



**Wednesday,  
2 March 2022  
10.00 am**

**Meeting of  
Performance and  
Overview Committee  
Sadler Road  
Winsford  
CW7 2FQ**

Contact Officer:  
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Democratic Services

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## **Cheshire Fire Authority**

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

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## MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE

WEDNESDAY, 2 MARCH 2022

Time : 10.00 am

Lecture Theatre - Training Centre, Sadler Road, Winsford, Cheshire CW7 2FQ

## AGENDA

### PART 1 - Business to be discussed

#### 1 PROCEDURAL MATTERS

##### 1A Recording of Meeting

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

##### 1B Apologies for Absence

##### 1C Declaration of Members' Interests

Members are reminded to disclose any interests that are relevant to any item on the Agenda.

##### 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 Wednesday 24th November 2021.

### ITEMS REQUIRING DISCUSSION/DECISION

- |   |  |                   |
|---|--|-------------------|
| 2 | Finance Report - Quarter 3, 2021-22                            | (Pages 11 - 24)   |
| 3 | Performance Report - Quarter 3, 2021-22                        | (Pages 25 - 72)   |
| 4 | Programme Report - Quarter 3, 2021-22                          | (Pages 73 - 90)   |
| 5 | Internal Audit Report - Quarter 3, 2021-22                     | (Pages 91 - 108)  |
| 6 | Annual Bonfire Report 2021                                     | (Pages 109 - 130) |
| 7 | Equality, Diversity and Inclusion Six-Month Update, March 2022 | (Pages 131 - 136) |
| 8 | Climate Change Report  | (Pages 137 - 140) |

**9      Forward Work Programme**

(Pages 141 - 142)

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

**PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE**



## **MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE held on Wednesday, 24<sup>th</sup> November 2021 at Lecture Theatre - Training Centre, Sadler Road, Winsford, Cheshire CW7 2FQ at 10.00 am.**

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

### **1 PROCEDURAL MATTERS**

#### **A Recording of Meeting**

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

#### **B Apologies for Absence**

Apologies for absence were received from Councillor Phil Eastty (Councillor Rachel Bailey attended as a Substitute Member) and Councillor Jonathan Parry.

#### **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 8<sup>th</sup> September 2021 be confirmed as a correct record.**

### **2 FINANCE REPORT - QUARTER 2 2021-22**

The Treasurer introduced the report, which provided Members with a review of the Service's forecast financial outturn and reported on progress against 2021-22 capital projects.

The Treasurer drew Members attention to the underspend of £726k in Quarter 2. This had offset the overspend from Quarter 1 with a cumulative underspend of £17k.

He summarised elements of the report and referred Members to Appendix 2, the Movement in Reserves 2021-22.

A Member questioned if the final figure was known for the Manchester Arena Public Inquiry. The Director of Governance and Commissioning advised that as the Authority's share of the costs to-date was £150k and with the inquiry in its closing stages he believed that the Authority's share of the final costs should not exceed £50k.

**RESOLVED:** That

- [1] the forecast outturn position – Quarter 2 2021-22 be noted; and**
- [2] the movement in reserves as set out in Appendix 2 be approved.**

**3 PROGRAMME REPORT - QUARTER 2, 2021-22**

The Deputy Chief Fire Officer provided Members with an update on the Service's programmes and projects (including those contained within the Authority's annual IRMP action plan). He highlighted the following:

- Crewe Fire Station: planning permission for the replacement fire station was expected to be granted imminently, with contractors due to be appointed in January and a projected start on site in March 2022.
- The modernisation programme consultation with staff was complete at Congleton, Ellesmere Port, Knutsford, and Malpas Fire Stations. The cost for the work required was now being compiled.
- Preparatory work relating to the purchase of houses in Wilmslow to facilitate the transition to day-crewing was ongoing. This was dependent upon the Fire Authority's decision in respect of the Annual Plan for 2022-23.
- A long-term plan for the drone project was being produced. The plan would consider if the Service required its own drone capacity, or if arrangements with partners should be formalised.
- The Rapid Response Rescue Units (RRRU) were due for delivery by the end of the year for roll out to the On-Call stations early in 2022. Watches were being trained in the National Operational Guidance for the Rapid Response Vehicles utilising the motorway at the Training Centre.
- Work was ongoing on the Flood and Water Response Provision. A report would be prepared for the Fire Authority meeting in February.
- The Wildfire All-Terrain Vehicle had been delivered and was going live in December 2021.
- The Road Safety Strategy Plan for Cheshire was on amber status due to delays with partners. The Service will continue to work with partners to

progress this project.

A Member gave thanks for delivering the RRRU project, especially with the known supply chain issues during Covid.

A Member questioned if the procurement of the Flood and Water Response Provision equipment could be brought forward. The Deputy Chief Fire Officer advised that some of the equipment had been on trial with certain stations. An updated timeline for implementation would be circulated to Members.

A Member acknowledged that whilst it was not the sole responsibility of the Service to deliver the Road Safety Strategy Plan for Cheshire, it would be worth the Fire Authority writing to the Leaders of the Cheshire Councils as well as other key partners in the hope that this would create some impetus.

**RESOLVED:** That

**[1] the Performance Report – Quarter 2 2021-22 be noted and approved.**

**RECOMMENDED:** That

**[2] the Fire Authority write to the Cheshire Councils and other key partners with a view to securing progress with the Road Safety Strategy Plan for Cheshire.**

4

**PERFORMANCE REPORT - QUARTER 2, 2021-22**

The Group Manager, Organisational Performance introduced the report, which provided an update on the Service's Quarter 2, 2021-22 performance for each of the Key Performance Indicators (KPIs). 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 KPIs.

The Organisational Performance Manager explained that all of the activities paused during the Covid-19 pandemic had now been restarted and the targets had been reinstated, with the exception of the operational crews delivering the Safe and Well visits; they were only restarted in Quarter 3 and were therefore not referenced in the report.

- The Number of Automatic Fire Alarms (AFAs) in Non-Domestic Premises was amber due to missing the target by one attendance. Additional support measures had been introduced to reduce the number of AFAs.
- The Number of Safe and Well Visits (SAW) Delivered to Properties of Heightened Risk had red status. A number of challenges were impacting the figures, e.g. vacancies within the Prevention team and Covid restrictions preventing the training of new members of staff. A national shortage of smoke alarms had also had an impact. The issues impacting

SAW visits had been acted on and visits were prioritised to the most vulnerable in the community.

- The target for the Risk Based Inspection Programme (RBIP) was missed by 6 audits. The audits missed had been scheduled for the beginning of Quarter 3.
- The On-call Availability had decreased from 64% in Quarter 1 to 58% in Quarter 2. The Assistant Chief Fire Officer explained that Quarter 2 coincided with the summer holiday period and the easing of lockdown restrictions. He advised that four On-Call stations were performing above target, four stations were close to target and four stations were performing below target. The four underperforming stations have had individual actions taken to improve availability. These include prioritising training programmes to get firefighters through their development programmes and providing latent resource to increase availability.
- The figures for Average Days/Shifts Lost to Sickness were above target. Actions had been put in place to reduce the figures with monthly scrutiny at Attendance Management Board and HR support.

A Member questioned who was responsible for Automatic False Alarms in Non Domestic Premises. The Head of Prevention and Protection outlined that it was the responsibility of the premises, their engineers would be expected to review the fault and ensure the alarm system was correctly maintained. Faults were recorded as a false alarm when no identifiable cause could be found. Officers work with hospitals to follow up on any false alarms and put mitigating measures in place to reduce false alarms.

**RESOLVED: That**

- [1] the Performance Report – Quarter 2 2021-22 be noted.

5

**HMICFRS INSPECTION ACTION PLAN**

The Group Manager, Organisational Performance introduced the report, which provided Members with an update on the HMICFRS Inspection Action Plan. The final outstanding actions in the Action Plan were completed by the end of October 2021. As a result, the Action Plan had been closed.

It was understood that HMICFRS would publish its Inspection Report, relating to the second inspection, in December 2021. Officers anticipate the production of an Action Plan during Quarter 4 of 2021/22, which would be presented to Members and reported on as progress was made against any Areas for Improvement.

**RESOLVED: That**

- [1] the HMICFRS Inspection Action Plan Report be noted.

**6 INTERNAL AUDIT QUARTER 2 PROGRESS REPORT**

Anne-Marie Harrop (the Auditor), a representative from Mersey Internal Audit Agency (MIAA) was in attendance to present the Internal Audit Quarter 2 Progress Report.

She provided Members with a brief overview of the progress made on the Blue Light Collaboration review, given Limited Assurance and the National Fraud Initiative Data Matches.

A number of audit reviews were in progress, Health and Wellbeing, Financial Systems and Cyber Organisational Control.

The audit plan was on track and no concerns were brought to the Members attention.

**RESOLVED: That**

**[1] the Internal Audit Quarter 2, Progress Report be noted.**

**7 ANNUAL HEALTH, SAFETY AND WELLBEING REPORT 2020 - 21**

The Health, Safety and Wellbeing Manager introduced the report, which provided an update on the management of health, safety and wellbeing in the Service. He highlighted to Members the key achievements of the Service during 2020-21.

Throughout the Covid-19 pandemic, all of the Service's risk assessments for activities were reviewed and used to manage risk. Specific measures were put in place due to Covid-19 e.g. issuing firefighters with individual Breathing Apparatus (BA) facemasks, reducing the risk of infection. Training practices were revised, buildings made Covid secure, social distancing and enhanced hygiene procedures were implemented throughout the organisation. Six audits were carried out by the HSE on individual fire stations, none resulted in any action being taken.

Five incidents were reported to the Health and Safety Executive, three were injuries to staff and two were because of breathing apparatus incidents. An overall decrease in injury accidents occurred during the year and all accidents were investigated with a view to implementing preventative actions.

During 2020-21 there were seven reports of violence and aggression towards staff, this was a slight reduction on the previous year.

A Member questioned when aggression towards staff was reported to the Police. The Health, Safety and Wellbeing Manager advised that any physical attack and groups throwing stones for example would be reported. Fire engines carry CCTV which could be used in such an event to identify perpetrators, but individuals did not carry cameras and the likelihood of securing a prosecution was low. The Deputy Chief Fire Officer advised that every incident was taken very seriously and followed up to the fullest extent. Shared intelligence was reducing incidents and a review of

youth programmes was taking place currently.

A Member asked about the circumstances relating to the two failures of BA sets. The Health, Safety and Wellbeing Manager advised that one or two could fail per year. Sets were sent to the HSE to be examined to determine the cause, which could be dirt in the valve causing a free-flow. Both the incidents happened when the firefighters were carrying out their pre-entry checks.

A Member enquired if a fire engine was involved in an accident whilst on blue lights if it would stop. The Health, Safety and Wellbeing Manager advised that it would depend on the incident. For minor accidents the fire engine would carry on and return later. Each fire engine carries 'Bump Cards' allowing the officer to fill in the details and leave with the damaged vehicle.

A Member queried if suspending the random drug and alcohol testing during Covid had caused any issues. The Deputy Chief Fire Officer advised that whilst the testing was a useful tool, problems with alcohol and drugs were usually evident to the individual's colleagues.

**RESOLVED: That**

- [1] the Annual Health, Safety and Wellbeing Report 2020-21 be noted.**

**8 ANNUAL ROAD SAFETY REPORT 2020-21**

The Road Safety Officer introduced the report which provided an update on the targeted road safety activities 2020-21. Activities were delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Police and were designed to reduce road traffic collisions, deaths and injuries. He highlighted the achievements of the Service at events throughout the year.

During 2020 a total of 174 Road Traffic Collision's required the attendance of the Service. 48.3% of these incidents required the Service to perform an extrication of a casualty at the scene.

The Covid-19 pandemic had a major impact on direct engagement and was replaced with virtual delivery and social media messaging. All of the Service's interventions were restarted in September 2021.

The Service supported the TyreSafe Winter Driving campaign now in its 11<sup>th</sup> year. More incidents were caused by defective tyres than caused by mobile phone usage and continues to be a key target area.

It was recognised nationally by the National Police Chiefs Council that during the pandemic, there was an increase in speed-related accidents occurring on the roads (due primarily to roads being less populated). The No Need To Speed campaign ran virtually on social media.

During the pandemic the Firebikes had assisted the Blood Bike service in the delivery of blood, breast milk and samples to support the NHS. They also supported the Police in their operation Slow Down Saves Lives.

Cheshire Road Safety Group had received £25,000 of funding to support the Share the Road campaign, to gain greater reach across Cheshire. Details of the work carried out by the Cheshire Road Safety Group would be presented to Members in 2022.

A Member asked for an update on e-scooters. The Road Safety Officer replied that Chester was part of the national trial for the hiring of e-scooters. A user was required to have a valid driving licence and an account to hire one. There had been issues with e-scooters and enforcement was the responsibility of the Police.

A Member asked if the Road Traffic Incidents data could be broken down by area the next time it was reported.

A Member commented that there were older motorbike riders in organised groups and asked about engagement with these groups. The Road Safety Officer replied that the Service promotes Biker Down to these groups, and the Service motorbikes go to known meeting areas to engage directly with riders. However, enforcement would be the responsibility of the Police.

**RESOLVED: That**

- [1] the Annual Road Safety Report 2020-21 be noted.

9

**INTERIM BONFIRE REPORT**

The Group Manager, Prevention provided Members with an interim update on the preventative and operational activities of the Service during the bonfire period (24<sup>th</sup> October to 7<sup>th</sup> November). He confirmed that a full report would be presented at the next meeting.

Across the bonfire reporting period, 55 deliberate secondary fires were recorded, which was a 47.6% reduction from 5 years ago. 10 Stations experienced Deliberate Secondary Fires with 18 occurring in Warrington, which was an increase of 13 from the previous year.

The Service actively promoted safety messages about bonfire safety across Cheshire. No attacks on staff were reported during the bonfire period.

**RESOLVED: That**

- [1] the interim bonfire report be noted.

**10 MENTAL HEALTH - 6 MONTH UPDATE REPORT 2021**

The Mental Health and Wellbeing Advisor introduced the report, which provided a 6 Month Update on the initiatives carried out in 2021. He drew Members attention to the highlights.

The Mental Health Steering Group (MHSG) developed the Service's first Mental Health Strategy, and a subsequent Action Plan had been produced and was signed off on the 2 June 2021.

The number of TRiM practitioners now stands at 60 across the Service. Further training courses would take place during 2022 with the ultimate aspiration to have a qualified TRiM practitioner on each Station and Watch.

The Service had 16 Mental Health First Aiders and intended to grow this network during 2022.

A range of activities were held for World Mental Health Day, including yoga, nature walks, mindfulness sessions, a board game that promoted discussion on mental health and guest speakers from the State of Mind Sports Charity.

Over the next six months, new networks were being set up to develop a Fathers group and a Carers network. Work was underway to have a parity of esteem between mental health and physical health. The Mental Health Advisor would join the Fitness Advisor to make joint visits, starting in the new year. Whilst attending their fitness test, staff would be given the option to have a mental health MOT.

A Member asked how the lockdowns had affected people and if Cheshire had seen an increase in suicides. The Mental Health Advisor commented that there was an expectation of an increase in suicides due to lockdown, but thankfully this did not happen. An average of 3 to 4 suicides a month take place within Cheshire and a slight increase in numbers has been seen since restrictions have eased, thought to be due to people having more time on their own and being unsupervised. There were very good charities locally, Papyrus in Warrington a suicide prevention charity and Amparo who support people who have been affected by suicide. The Service is working to introduce suicide first aid to staff to give people the confidence to speak to colleagues about suicide.

A Member requested more help for those struggling with menopause and mental health and raising awareness on these issues.

**RESOLVED: That**

**[1] the Mental Health - 6 Month Update Report 2021 be noted.**

## 11 THE PREVENTION DEPARTMENT'S ANNUAL PARTNERSHIP REPORT 2020-2021

The Partnerships Coordinator presented an overview of the Prevention Department's Partnerships Report 2020-21. A Partnership Scrutiny Board meets every quarter to monitor the performance and improve the governance of partnership roles.

In total 159 Home Safety Assessments (HSAs) were completed during the year. In addition, 93 smoke alarms and 8 fireproof letterboxes were fitted.

Due to the Covid-19 pandemic, Safe and Well (SAW) visits were amended in line with Covid restrictions and significant developments in relation to partnership activity continued in order to improve and expand the SAW delivery going forward.

Dr Julian Clarke, from Edge Hill University, evaluated the affordable warmth element of SAW and concluded that the affordable warmth screening had made significant savings to householders on their fuel bills, reducing the likelihood of householders using unsafe fire practices to heat their homes.

Dr Julian Clarke researched the Service's work on reducing atrial fibrillation. 200 residents were signposted to primary care for further investigation following a SAW visit. It was estimated that the atrial fibrillation screening had helped avert between 3 and 18 strokes and save between four and twenty-six million pounds.

Making Every Contact Count (MECC) training had been delivered to Station Managers, Lead Advocates and staff from Service Delivery. This reiterated how elements within SAW visits could improve resident's quality of life and instigate preventative health measures on behalf of health and wellbeing partners.

Dr Julian Clarke had been commissioned to produce an evaluation of the Service's response during the Covid-19 pandemic; this work is ongoing.

A Member questioned what was involved in the atrial fibrillation screening. The Deputy Chief Fire Officer replied that it looked at irregular heartbeats, it was simple to detect and if left untreated it would likely end in a stroke.

A Member asked what the Service was doing to support people over the winter period. The Partnerships Coordinator responded that the advocate teams had received 'affordable warmth' training and were in contact with the local authorities regarding fuel poverty.

### **RESOLVED: THAT**

- [1] the Prevention Department's Annual Partnership Report 2020-2021 be noted.**

**12 FORWARD WORK PROGRAMME**

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

**RESOLVED:** That

**[1] the Forward Work Programme be noted.**

# Agenda Item 2

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 2 MARCH 2022  
**REPORT OF:** HEAD OF FINANCE  
**AUTHOR:** WENDY BEBBINGTON

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**SUBJECT:** FINANCE REPORT – QUARTER 3, 2021-22

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### Purpose of report

1. The report provides a review of the Service's forecast financial outturn and reports on the progress against 2021-22 capital projects.

**Recommended:** That Members

- [1] note the forecast outturn position; and
- [2] approve the movement in reserves set out in Appendix 2.

### Background

2. On 10<sup>th</sup> February 2021, the Authority approved the 2021-22 revenue budget of £46.2m together with a 2021-22 capital programme of £8.2m. This report provides a forecast of the level of expenditure when compared to the approved revenue budget and capital programme.

### Forecast Revenue Spending

3. The next table summarises the forecast position with some of the key reasons for variances shown in the following narrative and with further details in Appendix 1. Proposed movements to and from Reserves are itemised in Appendix 2.

<b>Summary for 2021-22 Quarter 3</b>	<b>Original Budget £000</b>	<b>Forecast Spend £000</b>	<b>Variance £000</b>
Firefighting and Rescue Operations	28,236	29,125	889
Protection	1,826	1,748	(78)
Prevention	2,374	2,168	(206)
Support Services	10,539	10,489	(50)
Unitary Performance Groups	100	100	-
Centrally held costs & contingencies	628	548	(80)
Pension costs	716	508	(208)
Capital Financing (incl. investment income)	1,136	838	(298)
S.31 Grants	(2,104)	(2,104)	-
Movement in Reserves – capital	1,544	1,870	326
Movement in Reserves – capital (services)	-	447	447
Movement in Reserves – revenue	1,151	722	(429)
Movement in Reserves – revenue (services)	57	(936)	(993)
<b>Net Revenue Position</b>	<b>46,203</b>	<b>45,523</b>	<b>(680)</b>
Funding:			
Revenue Support Grant (RSG)	(4,013)	(4,013)	-
Business Rate Retention Scheme	(9,698)	(9,698)	-
Council Tax Precept	(30,787)	(30,789)	(2)
Business rates S.31 grant	(1,341)	(806)	535
Collection Fund Deficit (business rates)	2,031	2,031	-
Collection Fund deficit (council tax)	84	84	-
Collection Fund deficit S31 grant	(1,974)	(1,974)	-
Local Council Tax support grant	(505)	(505)	-
<b>Total Funding</b>	<b>(46,203)</b>	<b>(45,670)</b>	<b>533</b>
<b>Total forecast underspend</b>			<b>(147)</b>

4. At the end of the Quarter 2, it was reported that there was a forecast cumulative underspend of £17k. The latest position is for a forecast cumulative underspend of £147k: i.e. a further underspend of £130k during Quarter 3, as shown below:

<u>Revenue Budget Forecast Outturn</u>	<u>£000</u>	<u>P&amp;O Committee</u>
Quarter 1 - 30th June 2021	709	8th September 2021
Quarter 2 - 30th September 2021	(726)	24th November 2021
Quarter 3 – 31st December 2021	(130)	23rd February 2022
<u>Cumulative amount for 2021-22</u>	<u>(147)</u>	

## Firefighting and Rescue Operation variations

5. Within Firefighting and Rescue Operations at Quarter 3, Service Delivery is forecasting an additional £243k pay costs in 2021-22 following the 1.5% pay award for Grey Book staff from July 2021 that was not anticipated in the original budget for 2021-22. The full year cost of the Grey Book pay award will be included in the 2022-23 base budget. There are also additional overtime costs of £19k, roughly a third of which is Covid-19 related.
6. In addition, business rate refunds during this Quarter 3 have benefitted the Authority amounting to £12k. The cost of securing these refunds, following the actions of external consultants, is met from the Property Management budget, as the Estates team has coordinated the exercise. There are still a few stations where the business rates are in the process of being challenged.
7. Also within Firefighting and Rescue Operations, the Operational Policy and Assurance (OPA) department is reporting an overall underspend at Quarter 3, made up of various elements. OPA pay costs are expected to be £104k above budget, due to a number of issues including the Grey Book pay rise from July 2021; maternity leave; long-term sickness cover; and the non-achievement of the budgeted vacancy provision. The budgeted vacancy provision recognises the estimated savings made because there is a time lag between the person leaving and the new person starting.
8. The cost of maintaining the breathing apparatus has increased by £12k to £48k following the decision to provide operational staff with personal issue breathing masks; this has been built into the 2022-23 budget.
9. One of the key elements approved as part of Integrated Risk Management Plan (IRMP) 2020-24 was to review water response and provision. This will ensure that the Authority can meet emerging risks e.g. attending and successfully dealing with flooding events. A budget bid of £95k was presented to Budget Management Board (essentially this is the Service Management Team sitting and considering the budget) in November 2021. This budget bid was for: a two-piece flood suit with storage bag; gloves; a thermal under layer; and additional wading poles for each appliance. The technical and practical training will be done from within existing training budgets. The aim is to purchase this kit in the Quarter 4 of 2021-22 and fund the purchase from the earmarked revenue reserve held for such equipment.
10. Operational Training within OPA is expecting a £20k underspend on scrap cars used for training and a £5k underspend on trauma actors used for exercises mainly due to Covid-19. As part of the Training Centre business case, one of the many benefits included savings on external training courses. At Q3, a £120k annual underspend on training courses is reported, £20k above the original forecast saving.

### Protection variations

11. Overall at Quarter 3, Protection is anticipating a further underspend, as detailed below.
  - 11.1 The Protection Uplift Programme is to drive improvement in fire protection capability, aligning with locally agreed and risk based inspections. At Quarter 2, it was proposed that £55k of this funding was transferred to a reserve to meet costs that are anticipated to occur in 2022-23. At Quarter 3, it is proposed that a further £27k goes to the reserve, due to the delay in the Protection restructure being completed. £4k of the grant funding has been utilised for the purchase of equipment.
  - 11.2 Partly due to Covid-19, within the Fire Safety team there has been an underspend on mileage, travel and supplies and services of £19k.
  - 11.3 Within Protection, the Business Safety team still has a couple of vacant posts while staff are on secondment to other posts within the Service saving a further £11k on top of the £27k reported at Quarter 2.
  - 11.4 The SAFFIRE management information system (CFRMIS replacement system) has resulted in a further saving of £8k in addition to the £19k budget savings reported at Quarter 2.
  - 11.5 It is proposed that £11k is transferred to a reserve to enable the Heritage Officer post to be funded for the whole of 2022-23 (an extra three months) and then a budget bid will be put forward for 2023-24.

### Prevention variations

12. For Prevention, savings from vacant Advocate, Home Safety Advisors posts and Partnership posts of £22k, are partially offset by maternity leave cover increased costs of £4k and making the Policy and Projects post back up to full time (£3k).
13. Smoke alarm expenditure is lower due to the reduced number of Safe and Well visits and this adds a further £12k to the £73k underspend reported at Quarter 2
14. RESPECT courses are undergoing a review and the Service Management Team (SMT) will consider a report in due course. To date there has been no income, mainly due to the Pandemic, with a further £9k loss at Quarter 3.
15. Safety Central has a £7k forecast underspend made up of pay and training savings. Additionally, there is an anticipated underspend of £10k made up of lower than expected premises costs and utilities costs.

## Support Service variations

16. Executive Management is reporting a £13k underspend at Quarter 3, mainly through savings from mileage, conference and travel costs, partly due to the pandemic.
17. Workforce Transformation is forecasting overall underspend of £4k, the main components of which are set out in the following paragraph.
18. The Proud to Provide event (in Quarter 4) was delivered virtually due to the pandemic and attendance was free of charge, costing the Authority £5k. Pay costs show an additional £6k together with a number of costs for engagement activity, e.g. a £1k donation to the Firefighters charity for each completed staff survey; distribution costs of IRMP leaflets £3k, and additional room hire costs of £2k for staff engagement events. These are offset by £22k underspend on equipment, seminars, and campaigns mainly due to the pandemic. Included in the forecast underspend is an assumed £15k transfer to reserves following the decision to host the Asian Fire Service Association Annual Conference in 2022.
19. People and Development's overall overspend of £13k is due to additional costs of £8k relating to the introduction of Fire Family Fun days and £13k expenditure on Coronavirus pandemic commemorative items for staff. The temporary allowance for agile working during Covid-19 started again mid-December following the Government's guidance to 'work from home'.
20. Corporate training have forecast further savings of £28k, as well as the £50k savings reported last quarter. Expenditure on the payroll contract is likely to be £10k under budget.
21. The biomass boiler at the Sadler Road site has not been operational for the majority of the year (it was recommissioned before Christmas 2021), so there has been no Renewable Heat Incentive (RHI) income. This would have been £15k. This reduces, by £10k, the amount that can be transferred to reserves to fund future environmental projects. The Non-Domestic RHI is a government environmental programme that provides financial incentives to increase the uptake of renewable heat by organisations. Eligible installations receive quarterly payments over 20 years based on the amount of heat generated. Although savings have been made on wood pellets, these have been used to support the additional gas costs arising from the biomass boiler being offline for a period this year.
22. The Authority no longer pays council tax for all of the service houses, with responsibility for its payment sitting with the occupiers in all but the day crewed houses. This has led to a reduction in spend on council tax of £20k.

23. Two projects slipped from 2020-21 to 2021-22 – firstly the new chairs in the recreation rooms at the fire stations delivered over the Christmas period, at a cost of £20k. Secondly, the solar photovoltaic (PV) installation at Widnes community building at a cost of £13k. It is proposed to transfer the funding for these of £18k for the chairs and £13k for the PV installation, from reserves.
24. During 2020-21, £50k was allocated to the project that was aimed at creating a joint Emergency Services Facility in Wilmslow. The project slipped into 2021-22, with £5k expenditure incurred in Quarter 3. The project is now closed allowing the release of the remaining funds of £27k. Since then £20k has been allocated to the Warrington Fire Station feasibility study (modernise or replace).
25. Overall Fleet anticipate an overspend of £20k. This is due to: £16k additional pay costs, with no vacancies within the team during 2021-22; an extra £18k relating to leased vehicle costs with vehicles retained to help staff engaged in the vaccination effort; and additional tyres were required, £6k. There was also an additional cost to hire a Hilux vehicle for training purposes at a cost of £5k prior to receipt of the Rapid Response Rescue Units (RRRU). There have been fuel savings during Quarter 3, of £5k, with £3k saved on road fund licences following reclassification of some support vehicles, £8k less was spent on repairs and a £10k reduction in the cost of the transport insurance policy.
26. The cost of the catering contract for the restaurant at Sadler Road is a further £9k above budget; and an additional £2k is required for restaurant equipment. The utilities costs at the Sadler Road site are overall £5k below budget.

#### Joint Corporate Services

27. These are the support services delivered by staff employed by Cheshire Constabulary to both fire and police, e.g. finance, human resources, IT. The overall budget for these Services in 2021-22 is £3.1m. There are a range of small variances across the different Joint Corporate Services, some over and some under the anticipated recharge that was used to build the overall budget figure. The current forecast is for the actual cost to be slightly higher than the overall budget figure by £23k. The most significant reason for this is the lower than normal turnover in staff in the Joint Corporate Services. The overall budget figure assumes a saving from staff turnover as wages are obviously not payable during the period when posts are not filled between one member of staff leaving and a replacement taking up their position. It is believed that Covid has had an impact on staff turnover, though this position appears to be changing, with staff turnover now returning to anticipated levels.

### Centrally held cost variations

28. Included in the Medium Term Financial Plan was a general 2% inflationary increase on non-pay budgets for 2021-22. After a detailed review of individual budgets, a further £40k of this funding was not required on top of the £80k saving reported at Quarter 2.
29. At the end of Quarter 3, there is a further underspend of £56k in capital financing interest. Borrowing was approved as part of the budget process and loans have been secured when interest rates have been the most favourable. In November 2021 the final element of the new external borrowing of £11m to finance the Training Centre project, was secured from PWLB at favourably low fixed rate £3m loan at 1.63%, in addition to £4m in March 2021 at 1.99% and £4m in July 2021 at 1.65%.
30. The provision for credit liabilities (funds set aside to repay the loans), is calculated on the balance sheet position at the end of 2020-21. The charge for 2021-22 is £120k less than originally budgeted, due to the slight slippage in the capital programme in 2020-21, which delayed the need to borrow.
31. Interest received on investments is expected to be £12k higher than the original budget of £10k.
32. It is proposed to transfer underspend on capital financing costs and the extra investment income to the capital reserve to ultimately aim to reduce future borrowing and provide savings to the revenue budget.
33. During the budget process for 2021-22, £8k growth was built into the revenue budget for additional external audit fees and at Quarter 1 an additional £4k was reported based on the 2020-21 fees giving a revised budget of £38k. The Authority was notified that it would receive a share, estimated at £12k of the £15m Local Bodies Audit Grant towards additional audit fees for 2021-22.
34. The Fire & Rescue Indemnity Company Limited (FRIC), which provides the Authority's insurance arrangements, has required increased contributions, with an increase of £39k. This is partly due to the new builds increasing the value of the Authority's estate and also the unsettled insurance view of fire market about the liability components of the cover, some of which is due to the Grenfell Tower fire.

