue the free removal schemes for the removal of large items (normally a chargeable service). This will continue to be “championed” at Bonfire Strategy Group planning meetings;
- G. the tolerant approach adopted by the Service has proven successful and should be continued;
- H. targeted youth activity should occur (where appropriate due to C-19) using the On the Streets Team, utilising data provided by the Business Intelligence Unit;
- I. the use of our Communications staff to provide live social media updates should continue;
- J. the approach of utilising a member of Cheshire Police within NWFC will be requested for the key nights of the period;
- K. support approved organised displays and diversionary activities (where appropriate due to C-19) particularly in areas of high deliberate fire activity.

12. Summary and conclusions

The total number of SDF attended during the period was lower than in previous years. It should be noted that this period encompassed a national lockdown period due to C-19.

Engagement: This was achieved with the public utilising the Service's main social media accounts and station accounts which allowed content to be directed at a level that is relevant; local issues for local residents which is proven to be effective.

This resulted in consistent, timely and targeted delivery of bonfire and firework safety messages.

Fuel removal: Bonfire removal schemes continue to be an effective means of reducing the numbers of SDF.

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

Weather: It has been found that weather conditions experienced over the bonfire period will have an impact on incident volumes.

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

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 24TH FEBRUARY 2021
AUTHOR: DIRECTOR OF TRANSFORMATION
BENJI EVANS

SUBJECT: EQUALITY, DIVERSITY AND INCLUSION 6-MONTH
UPDATE REPORT 2020/21

Purpose of Report

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

Recommended: That

- [1] members note the report and highlight any issues for further discussion or clarification.

Background

2. Under the Equality Act 2010, public sector organisations including Cheshire Fire and Rescue Service have a duty to: eliminate discrimination; advance equality of opportunity; and foster good relations between different groups (“public sector equality duty”).
3. In order to fulfill the public sector equality duty, the Service currently has in place an Equality, Diversity and Inclusion Strategy (‘the Strategy’) for the period 2017-2020. Underpinning this strategy is an action plan that is monitored on a quarterly basis at each Equality Steering Group. The Equality Steering Group is chaired by the Chief Fire Officer and Chief Executive who holds overall responsibility for overseeing equality, diversity and inclusion within the Service.
4. A new strategy is in the process of being developed for the period 2021-2024 which will be submitted for review and approval by Members at the Fire Authority meeting in April 2021. The Strategy will provide strategic direction and a set of clear and challenging aims for the Service to ensure continued progress is made. The Strategy will also incorporate the wider notion of inclusion to welcome and celebrate diversity within the community and to establish Cheshire Fire and Rescue Service as an employer of choice.
5. Once approved, a new action plan will also be developed and presented to the Equality Steering Group for monitoring and progressing.

Progress over last 6 Months

Stonewall Workplace Equality Index

6. Following the deferral of the 2020 Stonewall submission, the Service has now received information relating to the 2021 Stonewall Workplace Equality Index submission. In recent years the Stonewall criteria has remained relatively static which has enabled the Service to demonstrate continued progress against the key themes and maintain its position in the top 5.
7. The criteria for the 2021 submission contains emphasis on some new areas which include intersectionality, bi-sexuality, pansexuality and gender identity. Whilst we will be able to present evidence to demonstrate progress in these areas, the new criteria may present a slight challenge as work is ongoing and still being developed. To assist with the Service's understanding of the new criteria, the EDI Officer has been working closely with the Service's designated Stonewall Account Manager to discuss the work currently in progress and to prepare our submission evidence.
8. The Service's work around LGBT+ inclusion and its investment in Stonewall has continued to deliver some tangible improvements. Although there has been a slight decrease in the number of staff identifying as LGBT from 3.3% to 3.1% in recent months due to two LGB staff members leaving the service, the service have continued to see an increase in the number of staff disclosing their sexual orientation. A year ago, 21.7% chose not to declare, which reduced to 19.7% in September 2020 and it has since reduced further to 19%. This demonstrates we are continuing to breakdown barriers and stigma attached to sexuality where staff feel included and comfortable to disclose.

