



**Wednesday, 1 March 2023  
10.00 am**

**Meeting of  
Performance and  
Overview Committee  
Sadler Road  
Winsford**

Contact Officer:  
Kirsty Jennings  
Democratic Services

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

Tel: 01606 868814  
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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#### **Attendance at Meetings**

The Cheshire Fire Authority welcomes and encourages members of the public to be at its meetings and Committees.

This meeting of the Fire Authority will be held by remote means, i.e. the meeting will not be taking place in person at Sadler Road, but will be hosted over the Internet, using Skype for Business, with participants located in a variety of places.

The Government introduced legislation, due to the Coronavirus pandemic, that enables remote meetings to take place and the Fire Authority has adopted rules that allow and govern the way that remote meetings will work. The rules can be accessed [here](#).

The meeting must be open to the public and press. However, as the public and press cannot attend in person the Fire Authority is arranging for the meeting to be broadcast. Final details about how to access the broadcast will be published on the Cheshire Fire and Rescue Service website prior to the meeting.

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#### **Questions by Electors**

Given the current situation, questions for the Chair of the Fire Authority can be submitted by email to [DemocraticServices@Cheshirefire.gov.uk](mailto:DemocraticServices@Cheshirefire.gov.uk). Questions must be received at least five clear working days before the meeting takes place.

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#### **Access to Information**

Copies of the Agenda are available on the Service's website ([www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk)). A copy can also be obtained from Democratic Services via [DemocraticServices@cheshirefire.gov.uk](mailto:DemocraticServices@cheshirefire.gov.uk).

The Agenda may be divided into two parts. Most business is dealt with in the first part which is open to the public. On some occasions business is dealt with in private in the second part of the meeting. There are a number of reasons for this, e.g. confidential information about individual people, or contracts are being considered.

**This agenda is available in large print, Braille, audio CD or in community languages upon request by contacting; Telephone: 01606868414 or email: [equalities@cheshirefire.gov.uk](mailto:equalities@cheshirefire.gov.uk)**

#### **Recording of Meetings**

The Authority audio records its meetings. Please contact Democratic Services for a copy of the recording via [DemocraticServices@cheshirefire.gov.uk](mailto:DemocraticServices@cheshirefire.gov.uk).

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**MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE  
WEDNESDAY, 1 MARCH 2023**

**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 5 - 10)

To confirm as a correct record the Minutes of the meeting of the Performance and Overview Committee held on Wednesday 23<sup>rd</sup> November 2022.

**ITEMS REQUIRING DISCUSSION/DECISION**

**2 Finance Report - Quarter 3, 2022-23**

(Pages 11 - 20)

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

(Pages 21 - 58)

**4 Programme Report - Quarter 3, 2022-23**

(Pages 59 - 76)

**5 Annual Bonfire Report 2022**

(Pages 77 - 98)

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

(Pages 99 - 112)

**7 Equality, Diversity and Inclusion Six-Month Update**

(Pages 113 -  
118)

**8 Annual Mental Health Report 2022**

(Pages 119 -  
126)

**9 Annual Environment and Climate Change Report 2022**

(Pages 127 -  
138)

## **10 Forward Work Programme**

(Pages 139 -  
140)

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

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



**MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE held on Wednesday, 23<sup>rd</sup> November 2022 at Lecture Theatre - Training Centre, Sadler Road, Winsford, Cheshire CW7 2FQ at 10.00 am.**

**PRESENT:** Councillors Phil Harris (Chair), Gina Lewis, James Nicholas, Jonathan Parry, Peter Walker, Peter Wheeler, and Norman Wright and independent (non-elected) member Derek Barnett.

**1 PROCEDURAL MATTERS**

**A Recording of Meeting**

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

**B Apologies for Absence**

Apologies for absence were received from Councillor Razia Daniels.

**C Declaration of Members' Interests**

There were no declarations of Members' interest.

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

The Assistant Chief Fire Officer corrected a sentence in Item 4 Programme Report, Quarter 1. The water carrier is stationed at Ellesmere Port, not Crewe as stated in the minutes.

**RESOLVED:**

**That the minutes of the Performance and Overview Committee held on Wednesday 7<sup>th</sup> September 2022 be confirmed as a correct record.**

**2 FINANCE REPORT - QUARTER 2 2022-23**

The Head of Finance introduced the report, which provided Members with a review of the Service's forecast financial outturn and reported on progress against 2022-23 capital projects.