### Pension cost variations

35. During 2021-22, an additional ill health pension strain cost has gone through resulting in costs £18k above budget, offset partly by a reduction in the on-going injury pension payments for 2021-22 of £5k.

### Contributions to/from Reserves

36. The overall total of proposed movements in Reserves at the end of Quarter 3 amount to a net contribution from Reserves of £109k. A full list of the proposed contributions is set out in Appendix 2.

### **Capital Programme**

37. At the end of September 2021, the Authority's approved capital programme is £39.675m with a forecast outturn spend of £41.100m – an overspend of £1.425m, mainly in relation to the major schemes as previously reported. Details of all the capital schemes are in Appendix 3.
38. Planning permission for the new Crewe Community Fire Station at Macon Way in Crewe station was received in November 2021. The updated anticipated completion date now being June 2023.
39. As part of the current IRMP plan for Cheshire, the Service has procured a wildfire unit; an all-terrain vehicle, an Argocat 8x8 with an all-terrain trailer and on-board fogging system. The vehicle will allow transport of crews and equipment over all areas of a wildfire incident that would be inaccessible for the Service's existing fleet of vehicles.
40. A number of the Rapid Response Rescue Units have now been delivered and are currently being kitted out. As part of on-going fleet investment, two additional appliances ordered in June are now expected to be delivered in March 2022 (a month later than previously reported); these two Scania pumping appliances are part of the 2021-22 capital scheme. As for the project for support vehicles replacement in 2021-22, two Berlingo vans were delivered at the beginning of January and there are two hybrid cars on order.

### **Financial implications**

41. This report considers financial matters.

### **Legal Implications**

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

### **Equality and diversity implications**

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

### **Environmental implications**

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

### **BACKGROUND PAPERS: NONE**

## Agenda Item 2, Appendix 1

### CHESHIRE FIRE AUTHORITY QUARTER 3 2021-22

	Original Budget £000	Forecast Spend £000	Income/ expenditure variance £000
Firefighting and rescue operations			
Service Delivery	23,196	23,590	394
Operational Policy and Assurance	5,040	5,535	495
Protection	1,826	1,748	(78)
Prevention			
Community Safety	1,946	1,778	(168)
Safety Centre	428	390	(38)
Support Services			
Executive Management	1,174	1,155	(19)
Workforce Transformation	227	225	(2)
Property Management	1,713	1,830	117
Finance	440	457	17
ICT	1,908	1,915	7
Legal and Democratic Services	582	548	(34)
People and Development	1,753	1,636	(117)
Planning, Performance & Communications	939	971	32
Procurement and Stores	311	311	-
Fleet services	1,492	1,441	(51)
Unitary Performance Groups	100	100	-
Corporate Finance costs			
Centrally held costs & contingencies	628	548	(80)
Pension costs	716	508	(208)
Capital Financing (incl. investment income)	1,136	838	(298)
S.31 Grants (incl. Covid-19)	(2,104)	(2,104)	-
<b>Total Service Expenditure</b>	<b>43,451</b>	<b>43,420</b>	<b>(31)</b>
Movement in Reserves	2,752	2,103	(649)
	<b>46,203</b>	<b>45,523</b>	<b>(680)</b>
<b>Funding:</b>			
Revenue Support Grant (RSG)	(4,013)	(4,013)	-
Business Rate Retention Scheme	(9,698)	(9,698)	-
Council Tax Precept	(30,787)	(30,789)	(2)
Business rates S.31 grant	(1,341)	(806)	535
Collection Fund Deficit (business rates)	2,031	2,031	-
Collection Fund deficit (council tax)	84	84	-
Collection Fund deficit S31 grant	(1,974)	(1,974)	-
Local Council Tax support grant	(505)	(505)	-
<b>Total Funding</b>	<b>(46,203)</b>	<b>(45,670)</b>	<b>533</b>
<b>Forecast net underspend</b>			<b>(147)</b>

## Agenda Item 2, Appendix 2

### MOVEMENT IN RESERVES 2021-22

<u>Department</u>	<u>Description</u>	TOTAL £000
Corporate Finance Costs	Contribution to <b>capital</b>	1,544.0
Corporate Finance Costs	Business Rates Collection Fund deficits reserve	1,151.0
OPA	Operation Equipment replacement carbon monoxide alarms	(7.1)
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
<b>Approved as part of 2021-22 Budget</b>		<b>2,751.4</b>

### Qtr1 Contributions to/(from) Reserves

Corporate Finance Costs	Covid-19 grant received 2020-21	(257.0)
Pension Costs	III Health pension costs	(160.0)
Pension Costs	LGPS secondary rate – employers contribution	291.0
OPA	Operational Equipment - second thermal fleece	(26.8)
OPA	Operational Equipment - compressed air regulators 2020-21	(10.0)
OPA	Operational Equipment - Foam inductors 2020-21	(15.0)
OPA	Operational Equipment - alcohol resistant film-forming foam	(15.0)
OPA	Wildfire capability – equipment and PPE 2020-21	(44.0)
OPA	Reserve – Manchester Airport training facility	(45.2)
OPA	Transfer to <b>capital</b> reserve	45.2
OPA	New Dimensions Grant - transfer to reserves	6.8
Protection	Two Grant towards Sprinklers	(72.0)
Protection	Protection work grant	(17.3)
Protection	Protection uplift programme grant	72.5
Prevention	External analysis Fire Safe profiles in Cheshire	(5.0)
Prevention	Road safety – temporary structure	(7.9)
Prevention	On the street project – phase 2	(5.2)
Safety Central	Set refresh	(18.5)
People and development	Pension Admin grant funding post	(61.2)
People and development	Training centre artwork	(10.0)
Workforce Transformation	Forum membership	(2.5)
Property Management	Environmental projects/ PV installations	(22.6)
Democratic Services	Executive Support Apprentice	23.0
ICT	Implementation of office 365	(74.8)
Fleet	Telehandler training costs	(1.0)
<b>First Quarter Proposed Transfers</b>		<b>(432.5)</b>

## Agenda Item 2, Appendix 2 (cont)

### **MOVEMENT IN RESERVES 2021-22**

#### *Qtr 2 Contributions to/(from) Reserves*

<u>Department</u>	<u>Description</u>	<u>£000</u>
Corporate Finance Costs	Covid-19 grant received 2020-21	(276.5)
Corporate Finance Costs	Transfer to <b>capital</b> (underspend on capital financing interest)	110.1
OPA	Operational training – Wildfire capability training	(3.0)
OPA	Operational training – Fire Service College	(105.0)
OPA	ESN / NOGS roles – funded from reserves	(28.3)
OPA	High rise project officer WMB – funded from reserve	(14.1)
OPA	High rise project equipment – funded from reserve	(48.2)
OPA	Operational Equipment – lifting bags (2019-20 budget bid)	(34.1)
Protection	Protection uplift programme	54.9
Prevention	Temporary cadet co-ordinator role (part 2022-23)	8.7
People and development	Apprentices schemes	120.0
Workforce Transformation	Staff survey (every other year)	(12.0)
Property Management	Transfer to <b>capital</b> - BA compressors at Congleton & Ellesmere Port (now part of Station Modernisation scheme)	40.0
Property Management	Wilmslow Emergency Services facility - costs	(3.8)
Democratic Services	Executive Support Apprentice	2.1
Corporate Communications	Furniture for office at Sadler Road	(6.1)
Corporate Communications	IT equipment for office at Sadler Road	(8.0)
Corporate Communications	Corporate events deferred from 2020-21	(5.3)
ICT	Next Generation WAN install costs	(13.2)
ICT	Upgraded communication equipment at stations-revenue	(48.6)
ICT	Upgraded communication equipment at stations-capital	(123.7)
ICT	Revenue contribution to <b>capital</b> scheme- station modernisation	123.7
ICT	Replacement MDTs (funds set aside in revenue reserve)	(238.0)
ICT	Revenue contribution to <b>capital</b> scheme replacement MDTs	238.0
<b>Second Quarter Proposed Transfers</b>		<b>(270.4)</b>

*Qtr 3 Contributions to/(from) Reserves*

<u>Department</u>	<u>Description</u>	£000
Corporate Finance Costs	Transfer to <b>capital</b> (underspend on capital financing interest)	56.0
Corporate Finance Costs	Transfer to <b>capital</b> (underspend on provision for borrowing)	120.0
Corporate Finance Costs	Transfer to <b>capital</b> (additional investment income)	12.0
<b>OPA</b>	<b>IRMP project – Issue of flood suits</b>	<b>(95.0)</b>
Protection	Heritage Officer	10.9
Protection	Prosecutions income	0.6
Protection	HDPS – training costs	(2.7)
Protection	Protection uplift programme	27.2
Protection	Protection uplift programme	(4.1)
Prevention	Road Safety team	9.5
People and development	Pension Admin Grant	32.3
Workforce Transformation	Hosting Asian Fire Service Association annual conference	15.0
Property Management	Replacement recreational chairs for stations	(18.0)
Property Management	Annual contribution of RHI Income to Environment Reserve	(10.0)
Property Management	Wilmslow Emergency Services facility	(32.3)
Property Management	PV installations Widnes community building	(12.6)
<b>Third Quarter Proposed Transfers</b>		<b>108.8</b>
<b>Summary</b>		£000
Approved as part of 2021-22 Budget		2,751.4
First Quarter Proposed Transfers		(432.5)
Second Quarter Proposed Transfers		(270.4)
Third Quarter Proposed Transfers		108.8
<b>2021-22 TOTAL POTENTIAL NET CONTRIBUTION TO RESERVES</b>		<b>2,157.3</b>

## Agenda Item 2, Appendix 3

### CHESHIRE FIRE AUTHORITY CAPITAL QUARTER 3 2021-22

		2021-22 Capital Budget	Total Programme Budget	Total Expenditure to end of Dec21	Total Expenditure to date	Expected Scheme Outturn	
	Description	£000	£000	£000	£000	£000	£000
Prior year schemes:	New Operational Training Facility	-	11,000	14	12,195	12,329	1,329
	Chester Fire Station	-	5,810	7	6,204	6,215	405
	Crewe Fire Station	900	7,000	246	319	7,000	-
	Fire Station Modernisation Programme	5,800	11,500	2,351	7,130	11,500	-
	Fire Houses Refurbishment programme (3 year programme)	350	880	191	813	880	-
2020-21 Schemes	Telehandler (to move materials and training equipment)	-	85	84	84	85	-
	New vehicle & specialist water delivery equipment (Coldcut)	-	72	24	24	24	(48)
	Three New Appliances 2020-21 programme	-	780	308	769	769	(11)
	Support vehicles replacement 2020-21 programme	-	60	13	63	63	3
	Rapid Response Rescue Units (13 units)	-	520	326	340	430	(90)
	Water carrier unit	-	140	47	47	90	(50)
	Rapid Response Rescue Unit – wildfire unit kit out	-	25	-	-	-	(25)
	Wildfire unit – all terrain vehicle (ATV) and trailer	-	55	50	50	50	(5)
	Saffire IT system – Community Fire Risk Mgt Information	-	100	-	-	100	-
	ICT Review/Server Replacement Programme	-	50	-	-	50	-
	Mobile data terminals (MDTs)	-	370	83	83	300	(70)
2021-22 Schemes	Technical rescue vehicle	-	50	-	-	50	-
	Replacement thermal image cameras (phased replacement)	28	28	26	26	26	(2)
	Two New Appliance 2021-22 Programme	540	540	208	208	540	-
	One High Reach Extending Turret appliance	550	550	539	539	539	(11)
	Support vehicles replacement 2021-22 programme	60	60	22	22	60	-
In-year approvals:	<b>Sub-total</b>		<b>8,228</b>	<b>39,675</b>	<b>4,490</b>	<b>28,916</b>	<b>41,100</b>
	<b>Total</b>		<b>8,228</b>	<b>39,675</b>	<b>4,490</b>	<b>28,916</b>	<b>41,100</b>
							<b>1,425</b>

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 2 MARCH 2022  
**REPORT OF:** DEPUTY CHIEF FIRE OFFICER  
**AUTHOR:** MIKE CLARK

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**SUBJECT:** PERFORMANCE REPORT – QUARTER 3, 2021-22

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### Purpose of Report

1. To present the Quarter 3, 2021-22 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. This report forms part of the Authority's performance reporting cycle and provides a summary of the Service's performance against the KPIs for Quarter 3, 2021-22.

### Information

3. The Service's Performance and Programme Board receives a quarterly review of performance against the KPIs. 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 Corporate Performance Scorecard appears immediately after this report. It reflects the Quarter 3 position against targets set and the year-on-year direction of travel for the Service's KPIs.
5. A more detailed description of each KPI, including a summary of current performance and any actions required to improve performance, is set out in the Performance Health Report which begins immediately after the Corporate Performance Scorecard

### Financial implications

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

## **Legal implications**

7. There are no issues to report at the end of Quarter 3 that should impact upon the Service's ability to meet its statutory or other legal obligations.

## **Equality and Diversity implications**

8. 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**

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

**Appendix 1 - Scorecard**

**Appendix 2 - Health Report**

**Annex 1 - RTC Performance Report**

**Annex 2 - False alarms Performance Report**

**Annex 3 - Safety Central Infographic**

**Annex 4 - Safe and Well Infographic**

**Annex 5 – Business Safety Infographic**

**Annex 6 - COVID-19 Infographic**

**Annex 7 - On-call Availability**

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# Appendix 1

Year to Date 2021/22 Performance

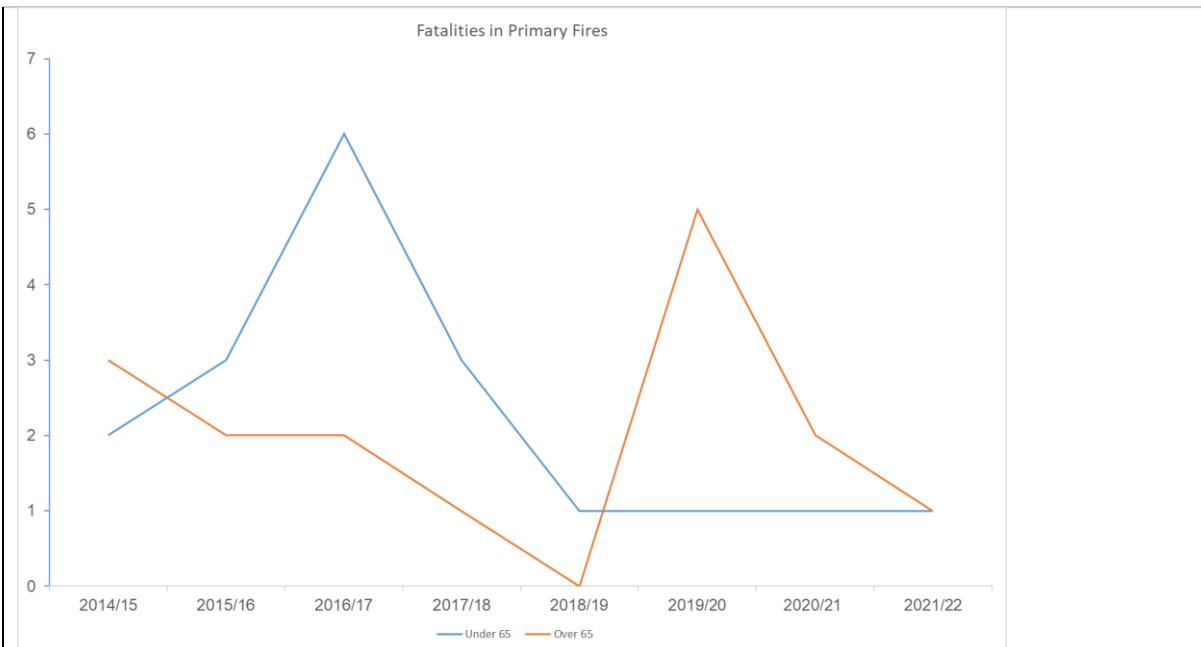
## Performance and Programmes Board - Performance Report

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

Page 28

IRMP Theme	Protecting Local Communities					Responding to Emergencies					Developing the organisation				
	Actual	Target	Q3 Year on Year	Q3 2020-21	Actual	Target	Q3 Year on Year	Q3 2020-21	Actual	Target	Q3 Year on Year	Q3 2020-21			
Deaths in Primary Fires	2	0	↔	2	10 Minute Standard	85%	80%	⬇	86%	Average Days/Shifts Lost to sickness	5.31	4.13	⬆	2.95	
Injuries in Primary Fires	16	33	⬇	21	On Call Availability	60%	85%	⬇	74%	Working Days Lost To Injury	82	30	⬇	93	
Accidental dwelling fires	225	274	⬇	273	Nucleus OC pumps	93%									
- % starting in kitchens	85 (54%)		⬇	137 (50%)	Primary OC pumps	60%									
- % in homes with residents over pensionable age	43 (19%)		⬇	56 (21%)	Secondary OC pumps	41%									
Deliberate fires (Primary and Secondary)	706	854	⬆	698											
Fires in Non Domestic Premises	118	121	⬆	97											
AFAs in Non Domestic Premises	385	372	⬆	348											

<b>Performance and Programme Board – Performance Report</b>																											
<b>Indicator: [Number of Deaths in Primary Fires]</b>																											
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		01/04/2021 To 31/12/2021																									
Q1 Target	0	Q1 Actual	0																								
Q2 Target	0	Q2 Actual	0																								
Q3 Target	0	Q3 Actual	2																								
Q4 Target		Q4 Actual																									
<b>YTD Cumulative Target</b>	<b>0</b>	<b>YTD Cumulative Actual</b>	<b>2</b>																								
Previous Status	Current Status																										
<span style="font-size: 2em; background-color: green; border-radius: 50%; padding: 10px; border: 1px solid green;">G</span>	<span style="font-size: 2em; background-color: red; border-radius: 50%; padding: 10px; border: 1px solid red;">R</span>																										
Summary of Current Performance																											
<p style="text-align: center;"><b>Fatalities in Primary Fires and Accidental Dwelling Fires</b></p> <table border="1"> <caption>Data for Fatalities in Primary Fires and Accidental Dwelling Fires</caption> <thead> <tr> <th>Financial Year</th> <th>Fatalities primary Fires</th> <th>Fatalities ADFs</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>6</td> <td>2</td> </tr> <tr> <td>2016/17</td> <td>8</td> <td>6</td> </tr> <tr> <td>2017/18</td> <td>4</td> <td>2</td> </tr> <tr> <td>2018/19</td> <td>1</td> <td>-</td> </tr> <tr> <td>2019/20</td> <td>6</td> <td>6</td> </tr> <tr> <td>2020/21</td> <td>2</td> <td>2</td> </tr> <tr> <td>2021/22</td> <td>2</td> <td>2</td> </tr> </tbody> </table>				Financial Year	Fatalities primary Fires	Fatalities ADFs	2015/16	6	2	2016/17	8	6	2017/18	4	2	2018/19	1	-	2019/20	6	6	2020/21	2	2	2021/22	2	2
Financial Year	Fatalities primary Fires	Fatalities ADFs																									
2015/16	6	2																									
2016/17	8	6																									
2017/18	4	2																									
2018/19	1	-																									
2019/20	6	6																									
2020/21	2	2																									
2021/22	2	2																									



### Action taken to improve performance

In Quarter 3, two deaths occurred in Accidental Dwelling Fires in Cheshire East. Both incidents occurred in November, one in a house of single occupancy in Handforth, Wilmslow and one in a dwelling of up to 3 storeys in Knutsford. The incident in Knutsford was in the under 65 demographic whilst the incident in Handforth was in the 65 and over demographic. Level 2 Fire Investigations are ongoing to establish the causes of the fire, and initial Fatal Fire Review meetings have taken place. Follow up meetings are ongoing and Fatal Fire Reviews have not yet been completed. Fatal Fire Reviews serve to review our broader response to the incidents including: pre-fire engagement with the individuals involved; operational response; post fire engagement; and to identify any organisational learning.

The Prevention team carried out post fire Safe and Well visits in the local communities where these incidents took place. 32 Safe and Well visits were completed in Handforth and 42 in Knutsford. A number of other households were also offered fire safety advice.

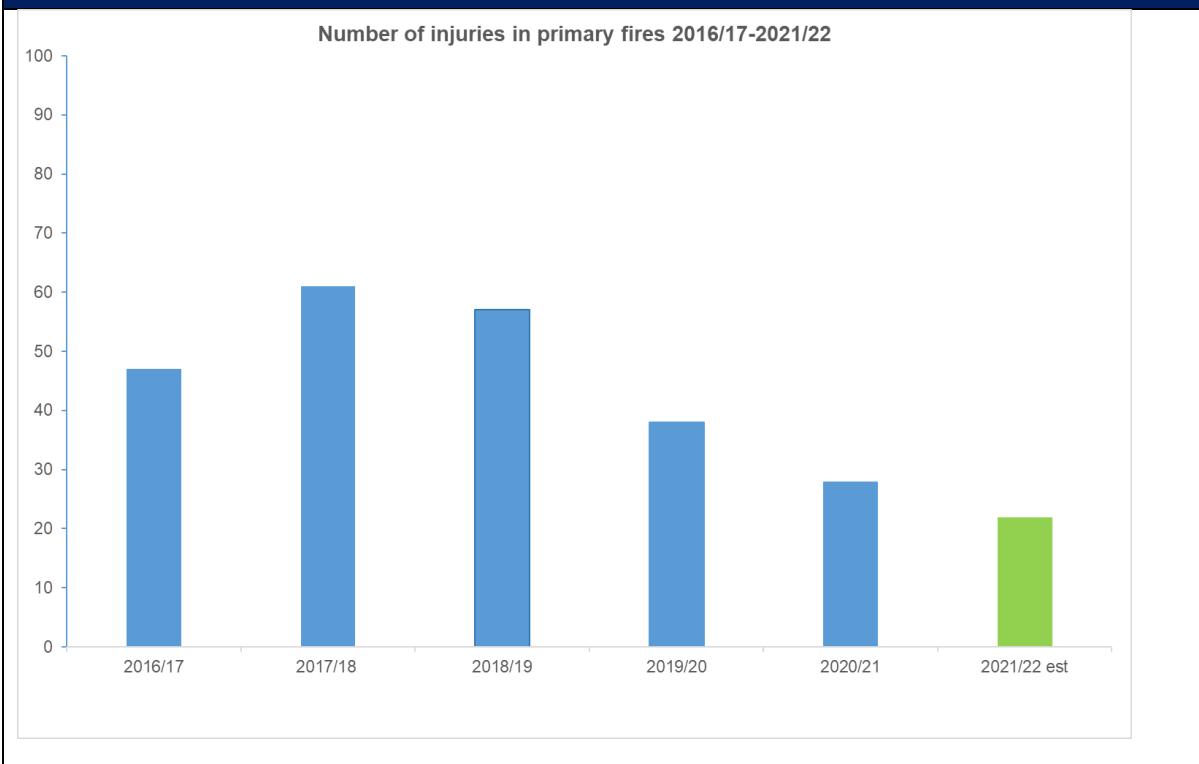
## Performance and Programme Board – Performance Report

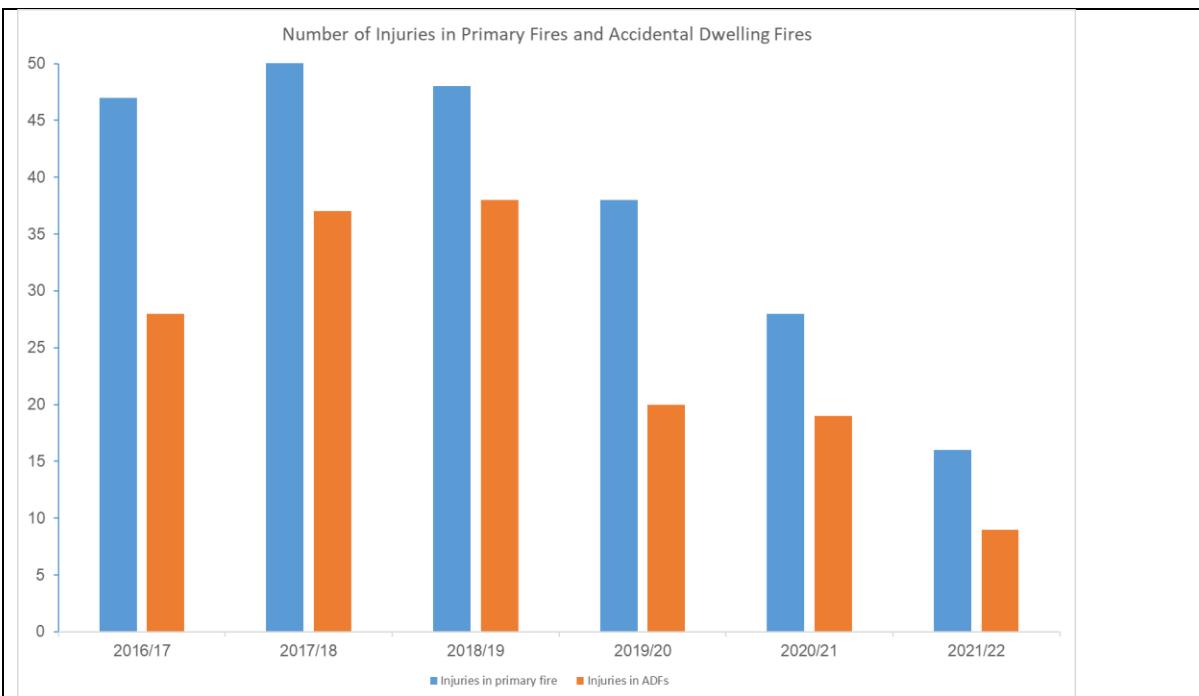
### Indicator: [Injuries in Primary Fires]

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		01/04/2021 To 31/12/2021	
Q1 Target	11	Q1 Actual	4
Q2 Target	10	Q2 Actual	9
Q3 Target	12	Q3 Actual	3
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>33</b>	<b>YTD Cumulative Actual</b>	<b>16</b>
Previous Status	Current Status		
			

### Summary of Current Performance





16 injuries occurred in the year to date against a target of 33.

- 9 of the 16 injuries occurred in accidental dwelling fires.
- 6 incidents involved people aged 40-49
- 3 injuries were classified as serious, two of which were in accidental dwelling fires

Unitary Authority	Number of Injuries (year to date)
<b>Cheshire East</b>	3
<b>Cheshire West &amp; Chester</b>	8
<b>Halton</b>	4
<b>Warrington</b>	1
<b>Total</b>	<b>16</b>

Cause	Number of Injuries
<b>Cooking</b>	2
<b>Matches and Candles</b>	1
<b>Naked Flame</b>	5
<b>Other domestic appliance</b>	3
<b>Batteries/generators</b>	5
<b>Total</b>	<b>16</b>

Age Group	Number of Injuries Serious	Number of Injuries Slight
<b>0-9</b>	0	0
<b>10-19</b>	0	2
<b>20-29</b>	0	1
<b>30-39</b>	0	2
<b>40-49</b>	3	3
<b>50-59</b>	0	4
<b>60-69</b>	0	0
<b>70-79</b>	0	0
<b>80-89</b>	0	1
<b>90+</b>	0	0
<b>Total</b>	<b>3</b>	<b>13</b>

Injury Description	Number of Injuries Serious	Number of Injuries Slight
<b>Burns - severe</b>	1	0
<b>Burns - slight</b>	0	3
<b>Breathing difficulties</b>	0	1
<b>Overcome by gas, smoke or toxic fumes; asphyxiation</b>	1	9
<b>Other</b>	1	0
<b>Total</b>	<b>3</b>	<b>13</b>

#### Quarter 3 data:

##### Cheshire East

There were two injuries in Cheshire East, which were described as slight injury.

##### Halton

There was one injury in Halton, which was described as a slight injury.

##### Cheshire West & Chester

There were no injuries in Chester West and Chester in quarter 3.

##### Warrington

There were no injuries in Warrington in quarter 3.

#### Action taken to improve performance

##### Cheshire East

One injury in Cheshire East was from an accidental, lorry/HGV fire. The victim went to hospital with slight injuries from smoke inhalation.

The second injury was from an accidental dishwasher fire in a single-occupancy house in Congleton. The victim suffered slight injuries due to smoke inhalation and attended hospital.

Press releases have been sent out by Corporate Comms and Station social media have been updated as and when by individual stations to highlight dangers, and help in preventing fires.

All incidents are scrutinised by the Station Managers and the Service Delivery Manager to ensure that all appropriate follow up actions have taken place.

A number of virtual station open days have taken place throughout Quarter 3, where themed safety messages and advice has been given out to members of the public.

#### Cheshire West and Chester

No injuries have been reported in this quarter. However, ongoing prevention activity is being undertaken as is described in the Accidental Dwelling Fires and Deliberate Fires sections.

#### Halton

One injury of smoke inhalation has been reported this quarter. At the incident the occupier admitted to the Police that they had started the fire. A follow up post-incident HSA was completed and the occupier has been charged with arson pending trial.