Proud to Provide II Conference: '*LGBT, Intersectionality and Multiple Identity*'

9. In anticipation of Stonewall's new emphasis on intersectionality, the Service chose this as the theme for its second "Proud to Provide" conference, which was held as a virtual event in November 2020.
10. The response to this year's event was very strong and attracted 240 delegates from over 160 different organisations from across all areas of the UK. Attendees were mainly from Fire and Rescue Services, public sector organisations, charities and the voluntary sector.
11. The feedback was overwhelmingly positive and the Service received many plaudits for hosting such an ambitious event with a range of very high profile and high calibre speakers. These included Lord Michael Cashman, founder of Stonewall and peer within the House of Lords, Claire Summerskill, comedian and LGBT+ Activist, and Reverend Sarah Wilson, transgender priest and professional speaker.
12. Following the success of this event and the previous Proud to Provide event held in 2019 at the Chester Storeyhouse theatre, the Service is making plans for a third event to be held in the Autumn of 2021 – hopefully as a face to face event rather than virtual.

Addressing disproportionality in the workforce

13. Work has continued over the last six months to encourage applications from under-represented groups, with the aim of increasing the diversity within our workforce. Despite the limitations of the pandemic the focus has remained on the on-call recruitment and the Positive Action Working Group and On-call Recruitment Team have continued to meet to develop strategies and approaches to attract new talent.
14. The recent focus of the Positive Action Working Group has been on reviewing and identifying new platforms where the service can promote careers with a particular focus on targeting under-represented groups as well as the general public. For example, the service have approached existing partners (i.e. Chester Pride) to explore the possibility of advertising CFRS vacancies on their social media platforms and websites which would help target a specific audience.
15. Discussions have also been ongoing to expand the sponsorship agreements currently in place in respect of female recruitment although progress has been slow due to the pandemic. A couple of informal agreements are now in place relating to the following:
 - a) Sale Sharks rugby bootcamps to be launched during 2021 in Cheshire based secondary schools. CFRS have been approached to sponsor bibs with CFRS logo on and this opportunity will be used to promote apprenticeship and work experience opportunities and the cadet programme.
 - b) Hosting female fitness programmes operated by the Sale Sharks on CFRS premises at the appropriate time when restrictions are lifted. By involving the PTI and female operational staff, this will provide an opportunity to promote career opportunities to potential female applicants.
 - c) Sponsorship of Crewe Alexander women's football team. This has not progressed due to the team temporarily disbanding during the pandemic
16. Through our positive action work, the Service continues to see a gradual increase in the diversity of its new recruits, with a particular increase in women. Female staff make up 19.0% of the workforce, which have been maintained since the previous report in September. We have seen a 1.3% increase in female staff working in operational positions from 7.7% to 8.1% in the past six months. Although, females working in non-operational positions has decreased slightly from 61.6% to 60.5% in the past six months. A full breakdown of equality monitoring data is available.
17. The number of BAME staff, which is currently 4.2% remains the same as six months ago. There has however, been some encouraging progress in recruitment during this period as 5% of applicants have come from people of a BAME background. This demonstrates that despite the restrictions imposed by the pandemic, the Service's positive action work is reaching and attracting applicants from different ethnic groups.

Staff Network Groups

18. During the last six months and despite the limitations of face to face contact, the staff network groups have all stepped up admirably to provide an additional source of support for staff during very challenging times.
19. The service's new BAME Staff Network has seen increased membership and greater participation in national ASFA meetings and events. The network also played a key role in supporting the EDI Officer in the development of a wide and varied programme of events during Black History Month in October. These included webinars and virtual workshops delivered by local partners and universities, and a range of black history virtual events relating to music, literature, sport, food and culture. Against a backdrop of the #Blacklivesmatter campaign, these virtual events were well attended and positively received and the campaign which ran throughout the entire month of October was deemed a success.
20. Following the 2020 launch of the new Menopause Policy, the Limitless network identified the need for a Menopause Awareness Day, menopause champions for mentoring & buddying, and the development of some related initiatives such as hygiene packs for female staff. Through the COVID-19 pandemic, the Limitless group have supported each other and maintained regular contact via email and a dedicated What's App group. The group have continued to meet for socially distanced 'walk and talk' meetings at rural locations in Cheshire to create a platform for staff to come out of isolation, socialise, support each other and catch up.
21. The Service has also recently linked in with a Crewe based charity called Motherwell who offer support to single parents, and women who have experienced trauma before, during, and/or after childbirth. The charity has a forum called FlourisHER that offers support, training and information on a range of women's topics, which may benefit female members of staff within the Service and fathers or parents who have encountered challenge or trauma associated with childbirth and parenting. The Service will also be using this platform to advertise Princes Trust programme opportunities.
22. Firepride, the service's LGBT Staff Network have continued to meet virtually throughout the pandemic. Members have been involved with the construction of several workshops which focused on Bi Visibility and how covid-19 has disproportionately affected LGBT+ people. The quarterly Firepride breakfasts, albeit without the food, have also continued to take place via Skype to maintain contact and to provide collective support.