The Head of Finance drew Members' attention to the anticipated overspend of £235k in Quarter 2. She advised that the overspend was predominantly a result of the additional bank holiday and Covid-19 recognition day costs. The overspend figure did not include the potential impact of the pay awards, estimated to be a minimum of £796k.

The Head of Finance highlighted that a reduction in business rates payable had resulted in a £28k underspend and the increase in interest rates had resulted in additional income for Quarter 2. The Head of Finance stressed to Members that the security of the investment was paramount.

The Head of Finance advised Members that the capital programme was being reviewed as part of the Community Risk Management Plan and that an update would be provided at a Members' Planning Day.

**RESOLVED: That**

**[1] the Finance Report – Quarter 2, 2022-23 be noted.**

### **3 PROGRAMME REPORT - QUARTER 2, 2022-23**

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

- A new project manager had been appointed to oversee the station modernisation programme. A detailed update would be given to Members at a planning day.
- Property purchases were agreed with some already completed on 9 houses in Wilmslow. The plan to transition to a day-crewing model was ongoing.
- The Service was working with partners to progress the Road Safety Strategy Plan for Cheshire. Two external companies have provided tenders to produce a draft strategy. The successful company would be chosen in early December.

A Member requested an update on the status of the Ellesmere Port fire station. The Assistant Chief Fire Officer advised that 4 sites were being considered for their suitability. The existing fire station would undergo remedial work as an interim measure.

**RESOLVED: That**

**[1] the Programme Report – Quarter 2, 2022-23 be noted.**

### **4 PERFORMANCE REPORT - QUARTER 2, 2022-23**

The Group Manager, Organisational Performance introduced the report, which provided an update on the Service's Quarter 2, 2022-23 performance for each of the Key Performance Indicators (KPIs). The report included the Corporate Scorecard, which reflected the Quarter 2 position against targets set and the year-on-year direction of travel for the KPIs.

The Organisational Performance Manager highlighted some key areas of the report:

- The Number of Deaths in Primary Fires was red due to the 3 deaths in Quarter 1. No deaths had occurred in primary fires during Quarter 2.
- The Number of Deliberate Secondary Fires was red and over the target figure. The geographical areas had been looked at, and the Service was working with partners to implement prevention measures.
- The Number of Safe and Well Visits (SAW) Delivered to Properties of Heightened Risk had red status. The target had not been met due to a combination of the SAW visits taking more time and difficulties in recruiting advocates within the Prevention department. There had been an increase in demand for more specialist SAW visits due to complex issues and mental health problems being identified. The target for SAW visits had been reduced from 30k to 20k and Members were reassured that the households identified as most at risk from fire were going to continue to be prioritised. It was noted that Cheshire Fire and Rescue Service achieve more than double the national average for SAW visits.
- The indicator for North West Fire Control Performance was red. The 'time taken to mobilise' was over target. This was largely due to callers not knowing their exact location when calling in relation to a road traffic collision.

**RESOLVED: That**

**[1] the Performance Report – Quarter 2, 2022-23 be noted.**

## **5 HMICFRS INSPECTION 2021 (ROUND 2) ACTION PLAN UPDATE**

The Group Manager, Organisational Performance introduced the report, which provided Members with an update on the HMICFRS Inspection 2021 (Round 2) Action Plan. He advised Members that it was expected that HMICFRS would be carrying out a full inspection early in 2023.

The Group Manager, Organisational Performance provided an update on the work that was continuing on the 9 recommendations and the suggestions identified in the Round 2 inspection report. He advised Members that some of the work may not be complete by the time of the next inspection.

**RESOLVED: That**

**[1] the HMICFRS Inspection 2021 (Round 2) Action Plan Update be noted.**

## **6 HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2021-22**

The Health, Safety and Wellbeing Manager introduced the report, which provided an update on the management of health, safety and wellbeing in the Service during 2021-22.

The Health, Safety and Wellbeing Manager highlighted the key areas of the report which provided details on the following:

- Accident rates had remained flat with no significant increase or decrease in the number of accidents reported in the last three years.
- There had been a return to normal activities post Covid-19. Random alcohol and drug testing and the fitness test for operational staff were now taking place on fire stations.
- Manual handling and slips, trips and falls had been the cause of most accidents. An e-learning package and practical training plans had been implemented to further reduce the number of incidents.

The Health, Safety and Wellbeing Manager advised Members that training was a key element of the organisation's strategy for maintaining and improving the health and safety culture within the Service.

**RESOLVED: That**

**[1] the Health, Safety and Wellbeing Annual Report 2021-22 be noted.**

## **7 THE PREVENTION DEPARTMENT'S ANNUAL PARTNERSHIP REPORT 2021-2022**

The Partnership Co-ordinator, Prevention Department introduced the report, which provided an update on the performance of the Prevention departments' partnerships portfolio during the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022.