#### Warrington

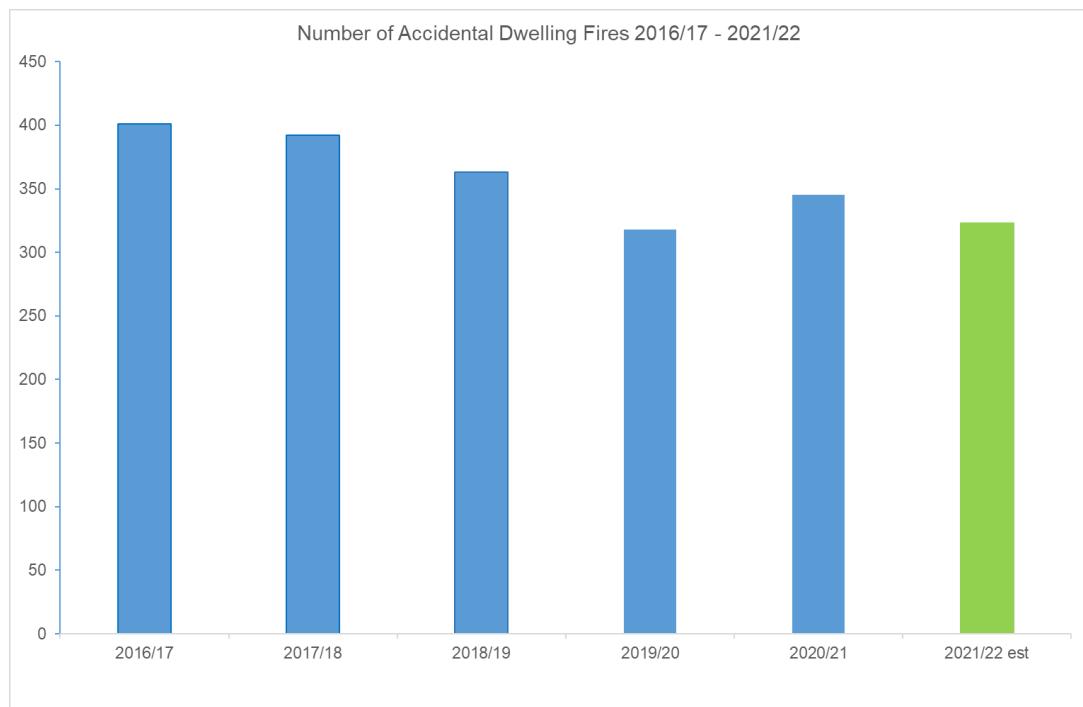
No injuries have been reported in this quarter. However, ongoing prevention activity is being undertaken as is described in the ADF and Deliberate Fires sections.

## Performance and Programme Board – Performance Report

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

Reporting period Q3		01/04/2021 To 30/12/2021	
Q1 Target	96	Q1 Actual	91
Q2 Target	85	Q2 Actual	66
Q3 Target	93	Q3 Actual	68
Q4 Target		Q3 Actual	
<b>YTD Cumulative Target</b>	<b>274</b>	<b>YTD Cumulative Actual</b>	<b>225</b>
Previous Status	Current Status		
			

### Summary of Current Performance



At the end of Quarter 3 there were 225 Accidental Dwelling Fires compared to a target of 274. There was no firefighting action required at 28.4% (64) of incidents.

Looking at the key occupancy types, there has been an increase in the number of fires involving lone parents with dependant children. The number has risen from 18 to 24 incidents, 16 of which started in the kitchen.

<b>Unitary Authority</b>	<b>Total</b>
<b>Cheshire East</b>	85
<b>Cheshire West &amp; Chester</b>	80
<b>Halton</b>	26
<b>Warrington</b>	34
<b>Total</b>	<b>225</b>

<b>Fire Location</b>	<b>Total</b>
<b>Kitchen</b>	117
<b>Bedroom</b>	22
<b>Living Room</b>	26
<b>External Structures</b>	8
<b>Garage</b>	8
<b>External Fittings</b>	5
<b>Other</b>	58
<b>Total</b>	<b>225</b>

<b>Cause of Fire</b>	<b>Number of Incidents</b>
<b>Cooking</b>	89
<b>Electrical Supply</b>	33
<b>Domestic Appliance</b>	37
<b>Smoking Materials/Cigarette Lighter</b>	17
<b>Other</b>	49

<b>Fire Spread</b>	<b>Number of incidents</b>
<b>None</b>	37
<b>Confined to item first ignited</b>	76
<b>Limited to Room of Origin</b>	79
<b>Other</b>	33

<b>Occupancy Type</b>	<b>Was a smoke alarm present?</b>
	<b>Yes</b>
<b>Lone person over pensionable age</b>	95.24%
<b>Lone Person under pensionable age</b>	86.84%
<b>Lone parent with dependant children</b>	95.83%
<b>Couple one or more over pensionable age, no children</b>	77.78%
<b>Couple with dependant children</b>	88.89%
<b>Couple both under pensionable age with no children</b>	72.41%
<b>Other</b>	75.86%
<b>Total</b>	<b>85.78%</b>

<b>Location</b>	<b>Was an alarm present and did it operate</b>
<b>Kitchen</b>	76.1%
<b>Bedroom</b>	68.2%
<b>Living Room</b>	53.8%

<b>Occupancy Type</b>	<b>No of Incidents</b>	<b>Dwellings</b>	<b>Indexed Score</b>
<b>Lone person over pensionable age</b>	42	56533	336
<b>Lone person under pensionable age</b>	38	73421	234
<b>Lone parent with dependant children</b>	24	82396	132
<b>Couple one or more over pensionable age, no children</b>	17	80559	101
<b>Other</b>	29	209308	63
<b>Couple both under pensionable age with no children</b>	30	167332	78
<b>Couple with dependant children</b>	45	347436	59

The indexed score is a risk score that 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
<p>Safe and Well visits were continuing for vulnerable groups, including single parents with dependent children. However, mid way through Quarter 3 the visits were suspended for operational personnel due to the impact of the Omicron variant of COVID-19. Prevention staff continued to deliver visits.</p> <p>Discussions are still ongoing with Local Authorities in Cheshire East, Halton, and Warrington to implement an early intervention, family engagement officer. This role would support local families, and replicate the role already established in Cheshire West and Chester.</p> <p>The Prevention department and stations have maintained a significant social media presence to promote key home safety messages. Messages have been used to educate the community due to the decrease of 'in-person' visits that have been completed due to COVID-19 restrictions.</p> <p>It is predicted that some of the restrictions will be lifted in either Quarter 4, or early in the 2022-23 delivery year.</p>

**Updates from Unitary areas:**

**Cheshire East**

Across Quarter 3 there were 32 accidental dwelling fires against a target of 34. Of the 32, 3 properties (9%) had no smoke alarms installed which is below the quarterly target of 12%.

These incidents have been scrutinised by Station Commanders and hot spotting has taken place post fire. Incidents where there have been no smoke alarms have either been followed up by the Prevention department, or crews have fitted smoke alarms post incident. Social media posts have been utilised to inform communities in all areas of cooking safety, electrical safety, smoke alarm testing, and burns awareness. Virtual Station Open Days have or are due to take place to ensure home safety advice is given out to members of the public.

#### Cheshire West

Throughout Quarter 3, stations across Cheshire West have used social media to post a number of home fire safety campaigns, particularly those relating to cooking and electrical safety. This included the dangers of overloading sockets with Christmas lights. There was a total of 19 accidental dwelling fires during Quarter 3 which is 12 under target.

Crews will continue to monitor incident types for trends and promote fire safety within the home via social media during the New Year. Crews will also utilise the Service's campaigns calendar and align their social media posts accordingly.

#### Halton

Throughout Quarter 3 in Runcorn social media has been used to promote home safety messages and engage with the community. Burns Safety week was promoted alongside NFCC campaigns. All watches have performed well to meet station targets whilst promoting various safety messages and remaining operationally ready.

Red Watch also attended 'Eat @ the Heath', an event at Runcorn Heath Offices targeting loneliness and isolation in those over 50 in the Runcorn area. Local PCSO's organised the event and CFRS crews engaged with attendees, handed out home safety leaflets, and gave out advice. Numerous attendees enquired about faulty smoke alarms, addresses were taken and Red Watch attended each address to fit new detectors.

Due to the new Omicron variant of coronavirus, watches have been taking a cautious approach to community events and activity will remain virtual until early 2022.

Bonfire activity and changing road conditions made for increased mobilisations across Quarter 3.

In Widnes, crews had been following the guidance in regards to Safe and Well visits, making entry into homes to complete checks as the public allows.

#### Warrington

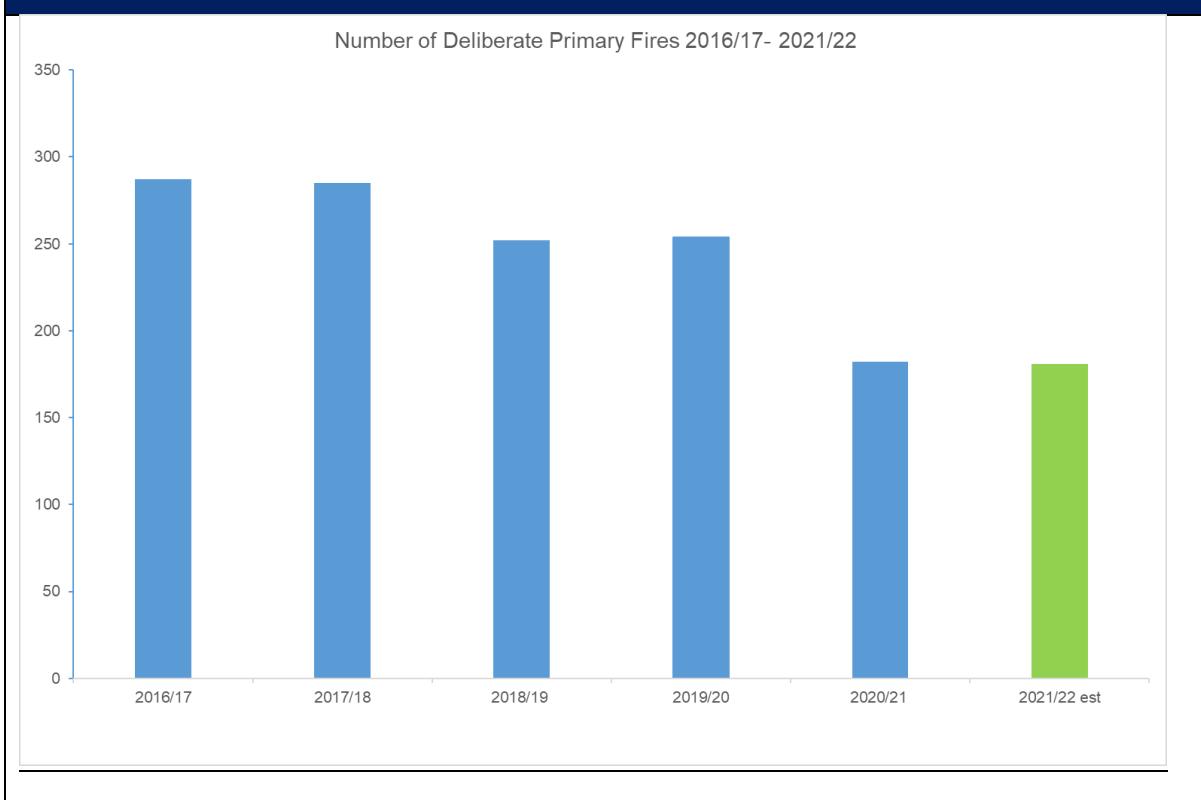
Social media has been used to spread safety information in accordance with the campaigns calendar and in line with any trends, including: cooking safety, overloaded electrics, candle safety, closing doors at night, and bonfire safety. Due to Safe and Well visits being paused, only post incident HSA have been conducted.

## Performance and Programme Board – Performance Report

### Indicator: [Number of Deliberate Fires]

Reporting Period Q3		01/04/2021 To 31/12/2021	
Q1 Target (Primary) (Secondary)	65 245	Q1 Actual (Primary) (Secondary)	58 227
Q2 Target (Primary) (Secondary)	67 218	Q2 Actual (Primary) (Secondary)	45 149
Q3 Target (Primary) (Secondary)	59 200	Q3 Actual (Primary) (Secondary)	49 178
Q4 Target (Primary) (Secondary)		Q4 Actual (Primary) (Secondary)	
YTD Cumulative Target (Primary) (Secondary)	191 663	YTD Cumulative Actual (Primary) (Secondary)	152 554
Deliberate Primary Fires		Deliberate Secondary Fires	
Previous Status	Current Status	Previous Status	Current Status
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### Summary of Current Performance



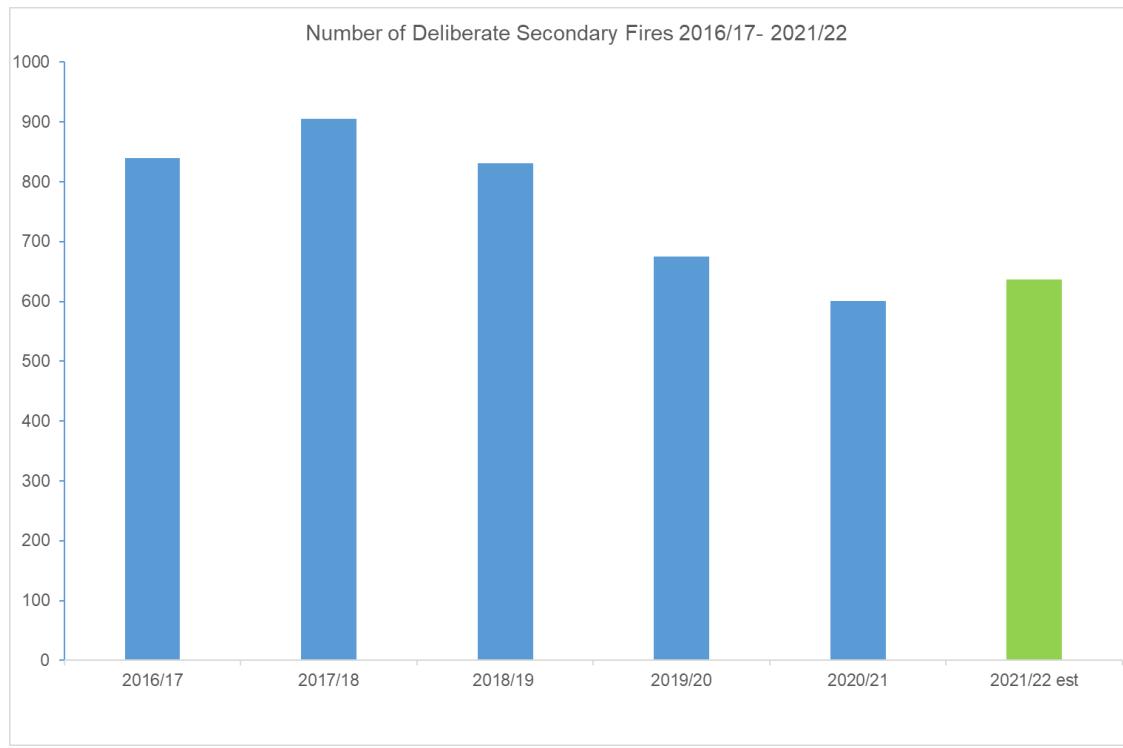
### **Deliberate Primary Fires**

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, 152 deliberate primary fires were recorded at the end of Quarter 3, against a target of 191. Individually all 3 quarters have all been on target. Overall, the station areas with the highest number of incidents are Widnes (21) and Warrington [station] (18).

Across Cheshire, 72 incidents (47.4%) involved the deliberate ignition of a road vehicle. Of these, 34 involved cars. 25 incidents involved the deliberate ignition of motorcycles of which 12 occurred in Widnes.

Unitary area	Number of Deliberate Primary Fires
Cheshire East	35
Cheshire West and Chester	52
Halton	38
Warrington	27
Total	152



### **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 3 was 554, which is 109 incidents under target. The highest number of incidents have been in the following station areas – Warrington [station] (95), Ellesmere Port (79) and Winsford (70). These three station areas account for 44% of all incidents.

Unitary area	Number of Deliberate Secondary Fires
Cheshire East	82
Cheshire West and Chester	201
Halton	137
Warrington	134
Total	554

### Action taken to improve performance

The number of Deliberate Primary and Secondary fires remain below the target figures.

Stations received bespoke intelligence of the deliberate fire activity in their areas from the Service's Deliberate Fire Reduction Officer, prior to the seasonal periods of Halloween and Bonfire night, to increase our intelligence led targeted reduction activity.

The Deliberate Fire Reduction Officer receives regular update reports from Cheshire Police. These 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 platforms which are all quality assured by the Deliberate Fire Reduction Officer.

Meetings with Cheshire Police's Partnerships Manager are continuing to enable reviews and updates to our Service's Deliberate Fire Reduction Plan, ensuring the key contacts of each Local Policing Unit for deliberate fires are refreshed and then communicated to the relevant teams. This Deliberate Fire Plan will now also include the Police crime scene investigators and our Service's fire investigation officers contact details to support more efficient working across the organisations.

### Updates from Unitary areas:

#### Cheshire East

Station managers routinely attend MAAG meetings with local partners to discuss deliberate fire activity effecting local communities. A summary of Quarter 3 activity is below.

In Crewe there was an incident where a firework was put through the letterbox of the property. The occupant had previously had a fireproof letterbox fitted by CFRS and this prevented the incident being more serious. Attempts have been made to liaise with the Police SPOC, though this has proved difficult due to a regular turnover of staff. This difficulty has been raised to the Prevention department and the Partnership Board.

A number and variety of calls were received from Fairburn Avenue in Crewe. In response a total of 17 Safe and Well visits were completed in December.

An incident with suspicious circumstances occurred at Richard Moon Street in Crewe, involving Cheshire Police CID and CSI. The Fire Investigation search dog also attended the incident. The property has been flagged and Safe and Well visits have been carried out at neighbouring properties.

Over Quarter 2 and Quarter 3 small fires have occurred at a derelict building at the Old Manweb Depot in Crewe. The local SM has raised this issue at the Multi Agency Action Group meeting and the chair has taken the details to the vacant and void group for further action. The owner of the premises is now going to secure the site, and it is scheduled for redevelopment in 2022. Crews also completed an SSRI at the site.

Following a small number of deliberate fires in Macclesfield during November, the WM for deliberate fire reduction has liaised with the local PCSO who has reassured that action has been taken. A small number of deliberate fire setters have been identified over the last twelve months and have had acceptable behaviour contracts issued which are being monitored.

A small number of incidents have taken place in the Swan Street area of Wilmslow, including a wheelie bin fire to the rear of Anthology pub which is currently vacant. The rear beer garden is being used for anti-social behaviour and is a known trouble spot to the Police and PCSO's, who the SM has been in contact with. Arrangements have been made with the building owners to erect Heras fencing around the area to prevent further gathering.

There has been an increase in the deliberate fire activity in the Sandbach area and meetings have taken place between local Police and CFRS to share intelligence and work towards a resolution. Furthermore, arson safety advice has been given to shop owners in Sandbach.

#### Cheshire West and Chester

Figures for deliberate fires in Cheshire West and Chester have seen a rise during Quarter 3, which has been attributed to a number of factors including the bonfire period.

SM's are continuing to attend Problem Solving Groups and Community Safety Partnerships across the Unitary area. Crews in Northwich and Chester have also been liaising with local PCSO's and schools regarding problem areas. Individuals were identified resulting in no further incidents.

In Winsford a multi-agency meeting was held with the Police and PCSO's to share information and updates. There had been a substantial increase in deliberate fires in the Wharton area of Winsford which saw 9 fires in the space of 11 days. During one incident, names of possible culprits were obtained and shared via the Police Notification Record (PNR) system. Swift action by local PCSO's to visit the homes of those identified and give warning to the parents and children. Incidents in the area stopped and there have been no further incidents to date. Lead Advocate Sue Pond also followed up with the parents to see if any further fire service engagement is required. This result shows the benefit of the PNR system, the good working relationships, and the joint working set up at Winsford.

Issues have begun to re-emerge in the Ellesmere Port area and SM Rutter has been working with the Police to address these early. Operation Rhumbas has been created to implement dispersal zones in certain areas, identify and secure problem buildings with temporary SSRI's, and arrests have been made.

CFRS continue with arson routes and Police enhanced patrols. Intelligence suggests that issues in the area are being caused by a group of 5-6 individuals, and fire crews have been briefed and provided with images to identify these people to assist the police. Having identified the suspected group, SM Rutter is exploring the possibility of a bespoke PILLARS (RESPECT) programme to redirect these youngsters – this would be funded by partners.

Stations will continue:

- To liaise with PCSO's and Beat Sergeants to discuss the trends and activities involving fire settings.
- Good partnership working to raise the profile. Social media will be used to raise the overall awareness of the activities.
- Check derelict premises for signs of misuse and damage that could allow access and fire setting. In addition the CWAC council are informed of any areas of concern so that the buildings can be secured if required.

#### Halton

During October in Widnes there was a small spike in Deliberate secondary fires in previous areas of interest, Victoria Park, Hough Green and the Town Centre. Collaborative information sharing during incidents meant that the local Police Community Support Officer (PCSO) was able to locate suspects at the scene. Blue watch also arranged an arson action plan and crews restarted arson routes. CCTV will be used from incidents to aid any potential prosecutions.

The historically problematic areas of Upton Rocks and Albert Square are being met with vigilance. Collaborative departmental work will be needed with the council and police to source closing the Albert Square gates. The two areas may benefit from Prevention work. As wheelie bin fires have been an issue, safety information will be stressed to residents when carrying out post-incident HAS's and normal HAS's when possible.

Runcorn saw a trend in deliberate fire setting around the Hallwood Park area which is to be highlighted to the Police SPOC for extra patrols. A social media message was also posted referring to reducing deliberate nuisance fires and how to report them.

As usual, PNR's are completed for all incidents and the CAP holders for 'reducing deliberate fires' are in regular contact with their SPOC at Cheshire police to highlight any areas of concern and work together to reduce incidents.

#### Warrington

During Quarter 3 there was an increase in reported deliberate fires within the Orford Park area. Crews have continued to report the issue to Police in PNRs. The PCSO SPOC has confirmed that Police have put extra patrols on to assist with reducing deliberate fires and anti social behaviour in the park. Police have also been using their social media platforms to inform the public of the issues with deliberate fires, showing excellent joint service working.

Warrington station, in partnership with Corporate Comms, completed a Facebook live video and press release around bonfire/firework safety for the Warrington Guardian. White watch are also awaiting a Go-Pro camera from Corporate Comms to film any deliberate fires that are attended in future.

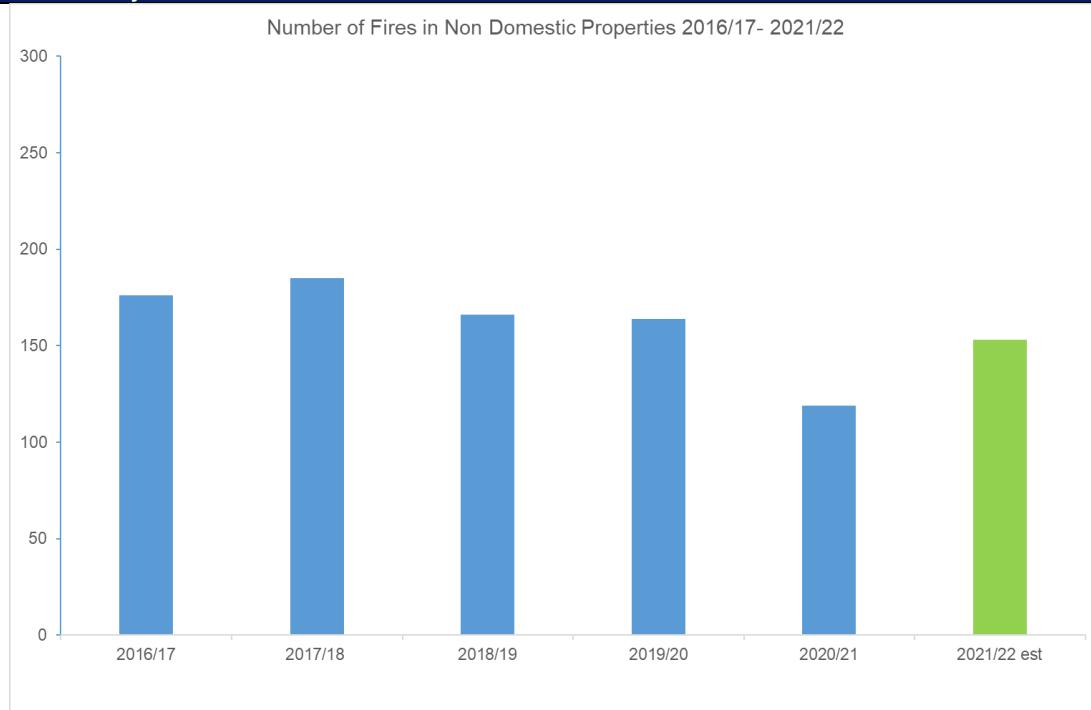
White Watch completed Safe and Well visits via the new Cheshire data in the 'problem' area of Grasmere Avenue to assist people in securing wheelie bins, and Blue watch posted a social media message to promote information on preventing wheelie bin fires. Crews will continue to post safety messages and will provide information when completing post-incident Safe and Wells until Safe and Well visits can resume.

## Performance and Programme Board – Performance Report

### Indicator: [Fires in Non-Domestic Premises]

Reporting Period Q3		01/04/2021 to 30/12/2021	
Q1 Target	45	Q1 Actual	38
Q2 Target	40	Q2 Actual	44
Q3 Target	36	Q3 Actual	36
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>121</b>	<b>YTD Cumulative Actual</b>	<b>118</b>
Previous Status	Current Status	<span style="color: green; font-size: 2em; border-radius: 50%; padding: 5px; border: 1px solid green;">G</span>	
<span style="color: green; font-size: 2em; border-radius: 50%; padding: 5px; border: 1px solid green;">G</span>	<span style="color: green; font-size: 2em; border-radius: 50%; padding: 5px; border: 1px solid green;">G</span>		

### Summary of Current Performance



There have been 118 Non-Domestic Premises fires up to the end of Quarter 3, which is 3 below target.

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

Type	Number of occurrences
Barn	12
Prison	9
Single Shop	9

In Quarter 3, there were 5 fires in prisons (4 at HMP Styal), of which 4 were confined to the item first ignited and the other confined to the room of origin.

The main causes for fires in Non-Domestic Premises:

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

51% of the 118 fires (60 incidents) were either confined to the item first ignited (43) or involved smoke and heat damage only (17). Whilst a further 37 (31%) fires were confined to the room of origin.

Unitary Area	Accidental	Deliberate
<b>Cheshire East</b>	28	11
<b>Cheshire West &amp; Chester</b>	37	6
<b>Halton</b>	14	3
<b>Warrington</b>	10	9
<b>Grand Total*</b>	89	29

Property Type	Number of Properties	Number of Incidents	Index Score
Prison	3	9	58349
Hospital / Hospice	40	2	1094
Factory/Manufacturing	438	15	1598
Care / Nursing Home	220	6	1193
Fast Food Outlet / Takeaway (Hot / Cold)	518	3	168
Farm / Non-Residential Associated Building	1077	12	406
Restaurant / Cafeteria	703	4	186
Public House / Bar / Nightclub	805	4	163

The indexed score is a risk score that 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

As previously reported, the Prison Initiative makes for a closer working relationship between the Service and the Crown Premises Fire Safety Inspectorate (the body that is responsible for ensuring fire safety measures within prisons). Protection Staff and Service Fire Investigators provide information directly to the Inspectorate; this is due to the unique situation whereby the Service has no jurisdiction within these premises despite being within the Service's area. The 5 prison fires that have occurred during Quarter 3 can be broken down into 1 incident at Risley Prison, and 4 incidents at Styal Prison (one of which was accidental, involving a kitchen). All 4 deliberate fires were started by prisoners in their cells; 2 were started by smoking materials and 2 via an electrical/battery connection.

The premises type within the category of non-domestic premises Quarter 3 was varied. Although there were 2 barn fires (which is a reduction on previous quarters) and 2 deliberate fires involving fireworks, the service has achieved its target.

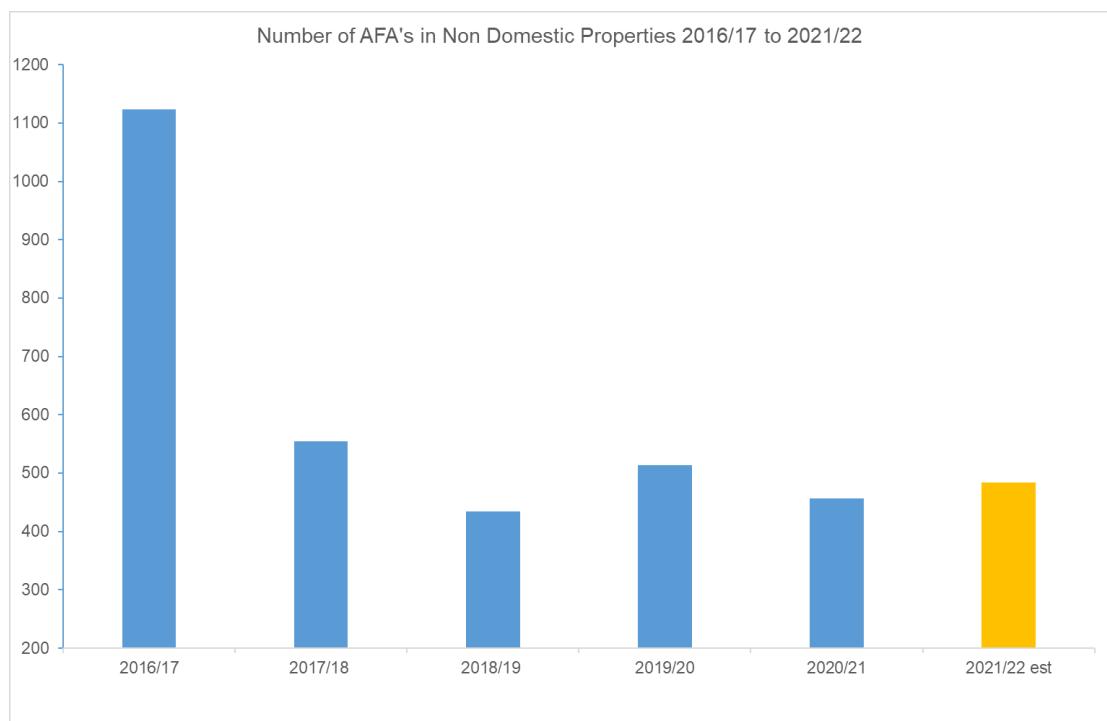
The post fire inspection process, used by the Fire Safety Inspectors, is being amended to ensure that, when a post fire inspection is undertaken following any fire in a commercial building, the Inspector will seek to ascertain if the legislation was being complied with at the time of the fire. This amendment will mean that Inspectors will assess the value/benefit of any previous interaction by the Service with the premises. Specifically if pre-fire Service involvement reduced the size of the fire, restricted the spread of the fire, or offered additional protection to occupants.