Visibility and Awareness Days

23. During the last reporting period there have been a range of equality campaigns that have been promoted and supported mainly using virtual platforms and social media. Marketing materials and flags have also been updated to ensure that all campaigns and awareness events have strong impact and visibility.

24. Recent events and campaigns include
- September - Bi Visibility Day
Trans Rights are Human Rights Campaign
 - October - Black History Month
National Coming Out and Intersex Awareness Day
Dyslexia Awareness Week
Menopause Awareness Day
World Mental Health Day
 - November - Trans Awareness Week
White Ribbon Day
 - December - Diwali and Rainbow Laces
 - January - World Religion Day
 - February - LGBT History Month
25. Whilst social media was the main vehicle for raising awareness around these events, the Service did mark White Ribbon Day with a socially distanced event at Powey Lane. Under normal circumstances, the ALP with the white ribbon attached would be placed in a city or town centre to attract crowds. As this was not appropriate this year, the ALP was erected at Powey Lane with the white ribbon and a small number of officers attended to mark the occasion and to show support via photographs which were posted on the services website and social media accounts.

Policy Development

26. The Service has made improvements to various policies and supporting documents during the reporting period. Updates and changes have been made to the service's Trans Policy to provide additional guidance around terminology and information around intersectionality. A separate guidance document has also been produced which provides more detail and information as to how staff can provide meaningful support and become more effective allies to their trans colleagues. This will help promote inclusion for people with different gender identities and expressions.
27. The Equality and Diversity Policy has also been updated to incorporate reference to neurodiversity. The focus in this area for CFRS will largely be around dyslexia but further work is planned to identify how the Service support a range of other neurodiverse conditions.

EDI Education and Training Review

28. The service has continued to review the EDI training offering. One of the new products developed was a bespoke Unconscious Bias training package. Two sessions have been delivered to Members of the Fire Authority in October and November. A further session as been organised for Fire Authority members in February to accommodate those who were unable to attend in 2020. Following positive feedback the intention is that this training will be rolled out to all staff from February 2021.

29. A menopause awareness training package was developed in November 2020 to accompany the Menopause policy that was launched in March 2020. One training session was delivered to menopause champions in December and further sessions are planned in 2021.
30. The intention is that training delivery for both courses will be offered through face-to-face (when permitted and practicable), coupled with virtual sessions will help to widen access. E-learning packages will be developed to provide refresher training and this will help to widen access and offer flexibility as staff are likely to be encouraged to work remotely where possible .

Equality Impact Assessments (EIA)

31. A new EIA template was introduced during the reference period. This was accompanied by an EIA management guidance document which outlined the steps of undertaking an EIA and provided a completed example. It is intended that this guidance will help to improve the consistency and quality of the EIA assessments and associated documentation.
32. The service has conducted many Equality Impact Assessments during the reporting period but the main emphasis has been around the pandemic and understanding the risks that were being presented to each department from both an internal and external perspective. On this occasion the Service chose to extend the EIA assessment beyond the normal under-represented groups to incorporate wider factors such as geography, marital and civil status, and socio-economic status. The findings of the EIA and associated impacts was instrumental in informing aspects of the service's recovery planning process.

Developing Community Partnerships

33. Although COVID-19 has restricted access to physically meet with key community partners, every effort has been made to develop new and maintain existing relationships through traditional communication (i.e. telephone, email) and virtual technology.
34. To date, the Equality & Inclusion Officer has connected with over 120 local partners, which enable the service to understand equality issues and develop communication pathways to promote key safety messages and recruitment.