The Partnership Co-ordinator advised Members that the partnerships include (but were not limited to), the Safe and Well Programme, and the Early Help and Prevention Partnership led by Cheshire West and Chester Council (CWaC).

Key achievements included:

- The Family Fire Engagement Officer supported the family intervention team by completing Safe and Well visits and risk assessments. In total 243 Safe and Well referrals were made during the year.
- 134 smoke alarms were fitted and 30 fireproof letter boxes were installed at properties to help reduce the risk of a fire developing within a property.
- The blood pressure and atrial fibrillation testing was found to offer tangible savings and cost benefits to householders and health partners. New equipment and further training were to be rolled out to staff in line with recent structural and policy changes within health.

A Member questioned if more work was being seen because of the cost-of-living crisis. The Partnership Co-ordinator confirmed that Safe and Well partner, Energy

Projects Plus (EPP) had the capacity to support an increase in affordable warmth referrals from the Service over the Winter Period.

**RESOLVED: That**

**[1] the Prevention Departments Annual Partnerships Report 2021-22 be noted.**

## **8 INTERIM BONFIRE REPORT 2022**

The Deliberate Fire Reduction Manager, Prevention provided Members with an interim update on the preventative and operational activities of the Service during the bonfire period from 24th October 2022 to 7th November 2022. He confirmed that a full report would be presented at the next meeting.

Across the bonfire reporting period, 56 deliberate secondary fires were recorded, which was a 44.6% reduction from 5 years ago. 11 deliberate secondary fires were recorded on Bonfire Night which was 2 more than the previous year.

14 Station Areas experienced deliberate secondary fires, with most activity (26 fires) occurring in Winsford which was an increase of 19 from the previous year.

There were 6 reported attacks on fire crews over the bonfire period. The Police aided crews at the hotspot areas.

The Service actively promoted bonfire safety messages across Cheshire via the written press, television, videos and social media. In the weeks before the bonfire period, fire crews leafletted residential areas across Cheshire promoting the removal of rubbish and the securing of wheely bins prior to Bonfire Night.

**RESOLVED: That**

**[1] the Interim Bonfire Report 2022 be noted.**

## **9 FORWARD WORK PROGRAMME**

No changes or additions were made to the forward work programme.

**RESOLVED: That**

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

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 1<sup>ST</sup> MARCH 2023  
**REPORT OF:** TREASURER  
**AUTHOR:** PAUL VAUGHAN

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**SUBJECT:** FINANCE REPORT – QUARTER 3, 2022-23

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### Purpose of report

1. The report provides an overview of the Service's forecast revenue financial outturn at the end of Quarter 3, 2022-23 and contains a high-level view of the capital programme.

**Recommended:** That Members

[1] note the forecast outturn position.

### Background

2. 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 indication of the forecast level of expenditure in 2022-23 when compared to the approved budget and capital programme.

### Forecast Revenue Spending

3. Table 1 below summarises the forecast position at the end of Quarter 3 with some of the key reasons for variances shown in subsequent paragraphs. Further details may be found in Appendix 1. Proposed movements to and from reserves in the year are itemised in Appendix 2. At the end of the third quarter there is an anticipated underspend of £73k, but as explained in the paragraph 4 this does not fully include the potential impact of uniformed staff grey book pay awards.

<b>Table 1 - Summary for Quarter 3 2022-23</b>	Original Budget	Forecast Outturn	Variance
	£000	£000	£000
Firefighting and Rescue Operations	29,614	29,830	216
Protection	1,887	1,896	9
Prevention	2,465	2,520	55
Support Services	11,044	10,945	(99)
Unitary Performance Groups	100	100	0
Centrally held costs & contingencies	(800)	(861)	(61)
Pay and Pension costs	873	832	(41)
Capital Financing (incl. investment income)	1,308	1,168	(140)
S.31 Grants	(2,104)	(2,116)	(12)
Corporate Finance Resources			
- Contribution to / from capital reserves	2,199	2,199	0
<b>Net Revenue Position</b>	<b>46,586</b>	<b>46,513</b>	<b>(73)</b>
Funding	(46,586)	(46,586)	0
<b>Total (under)/overspend</b>	<b>0</b>	<b>(73)</b>	<b>(73)</b>

4. The Authority included an allowance for a 3% pay award for all staff in its 2022-23 budget. Members will be aware that an initial pay offer of 5% for 2022-23 was made in relation to Grey Book staff but that was rejected by the Fire Brigades Union. This offer has now been increased to 7%, to take effect from July 2022. An additional 1% on the Authority's Grey Book pay budget costs around £260k per annum, so if this offer is accepted, it will cost the Authority around £780k above the budgeted amount in 2022-23. As the offer has not been accepted at the time of writing, this is not reflected in the estimated outturn figures in this report. No additional funding has been made available to the Authority to cover any additional costs arising from the pay award, and whilst every effort will be made to contain the cost within existing budgets, the impact is likely to mean a significant call on reserves.
  