## Performance and Programme Board – Performance Report

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

Reporting Period Q3		01/04/2021 To 31/12/2021	
Q1 Target	116	Q1 Actual	104
Q2 Target	145	Q2 Actual	160
Q3 Target	111	Q3 Actual	121
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	372	<b>YTD Cumulative Actual</b>	385
Previous Status	Current Status	<span style="border: 1px solid yellow; border-radius: 50%; width: 20px; height: 20px; display: inline-block; vertical-align: middle; text-align: center;">A</span> <span style="border: 1px solid yellow; border-radius: 50%; width: 20px; height: 20px; display: inline-block; vertical-align: middle; text-align: center;">A</span>	

### Summary of Current Performance



A false alarm, subsequently passed to the fire and rescue service from an Automatic Fire Alarm (AFA), is defined by the British Fire Protection System Association as “any alarm signal other than a genuine fire or test signal”.

At the end of Quarter 3, there were 385 attendances to AFA's in Non-Domestic Premises against a target of 372.

The station areas with the highest number of calls are Chester, Warrington and Macclesfield which together account for 49% (190) of the overall total.

The main property types for AFA's are hospitals (116) and nursing, retirement or care homes (96), whilst the most common reason for the alarm to be activated was a fault (144), followed by accidentally/carelessly set off (67) and cooking/burnt toast (53).

Unitary area	Number of AFAs
Cheshire East	130
Cheshire West and Chester	151
Halton	35
Warrington	69
Total	385

Since the introduction of the revised policy in 2017/18, AFA's 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 that would result in non-attendance to all AFA's without a confirmatory phone call. Members have previously indicated a reluctance to progress this approach.

#### Action taken to improve performance

Of the AFA's for Quarter 3, 32 were in hospitals/health care facilities. For these types of premises, Fire Safety Inspectors work closely with the hospitals and hold regular meetings to support and monitor fire safety standards. Due to the size and complexity of hospitals, and the number of smoke detectors, there are certain tolerances for all hospitals to work within and Fire Safety Inspectors ensure these are met.

Inspectors are still challenging premises at a local level to ensure repeat calls from the same premises are dealt with in a timely manner. Often this is a localised issue, with a particular head or electrical component and often the direct call by an Inspector will have a positive effect of ensuring the premises understands the implications of false alarms and therefore ensure the issue is rectified. Any false alarm attendance which is outside of policy, and therefore should not have been attended, is picked up the relevant Protection office. A SPOC in each office uses Inet viewer to gain a greater level of understanding as to why a North West Fire Control (NWFC) mobilisation may have been made. Ongoing issues are then raised with the NWFC SPOC.

## Performance and Programme Board – Performance Report

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

Reporting Period Q3		01/04/2021 To 31/12/2021	
Q1 Target	2500	Q1 Actual	2307
Q2 Target	2500	Q2 Actual	2261
Q3 Target	2500	Q3 Actual	3051
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>7500</b>	<b>YTD Cumulative Total</b>	<b>7619</b>
Previous Status	Current Status		
			

### Summary of Current Performance

#### Number of Safe and Well Visits

Up to the end of Quarter 3, Prevention and operational staff have completed 7619 heightened risk visits. The Safe and Well infographic, attached below as Annex 4, shows a higher number due to the extra visits carried out by On-Call staff which are not reported here.

Unitary area	Number of Safe and Well visits (year to date)
Cheshire East	1924
Cheshire West and Chester	2562
Halton	1570
Warrington	1563
Total	7619

109 additional Safe and Well visits have been completed but not yet assigned to a Unitary Area. Work is ongoing to assign the visits in the new Saffire system.

The vacant positions within the Prevention department were advertised and the interview process scheduled for early 2022. This delay was due to the implications of COVID-19 and the impact it had on the delivery method of initial training, for new starters.

Once these new starters are trained, it will have a significant benefit on delivery outputs within the local areas.

Operational personnel did recommence Safe and Well visits, but unfortunately this had to be suspended again, due to the impact of the Omicron variant. It is predicted that they will recommence this work in Quarter 4 or early in the 2022-23 delivery year.

## Indicator: [B] Platinum Address Success Rate

Reporting Period Q3		01/04/2021 To 31/12/2021	
Q1 Target	65%	Q1 Actual	84%
Q2 Target	65%	Q2 Actual	76%
Q3 Target	65%	Q3 Actual	72%
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>65%</b>	<b>YTD Cumulative Total</b>	<b>76%</b>
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 percentage of platinum addresses where we have completed a Safe and Well visit is 76%.

Unitary area	Platinum address success rate
Cheshire East	88%
Cheshire West and Chester	61%
Halton	96%
Warrington	95%
Total	76%

### Action taken to improve performance

Personnel across the Service, continue to target those deemed most vulnerable from fire.

We have experienced a significant number of partner agency referrals for support that are prioritised as urgent appointments.

To improve the referral process and ensure that we are prioritising those most at risk, the Service is scoping the Home Fire Safety Check self-assessment tool developed in partnership with the National Fire Chiefs Council. This allows for a bespoke risk assessment and helps to prioritise visits to those most at risk.

## Performance and Programme Board – Performance Report

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

Reporting Period Q3		01/04/2020 To 31/12/2021	
Q1 Target	501	Q1 Actual	472
Q2 Target	501	Q2 Actual	502
Q3 Target	501	Q3 Actual	519
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>1503</b>	<b>YTD Cumulative Total</b>	1493
Previous Status	Current Status	 	

### 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.

Unitary	Q3 Target	No. completed during Q3
Cheshire East	101	100
Cheshire West and Chester	158	170
Halton	88	81
Warrington	154	168
<b>TOTAL</b>	<b>501</b>	<b>519</b>

### Action taken to improve performance

Protection managers continue to supply appropriate addresses to stations to enable operational crews to undertake thematic inspections. Crews are undertaking visits in accordance with the training delivered by the Protection team, and any issues found by crews are picked up by the Protection team. Quarter 3 used some addresses from the new RBIP list, but Quarter 4 will see all thematic addresses taken from the new RBIP list.

## Performance and Programme Board – Performance Report

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

Reporting Period Q3		01/04/2020 To 31/12/2021	
Q1 Target	450	Q1 Actual	504
Q2 Target	408	Q2 Actual	392
Q3 Target	380	Q3 Actual	354
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>1238</b>	<b>YTD Cumulative Total</b>	<b>1250</b>
Previous Status	Current Status	 	

### Summary of Current Performance

Unitary area	Q3 Target	Number of Fire Safety Audits Completed in Q3
Cheshire East	<b>120</b>	<b>113</b>
Cheshire West and Chester	<b>115</b>	<b>124</b>
Halton & Warrington	<b>145</b>	<b>117</b>
Total	<b>380</b>	<b>354</b>

The majority of inspections are now able to be completed due to being open following COVID, there are some such as care homes that are still subject to restrictions and inspectors are working with these premises to agree suitable inspection dates. COVID risk assessments are being followed on visits and some admin process changes made in the last 18 months are likely to continue moving forward. All audits are now in person and not telephone based.

Inspector's individual targets are being followed for competent inspectors and, with new inspectors having recently been taken on in the department, a significant amount of development will take place for these team members.

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

Reporting Period Q3		01/04/2020 To 31/12/2021	
Q1 Target	100% (81 audits)	Q1 Actual	98.8% (80 audits)
Q2 Target	100% (89 audits)	Q2 Actual (cumulative)	94.5% (84 audits)
Q3 Target	100% (87 audits)	Q3 Actual (cumulative)	140.2% (122 audits)
Q4 Target	100%	Q4 Actual (cumulative)	
<b>YTD Cumulative Target</b>	100%	<b>YTD Cumulative Actual</b>	111.2% (286 audits)
Previous Status	Current Status	 <span style="margin-left: 20px;"></span>	

### Summary of Current Performance

Physical audits are now in place across the offices with slightly amended working practices, which should help streamline audits moving forward. A common sense approach is applied by inspectors following the COVID risk assessments to ensure the correct measures are in place and to build in enough resilience. For example, should there be COVID issues at a care homes, then a rescheduled appointment can always be made.

Unitary	Q3		Cumulative	
	Target	Actual	Target	Actual
<b>Cheshire East</b>	39	39	108	108
<b>Cheshire West and Chester</b>	20	27	71	75
<b>Halton</b>	10	20	25	34
<b>Warrington</b>	18	36	52	70
<b>TOTAL</b>	<b>87</b>	<b>122</b>	<b>256</b>	<b>287</b>

### Action taken to improve performance

RBIP audits are on track to achieve quarterly target with Quarter 3 being used as a transition quarter due to it being the first quarter of the new RBIP dataset. Quarter 4 will see the full new data set being used and there will be an increase in the number of audits taken from the RBIP list. The RBIP will run for two years and will then be reviewed.

## Performance and Programme Board – Performance Report

### Indicator: [10 Minute Standard]

Reporting Period Q3		01/04/2021 To 31/12/2021	
Q1 Target	80%	Q1 Actual	82%
Q2 Target	80%	Q2 Actual	91%
Q3 Target	80%	Q3 Actual	83%
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>80%</b>	<b>YTD Cumulative Total</b>	<b>85%</b>
Previous Status	Current Status	 <span style="margin-left: 20px;"></span>	

### Summary of Current Performance

Overall 85% 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 20 seconds.

Unitary area	Cheshire Standard
Cheshire East	78%
Cheshire West and Chester	80%
Halton	95%
Warrington	93%
Total	85%

When scrutinising the 10 Minute Standard Life risk incidents are broken down into two categories Dwelling Fires and Road Traffic Collisions. The tables below capture the incidents that have failed to make the 10 minute standard with the common causes.

Dwellings							
	Nearest pump was more than 10 minutes from the incident	Traffic problems impeding pump	Incorrect Address	Delay in On Call turnout - compared to target	Delay in Wholetime turnout - working in community	Other Explanation	Totals
Cheshire East	1					1	2
CWAC						1 <sup>1</sup>	1
Halton							0
Warrington							0
Totals	1					2	3

<sup>1</sup>Mobile Data Terminal (MDT) Failure, further enquiries are being made

Road Traffic Collisions							
	Nearest pump was more than 10 minutes from the incident	Traffic problems impeding pump	Incorrect Address	Delay in On Call turnout - compared to target	Delay in Wholetime turnout - working in community	Other Explanation	Totals
Cheshire East	6	2	1	1		1 <sup>1</sup>	11
CWAC	5					1 <sup>2</sup>	6
Halton	1					2 <sup>3</sup>	3
Warrington		3					3
Totals	12	5	1	1		5	23

<sup>1</sup>Crew from Wilmslow were delayed by having to search the surrounding area and an MDT failure – estimated that this was not a failure.

<sup>2</sup>Failed to book in attendance. Due to be reported to ascertain correct time taken.

<sup>3</sup>

- 1 incident was seven seconds over due to delay in mobilising.
- Duty SM authorised crews to proceed at road speed to check canisters and any heat source.

Action taken to improve performance

Community Action Plan (CAP) holders scrutinise failures and validate them 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		01/04/2021 To 31/12/2021			
Q1 Target	85%	Q1 Actual	64%		
Q2 Target	85%	Q2 Actual	58%		
Q3 Target	85%	Q3 Actual	58%		
Q4 Target	85%	Q4 Actual			
<b>YTD Cumulative Target</b>	<b>85%</b>	<b>YTD Cumulative Actual</b>	<b>60%</b>		
Nucleus		Primary on-call		Secondary on-call	
Previous Status	Current Status	Previous Status	Current Status	Previous Status	Current Status
					

### Summary of Current Performance

On-call YTD global availability at the end of Q2 was 60% (crew of four) and 66% (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 93%
- Primary on-call appliance (e.g. Malpas, Poynton etc.) availability was 60%
- Secondary on-call appliance (e.g. Winsford second appliance etc.) availability was 41%

### Action taken to improve performance

The availability of On Call fire engines has remained the same in Quarter 3 as the previous Quarter. Two main factors appear to be influencing the downturn in overall availability.

The first and most significant is that over the past twelve months 15 On Call junior officers have left their positions across a number of On Call stations. This has resulted in a loss of experience and skills such as Incident Command and in some cases, Emergency Fire Appliance Driver (EFAD). These skills and experiences are built up over many years and are challenging to replace with immediate effect.

A second factor is the onset of the Omicron variant of the coronavirus. A total of 1115 days of On Call cover were lost between October and December 2021 due to On Call firefighters either contracting Covid or self isolating as a result of someone in their house testing positive or, having a close contact with a positive case.

Just prior to Christmas the entire On Call team at Sandbach had to self isolate for 10 days due to delivering life saving care to a Covid positive member of the public who collapsed just outside the fire station whilst they were training.

The data provided in Table 1 shows a breakdown of On Call availability over a period of years from 2014/15 – 2021/22 with a focus on Q3 performance. For clarity On Call stations have been RAG rated with green showing improved % performance over that period as well achieving the 85% target in the current actual year to date performance.

Those stations that are achieving between 40% - 84% have been rated as amber with stations performing below 40% rated as red and in most need of attention.

Station	2014/15	2017/18	2019/20	2021/22	% change over time	Type
E13P1 Audlem	68.59%	60.09%	76.04%	78.13%	18%	Primary
E27P2 Winsford	27.99%	20.84%	18.92%	33.12%	12.3%	Secondary
E26P1 Middlewich	81.26%	76.38%	76.12%	86.11%	9.7%	Primary
E20P1 Bollington	76.78%	63.19%	64.59%	67.81%	4.6%	Primary
E23P1 Wilmslow	86.29%	92.87%	89.79%	96.00%	3.1%	Nucleus
E19P1 Macc'field*	97.87%	100.00%	99.64%	100.00%	0.0%	Nucleus
E12P1 Nantwich	89.80%	90.67%	93.67%	84.92%	-5.8%	Primary
E03P2 St. Heath	75.58%	50.80%	60.94%	44.77%	-6.0%	Primary
E11P1 Malpas	88.39%	69.95%	57.83%	61.70%	-8.3%	Primary
E25P2 Northwich	54.98%	51.32%	40.63%	42.67%	-8.7%	Secondary
E19P2 Macc'field*	76.56%	58.16%	57.16%	46.25%	-11.9%	Secondary
E22P1 Poynton	70.37%	81.34%	84.4%	69.28%	-12.1%	Primary
E16P1 Sandbach	83.86%	78.82%	80.10%	66.41%	-12.4%	Primary
E02P1 Birchwood	95.94%	99.29%	97.68%	83.00%	-16.3%	Nucleus
E06P1 Frodsham	80.11%	48.24%	23.99%	26.26%	-22.0%	Primary
E10P1 Tarporley	67.69%	51.78%	38.40%	28.72%	-23.1%	Primary
E05P2 Runcorn	93.36%	58.72%	41.20%	23.11%	-35.6%	Secondary
E17P1 H. Chapel	90.37%	67.71%	53.51%	31.03%	-36.7%	Primary

**Table 1.** Quarter 3 availability comparison 2014/15 – 2021/22

\*Macclesfield have two On Call fire engines which operate between 1900-0700 during the evenings only. The daytime periods 0700 – 1900 are covered by a permanently staffed Nucleus crew.

A number of activities to enhance recruitment across the On Call stations are underway. These include:

Planning for Station Open Days and charity events

Developing a leaflet to add to the sales marketing packs at a number of new housing developments which are in the catchment areas for a number of our On Call stations where availability is low.

Using social media campaigns such as Facebook and Twitter to target potential recruits by area, demographic and interests.

Co-ordinating with the NFCC to align On Call recruitment and awareness to major celebrations such as International Women's Day on the 8<sup>th</sup> March 2022.

The Head of Service Delivery is now chairing a monthly On Call performance meeting with the relevant officers and departments to monitor the progress of recruitment campaigns, development of staff and succession planning for each of the On Call stations. Following the inaugural meeting in February, each On Call Station Manager has been tasked with providing an individual Action Plan for each station. These Action Plans will form the basis for review during the monthly On Call performance meeting.

## Performance and Programme Board – Performance Report

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

Reporting Period Q3		01/04/2021 To 31/12/2021	
Q1 Target	1.38	Q1 Actual	1.76
Q2 Target (cumulative)	2.75	Q2 Actual (cumulative)	3.42
Q3 Target (cumulative)	4.13	Q3 Actual (cumulative)	5.31
Q4 Target (cumulative)	5.5	Q4 Actual (cumulative)	
<b>YTD Cumulative Target</b>	<b>4.13</b>	<b>YTD Cumulative Actual</b>	<b>5.31</b>
Previous Status	Current Status	 	

### Summary of Current Performance

	<b>Staff Category</b>	# of sickness days/shifts	Headcount	Average working days lost to sickness per person	Average working days lost to sickness per person	
				Q3 2021/22	Q3 2020/21	
	<b>Whole-time</b>	2109	433	4.87	3.03	
	<b>On-call</b>	1722	302	5.7	2.76	
	<b>Uniform Total</b>	3831	724	5.29	2.92	
	<b>Fire Staff</b>	1000	174	5.75	3.08	
	<b>Q3 Total</b>	<b>4831</b>	<b>909</b>	<b>5.31</b>	<b>2.95</b>	

The Quarter 3 figure for all staff is 5.31, which is an increase on the Quarter 3 figure for 20/21 which was 2.95.

At the end of Quarter 3 this year, 321 members of staff have been off sick. This compares with only 169 at the same point last year.

There were 44 new absences due to Covid-19 in Quarter 3. This amounts to 279 days lost in Quarter 3 due to Covid-19 (this does not include absences due to self-isolation or shielding).

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

- A further review of the quarter 3 figures will be undertaken to ascertain trends and underlying causes.
- Monthly scrutiny at the Attendance Management Board continues to be applied to all absence cases to ensure that the appropriate actions are taken to ensure staff are given adequate support to assist with their return to the workplace.

- Quarterly contract meetings/calls with the Occupational Health Unit are ongoing to monitor service delivery and performance.
- The Mental Health Advisor engages with staff by means of virtual or face-to-face visits to raise awareness in respect of mental health and the support available.
- Daily information is being provided by HR in relation to Covid-19 absences, and HR Business Partners are liaising with Duty Group Managers and Duty Station Managers on a daily basis.
- The latest national benchmarking data available from Cleveland Fire & Rescue Service is a quarter behind this reporting period so related to Quarter 2. This shows that:
  - CFRS has the 5<sup>th</sup> lowest Wholetime absence of all services
  - CFRS has the 6<sup>th</sup> lowest On-Call sickness absence rate of all services
  - CFRS average days lost for Fire Staff is the 9<sup>th</sup> highest across all services.

## Performance and Programme Board – Performance Report

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

Reporting Period Q3		01/07/2021 To 31/12/2021	
Q1 Target	10	Q1 Actual	48
Q2 Target	10	Q2 Actual	7
Q3 Target	10	Q3 Actual	27
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>30</b>	<b>YTD Cumulative Actual</b>	<b>82</b>
Previous Status	Current Status	 	

### Summary of Current Performance

The year to date (YTD) cumulative figure for duty days lost due to injury is 82.

In Quarter 3 there were two accidents that resulted in lost duty days. In one the firefighter twisted his knee whilst ‘breaking in’ at a training exercise. In the second the member of staff injured his back picking up a laptop and aggravating an existing injury.

### Action taken to improve performance

The number of injury accidents occurring in 2020/21 was the lowest ever with 41 accidents in total. This year is on track to be similar which is excellent performance.

Whilst the number of accidents is very low some have resulted in lengthy absences and some have involved staff who are both wholetime and on call firefighters so their absence is double counted. Furthermore, some of the accidents occurred in the previous year with the absence continuing into this year.

All of the accidents were investigated and additional control measures were implemented as appropriate.

## Performance and Programme Board – Performance Report

### Indicator: [Road Traffic Collisions Attended]

Reporting Period Q3	01/04/2021 To 31/12/2021	Q1 Actual Q2 Actual Q3 Actual Q4 Actual <b>YTD Cumulative Actual</b>	72 109 121 <b>302</b>
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### Summary of Current Performance

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

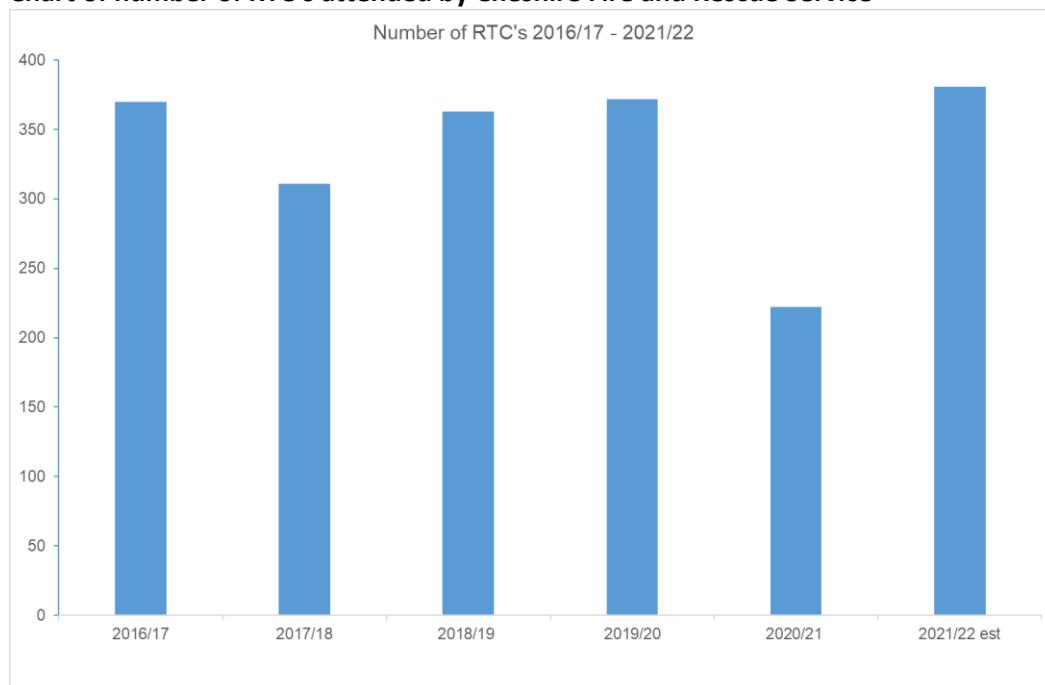
As a consequence, the Service has taken a decision to monitor and report the number of road traffic collisions (RTCs) that we attend.

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

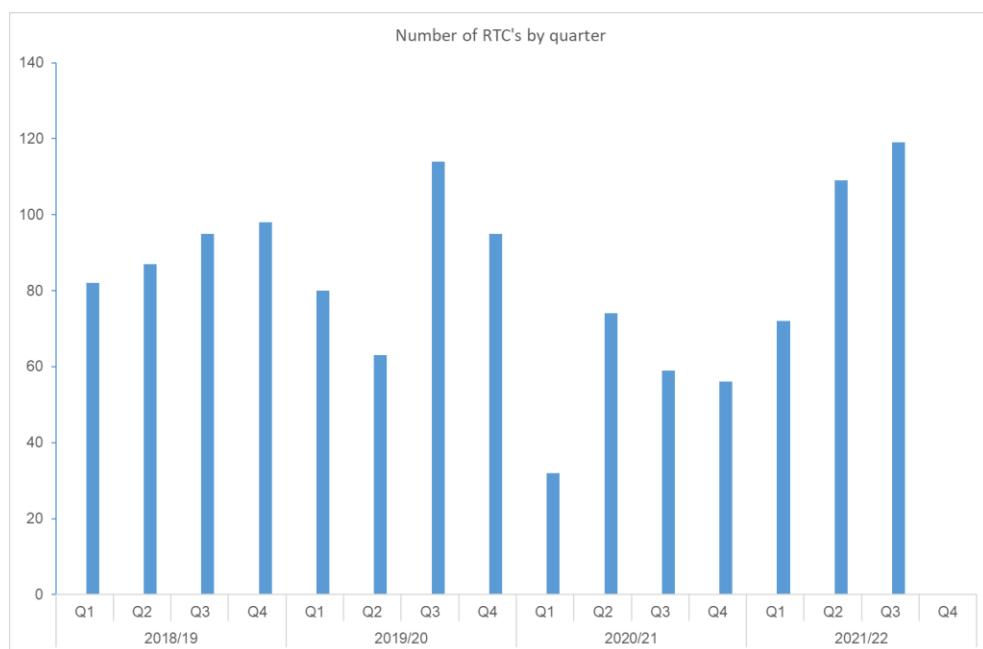
Please note, the following information is collated from data owned by Cheshire Constabulary and relates to the calendar year.

Severity	1 <sup>st</sup> October 2019 to 30 <sup>th</sup> September 2020	1 <sup>st</sup> October 2020 to 30th September 2021	% of total	Year on year change
<b>Fatal</b>	32	23	1.3%	⬇ 28%
<b>Serious</b>	253	270	14.9%	⬆ 7%
<b>Slight</b>	1569	1522	83.9%	⬇ 3%
<b>Total</b>	1854	1815		⬇ 2%

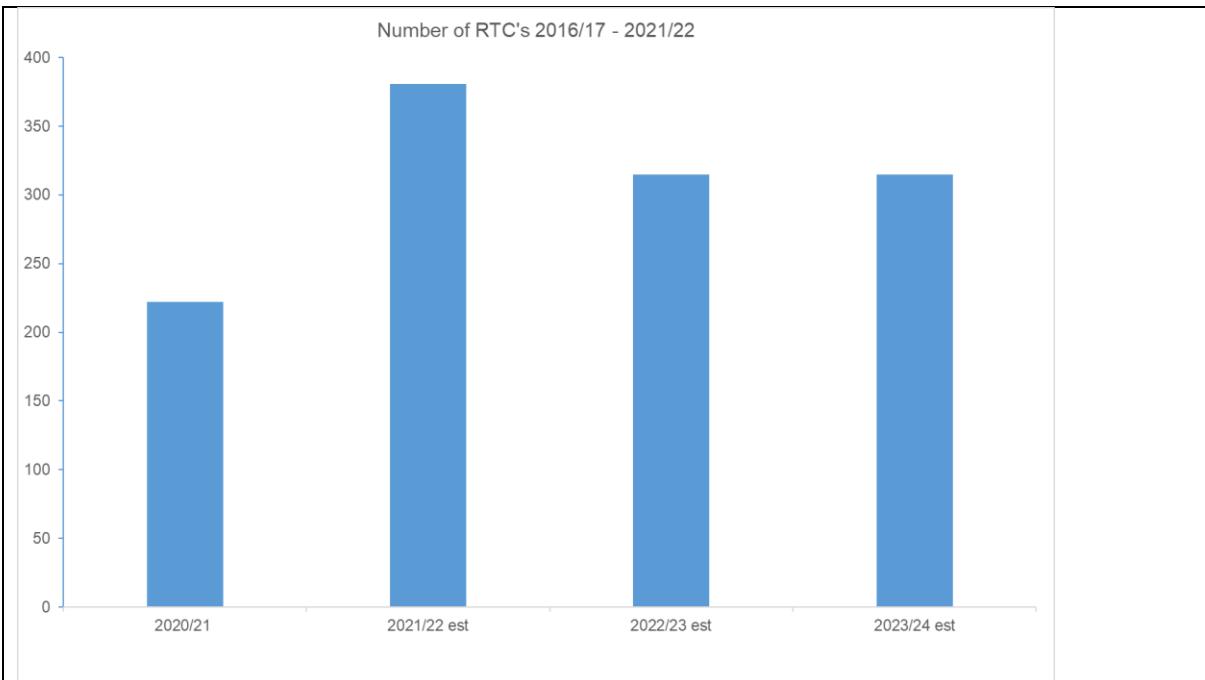
## Chart of number of RTC's attended by Cheshire Fire and Rescue Service



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 during 2020/21 is partially due to the travel restrictions placed on households due to Covid-19, since the start of 2021/22 the numbers have increased to expected levels.



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

Work continues to promote the adoption of a Strategic Road Safety Plan with Cheshire Road Safety Group (CRSG) and the review of the group continues. The review encompasses the structure, service delivery, governance model and funding arrangements for the existing Cheshire Road Safety Group. A CFRS submission to CRSG has been completed, making recommendations to revise the Group.

The Service continues to utilise our 'Share the Road' campaign to promote the need for all road users to take extra care around each other. The NFCC continue to host online content for the media and promotes the use of this content to other Fire and Police Service's.

Operation Close Pass in partnership with Cheshire Police continues to respond to the rise in injuries from those utilising pedal cycles for transport and recreation. Events have been completed at:

- 8<sup>th</sup> October at Congleton Fire station
- 11<sup>th</sup> October Whitegate. Horse Pass event with a mounted police officer. This supports changes being implemented within the Highway Code from the end of January 2022 regarding the speed and distance to be adhered to when passing this vulnerable road user type.
- Frodsham Fire Station 25<sup>th</sup> October.

The Road safety team continued to deliver Cheshire Fire and Rescue Services key road safety interventions, with 'Bikerdown' and 'Think Drive Survive' now back in operation. (Paused again mid December) This ensured delivery of road safety education to key at risk vulnerable road user groups.