Priorities for Next 6 Months

HMICFRS

35. The vision for reform within the Home Office revolves around Professionalism, People and Governance and within this is a strong emphasis around Ethics, Diversity and Inclusion. This has translated into a new section within the 2021 HMICFRS inspection programme where scrutiny will be applied against the following criteria:

How well does the FRS ensure fairness and diversity?

- How well do leaders seek feedback and challenge from all parts of the workforce?
 - How well does the FRS identify and resolve workforce concerns?
 - How well does the FRS identify and address potential disproportionality in recruitment, retention and progression?
 - How well does the FRS promote equality and diversity to ensure fair and open opportunities for all?
36. CFRS will be subject to its second full inspection during February and March 2021 and evidence will be submitted and discussed to ensure that the extensive work that the service has done in this area is showcased appropriately.

Staff Networks

37. To maintain the momentum behind the networks, there will be a renewed emphasis on the need to have strong Ally's and to maintain a regular programme of events. Various Firepride events are being planned to focus around the services LGBT Ally's Programme and different LGBT visibility days have been scheduled to take place over the next six months. Examples include Trans Awareness Day, Lesbian Visibility, IDAHOBiT and Pan Visibility Day plus others.
38. There has been recent interest expressed in relation to establishing a disability based staff network that would incorporate themes such as neurodiversity, which are of importance to an increasing number of people.
39. Over the coming months the service will continue to focus on race equality themes in conjunction with the BAME Staff Network. A specific training package will be developed over the next six months to focus on current race related issues to include #BlackLivesMatter, lack of BAME representation in the FRS sector, cultural awareness and heritage. This new provision will be launched in Summer 2021 with the intention that it will be a mandatory module that all staff will complete. Ideally the timeframe for completion would be October which will coincide with Black History Month.
40. The service will put a strong emphasis on how it can widen access and improve engagement with BAME communities in respect of recruitment, protection and prevention work streams. Work will continue with AFSA and other FRS to identify best practice.
41. The service also intends to build on two race related campaigns that were both introduced for the first time in 2020; namely, Gypsy, Roma, Traveller (GRT) History Month in June and South Asian Heritage Month in July. The service will be working with various external partners and local organisations to celebrate GRT and South Asian communities and their heritage during these months.
42. The Limitless Network will be hosting International Women's Day on 8 March 2020. This will be a virtual event that will use the same technology that was used for the Proud to Provide event. The theme of the event will be "Courage to Challenge" and a number of external female speakers have been secured to

share inspiring stories associated with courage and challenge from their own career journeys and experiences.

Equality Impact Assessments (EIA)

43. The E&I Officer will be attending EIA training delivered by the NFCC. Any new knowledge and best practice will help inform our internal approach and any updates will be shared with CFRS colleagues through EIA training workshops. This approach ensures CFRS are adopted best practice.

Equality, Diversity & Inclusion Strategy 2021-2024

44. The revised strategy will be submitted for Fire Authority Approval in April 2021. After which time an action plan will be developed in conjunction with members of the Equality Steering Group and monitored thereafter on a quarterly basis.

Neurodiversity Review

45. During 2021 a review is planned to understand how the Service manages neurodiversity in terms of identification, diagnosis and support. The service will initially focus on dyslexia with the view of focussing on other neurodiverse conditions later in the year and throughout 2022.
46. Within this review consideration will be given to the benefits of participating in a benchmarking process for our work around disability. This will be similar to how we access and work with Stonewall to improve our LGBT+ inclusion work. Initial thoughts are that an accreditation offered by the Business Disability Forum (BDF) would enable us to critically review and update our current systems, resources, policies, processes and practices. The BDF support organisations to achieve their level 3 'Leader' Status in the government's Disability Confident Scheme. We recently retained our level 2 status, but we strive to achieve the level 3, which is the highest standard and demonstrates inclusion for people with a disability. A business case will be presented to the Equality Steering Group in late Spring to progress this work.

Positive Action

47. In order to diversify leadership teams, the E&I Officer has been commissioned to research and understand the viability of applying positive action to promotion processes in addition to recruitment processes. This is permissible under Section 159 of the Equality Act but not widely applied across the fire sector. Once the position is understood this will be tabled for discussion at a future Equality Steering Group meeting.