5. An offer of a flat £1,925 per person has been accepted in respect of Green Book staff for 2022-23 and is now in payment. This equates to an average of 7.6% across the Green Book payroll, so 4.6% above the budgeted amount, and the additional costs for Green Book staff are accounted for in the numbers contained in this report.

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, but not to the extent which is likely to cause significant overspending. The use of overtime and payment for some of the Covid reward days has led to an overspend but this is offset by continuing underspend against on-call budgets. A review of Business Rate demands following challenges to Local Authorities in respect of stations has led to a reduction in Business Rates payable of £36k. Members are reminded of the uncertainty remaining around the Grey Book pay award described in paragraph 4, the outcome of which will significantly increase costs.
7. Operational Policy and Assurance is projected to overspend by £252k. This is as the result of a number of factors, in particular the department is fully staffed which means that it is unlikely that the budgeted vacancy provision will be met, an overspend of £135k; the impact of the green book pay rise, an overspend of £35k; additional uniforms for the new Firefighter apprentice cohort, an overspend of £40k; income previously expected for the Emergency Services Mobile Communications Programme work which has reduced, an overspend of £35k; and additional costs arising from North West Fire Control relating to the Manchester Arena Public Enquiry, an overspend of £29k. Offsetting these additional costs are projected underspends on non-pay costs relating to training of £40k and Covid related equipment 55k. Other factors include the previously reported additional costs of driver training and other pay costs, and the cost of the trip to Ukraine.
8. Protection is projected to spend close to budget.
9. Prevention is projected to overspend by £53k largely as a result of previously reported pension strain costs in relation to early retirements through ill health, an overspend of £67k, offset by reduced smoke alarm usage, an underspend of £30k. The additional impact of the green book pay rise is estimated to be £42k, offset by some additional income from Respect courses, an underspend of £16k. Safety Central is projected to spend close to budget.
10. Support Services comprise the departments of the Fire Authority that support the work of the Operational teams, and projected outturn figures for these departments are discussed in the following paragraphs.
11. Executive Management is projecting an overspend of £88k as a result of changes to the Service Leadership Team including the costs of recruiting the new Chief Fire Officer and Chief Executive, the departure of the Assistant Chief Fire Officer, and the addition of a temporary Station Manager post to help with the fire cover review work.

12. Corporate Communications is projecting an underspend of £26k. It has been directly managed by the Authority since February 2022, having previously been supplied through the Blue Light Collaboration arrangement. When the budget was set for 2022-23 there were still some costs to be finalised. The team has now bedded in and on-going savings of £54k have been identified. Offsetting this are overspends on the additional impact of the green book pay rise of £11k, and additional spend on corporate events of £12k.
13. Property Management is projecting an underspend of £172k. The revaluation of the business rates for the Sadler Road site since the building of the new training centre, including back dated demands from the initial revaluation has led to an underspend of £228k, and there has been additional rental and co-location income £44k. This is offset by overspends on the restaurant of £22k, additional works on the Sadler Road site to accommodate the People and Development Team of £20k. and Biomass costs of £20k.
14. ICT is projecting an underspend of £82k, with underspends of £53k relating to telephone network providers, £41k on BLC support services recharges, £20k on radios and £15k on hardware costs, offset by the loss of Firelink grant of £37k.
15. People and Development is projecting an overspend of £53k. A report to the Staffing Committee on 29<sup>th</sup> June 2022 indicated that the return of the People and Development Team to direct management would incur one-off costs in respect of technology, furniture and equipment, and these are now estimated to be £28k. PDRpro software development is projected to overspend by 20k, offset by underspends on the BLC recharge for the first seven months of £10k, and Corporate Training of £20k.
16. Fleet Services is projecting an overspend of £95k, with additional lease costs of £40k, partly due to timings of leases and partly due to the increased costs of new vehicles, and additional fuel costs of £50k, As the latter is due to inflationary pressure, it is anticipated that these costs will be met out of the corporate inflation provision.
17. The recent increase in interest rates has increased the estimated income receivable from cash balances by £140k. Because the Authority only has fixed rate loans, there is no estimated increase of interest payable this year. However increased interest rates will make borrowing in the future to support the capital programme more expensive. Members will be aware that such income is used to offset the revenue cost of supporting the capital programme so will be transferred to capital reserve at year end.
18. The funding position remains uncertain but at this stage there is no variation to report.

