



**Wednesday, 7 September  
2022  
10.00 am**

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

Contact Officer:  
Kirsty Jennings  
Democratic Services

Cheshire Fire and Rescue Service, Clemonds Hey, Winsford, Cheshire, CW7 2UA

Tel: 01606 868841  
E-mail: [kirsty.jennings@cheshirefire.gov.uk](mailto:kirsty.jennings@cheshirefire.gov.uk)



## **Cheshire Fire Authority**

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

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The Agenda is usually divided into two parts. Most business is dealt with in the first part which is open to the public. On some occasions some business may need to be considered in the second part of the agenda, in private session. There are limited reasons which allow this to take place, e.g. as confidential information is being considered about an individual, or commercial information is being discussed.

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**MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE  
WEDNESDAY, 7 SEPTEMBER 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 7 - 12)

To confirm as a correct record the Minutes of the meeting of the Performance and Overview Committee held on Wednesday 6<sup>th</sup> July 2022.

**ITEMS REQUIRING DISCUSSION/DECISION**

**2 Finance Report, Quarter 1, 2022-23**

(Pages 13 - 20)

**3 Performance Report, Quarter 1, 2022-23**

(Pages 21 - 62)

**4 Programme Report, Quarter 1, 2022-23**

(Pages 63 - 76)

**5 Internal Audit Progress Report Quarter 1, 2022-23**

(Pages 77 - 88)

**6 Safety Central Annual Report 2021-22**

(Pages 89 - 100)

**7 Equality, Diversity and Inclusion Annual Report 2021-22**

(Pages 101 -  
106)

**8 Prosecutions Annual Report 2021-22**

(Pages 107 -  
110)

**9 North West Fire Control Annual Report 2021-22**

(Pages 111 -  
120)

**10 Environment and Climate Change 6 Month Update Report, September 2022** (Pages 121 - 126)

**11 Forward Work Programme 2022-23** (Pages 127 - 128)

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**

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**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 (Chair), 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.**

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 7<sup>th</sup> SEPTEMBER 2022  
**REPORT OF:** TREASURER  
**AUTHOR:** PAUL VAUGHAN

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**SUBJECT:** FINANCE REPORT – QUARTER 1 2022-23

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### Purpose of report

1. The report provides a review of the Service's forecast financial outturn at the end of Quarter 1 2022-23 and reports on the Authority's financial position in relation to the Authority's capital programme.

**Recommended:** That Members

- [1] note the forecast outturn position; and
- [2] approve the reserve movements.

### Background

2. The Authority's vision, plans, policies, and organisational structures are all focused on ensuring the Service can deliver the improvements in safety outcomes that matter to the communities of Cheshire East, Cheshire West and Chester, Halton and Warrington.
3. On 9<sup>th</sup> February 2022, the Authority approved the 2022-23 revenue budget of £46.6m together with an addition to the capital programme of £16.2m. This report provides an early indication of the forecast level of expenditure in 2022-23 when compared to the approved budget and capital programme.

### Forecast Revenue Spending

4. Table 1 summarises the forecast position at the end of Quarter 1 with some of the key reasons for variances shown in the following paragraphs. Further details may be found in Appendix 1. Proposed movements to and from reserves are itemised in Appendix 2. At the end of the first quarter there is an anticipated overspend of £68k. The position will continue to be monitored and every effort will be made to ensure that the final outturn is contained within budget.

Table 1 - Summary for 2022-23 First Quarter

|   | Original Budget<br>£000 | Forecast Outturn<br>£000 | Variance<br>£000 |
|---|-------------------------|--------------------------|------------------|
| Firefighting and Rescue Operations          | 29,614                  | 29,681                   | 67               |
| Protection                                  | 1,887                   | 1,887                    | 0                |
| Prevention                                  | 2,465                   | 2,525                    | 60               |
| Support Services                            | 11,044                  | 11,004                   | -40              |
| Unitary Performance Groups                  | 100                     | 100                      | 0                |
| Centrally held costs & contingencies        | -800                    | -819                     | -19              |
| Pay and Pension costs                       | 873                     | 873                      | 0                |
| Capital Financing (incl. investment income) | 1,308                   | 1,308                    | 0                |
| Contribution to capital reserves            | 2,199                   | 2,199                    | 0                |
| S.31 Grants                                 | -2,104                  | -2,104                   | 0                |
| <b>Net Revenue Position</b>                 | <b>46,586</b>           | <b>46,654</b>            | <b>68</b>        |
| Funding                                     | -46,586                 | -46,586                  | 0                |
| <b>Total (under)/overspend</b>              | <b>0</b>                | <b>68</b>                | <b>68</b>        |

5. No pay awards for 2022/23 have yet been agreed for operational or support staff. The Authority included an allowance for a 3% pay award in its 2022/23 budget. An additional 1% on the Authority's pay budget costs around £320k, so if agreements exceed 3% this is likely to have a significant impact on the Authority's budgetary position. The final estimated impact will be reported to the Committee as soon as the position is confirmed.
6. Firefighting and Rescue Operations encompasses Service Delivery and Operational Policy and Assurance (OPA). Service Delivery continues to run at slightly over establishment to mitigate risk in relation to recruitment and retention, and there has been some use of overtime in the first quarter to offset factors such as the additional bank holiday. At this stage it is considered too early to revise the estimated outturn, and a more detailed assessment will be made as part of the mid-year review.
7. Operational Policy and Assurance is projected to overspend by £67k as the result of a number of factors, including the trip to Ukraine, additional driver training costs and other slight additional pay costs, offset by a reduction in Section 13/16 cross border charges.
8. Prevention is projecting an overspend of £60k as a result of pension strain costs in relation to early retirements through ill health.
9. Support Services comprise the departments of the Fire Authority that support the work of the Operational teams. Overall, they are projected to underspend by £40k, largely as a result in savings to Business Rates at Sadler Road, offset by additional costs to the Executive Management Team as a result of a restructure and in People and Development as a

result of a temporary staffing uplift and the renewal of the payroll contract at slightly higher cost.

10. Centrally held costs and contingencies is projecting an underspend of £19k, as a result of extra income from the mutual insurance company of which the Authority is a member.
11. The 2022-23 budget included provision for the use of funds set aside for the impact of Covid to offset costs during the year. This will have no impact on the overall estimated outturn position and will be reported as part of the movement in reserves in quarter 4.
12. There are no variations to report at quarter one relating to the Authority's funding position for 2022-23. The Authority will continue to liaise with the constituent authorities to monitor the position during the year, in particular in relation to Business Rates.

## Reserves

13. Table 2 below shows the level of revenue reserves held on 1 April 2022 and a summary of reserve movements proposed at the end of Quarter 1. Details of these reserve movements are shown in Appendix 2. Further reserve movements will be made during the financial year as appropriate with most occurring in Quarter 4 as the year's outturn position is finalised.
14. The most significant of the movements is in relation to payments the Authority makes to Cheshire Pension Fund for secondary employer contributions each year, paid in April. Contribution levels are set at each triennial valuation, one of which is due next year. The amount required for 2022-23 is below budget, but because of the potentially volatile nature of secondary contribution levels it is considered prudent to transfer the underspend into reserves.

Table 2 - Quarter 1 Reserve Movements

|                            | At 1 Apr<br>2022<br>£000 | Quarter 1<br>Movement<br>£000 | At 30 Jun<br>2022<br>£000 |
|----------------------------|--------------------------|-------------------------------|---------------------------|
| General Fund               | 2,210                    | -                             | 2,210                     |
| Resource Centre Managers   | 8,476                    | 343                           | 8,819                     |
| Community Risk Reductions  | 371                      | -                             | 371                       |
| Unitary Performance Groups | 226                      | -                             | 226                       |
| <b>Total</b>               | <b>11,283</b>            | <b>343</b>                    | <b>11,626</b>             |

15. The Authority also holds capital reserves and these are used to help fund the capital programme. Movements to and from capital reserves are undertaken at the end of the financial year.

## **Capital Programme**

16. At the end of June 2022, the Authority's approved capital programme is £27.71m with a forecast outturn spend of £27.49m, an underspend of £0.22m. Details of all the capital schemes are in Appendix 3.
17. The Crewe Fire station build had an original approved budget of £7m. As a result of subsequently identified inflationary pressures an increase in budget of £0.375m has been approved by Members.

## **Financial implications**

18. This report considers financial matters.

## **Legal Implications**

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

## **Equality and diversity implications**

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

## **Environmental implications**

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

## **BACKGROUND PAPERS: NONE**

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

## CHESHIRE FIRE AUTHORITY QUARTER 1 2022-23

|   | Original<br>Budget | Forecast<br>Spend | Income/<br>expenditure<br>variance |
|---|--------------------|-------------------|------------------------------------|
|   | £000               | £000              | £000                               |
| Firefighting and rescue operations          |                    |                   |                                    |
| Service Delivery                            | 24,467             | 24,467            | 0                                  |
| Operational Policy and Assurance            | 5,147              | 5,214             | 67                                 |
| Protection                                  | 1,887              | 1,887             | 0                                  |
| Prevention                                  |                    |                   | 0                                  |
| Community Safety                            | 2,006              | 2,066             | 60                                 |
| Safety Centre                               | 443                | 443               | 0                                  |
| Support Services                            |                    |                   | 0                                  |
| Executive Management                        | 1,222              | 1,265             | 43                                 |
| Communications and engagement               | 718                | 718               | 0                                  |
| Property Management                         | 1,905              | 1,800             | -105                               |
| Finance                                     | 456                | 456               | 0                                  |
| ICT   | 1,888              | 1,898             | 10                                 |
| Legal and Democratic Services               | 565                | 565               | 0                                  |
| People and Development                      | 1,924              | 1,944             | 20                                 |
| Planning & Performance                      | 525                | 525               | 0                                  |
| Procurement and Stores                      | 302                | 302               | 0                                  |
| Fleet services                              | 1,555              | 1,547             | -8                                 |
| Unitary Performance Groups                  | 100                | 100               | 0                                  |
| Corporate Finance costs                     |                    |                   | 0                                  |
| Centrally held costs & contingencies        | -800               | -819              | -19                                |
| Pension costs                               | 873                | 873               | 0                                  |
| Capital Financing (incl. investment income) | 1,308              | 1,308             | 0                                  |
| S.31 Grants                                 | -2,104             | -2,104            | 0                                  |
| <b>Total Service Expenditure</b>            | <b>44,387</b>      | <b>44,455</b>     | <b>68</b>                          |
| Contribution to Capital Reserve             | 2,199              | 2,199             | 0                                  |
|   | <b>46,586</b>      | <b>46,654</b>     | <b>68</b>                          |
| <b>Funding:</b>                             |                    |                   |                                    |
| Revenue Support Grant (RSG)                 | -4,136             | -4,136            | 0                                  |
| Business Rate Retention Scheme              | -9,302             | -9,302            | 0                                  |
| Council Tax Precept                         | -31,956            | -31,956           | 0                                  |
| Business rates S.31 grant                   | -1,595             | -1,595            | 0                                  |
| Collection Fund Deficit (business rates)    | 1,042              | 1,042             | 0                                  |
| Collection Fund deficit (council tax)       | 14                 | 14                | 0                                  |
| Service Grant Allocation                    | -653               | -653              | 0                                  |
| <b>Total Funding</b>                        | <b>-46,586</b>     | <b>-46,586</b>    | <b>0</b>                           |
| <b>Forecast net overspend</b>               |                    |                   | <b>68</b>                          |

## Appendix 2

### MOVEMENT IN RESERVES 2022-23

| <u>Department</u>         | <u>Description</u>                              | TOTAL<br>£000            |
|---------------------------|---|--------------------------|
| Corporate Finance-Pension | LGPS secondary rate – employers contribution    | 321.0                    |
| Corporate Finance Costs   | Business Rates Collection Fund deficits reserve | (17.0)                   |
| Property Management       | Annual contribution Poynton Maintenance         | 4.5                      |
| ICT                       | Annual contribution MDTs                        | 34.0                     |
|                           |   | <hr/> <b>342.5</b> <hr/> |

**CHESHIRE FIRE AUTHORITY CAPITAL QUARTER 1 2022-23**

|                     |  | 2022-23<br>Capital<br>Budget | Total<br>Programme<br>Budget | 2022-23<br>Expenditure<br>to end of<br>Jun22 | Total<br>Expenditure<br>to date | Expected<br>Scheme<br>Outturn | Variance    |
|---------------------|--|------------------------------|------------------------------|--|---------------------------------|-------------------------------|-------------|
|                     | Description  | £000                         | £000                         | £000   | £000                            | £000                          | £000        |
| Prior year schemes: | Crewe Fire Station                                       | 5,975                        | 7,375                        | 7  | 378                             | 7,375                         | -           |
|                     | Fire Station Modernisation Programme                     | 4,350                        | 11,500                       | -  | 7,131                           | 11,500                        | -           |
|                     | Fire Houses Refurbishment programme (3 year programme)   | 250                          | 1,130                        | 89   | 949                             | 1,130                         | -           |
| 2020-21 Schemes     | Rapid Response Rescue Units (13 units)                   | -                            | 520                          | 8  | 408                             | 440                           | (80)        |
|                     | Water carrier unit                                       | -                            | 140                          | 1  | 48                              | 90                            | (50)        |
|                     | Saffire IT system – Community Fire Risk Mgt Information  | -                            | 100                          | 52   | 52                              | 100                           | -           |
|                     | Mobile Data terminals (MDT) replacement programme        | -                            | 370                          | -  | 296                             | 300                           | (70)        |
|                     | Technical rescue vehicle                                 | 50                           | 50                           | -  | -                               | 52                            | 2           |
| 2021-22 Schemes     | Two New Appliance 2021-22 Programme                      | -                            | 540                          | 211  | 513                             | 522                           | (18)        |
|                     | Support vehicles replacement 2021-22 programme           | -                            | 60                           | 14   | 37                              | 51                            | (9)         |
| 2022-23 Schemes     | Replacement thermal image cameras (phased replacement)   | 28                           | 28                           | 26   | 26                              | 26                            | (2)         |
|                     | Three New Appliance 2022-23 Programme                    | 810                          | 810                          | -  | -                               | 810                           | -           |
|                     | Chassis cab and hook lift                                | 159                          | 159                          | -  | -                               | 159                           | -           |
|                     | Breathing Apparatus unit                                 | 130                          | 130                          | -  | -                               | 130                           | -           |
|                     | Welfare and contaminants unit                            | 140                          | 140                          | -  | -                               | 140                           | -           |
|                     | Support vehicles replacement 2022-23 programme           | 60                           | 60                           | -  | -                               | 60                            | -           |
|                     | ICT Review/Server Replacement Prog. (incl. £50k 2020-21) | 100                          | 100                          | -  | -                               | 100                           | -           |
|                     | Wilmslow   | 4,500                        | 4,500                        | -  | -                               | 4,500                         | -           |
|                     | <b>Total</b>   | <b>16,552</b>                | <b>27,712</b>                | <b>408</b>                                   | <b>9,838</b>                    | <b>27,485</b>                 | <b>-227</b> |

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 7<sup>TH</sup> SEPTEMBER 2022  
**REPORT OF:** HEAD OF SERVICE IMPROVEMENT  
**AUTHOR:** GM AARON COLLIS

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**SUBJECT:** PERFORMANCE REPORT – QUARTER 1, 2022-23

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### Purpose of Report

1. To present the Quarter 1, 2022-23 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 1, 2022-23.

### Information

3. The Service's Performance and Programme Board/ Service Management Team supported by various officers 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.
4. The Corporate Performance Scorecard in Appendix 1 reflects the Quarter 1 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 to improve performance, is provided in the Performance Health Report which is Appendix 2 of this report.

### 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 1 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 - Safe and Well Infographic**

**Annex 3 - Business Safety Infographic**

**Annex 4 - Safety Central Infographic**

## Year to Date 2022/23 Performance

### Performance and Programmes Board - Performance Report

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

Vision

IRMP Theme

Outcomes

Outputs

#### Protecting Local Communities

|  | Actual   | Target | Q1 Year on Year | Q1 2021-22 |
|--|----------|--------|-----------------|------------|
| Deaths in Primary Fires                          | 4        | 0      | ↑               | 0          |
| Injuries in Primary Fires                        | 9        | 11     | ↑               | 4          |
| Accidental dwelling fires                        | 82       | 89     | ↓               | 91         |
| - % starting in kitchens                         | 41 (50%) |        | ↓               | 47 (52%)   |
| - % in homes with residents over pensionable age | 16 (20%) |        | ↑               | 13 (14%)   |
| Deliberate fires (Primary and Secondary)         | 351      | 310    | ↑               | 285        |
| Fires in Non Domestic Premises                   | 39       | 43     | ↑               | 38         |
| AFAs in Non Domestic Premises                    | 108      | 115    | ↑               | 104        |

|  | Actual | Target | Q1 Year on Year | Q1 2021-22 |
|--|--------|--------|-----------------|------------|
| S&Ws Delivered to Heightened Risk      | 4,744  | 7,500  | ↑               | 2,320      |
| Platinum address success rate          | 74%    | 65%    | ↓               | 84%        |
| Thematic Inspections Completed         | 516    | 501    | ↑               | 466        |
| Total NDP Fire Safety Audits Completed | 328    | 261    | ↓               | 595        |
| Risk Based Inspections Completed       | 251    | 310    | ↓               | 578        |

#### Responding to Emergencies

|                                    | Actual | Target | Q1 Year on Year | Q1 2021-22 |
|------------------------------------|--------|--------|-----------------|------------|
| 10 Minute Standard                 | 89%    | 80%    | ↑               | 82%        |
| Wholetime Fire Engine Availability | 100%   | 100%   | N/A             | New target |
| On-Call Fire Engine Availability   | 53%    | 85%    | ↓               | 64%        |
| Nucleus OC pumps                   | 82%    | 85%    |                 |            |
| Primary OC pumps                   | 52%    | 85%    |                 |            |
| Secondary OC pumps                 | 33%    | 85%    |                 |            |

#### Developing the organisation

|                                      | Actual | Target | Q1 Year on Year | Q4 2021-22 |
|--------------------------------------|--------|--------|-----------------|------------|
| Average Days/Shifts Lost to sickness | 1.64   | 1.38   | ↓               | 1.8        |
| Working Days Lost To Injury          | 0      | 10     | ↓               | 72         |

| Performance Key                        |   | Year on year direction key                                |  |
|--|---|---|--|
| Meeting target                         | ↓ | Improved direction of travel year on year                 |  |
| Within 10% of target                   | ↔ | No change in direction of travel                          |  |
| Failing against target by at least 10% | ↓ | Negative direction of travel year on year by up to 10%    |  |
| Target suspended                       | ↓ | Negative direction of travel year on year by at least 10% |  |

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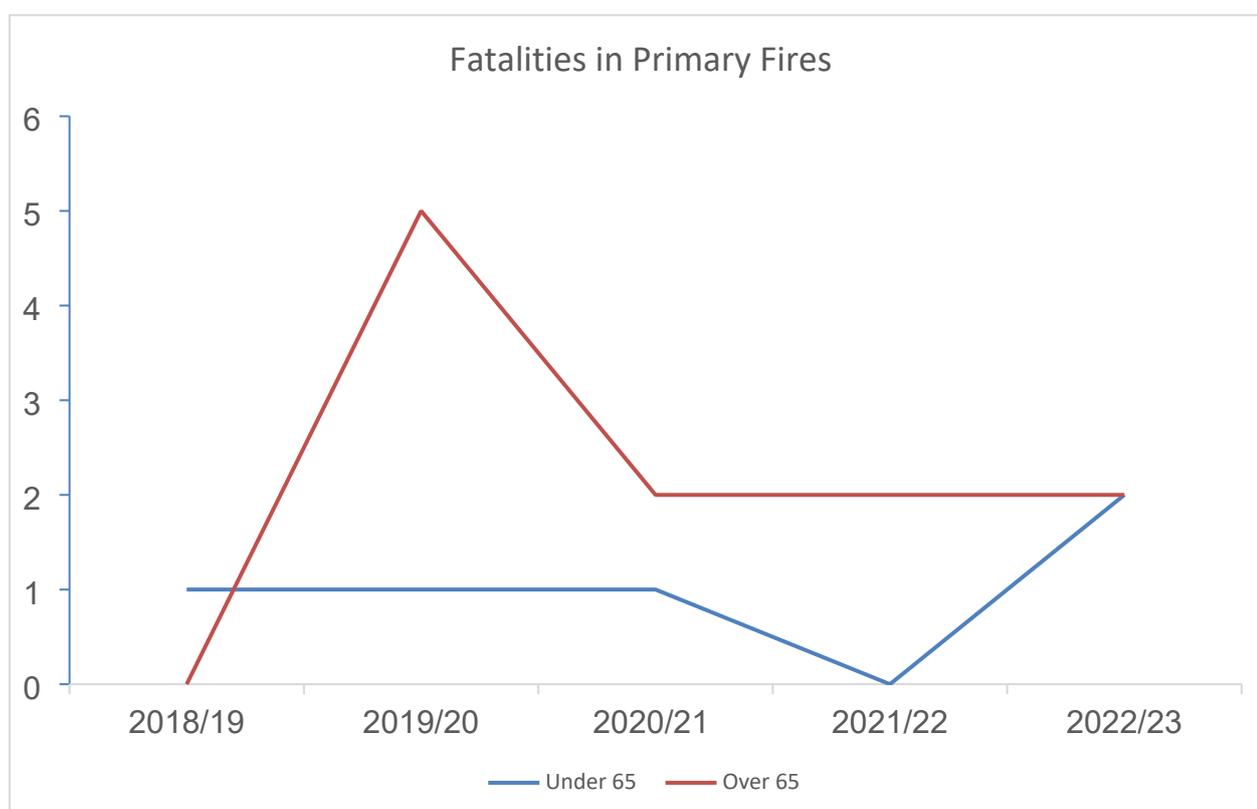
## Performance and Overview Committee – Performance Health Report

### Indicator: [Number of Deaths in Primary Fires]

Primary fires include all fires in buildings, vehicles and some outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances

|                              |                |                              |          |
|------------------------------|----------------|------------------------------|----------|
| Reporting Period Q1          |                | 01/04/2022 to 30/06/2022     |          |
| Q1 Target                    | 0              | Q1 Actual                    | 4        |
| Q2 Target                    |                | Q2 Actual                    |          |
| Q3 Target                    |                | Q3 Actual                    |          |
| Q4 Target                    |                | Q4 Actual                    |          |
| <b>YTD Cumulative Target</b> | <b>0</b>       | <b>YTD Cumulative Actual</b> | <b>4</b> |
| Previous Status              | Current Status |                              |          |
| N/A                          | <b>R</b>       |                              |          |

### Summary of Current Performance



#### Fatal Incident Details

**Incident Date:** 11/04/2022

Three fire engines from Warrington, Stockton Heath and Lymm attended a kitchen fire at a domestic property. A cause of death is still to be confirmed but a fatal fire meeting has taken place and the fire investigation report is being compiled. The victim was registered on Saffire being over pensionable age and being part of a couple with dependent children.

