



**MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE  
held on Wednesday, 6 July 2022 at Lecture Theatre - Training Centre, Sadler Road,  
Winsford, Cheshire CW7 2FQ at 10.00 am**

**PRESENT:** Councillors Phil Harris, Razia Daniels, Gina Lewis, James Nicholas,  
Peter Walker, Peter Wheeler and Norman Wright

**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 Jonathan Parry and independent (non-elected) member Derek Barnett.

**C Declaration of Members' Interests**

There were no declarations of Members' interests.

**D Minutes of the Performance and Overview Committee**

**RESOLVED:**

**That the minutes of the Performance and Overview Committee held on  
Wednesday 2nd March 2022 be confirmed as a correct record.**

**2 PERFORMANCE REPORT - QUARTER 4, 2021-22**

The Group Manager for Organisational Performance and Planning introduced the report, which provided an update on the performance for each of the Service's Key Performance Indicators (KPIs) for Quarter 4, 2021-22.

The Group Manager referred Members to the KPI relating to the number of deaths in primary fires. The Group Manager drew Members' attention to an amendment to the report, one of the three deaths included was confirmed by the coroner not to have been caused by fire.

Work was ongoing to reduce the number of deaths in primary fires, including a review of the revisit methodology for Safe and Well revisits.

The Group Manager referred Members to Injuries in Primary Fires KPI, which was at

21 for the year. This was below the target of 44 and was the lowest number over the last five years.

The Group Manager referred Members to the On-Call Availability KPI that was at 60% for the year, and 25% below target. A detailed review of the On-Call Duty System was underway as part of the Service Improvement Review.

A Member queried how fire safety messages were given to prevent farm/non-residential fires. The Group Manager advised that the Business Safety Manager linked with insurance companies and directly with owners at events such as the Cheshire Show to offer safety advice through the business safety team. They also complete visits to businesses across Cheshire.

**RESOLVED: That**

**[1] the Performance Report – Quarter 4, 2021-22 be noted.**

**3 PROGRAMME REPORT - QUARTER 4, 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 Integrated Risk Management Plan (IRMP) action plans.

The Deputy Chief Fire Officer referred Members to the Emergency Services Mobile Communications Programme (ESMCP). This was a national project that was experiencing major delays. Members were assured that the communication system currently in use was working well, with no issues.

The Station Modernisation Programme was on pause due to the cost becoming unaffordable. A full review of the programme was being undertaken and when complete would be disseminated to Members.

The Deputy Chief Fire Officer advised that the Road Safety Strategy Plan Cheshire had made progress and Members would be updated at the Members Planning Day on 8th July.

The Deputy Chief Fire Officer informed Members that the IRMP was now in year 3 out of the 4 year plan and that numerous projects had been completed. These included:-

- the Communications and Engagement department had been brought in-house and was functioning well;
- the High Reach Fire Engine was now located at Macclesfield and a 12-month review would be brought before Members;
- the expansion of the Rapid Response Units had been rolled out to stations across Cheshire; and
- the first stage of the Flood/Water Response had been completed with firefighters receiving individual PPE and training to deal with low energy flood water.

A Member questioned if schools and academy buildings were considered a high fire risk due to pupils gathering at certain times of the day for example break and lunch times. The Head of Prevention and Protection advised that input was given at the design stage and once complete a fire plan would be implemented and regular fire drills would be undertaken.

**RESOLVED: That**

**[1] the Programme Report – Quarter 4, 2021-22 be noted.**

**4 INTERNAL AUDIT ANNUAL REPORT AND HEAD OF INTERNAL AUDIT  
OPINION 2021-22: INTERNAL AUDIT PROGRESS REPORT: AND INTERNAL  
AUDIT FOLLOW UP SUMMARY REPORT**

Anne-Marie Harrop, a representative from Mersey Internal Audit Agency (MIAA), was in attendance to present the Internal Audit Annual Report and Head of Internal Audit Opinion 2021-22: Internal Audit Progress Report: and Internal Audit Follow Up Summary Report.

Members were advised that the overall opinion for the period 1st April 2021 to 31st March 2022 provides 'substantial assurance'. This means that there was a good system of internal control designed to meet the system objectives and that controls were generally being applied consistently throughout the organisation, and that controls were generally applied 'consistently'.

Anne-Marie Harrop gave an update on the progress for the key areas on:-

- Cyber Organisational Controls;
- Working Time Arrangements: and
- Operational Debrief and Learning.

Anne-Marie Harrop advised the Audit Plan was on track and no concerns were brought to Members' attention.

**RESOLVED: That**

**[1] the Internal Audit Annual Report and Head of Internal Audit Opinion  
2021-22: Internal Audit Progress Report: and Internal Audit Follow Up  
Summary Report be noted.**

**5 ANNUAL RISK MANAGEMENT REPORT 2021-22**

The Planning and Performance and Risk Manager, Joint Corporate Services, introduced the report which provided Members with an update about risk management.