Preparation for Stonewall 2021 Submission

48. Inevitably, work has continued to ensure that CFRS remains committed to the fair and equal treatment of LGBT+ staff and communities. The feedback from the 2019 submission has helped the service develop a series of actions and work is already underway to prepare the submission for later in the year.

49. In support of this and to provide recent evidence, the Service will continue to actively celebrate and raise awareness all LGBT visibility days during the next six months including LGBT History Month and Trans Visibility (February), Lesbian Visibility Week (March), IDAHoBiT & Pansexual Visibility (May) and Pride Month in June.

Legal Implications

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

Equality and Diversity Implications

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

Environmental Implications

52. The only consideration related to the current plans for EDI surround the purchasing of resources that can be issued to community members at pride and local community events. As a service, we have previously issued plastic resources and we wish to refrain from purchasing non-recyclable projects as far as is practicable in the future.

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

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CHESHIRE FIRE & RESCUE SERVICE

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 24TH FEBRUARY 2021
REPORT OF: HEAD OF PROTECTION AND ORGANISATIONAL PERFORMANCE
AUTHOR: SM LEE MCGARITY

SUBJECT: GRENFELL TOWER INQUIRY PHASE 1 & 2 UPDATE

Purpose of Report

1. To provide an update on the Service's response to the recommendations arising from The Grenfell Tower Inquiry: Phase 1 Report (The Phase 1 Report). And;
2. To provide an update on Phase 2 of The Grenfell Tower Inquiry.

Recommended: That Members

[1] Note the report.

Background

3. Following the fire at Grenfell Tower on the night of 14 June 2017 Sir Martin Moore-Bick was appointed to lead the Grenfell Tower Inquiry (GTI) as the Chairman (appointed 28 June 2017). The purpose of the inquiry was to examine the circumstances leading up to and surrounding the fire.
4. The GTI was divided into different phases to capture specific elements relating to the fire. Phase 1 addressed the events on the night of the fire, and the ongoing Phase 2 will investigate the wider issues which led to the fire and its impact.
5. The Phase 1 Report was released in October 2019. It focuses on the factual narrative of the events on the night and consists of a report overview and 4 volumes, concluding in Part 4, Chapter 33 with a number of recommendations.
6. Phase 2 of the GTI started at the end of January 2020 and has been severely impacted by the coronavirus pandemic. Remote hearings resumed in February 2021.

7. Phase 2 of the GTI is examining the circumstances and causes of the disaster, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified in Phase 1.
8. The Phase 1 Report recommended the need for new and revised legislation in many areas. The first of these major legislative changes has yet to be made. Although the Fire Safety Bill was published on the 20th March 2020, it has not yet become law.
9. The Bill, as drafted, clarifies that duty holders for blocks of flats must manage and reduce the risk of fire posed by external wall systems, balconies and flat entrance doors. This means that fire and rescue services will have the power to take enforcement action against building owners in relation to the external envelope including cladding, balconies and windows as well as flat front doors.
10. In addition, a recent change was also made to Approved Document 'B' (building regulations), which provides guidance on fire safety for new buildings. In future, sprinklers will be required in buildings over 11 metres (a significant reduction from the current 30 metres).
11. A paper was presented to Performance and Overview Committee in February 2020 detailing the Service's gap analysis findings and the High Rise Action Plan which had been developed to address required improvements.
12. A cross department High-rise Working Group was established within the Service in February 2020 to deliver the relevant requirements of the High Rise Action Plan.
13. Cheshire has 21 high rise residential buildings (over 18 metres) however there are a number of buildings which are just below this threshold. 17 of the 21 buildings are either fitted with sprinklers or are in the process of being fitted with sprinklers.
14. The following sections of this paper detail the headline progress and actions that have occurred since the previous paper to the committee.

Information

15. The Service has received two government grants relating directly to high rise work streams and recommendations in The Phase 1 Report.
16. The first grant, for £60,000, is aligned to the Building Risk Review program of works. This workstream requires all services to provide assurance to MHCLG and the Home Office against a specific list of 'in scope' buildings.

This list is predominantly made up of high-rise and relevant cladded buildings and the work must be completed by the end of December 2021. The 'in scope' list of buildings in Cheshire consists of 38 buildings (note these are not all high rise).