**Incident Date:** 03/05/2022

Three fire engines from Warrington, Stockton Heath and Lymm attended a fire at a retirement complex. The cause of death has been confirmed as resulting from the fire and a fire investigation report is being compiled. The victim was registered on Saffire as a lone person over pensionable age.

**Incident Date:** 03/06/2022

One fire engine from Ellesmere Port attended a car on fire at a nature reserve car park. The deceased was found in the vehicle. A cause of death is still to be confirmed but a fatal fire meeting has taken place and the fire investigation report is being compiled.

**Incident Date:** 10/06/2022

One fire engine from Lymm and two from Greater Manchester attended an RTC involving one car on the M56 Eastbound. The vehicle suffered an explosion on impact and the deceased was found in the vehicle. A cause of death is still to be confirmed and the fire investigation report is being compiled.

**Action taken to improve performance**

As reported in the previous quarter, an ongoing review of our targeting methodology for Safe and Well visits is in progress to ensure this is most effective at reaching those who are most at risk of being killed or seriously injured in accidental dwelling fires. The outcomes of this will be incorporated within the service improvement review of prevention which is starting imminently. Information relating to our overall approach to reducing accidental dwelling fires is included within the subsequent section of the performance health report for this indicator.

**Halton and Warrington:**

Following the two incidents involving dwellings, high profile engagement activity and local reassurance has been conducted by operational crews and prevention staff. Following the fire on 3<sup>rd</sup> May, the service also held a communal meeting for the residents at the retirement complex that was affected.

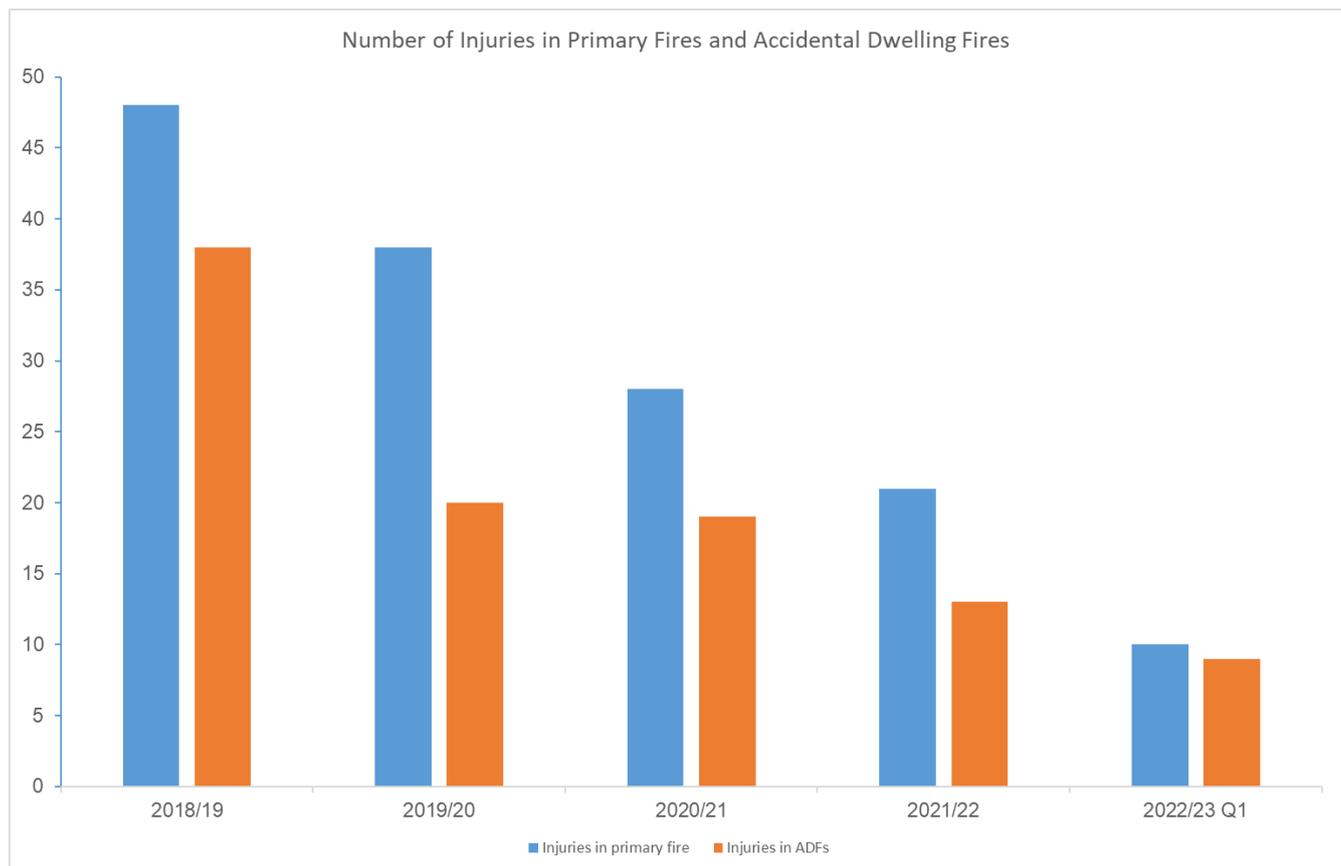
## Performance and Overview Committee – Performance Health Report

### Indicator: [Injuries in Primary Fires]

Primary fires include all fires in buildings, vehicles and some outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

|                              |                |                              |          |
|------------------------------|----------------|------------------------------|----------|
| Reporting Period Q1          |                | 01/04/2022 to 30/06/2022     |          |
| Q1 Target                    | 11             | Q1 Actual                    | 9        |
| Q2 Target                    |                | Q2 Actual                    |          |
| Q3 Target                    |                | Q3 Actual                    |          |
| Q4 Target                    |                | Q4 Actual                    |          |
| <b>YTD Cumulative Target</b> | <b>11</b>      | <b>YTD Cumulative Actual</b> | <b>9</b> |
| Previous Status              | Current Status |                              |          |
| N/A                          | <b>G</b>       |                              |          |

### Summary of Current Performance



9 injuries occurred in the year to date against a target of 11.

- 8 of the 9 injuries occurred in accidental dwelling fires.
- 3 incidents involved people aged 60-69.
- 4 injuries were classified as serious, all of which were in accidental dwelling fires.

| Unitary Authority       | Number of Injuries (year to date) |
|-------------------------|-----------------------------------|
| Cheshire East           | 1                                 |
| Cheshire West & Chester | 2                                 |
| Halton                  | 4                                 |
| Warrington              | 2                                 |
| <b>Total</b>            | <b>9</b>                          |

| Cause                 | Number of Injuries |
|-----------------------|--------------------|
| Cooking               | 1                  |
| Smoking related       | 3                  |
| Apparatus/generators  | 3                  |
| Heating/fire          | 1                  |
| Fuel/chemical related | 1                  |
| <b>Total</b>          | <b>9</b>           |

| Age Group    | Number of Injuries Serious | Number of Injuries Slight |
|--------------|----------------------------|---------------------------|
| 0-9          | 0                          | 0                         |
| 10-19        | 0                          | 0                         |
| 20-29        | 1                          | 0                         |
| 30-39        | 1                          | 1                         |
| 40-49        | 0                          | 0                         |
| 50-59        | 2                          | 0                         |
| 60-69        | 0                          | 3                         |
| 70-79        | 0                          | 0                         |
| 80-89        | 0                          | 1                         |
| 90+          | 0                          | 0                         |
| <b>Total</b> | <b>4</b>                   | <b>5</b>                  |

| Injury Description                                  | Number of Injuries Serious | Number of Injuries Slight |
|---|----------------------------|---------------------------|
| Burns - severe                                      | 3                          | 0                         |
| Burns - slight                                      | 0                          | 1                         |
| Combination of burns and overcome by gas/smoke      | 1                          | 1                         |
| Overcome by gas, smoke or toxic fumes; asphyxiation | 0                          | 3                         |
| <b>Total</b>  | <b>4</b>                   | <b>5</b>                  |

**Quarter 1 data:**

**Cheshire East**

There was one injury recorded in Cheshire East in Quarter 1, described as slight. The individual was over pensionable age.

**Cheshire West & Chester**

There were two injuries recorded in Cheshire West and Cheshire in Quarter 1. One injury was described as serious and the other as slight. Both individuals were under pensionable age.

**Halton**

There were four injuries recorded in Halton in Quarter 1. Three injuries were described as serious, the victims were under pensionable age and sustained injuries from the same incident. One injury was described as slight and the occupant was a lone person over pensionable age.

**Warrington**

There were 2 injuries recorded in the Warrington area in Quarter 1, both of which were described as slight. One injury involved an individual over the age of 60, and the other was sustained by an individual under the age of 18.

**Action taken to improve performance**

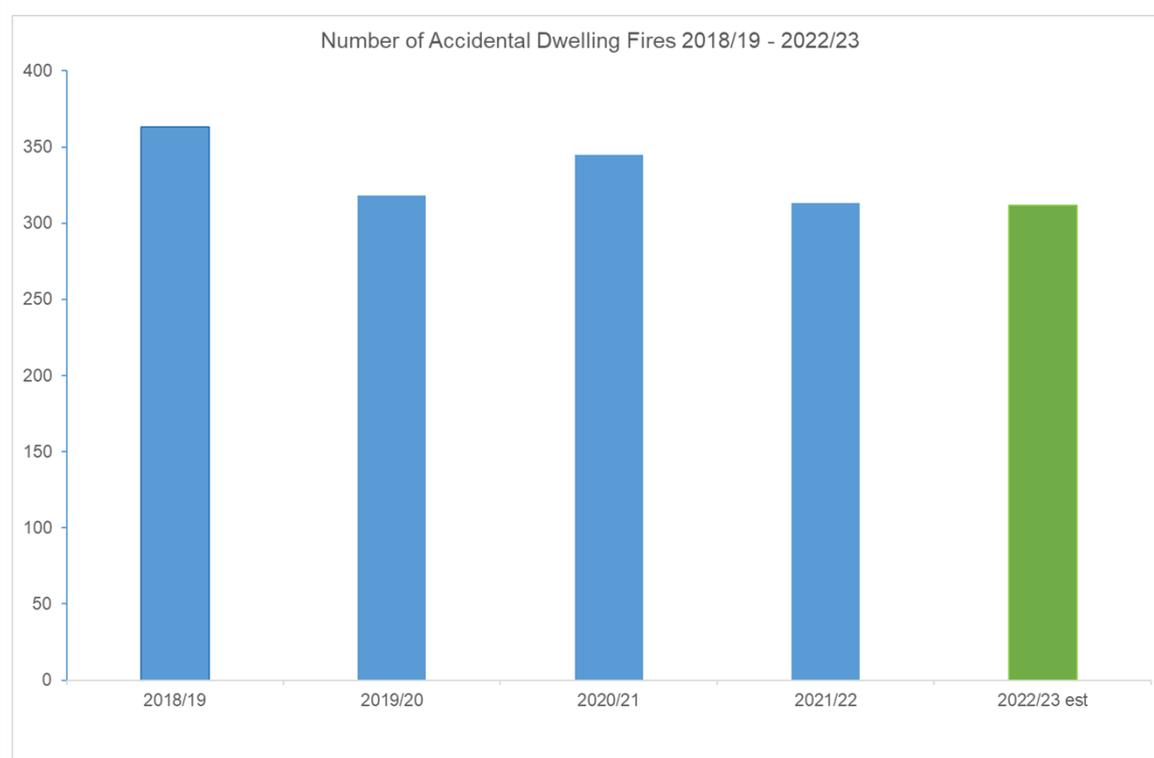
Information relating to our overall approach to reducing accidental dwelling fires (and subsequent injuries) is included within the subsequent section of the performance health report for this indicator.

## Performance and Overview Committee – Performance Health Report

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

|                              |   |                              |           |
|------------------------------|---|------------------------------|-----------|
| Reporting period Q1          |   | 01/04/2022 to 30/06/2022     |           |
| Q1 Target                    | 89  | Q1 Actual                    | 82        |
| Q2 Target                    |   | Q2 Actual                    |           |
| Q3 Target                    |   | Q3 Actual                    |           |
| Q4 Target                    |   | Q3 Actual                    |           |
| <b>YTD Cumulative Target</b> | <b>89</b>   | <b>YTD Cumulative Actual</b> | <b>82</b> |
| Previous Status              | Current Status  |                              |           |
| N/A                          |  |                              |           |

### Summary of Current Performance



At the end of Quarter 1 there were 82 Accidental Dwelling Fires compared to a target of 89. There was no firefighting action required at 40.2% (33) of incidents.

Looking at the key occupancy types, there has been an increase in the number of fires involving lone persons over pensionable age. The number has risen from 13 to 16 incidents, 11 of which started in the kitchen.

| Unitary Authority       | Total     |
|-------------------------|-----------|
| Cheshire East           | 30        |
| Cheshire West & Chester | 22        |
| Halton                  | 14        |
| Warrington              | 16        |
| <b>Total</b>            | <b>82</b> |

| Fire Location       | Total |
|---------------------|-------|
| Kitchen             | 41    |
| Bedroom             | 17    |
| Living Room         | 3     |
| External Structures | 4     |
| Garage              | 3     |
| External Fittings   | 4     |
| Other               | 10    |

| Cause of Fire                       | Number of Incidents |
|-------------------------------------|---------------------|
| Cooking                             | 34                  |
| Electrical Supply                   | 14                  |
| Domestic Appliance                  | 6                   |
| Smoking Materials/Cigarette Lighter | 11                  |
| Other                               | 17                  |

| Fire Spread                    | Number of incidents |
|--------------------------------|---------------------|
| None                           | 18                  |
| Confined to item first ignited | 20                  |
| Limited to Room of Origin      | 31                  |
| Other                          | 13                  |

| Occupancy Type                                       | Was a smoke alarm present?<br>Yes |
|--|-----------------------------------|
| Lone person over pensionable age                     | 100%                              |
| Lone Person under pensionable age                    | 100%                              |
| Lone parent with dependent children                  | 93.33%                            |
| Couple one or more over pensionable age, no children | 100%                              |
| Couple with dependent children                       | 73.33%                            |
| Couple both under pensionable age with no children   | 83.33%                            |
| Other  | 91.7%                             |
| <b>Total</b>   | <b>91.46%</b>                     |

| Occupancy Type  | No of ADFs | Dwellings | Indexed Score |
|---|------------|-----------|---------------|
| <b>Lone person over pensionable age</b>                     | 68         | 56533     | <b>351</b>    |
| <b>Lone person under pensionable age</b>                    | 51         | 73421     | <b>219</b>    |
| <b>Lone parent with dependent children</b>                  | 32         | 82396     | <b>225</b>    |
| <b>Couple one or more over pensionable age, no children</b> | 23         | 80559     | <b>77</b>     |
| <b>Other</b>  | 37         | 209308    | <b>71</b>     |
| <b>Couple both under pensionable age with no children</b>   | 42         | 167332    | <b>44</b>     |
| <b>Couple with dependent children</b>                       | 60         | 347436    | <b>53</b>     |

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. The data in this table reflects the last 12 months.

### Action taken to improve performance

The Prevention department are currently working on an awareness programme to educate those who provide care services to vulnerable residents. Knowledge of how and where to make referrals for additional safety advice will be provided.

The Service also continues to promote safety messages and campaigns through various media formats including social media and newsletters. However, for those who do not access social media, Prevention are also looking to maximise the support provided by the Service's volunteer cohort. Volunteers will instigate fire awareness sessions through initiatives such as coffee mornings, community gatherings and/or volunteer groups. The Volunteer Co-ordinator and Policy and Projects Manager will implement this work.

### **Examples of Activity within Service Delivery areas include:**

#### **Cheshire East:**

On the 25/05/22 Macclesfield Delta Watch attended a multi-agency community day of action with various partners including the Police and the local authority. The watch visited the Hurdsfield, Moss and Weston Estates and knocked on 70 doors from the new Cheshire data set. 25 Safe & Well visits were delivered, and it was discovered that 7 properties had no smoke detectors fitted prior to the visit. Several referrals for smoking cessation were also completed.

#### **Cheshire West and Chester:**

15 of the 22 ADFs in CWAC occurred in kitchens. Firefighter across the area been tasked with executing several small events to promote kitchen/cooking safety in line with the NFCC campaign as well as utilising the Ellesmere Port and Chester open days in August.

#### **Halton:**

5 of the 13 ADFs occurred in kitchens. Crews have been tasked with arranging kitchen safety events in Widnes and Runcorn and utilising the kitchen safety unit. Station open days in July and September will see crews fully engage with the community on all aspect of fire safety, but with a focus on kitchen safety.

#### **Warrington:**

8 of the 17 ADFs occurred in kitchens. Crews are attending events to highlight the various safety issues the unitary is experiencing and they will also be prioritised at future open days. The kitchen safety unit will be utilised at upcoming events.

## Performance and Overview Committee – Performance Health Report

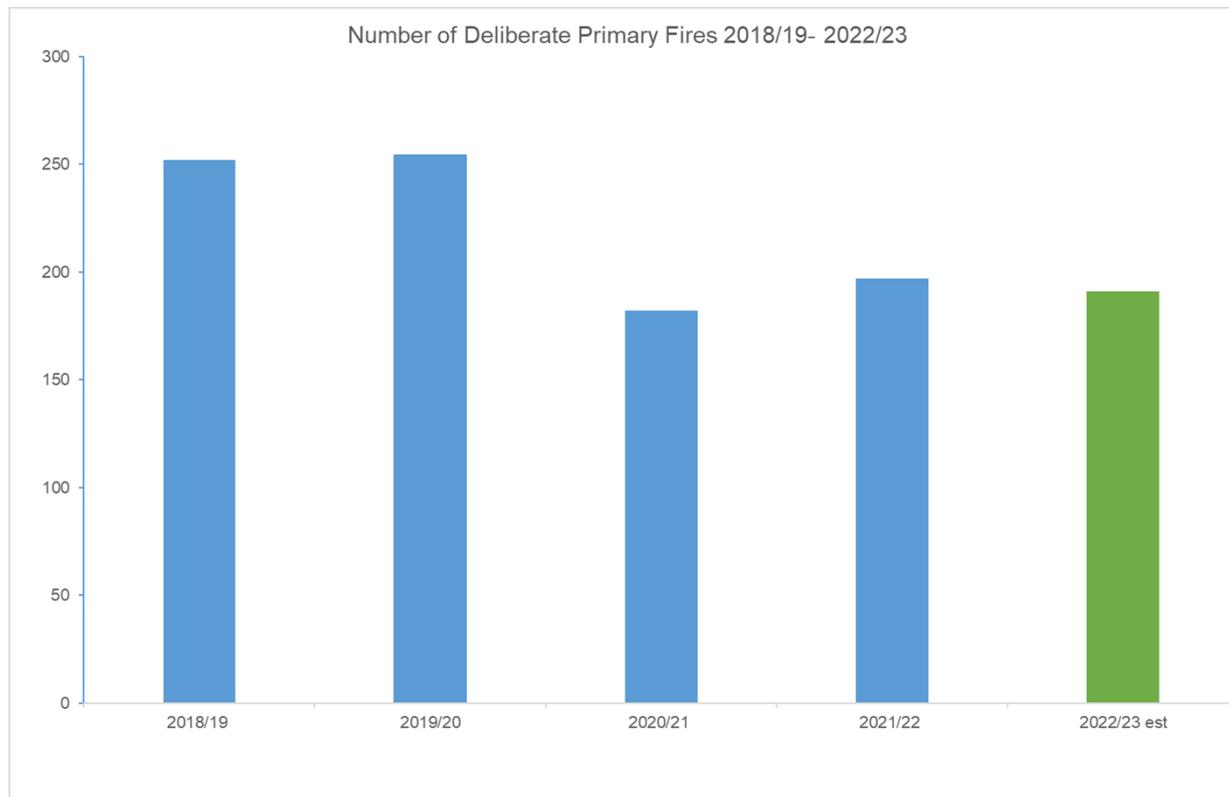
### Indicator: [Number of Deliberate Fires]

|                                    |     |                                    |     |
|------------------------------------|-----|------------------------------------|-----|
| Reporting Period Q1                |     | 01/04/2022 to 30/06/2022           |     |
| Q1 Target<br>(Primary)             | 65  | Q1 Actual<br>(Primary)             | 53  |
| (Secondary)                        | 245 | (Secondary)                        | 298 |
| Q2 Target<br>(Primary)             | 67  | Q2 Actual<br>(Primary)             |     |
| (Secondary)                        | 218 | (Secondary)                        |     |
| Q3 Target<br>(Primary)             | 59  | Q3 Actual<br>(Primary)             |     |
| (Secondary)                        | 200 | (Secondary)                        |     |
| Q4 Target<br>(Primary)             | 57  | Q4 Actual<br>(Primary)             |     |
| (Secondary)                        | 134 | (Secondary)                        |     |
| YTD Cumulative Target<br>(Primary) | 248 | YTD Cumulative Actual<br>(Primary) | 53  |
| (Secondary)                        | 797 | (Secondary)                        | 298 |

| Deliberate Primary Fires |   | Deliberate Secondary Fires |   |
|--------------------------|---|----------------------------|---|
| Previous Status          | Current Status  | Previous Status            | Current Status  |
| N/A                      |  | N/A                        |  |

### Summary of Current Performance

#### Deliberate Primary Fires



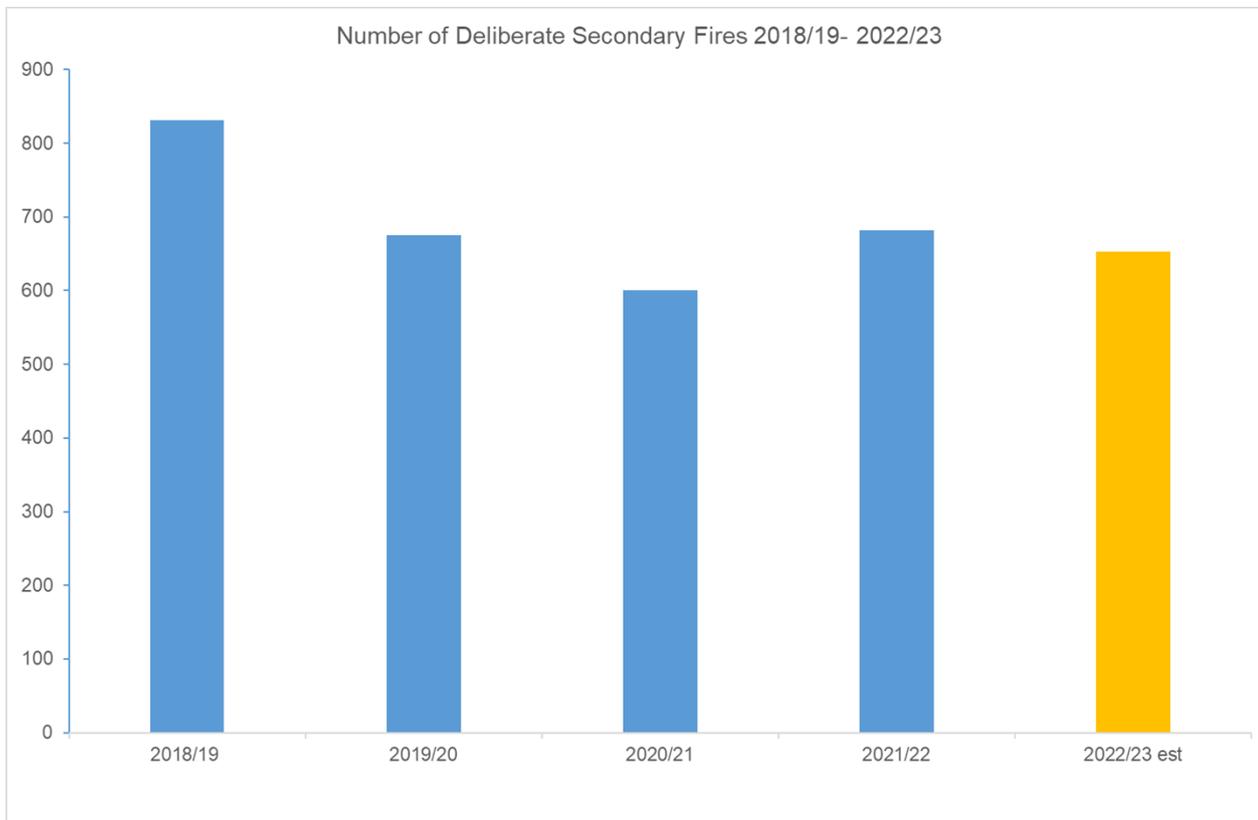
As defined in the Incident Recording System (IRS) primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Overall, 53 deliberate primary fires were recorded at the end of Quarter 1, against a target of 68. Overall, the station areas with the highest number of incidents are **Runcorn** (13), **Warrington** (31) and **Wilmslow** (7)

Across Cheshire, 22 incidents (41.5%) involved the deliberate ignition of a road vehicle. Of these 10 involved motorcycles, all of which occurred in Widnes, Warrington and Runcorn.

| Unitary area              | Number of Deliberate Primary Fires |
|---------------------------|------------------------------------|
| Cheshire East             | 16                                 |
| Cheshire West and Chester | 8                                  |
| Halton                    | 19                                 |
| Warrington                | 10                                 |
| <b>Total</b>              | <b>53</b>                          |

### 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 1 was 298, which is 54 incidents over target. The highest number of incidents have been in the following station areas – **Runcorn** (51), **Widnes** (42), and **Ellesmere Port** (35). These three station areas account for 43% of all incidents.

| Unitary area              | Number of Deliberate Secondary Fires |
|---------------------------|--------------------------------------|
| Cheshire East             | 77                                   |
| Cheshire West and Chester | 75                                   |
| Halton                    | 98                                   |
| Warrington                | 48                                   |
| <b>Total</b>              | <b>298</b>                           |

### Action taken to improve performance

With the school summer holidays approaching crews will use social media to highlight the risks of deliberate fires and the strain that it places on operational resources. Anti-Social Behaviour Awareness Week will also run from the 18<sup>th</sup>-23<sup>rd</sup> July and stations have been asked to promote and visit local hotspot areas. There are plans to incorporate this national campaign into the Deliberate Fires plan for next year which will allow for further planning and integration.