Service Delivery resumed in person events to engage with the public regarding Road Safety for the majority of the quarter but following government guidance in December, in person events for the Impaired Driving month of December events moved to social media outputs.

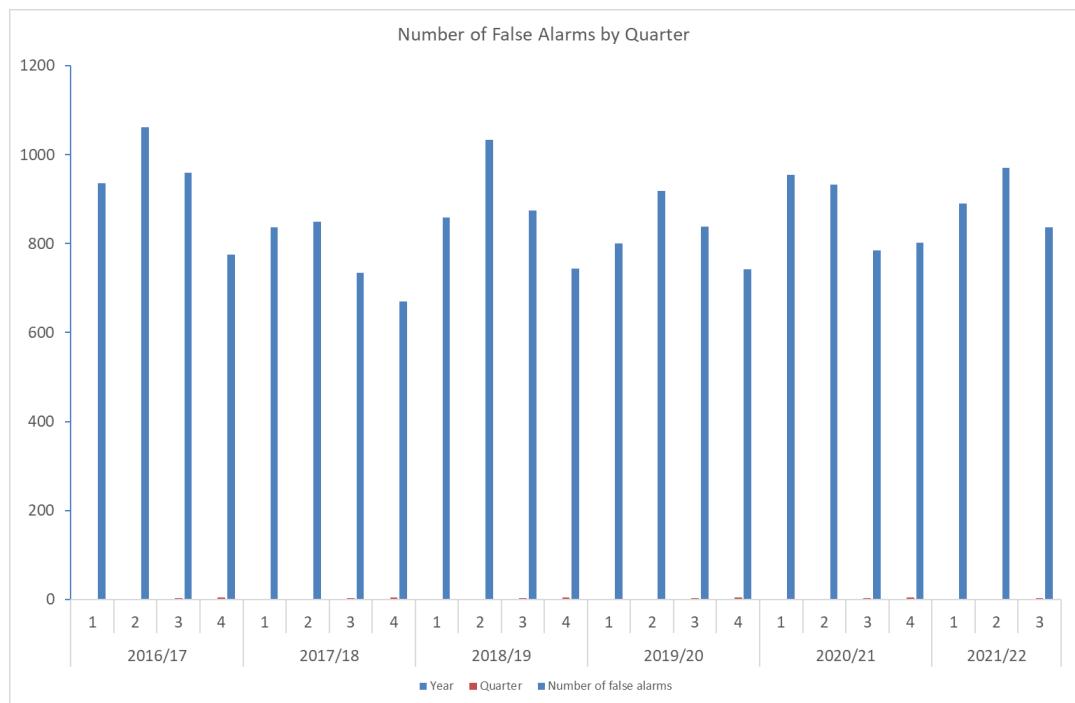
## Performance and Programme Board – Performance Report

### Indicator: [Total number of False Alarms attended]

Reporting Period Q3	01/04/2021 To 31/12/2021	Q1 Actual Q2 Actual Q3 Actual Q4 Actual <b>YTD Cumulative Actual</b>	890 958 838 <b>2686</b>
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### Summary of Current Performance

Approximately 40% of all operational incidents across Cheshire are false alarms. The Service has an existing KPI for automatic fire alarms in non-domestic premises that are actively managed. Therefore the Service will be monitoring all false alarms, both malicious and those of good intent, to review where we can improve performance.



Over the last 12 months (January – December 2021), 3492 incidents have been classified as a false alarm. This is an increase of 73 incidents over the previous year.

55.8% of false alarms are accounted for by automatic false alarm calls (1945) and 41.7% by false alarm good intent calls (1454). In both categories the highest number of calls relate to dwellings, accounting for 62.8% of all false alarms.

The highest number of calls are from dwellings, particularly AFAs linked to “faulty alarms” and “cooking/burnt toast” which account for 48.8% 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.

#### Count by Unitary Area

Unitary Area	Number of False Alarms January 2021-December 2021
Cheshire East	1258
Cheshire West and Chester	1131
Halton	492
Warrington	611

#### Data January-December 2021

##### Count by false alarm type

Type of False Alarm	Number of False Alarms
False alarm due to apparatus	1950
False Alarm Good Intent	1453
False Alarm Malicious	89

##### Count by false alarm reason and property type

Reason	Dwelling	Non Residential	Other Residential	Outdoor	Outdoor Structure	Road Vehicle	Total
Cooking/burnt toast	559	18	56	0	2	0	643
Faulty	465	123	54	0	0	2	644
Controlled burning	71	7	1	252	28	0	359
Other	108	25	8	13	8	3	165
Accidentally/carelessly set off	124	52	32	0	0	0	208
Not required	163	7	0	9	6	20	205
Fire - Reported Incident/Location not found	102	6	0	70	14	12	204

##### Count by Station Area

Station Area	Number of False Alarms
Chester	410
Warrington	377
Runcorn	294
Crewe	264
Macclesfield	219



# Our Performance

Q3 2021/22 update

**TOTAL VISITORS SINCE APRIL 2021: 2,037**

(24,930 since July 2017)

KS2 school visits September  
28 mainstream  
838 children, 105 supporting adults

**2 non- mainstream**  
17 children, 6 supporting adults

Repeat visit Schools	13
New schools	15

## Additional visitors:

- 37 colleagues from external agencies
- 2 potential volunteer visits
- 5 staff visits
- 95 attending Christmas Events



## Volunteer information

26 volunteers active  
5 in recruitment process  
676 volunteer hours completed



## Current C19 Recovery Phase

4	Full programme recommences
3	Primary school groups of max 60
2	Family groups of up to 6 people only
1	Closed to visitors, workplace only





**Cheshire**  
Fire & Rescue Service

# SAFE & WELL Initiative

**1ST APRIL 2021 - 31ST DECEMBER 2021**

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

Data within this report was taken from SAFFIRE Safe and Well Infographic report on 12/01/2022 at 16:18. This report shows the number of referrals based on geographical area of referral.

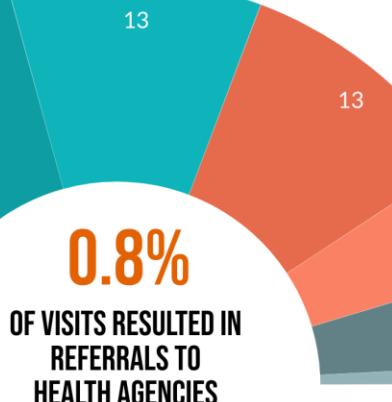
**160**  
ATRIAL FIBRILLATION  
SCREENINGS



 WITH **13** PEOPLE  
BEING  
SIGNPOSTED TO  
SEE THEIR GP

**7,772**  
**VISITS COMPLETED**

**149**  
LONELINESS &  
ISOLATION  
SCREENINGS



**0.8%**  
OF VISITS RESULTED IN  
REFERRALS TO  
HEALTH AGENCIES

**27**



LOCAL AUTHORITY FALLS  
TEAM REFERRALS

**0**

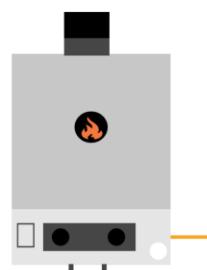


BLOOD PRESSURE TESTS  
TAKEN

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



**13\***



AFFORDABLE WARMTH  
REFERRALS



ALCOHOL REDUCTION TEAM  
REFERRALS



SMOKING CESSATION TEAM  
REFERRALS

(\*1 referral per household)



# SAFE & WELL Initiative

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## SAFE & WELL UNITARY OVERVIEW

UNITARY AREA	Cheshire East Council	Cheshire West and Chester	HALTON BOROUGH COUNCIL	Warrington Borough Council
FALLS REFERRAL	5	3	9	10
ATRIAL FIBRILLATION SCREENINGS	19	14	19	108
ATRIAL FIBRILLATION SIGNPOSTS	1	0	1	12
SMOKING CESSION REFERRALS	1	1	1	2
ALCOHOL REDUCTION TEAM REFERRALS	0	0	0	1
AFFORDABLE WARMTH REFERRALS	2	1	7	3
BLOOD PRESSURE TESTS TAKEN	0	0	0	0
BLOOD PRESSURE SIGNPOSTS	0	0	0	0
LONELINESS & ISOLATION SCREENINGS	43	25	13	68
LONELINESS & ISOLATION REFERRALS	0	1	4	1
VISITS COMPLETED	<b>2581</b>	<b>2495</b>	<b>1163</b>	<b>1532</b>
% TO REFERRAL	<b>0.3%</b>	<b>0.2%</b>	<b>1.8%</b>	<b>1.9%</b>



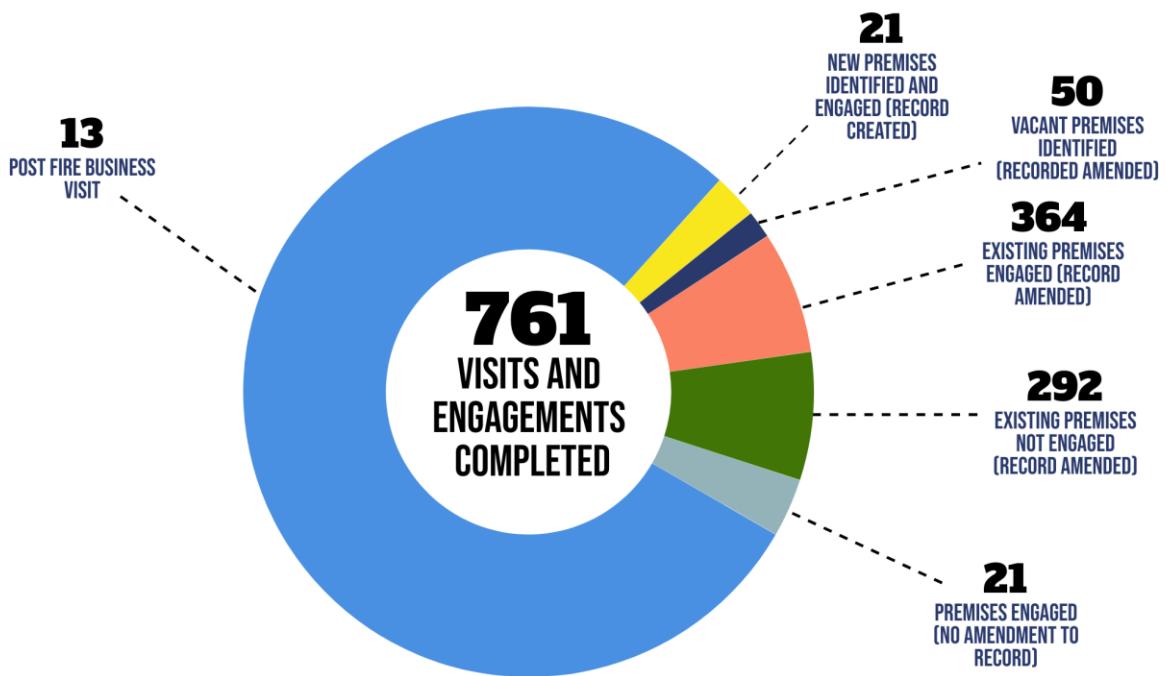
**Cheshire**  
Fire & Rescue Service

# BUSINESS SAFETY TEAM

## 1ST APRIL 2021 - 31ST DECEMBER 2021

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	Halton	Warrington	Total
Post Fire Business Visit	2	2	8	1	13
New Premises Identified and Engaged (record amended)	10	0	2	9	21
Vacant Premises Identified (record amended)	9	11	11	19	50
Existing Premises Engaged (record amended)	104	145	65	50	364
Existing Premises not Engaged (record amended)	76	116	45	55	292
Premises Engaged (no amendment to record)	1	2	9	9	21
<b>Total</b>	<b>202</b>	<b>276</b>	<b>140</b>	<b>143</b>	<b>761</b>



**Cheshire**  
Fire & Rescue Service

## COVID-19 Activity for the whole of Cheshire

April 2020 - 31 December 2021

5,139 Food Deliveries	<input checked="" type="checkbox"/>
8,180 Prescription Deliveries	<input checked="" type="checkbox"/>
1,447 Welfare Calls	<input checked="" type="checkbox"/>
1,374 Shielding Visits	<input checked="" type="checkbox"/>
95,000 PPE Items delivered	<input checked="" type="checkbox"/>
3,553 Pre Operation Swab Test Kits delivered	<input checked="" type="checkbox"/>
252 Education/Welfare Packs delivered	<input checked="" type="checkbox"/>
441 Meals for young people	<input checked="" type="checkbox"/>
95 Bulk food pickup for young people	<input checked="" type="checkbox"/>



# Vaccination Support

15 February - 31 December 2021

Up to  
31 Dec  
2021

**166,926**  
**vaccines**

administered at sites, of which  
**98,067** were given  
by CFRS personnel



**15,900**  
Number of  
hours worked

**2,264**  
Number of  
shifts worked

# Annex 7

Appendix 7 - Rolling On-Call Availability

Appliance Location	ON-CALL AVAILABILITY																									
	Quarter 4 2020/21						Quarter 1 2020/21						Quarter 2 2020/21						Quarter 3 2021/22							
	Jan-21		Feb-21		Mar-21		Apr-21		May-21		Jun-21		Jul-21		Aug-21		Sep-21		Oct-21		Nov-21		Dec-21			
	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders	4 riders	3 riders		
<strong>NUCLEUS</strong>																										
Macclesfield	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	97%	97%	100%	100%	100%	100%	100%		
Birchwood	100%	100%	97%	97%	96%	96%	96%	96%	97%	84%	93%	83%	93%	83%	86%	93%	94%	82%	89%	74%	76%	54%	61%	87%	90%	
Wilmslow	100%	100%	99%	99%	97%	97%	95%	93%	95%	95%	96%	95%	95%	99%	100%	98%	98%	97%	98%	98%	99%	92%	92%	97%	97%	
Average	100%	100%	99%	99%	98%	98%	97%	97%	96%	97%	93%	96%	93%	96%	94%	95%	97%	98%	92%	95%	91%	92%	82%	85%	94%	96%
<strong>PRIMARY</strong>																										
Nantwich	96%	96%	98%	98%	98%	98%	94%	94%	86%	86%	93%	93%	89%	89%	85%	85%	82%	82%	84%	84%	79%	79%	71%	71%	88%	88%
Poynton	91%	92%	91%	94%	86%	91%	74%	79%	79%	84%	71%	80%	69%	74%	63%	71%	63%	75%	70%	78%	73%	81%	62%	75%	74%	81%
Alsager	98%	98%	93%	94%	97%	98%	95%	96%	86%	88%	84%	85%	78%	79%	76%	78%	72%	74%	83%	85%	72%	74%	66%	68%	83%	85%
Sandbach	87%	92%	89%	95%	84%	91%	78%	88%	73%	84%	72%	83%	74%	83%	67%	82%	61%	72%	63%	77%	55%	68%	55%	70%	72%	82%
Middlewich	89%	89%	91%	91%	94%	95%	90%	91%	91%	92%	81%	81%	87%	90%	83%	83%	77%	78%	92%	93%	91%	92%	82%	83%	87%	88%
Audlem	92%	92%	97%	97%	94%	95%	85%	89%	81%	85%	87%	91%	71%	77%	66%	67%	81%	87%	86%	89%	84%	88%	63%	68%	82%	85%
Bollington	99%	99%	98%	98%	94%	95%	81%	83%	67%	69%	66%	72%	64%	68%	66%	70%	55%	63%	66%	69%	83%	86%	62%	67%	75%	78%
Malpas	79%	81%	82%	86%	78%	82%	75%	77%	67%	69%	60%	61%	58%	63%	51%	58%	64%	70%	55%	66%	68%	77%	57%	60%	66%	71%
Tomes Chapel	25%	27%	25%	28%	27%	33%	23%	30%	34%	43%	29%	39%	27%	38%	36%	46%	43%	51%	28%	36%	35%	37%	24%	26%	30%	36%
Dukton Heath	61%	64%	62%	64%	62%	64%	54%	55%	51%	53%	39%	43%	36%	41%	35%	38%	53%	56%	35%	41%	56%	63%	43%	47%	49%	52%
Knutsford	78%	80%	85%	88%	81%	86%	78%	79%	61%	63%	49%	54%	50%	51%	52%	54%	56%	58%	67%	71%	61%	64%	47%	50%	64%	66%
Corley	61%	84%	78%	89%	48%	72%	45%	73%	28%	48%	23%	39%	13%	31%	20%	34%	28%	49%	32%	54%	38%	61%	31%	47%	37%	57%
Frodsham	40%	45%	37%	42%	24%	30%	29%	34%	30%	36%	21%	25%	28%	34%	27%	30%	19%	22%	32%	37%	29%	36%	22%	29%	28%	33%
Average	77%	80%	79%	82%	75%	79%	69%	74%	64%	69%	60%	65%	57%	63%	56%	61%	58%	64%	61%	68%	63%	70%	53%	59%	64%	70%
<strong>SECONDARY</strong>																										
Macclesfield	84%	88%	71%	74%	66%	71%	54%	60%	48%	55%	47%	58%	52%	57%	39%	46%	46%	58%	38%	50%	53%	64%	39%	52%	53%	59%
Penketh	75%	76%	69%	73%	70%	73%	65%	68%	74%	75%	64%	66%	60%	63%	58%	60%	63%	67%	61%	64%	58%	63%	40%	45%	63%	66%
Northwich	80%	85%	79%	86%	73%	82%	55%	66%	51%	65%	44%	51%	40%	49%	43%	54%	47%	58%	36%	49%	44%	50%	25%	32%	51%	61%
Runcorn	51%	60%	52%	60%	50%	58%	28%	32%	41%	44%	19%	26%	20%	27%	12%	19%	22%	31%	15%	20%	35%	36%	16%	21%	30%	36%
Winsford	50%	55%	45%	46%	51%	56%	41%	43%	24%	27%	16%	20%	38%	44%	40%	47%	26%	35%	35%	44%	33%	44%	45%	53%	37%	43%
Average	68%	73%	63%	68%	62%	68%	49%	54%	48%	53%	38%	44%	42%	48%	38%	45%	41%	50%	37%	45%	44%	51%	33%	40%	47%	53%
Overall Average	78%	81%	78%	81%	75%	79%	68%	73%	65%	69%	59%	65%	59%	64%	57%	62%	59%	66%	60%	66%	63%	68%	52%	58%	64%	69%
Quarterly Availability (4 riders)	77%						64%						58%						58%							
Quarterly Availability (3 riders)	80%						69%						64%						64%							

# Agenda Item 4

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 2 MARCH 2022  
**REPORT OF:** CHIEF FIRE OFFICER AND CHIEF EXECUTIVE  
**AUTHOR:** SUSAN WATKINS AND SANDRA TAUBINGER

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**SUBJECT:** PROGRAMME REPORT – QUARTER 3, 2021-22

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### Purpose of Report

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

### Recommended: That Members

- [1] Consider the information in the report, seeking clarification on any matters, before noting the report.

### 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. The Board is responsible for ensuring the successful delivery of programmes and projects, including those contained in the Authority's annual IRMP action plans.
4. The Programme Health Report for the Quarter 3, 2021-22 is attached to this report as Appendix 1.

### 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 Service's 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: KIRSTY JENNINGS, GOVERNANCE OFFICER**

**TEL [01606] 868641**

**BACKGROUND PAPERS: NONE**

## **APPENDIX 1 – Quarter 3 - Programme Health Report 2021-22**



## 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	1 <sup>st</sup> October 2021	TO	31 <sup>st</sup> December 2021
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### DECISIONS TAKEN AT PERFORMANCE AND PROGRAMME BOARD

The following closure reports were approved:

1544 - Replacement of Chester Fire Station

1575 - Wilmslow Transition to DC1 (previous project which related to a joint development with the Police and Ambulance Service). New PID now produced and submitted to SMT for approval.

1490 – Sadler Road Training Centre

### Governance and Commissioning

1226	BLUE LIGHT COLLABORATION PROGRAMME						
PROGRAMME SPONSOR		Chief Fire Officer	PROGRAMME MANAGER	Director of Governance and Commissioning			
Previous status	Current status	<b>Explanation</b> (where status is red or amber)					
<b>Programme Update</b>							
This programme is now in the closedown phase. Closure report to be produced.							

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	<b>Explanation</b> (where status is red or amber)					
	N/A						
<b>Project Update</b>							
Closedown report approved at Performance and Programme Board on 7 <sup>th</sup> February 2022.							



1558	REPLACEMENT OF CREWE FIRE STATION						
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Group Manager Governance and Commissioning			
Previous status	Current status	<b>Explanation</b> (where status is red or amber)					
<span>G</span>	<span>G</span>						
<b>Project Update</b>							
A great deal has been achieved during Quarter 3.  Planning permissions for the temporary fire station and replacement fire station have been granted by Cheshire East. The Crown has granted permission for the tower to be erected by relaxing the restrictive covenant. Contractor's proposals have been received and been the subject of a thorough review by the Project Team.  The Project Team is reporting to the Estates and Property Committee on 1 <sup>st</sup> March 2022, when Members will be able to determine whether the project should proceed to the construction phase. There are still some outstanding issues and risks that need to be considered, but the Project Team is hopeful that the project will be able to commence early in the 2022-23 financial year.  Members have already been informed of some of the financial challenges associated with the build capital programme.							

1557	STATION MODERNISATION PROGRAMME						
PROGRAMME SPONSOR		Director of Governance and Commissioning	PROGRAMME MANAGER	Group Manager Governance and Commissioning			
Previous status	Current status	<b>Explanation</b> (where status is red or amber)					
<span>G</span>	N/A						
<b>Programme Update</b>							
The project team and contractor completed the pre-construction activity for the Year Three fire stations at the end of 2021.  As a result of what were deemed unacceptably high costs the project team decided that it was necessary to pause the Programme. The project team is now working with external advisers on a range of activities that are intended to inform the future direction of the Programme, including the funding requirement.  The activities include the following: a detailed review of specification and costs of Year Three fire stations; an evaluation of the most cost-effective way to deal with the Ellesmere Port and Warrington fire stations (i.e. modernise, or replace);							



the pre-construction activities at the Year Four and Year Five fire stations which will provide a better understanding of the works needed and anticipated costs.

The project team is aiming to complete the work around July 2022 and will then engage with senior officers initially and then report to Members. This stage will involve the consideration of a range of issues, e.g. prioritisation and affordability/funding.

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)					
N/A	N/A						
Project Update							
This relates to the creation of the joint emergency services facility. Closedown report approved at Performance and Programme Board on 7 <sup>th</sup> February 2022.							

1606 Wilmslow Transition to DC1							
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER	Head of Service and Delivery			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
G	G						
Project Update							
The Project Initiation Document (PID) was approved by SMT on 15th December 2021. Implementation is subject to approval by the Fire Authority at their meeting on 7 <sup>th</sup> February 2022. The primary objective is to purchase 9 houses for the firefighters. These will be located within 5 minutes of the fire station and will require a budget of c. £4.5m. A request will also be put to the Estates and Property committee to delegate authority to the Chief Fire Officer, Director of Governance and commissioning and Treasurer to purchase the houses.							
<u>Workstream 1 - House Purchases</u>							
Specification and budget for the houses (a maximum of £475K per house) has been agreed and initial contact has been made with Estate Agents and property developers in Wilmslow.							
The business intelligence team have developed maps which detail the outer most boundaries of a three and a half to five minute travel time to the station to help the team to identify prospective viable properties quickly.							



The team at Wilmslow are trialling travel times from all properties which meet the set criteria currently identified on Rightmove. This allows them to test the accuracy of the maps produced by the Business Intelligence Team to check if the boundaries set match real life travel times. Once completed a shortlist of prospective properties will be produced.

The process for property purchases has been agreed to ensure a quick turnaround from 'identification' to 'offer'. A checklist is being produced to aid the key decision makers (the CFO, Director of Governance and Commissioning and Treasurer with the Chair of the Fire Authority also being consulted)

#### Workstream 2

Officers are making good progress developing and refining the Redeployment and Transition policy and process.

1591   MICROSOFT 365 IMPLEMENTATION				
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Project Manager, Governance and Commissioning
Previous status	Current status	Explanation (where status is red or amber)		
<span style="background-color: green; color: white; border-radius: 50%; padding: 5px 15px; text-align: center;">G</span>	<span style="background-color: red; color: white; border-radius: 50%; padding: 5px 15px; text-align: center;">R</span>	Testing has found issues causing delays going into User Acceptance Testing and that in turn means that some key testing won't be completed in good time due to other work commitments and staffing shortages.		
Project Update				

#### Phase 1

Comms Care are currently testing that the Azure environment (the Server that will contain the CFRS data) is set up correctly. This will need to be completed prior to us moving into the Technical Pilot Phase. A number of issues have been identified with the environment and are still being worked through - if these issues cannot be resolved in good time, then this will impact the commencement of the wider M365 roll out to the Service.

#### Phase 2 - Technical Pilot

The Technical Pilot was due to commence on the 21st December. Comms Care successfully built twenty M365 laptops at Sadler Road on 20th/21st Dec. Some valuable lessons were learnt during the build process and have been documented for the full roll out. It is expected that 30+ laptops could be built per day, however the logistics of handover to users by the IT team and other software installations will need to be factored into plans.

The newly built laptops were set to be handed out to the Technical Pilot staff but due to ongoing issues this was not possible.

This delay in delivering the laptops has raised the risk of key staff not being able to properly complete their testing in the required timeframes. A risk was raised to this effect, particularly in relation to the Finance team's availability due to year end commitments from Feb 2022 onwards. This could delay completion and sign-off of the Technical Pilot until after April 2022. This risk has now been translated into a key issue as an essential tester is no longer able to complete the testing and there is no other resource available to complete this. Options are being explored with the Head of Finance.

No progress has yet been made on the required training material and progress can only be made once we understand the user journey for M365. However, the scope of this material is still expected to be minimal.



Phase 3 - All users on M365

Planning for the full roll out has commenced. It is expected that the wider roll out won't be feasible until at least March 2022. However, the issue surrounding Finance team resource to conduct testing may well delay this further.

Phase 4 - Teams roll-out

A decision has been made to engage Valto (an IT consultancy) to run an initial Microsoft Teams Discovery workshop. The Project Manager is currently looking at when this could take place and who should be involved. Lancashire Fire and Rescue have used Valto for its Microsoft Teams implementation and have provided very positive feedback regarding their engagement.

1604 RE-ESTABLISHMENT OF IN-HOUSE COMMUNICATIONS AND ENGAGEMENT DEPARTMENT				
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)		
G	G			
Project Update				
All key positions within in the new fire team were filled, following a 30-day consultation, expression of interest process and series of competitive and suitability interviews in December. Formal offer letters and contracts were prepared for the new team, with a target start date of February 1st 2022 in mind. The existing Policy and Transformation Officer and Equality and Inclusion Officer posts, currently sitting in Transformation, have been amended in the establishment to sit in the new Communications and Engagement Department. Recruitment of a permanent Head of Department was complete on 11 <sup>th</sup> January 2022.				
Update: The new team 'went live' on 1 <sup>st</sup> February 2022, as planned.				



## Operational Policy Assurance

1490	SADLER ROAD TRAINING CENTRE PROGRAMME				
PROGRAMME SPONSOR		Deputy Chief Fire Officer	PROGRAMME MANAGER		
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
<span>G</span>	N/A				
<b>Programme Update</b>					
Closedown report approved at Performance and Programme Board on 7 <sup>th</sup> February 2022.					

1553	OPERATIONAL TRAINING GROUP REVIEW				
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER		
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
<span>G</span>	<span>G</span>				
<b>Project Update</b>					
The Group Manager has now completed a review of the Pilot that commenced in December 2020. This report will form the basis of formal negotiations and consultation with staff and the representative bodies.					

1567	CHESHIRE FIRE DRONES		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
<span>A</span>	N/A	On hold until approval of SMT paper. Following agreement regarding options the project will be re-baselined.	
<b>Project Update</b>			



Draft Project Initiation Document (PID) with three options was presented to Senior Management Team (SMT) in December 2021. SMT have requested that a further paper to explore three options to provide Drone capability to CFRS, namely:

- 1) a Service Level Agreement with Cheshire Police,
- 2) a Service Level Agreement with a neighbouring Fire and Rescue Service and
- 3) CFRS On-Call duty officer.

A drone evaluation update paper will be submitted to SMT on the 2nd February 2022. This will be followed by a final version of the in PID March 2022 for implementation in March / April 2022.

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				
HIAB have now delivered the Prime mover. Workshops are now adding Airwave systems and emergency blue lights to the vehicle.				
PrimeX have quoted to manufacture the water carrier to be transported with the Prime Mover. PrimeX have been provided with the maximum height specification of the vehicle and weight tolerances. We currently await the final drawing and quote to progress and secure a build date.				

1587 PURCHASE OF A HIGH REACH FIRE ENGINE				
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
Project Update				
Good progress has been made in the Quarter leading to this update. All watches at Macclesfield have now completed the initial training on the operation of the appliance and a robust training plan has been completed and is now in place on PDRPRO. As a result operational crews are maintaining competence on a regular basis, the frequency is in line with the replaced HP (Hydraulic Platform).				

The appliance attended two training events at Manchester Airport utilising the training rig, this training allowed the crews to operate the appliance in challenging scenarios and pierce various sheet metal targets.

An E-Learning package is almost complete that will be made available for all operational crews, to raise awareness of appliance capabilities and limitations.

Driver training is now progressing well with all drivers having completed the initial familiarisation course, the blue light driver training is also underway with a plan in place that will ensure all drivers are trained by mid Feb.