Scrutiny of risk was undertaken at the Risk Management Board held in March and October each year, chaired by the Chief Fire Officer and Chief Executive. 118 risks were identified at a department and strategic level, they were RAG rated and managed on the Cheshire Planning System.

The Planning and Performance and Risk Manager drew Members' attention to the 'deep dives' that had been presented to the Risk Management Board and the next steps and focus for 2022-23.

**RESOLVED: That**

**[1] the Annual Risk Management Report 2021-22 be noted.**

## **6 ANNUAL TRAINING PERFORMANCE REPORT 2021-22**

The Head of Operational Policy and Assurance provided Members with an update on the training arrangements and performance throughout the training year 2021-22.

He advised Members about the challenges of maximizing the facilities of the training centre with the new training team throughout the Covid Pandemic. The Head of Operational Policy and Assurance gave an overview of the targets for training and assured Members that since the report was produced the training was now up to date.

The Head of Operational Policy and Assurance highlighted training not captured in the report including:-

- Diva Flame multi-agency exercise in Chester;
- high rise exercises in Kirby; and
- simulated SMART motorway exercises at the training centre involving several fire engines at each session.

**RESOLVED: That**

**[1] the Annual Training Performance Report 2021-22 be noted.**

## **7 UNITARY PERFORMANCE GROUP ANNUAL REPORT 2021-22**

The Head of Service Delivery introduced the report, which provided an update on the initiatives supported and funded by the Unitary Performance Groups (UPGs) during 2021-22.

It was reported that the UPG meetings provided an opportunity for local Cheshire Fire Authority Members to engage with officers from Service Delivery, Prevention and Protection to scrutinise performance at a local level. The UPGs also developed initiatives that assisted with improving performance and outcomes for the communities within each unitary area. The UPGs had budgets allocated to enable them to consider and approve funding bids for activities within their areas. Information on some of the initiatives supported and funded by the UPGs during 2021-22 was detailed in Appendix 1 of the report.

A Member asked if future reports could explain the involvement of Members and how the UPG work added value to the unitary area.

**RESOLVED: That**

**[1] the Unitary Performance Groups Annual report 2021-22 be noted.**

**8 SAFEGUARDING CHILDREN AND YOUNG PEOPLE (CYP) AND ADULTS  
ANNUAL REPORT 2021-22**

The Group Manager for Prevention introduced the report and the Youth Engagement Manager outlined the significant rise in safeguarding referrals for children and young people made from 1st April 2021 to 31st March 2022. He highlighted the breakdown of referrals by source and advised that the majority were raised by operational firefighters.

The Group Manager advised Members that adult safeguarding referrals had notably increased from 28 in 2020/21 to 44 in 2021/22, the majority of referrals were due to suicide attempts.

The Group Manager informed Members that all new firefighters undergo safeguarding training and that a mandatory safeguarding e-learning package had been introduced for all Service personnel.

**RESOLVED: That**

**[1] the Safeguarding Children and Young People (CYP) and Adults Annual Report 2021-22 be noted.**

**9 MENTAL HEALTH REPORT - 6 MONTH UPDATE JULY 2022**

The Mental Health Adviser introduced the report and highlighted significant areas over the last six months and priorities for the next six months:-

- the number of TRiM practitioners now stood at 50 across the Service;
- a project team was set up to undertake a review of the TRiM process, to identify how the Service could ensure the programme was promoted and delivered effectively. The initial draft recommendations were reported and a pilot project had been launched in Cheshire East to further develop the Services proposed solution;
- the Service now had 27 Mental Health First Aiders, with the aim to significantly increase the number year on year; and
- due to the rise in attempted suicides, a suicide prevention toolkit had been developed and supported by training for staff.

A Member questioned what the suicide prevention training involved. The Mental Health Adviser outlined that a suicide prevention toolkit had been developed and was supported by staff training.

**RESOLVED: That**

**[1] the Mental Health - 6 Month Update July 2022 be noted.**

**10 HMICFRS ACTION PLAN - ROUND 2 INSPECTION 2021**

The Group Manager for Organisational Performance and Planning introduced the report which presented Members with an update in relation to the action plan to address areas for improvement and suggestions contained in the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection report following its 2021 inspection of the Service.

The action plan highlighted the outstanding live actions and their updates. The Organisational Performance team would undertake an audit of the action plan with action owners in July 2022 and again in October 2022. This would be completed using the HMICFRS judgment criteria. The service would aim to complete all actions in advance of the next inspection by HMICFRS expected to commence in early 2023.

**RESOLVED: That**

**[1] the action plan is noted and agreed for use; and**

**[2] The proposed process for internal monitoring is agreed to ensure the action plan was successfully implemented.**

**11 FORWARD WORK PROGRAMME**

The table included those items that had been identified/agreed to date.

**RESOLVED: That**

**[1] the Forward Work Plan 2021-22 be noted.**