#### **Examples of Activity within Service Delivery areas include:**

##### **Cheshire East**

There are two main areas of concern which are Macclesfield with 21 deliberate secondary fires against a target of 7, and Crewe with 35 deliberate secondary fires against a target of 22.

Macclesfield crews continue to work with local partners to identify possible fire starters and utilise CCTV and other resources in the locations of incidents. Evidence and intelligence can then be collated to prevent incidents occurring. During June, 4 incidents took place on one night due to the actions of one individual. With the crew's assistance, the Police were able to apprehend the suspect on the night. Crews also discussed the increase in deliberate fires with the Police at the multi-agency community day of action.

##### **Cheshire West & Chester**

Arson by school children in CWAC has previously been an issue during school holidays. A derelict building in Ellesmere Port, The Station Hotel, has seen a number of arson attacks this year. Each watch has therefore been tasked with completing an arson route in the area every tour, as well as the Wilstone Lane area. Crews from Ellesmere Port are also working with partners in the Whitby Park and Whetstone Hey area during Anti-Social Behaviour (ASB) Awareness week to engage with young people. Mobile CCTV is also being deployed in Whitby Park to help tackle ASB.

##### **Halton**

Staff at Runcorn are liaising with the Station Manager for Deliberate Fire Reduction and Road Safety regarding ongoing incidents at a derelict building called Norton House. They are also liaising with the Protection department, Police, and Halton Borough Council to secure this building and another building to prevent future fires.

A child in care has informed their Social Worker that they have been setting fires in the local area; Firefighters and PCSOs are working together to identify the incidents. Crews will also liaise with the 'On the Streets' team to visit a number of hot spots and will be arranging 'Impact Events' across the unitary area, working with Cheshire Police, Halton Borough Council, and local housing associations.

In Widnes, Firefighters are working with the Prevention team and the local Sixth Form Colleges to undertake initiatives aimed at reducing motorbike fires.

##### **Warrington**

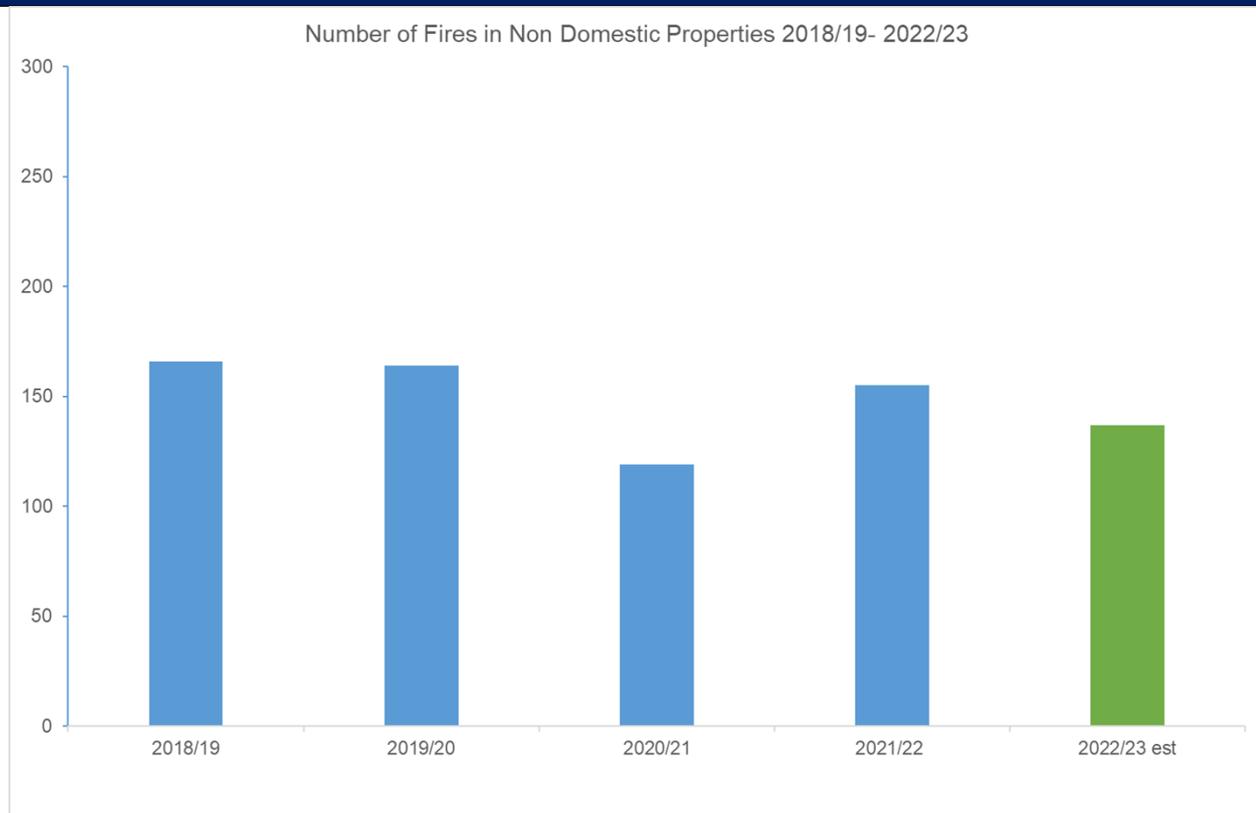
There has been a spate of motorbike thefts and subsequent deliberate ignitions. Firefighters have liaised with the Police who arrested have suspected parties. There have been no motorbike fires since the arrests took place. The Community Action Plan holder is working with Police to meet young fire setters and provide education on the risk and impact of deliberate fires.

## Performance and Overview Committee – Performance Health Report

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

|                              |   |                              |           |
|------------------------------|---|------------------------------|-----------|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022     |           |
| Q1 Target                    | 43  | Q1 Actual                    | 39        |
| Q2 Target                    |   | Q2 Actual                    |           |
| Q3 Target                    |   | Q3 Actual                    |           |
| Q4 Target                    |   | Q4 Actual                    |           |
| <b>YTD Cumulative Target</b> | <b>43</b>   | <b>YTD Cumulative Actual</b> | <b>39</b> |
| Previous Status              | Current Status  |                              |           |
| N/A                          |  |                              |           |

### Summary of Current Performance



There have been 39 Non-Domestic Premises fires up to the end of Quarter 1, which is seven below target.

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

| Type         | Number of occurrences |
|--------------|-----------------------|
| Prison       | 6                     |
| Recycling    | 3                     |
| Pub/wine bar | 3                     |

In Quarter 1, there were six fires in prisons (3 at Styal and 3 at Risley), none of which spread beyond the room of origin. Regarding the highest indexed score property type, prisons, over the last Quarter there have been 6 prison fires in total; 3 in Risley Prison and 3 in Styal Prison. The vast majority of prison fires

that the service attend are small and confined to the prison cell. Prisoners generally use smoking materials (including matches and lighters) or components of e-cigarettes to set fire to their own possessions or the bedding/furniture provided for them.

. The main causes for fires in Non-Domestic Premises:

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

51% of the 39 fires (20 incidents) were either confined to the item first ignited (18) or involved smoke and heat damage only (2). Whilst a further 9 fires (23%) were confined to the room of origin.

| Unitary Area            | Accidental | Deliberate |
|-------------------------|------------|------------|
| Cheshire East           | 5          | 6          |
| Cheshire West & Chester | 12         | 1          |
| Halton                  | 4          | 4          |
| Warrington              | 3          | 4          |
| <b>Grand Total*</b>     | <b>24</b>  | <b>15</b>  |

| Property Type                              | Number of Properties | Number of Incidents | Index Score |
|--|----------------------|---------------------|-------------|
| Prison                                     | 3                    | 17                  | 144519      |
| Factory/Manufacturing                      | 438                  | 32                  | 863         |
| Care / Nursing Home                        | 220                  | 6                   | 696         |
| Fast Food Outlet / Takeaway (Hot / Cold)   | 518                  | 4                   | 197         |
| Farm / Non-Residential Associated Building | 1077                 | 12                  | 284         |
| Restaurant / Cafeteria                     | 703                  | 7                   | 254         |
| Public House / Bar / Nightclub             | 805                  | 9                   | 285         |

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 in this table reflects the last 12 months.

### Action taken to improve performance

The Business Safety Team recruited a new Business Safety Advocate in Quarter 1, which will allow the team to focus its attention on increasing interaction with non-domestic premises across Cheshire.

### Examples of Activity within Service Delivery areas include:

Following a fire on the roof of a three-storey house that has been converted into flats in Alderley Edge, a joint inspection by Protection and Cheshire East Council resulted in the Council serving a Hazard Awareness Report. The report requires the responsible person to take action to reduce the risk of fire. This joint approach provides an opportunity to improve cooperation between the Service and local authority to share knowledge and information.

Following a fire in a bin store at flats in Ellesmere port that generated smoke-logging in two flats, a post fire inspection was conducted. An Action Plan was issued to, in part, conduct a compartment survey to highlight the weaknesses in the building.

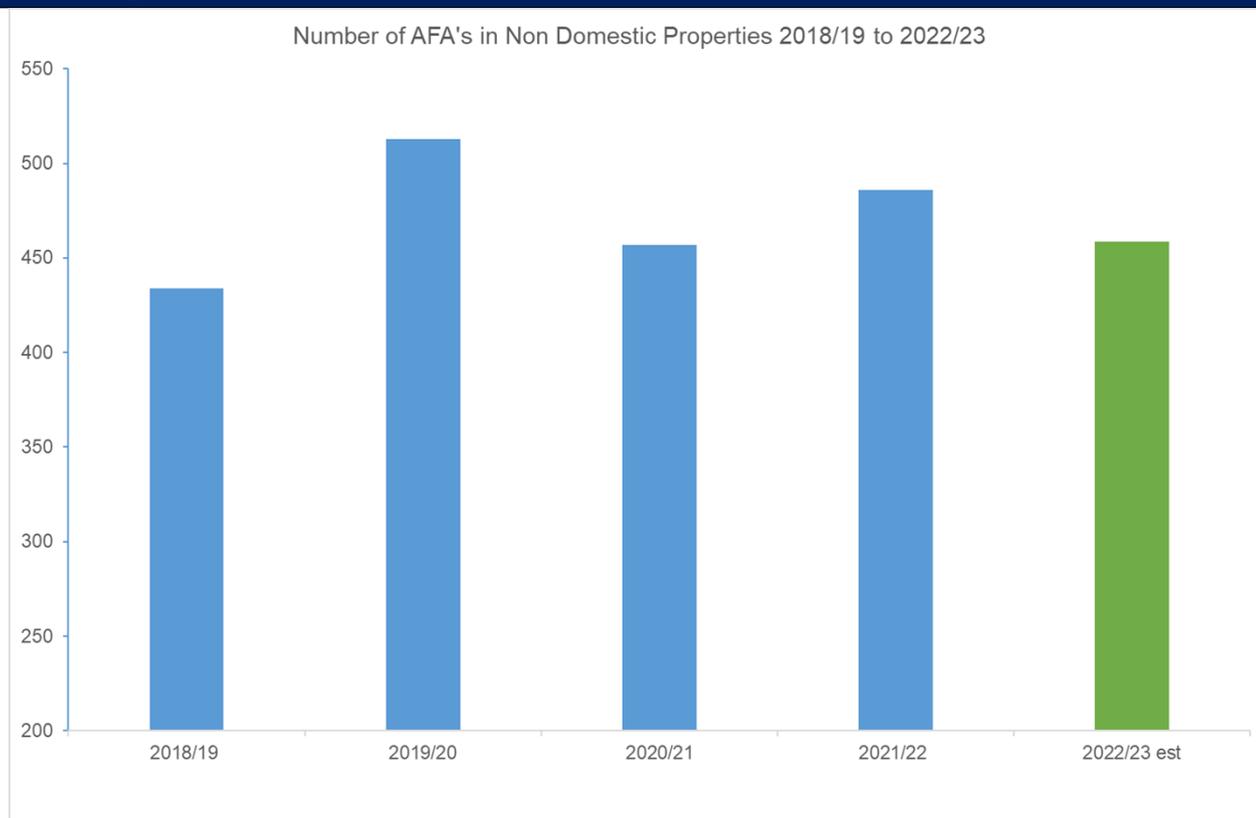
In Birchwood, a post fire inspection was carried out following an incident that occurred due to a build-up of oil and grease within an odour control system. This system was not subject to a periodic cleaning routine and the ducting used for the filtration system was of a polypropylene construction and as such was flammable. To rectify the issue, a more suitable material has been identified which has been implemented across all sites.

## Performance and Overview Committee – Performance Health Report

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

|                              |   |                              |     |
|------------------------------|---|------------------------------|-----|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022     |     |
| Q1 Target                    | 115   | Q1 Actual                    | 108 |
| Q2 Target                    |   | Q2 Actual                    |     |
| Q3 Target                    |   | Q3 Actual                    |     |
| Q4 Target                    |   | Q4 Actual                    |     |
| <b>YTD Cumulative Target</b> | 115   | <b>YTD Cumulative Actual</b> | 108 |
| Previous Status              | Current Status  |                              |     |
|                              |  |                              |     |

### 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 1, there were 108 attendances to AFAs in Non-Domestic Premises against a target of 115. The station areas with the highest number of calls are Chester, Macclesfield and Warrington which together account for 43.5% (47) of the overall total.

The main property types for AFAs are hospitals (32) and nursing, retirement or care homes (15), whilst the most common reason for the alarm to be activated was a fault (35), followed by accidentally/carelessly set off (18) and cooking/burnt toast (15).

| Unitary area              | Number of AFAs |
|---------------------------|----------------|
| Cheshire East             | 37             |
| Cheshire West and Chester | 49             |
| Halton                    | 9              |
| Warrington                | 13             |
| <b>Total</b>              | <b>108</b>     |

North West Fire Control uses a call challenging approach, set by the service to ask additional questions and prevent our attendance at unnecessary alarm activations. In Quarter 1, **79.7%** of the alarm activations NWFC was advised of, did not result in the attendance of a fire engine. This is significantly above national averages for call challenging and unlikely to improve without removal of automatic attendance at those premises which are classified as sleeping risk.

#### Action taken to improve performance

There are no current areas of concern for this indicator.

## Performance and Overview Committee – Performance Health Report

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

|                              |   |                             |             |
|------------------------------|---|-----------------------------|-------------|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022    |             |
| Q1 Target                    | 7500  | Q1 Actual                   | 4744        |
| Q2 Target                    |   | Q2 Actual                   |             |
| Q3 Target                    |   | Q3 Actual                   |             |
| Q4 Target                    |   | Q4 Actual                   |             |
| <b>YTD Cumulative Target</b> | <b>7500</b>   | <b>YTD Cumulative Total</b> | <b>4744</b> |
| Previous Status              | Current Status  |                             |             |
| N/A                          |  |                             |             |

### Summary of Current Performance

#### Number of Safe and Well Visits

Up to the end of Quarter 1, Prevention and operational staff have completed 4744 heightened risk visits. The Safe and Well infographic, attached below as Annex 2, shows a higher number due to additional post incident visits carried out by on-call staff which are not reported here. An explanation of each visit type is included below.

| Unitary area              | Total Number of Heightened Risk Safe and Well visits (year to date) | New Cheshire Data | Exeter Data | Other       |
|---------------------------|---|-------------------|-------------|-------------|
| Cheshire East             | 1507  | 724               | 253         | 530         |
| Cheshire West and Chester | 1669  | 669               | 476         | 524         |
| Halton                    | 636   | 299               | 95          | 242         |
| Warrington                | 932   | 338               | 256         | 338         |
| <b>Total</b>              | <b>4744</b>   | <b>2030</b>       | <b>1080</b> | <b>1634</b> |

New Cheshire Data – Heightened risk occupiers under pensionable age. These visits are completed by our operational staff.

Exeter Data – Heightened risk occupiers over pensionable age, identified using NHS data. These visits are completed by prevention staff.

Other – High risk visits which are completed as result of a referral by another agency.

In relation to the shortfall against target this has been assessed in further detail. Operational crews delivered a total of 2850 visits against a quarterly target of 2500. Prevention staff have been unable to fulfil their target due a range of circumstances. The team is currently under established and due to a challenging employment market and the service is struggling to recruit the required number of Advocates and Home Safety Advisors to fill all established vacancies. Recruitment has continued with four new starters joining during the quarter, although this is offset against five leavers. The new staff require an induction training period before they can be fully effective in contributing to targets. These challenges are coupled with the existing more experienced staff spending increasing amounts of time dealing with complex high-risk cases, as opposed to high volume visits using the data sets.

## Action taken to improve performance

The service is continuing to run recruitment campaigns to fill vacant positions across the Prevention department. Overtime has also been offered to existing staff to increase output against targets although this is presently seeing limited uptake.

The current cohort of community safety apprentices have recently achieved a level of competence which allows them to complete Safe and Well visits independently which will also marginally improve output. Officers are now exploring alternative options, including the use of On-call Firefighters, to ensure the service achieves its objectives by the end of the performance year.

To maximise the opportunity to engage with occupiers who are identified through the heightened risk data lists, a recent amendment has been made to the Prevention post-incident activity process. Previously, all addresses engaged with following an incident were included in performance reporting as counting against annual targets. This has now been altered to include only the affected property itself and those addresses rated as Platinum, Gold, Silver and Bronze. This is to ensure that the offer of Safe and Well visits is effectively targeting those most at risk, as opposed to residents who live within close proximity to an affected property.

**Indicator: [B] Platinum Address Success Rate]**

|                              |   |                             |            |
|------------------------------|---|-----------------------------|------------|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022    |            |
| Q1 Target                    | 65%   | Q1 Actual                   | 74%        |
| Q2 Target                    | 65%   | Q2 Actual                   |            |
| Q3 Target                    | 65%   | Q3 Actual                   |            |
| Q4 Target                    | 65%   | Q4 Actual                   |            |
| <b>YTD Cumulative Target</b> | <b>65%</b>  | <b>YTD Cumulative Total</b> | <b>74%</b> |
| Previous Status              | Current Status  |                             |            |
| N/A                          |  |                             |            |

**Summary of Current Performance****Platinum Address Success Rate –**

*“Platinum” – the households identified at most risk from fire.*

The percentage of platinum addresses where we have completed a Safe and Well visit is 74%

| Unitary area              | Platinum address success rate |
|---------------------------|-------------------------------|
| Cheshire East             | 71%                           |
| Cheshire West and Chester | 74%                           |
| Halton                    | 81%                           |
| Warrington                | 75%                           |
| <b>Total</b>              | <b>74%</b>                    |

**Action taken to improve performance**

There are no current areas of concern for this indicator.

## Performance and Overview Committee – Performance Health Report

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

|                              |   |                             |            |
|------------------------------|---|-----------------------------|------------|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022    |            |
| Q1 Target                    | 501   | Q1 Actual                   | 516        |
| Q2 Target                    | 501   | Q2 Actual                   |            |
| Q3 Target                    | 501   | Q3 Actual                   |            |
| Q4 Target                    | 501   | Q4 Actual                   |            |
| <b>YTD Cumulative Target</b> | <b>2004</b>   | <b>YTD Cumulative Total</b> | <b>516</b> |
| Previous Status              | Current Status  |                             |            |
| N/A                          |  |                             |            |

#### Summary of Current Performance

A thematic inspection is a fire safety assessment carried out by operational crews of Non-Domestic Premises which are of a lower risk than those premises visited by the Protection Department inspectors. Thematic inspection targets are allocated to all stations with the exception of on-call.

| Unitary area              | Q1 Target                   | Actual     | Yearly Target |
|---------------------------|-----------------------------|------------|---------------|
|                           | <b>Thematic Inspections</b> |            |               |
| Cheshire East             | 101                         | 112        | 404           |
| Cheshire West and Chester | 158                         | 159        | 632           |
| Halton                    | 88                          | 90         | 352           |
| Warrington                | 154                         | 155        | 616           |
| <b>Totals</b>             | <b>501</b>                  | <b>516</b> | <b>2004</b>   |

#### Examples of Activity within Service Delivery areas include:

During a thematic Inspection, crews from Ellesmere Port identified fire loading and damaged fire doors. Crews referred the issue to the local Fire Protection office and a Fire Safety Audit was conducted which resulted in a Notification of Deficiencies.