1313 EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)				
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)		
R	R	The National programme continues to experience major delays. Therefore, the projected savings from decommissioning Airwave are also delayed.		
Project Update				
<p>CFRS are still awaiting further information regarding 'accelerated deployment' from regional project leads. Assure 1.9 devices are due to be rolled out to the 3 emergency services in late January. The assure 1.9 devices are the latest iteration of the handheld devices that will replace our SANJ (portable) radios. These new devices will allow for testing of CFRS identified critical operational locations (COL's), this will involve data transfer (4G) as well as voice communications.</p> <p>Critical operational location testing is on hold currently until resources become available, a suitable member of staff has been identified and training has begun. It is estimated that COL testing will resume in February at the earliest.</p> <p>Funding will be made available to services in the next financial year to undertake COL testing under the proviso that all remaining testing is completed within that financial cycle. Full details are to follow.</p> <p>Telent (working on behalf of EE) have begun following up our test results for fire stations, suitable solution trials will begin shortly. Signal boosters provided by EE will be deployed firstly to Audlem fire station for testing. Funding will be made available to ensure these solutions are 'inbuilt' with suitable protections to ensure they function continuously.</p> <p>The data segregation package has been received from NW ESN team detailing four options for handling data collected from COL testing and how individual organisations wish this data to be treated. CFRS will feedback this month.</p> <p>Major risks remain potential financial implications for the organisation should the project fail to meet current predicted implementation timescales (2025/26).</p> <p>Major risks consist of potential financial implications for the organisation should the project fail to meet current predicted implementation timescales (2025/26). This could mean the Airwaves contract and associated equipment lifespans are required to be extended; existing control measures would need to be reviewed should this occur. CPS risk profile and critical milestones have been reviewed and updated accordingly in liaison with strategic change &amp; portfolio management colleagues.</p> <p>Coverage solutions to begin trials at CFRS stations with poor signal, Audlem is set to be the first. Discussions to be had on acceptability of said solution.</p>				



EAS (extended area services) sites are now being upgraded nationally by EE, good progress is being made. We are awaiting an update on CFRS EAS in Macclesfield.

CFRS have contributed to a piece of work with NWFC (North West Fire Control) and other FRS (Fire and Rescue Services) to estimate the bandwidth requirements of ESMCP to ensure sufficient infrastructure will be in place.

NFCC (National Fire Chief's Council) are to write to Chief Fire Officers nationally to request assistance from the OAWG (Operational Assurance Working Group) in delivering exercises designed to determine the operational viability of the ESN solution. CFRS to feedback to OAWG with offers of support.

1593		SPECIALS REVIEW				
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)				
G	N/A	On hold until approval of SMT paper. Following agreement regarding options the project will be re-baselined.				
Project Update						
Inaugural meeting held in January to define the extent of the Specials review, the scope of works and the incorporation into the wider Whole Service Review. ACFO, Head of Service Delivery and Head of OPA attended the meeting.						
Neighbouring Fire and Rescue Service Specials reviews have been sourced.						
The 2021 Cheshire West and Chester (CWAC) specials review will be incorporated into this Specials review. Deadline for return of PID set for 9th March 2022.						

## 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)				
G	G					
Programme Update						
During Quarter 3 of 2021-22, the On-Call Programme Team (OCPT) have provided 1421 positive hours of On Call (OC) cover at stations around the County, attending a total of 55 incidents.						
Departmental Latent Resource (DLR) has continued to work well in Quarter 3 with a total of 829 hours provided across the three months. This is up by 28 hours on the previous quarter.						



Wholetime Latent Resource (WLR) went live in the previous quarter. It involves utilising any additional Wholetime staff to support on call availability. In Quarter 3 this has provided a total 118 hours with a total of 17 staff moves. This is expected to increase in Quarter 4 dependant on Covid restrictions at the time.

Recruitment continues to be a key task for the team. There are 31 applicants within the various stages of the application process. A number of meetings have been held in Quarter 3 to explore a greater use of MOSAIC to aid recruitment and to develop a strategy for recruitment at 5 particular stations, as well as the feasibility of targeting new build housing estates in the Malpas area.

The team is now up to strength with six Crew Managers and one Watch Manager. The introduction of recording all OCPT activity within the Community Action Plan (CAP) section of Cheshire Planning System (CPS) is proving valuable to managers, giving the ability to check on any reporting areas on a monthly basis. This is more in line with how activity is reported on Whole Time (WT) stations.

The team continue to provide support to development on call firefighters from across all stations, as well as providing training to newly qualified or aspiring Incident Commanders. The aim is to provide more Incident Command Assured (ICA) firefighters across the on call cohort. A total of 45 on call personnel from around the Service have taken the opportunity to partake in additional training with the OCPT in Quarter 3. This was a total of 224 additional hours of training.

The team completed five in-person and seven telephone Site Specific Risk Information (SSRI) inspections in Quarter 3 across various OC stations.

A financial report will be submitted to SMT in Quarter 4. This will provide information about expenditure per fire station, giving a line by line breakdown and comparison across all on call stations.

A restructure of the OCPT will take place in April 2022, with a recruitment campaign launched in January 2022. The new structure will replace the existing six Crew Managers with three new personnel. There will be a period of upskilling the new team at the start of Quarter 1, 2022-23 prior to them going live on station.

1578	EXPANSION OF RAPID RESPONSE RESCUE UNITS								
PROJECT SPONSOR	Head of Service Delivery	PROJECT MANAGER	Service Delivery Manager – Halton and Warrington						
Previous status	Current status	<u>Explanation</u> (where status is red or amber)							
G	G								
<b>Project Update</b>									
The Service has now received all ten initial Hi-Lux RRRU Rapid Response Rescue Units. On the 1st & 3rd November two evenings of exercises were delivered with crews from Middlewich and Alsager. Also attending were members of the project team, Health and Safety and FBU.									
The exercises proved to be highly valuable in relation to the vehicle itself. A number of improvements were identified and progressed across the RRRU fleet. The exercises also resulted in a number of updates to the operating policy and procedures.									



The project team received very positive feedback, and constructive challenge, from those taking part. The FBU also submitted a response which is being worked through with the project team.

During the autumn, all primary on-call stations have been visited by the project team. These visits were aimed at directly discussing the mobilisations of the RRRU, the details of the concept and to answer any questions or concerns. These again have been invaluable in relation to support and engagement with staff and further add to the feedback.

The final improvements to the vehicles are scheduled to start taking place in early January. It is then envisaged that we can start to roll out the RRRUs to stations.

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)		
<span style="background-color: green; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">G</span>	<span style="background-color: green; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">G</span>			
Project Update				
The review of the flood/water response is now complete. The implementation of Floodsuit PPE for all operational staff not trained in specialist water rescue was previously agreed in principle and at Budget Management Board (BMB) on 17th November 2021 and a draft PID is in place.				
Following sign off this will require setting up as a separate project for delivery of this aspect of the review although background work and planning has commenced already to expedite delivery.				
A separate paper has also been submitted for consideration by SMT in January 2022 providing further information on Swift Water Rescue teams' utilisation. The outcome of this will determine next steps.				

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)		
<span style="background-color: green; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">G</span>	<span style="background-color: green; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center;">G</span>			
Project Update				
Wildfire Initial training delivered to designated wildfire stations and competencies added to PDRPro. Alternatives for the housing of the All Terrain vehicle are still being explored in liaison with Estates department.				
CFRS have taken delivery of the All Terrain vehicle and fleet mechanics have received servicing training. Firefighters from Poynton are to receive All Terrain Vehicle driver training in quarter 4, with trailer training and RRRU training to follow.				



**Prevention and Protection**

1058 SPRINKLER CAMPAIGN 2014							
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Prevention and Protection			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
<b>Project Update</b>							
This project is complete. In total 7 blocks have been fitted with sprinklers as part of this project. A media opportunity and press releases are planned in January with Onward Housing to celebrate the 3 installations in Handforth. A closedown and evaluation report is being produced.							

1549 HIGH RISE SPRINKLER CAMPAIGN 2018							
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Prevention and Protection			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
<b>Project Update</b>							
To date 10 installations have been secured as a part of this project. Work is ongoing to arrange a media opportunity with Guinness Housing Trust to celebrate and publicise the installation at Waverley Court, Crewe and Sanctuary Housing for the 9 installations in Cheshire West.							
Positive talks are continuing with Torus Housing regarding Kingsway House, Warrington after they have indicated that sprinklers will be included in a planned refurbishment program utilising the part funding from the Authority. A timeline communication plan is proposed for this installation to publicise various stages of the journey. The project timeline has been extended to include the new Torus installation proposal and new milestones have been created.							



1554	PROTECTION REVIEW						
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Prevention and Protection			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
<span style="background-color: green; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">G</span>	<span style="background-color: green; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">G</span>						
<b>Project Update</b>							
Recruitment processes have taken place and a large number of roles have been filled. The grey book posts have all been filled and some have started while others will start in April. A number of the SO2 Green Book posts did not get filled due to a lack of suitable applicants. A number of qualified staff have left the department which has reduced the number of potential applicants for these roles. A new recruitment process is running in January 2022 to look to fill these posts temporarily on a development basis. If this is not successful there is a suitable alternative to enable an efficient and effective team.							

1577	REVIEW OF THE RISK BASED INSPECTION PROGRAMME (RBIP)						
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER	Protection Manager			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
<span style="background-color: yellow; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">A</span>	<span style="background-color: yellow; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center;">A</span>	There has been some slippage against key milestones, but inspection activity continues.					
<b>Project Update</b>							
Quarter 3 has been used as a transition period from the existing RBIP programme to the New RBIP Programme. All audits are now programmed from the latest list provided by the RBIP. All staff and managers are familiar with the process to be adopted and an instruction note has been circulated for reference.							

1594	SPRINKLERS SAVE LIVES CAMPAIGN 2021/22				
<b>PROJECT SPONSOR</b>		<b>Deputy Chief Fire Officer</b>	<b>PROJECT MANAGER</b>		
<b>Previous status</b>		<b>Explanation (where status is red or amber)</b>			
					
<b>Project Update</b>					
<p>Work on the 12 month sprinkler campaign continues with a different sprinkler topic featured each month. To date 9 topics have been covered through social media, press releases, sprinkler networking groups and with local partners.</p> <p>During Quarter 3 the BSM attended the NFSN meeting and shared an update on this project and also signposted attendees to look up the campaigns we have delivered. Due to the restraints of Covid an event/seminar is not likely to happen before the end of March, however there is a plan to do an online Q &amp; A session in March to promote the work that has been carried out and go over common questions/concerns raised by the business community.</p> <p>The commitment to work in partnerships with BAFSA is at risk at present as BAFSA reluctantly cannot commit to any events at this time as a number of their own events have been cancelled and they are looking to reschedule those when things improve. Attendance of the quarterly NFSN meetings will enable regular contact with representatives in the sprinkler field which includes BAFSA and it is hopeful that we can work in partnerships at some point.</p> <p>There are also limitations on what can be achieved due to restraints caused by having no BSA's within the team at present and missing for the last 6 months. The posts have gone out to recruitment twice, however the applications did not meet the benchmark for interview. Further discussions are taking place on how to recruit the correct people and plans for future recruitment into the team, another advert should go out in January 2022. If we are successful in recruiting it should also be recognised that it will take a period of time to train the new staff with the added problem of having no other advocates to shadow. Level 3 fire safety courses have been bid for to assist with the development of the new positions ASAP.</p> <p>A draft Sprinkler position statement has been presented to the Head of Department for approval to support the continued promotion of sprinklers through campaigns, social media promotion and working in partnerships with sprinkler groups. (NFSN, BSA, BAFSA )</p>					



1589	FIRE PROTECTION IN HOUSES OF MULTIPLE OCCUPATION						
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Prevention and Protection			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
<b>Project Update</b>							
The Housing Fire Safety Protocol has been agreed by all 4 Local Authorities and is going through final legal review prior to signoff. Joint Houses of Multiple Occupation (HMO) inspections are taking place across the service and an information leaflet has been developed and agreed ready for distribution by the Housing Departments. All Cheshire Fire staff have been briefed and instruction notes developed and disseminated.							

	ROAD SAFETY STRATEGY PLAN CHESHIRE						
PROJECT SPONSOR		Head of Prevention and Protection	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)					
		The Covid 19 Pandemic has caused significant delays to the review process being led by the Cheshire Road Safety Group (CRSG) chair. The work is now back underway.					
<b>Project Update</b>							
The development of a new shared Strategic Road Safety Plan is being progressed through the Cheshire Road Safety Group (CRSG). This group contains the relevant Road Safety leads from Local Authorities, Cheshire Constabulary and Cheshire Fire and Rescue Service.							
As a result of the Integrated Risk Management Plan objective, CRSG is in the process of undertaking a complete review of its role and focus, whilst also evaluating the structure and funding model of the current existing group.							
An update on progress was provided at the most recent meeting of CRSG on the 24/1/22 which confirmed that the review has resumed and all questionnaires sent to relevant partners asking for feedback have been returned and processed and the main findings are due imminently. A verbal update identified that the main themes were focussed on partner's concerns about the vision and purpose of the group and the current financial model.							
Workshops are being planned to focus on the desired vision and outputs of the group, and then to develop a financial model and structure that supports those established outputs leading to the development of a shared Strategic Road Safety Plan by the group.							

## RISK MANAGEMENT

CPS Ref	Risk Detail	Risk Owner	Risk Score	Progress Update – Mitigation / Progress
806	Uncertainty of the future funding model for CFRS with the introduction of the outcome of the ESMCP.	Wendy Bebbington	16	October RMB approved this for escalation to Strategic Risk Register. Although the latest spending review confirmed money for this national programme we are currently unaware what this equates to in terms of Fire/Police funding.  The impact of a 3 <sup>rd</sup> wave of Covid-19 infections and the increasing requirement to self-isolate is yet to be fully understood, but agile working arrangements mean that most project work can continue although this may still affect supply chains.

# Agenda Item 5

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 2 MARCH 2022  
**REPORT OF:** DIRECTOR OF GOVERNANCE AND COMMISSIONING  
**AUTHOR:** LOUISE WILLIS/CHRIS ASTALL

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**SUBJECT:** INTERNAL AUDIT – QUARTER 3, 2021-22  
PROGRESS REPORT

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### Purpose of Report

1. To present to Members the Quarter 3, 2021-22 Progress Report.

### Recommended: That Members

- [1] note the information in the Progress Report highlighting any audit findings that they would like to receive further information about.

### Background

2. Internal audit is an assurance function that provides an independent opinion to the Authority on the organisation's governance and internal 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. Delivery of recommendations are monitored and tracked on the Service's Cheshire Planning System (CPS).

### Information

5. The Progress Report for Quarter 3, 2021-22, provided by MIAA, is attached to this report as Appendix 1. The audit activity completed during the quarter was concerned with the following:
  - Financial Systems Substantial Assurance
  - Health and Wellbeing Substantial Assurance

## **Financial Implications**

6. 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**

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

## **Equality and Diversity Implications**

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

## **Environmental Implications**

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

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER, FIRE SERVICE HQ, WINSFORD, TEL [01606] 868814**

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

**Appendix 1 – Quarter 3, 2021-22 Progress Report**

# **Internal Audit Progress Report Performance & Overview Committee (February 2022)**

**Cheshire Fire and Rescue Service**

# Contents

- 1 Introduction**
- 2 Key Messages for Performance and Overview Committee Attention**

**Appendix A:** Contract Performance

**Appendix B:** Performance Indicators

**Appendix C:** Key Areas from our Work and Actions to be Delivered

## Your Team

Name	Role	Contact Details
Anne-marie Harrop	Engagement Lead	Anne-marie.harrop@miaa.nhs.uk 07920 150313

## Limitations

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required. Whilst every care has been taken to ensure that the information in this report is as accurate as possible, based on the information provided and documentation reviewed, no complete guarantee or warranty can be given with regards to the advice and information contained herein. Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

Responsibility for a sound system of internal controls and the prevention and detection of fraud and other irregularities rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify all circumstances of fraud or irregularity. Effective and timely implementation of our recommendations by management is important for the maintenance of a reliable internal control system.

Reports prepared by MIAA are prepared for your sole use and no responsibility is taken by MIAA or the auditors to any director or officer in their individual capacity. No responsibility to any third party is accepted as the report has not been prepared for, and is not intended for, any other purpose and a person who is not a party to the agreement for the provision of Internal Audit and shall not have any rights under the Contracts (Rights of Third Parties) Act 1999.

## Public Sector Internal Audit Standards

Our work was completed in accordance with Public Sector Internal Audit Standards.

## 1 Introduction

This report provides an update to the Performance and Overview Committee in respect of the progress made against the Internal Audit Plan for 2021/22 and brings to your attention matters relevant to your responsibilities as members of the Committee.

This progress report provides a summary of Internal Audit activity and complies with the requirements of the Public Sector Internal Audit Standards.

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.

This progress report covers the period September 2021 to January 2022.

## 2 Key Messages for Performance and Overview Committee Attention

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

### 2021/22 Audit Reviews

The following reviews have been issued:

- Financial Systems (Substantial Assurance)  
Overall, our review found sound financial controls in operation. One medium level risk recommendation was agreed in respect of budget setting.
- Health and Wellbeing (Substantial Assurance)  
We found an effective system of control in relation to health and wellbeing and this was a key areas of focus for the service as part of the overarching People Strategy.
- National Fraud Initiative – Data Matches  
A further position statement was issued in Dec 2021 following evaluation of the potential data matches.
- The following reviews are in progress:
  - Cyber – Organisational control
  - Working Time Arrangements
- Refer to Appendix C for details of Key Areas from our Work and Actions to be Delivered

Follow Up	Work is underway to evaluate the implementation status of prior year recommendations.
Audit Plan Changes	<p>Approval will be requested for any amendments to the original plan and highlighted separately below to facilitate the monitoring process.</p> <ul style="list-style-type: none"><li>• There are no current proposals to amend the approved audit plan.</li></ul>
Insights	<p><b>Audit Committee Chairs Webinars</b></p> <p>We are continuing to hold webinars with groups of NHS / Client Audit Committee Chairs focusing upon governance challenges and other key issues.</p> <p><b>Collaborative Masterclass Events - book via our website:</b> <a href="http://www.miaa.nhs.uk">www.miaa.nhs.uk</a></p> <ul style="list-style-type: none"><li>• Behaviour Change: What Works? (11<sup>th</sup> March 2022)</li><li>• Outlook for the public sector (31st March 2022)</li></ul>

## Appendix A: Contract Performance

The Public Sector Internal Audit Standards (PSIAS) state that 'The chief audit executive must deliver an annual internal audit opinion and report that can be used by the organisation to inform its governance statement.'

Below sets outs the overview of delivery for your Head of Internal Audit Opinion for 21/22:

HOIA Opinion Area	Status	Assurance Level
<b>Core/ Mandated Assurances</b>		
Key Financial Controls	Complete	Substantial
National Fraud Initiative	Complete - Briefing issued May 21 and Dec 21	N/A
<b>Risk Based Assurances</b>		
Risk Management Board	Qtr 1 - 4	N/A
Cyber – Organisational Controls	Fieldwork	
Working Time Monitoring Arrangements	Fieldwork	
Operational Debrief and Learning	Planning	
Health and Wellbeing	Complete	Substantial
<b>Follow Up</b>		
Qtr 1	Completed	N/A
Qtr 4	Fieldwork	N/A

If 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.

## Appendix B: Performance Indicators

The primary measure of your internal auditor's performance is the outputs deriving from work undertaken. The following provides performance indicator information to support the Committee in assessing the performance of Internal Audit.

Element	Reporting Regularity	Status	Summary
Delivery of the Head of Internal Audit Opinion (Progress against Plan)	Each Audit Committee	Green	There is ongoing engagement and communications regarding delivery of key reviews to support the Head of Internal Audit Opinion.
Issue a Client Satisfaction Questionnaire following completion of every audit.	Every Report	Green	
Percentage of recommendations which are implemented	Twice per year	Green	Follow up reports are provided twice per year.
Qualified Staff	Annual	Green	MIAA have a highly qualified and diverse workforce which includes 75% qualified staff. The Senior Team delivering the Internal Audit Service are CCAB/IIA qualified.
Quality	Annual	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. MIAA conforms with the Public Sector Internal Audit Code of Ethics.

## Appendix C: Key Areas from our Work and Actions to be Delivered

<b>Report Title</b>	<b>Financial Systems</b>			
<b>Executive Sponsor</b>	Head of Finance			
<b>Objective</b>	To provide assurance that the key financial controls are appropriately designed and operating effectively in practice.			
<b>Assurance Level</b>	Substantial Assurance			
<b>Recommendations</b>	0 x Critical	0 x High	1 x Medium	0 x Low
<b>Summary</b>	<p><b>General Ledger</b></p> <p>Areas of good practice:</p> <ul style="list-style-type: none"><li>• Balance sheet control account reconciliations are completed monthly. Completion is recorded and evidenced which shows the status of each control account.</li><li>• Our review of the Bank Current Account, Debtors Control Account and Creditors Account, for months 4-6 evidenced appropriate segregation of duties and each control account was completed in a timely manner and reconciled to the General Ledger and Trial Balance.</li><li>• Our review of a sample of 20 journals between the periods July – September 2021 identified that in all instances adequate segregation of duties was in place between the person preparing and authorising the journal.</li><li>• Audit review identified instances whereby journals were approved after they were posted, however it is felt by the Service that sufficient controls are in place as only Finance staff have the ability to post journals. This was raised as a recommendation during the 2019/20 review but was not accepted by the organisation, due to mitigating controls.</li></ul>			
	<p><b>Accounts Payable</b></p> <p>Areas of good practice:</p> <ul style="list-style-type: none"><li>• Approval limits are built into the finance system Agresso. A review of the approval limits confirmed that they were in line with budget responsibilities that were set out in the Scheme of Delegation (SOD). However, as the SOD does not detail any</li></ul>			

- specific approval limits for each role, we were unable to test this.
- 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 appropriately by a member of management.
  - Our 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 and was evidenced.
  - Our 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.

### **Accounts Receivable**

Areas of good practice:

- 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, as this forms part of the debtor account reconciliation.
- Our testing on a sample of debtor invoices confirmed there is sufficient back up for the debt in terms of a valid Purchase Order and supporting information. Appropriate segregation of duties was also in place.
- Audit review identified that as at September 2021 total aged debt was £8774.82 and discussions with key staff at the time of the review identified that there have been no debt write-offs for the year to date.

### **Treasury Management**

Areas of good practice:

- Audit review of the current bank mandate in place identified there have been changes in signatories in the past 12 months. Our review confirmed these were appropriate.

	<ul style="list-style-type: none"><li>Evidence was in place to demonstrate that the financial forecast outturn, including cash flow is regularly reported to the Performance and Overview Committee.</li></ul> <p><b>Budgetary Control</b></p> <p>Areas of good practice:</p> <ul style="list-style-type: none"><li>Our review confirmed that the final 2021/22 budget was approved by Cheshire Fire Authority in February 2021. The Treasurer presented a report in February 2021 to the Fire Authority which sought Members' approval for the Authority's budget for 2021-22, and its Medium-Term Financial Plan (MTFP) for 2021-26.</li><li>Our review also confirmed that budget holders are regularly updated on actual vs budget spend via budget monitoring reports which are sent to each budget holder monthly.</li><li>Our review identified that each budget holder and their delegated limits were set out within Agresso. Evidence was also provided regarding changes to the Scheme of Delegation and an appropriate authorisation process is in place for changes in budget holder, delegated limits and cost centres.</li></ul>
<b>Key Areas Agreed for Action</b>	One medium level risk recommendation was raised as It was noted that although in previous years, where each budget holder would sign off and approve their specific department's budget, this was not done for the year 2021/22.
<b>Key Risks Highlighted with No Agreed Action</b>	N/A

<b>Report Title</b>	<b>Health and Wellbeing</b>			
<b>Executive Sponsor</b>	Head of Operational Policy & Assurance			
<b>Objective</b>	To evaluate health and wellbeing processes across the Service and assess the effectiveness of the arrangements that are in place.			
<b>Assurance Level</b>	Substantial Assurance			
<b>Recommendations</b>	0 x Critical	0 x High	0 x Medium	1 x Low
<b>Summary</b>	<p><b>Policies / Procedures</b></p> <p>Areas of good practice:</p> <ul style="list-style-type: none"><li>The Service has two strategies which underpin health and wellbeing in the Service. These are:</li><li>People Strategy 2021 – 2023: This strategy sets the direction and focus for people related activity and incorporates the six areas of improvement outlined in the National People Strategy which was approved by the National Fire Chief's Council in 2017.</li><li>Mental Health Strategy 2021 – 2025: This strategy was developed with service managers, staff, members of the Mental Health Steering Group and members of the Fire Authority. It provides a framework to enable the entire Service to support positive mental health and wellbeing.</li><li>A number of policies were evidenced to support the framework. These include:<ul style="list-style-type: none"><li>- Health and Safety Management Policy</li><li>- Mental Health and Wellbeing Policy</li><li>- Fitness Policy</li><li>- Lone Working Policy</li></ul></li><li>All policies reviewed were approved appropriately and are within their current review date.</li></ul> <p><b>Roles &amp; Responsibilities</b></p> <p>Areas of good practice:</p> <ul style="list-style-type: none"><li>The Mental Health and Wellbeing Policy is available on the intranet and clearly sets out roles and responsibilities for the Service, the Senior Management Team, Line Departments,</li></ul>			

Managers, and their employees. The policy promotes employee wellbeing and good health and outlines the support and advice available to staff regarding traumatic events, workplace stress, and managing their overall wellbeing.

Responsibilities and accountabilities were also noted for all levels of staff within the Lone Working Policy, Fitness Policy and the Health and Safety Policy.

- Cheshire Fire Authority approved the establishment of a permanent Mental Health Advisor post in 2019, who has now been in post for 2 years. Their principal and core responsibilities were clearly laid out within their job description.
- The number of TRiM (Trauma Risk Management) practitioners now stands at 55 across the Service, and there are 16 Mental Health First Aiders within the Service, who have completed mental health first aid training and are available to be contacted via the Intranet.
- Occupational Health advisors and their contact details are also available via the Intranet.

## Staff Communications

Areas of good practice:

- The Service was able to demonstrate a number of initiatives and communications to their employees regarding physical health, mental health, and their wellbeing. These included:
  - The Green Bulletin – This is a weekly email highlighting topics for mental health and health and wellbeing, such as the Mental Health Conference, Awareness of Mental Health Day and opportunities to get together to talk about Mental Health. It also highlights Transformation, Equality, and Inclusion.
  - A Monthly Newsletter which included a dedicated monthly column on mental health and wellbeing in the Alert publication.
- Between October 2020 and February 2021, the Mental Health Advisor accompanied HR colleagues on 110 'Attendance Management and Wellbeing Roadshow' visits, sharing the new Mental Health and Wellbeing Policy.
- Staff were also able to raise concerns relating to the Covid-19 Pandemic and enabled the Mental Health Advisor to showcase a number of documents that had been developed during the

- Pandemic to help staff maintain positive mental health. This included a 'Post Covid-19 return to work' document.
- Documents relating to the Covid-19 pandemic were available on the intranet, which included a 'Covid-19 Safe workplace guide' and a 'Coronavirus and your wellbeing' document which contained advice on how to improve staff wellbeing at home and in the office during the pandemic.
  - The Intranet highlights all key contacts including Health and Wellbeing Manager, fitness advisor and all details of occupational health staff. There is a mental health and wellbeing tab on the homepage of the Intranet to make accessing information easier and includes the contact details of Mental Health First Aiders and TRiM practitioners with photographs, so staff can better recognise those who can provide support.

#### **Opportunities for Staff to raise issues and input into ongoing development of Health and Wellbeing**

- The service has developed multiple opportunities for staff to be able to feed into the ongoing development of health and wellbeing arrangements. These include:
  - Staff Engagement Forum – The Staff Engagement Forum was initially created in 2018 to improve engagement by providing a platform to enable staff to identify and contribute to issues affecting them in the workplace, and to help shape future plans within the Service.
- Membership includes a total of 16 members of staff who were appointed to the Forum after expressions of interest was sent out. The Chief Fire Officer also attends at the end of each meeting to directly hear the feedback of Forum members. Topics discussed at the forum include Morale, Health and Wellbeing.
- The forum has developed an action plan which is presented to Cheshire Fire Authority on a quarterly basis. This action plan includes agreed objectives and actions with status of implementation. Our review confirmed discussions and suggestions from the forum had resulted in 4 objectives under 'Morale and Wellbeing' of which 2 have been implemented, and 4 objectives within 'Mental Health and Wellbeing' which have all been implemented.

- Wellbeing Community Group - This group operates on social media as a Facebook group but more recently, the activities have extended to socially distanced face-to-face activities such as group walks, meditation and other wellbeing activities such as yoga. The Wellbeing Community Group is a staff led initiative that links in with the Mental Health Steering Group and currently has a membership of approximately 70 members from within the Service.
- Appraisals - Following a review of the appraisal process, a new section on Wellbeing has been introduced around mental health and wellbeing and highlight potential concerns of staff. The new section of the appraisal is based on the Health and Safety Executive risk assessment standards.
- Occupational Health - Occupational Health, at the time of the review, is outsourced to Healthwork, A UK based provider of Occupational Health services. Discussions confirmed that referrals to Occupational Health were through self-referrals or referrals from a staff member's line manager. Information and contact details regarding occupational health officers is clearly stated on the intranet.

## Governance and Reporting

Areas of good practice:

- A Mental Health Steering Group (MHSG) was established in December 2020 which was implemented to oversee the delivery of the Mental Health Strategy and to support the Service's aspiration and objectives within their policies. Our Review confirmed that the MHSG has an approved Terms of Reference and clearly describes the groups objectives.
- MHSG has also helped to draft an action plan which is used to monitor the progress and delivery of the Mental Health Strategy Our review of minutes in July 2021 highlighted that that action plan was brought to the meeting and updates were provided and monitored.
- The Service has a Health, Safety and Wellbeing Committee which meets on quarterly basis. Our review of the most recent minutes in August 2021 highlighted that a Health and Wellbeing update was submitted, which included updates on initiatives and issues amongst the service as well as actions. Members of the MHSG also attend and report to this committee.