## Reserves

19. Table 2 below shows the level of revenue reserves held on 1 April 2022. Details of reserve movements are shown in Appendix 2, but all relate to the first quarter. Further reserve movements will be made during the financial year as appropriate with most anticipated to occur in the last quarter as the year's outturn position is finalised.

Table 2 - Reserve Movements

	At 1 Apr 2022 £000	Quarter 1 Movement £000	At 30 Sept 2022 £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>

20. 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

21. At the end of December 2022, the Authority's approved capital programme is £27.712m with a forecast outturn spend of £27.137m, an underspend of £0.575m. Details of all the capital schemes are in Appendix 3.
22. Included in spend to date is the purchase of five properties in Wilmslow. Agreement has now been reached on the purchase of the remaining four properties and the Authority intends to complete on these before the end of this financial year. The full impact of this on the capital programme will be reported as the purchase of these properties is completed, but the cost will be within the approved capital budget.
23. The 2020-21 MDTs project was completed in December 2022 £60k under budget, due to a reduction in the number of terminals required.
24. The Capital scheme for a new vehicle with a hooklift is no longer required as an existing vehicle has been modified using revenue funds.
25. The 2022-23 support vehicles replacement £60k capital scheme is no longer required as electrical vehicles have been ordered using revenue funds.

26. The welfare and contaminants unit is under review as the most cost-effective method of delivering outcomes are explored. It is unlikely that the full capital allocation of £140k will be required.

## **Financial Health Targets**

27. The Authority agreed three Financial Health Targets at its meeting on 9<sup>th</sup> February 2022. Performance against those targets is shown below.
28. The first target is that the Authority reviews and approves its Reserves Strategy on an annual basis. This should be supplemented by consideration of the level of reserves at mid-year review. The Authority approved an updated reserves strategy at its meeting on 15<sup>th</sup> February 2023. Although there was no formal review of the strategy reported at Mid-Year, consideration was given to the reserves position during the budget process and capital and revenue expenditure was identified which will be supported out of reserves during 2023-24. Further reviews will be regularly undertaken, particularly in the light of the potential impact of the pay award reported in paragraph 4 of this report and the continuing cost pressures in relation to the capital programme.
29. The second target is that the Authority maintains its revenue spending within 1% of budget following the mid-year and three-quarter review. The original budget is for 2022-23 £46,586k, so 1% is £466k. The current projection contained in this report shows an underspend of £73k, which is well within the target. The potential overspend identified in paragraph 4 of this report will be funded from reserves if necessary.
30. The third target is that the Authority reduces slippage to 25% of the total capital programme. The capital programme for 2023-24 is £16.2m. The latest estimate for capital expenditure in 2023-24 is £9.3m, so the slippage is estimated to be £6.8m, exceeding the target. Members will be aware that fire station modernisations were paused early in the financial year whilst the impact of inflationary pressures was considered, and this is the principal reason for the slippage. The modernisations are expected to resume in 2023-24.

## **Financial implications**

25. This report considers financial matters.

## **Legal Implications**

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

## **Equality and diversity implications**

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

## **Environmental implications**

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

**BACKGROUND PAPERS: NONE**

**CONTACT: KIRSTYJENNINGS, GOVERNANCE OFFICER  
TEL [01606] 868814**

## CHESHIRE FIRE AUTHORITY QUARTER 3 2022-23

	Original Budget £000	Forecast Outturn £000	Variance £000
Firefighting and rescue operations			
Service Delivery	24,467	24,431	(36)
Operational Policy and Assurance	5,147	5,399	252
Protection	1,887	1,896	9
Prevention			
Community Safety	2,022	2,075	53
Safety Centre	443	445	2
Support Services			
Executive Management	1,222	1,310	88
Communications and engagement	702	676	(26)
Property Management	1,905	1,733	(172)
Finance	456	478	22
ICT	1,888	1,806	(82)
Legal and Democratic Services	565	556	(9)
People and Development	1,924	1,955	31
Planning & Performance	525	466	(59)
Procurement and Stores	302	315	13
Fleet services	1,555	1,650	95
Unitary Performance Groups	100	100	0
Corporate Finance costs			
Centrally held costs & contingencies	(800)	(861)	(61)
Pension costs	873	832	(41)
Capital Financing (incl. investment income)	1,308	1,168	(140)
S.31 Grants	(2,104)	(2,116)	(12)
<b>Total Service Expenditure</b>	<b>44,387</b>	<b>44,314</b>	<b>(73)</b>
Contribution to Capital Reserve	2,199	2,199	0
	<b>46,586</b>	<b>46,513</b>	<b>(73)</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>(73)</b>