Congleton firefighters inspected a three-storey mill which is being converted into several businesses, including an electronics factory. The crew identified that a room on the second floor was being used for sleeping, did not have suitable fire detection, and the means of escape were unsafe. Protection officers attended and a prohibition notice was served to stop the use of the second floor for sleeping and a subsequent enforcement notice was served to remedy the remaining fire safety deficiencies.

Firefighters from Lymm conducted a thematic inspection on a chip shop in Stockton Heath. Several issues were identified and referred to Protection staff. A formal enforcement notice has been issued by Protection due to a lack of fire alarm system, no procedures in place, no maintenance regime and compartmentation issues.

#### Action taken to improve performance

There are no current areas of concern for this indicator.

## Performance and Overview Committee – Performance Health Report

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

|                              |   |                             |                   |
|------------------------------|---|-----------------------------|-------------------|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022    |                   |
| Q1 Target                    | 261 audits  | Q1 Actual                   | 328 audits (126%) |
| Q2 Target                    |   | Q2 Actual                   |                   |
| Q3 Target                    |   | Q3 Actual                   |                   |
| Q4 Target                    |   | Q4 Actual                   |                   |
| <b>YTD Cumulative Target</b> | <b>261</b>  | <b>YTD Cumulative Total</b> | <b>328</b>        |
| Previous Status              | Current Status  |                             |                   |
| N/A                          |  |                             |                   |

#### Summary of Current Performance

| Unitary area              | Q1 Target & Capacity | Actual     |
|---------------------------|----------------------|------------|
| Cheshire East             | 90                   | 130        |
| Cheshire West and Chester | 42                   | 103        |
| Halton                    | 50                   | 33         |
| Warrington                | 79                   | 90         |
| <b>Totals</b>             | <b>261</b>           | <b>328</b> |

#### Action taken to improve performance

There are no current areas of concern for this indicator.

**Indicator: [B] [Risk Based Inspection Programme Completed]**

|                              |   |                              |                         |
|------------------------------|---|------------------------------|-------------------------|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022     |                         |
| Q1 Target                    | 310 audits  | Q1 Actual                    | 251 audits (81%)        |
| Q2 Target                    |   | Q2 Actual (cumulative)       |                         |
| Q3 Target                    |   | Q3 Actual (cumulative)       |                         |
| Q4 Target                    |   | Q4 Actual (cumulative)       |                         |
| <b>YTD Cumulative Target</b> | <b>1240 audits</b>  | <b>YTD Cumulative Actual</b> | <b>251 audits (81%)</b> |
| Previous Status              | Current Status  |                              |                         |
| N/A                          |  |                              |                         |

**Summary of Current Performance**

| Unitary area              | Q1 Target   | Actual     | Yearly Target |
|---------------------------|-------------|------------|---------------|
|                           | <b>RBIP</b> |            |               |
| Cheshire East             | 103         | 110        | 413           |
| Cheshire West and Chester | 104         | 48         | 413           |
| Halton                    | 31          | 26         | 124           |
| Warrington                | 72          | 67         | 290           |
| <b>Totals</b>             | <b>310</b>  | <b>251</b> | <b>1240</b>   |

**Action taken to improve performance**

Currently, the Cheshire West and Cheshire office has only two qualified staff to deliver RBIP audits, which are the highest risk buildings across Cheshire. Several new inspecting officers have been recruited to work within CWAC and are currently being trained. There is an ongoing recruitment process to fill Crew Manager vacancies. There were also a number of fire safety complaints relating to building issues and post-fire inspections that required audits to be completed at the premises, diverting officers away from RBIP work.

The Halton and Warrington offices have been supporting the staff in development and have had three ongoing prosecutions to work on which has taken time away from RBIP work. The 10 audits will be caught up in Quarter 2. Resources are also being redirected to Cheshire West to address their backlog.

## Performance and Overview Committee – Performance Health Report

### Indicator: [10 Minute Standard]

|                              |   |                             |            |
|------------------------------|---|-----------------------------|------------|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022    |            |
| Q1 Target                    | 80%   | Q1 Actual                   | 89%        |
| Q2 Target                    | 80%   | Q2 Actual                   |            |
| Q3 Target                    | 80%   | Q3 Actual                   |            |
| Q4 Target                    | 80%   | Q4 Actual                   |            |
| <b>YTD Cumulative Target</b> | <b>80%</b>  | <b>YTD Cumulative Total</b> | <b>89%</b> |
| Previous Status              | Current Status  |                             |            |
| N/A                          |  |                             |            |

### 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 seven minutes and eight seconds.

| Unitary area              | Cheshire Standard |
|---------------------------|-------------------|
| Cheshire East             | 86%               |
| Cheshire West and Chester | 82%               |
| Halton                    | 100%              |
| Warrington                | 100%              |
| <b>Total</b>              | <b>89%</b>        |

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. One dwelling fire may have been attended within the standard but the attendance time was not recorded.

| Dwelling Fires |   |                                |                   |   |  |                   |          |
|----------------|---|--------------------------------|-------------------|---|--|-------------------|----------|
|                | 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 Whole-time turnout - working in community | Other Explanation | Totals   |
| Cheshire East  | 2   |                                |                   |   |  | 1*                | 3        |
| CWAC           | 3   |                                |                   |   |  |                   | 3        |
| Halton         |   |                                |                   |   |  |                   |          |
| Warrington     |   |                                |                   |   |  |                   |          |
| <b>Totals</b>  |   |                                |                   |   |  |                   | <b>6</b> |

\*Crews failed to book in attendance

| 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 Whole-time turnout - working in community | Other Explanation | Totals    |
| Cheshire East           | 3   |                                |                   | 1   |  |                   | 4         |
| CWAC                    | 4   |                                | 3                 |   |  |                   | 7         |
| Halton                  |   |                                |                   |   |  |                   |           |
| Warrington              |   |                                |                   |   |  |                   |           |
| Totals                  |   |                                |                   |   |  |                   | <b>11</b> |

## Performance and Overview Committee – Performance Health Report

### Indicator: [Wholetime Fire Engine Availability]

|                              |   |                              |      |
|------------------------------|---|------------------------------|------|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022     |      |
| Q1 Target                    | 100%  | Q1 Actual                    | 100% |
| Q2 Target                    |   | Q2 Actual                    |      |
| Q3 Target                    |   | Q3 Actual                    |      |
| Q4 Target                    |   | Q4 Actual                    |      |
| <b>YTD Cumulative Target</b> |   | <b>YTD Cumulative Actual</b> |      |
| Previous Status              | Current Status  |                              |      |
| N/A                          |  |                              |      |

#### Summary of Current Performance

During quarter 1, wholetime appliance availability was 99.98%. Availability of these fire engines is guaranteed almost 24 hours day. Where necessary staff are brought in on overtime to maintain a suitable number of Firefighters. The service aims to have 17 wholetime fire engines available during the day (07:00-19:00) and 14 overnight (19:00-07:00). It consistently meets these targets.

#### Action taken to improve performance

There are no current areas of concern for this indicator.

## Performance and Overview Committee – Performance Health Report

### Indicator: [On-Call Fire Engine Availability]

|                              |   |                              |   |                   |   |
|------------------------------|---|------------------------------|---|-------------------|---|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022     |   |                   |   |
| Q1 Target                    | 85%   | Q1 Actual                    |   | 53%               |   |
| Q2 Target                    | 85%   | Q2 Actual                    |   |                   |   |
| Q3 Target                    | 85%   | Q3 Actual                    |   |                   |   |
| Q4 Target                    | 85%   | Q4 Actual                    |   |                   |   |
| <b>YTD Cumulative Target</b> | <b>85%</b>  | <b>YTD Cumulative Actual</b> |   | <b>53%</b>        |   |
| Nucleus                      |   | Primary on-call              |   | Secondary on-call |   |
| Previous Status              | Current Status  | Previous Status              | Current Status  | Previous Status   | Current Status  |
| N/A                          |  | N/A                          |  | N/A               |  |

### Summary of Current Performance

On-call fire engine availability at the end of Quarter 1 was 53% (crew of four) compared with 64% in the same quarter for the previous year (2021/22).

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

- Primary on-call appliance (e.g., Malpas, Poynton etc.) availability was **52%**
- Nucleus on-call appliance (e.g., Birchwood) availability was **82%**
- Secondary on-call appliance (e.g., Winsford second appliance etc.) availability was **33%**

The availability in Quarter 1 increases to **59%** when measured with only 3 firefighters, who can respond to certain incident types as a small incident unit (SIU).

| Station            | Type    | 2021/22 Q1 | 2022/23 Q1 |
|--------------------|---------|------------|------------|
| E19P1 Macclesfield | Nucleus | 100.00%    | 98.19%     |
| E23P1 Wilmslow     | Nucleus | 94.29%     | 95.88%     |
| E26P1 Middlewich   | Primary | 87.44%     | 79.17%     |
| E12P1 Nantwich     | Primary | 91.15%     | 78.30%     |
| E14P1 Alsager      | Primary | 88.60%     | 71.28%     |
| E20P1 Bollington   | Primary | 71.36%     | 65.29%     |
| E16P1 Sandbach     | Primary | 74.37%     | 61.79%     |
| E22P1 Poynton      | Primary | 74.93%     | 61.78%     |
| E13P1 Audlem       | Primary | 84.64%     | 60.57%     |
| E24P1 Knutsford    | Primary | 62.54%     | 53.74%     |
| E02P1 Birchwood    | Nucleus | 92.01%     | 53.04%     |
| E29P2 Penketh      | Primary | 67.59%     | 50.32%     |

|                    |           |               |               |
|--------------------|-----------|---------------|---------------|
| E11P1 Malpas       | Primary   | 67.20%        | 48.98%        |
| E03P2 St. Heath    | Primary   | 47.93%        | 42.50%        |
| E27P2 Winsford     | Secondary | 27.08%        | 37.91%        |
| E25P2 Northwich    | Secondary | 49.88%        | 37.90%        |
| E06P1 Frodsham     | Primary   | 26.64%        | 31.67%        |
| E19P2 Macclesfield | Secondary | 49.71%        | 30.20%        |
| E05P2 Runcorn      | Secondary | 29.32%        | 26.04%        |
| E10P1 Tarporley    | Primary   | 32.07%        | 18.11%        |
| E17P1 H Chapel     | Primary   | 28.71%        | 8.06%         |
| <b>Q1 Average</b>  |           | <b>64.16%</b> | <b>52.89%</b> |

### Action taken to improve performance

Despite the continued investment by the Authority and the efforts of officers and teams through the On-call Programme, overall On-call availability has not yet achieved the 85% target with the exception of the first national lockdown period in Q1 2020/21.

The national picture for Fire and Rescue Services operating the On-call duty system is experiencing similar challenges as Cheshire. The recent Government White Paper and previous HMICFRS State of Fire reports have all called for additional resourcing to ensure the future sustainability for the On-call duty system. The challenges of providing consistent availability for fire cover using On-Call firefighters remain.

Significant efforts at a local level in Cheshire continue in terms of recruitment activity and training and developing On Call firefighters to equip them with the right skills to increase availability.

Officers have also been working with the Human Resources team to reduce timescales to recruitment processes through:

- Moving to an online Disclosure and Barring Service (DBS) application to reduce timescales and administration
- Adopting a more responsive practical testing approach to facilitate tests within days, rather than providing one dedicated evening per month
- Utilising On Call Support Crew Managers (OCSCM) to undertake training and development sessions with trainee firefighters and target new housing developments in traditionally "hard to recruit" areas such as Tarporley with leaflet and social media campaigns.

Our On-call firefighters continue to be recognised and rewarded through the Passout events and a number have progressed to full time roles through our migration processes. In the recent summer months our On-call crews have worked exceptionally hard to support the Service's response to the large number of grass fires and major incidents. However, some stations continue to struggle to provide consistent availability. Two examples include:

Holmes Chapel fire station has struggled in recent months to provide availability due to shortages of skills including Incident Command Assured (ICA) and Emergency Fire Appliance Driver (EFAD). This means that often the crew are unable to respond due to having no driver or officer in charge available. A dual role Watch Manager has now joined the team and will provide those additional skills to support the team. In addition, two firefighters are now undertaking ICA training and one firefighter is undertaking EFAD driver training.

Tarporley Fire station has operated with low numbers for over twelve months and only has 8 firefighters in comparison to some On Call stations who have over 15. The area is affluent and house prices and high earnings, and the hours or location of primary employment can be factors that make becoming an

On Call firefighter unattractive. The team are working hard to boost their numbers with 2 going through the recruitment process and ongoing promotion in the local area.

Officers will shortly be commencing a fire cover review which is a deliverable as part of year of the current IRMP 2020-2024. This will assess in detail the long-term sustainability of continuing to provide a sizeable proportion of fire engines using the On-call model, or whether more efficient and effective models could be introduced.

## Performance and Overview Committee – Performance Health Report

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

|                              |   |  |                    |
|------------------------------|---|--|--------------------|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022                                     |                    |
| Q1 Target                    | 1.38  | Q1 Actual (cumulative)<br><i>(exc. COVID absences)</i>       | 1.64 <i>(1.45)</i> |
| Q2 Target (cumulative)       | 2.75  | Q2 Actual (cumulative)<br><i>(exc. COVID absences)</i>       |                    |
| Q3 Target (cumulative)       | 4.13  | Q3 Actual (cumulative)<br><i>(exc. COVID absences)</i>       |                    |
| Q4 Target (cumulative)       | 5.5   | Q4 Actual (cumulative)<br><i>(exc. COVID absences)</i>       |                    |
| <b>YTD Cumulative Target</b> | <b>5.5</b>  | <b>YTD Cumulative Actual</b><br><i>(exc. COVID absences)</i> | <b>1.64 (1.45)</b> |
| Previous Status              | Current Status  |  |                    |
| N/A                          |  |  |                    |

#### Summary of Current Performance

The Quarter 1 figure for all staff is 1.64, which is a slight reduction on the Quarter 1 figure for 21/22 which was 1.76. Based on Quarter 1 figures, the projected figure for 22/23 is 6.56 which significantly exceeds the target of 5.5 days. Excluding COVID-19 sickness absences in the projected figure would reduce it to 5.8 days.

For operational staff, the figure for whole-time staff is 1.19, which is a decrease on the 20/21 figure which was 1.52. The Quarter 1 on-call figure of 1.72 is also a decrease on the 20/21 figure which was 1.94. Overall, the Quarter 1 figure for operational staff of 1.39 which is a decrease on the 20/21 figure which was 1.69.

Performance for Fire Staff for the Quarter (2.55) shows higher average days lost than for Operational Staff (1.39). The figure for Fire Staff (2.55) is higher than for Quarter 1 last year when it was 2.07.

Long-term absence (28 calendar days and over) accounts for 63.8% of all absences.

In terms of total days lost, the Quarter 1 figure for 22/23 is 1440, which is a decrease of 7.8% compared with the figure of 1562 days for Quarter 1 20/21.

There were 28 new absences due to COVID-19 in Quarter 1 accounting for 135 days lost (this does not include absences due to self-isolation). This is significant reduction compared to the previous quarter. This could be accounted for by the change in Government's COVID-19 guidance, reduced testing and reduced recommended self-isolation period.

**Table: Sickness absence for Quarter 1 2022-23 (excluding COVID sickness)**

| Staff Category       | # of sickness days/shifts | Headcount  | Average working days lost to sickness per person |
|----------------------|---------------------------|------------|--|
| <b>Whole-time</b>    | 469                       | 425        | 1.10   |
| <b>On-call</b>       | 383                       | 269        | 1.42   |
| <b>Uniform Total</b> | 852                       | 694        | 1.23   |
| <b>Fire Staff</b>    | 417                       | 185        | 2.25   |
| <b>Q1 Total</b>      | <b>1269</b>               | <b>879</b> | <b>1.44</b>                                      |

The latest national benchmarking data available from Cleveland Fire Briagde indicates that:

- CFRS has the 5<sup>th</sup> lowest whole-time sickness absence rate of all services;
- CFRS has the 6<sup>th</sup> lowest on-call staff sickness absence rate of all services;
- CFRS was the 17<sup>th</sup> lowest Fire Staff sickness absence rate of all services; and

All three staffing groups in CFRS remain below the national average.

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

- Monthly scrutiny at the Attendance Management Board continues to be applied to all absence cases to ensure that the appropriate actions are taken, and that staff are given adequate support to assist with their return to the workplace.
- Monthly monitoring of staff who have reached an Attendance Review Point continues to take place.
- Quarterly contract meetings 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.

## Performance and Overview Committee – Performance Health Report

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

|                              |   |                              |   |
|------------------------------|---|------------------------------|---|
| Reporting Period Q1          |   | 01/04/2022 to 30/06/2022     |   |
| Q1 Target                    | 10  | Q1 Actual                    | 0 |
| Q2 Target                    | 10  | Q2 Actual                    |   |
| Q3 Target                    | 10  | Q3 Actual                    |   |
| Q4 Target                    | 10  | Q4 Actual                    |   |
| <b>YTD Cumulative Target</b> | <b>40</b>   | <b>YTD Cumulative Actual</b> |   |
| Previous Status              | Current Status  |                              |   |
| N/A                          |  |                              |   |

#### Summary of Current Performance

There were no working days lost to injury in the Quarter 1 period.

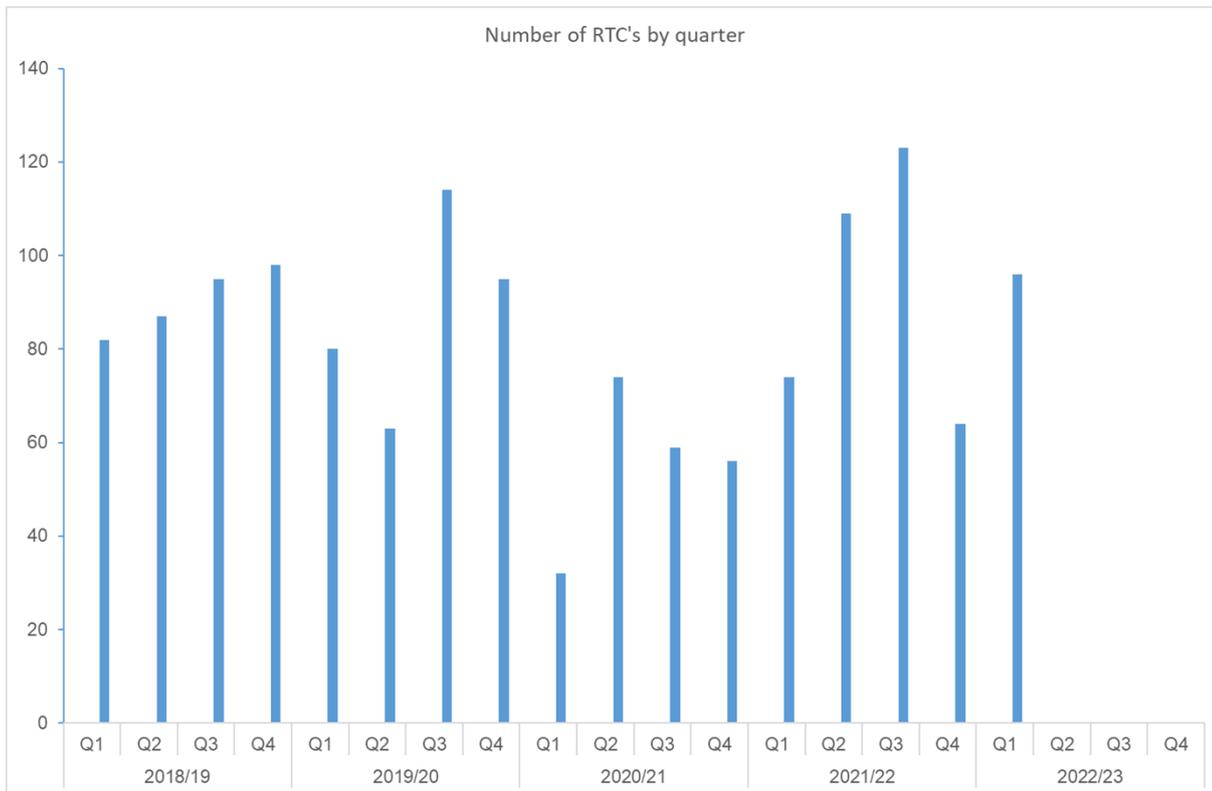
**Performance and Overview Committee – Performance Health Report**

**Indicator: [Road Traffic Collisions Attended]**

|                     |                          |                              |    |
|---------------------|--------------------------|------------------------------|----|
| Reporting Period Q1 | 01/04/2022 to 30/06/2022 | Q1 Actual                    | 96 |
|                     |                          | Q2 Actual                    |    |
|                     |                          | Q3 Actual                    |    |
|                     |                          | Q4 Actual                    |    |
|                     |                          | <b>YTD Cumulative Actual</b> |    |

**Summary of Current Performance**

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



This chart 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. 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.

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.

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

It is recognised that not all collisions are attended by CFRS; we therefore also monitor data collated by Cheshire Constabulary. The table below relates to the calendar year 2020-21. There are many additional incidents included in this dataset which do not require the attendance of the Fire and Rescue Service to release trapped persons.

| Severity       | 1 <sup>st</sup> April 2020 to<br>31 <sup>st</sup> March 2021 | 1 <sup>st</sup> April 2021 to<br>31 <sup>st</sup> March 2022 | % of<br>total | Year on year<br>change |
|----------------|--|--|---------------|------------------------|
| <b>Fatal</b>   | 25   | 27   | 1.3%          | ↑ 8%                   |
| <b>Serious</b> | 274  | 292  | 14.2%         | ↑ 7%                   |
| <b>Slight</b>  | 1407   | 1735   | 84.5%         | ↑ 23.3%                |
| <b>Total</b>   | 1706   | 2054   |               | ↑ 7%                   |

#### Action taken to improve performance

The Road Safety team attended the Cheshire Show on the 21<sup>st</sup> and 22<sup>nd</sup> June to promote 'Operation Close Pass', 'Biker Down', and 'Share the Road'.

A variety of work has also been undertaken including delivering Key Stage 2 and 4 Education packages and promoting 'Think, Drive, Survive' and 'Operation Close Pass' in Congleton, Neston, and Crewe.

Across July, the Road Safety team and stations across Cheshire will be running one event each covering driver impairment, which is the national theme for the month.