	<ul style="list-style-type: none"><li>On a 6-month basis, a mental health update report is submitted to the Performance and Overview Committee to provide an overview of key mental health developments within the Service and to highlight upcoming work.</li><li>In June 2021, the staff engagement forum paper was presented to the Cheshire Fire Authority.</li></ul>
<b>Key Areas Agreed for Action</b>	Whilst we recognise that the Performance and Overview Committee receive an annual Health and Safety report, Health and Wellbeing only forms a minor section of this report. We therefore raised one low level risk recommendation in relation to strengthening the assurances to Performance & Overview Committee in relation to Health and wellbeing.
<b>Key Risks Highlighted with No Agreed Action</b>	N/A

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 2 MARCH 2022  
**REPORT OF:** HEAD OF PREVENTION AND PROTECTION  
**AUTHOR:** ANDREW GRAY

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**SUBJECT:** ANNUAL BONFIRE REPORT 2021

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### Purpose of Report

1. The annual Bonfire Report 2021 summarises the preventative and operational activities carried out by the Service and partners during the bonfire period, 24<sup>th</sup> October 2020 to 7<sup>th</sup> November 2021, inclusive (the Bonfire Period).

### Recommended: That Members

- [1] note the Bonfire Report 2021, in particular the recommendations contained in the document.

### 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 the services Small Deliberate Fire figures. It can also have a significant financial impact on the local community and cause significant damage to the environment and amenities.

### Information

3. The Bonfire Report 2021 is attached to this report as Appendix 1.
4. The Service attended 55 Small Deliberate Fires during the Bonfire Period, in comparison to 41 Small Deliberate Fires during the 2020 bonfire period (which occurred when Covid-19 restrictions were in place). During the 2019 bonfire period the Service attended 66 Small Deliberate Fires.
5. Whilst this year saw an increase in attendances compared to 2020, the effect of Covid restrictions during 2020 make this an unreliable year to compare against. By comparison with 2019 the 2021 performance was 17% better and was 46.6% lower than figures from 2016 when there were 103 Small Deliberate Fires.

6. The Bonfire Report 2021 contains a number of recommendations at Section 11. The Prevention team will ensure that the recommendations are communicated to Service Delivery Managers and good practice is shared when planning initiatives for the 2022 bonfire period.

## **Financial Implications**

7. The recommendations of the report identify areas with financial implications for future years, such as the use of additional appliances, and details what are believed to be cost-effective, efficient deployment of staff and resources that will be considered for 2022.

## **Legal Implications**

8. 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**

9. 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**

10. 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 emissions our vehicles.

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER  
TEL [01606] 868641**

**BACKGROUND PAPERS: BONFIRE REPORT 2020**



# Bonfire Period Report 2021

Produced by: SM Andy Gray



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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 (2021-22) has had to again reflect the changing conditions placed on all organisations from the current and ongoing Covid 19 pandemic.

ASB includes 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 the '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 30<sup>th</sup> 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 (2020 C19 excluded as figures were exceptionally low), 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 2021 captured data from 0800hrs 24<sup>th</sup> October 2021 to 0800hrs 7<sup>th</sup> November 2021. 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.

### **3. Pre Planning, Partnership and Internal Activity**

CFRS again promoted organised displays as the safest option for the public in this period due to the risks associated with people holding displays and bonfires in their gardens which could easily become out of control, causing possible injuries and damage to property.

The Deliberate Fire Reduction Manager and the Business Intelligence team produced and distributed a comprehensive intelligence document relating to deliberate fires and ASB activity pan Cheshire occurring within the preceding months and previous periods to support intelligence led targeted activity.

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 again 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 continue to support 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.

Service Delivery Teams were briefed to visit and create Site Specific Risk Information for any derelict buildings in their station areas and to liaise with partners to secure the premises where possible.

### **4. Bonfire Removal Schemes and Waste Management**

**All Areas –** Arson routes are completed by all Service Delivery teams. Local authorities Street Scene programs are then informed of issues. There are some subtle differences across areas but essentially the public and fire service can access a free service to report the location of the waste and have it removed when on public land. The Street-scene details and contact numbers were promoted internally and externally via the Service's social media platforms.

Service teams dependent on their location also had an email reporting system or web based system to ensure an efficient reporting system was available should the Local Authority's phone reporting systems face high numbers of calls.

## 5. Educational Events and Activities

A targeted approach to education is utilised by the Service, and this continued across all areas in 2021. Using local intelligence, educational events were planned and delivered in specific locations based on fire related ASB and school catchment areas. Educational events were delivered by the Service's Prevention team and operational staff in partnership with Cheshire Police at a number of schools, community centres and other locations. A consistent message promoting organised displays, ASB, and firework safety was delivered by our own staff using a presentation developed by Prevention staff.

The Service continues to use "Matt's story" created internally in 2020. This media is utilised via our social media platforms and was also shared with all Cheshire schools.



The Service had serious concerns relating to fires going out of control at events held by the public which would put people and property at risk. Bespoke media was created including key safety messaging 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 displays". For those insistent on holding a display, relevant safety information required for a safe event at home was also shared. Information relating to waste containers and their safe storage was also included.



Reach on Twitter 241535 persons.

## **6. Diversionary Events, Activities and Enforcement**

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

There are many organised displays held by local pubs, community groups, parish councils, PTAs etc. Encouraging people to attend organised displays continues to be Service policy, and these events are publicised on the Service website when we are notified of them.

Diversionary events and outputs vary across the local authority areas dependent on the needs of the area, a summary of some of the efforts undertaken are below.

### **Cheshire East**

Fire related ASB and deliberate fire activity in Cheshire East is still at a relatively low level in comparison to other unitary areas. All teams continue to also utilise social media effectively.

[Crewe](#) continue to monitor and adapt their arson routes from local knowledge and incident information.

[Wilmslow](#) continue to monitor and adapt their arson routes and a bespoke engagement session was completed at Wilmslow High school due to deliberate fire activity in the local area.

[Macclesfield](#) alerted the local policing unit to an increase in activity in the area, gaining feedback that Police believed the young persons involved had now been engaged with and now had antisocial behaviour alerts aligned to them, also receiving acceptable behavioural contracts to adhere to.

### **Cheshire West and Chester**

[Winsford](#) continue efforts to reduce deliberate fire setting throughout the year and have a monthly meeting with partners to both review Police Notification Reports of deliberate fires and identify hotspot areas to for a joint targeted approach.

A key part of the activity is working with Winsford youth and Community forum. £2000 of Unitary Performance Group (UPG) funding was approved to support a variety of events held at the venue to engage with the local community. This will encourage a continual attendance, reducing ASB and deliberate fires throughout the summer months and the forthcoming bonfire period. Further promotion work of these activities was completed at local ASB hotspot locations - Winsford Town Park, Winsford Cross Shopping Centre and Weaver Park Way resulting in greater numbers now attending the sessions.

Following this success Winsford Youth and Community Forum have successfully applied to the Police and Crime Commissioners Community Fund for £5,000 so that they are able to continue to run the project through the winter and beyond.

Winsford Service Delivery teams and Prevention teams along with Cheshire Police also completed targeted Ward Walks. Areas included Dart Walk, Esk Road, Wharton, Vauxhall Way, Bedford Rise, Austin Close, Finsbury Walk, Dee Way and Severn Walk utilising approximately 500 leaflets on Dangerous and Nuisance bonfires. Advice was also given to local residents on the safe storage of refuse containers.

A joint session with Cheshire Police was held at Darnhall Primary School to a young group of children (180 in total) as part of a bonfire assembly.



[Ellesmere Port](#) saw an increase in ASB activity in the run up to the bonfire period, resulting in Cheshire Police implementing Operation Rhumbas which included dispersal zones in certain areas of Ellesmere Port with enhanced Police patrols.

Press releases were utilised by the Ellesmere Port Station Manager advising local residents on relevant safety advice.

Close working with the Police led to intelligence suggesting that many of the issues in the area are being caused by a group of 5-6 individuals. Fire crews were briefed and were able to support Cheshire Police, resulting in the arrest of two of the individuals.

Following several call outs to Whitby Park, teams were met by the same individual who was heavily intoxicated. On one such call out, the male became aggressive, so crews mounted the fire appliance and requested the police. The male attempted to open the appliance door and finding it locked, began to kick the appliance. Police arrested the individual, and he has been charged with attempted criminal damage and misuse of the 999 system.

[Chester](#) secured £2000 of UPG funding to support the firework display at the Roodee Race Course. This was a not for profit event with proceeds being donated to the following local charities, Chapter, Deafness Support Network, Hospice of the Good Shepard the Chester Lions and Share.

**Northwich** continued to utilise social media over the period, also working closely with a local school and Cheshire Police due to a spate of incidents at the same time each weekday on a route that is predominantly used by pupils to attend school. Education and awareness sessions were then held at the school to educate and inform.

#### **Halton**

**Widnes** and **Runcorn** crews continued to monitor activity levels in their respective areas, completing Arson Routes, reporting waste to the local authority partners and ensuring Police Notification Reports were completed for all incidents to a high standard.

Social media outputs continue to be utilised by the crews to engage with the public.

Crews also liaised with Halton Borough Council to request security measures be introduced in the Albert Square area.

#### **Warrington**

**Warrington** teams completed targeted work with Cheshire Police in areas where increased incidents of ASB and small fires had occurred. Specifically the Bewsey Park and Orford Park Areas of Warrington.

As part of the Warrington Partnerships Group, Cheshire Fire and Rescue Service has obtained Unitary funding to support the purchase and implementation of two deployable CCTV cameras. These cameras can be used in high ASB and deliberate fire areas, the cameras were relocated for the bonfire period to ensure Woolston Park, Orford Park and Chapelford were monitored.

Working together in the Troutbeck Avenue area of Bewsey, our Prevention and Service Delivery teams, along with Cheshire Police and Torus Housing completed 70 safe and well engagements. The aim was to offer advice and reassurance to residents on the approach to the Halloween & Bonfire season. A similar event was also completed in the Latchford and Howley areas of Warrington saw completion of 80 Safe and well engagements.

Close partnership working with the local PCSO for the Orford Area, resulted in the identification of one of the offenders for deliberate fires in the area. Blue Watch then organised a 'risk around deliberate fire setting' talk at Beaumont collegiate, which is where the identified offender studies. The offender has also been invited to a session with his parents, for further efforts to educate and inform the individual on the dangers relating to his activity.

**Penketh** identified issues in the Chapelford area and the reference holder for deliberate fires at Penketh Fire station began closely monitoring the area. Crews have been working collaboratively working with Cheshire Police to reduce incidents in the area. The 'On the Streets' team also supported this area over the bonfire period.

**Lymm** and **Birchwood** continued with social media awareness campaigns to engage with public. The station reference holders monitored events in the lead up to and during the period and ensured content was relevant to the local issues.

## **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 2021 were the on-call appliances from Penketh, Runcorn, Winsford and Birchwood.

These SIU were deployed over key evenings, on the 30<sup>th</sup> and 31<sup>st</sup> October and the 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> of November between 16:00-22:00 hrs. Bonfire night and Halloween/Mischief night fell on weekends, bringing two weekends into contention for possible increased activity.

These SIU were programmed at NWFC so that they were prioritised for small incidents. There was an automatic override built into the mobilising system that they would also be sent to life risk incidents if they were the closest asset.

The Service's Deliberate Fire Reduction Manager attended North West Fire Control (NWFC) on the busiest evenings, 30<sup>th</sup>, 31<sup>st</sup> October the 5<sup>th</sup>, 6<sup>th</sup> of November to enable risk based mobilisation to take place to support and maintain operational cover levels across the county. Direct communication links with the relevant Police partners were established to enable direct and immediate discussion between CFRS and Cheshire Police for operational support.

## **7. North West Fire Control**

Extensive planning took place for the 2021 bonfire period in North West Fire Control (NWFC).

Many of the practices adopted across all 4 Services 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.

## **8. Media and Corporate Communications**

The Communications team actively promoted a number of key messages for the Service over the bonfire period.

Communications for the campaign were promoted internally and externally via local press and by using our social media platforms. Radio interviews were completed and "Facebook live" interviews were carried out by our officers to re-enforce the key safety messages.

Social media was used daily during the period to promote a range of messages and stations were encouraged to use their own accounts to promote to the public the dangers of lighting bonfires in their own gardens this year.

The Service issued 58 messages between Twitter, LinkedIn and Facebook throughout the Bonfire period. 24 of these were issued on Bonfire Night itself. On the night a member of the Communications team attended NWFC and supported the Service's Deliberate Fire Reduction Manager by updating the website and social media platforms giving specific safety advice as incidents occurred from 18:00pm - 22:00pm.

The social media post that received the most likes was on Bonfire Night itself where it was revealed how many calls had been taken in Control. This was liked 83 times on Facebook.

Some examples of the media released on the Service's Twitter account are shown below.

 Cheshire Fire and Rescue Service  @CheshireFire · Nov 4, 2021 ...

If you see large quantities of rubbish being piled up in a public area or a dangerous unit **bonfire** please report it to your local council. 

**DANGEROUS AND NUISANCE BONFIRES**

**Reporting dangerous UNLIT bonfires**

If you see large quantities of combustible materials being piled up in a public area please report using the number below:

- In Cheshire West and Chester call 0300 123 7026
- In Cheshire East call 0300 123 5011
- In Halton call 0303 333 4300
- In Warrington call 01925 443322

 Join our Facebook page  
 Follow us on Twitter  
 CRIMESTOPPERS 0800 555 111  
For more information: [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk)



55760 - Reach on Twitter

 Cheshire Fire and Rescue Service  @CheshireFire · Nov 5, 2021 ...

Did you know you could be fined or prosecuted for firework misuse? This includes handling fireworks underage, letting them off between 11pm and 7am (midnight on **Bonfire Night**) and throwing or setting them off in a public place. Ensure you know the law before you use any firework.



236057- Reach on Twitter

 Cheshire Fire and Rescue Service  @CheshireFire · Nov 6, 2021 ...

Our firefighters are extremely busy at this time of year, dealing with dangerous fires deliberately set alight and out of control bonfires in gardens.

Please keep yourself safe and help us by attending a professionally run **bonfire** and firework display. [orlo.uk/Bikns](http://orlo.uk/Bikns)



61836 - Reach on Twitter

 Cheshire Fire and Rescue Service  @CheshireFire · Nov 4, 2021 ...

People might see starting a small **bonfire** or setting off fireworks as a bit of harmless fun, but fire is extremely unpredictable and can easily get out of control and spread – causing serious injury and untold damage to properties.



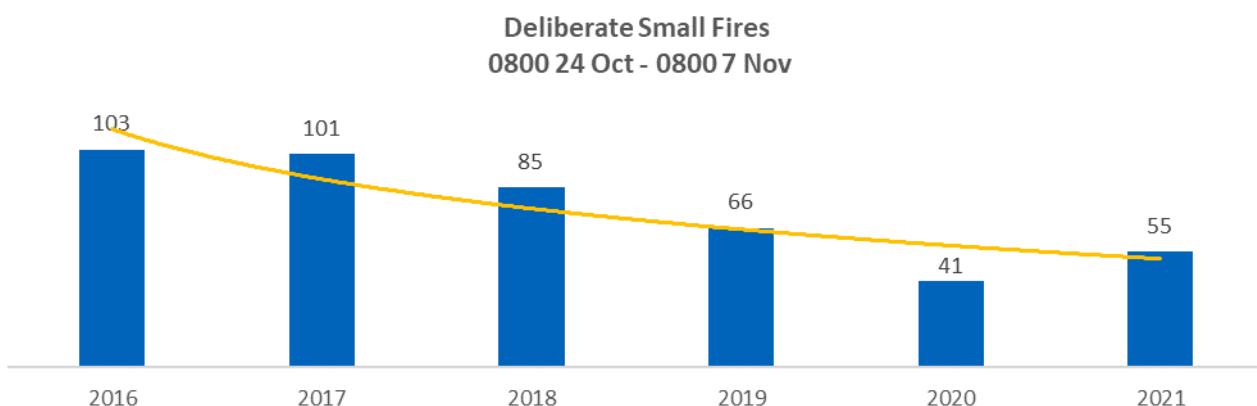
156568 - Reach on Twitter

## 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 2021 Bonfire Period saw one of the lowest number of Deliberate Small Fires on record, showing a 47% reduction from 5 years ago. There was however a slight increase from 1 year ago, but 2021 was still lower than in 2019 when Covid-19 lockdown measures were not in place and therefore more comparable.

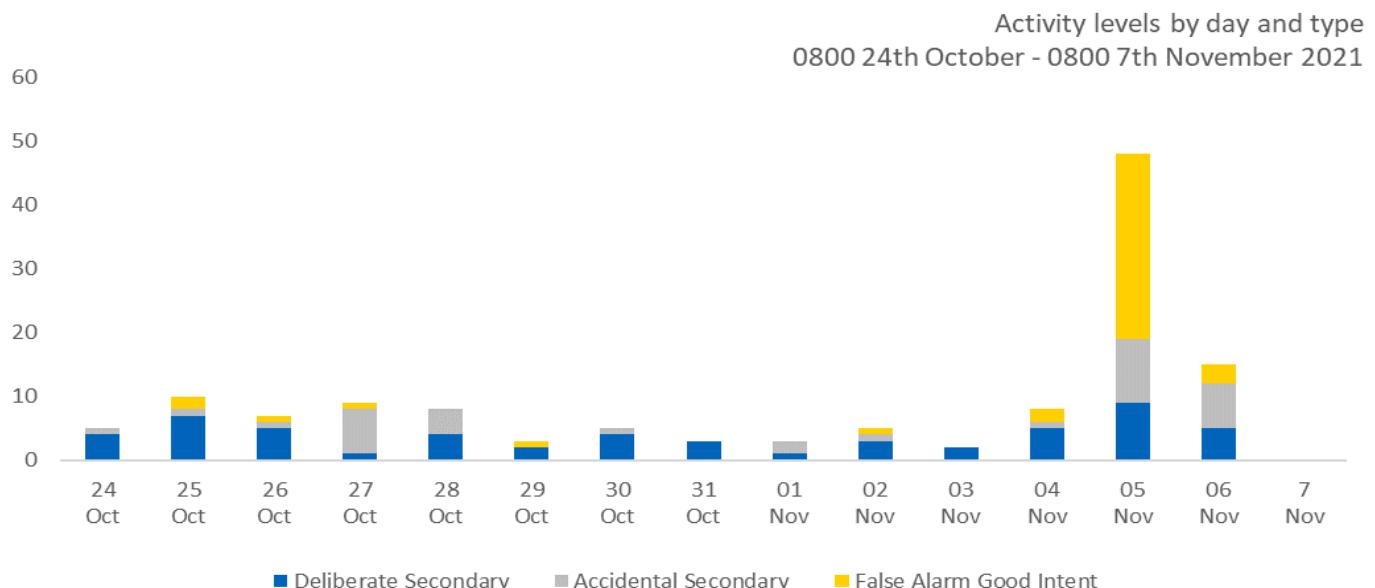
***Fig. 1***



A total of 9 Small Deliberate Fires were recorded on Bonfire Night (5<sup>th</sup> Nov), however a total of 47 bonfire related incidents were attended. 29 (62%) of these incidents were 'False Alarm Good Intent' and 10 incidents (21%) were 'Accidental Small Fires', with Zero Deliberate Primary Fires recorded.

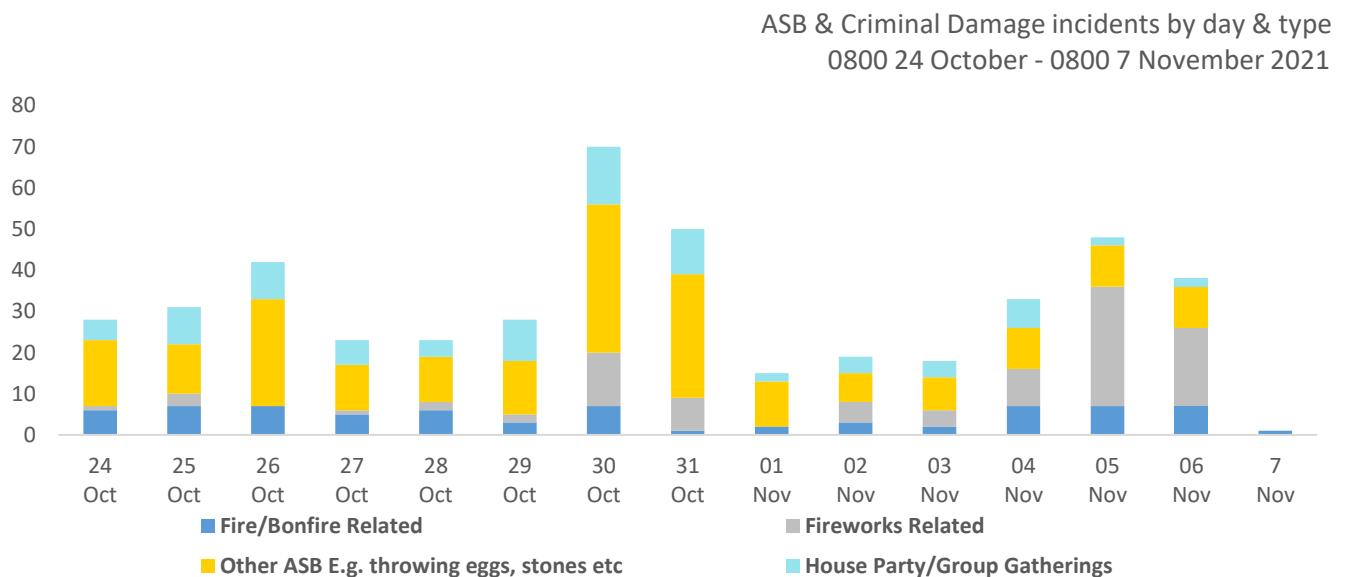
The graphs below (*Fig.2 & Fig.3*) display both Fire & Police activity levels by day and incident type, showing comparisons between small deliberate fire activity and ASB/Criminal Damage reported to the Police during this same time period. Unlike previous years, more incidents were attended by CFRS prior to both 'Mischief Night' (30/10) and 'Halloween' (31/10), but 'Bonfire Night' (05/11) remained the busiest day.

**Fig.2 CFRS selected incident activity per day**



For the Police, ‘Other ASB e.g. throwing eggs/stones’ was the most common type throughout this period (46%, 215), peaking on 30<sup>th</sup> Oct (‘Mischief Night’). As would be expected, ‘Fireworks related’ ASB/Criminal Damage was most prevalent on 5<sup>th</sup> Nov (Bonfire Night) and made up the highest proportion (60%) of the four ASB/Criminal Damage incident types highlighted below on this date.

**Fig.3 Cheshire Constabulary selected incident activity per day**



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

Deliberate Fire Activity								Total
Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	
00	0.0%	0.0%	0.0%	1.8%	0.0%	0.0%	0.0%	1.8%
01	1.8%	0.0%	0.0%	1.8%	0.0%	0.0%	0.0%	3.6%
02	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
03	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
04	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
05	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
06	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
07	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
08	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
09	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
10	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	1.8%
11	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
12	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	1.8%
13	1.8%	0.0%	0.0%	0.0%	1.8%	0.0%	0.0%	3.6%
14	0.0%	1.8%	0.0%	1.8%	0.0%	0.0%	0.0%	3.6%
15	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
16	0.0%	0.0%	0.0%	3.6%	0.0%	1.8%	0.0%	5.5%
17	0.0%	0.0%	1.8%	0.0%	1.8%	0.0%	0.0%	3.6%
18	0.0%	1.8%	0.0%	3.6%	0.0%	3.6%	3.6%	12.7%
19	5.5%	3.6%	3.6%	1.8%	3.6%	3.6%	5.5%	27.3%
20	5.5%	3.6%	0.0%	0.0%	3.6%	1.8%	3.6%	18.2%
21	0.0%	1.8%	0.0%	1.8%	5.5%	1.8%	0.0%	10.9%
22	0.0%	1.8%	0.0%	0.0%	1.8%	0.0%	0.0%	3.6%
23	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	0.0%	1.8%
<b>Total</b>	<b>14.5%</b>	<b>14.5%</b>	<b>5.5%</b>	<b>16.4%</b>	<b>20.0%</b>	<b>16.4%</b>	<b>12.7%</b>	<b>100.0%</b>

n= 55

ASB & Criminal Damage Activity								
Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
00	0.4%	0.2%	0.0%	0.2%	0.0%	0.6%	0.2%	1.7%
01	0.2%	0.0%	0.6%	0.2%	0.2%	0.9%	0.2%	2.4%
02	0.2%	0.2%	0.4%	0.0%	0.2%	0.4%	0.4%	1.9%
03	0.0%	0.2%	0.0%	0.2%	0.0%	0.2%	0.2%	0.9%
04	0.0%	0.2%	0.0%	0.0%	0.0%	0.4%	0.2%	0.9%
05	0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.0%	0.4%
06	0.0%	0.2%	0.2%	0.0%	0.2%	0.0%	0.0%	0.6%
07	0.0%	0.0%	0.0%	0.2%	0.2%	0.0%	0.2%	0.6%
08	0.4%	0.2%	0.2%	0.0%	0.2%	0.4%	0.6%	2.1%
09	0.0%	0.4%	0.4%	0.0%	0.4%	0.0%	0.0%	1.3%
10	0.6%	0.2%	0.0%	0.4%	0.0%	0.4%	0.6%	2.4%
11	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.2%
12	0.2%	0.2%	0.0%	0.2%	0.0%	0.0%	0.2%	0.9%
13	0.2%	0.2%	0.9%	0.2%	0.0%	1.3%	0.9%	3.6%
14	0.2%	0.2%	0.6%	0.4%	1.3%	0.4%	0.2%	3.4%
15	0.2%	0.9%	0.2%	1.1%	0.9%	0.6%	1.5%	5.4%
16	0.2%	0.2%	0.4%	0.6%	0.4%	0.9%	0.6%	3.4%
17	1.1%	0.9%	0.4%	0.4%	0.9%	0.9%	1.5%	6.0%
18	0.9%	1.5%	1.1%	1.9%	2.1%	2.4%	1.1%	10.9%
19	2.1%	2.1%	1.7%	3.4%	2.1%	3.2%	2.6%	17.3%
20	1.7%	2.8%	0.4%	0.4%	2.8%	2.4%	2.4%	12.8%
21	0.9%	1.1%	0.2%	1.1%	2.4%	4.7%	1.3%	11.6%
22	0.2%	0.9%	0.6%	0.4%	0.6%	1.5%	1.3%	5.6%
23	0.0%	0.2%	0.2%	0.2%	1.1%	1.3%	0.6%	3.6%
Total	9.9%	13.1%	8.8%	12.0%	16.3%	23.1%	16.9%	100.0%

n= 467

The majority of Small Deliberate Fires occurred on a Friday (20.0%) which also coincided with the day that Bonfire Night (5<sup>th</sup> Nov) fell on this year. However, the majority of ASB & Criminal Damage occurred on a Saturday (23.1%) which coincided with 30<sup>th</sup> Oct this year, but also known as ‘Mischief Night’ – the night before Halloween. The majority of fires occurred between the hours of 6pm – 10pm (69.1%), which again mirrored the most common times of day for ASB (52.7%).

Overall, small deliberate fires saw a 34% increase from the 2019 Bonfire Period, whereas the common code word search of ASB & Criminal Damage incidents saw a 41% decrease from the same period last year, down from 791 to 467. Similar to 2020, an extra category for ASB was captured in the dataset (House Party/Group Gatherings) which was significantly lower than the previous year. This was due to tighter Covid-19 restrictions during Oct/Nov 2020, caused by illegal gatherings being broken up.

## Unitary Performance

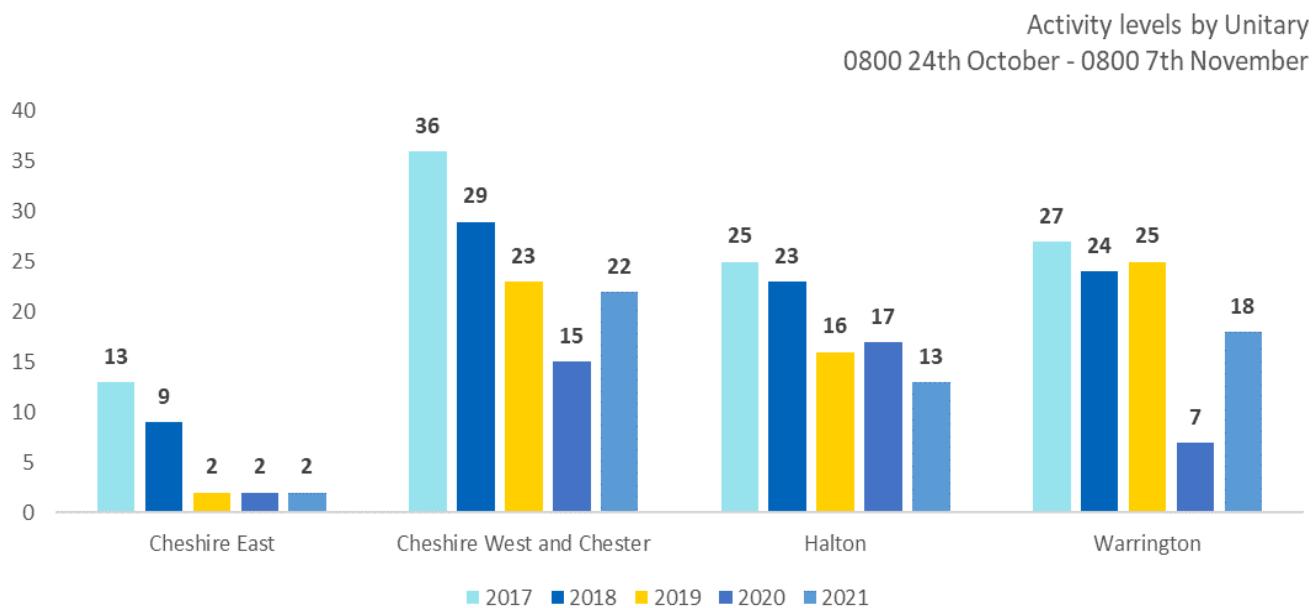
Only Halton out of the four unitary areas recorded a year on year decrease in Deliberate Small Fires during this year's bonfire period. Cheshire East was the only Unitary Area to have seen no change compared to 1 year ago, and both Cheshire West & Chester and Warrington saw slight increases from 2020. However, all four Unitary Areas have seen a reduction from 2019 (pre-Covid) and 5 years ago respectively. This can be seen as follows (*Figs. 4 and 5*):

**Fig.4**

Unitary Area	2021	2020	Year on year	Pre-Covid (2019)	Pre-Covid Change	2016	5 Year change
Cheshire East	2	2	0	2	0	5	-3
Cheshire West and Chester	22	15	7	23	-1	55	-33
Halton	13	17	-4	16	-3	23	-10
Warrington	18	7	11	25	-7	20	-2

\*Covid-19 lockdown restrictions in place during 2020 making comparable figures more difficult

**Fig. 5**



### Station Performance

In total, there were just 10 station areas which recorded any Small Deliberate Fire activity during the Bonfire Period, with 4 of these only reporting 1 incident each.