## Appendix 2

### MOVEMENT IN RESERVES 2022-23

<u>Department</u>	<u>Description</u>	TOTAL £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 3 2022-23**

	Description	2022-23 Capital Budget £000	Total Programme Budget £000	2022-23 Expenditure to end of Dec22 £000	Total Expenditure to date £000	Expected Scheme Outturn £000	Variance £000
Prior year schemes:	Crewe Fire Station	5,975	7,375	1,296	1,668	7,375	-
	Fire Station Modernisation Programme	4,350	11,500	-	7,131	11,500	-
	Fire Houses Refurbishment programme (3 year programme)	250	1,130	252	1,111	1,130	-
2020-21 Schemes	Rapid Response Rescue Units (13 units)	-	520	41	442	482	(38)
	Water carrier unit	-	140	5	52	80	(60)
	Saffire IT system – Community Fire Risk Mgt Information	-	100	52	52	52	(48)
	Mobile Data terminals (MDT) replacement programme	-	370	1	297	310	(60)
	Technical rescue vehicle	50	50	56	56	56	6
2021-22 Schemes	Two New Appliance 2021-22 Programme	-	540	221	522	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	-	-	813	3
	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 Houses	4,500	4,500	2,231	2,231	4,500	-
	<b>Total</b>	<b>16,552</b>	<b>27,712</b>	<b>4,195</b>	<b>13,625</b>	<b>27,137</b>	<b>(575)</b>

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 1<sup>ST</sup> MARCH 2023  
**REPORT OF:** HEAD OF SERVICE IMPROVEMENT  
**AUTHOR:** GM AARON COLLIS

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**SUBJECT:** PERFORMANCE REPORT – QUARTER 3, 2022-23

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### **Purpose of Report**

1. To present the Quarter 3, 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 3, 2022-23.

### **Information**

3. The Service's Performance and Programme Board (members of the Service Leadership 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 3 position against targets set and the year-on-year direction of travel for the Service's KPIs.
5. A more detailed description of each KPI, including a summary of current performance and any actions to improve performance, is provided in the Performance Health Report which is Appendix 2 to 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 3 that should impact upon the Service's ability to meet its statutory or other legal obligations.

## **Equality and Diversity implications**

8. The Service has, for a number of years, collected and reported equality monitoring data across a number of indicators. This is reported quarterly to the Equality Steering Group and annually to this committee so that trends can be identified and addressed.

## **Environmental implications**

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

### **Appendix 1 - Scorecard**

### **Appendix 2 - Health Report**

### **Annex 1 - RTC Performance Report**

### **Annex 2 - Safe and Well Infographic**

### **Annex 3 - Business Safety Infographic**

### **Annex 4 - Safety Central Infographic**

### **Annex 5 – Detailed On-Call Performance Report**

## 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	Q3 Year on Year	Q3 2021-22
Deaths in Primary Fires	5	0	↑	2
Injuries in Primary Fires	27	28	↑	15
Accidental dwelling fires	242	248	↑	225
- % starting in kitchens	130 (54%)		↓	118 (52%)
- % in homes with residents over pensionable age	48 (20%)		↑	43(19%)
Deliberate fires (Primary and Secondary)	881	804	↑	705
Fires in Non Domestic Premises	101	122	↓	118
AFAs in Non Domestic Premises	354	380	↓	384

	Actual	Target	Q3 Year on Year	Q3 2021-22
S&Ws Delivered to Heightened Risk	13,269	15,000	↑	7,619
Platinum address success rate	71%	65%	↓	76%
Thematic Inspections Completed	1,550	1,503	↑	1,493
Total NDP Fire Safety Audits Completed	1,097	859	↓	1,250
Risk Based Inspections Completed	779	930	↑	286

#### Responding to Emergencies

	Actual	Target	Q3 Year on Year	Q3 2021-22
10 Minute Standard	87%	80%	↑	85%
Wholetime Availability	100%	100%	N/app	N/app
On Call Availability	52%	85%	↓	60%
Nucleus OC pumps	81%			
Primary OC pumps	51%			
Secondary OC pumps	36%			
NWFC: Time to Answer Call	6.8s	10s	N/app	N/app
NWFC: Time to Mobilise Appliance	108s	90s	N/app	N/app