17. This funding has been used to create a Station Manager position within the Protection Department to manage the Building Risk Review program and all Protection related aspects of the GTI and high rise work.
18. The second grant of £83,357 was for the procurement of smoke hoods for use at operational incidents and for infrastructure to support ongoing Grenfell related work. Smoke hoods were a recommendation in The Phase 1 Report.
19. The Service is using this funding to purchase a number of pieces of new high rise specific kit, including smoke hoods, which are detailed later in this paper and to part fund the second year of a Watch Manager within Operational Policy and Assurance (OPA). This post was previously fully funded by the Service and manages the workload generated by The Phase 1 Report recommendations and gap analysis with responsibility for managing, co-ordinating and delivering the High Rise Action Plan activity.
20. Papers are regularly presented to the SMT, most recently in September and December 2020, detailing the work completed by the High-rise Working Group and the intention of the Group's next steps.
21. A key next step for the High-rise Working Group is the implementation of the Immediate Building Evacuation (IBE) procedure. This procedure will replace the already embedded High-rise Immediate Resident Evacuation (HIRE) procedure.
22. The IBE procedure is an improvement upon the HIRE procedure and can be implemented at any building requiring immediate evacuation. It was developed following notable fires including Beechmere, Crewe and The Cube in Bolton. Neither of these buildings were high-rise, however they required a full emergency evacuation.
23. The IBE procedure enables incident commanders to quickly and simply implement a process with supporting resources to effectively manage large scale building evacuations.

Work completed

24. The table provided in Appendix 1 is a brief overview of the work completed by the Service's departments in relation to The Phase 1 Report and the Service's High Rise Action Plan.

25. A regional working group has been established in order to ensure that work carried out in relation to The Phase 1 Report recommendations is completed in a joined up manner. This is managed through the North West Region Operational Convergence Group.

Financial Implications

26. The Watch Manager post within OPA was approved as a 1-year growth bid for the year 2020/21 to oversee and co-ordinate the High-rise Working Group activity. This has subsequently been part-funded from the infrastructure funding.
27. The Protection Station Manager is funded from the Building Risk Review grant and this spend is reported in regular returns to the Home Office.
28. Budget bids have been prepared for the purchase of specific equipment aligned to the high rise work and are approved via the normal budget management processes e.g. 150 smoke hoods for use at operational incidents at an initial cost of £16,000.

Legal Implications

29. The Building Safety Bill and Fire Safety Bill have many implications for fire and rescue services in terms of responsibilities and enforcement powers. These implications are being considered at Service, NFCC and national level.
30. It is important that the Service responds appropriately to the GTI and the Hackett review. The NFCC is conducting a number of surveys to understand how services have responded to the recommendations and to monitor how change has been implemented across fire and rescue services. This should assist the Service to understand how it is performing in relation to the considerable change that is envisaged.

Equality and Diversity Implications

31. There are no equality or diversity implications arising from this paper.

Environmental Implications

32. At this point no environmental implications have been highlighted.

**CONTACT: DONNA LINTON, GOVERNANCE AND CORPORATE PLANNING
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BACKGROUND PAPERS: PO GRENFELL UPDATE MAY 2020

Appendix 1 – Work Completed

APPENDIX 1

Appointment of a SM role to manage the Building Risk Review and Protection high rise implications
Contacted high-rise Registered Social Landlords (RSLs) for additional information to assist in operational response and SSRI enhancement
Liaised with neighbouring Fire and Rescue Services to assess their response to the Grenfell Tower inquiry.
Continuing dialogue with RSLs over installation of sprinklers in high rise residential blocks
Responding to consultations and calls for evidence
Monitoring output from NFCC and MHCLG and taking action as required
Created a high-rise project on the Cheshire Planning System.
Considering the impact that the release of the Fire Safety Bill in March 2020 will have on delivery
Created a working plan for inspection of all in scope premises throughout Cheshire
Produced a suite of evidence relating to the Service's response to the Grenfell incident for HMICFRS inspection
Gap analysis of Greater Manchester Fire and Rescue Service's (GMFRS) High Rise standard operating procedures (SOP) completed
Gap analysis of Lancashire Fire and Rescue Service's (LFRS) SOP (High Rise) completed
Gap analysis of Merseyside Fire and Rescue Service's (MFRS) SOP (High Rise) completed
Gap analysis of the NFCC National Operational Guidance (NOG) update on 'Fires in tall buildings' and 'Fires in buildings that fail' completed
Gap analysis of The Cube fire report completed
The content of the GMFRS SOP that does not form part of current Cheshire policy is being reviewed and considered for adoption. i.e. Stairwell Protection Teams, working above the Bridgehead without BA (half donned), Evacuation Officers, Evacuation Command Unit and all relevant equipment