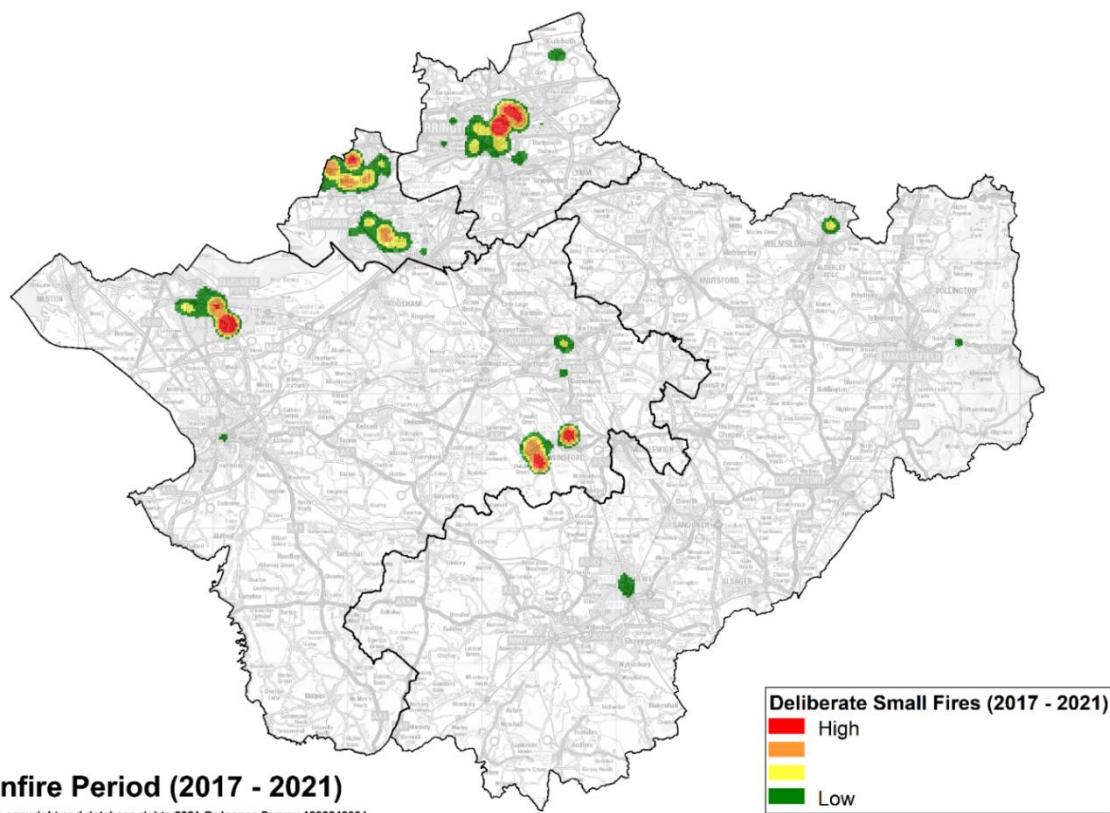
The following table (Fig. 6) summarises activity by the top 5 station areas with the highest volume of activity during the 2021 reporting period.

These 5 station areas accounted for 89% of all Small Deliberate Fire activity recorded during the period.

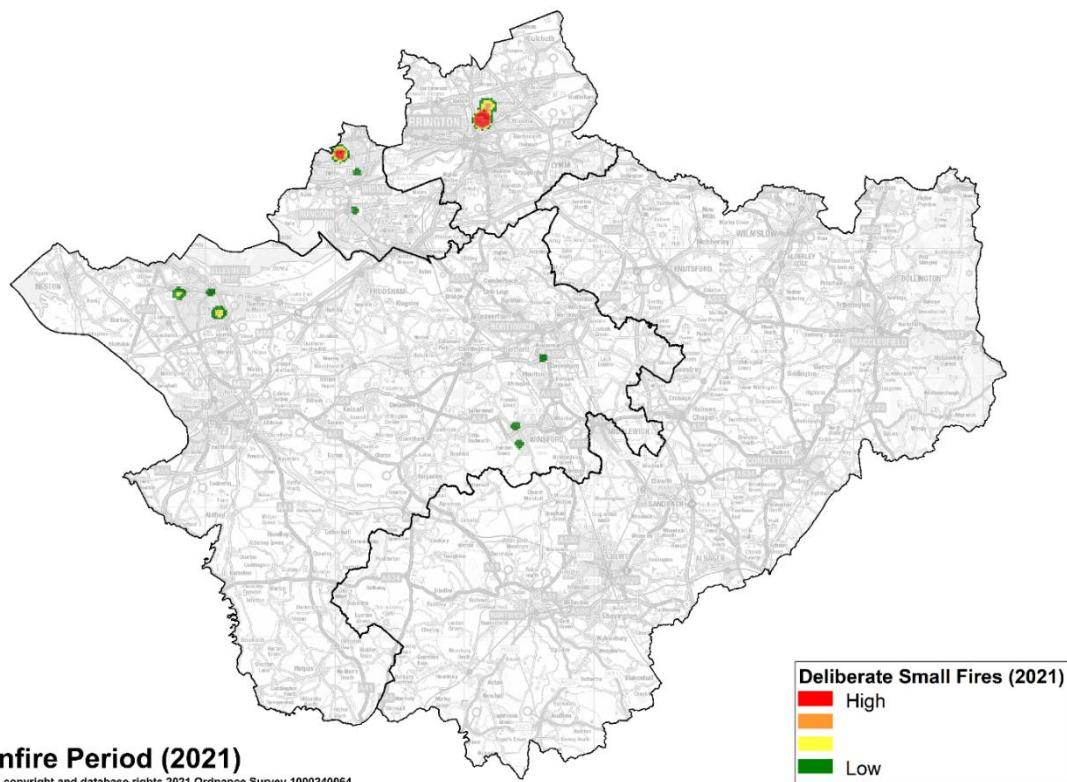
**Fig. 6**

Station Area	2021	2020	Year on year	Pre-Covid (2019)	Pre-Covid Change	2016	5 Year change
Warrington	18	5	13	21	-3	18	0
Ellesmere Port	12	10	2	7	5	9	3
Widnes	9	6	3	6	3	16	-7
Winsford	7	3	4	14	-7	31	-24
Runcorn	3	8	-5	9	-6	7	-4

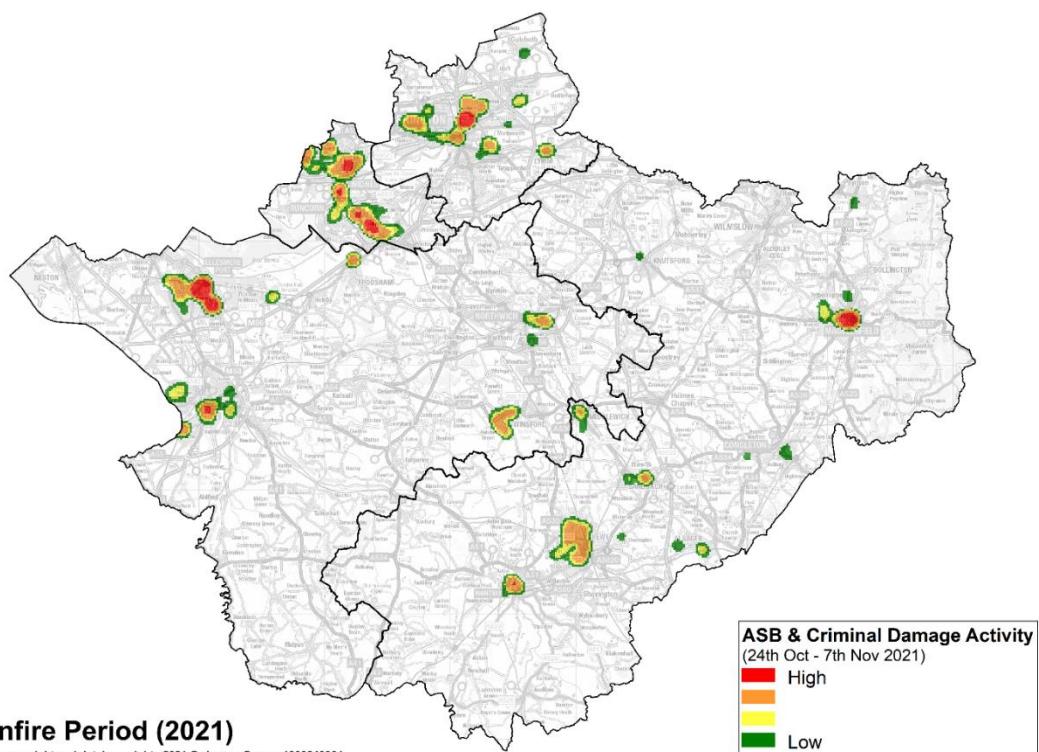
Below shows Bonfire Period Small Deliberate Fire hotspot areas during 0800hrs 24<sup>th</sup> October to 0800hrs 7<sup>th</sup> November 2017 – 2021



Below shows the 2021 Bonfire Period Deliberate Small Fire hotspot areas:



Below shows the 2021 Bonfire Period selected Op Treacle word search of ASB & Criminal Damage hotspot areas:



## **10. Accidents, Near Misses and Attacks on Staff**

One incident of youths throwing missiles at fire crews within the Bonfire Period (fortunately with no injuries) occurred on 31<sup>st</sup> October in Winsford at Glebe Green Drive. As we had direct links to Cheshire Police whilst at NWFC we were able to mobilise police teams with no delay to this incident.

Following the report of an incident in Whitby Park Ellesmere Port (hoax call) one male individual was threatening to crews and kicked the fire appliance (again with no injuries to CFRS staff). Police arrested the individual, and he has been charged with attempted criminal damage and misuse of the 999 system.

A further incident of youths throwing stones (again fortunately with no injuries) occurred on the 18<sup>th</sup> October at Valley View, Ellesmere Port (Whilst out of the bonfire period this is still noted and relevant within the report).

## 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;
- B. increased use of different communications methods 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 4 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 involvement of Communications staff providing 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. consideration should be given to continue support to organised diversionary activities (where appropriate due to C-19) particularly in areas of high deliberate fire activity.

## **12. Summary and conclusions**

The total number of small deliberate fires (SDF) attended during the 2021 period (55) was higher than the previous year 2020 of (41). It should be noted that within the 2020 period there were still C19 lockdown limitations in place. This years figure is lower than the 2019 period (66).

The 2021 figure was 46.6% lower than figures from 2016 (103).

### **Engagement**

This was achieved with direct engagement and by 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 have an impact on incident volumes. There was heavy rain over the first weekend in the bonfire period. .

### **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.

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 2 MARCH 2022  
**REPORT OF:** DIRECTOR OF TRANSFORMATION  
**AUTHOR:** BENJI EVANS

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**SUBJECT:** EQUALITY, DIVERSITY AND INCLUSION  
SIX-MONTH UPDATE, MARCH 2022

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### Purpose of Report

1. To provide an update about the key equality, diversity and inclusion (EDI) developments that have taken place during the last six months and to highlight upcoming work.

### Recommended: That

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

### 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 (the “public sector equality duty”).
3. In order to fulfil this duty, the Service has for a number years had in place an EDI Strategy, underpinned by a detailed action plan monitored on a quarterly basis by the Equality Steering Group. The Group is chaired by the Chief Fire Officer and Chief Executive, who holds overall responsibility for overseeing EDI within the Service and attended by Member Champions for EDI, Heads of Department and staff representatives from across the organisation.
4. Since 2020, the Service’s commitment to EDI has also been enshrined in its Core Value to ‘be inclusive; by acting fairly, with integrity, respect and without prejudice’.
5. The way in which fire and rescue services meet their EDI obligations is a focus for Her Majesty’s Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) during its routine assessments of effectiveness, efficiency and the way organisations look after their people.

## **Progress over the last six months**

### Equality, Diversity and Inclusion Strategy 2021-24

6. At its September 2021 meeting, the Fire Authority approved an EDI Strategy for 2021-24. Produced in consultation with the Service's EDI staff networks, it sets out key priorities for the next three years under four key themes: our people; our partners, our communities and our organisation. The Strategy is available to download from the Service's website intended to show the Service's public commitment to being an inclusive service provider and employer.
7. Work is currently underway to finalise the detailed action plan that will support the delivery of the Strategy. This will be signed off at the next Equality Steering Group in April.
8. On 1<sup>st</sup> February 2022 responsibility for the delivery of the Strategy transferred to the Head of Communications and Engagement, with the EDI Advisor role moving into the in-house Communications and Engagement Department.

### Positive action in recruitment

9. In November and December the Service ran a high-profile recruitment campaign for wholetime firefighters with an emphasis on attracting female, black, Asian and minority ethic (BAME) and LGBT+ applicants. For the first time, targeted Facebook advertising was used to reach these audiences. Early analysis indicates this has resulted in a modest increase in applications from across these three protected characteristics compared to the 2017 recruitment campaign. For example, of the 1,900 applicants 14.7% are female compared to 12.1% four years ago. BAME applications rose from 6.6% to 7.6% and LGBT+ applications from 8.7% to 11.4%. Further analysis will be carried out as candidates progress through the recruitment process.
10. Latest Home Office benchmarking data confirms that the Service is making progress with regards to addressing disproportionality. Just over 9% of firefighters in Cheshire are women. In the past year, the Service has increased its female representation from 7.3% to 9.3% and this ranks Cheshire 4<sup>th</sup> out of 45 services. The percentage of staff from a minority ethnic minority background has increased very slightly in the past six months, from 4.2% to 4.8%. There has also been a small increase in the number of staff with a disability from 2.9% to 3.3%, partly as a result of recruiting new staff with a disability and partly due to existing staff feeling able to disclose a disability, often due to a recent diagnosis (e.g. dyslexia).

### Staff network groups

11. The Service's new Race Equality and Cultural Heritage (REACH) network is gaining momentum and new members, and has participated in national Asian Fire Service Association (AFSA) meetings and events. The network will play a significant role in organising AFSA's Winter Conference on 23<sup>rd</sup> and 24<sup>th</sup> November 2022 in Warrington.

12. The Limitless women's network has continued to meet quarterly and has progressed work around buddying, maternity, menopause and appearance. The network is playing a key role in promoting a trial of new ecofriendly products which enhance the accessibility and quality of hygiene packs on fire stations and in all Service vehicles. Work is underway in preparation for a conference to mark International Women's Day on 8<sup>th</sup> March 2022.
13. The Firepride LGBT+ network held a successful breakfast meeting to mark Bisexual Awareness Week in September with a guest speaker from the University of Sunderland. On 27<sup>th</sup> January 2022, the network hosted the third 'Proud to Provide' conference which was delivered virtually. The focus of this year's event was intersectionality and multiple identities. It saw more than 130 delegates 'attend' representing organisations across the UK including fire and rescue services, police, NHS, local authorities and many other partners who all benefited from a range of high profile speakers.
14. A number of staff expressed an interest in establishing a neurodiversity network during 2021. Therefore, an initial meeting was held in February and regular meetings and working groups are being planned throughout 2022.

#### Policy development and review

15. A new Domestic Abuse Policy, reflecting the latest best practice from the sector and organisations that work with people who experience domestic abuse, has been drafted and is currently subject to consultation with stakeholders.
16. Following feedback from staff and to acknowledge the need to introduce new ways of working during the pandemic, the Service has introduced an Agile Working Policy to enable people to work from home or other agreed locations. This policy will enhance our ability to promote flexibility which will support people with different commitments, needs and aspirations.

#### EDI education and training

17. The quarterly Equality Monitoring Report scrutinised by the Equality Steering Group now includes completion rates for EDI training. This enables Heads of Department to ensure their teams complete mandatory e-learning. This has resulted in measureable improvements in three of the four learning modules. In addition, more educational resources have been published on the intranet to support learning around LGBT+ visibility days, Race Equality Week, Black History Month and International Women's Day.
18. EDI content has been embedded into the BTEC Level 3 Education and Training course offered to staff who deliver training and the 'Step In' and 'Step Up' leadership development courses.
19. Further Equality Impact Assessment training workshops have been delivered to more than 100 staff over the past six months. Additional sessions have been planned for February and March 2022. This interactive training covers the Service's legal responsibilities, practical tips to complete EIAs and best practice case studies.

## Partnerships

20. As part of the positive action in recruitment, connections have been made with Crewe Alexandra Women's Football Club, Bannatynes Health Club and Spa in Crewe, Orford Jubilee Centre in Warrington and Brio Leisure which manages the Winsford Lifestyle Centre, Ellesmere Port Sports Village and Northgate Arena in Chester. The Service has also reconnected with Warrington Wolves Women's Rugby Team by sponsoring their training kit for the 2022/23 season. In return female rugby players and representatives will attend internal events and also support us with engaging with the local community. This partnership arrangement will increase visibility and enhance our connection with the local community.

## Neurodiversity

21. Twenty new members of staff have been screened using the 'Do-It Profiler' dyslexia screening tool since September. Overall, 26 staff have now received initial support and adjustments. This support enables individuals and their line managers to receive tailored advice sessions and coaching. The EDI Advisor is currently completing the British Dyslexia Association Accredited Workplace Assessor Programme. This will help the Service follow best practice. The long-term plan is to upskill human resources colleagues to build capacity to support a growing number of staff accessing screening, support and advice.
22. The Service has joined the Business Disability Forum (BDF) to enable the benchmarking of performance in relation to supporting staff with disabilities. The aim is to achieve the Disability Smart award by August 2022 and the Level 3 Disability Confident Leader status (the highest standard set by the UK Government) by December 2022.

## Stonewall Workplace Equality Index

23. The Service submitted its annual Stonewall Workplace Equality Index application in October 2021. The index was suspended in 2020 but has been relaunched to include challenging new criteria around working with marginalised LGBT+ people. The Service is due to learn of its new ranking at the time that this report was produced and the full index will be published prior to the meeting.
24. The Service was able to include in its submission details of work in September and October with ForFutures Housing in Chester, to deliver EDI training to their staff and communicate key safety messages and advice to clients, many of whom identify as LGBT+.

## Contributing towards the national agenda

25. A paper on equality of access to services and employment for Gypsies and Travelers (G&T), co-authored by the EDI Advisor, has been published on the UK fire and rescue service website for the benefit of the 45 services in the UK. The paper provides an insight about challenges faced by the G&T community and specific reference to barriers recruitment opportunities for public services.

26. REACH members presented at the AFSA Disability Summit in December 2021. This session focused on the Service's approach to supporting staff with dyslexia.
27. The Service is working with West Sussex Fire and Rescue Service and AFSA to explore the sector's approach to appearance for operational staff. A briefing paper is being prepared by the working group which will be presented to the National Fire Chiefs Council, the Home Office and the fire minister.

## Priorities for the next six months

28. The anticipated White Paper on fire and rescue sector reform is expected to revolve around professionalism, people and governance and it is likely that there will be a strong emphasis on ethics. Over the coming months, it is possible we will learn about the detail of the paper and be able to establish its implications for EDI.
29. We will reinvigorate our staff networks now they are able to meet safely in person. A programme of events will be agreed for Firepride, Limitless, REACH and the new neurodiversity network.
30. In light of the #BLM campaign, the Service and REACH Network will continue to explore issues surrounding racism and the ongoing challenges black people face. A focus on how we can recruit more people from black and other ethnic minority groups can help build further connections and relationships with our communities.
31. Although the official launch of the neurodiversity network has been postponed until the group can meet in person, a Dyslexia Working Group will have met for the first time in February 2022. Discussion and review of the Service's approach to dyslexia will be the initial focus.
32. The Service will review the feedback from its latest Stonewall submission. An action plan will be developed to enable further development over the next six months.
33. A review of the Service's welfare facilities on fire stations will be finalised. Consultation involves staff across all departments, staff networks and duty systems. Also part of the review, further work is planned to explore and overcome barriers relating to other gender related issues including menstruation and endometriosis.
34. The Equality Impact Assessment for the fire station modernisation project will be carried out in support of the next phase of development. This process will ensure the Service is developing facilities which promote inclusion for all, enable us to attract talent from diverse communities and be an employer of choice.

## **Financial Implications**

35. The EDI function has its own budget but a budget bid was approved by the Fire Authority approval in February 2022 to extend the work around neurodiversity, dyslexia screening and staff training. This provides additional funding of £5-7k.

## **Legal Implications**

36. 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 the Public Sector Equality Duty.

## **Equality and Diversity Implications**

37. Due to the nature of this report, equality and diversity implications have been considered and discussed throughout the main body of the report.

## **Environmental Implications**

38. None

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER  
TEL [01606] 868641**

# Agenda Item 8

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 2 MARCH 2022  
**REPORT OF:** DIRECTOR OF GOVERNANCE AND COMMISSIONING  
**AUTHOR:** MICHAEL JOHNSON

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**SUBJECT:** ENVIRONMENT AND CLIMATE CHANGE

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### Purpose of Report

1. To provide Members with an update concerned with the progress that is being made by the Service in relation to the environment and climate change agenda.

### Recommended: That Members

- [1] Note the information contained in the report, seeking further detail, as necessary.

### Background

2. The Fire Authority approved the Environment and Climate Change Strategy 2020-25 (the Strategy) in June 2021. It contains six Key Objectives

- Provide buildings that are energy efficient.
- Reduce the fuel use by our fleet to cut emissions and costs.
- Reduce business travel mileage.
- Reduce waste and improve recycling rates.
- Use purchasing power to drive environmental and social benefits.
- Increase carbon literacy to encourage and embed behavioural change.

The Strategy takes into account the Government's environmental aspirations and the national objective to achieve net zero carbon emissions by 2050.

3. Members of this committee asked for updates about progress. This is the first update.

### Information

4. This first progress report focuses on carbon emissions reduction performance. Future reports will provide further updates about carbon, but will focus on other elements of the Strategy, e.g. waste and recycling.

## Carbon - What is Measured?

5. Carbon reporting involves the measurement of Scope 1 and 2 emissions. Scope 1 emissions are direct, i.e. from owned or controlled sources. Scope 2 emissions are indirect, i.e. from the generation of purchased energy.

From 2009 until 2020

6. The Service was given guidelines in 2009 which led it to produce a baseline figure for carbon emissions. There was an expectation that public bodies would aim to reduce their carbon emissions by 30% of their 2009 carbon emission baseline by 2020.
7. The Service calculated its baseline carbon emissions in 2009 as 2,965 CO<sub>2</sub>e tonnes. In reporting year 2020 the Service had managed to reduce its carbon emissions to 1,754 CO<sub>2</sub>e tonnes.
8. This was a reduction of 41%; well ahead of expectations.

From 2017 until 2021

9. The Government now expects public bodies to reduce their carbon emissions by 50% by 2031, although many have proactively set targets well ahead of this ambition and the national target of net zero by 2050. The baseline which is being measured against is now 2017.
10. The Service's 2017 baseline was 2,057 CO<sub>2</sub>e tonnes. In reporting year 2021, the Service had managed to reduce its carbon emissions to 835 CO<sub>2</sub>e tonnes, a reduction of 59%; already in excess of the 2031 target.
11. Whilst this figure is very encouraging, it may be slightly 'false' given the impact that Covid will have had on the Service's carbon-hungry activities, e.g. business mileage has been significantly reduced.

## Achievements

12. The Service achieved the reduction in carbon emissions from the 2009 baseline by delivering a number of projects during the existence of the Environmental Strategy 2014-2020 and this is a list of some of the more significant:
  - Introduction of a biomass boiler at the Training Centre
    - This removed oil fired boilers, which were carbon intensive
    - 2012/13 the oil fuel cost was £47,607 and it resulted in 294 tons of CO<sub>2</sub>e
    - Biomass is carbon neutral, therefore saving reportable carbon emissions and current fuel cost is approximately £20,000.
    - The service also benefits from revenue through the RHI scheme.

- Thermal water heating at the Training Centre and Northwich Fire Station
- LED lighting across a number of locations
- Up-grade of boiler systems from oil fuelled heating and hot water
- Introduction of 7 solar PV installations on existing and new build projects.

Journey to Net Zero.

13. Achieving net zero will be considerably more challenging, because aspects of what the Service does can only currently be delivered in a way that involves the production of CO<sub>2</sub>, e.g. fire engines run on diesel fuel. This will change over-time as innovation begins to create other green options.
14. One of the main objectives of the Environment and Climate Change Strategy 2020-2025 is creating energy efficient buildings and this has led to the installation of a further 9 arrays of photovoltaic (Solar PV) systems, including at the new fire station at Chester. Some of these systems also utilise battery storage so we benefit from any excess generation.
15. The role of Environment and Sustainability Lead was re-instated in November 2019 by Cheshire Constabulary to support both organisations. The postholder is current the chair of the Emergency Services Environment and Sustainability Group, which supports both the NFCC and NPCC. This has undoubtedly had a positive impact on the Service's performance in a number of areas covered by the Strategy. It will be a key role in moving towards the delivery of net zero.
16. In January 2021 a new group containing officers and Members was formed; the Environment and Climate Change Working Group. The members of this Group, will also help to drive performance.
17. Carbon literacy will be important to the Service. Staff and Members need to have an overarching understanding of the causes of climate change and its effect on the organisation and community. In order to promote wider knowledge we are introducing carbon literacy training which should, ultimately, be available to all staff and Members. The first phase of this training will begin on the 28<sup>th</sup> February.
18. The further introduction and expansion of the current non-blue light electric vehicles will further reduce our reliance on fossil fuels. The Fleet Strategy will involve the creation of the necessary electric charger infrastructure. We currently have 13 sites with charging infrastructure, with 3 more locations planned for March 2022.
19. The Environmental Impact Assessment form was updated in 2020 to allow greater engagement in environmental considerations. There is a need for this to be embedded in processes so that environmental matters are fully considered in the development of policies and proposals.

20. Scope 3 emissions will become more relevant to reporting and identification as we work towards net zero. This involves the consideration of “embedded carbon”. There are 15 elements of Scope 3 emissions and several will directly impact the Service, e.g. staff commuter mileage, waste, logistics and supply-chain and water.

## **Financial Implications**

21. Financial investment in environmental and sustainability projects and initiatives is key to progression in this area. Whilst returns on investment may only be delivered in the longer term, there will be a range of benefits that are not measured in financial terms.

## **Legal Implications**

22. Mandatory and advisory targets are set nationally. The Authority could be punished for a failure to meet some of these targets.

## **Equality and Diversity Implications**

23. There are no equality and diversity implications associated with this report..

## **Environmental Implications**

24. This report is about environmental matters. Members will need to be appraised of developments as the environment and climate agenda develops.

**CONTACT: CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER  
TEL [01606] 868641**

## **BACKGROUND PAPERS:**

Environment and Climate Change Strategy 2020-2025.

## ELECTED MEMBER MONITORING TABLE 2022-23

Performance and Overview Committee								
Meeting Date:	6 July 2022		7 September 2022		23 November 2022		1 March 2023	
Report Deadline	20 June 2022		22 August 2022		7 November 2022		13 February 2023	
Agenda Deadline	28 June 2022		30 August 2022		15 November 2022		21 February 2023	
1	AW	Q4 Performance Report	WB	Q1 Finance (budget monitoring) Report	WB	Q2 Finance (budget monitoring) Report	WB	Q3 Finance (budget monitoring) Report
2	SW	Q4 Programme Report	AW	Q1 Performance Report	AW	Q2 Performance Report	AW	Q3 Performance Report
3	AL/ CA/ MIAA	Internal Audit Follow Up Report, Internal Audit Annual Report and Head of Internal Audit Opinion 2021-22	SW	Q1 Programme Report	SW	Q2 Programme Report	SW	Q3 Programme Report
4	NG	UPG Annual Report 2022-23	AL/ CA	Q1 Internal Audit Report	AL/ CA	Q2 Internal Audit Report	AL/ CA	Q3 Internal Audit Report
5	JC/ SB	Annual Training Performance Report	BE	Annual Equality Monitoring Report	SB/ NW	Annual Health, Safety and Wellbeing Report	AG	Annual Bonfire Report
6	Steve McCormick and Sean Barlow.	Safeguarding Children, Young People and Adults Annual Report 2022-23	LS/ HC	Safety Central Annual Report	AG	Annual Road Safety Report	AH/ BE	Equality Monitoring – 6 Monthly Update
7	LS	Annual Prosecutions Report			AG	Interim Bonfire Report	LW/ CA	Progress Update on Internal Audit Recommendations (half yearly update)
8	LW/ CA	Annual Risk Management Report 2021-22			LS	On the Streets Project – Annual Report		

## ELECTED MEMBER MONITORING TABLE 2022-23

<b>9</b>	LS/ JM	Annual Partnerships Report			LH	Annual Mental Health Report		
<b>10</b>	SB/ HC/ AL	NWFC Performance Annual Report – Call Handling						
<b>11</b>	LH	Mental Health Report Six Month Review						
<b>12</b>	AW	HMICFRS 2021 Inspection Report New Action Plan						
<b>NOTES</b>	Standing Items: Items 1 and 2  Annual Items: Items 3,4 ,5, 6,7,8,9 and 10	Standing Items: Items 1,2,3 and 4  Annual Items: Items 5,6			Standing Items: Items 1,2,3 and 4  Annual Items: Items 5,6,7,8 and 9		Standing Items: Items 1,2,3 and 4  Annual Items: Items 5,6 and 7	

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