**Cheshire**  
Fire & Rescue Service

# SAFE & WELL Initiative

## 1ST APRIL 2022 - 30TH JUNE 2022

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.

Data within this report was taken from the SAFFIRE Safe and Well Infographic report on 23/08/2022 using a date range of 01/04/2022 - 30/06/2022. This report shows the number of referrals based on geographical area of referral.

268

ATRIAL FIBRILLATION SCREENINGS



WITH 34 PEOPLE BEING SIGNPOSTED TO SEE THEIR GP

# 4,811

## VISITS COMPLETED



223

LONELINESS & ISOLATION SCREENINGS



WITH 3 PEOPLE BEING SIGNPOSTED TO BRITISH RED CROSS



23



LOCAL AUTHORITY FALLS TEAM REFERRALS

21

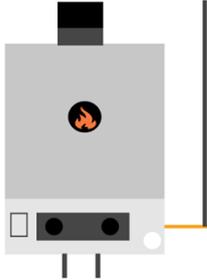


BLOOD PRESSURE TESTS TAKEN

WITH 8 PEOPLE SIGNPOSTED TO HEALTH FOR SECOND TEST



14\*



AFFORDABLE WARMTH REFERRALS

2



ALCOHOL REDUCTION TEAM REFERRALS

6



SMOKING CESSATION TEAM REFERRALS

(\*1 referral per household)

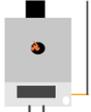


# SAFE & WELL Initiative

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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                       | 6   | 6   | 8  | 3  |
| ATRIAL FIBRILLATION SCREENINGS     | 75  | 85  | 2  | 106  |
| ATRIAL FIBRILLATION SIGNPOSTS      | 14  | 3   | 0  | 17   |
| SMOKING CESSATION REFERRALS        | 5   | 0   | 1  | 0  |
| ALCOHOL REDUCTION TEAM REFERRALS   | 1   | 0   | 0  | 1  |
| AFFORDABLE WARMTH REFERRALS        | 4   | 8   | 1  | 1  |
| BLOOD PRESSURE TESTS TAKEN         | 0   | 21  | 0  | 0  |
| BLOOD PRESSURE SIGNPOSTS           | 0   | 8   | 0  | 0  |
| LONELINESS & ISOLATION SCREENINGS  | 97  | 100   | 10   | 16   |
| LONELINESS & ISOLATION REFERRALS   | 2   | 0   | 1  | 0  |

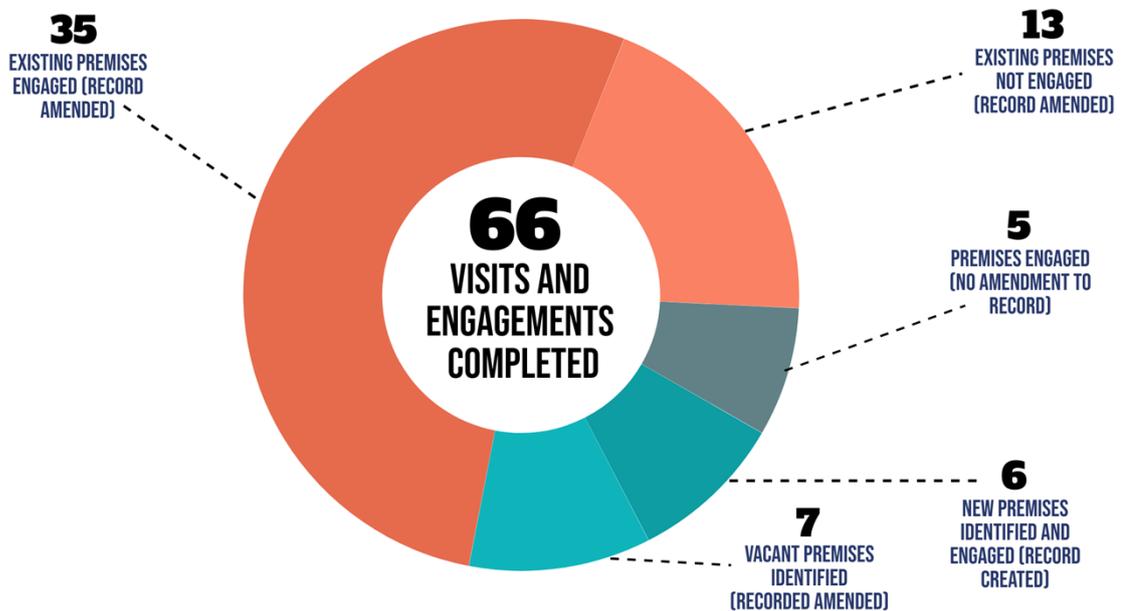


**Cheshire**  
Fire & Rescue Service

# BUSINESS SAFETY TEAM

1ST APRIL 2022 - 30TH JUNE 2022

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



| Job Type   | Cheshire East | Cheshire West | Halton    | Warrington | Total     |
|--|---------------|---------------|-----------|------------|-----------|
| Post Fire Business Visit                             | 0             | 0             | 0         | 0          | 0         |
| New Premises Identified and Engaged (record amended) | 0             | 2             | 4         | 0          | 6         |
| Vacant Premises Identified (record amended)          | 0             | 1             | 0         | 6          | 7         |
| Existing Premises Engaged (record amended)           | 0             | 17            | 11        | 7          | 35        |
| Existing Premises not Engaged (record amended)       | 0             | 9             | 3         | 1          | 13        |
| Premises Engaged (no amendment to record)            | 0             | 4             | 1         | 0          | 5         |
| <b>Total</b>   | <b>0</b>      | <b>33</b>     | <b>19</b> | <b>14</b>  | <b>66</b> |



**Cheshire**  
Fire & Rescue Service

# Our Performance

Q1 2022/23 update

**TOTAL VISITORS SINCE APRIL 2022: 2,003**  
(30,318 since July 2017)

## School visits April - May 22

### Mainstream

1,274 children,  
163 supporting adults

### Non- mainstream

56 children,  
24 supporting adults

|                      |    |
|----------------------|----|
| Repeat visit Schools | 53 |
| New schools          | 25 |



## Volunteer information

23 volunteers active  
1 in recruitment process  
634 volunteer hours completed



"Highly structured and pitched appropriately for key stage. Absolutely superb"

## C19 Restrictions lifted April 22

|   |                                      |
|---|--------------------------------------|
| 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   |

## Additional visitors:

- 423 visitors attending training / meetings
- 63 Tours of the centre

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 7<sup>TH</sup> SEPTEMBER 2022  
**REPORT OF:** CHIEF FIRE OFFICER AND CHIEF EXECUTIVE  
**AUTHOR:** JULIE PEACH AND SANDRA TAUBINGER

---

**SUBJECT:** PROGRAMME REPORT – QUARTER 1, 2022-23

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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

- [1] Members review and approve the information provided.

### Background

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

### Information

3. Progress on delivery of the programmes and projects is reported in the form of a quarterly health report to the Service's Performance and Programme Board. The Board is responsible for ensuring the successful delivery of programmes and projects contained in the Authority's annual IRMP action plans.
4. The Programme Health Report for the first quarter of 2022-23 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 approved Project Management Framework.

## **Environmental Implications**

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

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER**

**TEL [01606] 868641**

**BACKGROUND PAPERS: NONE**

**APPENDIX 1 – Quarter 1 - Programme Health Report 2022-23 v1.0**

## Performance and Programme Board – Programme Health Report

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

|                         |             |                                  |           |                                  |
|-------------------------|-------------|----------------------------------|-----------|----------------------------------|
| <b>Reporting Period</b> | <b>FROM</b> | <b>1<sup>st</sup> April 2022</b> | <b>TO</b> | <b>30<sup>th</sup> June 2022</b> |
|-------------------------|-------------|----------------------------------|-----------|----------------------------------|

### DECISIONS TAKEN AT PERFORMANCE AND PROGRAMME BOARD

The following Closure Report was approved:

1594 Sprinklers Save Lives

### Governance and Commissioning

|  |   |  |                          |                                    |
|--|---|--|--------------------------|------------------------------------|
| <b>1226</b>  | <b>BLUE LIGHT COLLABORATION PROGRAMME</b>   |  |                          |                                    |
| <b>PROGRAMME SPONSOR</b>   |   | <b>Chief Fire Officer</b>                            | <b>PROGRAMME MANAGER</b> | <b>Head of Service Improvement</b> |
| <b>Previous status</b>   | <b>Current status</b>   | <b>Explanation</b><br>(where status is red or amber) |                          |                                    |
|  |  |  |                          |                                    |
| <b>Programme Update</b>  |   |  |                          |                                    |
| Awaiting Closedown Report  |   |  |                          |                                    |

| 1558   |   | REPLACEMENT OF CREWE FIRE STATION                    |                 |                          |
|--|---|--|-----------------|--------------------------|
| PROJECT SPONSOR  |   | Head of Service Improvement                          | PROJECT MANAGER | Group Manager - Projects |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |                          |
|    |  |  |                 |                          |
| <b>Project Update</b>  |   |  |                 |                          |
| <p>Non-operational staff based at Crewe fire station have now been redeployed to other bases in Cheshire East to fulfil their roles. The fire station itself has undergone a period of clearing out of obsolete items along with the clear out of the bungalow which is now ready to be used by ISG as the site office. The temporary fire station construction will begin on the 11th July 22, with operational staff due to relocate into the temporary fire station on the 28th September 22.</p> |   |  |                 |                          |

| 1557  |   | STATION MODERNISATION PROGRAMME                                      |                   |                          |
|---|---|--|-------------------|--------------------------|
| PROGRAMME SPONSOR   |   | Head of Service Improvement  | PROGRAMME MANAGER | Group Manager - Projects |
| Previous status   | Current status  | <u>Explanation</u><br>(where status is red or amber)                 |                   |                          |
|   |  | Programme paused, specifications and requirements are being reviewed |                   |                          |
| <b>Programme Update</b>   |   |  |                   |                          |
| <p>Following a decision being made to pause the modernisation programme in year 3, the team have been exploring options at Congleton, Winsford, Knutsford and Macclesfield fire stations. The project team have also been working on draft designs for both Warrington and Ellesmere Port fire stations and further work is required to determine the costs associated with the remaining fire stations within the modernisation programme.</p> |   |  |                   |                          |

| 1606  |   | Wilmslow Transition to Day Crewing 1          |                 |                          |
|---|---|---|-----------------|--------------------------|
| PROJECT SPONSOR   |   | Assistant Chief Fire Officer                  | PROJECT MANAGER | Head of Service Delivery |
| Previous status   | Current status  | Explanation<br>(where status is red or amber) |                 |                          |
|   |  |   |                 |                          |
| Project Update  |   |   |                 |                          |
| <p>Phase 1 - House Purchases</p> <p>To date three properties have had offers successfully accepted and are progressing through conveyancing. The Project team continues to monitor the local housing market for suitable properties. Viewings are arranged and facilitated through the Estates team. Recommendations to make offers are considered by the project team and a number of senior / principal officers and the chair are consulted.</p> <p>Estates colleagues have viewed a number of other properties in Wilmslow and have placed offers on a further 4 properties. However, these offers were unsuccessful due to other offers being made significantly above asking price. A number of those viewed have also been discounted due to condition and location.</p> <p>Solicitors have been appointed to provide conveyancing services for the remaining properties that are required to facilitate a quick, simple process</p> <p>Phase 2 - Staff transition, redeployment and organisation</p> <p>The draft staff redeployment and reorganisation process has been completed, subject to some minor amendments. When finalised it will be presented to Service Management Team and the Joint Consultative Negotiation Panel (JCNP).</p> <p>Staff at Wilmslow have been briefed regularly with progress updates.</p> <p>When some houses have been bought and once the staff redeployment process is settled, there are plans to commence the formal process to ascertain the level of intent from staff with appropriate skills this will help determine the next steps.</p> <p>The project team is developing a range of options / contingency options (interim transitional arrangements) to which the Service can fall-back on if the project fails to achieve Phase 1 in the agreed timescales.</p> <p>If there is insufficient housing stock available or the costs of suitable housing is too expensive then the following avenues will be explored to compliment what houses the service has bought.</p> <ul style="list-style-type: none"> <li>Plan C – Short term rental houses – a temporary fix if there is insufficient housing stock available in 2022. It's important to note that plans will be required to ensure employees are able to claim back expenses and adjustments are made if this is the case.</li> <li>Plan D – Attract existing fire fighters from within CFRS and other FRS that live within the 5 min response time boundary to join the new system. If existing employees or other FRS employees have their own private properties</li> </ul> |   |   |                 |                          |

within the required response area, arrangements could be explored to allow them to live in their own properties and join the DC1 system. This would be an interim measure until the purchase of properties has been completed.

- Plan E – Early Adopters/Hybrid System – If the Service has not been able to secure all 9 houses in the agreed timescales, those Firefighters selected in the redeployment process will be eligible to move into one of the purchased houses. The staff will continue to operate the existing model with some provision from those that have moved in the DC1 houses, to provide on call cover in addition to existing nucleus/on-call arrangements. DC1 allowances would be provided to the fire fighters in the Service houses. This would be an interim measure until all houses had been purchased.

| 1591 MICROSOFT 365 IMPLEMENTATION   |  |  |                 |  |
|---|--|--|-----------------|--|
| PROJECT SPONSOR   |  | Head of Service Improvement                          | PROJECT MANAGER | Project Business Manager- Systems and Business Improvement |
| Previous status   | Current status   | <u>Explanation</u><br>(where status is red or amber) |                 |  |
|    |  |  |                 |  |
| <b>Project Update</b>   |  |  |                 |  |
| <p>Throughout May and June 2022 188 upgraded laptops were handed out to Service personnel and 196 desktops were upgraded to M365. The roll-out covered the majority of staff and in general went very well despite the usual technical issues with new device handouts and the requirement for the Service to purchase further licences. Those who have not had their devices upgraded are now booking directly with the IT team to ensure their devices are upgraded.</p> <p>Now the technical roll out is completed there a range of further tasks to be completed to close out this phase of work. Timeframes and plans are yet to be established for these tasks, but the key tasks include</p> <ul style="list-style-type: none"> <li>• Completion of any outstanding laptop upgrades</li> <li>• Virtual desktop testing completion and roll-out to all joint corporate service users</li> <li>• H Drive content migration to OneDrive</li> <li>• Migration of mailboxes to Azure servers</li> </ul> <p>Something the upgrade highlighted is that the Service has insufficient licences for M365. Prior to M365, licencing was done per device. Now licences are required per user. Therefore there is a requirement for the Service to purchase extra licences. Work is still ongoing to determine exactly how many licences the Service will require to meet demand and initial investigation has already shown a lot of users had been assigned licences that are no longer required. 50 extra licences have already been sourced and there is the potential requirement for a further 120 licences. A licence is currently £262, so this will be a significant cost for the Service to bear year on year above current levels. It is clear that this requirement for licences will fluctuate and that close management of licences is required moving forward.</p> |  |  |                 |  |

Teams roll-out

A workshop with external IT consultancy, Valto, took place at the end of April, and has provided an initial view on how Teams could be used within the Service. Further internal workshops will be taking place to begin looking at this in more detail over the coming weeks.

Work is also commencing to look at the possibility of introducing Teams to the Service as a replacement for Skype in the first instance. This would see access restricted to Team areas and Channels. In essence Teams would just be a virtual conferencing system with Instant Messaging it would not be the full Teams experience.

Capacity in the IT team is an issue at the moment.

**Operational Policy Assurance**

| 1553  |   | OPERATIONAL TRAINING GROUP REVIEW             |                 |  |  |
|---|---|---|-----------------|--|--|
| PROJECT SPONSOR   |   | Deputy Chief Fire Officer                     | PROJECT MANAGER |  | Head of Operational Policy and Assurance |
| Previous status   | Current status  | Explanation<br>(where status is red or amber) |                 |  |  |
|   |  |   |                 |  |  |
| Project Update  |   |   |                 |  |  |
| Due to a revised focus of providing a flexible and more holistic approach to the way in which command training is delivered, along with the excellent work the training team are providing, it has been decided that the original pilot should be given the opportunity to materialise. As such, the original aim and objectives have been reaffirmed to the team and they are currently working towards these to the benefit of all parties involved. A further in-depth review is scheduled for November. |   |   |                 |  |  |

| 1586  |   | PURCHASE A WATER CARRIER                             |                 |                                       |
|---|---|--|-----------------|---------------------------------------|
| PROJECT SPONSOR   |   | Head of Operational Policy and Assurance             | PROJECT MANAGER | Station Manager – Policy and Planning |
| Previous status   | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |                                       |
|   |  |  |                 |                                       |
| <b>Project Update</b>   |   |  |                 |                                       |
| <p>The water carrier pod has been fabricated and painted and is now at CFRS HQ for completion of further works by CFRS Fleet Department. The pod will have a battery, solar panel and lighting fitted during July, with conspicuity markings and livery to also be added during this time.</p> <p>Driver training for crews at Ellesmere Port is now programmed in with the Driving School to begin the last week of July, with operator and hooklift training to be delivered concurrently.</p> <p>The water carrier has two constituent parts, the water pod – a demountable water tank affixed to a sled, and the prime mover – the hooklift vehicle that transports and offloads the pod.</p> <p>The Prime Mover had various defects identified since it was converted from the curtain side Incident Response Unit (IRU). These were rectified by an outside company. The vehicle was returned and is now in full working order.</p> |   |  |                 |                                       |

| 1313   |   | EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)   |                 |                            |
|--|---|--|-----------------|----------------------------|
| PROJECT SPONSOR  |   | Head of Operational Policy and Assurance   | PROJECT MANAGER | Station Manager - Projects |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber)   |                 |                            |
|    |  | The National programme continues to experience major delays. Therefore, the projected savings from decommissioning Airwave are also delayed. |                 |                            |
| <b>Project Update</b>  |   |  |                 |                            |
| <p>Nationally the project team has undergone some restructuring which has led to the loss of regional project managers with the funding now split between central team and User Organisations (UO's).</p> <p>Further funding has been made available to fire and rescue services for coverage testing, with a new critical operational location passport system being developed.</p> <p>CFRS is assisting assurance partners from Merseyside with a business change toolkit which is designed to assist with implementation of the Emergency Services Mobile Communications Programme (ESMCP).</p> |   |  |                 |                            |

Development of the Push to Talk App has stalled and as such has been put back out to tender, this may lead to further delays and it remains to be seen if this can be absorbed into the main timeline.

Operational evaluation continues with project assurance partners undertaking a live exercise where the network and devices were deployed.

The major risks to the organisation are the financial implications should the project not deliver by the forecasted date of 2025/26.

Cheshire Planning System (CPS) risk profile and critical milestones have been reviewed and updated.

## Service Delivery

| 1556   |   | ON-CALL PROGRAMME                                    |                   |                                 |
|--|---|--|-------------------|---------------------------------|
| PROGRAMME SPONSOR  |   | Head of Service Delivery                             | PROGRAMME MANAGER | Service Delivery Manager - East |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                   |                                 |
|    |  |  |                   |                                 |
| <b>Programme Update</b>  |   |  |                   |                                 |
| This programme is currently undergoing closedown and evaluation which when signed off will report to Performance and Programme board. Risk 851 has been reviewed and updated to reflect the current arrangements for oversight of On-Call (OC) performance and performance reporting. A new set of On-Call (OC) performance metrics and dashboard are in development which will be monitored monthly and reported to Service Management Team (SMT) on a quarterly basis. |   |  |                   |                                 |

| 1578   |   | EXPANSION OF RAPID RESPONSE RESCUE UNITS (RRRU)      |                 |                             |
|--|---|--|-----------------|-----------------------------|
| PROJECT SPONSOR  |   | Assistant Chief Fire Officer                         | PROJECT MANAGER | Head of Service Improvement |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |                             |
|  |  |  |                 |                             |
| <b>Project Update</b>  |   |  |                 |                             |
| Awaiting Closedown Report  |   |  |                 |                             |

| 1588  |   | DEVELOP A NEW WILDFIRE CAPABILITY                    |                 |                                       |
|---|---|--|-----------------|---------------------------------------|
| PROJECT SPONSOR   |   | Head of Service Delivery                             | PROJECT MANAGER | Station Manager - Policy and Planning |
| Previous status   | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |                                       |
|   |  |  |                 |                                       |
| <b>Project Update</b>   |   |  |                 |                                       |
| <p>Wildfire teams are live at Macclesfield, Congleton, Poynton and Bollington and can be requested to attend any incident. The wildfire team encompasses a team of upskilled firefighters with wildfire specific PPE, wildfire equipment and either an appliance or Rapid Response Rescue Units (RRRU).</p> <p>The RRRU for Poynton has been ordered and is yet to be delivered. It is a Toyota Hilux. In the interim we have been able to borrow the Landrover that was originally assigned to the DEFRA boat and is currently a vehicle sitting within our fleet with no designated purpose. This Landrover allows Poynton to tow the All Terrain Vehicle to incidents, but it cannot be used as a RRRU.</p> <p>All drivers at Poynton have now completed trailer training to allow them to utilise a vehicle to tow the All Terrain Vehicle to incidents as required.</p> <p>Driver training for the All Terrain Vehicle has been completed for all crew members at Poynton, this is certified by Landra.</p> <p>Operator training for the integrated misting and water delivery system has been completed by three officers at Poynton who continue to cascade this training to all crew members at Poynton. We aim to have all training completed by the end of July.</p> <p>A training document capturing safe use of the All Terrain Vehicle and associated equipment is being drawn up by the project lead, this will also be supported with an addition the SOP 1.7 (Driving) in relation to the new All Terrain Vehicle.</p> <p>For mobilising the All Terrain vehicle, it has been attached on Gartan to the Poynton appliance and the Poynton RRRU, so if either of these two are showing available then the All Terrain vehicle will show available. As Poynton do not yet have a RRRU, then this element is not yet live with North West Fire Control but will go live when the RRRU vehicle is finally received by Poynton.</p> <p>Milestones have required re-forecasting to take account of the training days required for all On Call personnel at Poynton, the delay in the delivery of the RRRU and availability of training providers.</p> |   |  |                 |                                       |

| 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><br>(where status is red or amber) |                 |  |                                   |
|    |  |  |                 |  |                                   |
| <b>Project Update</b>  |   |  |                 |  |                                   |
| The agreements have been signed for Guinness Housing in relation to Waverley Court, Crewe and the funding has been transferred. A promotional media opportunity is being arranged. There has been a delay with the agreement with Sanctuary Housing and therefore the funding has yet to be transferred. Once this stage is complete a media opportunity will be arranged. |   |  |                 |  |                                   |

| 1554   |   | PROTECTION REVIEW                                    |                 |  |                                   |
|--|---|--|-----------------|--|-----------------------------------|
| PROJECT SPONSOR  |   | Deputy Chief Fire Officer                            | PROJECT MANAGER |  | Head of Prevention and Protection |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |  |                                   |
|  |  |  |                 |  |                                   |
| <b>Project Update</b>  |   |  |                 |  |                                   |
| Awaiting approval of Closedown Report.   |   |  |                 |  |                                   |

| 1577   |   | REVIEW OF THE RISK BASED INSPECTION PROGRAMME (RBIP)   |                 |                            |
|--|---|--|-----------------|----------------------------|
| PROJECT SPONSOR  |   | Head of Prevention and Protection  | PROJECT MANAGER | Group Manager - Protection |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber)   |                 |                            |
|    |  | The RBIP review has been completed. Closedown report being completed and 12 month post implementation review scheduled for January 2023. |                 |                            |
| <b>Project Update</b>  |   |  |                 |                            |
| RBIP audits are being conducted by all suitably qualified Protection staff. Staff are meeting their required personal audit targets and RBIP target, which is 65-70% of the personal target being undertaken from the RBIP audit list. There have been formal enforcement notices issued, including prohibition notices, which is a good indicator that inspectors are targeting types and locations of non-domestic premises that are higher risk. A full review of the audit outcomes will take place in Quarter 3 after completion of 12 months of using the Risk Based Inspection Programme. |   |  |                 |                            |

| 1594   |   | SPRINKLERS SAVE LIVES CAMPAIGN 2021/22               |                 |                         |
|--|---|--|-----------------|-------------------------|
| PROJECT SPONSOR  |   | Head of Prevention and Protection                    | PROJECT MANAGER | Business Safety Manager |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |                         |
|  |  |  |                 |                         |
| <b>Project Update</b>  |   |  |                 |                         |
| Closedown Report attached.   |   |  |                 |                         |

| ROAD SAFETY STRATEGY PLAN CHESHIRE   |   |   |                 |   |
|--|---|---|-----------------|---|
| PROJECT SPONSOR  |   | Head of Prevention and Protection   | PROJECT MANAGER | Station Manager - Deliberate Fire Reduction and Road Safety |
| Previous status  | Current status  | Explanation<br>(where status is red or amber)   |                 |   |
|    |  | The Covid 19 Pandemic caused significant delays to the review process being led by the Cheshire Road Safety Group (CRSG) chair. Although that work is now reported to be back underway limited progress has been made by the group to develop a joint strategy, although the first draft is scheduled within the next two months. |                 |   |
| Project Update   |   |   |                 |   |
| <p>Members of the Prevention team attended the Cheshire Road Safety Group (CRSG) Board meeting workshop on the 5<sup>th</sup> of July (attendees Head of Prevention and Protection and Road Safety Manager). The meeting had been called by the Chair of the CRSG, to review the recommendations and feedback that was submitted by group members to determine the aims and objectives of the Group going forward.</p> <p>Feedback submitted by members highlighted a need for an updated vision and purpose for the Group. This would be based on data-led intelligence which would form the basis and focus of a multi-agency, road safety strategy. It is the aim of the group, to have the first draft of this new strategy in place within two months.</p> <p>The Group also reviewed its current local arrangements for road safety against those being adopted and promoted at a national level. As a result of this review sub working groups will be established, to implement the required work identified. The Service will take a key role in supporting these workstreams as an integral member of the Group.</p> <p>Other areas identified in relation to the Group, included the current funding model of where and how funding for the Group is generated, a scoping exercise to determine the requirements for a dedicated Road Safety Coordinator post to work across the Group and a communications strategy to ensure consistency and effectiveness of the information distributed. These areas of work will be ongoing and developed once the draft strategy has been consulted upon.</p> <p>Fire Authority members were updated about these developments at the Members' Planning Day on 8<sup>th</sup> July 2022.</p> |   |   |                 |   |