<p>Research, development, testing and evaluation of specialist high rise equipment has taken place leading to inform revised procedures, budget bids and procurement.</p>
<p>Budget bids prepared and agreed for smoke hoods, smoke curtains, Cleveland hose straps and 51mm hose. Further bids for additional specialist equipment are also being considered.</p>
<p>A funding bid submitted to replace the existing 'ToxiRAE' gas detectors. This supports the recommendation for gas detection to be used in conjunction with functional roles such as Stairwell Protection Teams when implementing the IBE procedures.</p>
<p>Managing the replacement of the Service's current pack-set radio communications and ancillary equipment (e.g. leaky feeders) with consideration given to The Phase 1 Report recommendations</p>
<p>Attended a major live HIRE exercise at the GMFRS Bury Training and Development Centre. Newly identified equipment was trialled during the exercise</p>
<p>Operational crews carried out two live exercise in December to test the IBE procedures and the implementation of a co-ordinated evacuation of a building. The learning from these exercises is directing future developments</p>

**Performance and Overview Committee
Forward Work Programme**

PERFORMANCE AND OVERVIEW COMMITTEE									
Meeting Date:	7 July 2021		8 September 2021		24 November 2021		23 February 2022		
Report Deadline	21 June 2021		23 August 2021		8 November 2021		7 February 2022		
Agenda Deadline	29 June 2021		31 August 2021		16 November 2021		15 February 2022		
1	LS/ AJ	Q4 Performance Report	AR/ WB	Q1 Finance (budget monitoring) Report	AR/ WB	Q2 Finance (budget monitoring) Report	AR/ WB	Q3 Finance (budget monitoring) Report	
2	JC	Q4 Programme Report	LS/ AJ	Q1 Performance Report	LS/ AJ	Q2 Performance Report	LS/ AJ	Q3 Performance Report	
3	AL/ CA/ MIAA	Internal Audit Report and Director of Audit Opinion and Annual Report 2021-22	JG	Q1 Programme Report	JG	Q2 Programme Report	JG	Q3 Programme Report	
4	NG	UPG Annual Report 2021-22	AL/ CA	Q1 Internal Audit Report	AL/ CA	Q2 Internal Audit Report	AL/ CA	Q3 Internal Audit Report	
5	JC/ SB	Operational and Command Training - End of Training Year Report 2021-22	AH	Annual Equality Monitoring Report 2021-22	SB/NW	Annual Health, Safety and Wellbeing Report	NE	Annual Bonfire Report	
6	JB/LM	Annual Safeguarding Report	NE	Safety Central Annual Report	NE/AG	Annual Road Safety Report	AH/BE	Equality Monitoring - 6 Monthly Update	

7	LS	Annual Prosecutions Report			NE/AG	Interim Bonfire Report (Verbal)	LA/CA	Progress Update on Internal Audit Recommendations (half yearly update)
8	LW/CA	Annual Risk Management Report			NE	On the Streets Project - Annual Report		
9	NE	Annual Partnerships Report			AH/ LH	Mental Health Update		
10	SB/HC/ AL	NWFC Performance Annual Report -Call Handling						
11	AH/LW	Mental Health Steering Group						
12	NE/S Barlow	On the Streets Project – Annual Report (Item deferred from February 2021 by N Evans)						
13	AL/CA/ MIAA	Internal Audit Follow-up Report						
NOTES	Standing Items: Annual Items: 1,2,3,4 ,5, 6,7,8,9 and 10 Outstanding Item: MENTAL HEALTH STEERING GROUP – deferred from 24.02.21		Standing Items: Items 1,2,3 and 4 Annual Items: Items 5,6		Standing Items: Items 1,2,3 and 4 Annual Items: Items 5,6,7 and 8		Standing Items: Items 1,2,3 and 4 Annual Items: Items 5,6 and 7	