#### Developing the organisation

	Actual	Target	Q3 Year on Year	Q3 2021-22
Average Days/Shifts Lost to sickness	5.56	4.13	↑	5.31
Working Days Lost To Injury	13	20	↓	82

Performance Key			
Meeting target	↑	↑	Improved direction of travel year on year
Within 10% of target	↔		No change in direction of travel
Falling 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

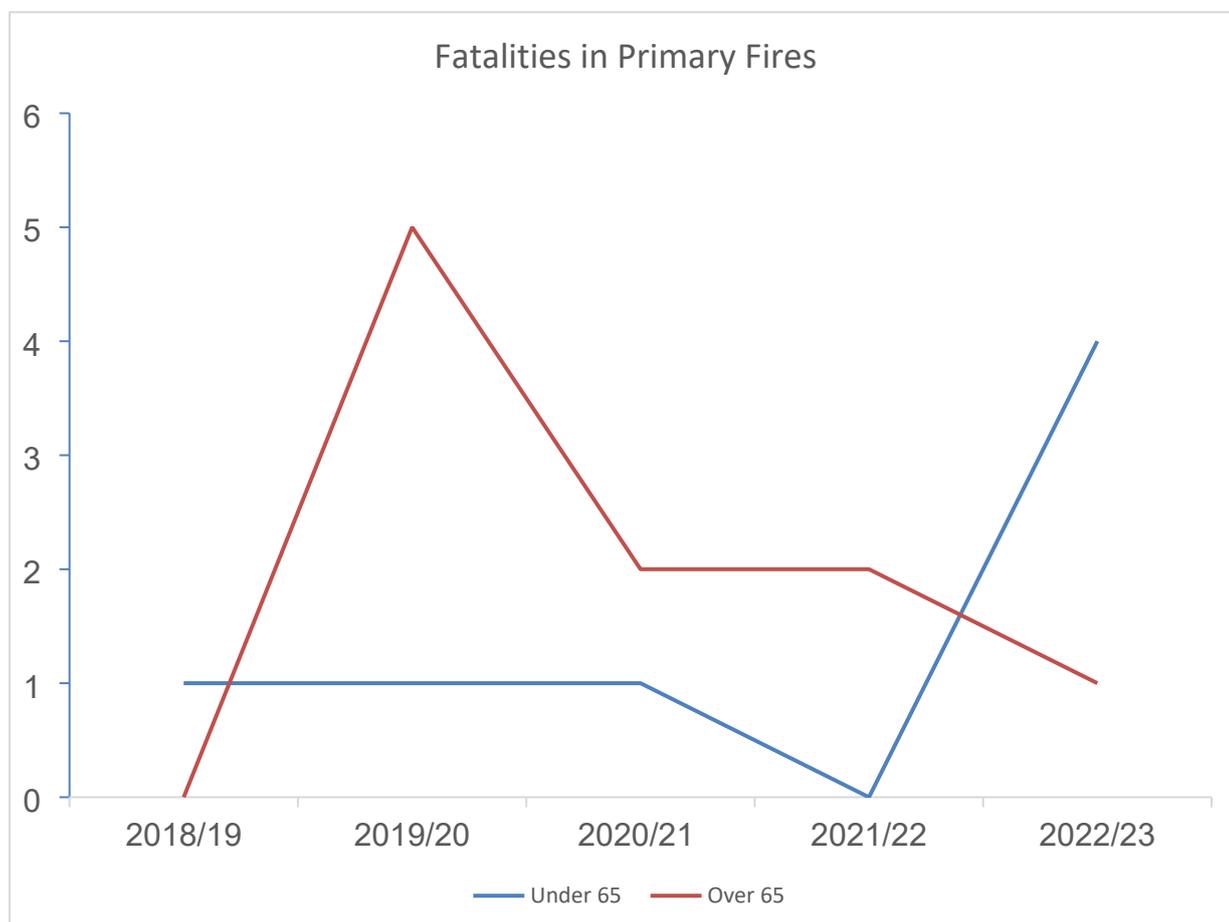
Reporting Period Q3 01/10/2022 to 31/12/2022

Q1 Target	0	Q1 Actual	2
Q2 Target	0	Q2 Actual	0
Q3 Target	0	Q3 Actual	3
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>0</b>	<b>YTD Cumulative Actual</b>	<b>5</b>

Previous Status Current Status



### Summary of Current Performance



### Action taken to improve performance

Following further information from the Coroner's Office, two of the previously reported fatal fires in Quarter 1 are deemed not to be classified as fire deaths; this report therefore reflects a reduction compared with previous reports for that quarter.