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 7<sup>TH</sup> SEPTEMBER 2022  
**REPORT OF:** TREASURER  
**AUTHOR:** LOUISE WILLIS/CHRIS ASTALL

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**SUBJECT:** INTERNAL AUDIT PROGRESS REPORT  
QUARTER 1, 2022-23

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### Purpose of Report

1. To present the quarterly Internal Audit report to Members.

### Recommended: That Members

- [1] Consider the information detailed in the report and appendix.

### 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. Mersey Internal Audit Agency (MIAA) provide internal audit services to the Authority.
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 actions associated with audit recommendations are monitored and tracked on the Cheshire Planning System (CPS).
5. In accordance with Public Sector Internal Audit Standards, the Head of Internal Audit (HoIA) is required to provide an annual opinion, based upon, and limited to the work performed, on the overall adequacy and effectiveness of the organisation's risk management, control, and governance processes (i.e., the organisation's system of internal control). This is achieved through a risk-based plan of work, agreed with management, approved by the Authority, and monitored by the Performance and Overview Committee.

## **Information**

### Status Update

6. Appendix 1 to the report provides an update on the progress towards the delivery of the internal audit plan 2022/23.

### Changes to the Plan

7. To achieve the best outcome for the Authority, it has been requested that the following audits be rescheduled to later in the year:
  - M365 -deployment and rollout.
  - Blue Light Collaboration – effectiveness of performance management, governance and cost sharing.

### Future Reporting

8. The Authority is currently in the process of establishing an Audit Committee in line with a recommendation of the External Auditor.
9. It is anticipated that the Audit Committee will be launched in November 2022 and all future internal audit reporting will form part of the terms of reference of the new Audit Committee.

## **Financial Implications**

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

## **Legal Implications**

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

## **Equality and Diversity Implications**

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

## **Environmental Implications**

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

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

**BACKGROUND PAPERS:**

Information provided by Mersey Internal Audit Agency (MIAA)

**Appendix 1** – Internal Audit Status Report

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# Internal Audit Progress Report Performance & Overview Committee (September 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

## Your Team

| Name              | Role            | Contact Details                               |
|-------------------|-----------------|---|
| Anne-marie Harrop | Engagement Lead | Anne-marie.harrop@miaa.nhs.uk<br>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 2022/23 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 June 2022 to August 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 reports have been issued: <ul style="list-style-type: none"><li>National Fraud Initiative (NFI) Briefing</li></ul> An update on preparations required to support the Cabinet Office national fraud initiative and the release of data.<br>The following reviews are in progress: <ul style="list-style-type: none"><li>Business Continuity Planning – Draft Report</li></ul> |
| Follow Up             | An update on progress in taking forward prior year audit recommendations was provided to the committee in June 2022.   |
| Audit Plan Changes    | We have received a request to defer two reviews until Q4 (Jan 2023 onwards) <ul style="list-style-type: none"><li>Blue Light Collaboration.</li><li>Microsoft 365 delivery.</li></ul>  |
| Insights              | <b>Briefings</b><br>Our latest briefings/blogs are:  |

- [Key NHS Publications - July 2022](#)
- [Supporting the Audit Committee in the changing governance environment](#)

#### Audit Committee Chairs Webinars

We are continuing to hold webinars with groups of NHS / Client Audit Committee Chairs focusing upon governance challenges and other key issues.

#### Collaborative Masterclass Events

- [Restoration and Recovery: Improving the Health and Wellbeing Needs of Individuals, Teams and Communities \(16<sup>th</sup> September 2022\)](#)
- [Digital as Disrupter \(24<sup>th</sup> November 2022\)](#)
- [The Psychology of Leading High Performance Teams \(8<sup>th</sup> December 2022\)](#)

## 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.’

### Audit Plan 2022/23

| HOIA Opinion Area                           | Status       | Assurance Level |
|---|--------------|-----------------|
| <b>Core/ Mandated Assurances</b>            |              |                 |
| Key Financial Controls (including Reserves) | Q3           |                 |
| <b>Risk Based Assurances</b>                |              |                 |
| Risk Management Board                       | Q 1 - 4      | N/A             |
| Business Continuity                         | Draft Report |                 |
| Blue Light Collaboration                    | Q4           |                 |
| Microsoft 365 Delivery                      | Q4           |                 |
| <b>Follow Up</b>                            |              |                 |
| Qtr 1                                       | Complete     | N/A             |
| Qtr 4                                       | Q4           | N/A             |

## 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  | No issues reported  |
| 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. |

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 7<sup>TH</sup> SEPTEMBER 2022  
**REPORT OF:** HEAD OF PREVENTION AND PROTECTION  
**AUTHOR:** HAZEL CRAMPTON, SAFETY CENTRAL MANAGER

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**SUBJECT:** SAFETY CENTRAL ANNUAL REPORT 2021-22

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### Purpose of Report

1. To present a review of the performance of Safety Central, the Service's safety and lifeskills education centre, between April 1<sup>st</sup> 2021 and March 31<sup>st</sup> 2022.

### Recommended: That

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

### Background

2. This is Safety Central's fourth annual report. Its briefer format is due to the phased re-introduction of the centre's activity during 2021/22.

### Information

3. The report comprises four key sections to provide an overview of Safety Central's work over the last 12 months: an update of the staff team and volunteer programme; re-opening of the educational programmes; performance; and plans for the future.

### Financial Implications

4. Safety Central's revenue costs are met from the Prevention Department budget. An annual grant of £10,000 from SP Energy Networks supports the running of the volunteer ranger programme, 50% - £5,000 was received this financial year. However, volunteer costs are currently significantly lower owing to much-reduced mileage claims and in-person training days.

### Legal Implications

5. There are no legal implications associated with this report.

## **Equality and Diversity Implications**

6. Safety Central's facilities and learning programmes were subject to full Equality Impact Assessments (EIA) during the development phase. All lesson plans are underpinned by 'EIAs', which were reviewed during the course of the year.

## **Environmental Implications**

7. There are no environmental implications to consider as part of this paper.

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER**

**TEL [01606] 868641**

**BACKGROUND PAPERS: 'SAFETY CENTRAL ANNUAL REPORT 2021/22'**



## **Safety Central Annual Report 2021 / 22**

**For Cheshire Fire and Rescue Service's  
Performance and Overview Committee**

**September 2022**



# 1. Introduction

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- 1.1 Safety Central's fourth annual report summarises performance for the period April 1<sup>st</sup> 2021 to March 31<sup>st</sup> 2022. This reporting period straddles two school years – the summer term of 2020/21 and the first term and a half of 2021/22.
- 1.2 The Covid-19 (C19) pandemic continued to suspend our education programmes this year, with the centre being closed twice during this reporting period;
- Following the second national lockdown in January 2021, we were closed for most of quarter one, with limited opening in June 21
  - The impact of the Omicron variant later in the year, resulted in the centre being closed from the second week in December 21 and the whole of January 2022.
- 1.3 Although it has been a very unsettled year, our staff team and volunteers have worked hard to ensure the success of the phased reopening of Safety Central while keeping ourselves, each other, and all our visitors safe. While this annual report is briefer than we would like, we are pleased to be able to describe over the following pages:
- changes to the Safety Central staff team and volunteer programme.
  - safe, phased re-opening of our educational visits from September 21 – March 22
  - our performance relating to educational visits and also additional achievements throughout the year
  - our plans for the year ahead.

## 2. Safety Central team and volunteers

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### Staff Team

- 2.1 The Safety Central team continued to support the vaccination sites at Chester and Ellesmere Port at the beginning of the year whilst also gradually returning to working from the centre.
- 2.2 May saw all the staff team return full time to the centre to prepare to welcome back our volunteers in June and to get our SafetyQuest programme ready for September.
- 2.3 During this year there have been various changes to the staff team;
- The Support Officer left in April 21 and a new one appointed in June 21.
  - The Centre Manager, was promoted to interim Head of Comms and the Development Officer was made interim Manager becoming permanent in March 22.
  - The Development Officer role was filled temporarily on October 1<sup>st</sup> and made permanent in June 22
  - The Operations Officer left in March on secondment to a fixed term contract with OPA until April 2023. The Support Officer has taken over the Operations role temporarily and we are in the process of recruiting for a temporary Support Officer.
- 2.4 The centre has four full time posts and one part-time, term time contract. Due to some of the moves detailed above as well as higher than expected sickness absence, staffing levels have fluctuated during this year. For the majority of the year we have operated on three full time staff, two of whom were brand new in their role. Roles were adapted to ensure resilience.

### Volunteers

- 2.5 Phase one of our recovery focused on our volunteers, the Safety Rangers. They are vital to the success of Safety Central, and without them the educational visits would not take place, therefore a number of actions took place to re-engage and retrain existing volunteers and recruit new people;

- Six socially distanced coffee and catch-up sessions were held throughout April and May 21 to re-engage with our rangers and update them on the stages of re-opening the centre.
- A Summer BBQ was organised at the end of July to bring all volunteers together socially before the next academic year
- A number of mandatory and refresher training sessions were arranged throughout August for both existing and new rangers.
- Recruitment days were held in August 21 – these were not very successful, only one person booked onto the sessions, however they did go on to complete the application and become a ranger.

2.6 We started the year with **25 rangers registered** and throughout the year we **lost 6** but recruited **5**. We ended the year with **23 registered** and **one** in the recruitment process.

2.7 Although 25 rangers were registered, we have an **active cohort of 10 – 12** who have returned and supported the visits fully. It was very noticeable that the pandemic had;

- changed the priorities and circumstances of our rangers and some were unable to commit to as many hours as they had previously.
- made our volunteers feel quite vulnerable, nervous and anxious about returning to the centre, therefore suspending their restart until January, after the flu season.
- heightened anxiety and concerns of volunteers and prevented them from supporting as often and affected the restart until further into the year. The Omnicron variant was a particular factor.
- the impact of the pandemic effected the confidence of some of our rangers and more training sessions were organised.

2.8 The active cohort, were extremely committed and supportive, they have gone above and beyond the agreed commitment within the volunteer agreement, changed personal appointments and come in at very short notice to ensure visits were not cancelled. The visits would have been at risk without them, we are extremely thankful for their loyalty and commitment.



- 2.9 The volunteer programme received £5,000 sponsorship from SP Energy networks this year. This is 50% of the annual funding, as volunteers have been active for half of the year due to centre closures. Part of this funding will be used for, a portable recruitment roadshow, to be taken to community events.
- 2.8 The Rangers have been attending some of the many other volunteering opportunities within the service i.e. multi agency training days and open days. These are amazing opportunities, but whilst we have such low numbers, it has proved to be a challenge to the centre.
- 2.9 Shortage of staff at the centre and unexpected closures has had significant impact on recruitment of volunteers this year. We will be prioritising this in the next financial year and with a new operations officer in post we will be;
- setting up a recruitment roadshow, with up-to-date promotional materials and opportunities.
  - creating more opportunities for the operations officer to leave the building to attend various events, becoming more visible in Lymm Village.
  - liaising with Lymm radio to promote the Safety Ranger role and the centre programmes.
  - offering evening tours of the centre
  - organising a recruitment event during careers week in March 23.

2.10 Volunteer numbers and hours for 2021 - 2022

|       | Qtr 1 | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|-------|-------|------|-----|-----|-----|-----|-----|-----|-----|-----|
| Vols  | 19    | 14   | 13  | 15  | 17  | 20  | 18  | 0   | 17  | 18  |
| Hours | 53    | 121  | 49  | 235 | 272 | 290 | 114 | 0   | 155 | 114 |

- 2.11 In total volunteers committed 1403 hours during the year and from October onwards the number of rangers per month is higher due to new rangers shadowing existing volunteers.



### 3 Re-opening educational visits.

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- 3.1 Educational visits were able to restart in September by continuing with a very strict Covid 19 risk assessment and cleaning regime and we welcomed our first school on September 7<sup>th</sup>.
- 3.2 Phase two and three of the centre re-opening plan prioritised the key stage two 'SafetyQuest' visits only. September to October involved, three days of small groups of 30 pupils from one school only. From November to Christmas this was increased to four days, with one single school group of 60 pupils, so as to not mix bubbles. This approach also factored in hesitancy among schools about making trips but also ensured the volunteers felt safe, comfortable and confident when delivering activities.
- 3.3 All available dates for 'SafetyQuest' were fully booked, and the appetite for visits from schools was quite healthy and bookings were made for the remainder of the academic year.
- 3.3 Phase four was planned for January 22 and aimed at the remaining core programmes; KS1 'Safety Stars', KS3 'Safewise' and 'SaferTogether' for the adult community groups. Unfortunately, the impact of the Omicron variant postponed the programmes from starting.
- 3.4 The increase in the Omicron infection rate in December 2021 impacted the centre and programmes in the following way;
- **Safety Central** - closed from the third week in December and for the month of January 2022. All planned visits were cancelled and re-arranged
  - **SafetyQuest** – three visits were cancelled in December 2021 and all visits in January 2022. Most schools were accommodated within the same academic year.
  - **Safety Stars** – was due to start in February, but the January closure affected the training and upskilling of the rangers. The planned visits were postponed until later in the year, and these dates used for volunteer training. Our first KS1 visit was April 5<sup>th</sup> 2022 and these have continued throughout the year.
  - **Safewise** - there were additional issues with our KS3 programme as we found it difficult to engage external partners that supported our programme delivery. Some were still working from home and not yet starting face-to face sessions, others had changed their role within the organisation or left entirely. There were very few bookings for this programme due to pressures of schools to "return to normal". It was decided to postpone this programme further and work more closely with partners and schools to look at barriers to bookings and address new challenges and issues that have occurred

from lock down. Dates that became available were filled with SafetyQuest programmes that were cancelled in January.

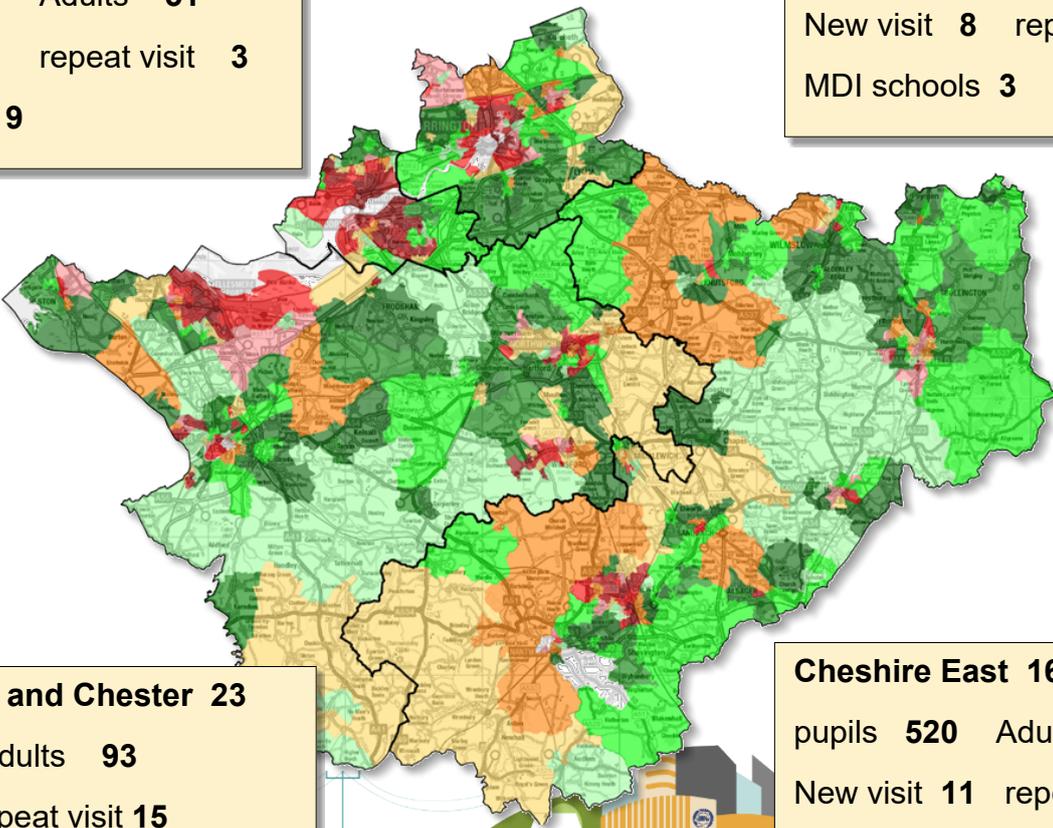
- SaferTogether – our adult programme was very slow to re-engage. As this programme is quite popular with older members of the community, there was a reluctance to organise trips. We did not receive our first booking until May 2022.

3.5 The challenges of Omicron, flu season, the reduction in active volunteers and long-term sickness of staff, as detailed above meant the educational visits from September 2021 to March 22 were made up of Key Stage Two only. This turned out to be beneficial as it was manageable and therefore all bookings were honoured.

3.6 The performance figures for visiting schools is shown below. We worked hard to encourage visits from those schools identified within the top 10% and 20% of the multiple deprivation index (MDI) within Cheshire as they are from higher risk areas and also those schools who had never visited the centre before

**Halton 12 schools**  
 pupils **340** Adults **51**  
 New visit **9** repeat visit **3**  
 MDI schools **9**

**Warrington 18 schools**  
 pupils **599** Adults **68**  
 New visit **8** repeat visit **10**  
 MDI schools **3**



**Cheshire West and Chester 23**  
 pupils **611** Adults **93**  
 New visit **8** repeat visit **15**  
 MDI schools **0**

**Cheshire East 16**  
 pupils **520** Adults **53**  
 New visit **11** repeat visit **4**  
 MDI schools **0**

## 4 Performance

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4.1 In spite of some significant challenges and uncertainty, we were able to make progress in the following areas:

- host 3,385 visitors in total throughout the year, from schools, training, meetings and tours of the centre for potential partners and volunteers, the annual Cheshire Downs Syndrome family day and also the relaunch of 'Heartstart' the community First Aid sessions.
- completely changed the theme and format of the KS2 'SafetyQuest' programme incorporating the new intro and outro film.
- installed the completed intro and outro films for KS1, KS3 and the adult programmes.
- hosted a pop-up vaccine centre at Safety Central alongside our Warrington NHS partners where a total of 434 members of the public received covid jabs.
- following an ISO:9001 scoping visit in November 2022, we have been successfully incorporated into the departmental inspection process and able to use the quality standard in all promotion.
- held our very first Prevention Team Christmas family afternoon, 35 people attended and took part in socially distanced activities.
- hosted the Community Foundation's Cheshire 100 club Christmas networking event. This was an evening event where 60 people had cocktails and canapes in the street scene. It was a popular event and something that the team would like to replicate again with other groups in the future.
- held the first face-to-face meeting of the Safety Centre Alliance in January 22, with colleagues from Wales, Staffordshire, Bristol, Milton Keynes and Gloucestershire. Also, representatives from the Gas Safe Charity have been engaged with to look at the funding opportunities for all the centres as a larger alliance project.
- Designed and installed the new map of Cheshire feature wall in the presentation area.

4.2 In addition, our staff team and volunteers have been able to participate in a number of development opportunities including:



- **Safer recruitment** training for staff team members, improving our knowledge and understanding of safeguarding when recruiting staff or volunteers.
- The Centre Manager and Development Officer conducted their first **internal ISO:9001 audit** of the Princes Trust Team in April / May 21
- The Interim Centre Manager supported the new Apprentice cohort assessment centre as part of the presentation panel
- The Interim Centre Manager took part in **Investigation skills training** and **Step Up training**.
- The Interim Development Officer completed **Level 3 Education and training**.
- Our volunteers have attended mandatory **safeguarding** and **first aid training**.



## 5 Our plans for 2022/23

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5.1 There are three main areas that are a high priority for the centre in 2022 / 23:

- ensuring that all paid roles are filled as soon as possible
- concentrating on volunteer recruitment and having a structured marketing campaign, with a clear focus on Lymm Village. Low numbers is a high risk to the centre and this will be a top priority.
- re-engaging with partners to ensure that Key stage 3 and the adult sessions are restarted, with current, relevant safety messages.

5.2 As well as restarting the remaining programmes in a safe and orderly way and returning to pre-pandemic visitor numbers, our other priorities for the year ahead include:

- aiming for 25% attendance from **schools from disadvantaged areas**
- gaining **Learning Outside the Classroom** endorsement as a quality assurance for school visits
- becoming a registered venue for **Childrens University** across the four unitary areas.
- producing a business case for replacing our building site scenario with a **new educational feature**
- developing a strategy for **packaging and integrating the Service's offer to schools** so that Safety Central, Key Stage 2 visits to schools, Respect and online resources are more closely aligned.
- In line with the IRMP, Safety Central will be supporting the **Cheshire Water Safety Group** as an educational provider and committed to adding a water safety activity to all educational programmes in the centre

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 7<sup>TH</sup> SEPTEMBER 2022  
**REPORT OF:** HEAD OF COMMUNICATIONS AND ENGAGEMENT  
**AUTHOR:** BENJI EVANS

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**SUBJECT:** EQUALITY, DIVERSITY, AND INCLUSION  
ANNUAL REPORT 2021-22

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### Purpose of Report

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

### Recommended:

[1] that Members note the report.

### Background

2. Cheshire Fire and Rescue Service's employees are its most valuable asset and in order to continue to deliver an excellent emergency service to communities, EDI is recognised as a significant business imperative.
3. One of the Service's core values is to 'be inclusive', meaning it strives to create an environment and a culture where all staff can thrive and achieve their full potential.
4. Under the Equality Act 2010, the Service has a duty to eliminate discrimination; advance equality of opportunity; and foster good relations between different groups (this is known as the "public sector equality duty").
5. To meet these requirements, the Authority approved a new EDI Strategy for the period 2021-2024. Delivery of the Strategy is captured within an action plan which is monitored on a quarterly basis by the Equality Steering Group (ESG). The ESG is chaired by the Chief Fire Officer and Chief Executive, who holds overall responsibility for overseeing EDI in the Service.
6. This report provides a summary of the work undertaken by the Service's EDI function during 2021/22. Since February 2022, this function has sat within the Communications and Engagement Department, which transferred back into the organisation after a period of shared provision with Cheshire Police under the Blue Light Collaboration programme.

## **Key Accomplishments**

### **Promoting LGBT+ Inclusion**

7. In February 2022, the Service achieved second place in the Stonewall Top 100 Workplace Equality Index (WEI), its highest ever ranking. It also retained its position as the UK's most inclusive emergency service and top North West employer for LGBT+ inclusion, for the seventh consecutive year. The outcome was especially positive because the Service was marked against the challenging new benchmarking criteria which Stonewall introduced for the 2022 Index.
8. In May 2022, Stonewall provided feedback on the Service's (WEI) submission. This information has helped inform planning ahead of the next submission on 20 September 2022.
9. The Service has restarted its community engagement following the hiatus caused by the Covid-19 pandemic, including engaging with EDI groups and communities. One example is working closely with Chester Aid for the Homeless. A disproportionate number of homeless people are LGBT+ and through partner agencies, we have connected with this 'at risk' group, tailored our safety advice and referred LGBT+ people to specific services relevant to their needs.

### **Improving diversity in the workforce**

10. Over the last year, there has been a slight increase of LGBT+ staff working in the service, including at senior level. One year ago, the number of staff identifying as LGBT+ was 3.2% and this has now increased to 3.5%.
11. The Service continues to make incremental progress regarding increasing the number of women in the organisation. It uses a range of targeted measures to recruit women as part of its positive action work, which aims to tackle the under-representation of certain groups within the workforce. For example, recruitment events were organised to target female sports teams during our previous recruitment campaign. Measures such as these have helped increase female representation from 18.8% to 20.2% of the workforce in the past year.
12. However, there are five fewer females in operational roles (9.1% of operational roles) compared to last year (9.3%). However, the number of female firefighters has increased by 50% since 2018, when only 6% of operational roles were held by women.
13. The Service has seen a slight increase in ethnic diversity amongst its staff. Non-White British staff now make up 4.7% of the workforce, compared to 4.3% in 2021. Although more improvement is needed, there has been a sustained incremental increase in recent years. A targeted social media campaign was developed for the most recent round of wholetime firefighter recruitment, which helped to attract 149 non-White British applicants, equating to 7.6% of the total applicants. According to 2011 Census data, only 3.1% of the Cheshire population was from an ethnic minority background (2021 Census data is due later this year).

14. Recruiting staff with disabilities into the fire and rescue sector is an ongoing challenge. People often 'deselect' themselves based on assumptions about the role of a firefighter and other roles in the service. Currently 3.4% of the Service's employees declare a disability, which is a slight increase on 2.9% last year. This increase is a combination of recruiting people with a disability and existing staff disclosing a change in circumstances often related to a diagnosis of dyslexia or a long-term health condition.

### **Strengthening staff networks**

15. Staff networks continue to play an important role in raising awareness of EDI issues and supporting the development of their members. The Covid-19 pandemic led to a pause in staff network activity. The Head of Communications and Engagement is currently working with networks and undertaking research to understand their priorities and consider the ongoing support that they need in order to make them sustainable.
16. The Limitless Women's Network has progressed work around menopause, maternity and women's health. The network made valuable contributions to positive action activity and influenced the development of a new Domestic Abuse Policy.
17. The Race Equality and Cultural Heritage (REACH) Network has represented the Service at various meetings and conferences to share best practice and help inform the review and development of policies. The network is leading work to plan for the national AFSA Winter Conference which is being hosted by the Service and will take place at Chester Racecourse on 23 and 24 November 2022.
18. The Neurodiversity Network was able to host its first 'in person' meeting in May 2022 following several virtual gatherings. In June 2022, the network appointed Claire Moores (Prevention) and Paul Leigh (Service Delivery) as co-chairs and terms of reference were approved. Initial priorities are to broaden its membership and support the Service's ongoing review of support provision for neurodivergent staff throughout the entire employee lifecycle.
19. In January 2022, Firepride members and the EDI Advisor organised and hosted the third 'Proud to Provide' conference. The focus of the conference was again intersectionality and multiple identities. Over 200 delegates attended the online event to hear a range of high-profile speakers including Lady Phyll, co-founder of UK Black Pride, Nancy Kelly, CEO of Stonewall, Sarah Jones, Sally Probert-Hill and journalist Ben Hunt. The feedback confirmed that the event was a resounding success.
20. The Service entered its second year as members of the Business Disability Forum (BDF). Membership has enabled the Service to access subject matter experts, resources, toolkits, training, and networking opportunities. Over the next year, the intention is to benchmark current practices against the BDF 'Disability Smart' criteria. The long-term objective is for the Service to become a Disability Confident 'Leader', which is the highest level to be recognised under the Disability Confident Scheme.

21. Work continues to develop a parenting network group. Staff are also exploring the feasibility of a network for ex-armed forces personnel.

### **Raising EDI awareness**

22. During 2021/22, the Service has continued to raise awareness of all key equality campaigns, with visible demonstrations of support for Pride Month in June, Black History Month in October, LGBT History Month in February and International Women's Day in March. Major religious and cultural celebrations and observances are also marked to raise awareness and engage with communities. A key element of this awareness raising is the embedding of key safety messages within communications activity.
23. Various communications, training workshops and resources were uploaded onto the staff intranet and website enabling staff to access key information and educational material. Social media platforms have also been used to promote key messages to the wider community.

### **Policy Development**

24. As part of the equality analysis, when developing or reviewing policies, staff networks and other groups, such as the wellbeing community, are encouraged to provide feedback to inform the new or amended policy.
25. During the year the Service developed a Domestic Abuse Policy which comprehensively covers different both direct and indirect abuse. The Firepride network was able to provide insight which ensured LGBT+ people were represented and included within the policy. Various guidance documents have also been updated, including 'Trans Guidance' and the Service's 'LGBT+ allies' booklet.
26. The EDI Advisor and staff networks contributed to a review of the Service's provision of toilet facilities. The review was conducted using a survey and focus group approach, with findings provided to the Service and trade unions.
27. Positive steps have been made to assist staff accessing dyslexia screening and support. Previously, staff could access initial screening via the Fire Brigade Union. However, this is no longer available. Staff can now access the 'Do-It' profiler, a more comprehensive screening tool that produces a report which offers support strategies for staff and suggests reasonable adjustments that may be implemented.

### **EDI education and training**

28. During the year 34 more staff have completed Equality Impact Assessment (EIA) training. This essential training ensures staff work together to meet the public sector equality duty, enabling staff to mitigate EDI risks that may be associated with projects and identify relevant measures to reduce or eliminate risk.
29. In total, 137 staff across all levels and departments have completed EIA training. The training has already made a positive impact with staff feeling better equipped to complete EIAs, leading to increased awareness of EDI risks, the development of inclusive policies and events and better service delivery.

30. Bespoke EDI training has been delivered to the Protection team as part of a development day in July. Unconscious bias training enabled staff to raise self-awareness of cultural barriers and considerations when engaging with people of different backgrounds in a business setting. A workshop on Language Line provided an update of relevant interpretation and translation services which may be required during inspections.

### **Engaging with EDI partners**

31. The Service has engaged with EDI bodies to better understand at risk groups and foster support for positive action events. These include ForFutures, who support the homeless, LGBTQ+ charities the Proud Trust and Mermaids, Chester Pride, Women in the Fire Service and Cheshire Football Association regarding their offer to women and girls.
32. The Service also engaged with various sports teams ahead of the latest wholetime recruitment campaign, including Crewe Alexandra Women's Football Club and Warrington Wolves Women's Rugby team. The Service has sponsored the training kit of Warrington Wolves Women to further promote recruitment opportunities amongst prospective female applicants.

### **Contributing towards national EDI issues**

33. The EDI Advisor has been an active member of the National Fire Chiefs Council (NFCC) EDI working group. He has contributed to the review of various draft 'Equality of Access to Services and Employment' papers, which provide insight, advice, and best practice to all 45 fire and rescue services across the UK.
34. The EDI Advisor has been part of a working group organised by AFSA (on behalf of the NFCC) to review the barriers to recruitment and inclusion in the workplace concerning current breathing apparatus guidelines. The review informed a briefing document which AFSA presented to the Fire Minister in May 2022. AFSA is awaiting a response.

### **Future Priorities**

35. The Service will recruit a new Equality, Diversity and Inclusion Advisor.
36. Any potential implications on the Service's EDI work from the fire reform White Paper will be reviewed as outcomes from the White Paper consultation are released.
37. The Neurodiversity Network will progress its work by establishing various working groups to specific focus on different neurodiverse themes such as dyslexia dyspraxia, Attention Deficit Hyperactive Disorder (ADHD) and autism. The intersection and overlap of different neurodivergence will also be considered.
38. The REACH network aims to recruit new members and build capacity to support and deliver a successful AFSA Winter Conference in November; as well as supporting campaigns to mark Race Equality Week, National Windrush Day, South Asian Heritage Month and Black History Month.

39. The Service will continue to progress its work around LGBT+ inclusion and will submit its evidence base for next year's Stonewall WEI in September. The aim is to remain in the top 10 most inclusive employers in the UK.
40. The Service's fourth Proud to Provide Conference is scheduled for June 2023. Planning will continue to secure a list of high-profile speakers and promote the event to prospective attendees.
41. The Limitless staff network will be supported to further progress its work around maternity, menopause and new areas of work surrounding women's health, e.g. polycystic ovary syndrome.

### **Financial Implications**

42. The EDI function has a small, dedicated budget. Specific funds have been allocated for staff networks, events and other workstreams, such as dyslexia screening and the purchase of assistive technologies.

### **Legal Implications**

43. Activities referenced within this report support compliance with the applicable provisions of the Equality Act 2010.

### **Equality and Diversity Implications**

44. This report relates to equality and diversity matters.

### **Environmental Implications**

45. Environmental considerations will be taken into account when procuring promotional products to support EDI engagement and events.

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

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 7<sup>TH</sup> SEPTEMBER 2022  
**REPORT OF:** HEAD OF PREVENTION AND PROTECTION  
**AUTHOR:** STEWART MARTINDALE

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**SUBJECT:** PROSECUTIONS ANNUAL REPORT 2021-22

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### **Purpose of Report**

1. To present an update on prosecutions under the Regulatory Reform (Fire Safety) Order 2005 (the Order) during the financial year 2021-22.

### **Recommended that:**

- [1] the contents of the paper be noted.

### **Background**

2. The Order was introduced on the 1<sup>st</sup> of October 2006 and it had the effect of widening the range of premises that fire and rescue services had powers to inspect.
3. Depending on the seriousness of a regulatory breach, inspectors have a range of enforcement options available to them ranging from educate and inform, through to prosecution.

### **Prosecutions summary**

4. Protection, supported by the Joint Legal Team and external solicitors, in the year 2021/22 undertook one prosecution. It was successful (see Appendix to this report).
5. The Service secured extensive press coverage, providing public reassurance about its regulatory effectiveness and sending a clear message of deterrent to other businesses.
6. There are currently eight cases in various stages of the prosecution process. These include 3 cases going to trial in the Crown Court, 1 case due in the Magistrate's Court and 4 cases with individuals under investigation.

## **Financial implications**

7. Where the Authority successfully prosecutes cases it may be awarded costs to cover its own solicitor's fees and staff time. The Authority maintains a prosecution reserve capped at £300k (any additional costs are transferred to the general reserve). The reserve stands at £279,414.51 - *as at 28/06/22*.

## **Legal implications**

8. Adherence to legal requirements when undertaking prosecutions and investigations is vital in preserving the reputation of the Service. The aim is to guide, educate and assist commercial business owners to make their premises safe for users, employers and the wider community. The Service prosecutes only when appropriate and the prospect of success is high. More speculative or aggressive use of the Order in court could result in awards of costs against the Authority, reputational damage and resource implications which would affect the Service as a whole and not serve the interest of the public.

## **Equality and Diversity implications**

9. Due to an increase in serious fires locally and nationally which involve certain types of fast food outlets, officers have, over recent years, visited more of these businesses to help them reduce risk and comply with regulations. This, in the most high risk premises, has resulted in an increase in enforcement action involving businesses which are frequently owned and operated by members of Black, Asian and Minority Ethnic (BAME) communities. An Equality Impact Assessment for this work has been completed.

## **Environmental implications**

10. Effective enforcement reduces the risk of fire and therefore contributes to reduced emissions, water use and CO<sub>2</sub> release associated with transporting and producing re-building products.

**CONTACT: KIRSTY JENNINGS, CLEMONDS HEY, WINSFORD**

**TEL [01606] 868641**

**BACKGROUND PAPERS: NONE**

## Appendix A

### Prosecutions 2021/22

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#### Mr Pizza – Crewe



Abdul Magid Mohammad Ben Rajab, owner of Mr Pizza appeared at Chester Crown Court for sentencing on Friday 17th September after previously pleading guilty to 10 breaches of the Regulatory Reform (Fire Safety) Order 2005.

Mr Rajab received between 6 and 12 months custodial sentence for each breach of the fire safety order (to be served concurrently), suspended for 18 months, along with 200 hours unpaid work in the community.

Mr Rajab was also ordered to pay £6,500 towards the costs of the prosecution.

The investigation into the business began after firefighters attended a fire in the kitchen at the premises on 23 March 2019, which prompted concerns regarding fire safety deficiencies. The Protection team was informed and a fire safety inspection was subsequently conducted at the site.

The building had a restaurant on the ground floor and a four bedsit house in multiple occupation on the first floor. However, it was discovered that there were people sleeping on the ground floor, in the commercial restaurant part of the premises.

A number of serious fire safety issues were identified at the premises including the absence of smoke detectors throughout the premises and insufficient means of escape. There was also no adequate fire door between the living accommodation and first floor escape route and the downstairs kitchen.

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 7<sup>TH</sup> SEPTEMBER 2022  
**REPORT OF:** HEAD OF OPERATIONAL POLICY AND ASSURANCE  
**AUTHOR:** SM TAM BLAIR

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**SUBJECT:** NORTH WEST FIRE CONTROL – ANNUAL REPORT 2021-22

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### Purpose of Report

1. To inform members about the performance of North West Fire Control (NWFC) during the year 2021-22 (1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022).

### Recommended: That

- [1] Members note the performance information relating to NWFC.

### Background

2. This report is based on the Quarterly Performance Management reports produced by NWFC.

### Information

#### Call handling performance

3. The following headings deal with the call handling performance, costs of service, staff performance, staffing levels and business continuity. These are the agreed performance measures reported for the four Fire and Rescue Services (FRS) for whom NWFC provides control room functions.
4. The total number of emergency and admin calls received by NWFC for all 4 FRS's.

|                        | Q1     | Q2     | Q3     | Q4     | Total   |
|------------------------|--------|--------|--------|--------|---------|
| <b>Emergency Calls</b> | 42,961 | 43,583 | 38,584 | 37,462 | 162,590 |
| <b>Admin Calls</b>     | 29,226 | 29,432 | 29,364 | 29,507 | 117,377 |

5. Performance from 2019-20 and 2020-21 showed a 6% decrease in emergency calls. Performance between 2020-21 and 2021-22 saw a rise of 19%. This increase was in part due to Covid-19 creating a false reduction in calls in 2020-21 due to the impact of lockdown. The two incident types seeing the biggest increases are Road Traffic Collisions up 64.8% (147 incidents) compared to 2020-21 (Covid-19 travel restrictions in place) and NWAS Gain Entry incidents up 41.1% (67 incidents).
6. Call volume across the region was impacted by back-to-back storms with Storms Franklin and Eunice in Q4.

#### Call challenging

7. Control Room Operatives (CRO's) are trained to challenge specific call types and ask additional questions to identify whether FRS attendance is required. These include Automatic Fire Alarms, (AFA's) Animal Rescues, Bonfires and Gaining Entry incidents. The table below shows a breakdown by quarter of the number of calls that were challenged and their subsequent outcomes for all 4 FRS's.

|  | Q1   | Q2    | Q3    | Q4    | Total |
|--|------|-------|-------|-------|-------|
| <b>Calls Challenged</b>                        | 9127 | 8361  | 9290  | 8026  | 34804 |
| <b>Mobilised</b>                               | 5286 | 4857  | 5496  | 4620  | 20259 |
| <b>Not Mobilised</b>                           | 3841 | 3504  | 3884  | 3406  | 14635 |
| <b>% Successfully challenged/not mobilised</b> | 42%  | 41.9% | 41.8% | 42.4% | 42%   |

8. The call challenge data reports on incidents where CRO's have to run the formal call challenges. These related to automatic fire alarms, NWAS gain entry and bonfire incident types where pre-mobilising screening is required prior to mobilising.
9. The majority of non-mobilisations relate to calls from AFAs where approximately half of all calls received do not generate a service attendance. The success of the call challenge protocols introduced by the service has prompted neighbouring services to implement similar arrangements.

#### Time to answer Emergency Calls

10. A national target was set by the National Fire Chiefs Council (NFCC), and it is against this target that NWFC has been reporting. A target of 95% of emergency calls should be answered in 10 seconds, or less.

11. Performance for all 4 FRS's is shown in the table below.

|   | Q1        | Q2        | Q3        | Q4        |
|---|-----------|-----------|-----------|-----------|
| <b>Average Time to Answer</b>                         | 5 seconds | 6 seconds | 6 seconds | 6 seconds |
| <b>Percentage of calls answered within 10 seconds</b> | 93%       | 93%       | 93%       | 93%       |

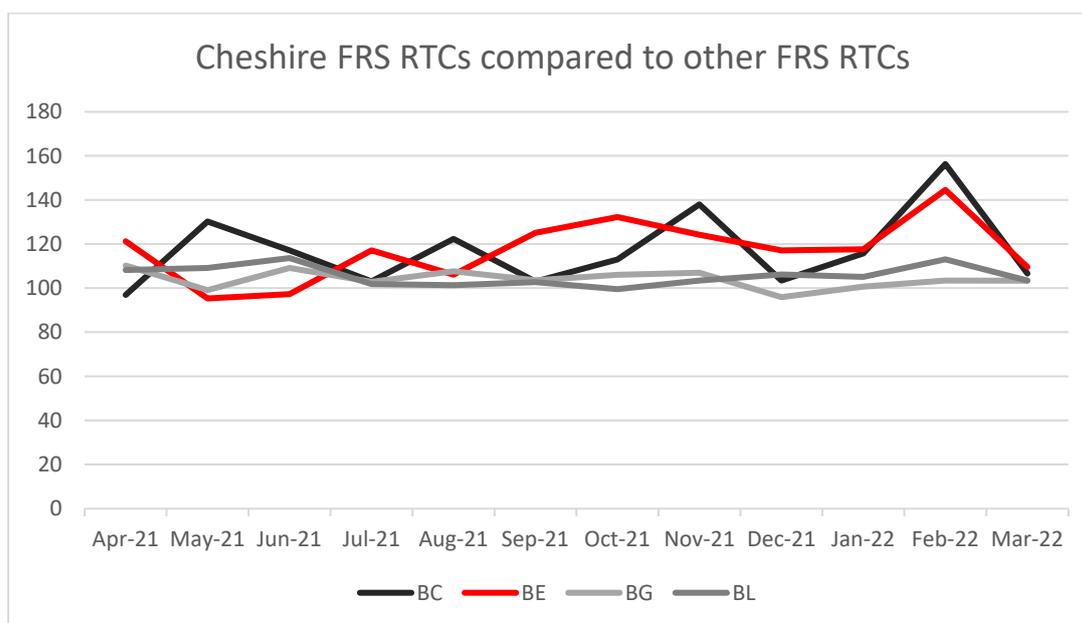
12. A significant proportion of the 7% of calls where NWFC failed to meet the 10s standard was largely due to spate conditions. NWFC operates the Automatic Call Distribution (ACD), this is a system that identifies the CRO who has been in ACD the longest and assigns them the call. The call sits with the CRO for 5s, and if the call is not answered it is redirected to all CRO's via a sounder in the room. Reasons why the call may not be immediately taken is CRO's completing other key tasks such as working through Action Plans. Another contributing factor is during spate conditions when calls spill over into our buddy control rooms. Performance is monitored by NWFC through 1-2-1's and the appraisal process.

Time of Call Answer to Time of Alerting the First Resource

13. The target set is for resources to be mobilised within 90 seconds of a call being answered. Data shown in paragraph 15 shows call handling performance.
14. It should be noted that different incident types require differing amounts of information to be taken during the call handling processes to ensure correct mobilisation.
15. Performance is shown in the table over (average in seconds) for Cheshire Incidents only. The table below shows a measure of all 'attended' incidents. Incident types that don't require an immediate emergency response i.e., an incident where a NILO is consulted prior to mobilisation has been cleansed from this dataset.

|                                      | Q1  | Q2  | Q3   | Q4   | Ave  |
|--------------------------------------|-----|-----|------|------|------|
| <b>Ave for life risk incidents</b>   | 93  | 99  | 102  | 85   | 94.5 |
| <b>Fires – CFRS</b>                  | 76  | 79  | 75.5 | 75.5 | 76.5 |
| <b>Special Service Calls – RTC's</b> | 110 | 119 | 129  | 115  | 118  |

16. The data (point 15) shows that NWFC did not meet the standard to alert resources in 90 seconds for RTC's on 64% of occasions for CFRS.



BC: Cumbria **BE: Cheshire** BG: Manchester BL: Lancashire

17. This is in part due to the challenge of identifying a location of the caller. It is frequent that the caller is unaware of their exact location, and often there is no postcode available. Motorways are a good example of this challenge.
18. Steps to improve NWFC performance to improve call handling time for RTC's
- CRO training has been updated to reinforce the 2-stage mobilisation process. Stage 1 is to mobilise to the address and Stage 2 is getting and passing additional information.

- All CRO's have 2 call audits per month. In Q2 2022-23 this will focus on Cheshire RTC's.
  - An incident tag has been placed on the mobilising system. This tag will require a CRO to provide a reason the 90s standard was breached. A quarterly report will be run as part of the quarterly scrutiny process.
  - A new quarterly scrutiny process has now been fully embedded.
  - The introduction of the LifeX system (point 26) will improve location identification.
  - If the caller is completely lost the CRO's have now been asked to use 999eye to use the caller's phone GPS.
19. It should be noted that different incident types require differing amounts of information to be taken during the call handling processes to ensure correct mobilisation.
20. A regional review national sampling has been undertaken since the 2020-21 performance year, to consider how other organisations monitor and evaluate control room performance. The findings were not conclusive with no suitable processes identified. To improve the ability of CFRS to monitor and evaluate NWFC a quarterly scrutiny meeting of performance has now been implemented and a quarterly report being produced. This approach will improve the effectiveness and efficiency of this collaborative relationship.
21. A Monthly review of Ops Support activity has also been implemented to monitor the impact of the North West Fire and Rescue Services requests on NWFC.

#### Cost of Service

22. The cost of the service provided by NWFC is paid for in proportions agreed by the FRS's when NWFC was established.
23. The table over shows the percentage of all emergency call activity in each quarter per FRS area and then contains the overall percentage for the year compared to the cost paid by each FRS.

|                                       | Cheshire | Cumbria | Greater Manchester | Lancashire |
|---------------------------------------|----------|---------|--------------------|------------|
| <b>Q1</b>                             | 17.57%   | 12.65%  | 39.10%             | 30.66%     |
| <b>Q2</b>                             | 19.89%   | 12.89%  | 36.48%             | 30.72%     |
| <b>Q3</b>                             | 18.95%   | 14.01%  | 35.25%             | 31.78%     |
| <b>Q4</b>                             | 17.56%   | 13.03%  | 37.49%             | 31.90%     |
| <b>Overall Average</b>                | 18.49%   | 13.14%  | 37.08%             | 31.26%     |
| <b>Annual Percentage Cost per FRS</b> | 18%      | 8%      | 48.5%              | 25.5%      |

N.B The overall average figures do not add up to 100 as there is a small proportion of 'other' calls that are not accounted for in the table.

#### New Technologies and Delivery of Projects

24. **999eye:** is a technical solution where NWFC can use a caller's smart mobile phone to view the incident being reported. Benefits include improving NWFC's understanding of the nature of the call, enhancing a response, and mobilising right resources to resolve the incident successfully and safely. Other benefits include using the phones GPS to identify the location of the incident more quickly. This is now in its implementation phase for CFRS.
25. **RRRU:** On 1<sup>st</sup> June 2022 the new RRRU response went live at NWFC which will improve CFRS response to those locations that are more remote. Currently, these resources are set up to attend Road Traffic Collision Incident Types. The next phase will bring Poynton and Bollington on-line with additional skill attributes pertaining to Wildfire and Animal Rescue. This project has been delivered.
26. **Fire Survival Guidance (FSG) power app:** An electronic solution to enhance CFRS and NWFC ability to co-ordinate major incidents such as high-rise fires where there are multiple calls received at NWFC from people in need of rescue. NWFC can update the app, and as this is live can be seen immediately on the incident ground so Incident Commanders can target a response in real time. This will build on the implemented evacuation process based on learning from the Grenfell Tower fire. This system is being explored currently.
27. **LifeX:** NWFC have now upgraded the telephony system and the way we identify a callers' location (down to 1 metre). Additionally, NWFC utilise What3Words and 999eye to support quick location identification. This system has been implemented.

## Staff Performance

28. Service staff regularly attend NWFC. Their observations form an important aspect of performance monitoring as they can take a view about aspects of the service provided by NWFC that are not measured statistically, e.g., the approach to call handling. There is close working for significant events and during certain periods, e.g., major disruption such as flooding and the bonfire period. NWFC continue to work well with the vast majority of calls leading to the correct mobilisation of resources. Systems and people are fully tested when conditions are the most challenging and staff at NWFC worked well on each occasion. There are clear channels through which to communicate feedback between operational crews within the service and staff in NWFC
29. NWFC continues to take the training and improvement of the skills of its staff very seriously. This is evident from the management and integration of new starters and approach to the ongoing maintenance and improvement of skills. NWFC now use the same Competence Management and eLearning system as the service, PDRPro.
30. New Control Room Operator Development pathways
  - **Phase 1:** This is the first 4 weeks and is classroom based
  - **Phase 2:** Staff are allocated to their teams and assigned a mentor and stay in this phase for 11 months.
  - **Phase 3:** Enter the development to competence pathway.
31. Prior to moving phases, the staff are assessed against the 'Safe to Operate' criteria which contains a 9-point criteria, that underpin the National Occupational Standards. There is a robust development and mentoring process to support staff who don't meet the required benchmark
32. NILO Courses for Operations Managers: This is a new skill being embedded at NWFC to support an effective and efficient response to incidents such as Marauding Terrorism Incidents (MTA)
33. Staff absence: Absence was 7.39 shifts lost per person (7.82 in 2020-21).

## Key training delivered

34. In 2021-22 the service has worked in partnership with Greater Manchester Fire and Rescue Service (GMFRS) in the provision of training at NWFC in relation to improving NWFC performance during an MTA incident.
35. The service has in partnership with GMFRS delivered MTA training to all the Teams at NWFC. This training focussed on the delivery and understanding of JESIP's 'Joint Operating Principles for the Emergency Services.'
36. The service has built on this training in the organisations implementation of change based on the Kerslake recommendations. The service has planned, implemented and delivered bespoke MTA exercises in phases 1 and 2. Phase 3 will deliver four no-notice MTA scenarios for all the NWFC teams

(consolidating the aforementioned training); this will culminate in a major live scenario. All the exercises are a tri-service collaboration with Cheshire Police and North West Ambulance Service, and for the major live exercise with the Tactical Firearms team.

37. Performance statistics are also considered by Team Leaders so that they can see how well their team members are performing and where additional help or training may be required. Individual performance also provides evidence for appraisals and is considered when performance related pay is determined.
38. This year, the National Operational Guidance Programme (NOGP) run by the NFCC programme team has initiated their Control Room project, which will provide a set of standards and practices that all Control Rooms in the country can utilise to develop internal policies, procedures and training packages.
39. There is the potential for change at NWFC due to the recommendations and inquiries pertaining to the Grenfell Tower Incident and the Manchester Arena Inquiry (and supporting Kerslake report). NWFC has supported the arena inquiry as the regional control centre for GMFRS.
40. The Fit for the Future review has been completed. A new consultant has been appointed to support the change management process. They will review current arrangements and recommend the job description for a new partnership manager role. They will have responsibility for areas including the procurement of a new mobilising system and a review of staffing models.
41. The new JESIP training principles have been embedded within the control room at NWFC. A bespoke NWFC trainer has been recruited and co-ordinates with the service JESIP based principles.

#### Business Continuity

42. Two full 'Business Continuity' exercises have been carried out at NWFC during the reporting period. Both exercises took place whilst there was a complete shut down of the mobilising system, necessitated by a requirement to complete essential updates.
43. The service fed back the need to review the NWFC Business Continuity Plan. The service will support NWFC in this review in 2022-23.
44. As a result of HMICFRS feedback NWFC and the Business Continuity planning group will undertake a full fallback exercise to secondary control at Stretford Fire Station in the current performance year 2022-23.
45. NWFC has operated a full service throughout the Covid-19 Pandemic, adopting remote working practices to maintain close liaison with the service and ensure that the needs of our organisation continue to be met.

## **Financial Implications**

46. None resulting from the information in the report.

## **Legal Implications**

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

## **Equality and Diversity Implications**

48. Equality Impact Assessment for the 999eye project has been undertaken and approved by the Equality and Inclusion Manager.

## **Environmental Implications**

49. None.

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER**

**TEL [01606] 868814**

**BACKGROUND PAPERS: NONE**

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 7<sup>TH</sup> SEPTEMBER 2022  
**REPORT OF:** HEAD OF SERVICE IMPROVEMENT  
**AUTHOR:** MICHAEL JOHNSON

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**SUBJECT:** ENVIRONMENT AND CLIMATE CHANGE 6  
MONTH UPDATE REPORT, SEPTEMBER 2022

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### Purpose of Report

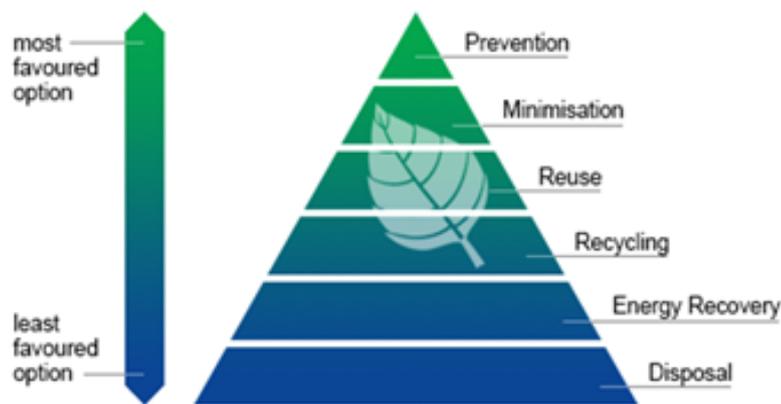
1. To provide Members with an update concerned with the progress that is being made by the Service in relation to the environment and climate change agenda.

### Recommended: That Members

- [1] Members 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.
3. The Strategy takes into account the Government's environmental aspirations and the national objective to achieve net zero carbon emissions by 2050.
4. The Fire Authority approved the Ethical Procurement Strategy and Social Value Policy in December 2021.
5. These documents further enhance our compliance with the Waste (England and Wales) Regulation 2011. The regulations focus on the minimisation of waste to landfill by ensuring that decision making processes at the procurement stage consider the life cycle, re-use, repair, recycling. Waste to landfill is considered only as a last resort. The service's approach to waste falls in line with waste hierarchy, shown over.



## Information

6. This progress report focuses on environment performance.
7. **CARBON EMISSIONS REDUCTION:** It was intended to provide details of the latest Carbon Report covering the period April 2021 to March 2022. This has been delayed due to awaiting the certification of our Renewable energy supply. OFGEM carry out this certification and it is usually delivered in July. It has been advised will be early August, but at time of drafting this report is still to arrive
8. This latest report will track our progress on reducing carbon emissions, currently reported at a reduction of 59% from the 2017 baseline.
9. **CARBON LITERACY:** One of the key aspects of environment, climate change and sustainability is the overall understanding, knowledge, and effect of climate change on the organisation, colleagues, and our local community. Following the initial carbon literacy course, there has been consultation with our internal HR Training Team to develop training packages to deliver the training and awareness to a wider group across the service. This has been finalised and a paper has been prepared to be presented to SMT.
10. **WASTE and RESOURCES:** Waste and resources are a key focus of the new Environment Act 2021. There have been changes to the requirements of local authorities and commercial premises to introduce, particularly food waste collection. Following a review, food only waste collection has been added to the Training Centre. The volume of food waste from individual fire stations is insufficient to warrant a food only collection, but this will be kept under review.
11. The Service maintains a 100% landfill free performance.
12. The second quarter environmental performance waste report is included with background papers and highlights that the service has a 76% recycling performance. Our waste has a defined process for all its disposal, which includes Anaerobic Digestion of food waste and Refuse Derived Fuel (RDF).

13. **ENVIRONMENTAL IMPACT ASSESSMENTS:** There is a need for these assessments to be carried out on more, if not all projects in future. There is a requirement to have a mechanism to measure these assessments. The Ethical Procurement Strategy and Social Value Policy also require a process and measurement and the fire service procurement officers have been consulted with to devise a monitoring system. A brief is being prepared to all colleagues to ensure they consider these steps when deciding on purchasing services, materials, equipment or change projects. A statement from the policy is now included in all new tender documents prepared for fire.
14. **ELECTRIC VEHICLE INFRASTRUCTURE:** The further introduction of EV and rationalisation of non-blue light vehicles will further reduce our reliance on fossil fuels. An Environment Initiatives Fund bid was approved by the Environment and Climate Change Working Group, which will see a further four charging units, containing eight charging sockets, installed on the Service's premises.
15. This will see nineteen of the Service's locations equipped with EV charging infrastructure. Whilst the introduction of EV charging points is linked to the ongoing fleet review, it is acknowledged that the uptake of personal electric vehicles amongst fire staff must be taken into consideration when considering future installations.
16. **GENERAL:** The Services Strategic Environment and Sustainability Lead is currently 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.
17. This group brings together colleagues from fire and police services and has representation from Ambulance Services and The Royal National Lifeboat Institute. The group meets bi-monthly to identify best practices, share ideas, presentations from industry and government led initiatives. It has sub-groups working on some of the main environmental topics such as Decarbonisation, Circular Economy, Electric Vehicles and Charging Infrastructure and Behavioural Change. One of the major successes in the last 12 months was delivery of an Emergency Services National Charter, which has received endorsement by both the NFCC and the NPCC/APCC.
18. The Strategic Lead is currently part of two of the task and finish groups working on the National Environment and Sustainability Strategy for Fire Services. The National Charter is playing a key role in this work. Ben Brook, the Chief Fire Officer of Warwickshire Fire Service and the NFCC lead on Environment and Sustainability, is managing this work.
19. The Strategic Lead has supported the Service's Research and Development Manager in the procurement of and compliance to the new fire service foam regulations. Recently this work has been extended and become a multi-service

consultation led by Lancashire Fire Service. The Cheshire Research and Development Manager has provided substantial information on our early investigation into suitable replacements to this group, and Cheshire is also providing the environmental inputs to the wider group. This new foam requirement is directly concerned with the environmental damage of the current products used and will see certain constituents' protein chemicals banned.

## **Financial Implications**

20. Financial investment into environment, sustainable projects and initiatives is key to progression in this area. Longer term return on investment should also be considered as savings in terms of carbon and consumption are imperative to the Service's longer-term goals.

## **Legal Implications**

21. Mandatory and advisory targets are set nationally, and the Service must achieve the mandatory targets.

## **Equality and Diversity Implications**

22. Equality Impact Assessments are required when formulating policy, but this report and its recommendations do not have any equality and diversity implications.

## **Environmental Implications**

23. The Introduction of improved procurement processes, carbon literacy training, expansion of waste collection services, installation of 4 more EV charging points and the wider use of environmental impact assessments will help drive improvements in the Service's environmental performance and reductions in emissions.

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



Welcome to your environmental report which shows you the breakdown of your waste by type, and what has happened to it once it has been collected. You'll notice the amount of waste which has been diverted from landfill. You'll see the proportion of waste which has been recycled, as well as waste sent for energy recovery at either an Anaerobic Digestion facility (AD, for food waste) or a waste-to-energy facility (Refuse Derived Fuel or RDF from non-recyclable general waste). We'll also show you the breakdown of recycled materials by the type of material. And you'll see how the equivalent energy generated through AD and RDF could be used. You'll see your data across the last 12 months on page 2 and following this, a breakdown of your waste by each individual site.

**Environmental Report**  
**Customer Group:**  
**Cheshire Fire and Rescue Service**

**Date: 01/04/2022 to 30/06/2022**

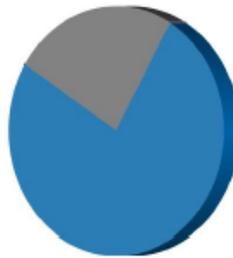
**TOTAL DIVERSION FROM LANDFILL : 100 %**

What happened to your waste?



AD (6 %)  
 RDF (35 %)  
 Recycled (59 %)

Of your recycled waste, below shows the materials



DRY MIXED RECYCLABLES (76 %)  
 MIXED MUNICIPAL (24 %)

**Total Collected Waste (KG)**

| Material              | Weight           | Recycled         | RDF             | AD              | Landfill    |
|-----------------------|------------------|------------------|-----------------|-----------------|-------------|
| Dry Mixed Recyclables | 7,966.00         | 7,966.00         | 0.00            |                 | 0.00        |
| Mixed Municipal Waste | 8,770.30         | 2,575.90         | 6,194.40        |                 | 0.00        |
| Organic Food Waste    | 1,080.00         | 0.00             | 0.00            | 1,080.00        | 0.00        |
| <b>Total</b>          | <b>17,816.30</b> | <b>10,541.90</b> | <b>6,194.40</b> | <b>1,080.00</b> | <b>0.00</b> |
|                       |                  | 59.17%           | 34.77%          | 6.06%           | 0.00%       |

**How your RDF and AD equates to energy**

| RDF   |                 | AD   |                | Energy Equivalent  |                                      |                                     |   |                                  |
|---|-----------------|--|----------------|--------------------|--------------------------------------|-------------------------------------|---|----------------------------------|
| RDF kWh/Tonne - AD produces the below kWh (1) | RDF Weight (KG) | AD kWh/Tonne - AD produces the below kWh (2) | AD Weight (KG) | Total kWh Produced | No of Fridges powered for a year (3) | Washing Machine Cycles Complete (4) | No of Office Printers powered for 1 week typical printing cycle (5) | Miles driven in a family car (7) |
| 575   | 6,194           | 300  | 1,080          | <b>3,886</b>       | 61                                   | 3,533                               | 22  | 810                              |
|   |                 |  |                |                    |                                      |                                     |   | 16,320                           |

**References**

- (1) - Average Net kWh/tonne input for 2017 is 575 kWh/tonne, from Tolvik Consulting report of UK ERW Statistics 2017, Page 6, section 3, Figure 11. URL : <http://www.tolvik.com/wp-content/uploads/Tolvik-UK-ERW-Statistics-2017.pdf>
- (2) - 300 kWh per tonne of food waste generated by AD, as stated by the Official Information Portal on Anaerobic Digestion FAQs, Question 3 "How much energy can you get from waste?". URL : <http://www.biogas-info.co.uk/about/faq/>
- (3) - Based on the stated Annual Energy consumption of a Panasonic 40" full HD Smart LED Television, model TX-40FS500B, of 64kWh/Year. URL : <https://www.panasonic.com/uk/consumer/electronics/HDTVs/40fs500b.html>
- (4) - Based on the stated energy consumption of 1.10 kWh of a Bosch Serie 8 washing machine, model no WAW8235-H0GB. URL : <https://www.bosch-home.co.uk/product-list/washers-dryers/washing-machines/front-load-washing-machines/WAW8235-H0GB?readabout=frontloader#?Tabs=section-technicalspecs?Togglebox=1051994968?Togglebox=285469437?Togglebox=118313654>
- (5) - Based on the annual energy consumption of an LG Fridge Freezer Model No GB8660MCGSF. URL : <https://www.lg.com/uk/fridge-freezers/lg-gb8660m-cg-sf>
- (6) - Based on the typical weekly consumption of a Canon imageRUNNER Advance office printer, model IR-ADV C7570. URL : <https://canon.ssi.com.ssi-media.com/53910.pdf>
- (7) - Based on the WLTP combined cycle range of 168 miles of a 2018 Nissan Leaf with a 40kWh battery. <https://www.nissan.co.uk/vehicles/new-vehicles/leaf/range-charging.html>

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## P&O Forward Plan 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                                  | AC           | Q4 Performance Report  | WB               | Q1 Finance (budget monitoring) Report | WB               | Q2 Finance (budget monitoring) Report      | WB               | Q3 Finance (budget monitoring) Report  |  |
| 2                                  | SW/JP        | 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 2021-22  | PV/ CA           | Q1 Internal Audit Report              | PV/ CA           | Q2 Internal Audit Report                   | PV/ 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 | LS/ AG           | Annual Bonfire Report  |  |
| 6                                  | SMc/SB       | Safeguarding Children, Young People and Adults Annual Report 2021-22                                     | LS/ HC           | Safety Central Annual Report          | AG               | Annual Road Safety Report                  | MS               | Equality Monitoring – 6 Monthly Update   |  |
| 7                                  | LS           | Annual Prosecutions Report (defer to 07.09.22)   | LS               | Annual Prosecutions Report            | AG               | Interim Bonfire Report                     | LW/ CA           | Progress Update on Internal Audit Recommendations (half yearly update)<br>(Removed from P&O, now reports to Audit Committee) |  |

## P&O Forward Plan 2022-23

|              |   |  |  |   |  |  |  |  |
|--------------|---|--|--|---|--|--|--|--|
| 8            | LW/ CA  | Annual Risk Management Report 2021-22          | LS/ JM   | Annual Partnership Report (defer to 23.11.22)   | LS   | On the Streets Project – Annual Report | NMcE/ PH   | Environment & Climate Change – Annual Report |
| 9            | LS/ JM  | Annual Partnerships Report (defer to 07.09.22) | NMcE / PH  | Environment & Climate Change – 6 Monthly Update | LH   | Annual Mental Health Report            |  |  |
| 10           | SB/ TB/ AL  | NWFC Performance Annual Report – Call Handling | SB/ TB/ AL   | NWFC Performance Annual Report – Call Handling  | LS   | Annual Partnerships Report             |  |  |
| 11           | LH  | Mental Health Report Six Month Review          |  |   |  |  |  |  |
| 12           | AW  | HMICFRS 2021 Inspection Report New Action Plan |  |   |  |  |  |  |
| <b>NOTES</b> | Standing Items:<br>Items 1 and 2<br><br>Annual Items:<br>Items 3,4 ,5, 6,7,8,9 and 10 |  | Standing Items:<br>Items 1,2,3 and 4<br><br>Annual Items:<br>Items 5,6, 10 |   | Standing Items:<br>Items 1,2,3 and 4<br><br>Annual Items:<br>Items 5,6,7,8 and 9 |  | Standing Items:<br>Items 1,2,3 and 4<br><br>Annual Items:<br>Items 5 and 8 |  |

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