Sadly, two further incidents resulted in three fire fatalities in Quarter 3, including a house fire in Daresbury which resulted in two deaths. All fatal fires are subject to an individual detailed review and investigation to identify any emerging trends and to what extent the Service had engaged with occupiers prior to the fatal incident. Notably, there has been an increase this year in deaths of those under 65 which the Service is

currently considering in more detail in conjunction with its ongoing work to further refine the Safe & Well targeting methodology.

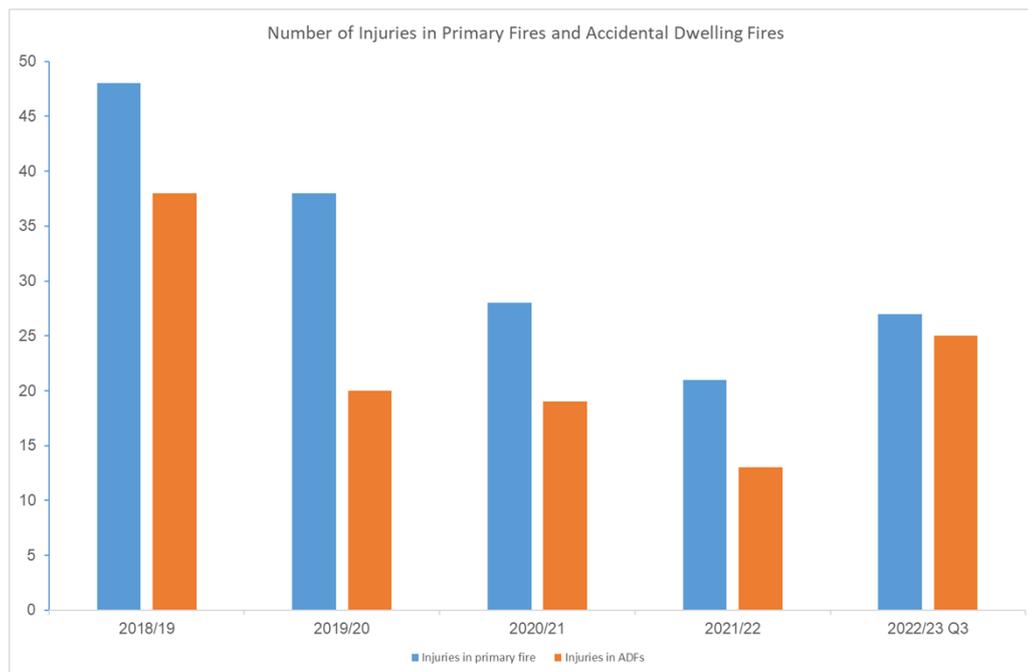
## Performance and Overview Committee – Performance Health Report

### 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 Q3		01/10/2022 to 31/12/2022	
Q1 Target	11	Q1 Actual	9
Q2 Target	9	Q2 Actual	7
Q3 Target	8	Q3 Actual	11
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>28</b>	<b>YTD Cumulative Actual</b>	<b>27</b>
Previous Status	Current Status		
			

### Summary of Current Performance



27 injuries occurred in the year to date against a target of 28.

- 25 of the 27 injuries occurred in accidental dwelling fires.
- 6 incidents involved people aged between 30-39, making this the age bracket with the highest number of injuries in the year to date.
- 7 injuries were classified as serious, all of which were in accidental dwelling fires.

Unitary Authority	Number of Injuries (year to date)
Cheshire East	4
Cheshire West & Chester	8
Halton	11
Warrington	4
<b>Total</b>	<b>27</b>

Cause	Number of Injuries
Cooking	6
Smoking related	4
Matches	4
Apparatus/generators	8
Heating equipment	1
Fuel/chemical related	1
Other domestic style appliance	3
<b>Total</b>	<b>27</b>

Age Group	Number of Injuries Serious	Number of Injuries Slight
0-9	0	3
10-19	1	4
20-29	1	1
30-39	3	3
40-49	0	2
50-59	2	0
60-69	0	2
70-79	0	0
80-89	0	4
90+	0	1
<b>Total</b>	<b>7</b>	<b>20</b>

Injury Description	Number of Injuries Serious	Number of Injuries Slight
Burns - severe	3	0
Burns - slight	0	4
Combination of burns and overcome by gas/smoke	1	1
Overcome by gas, smoke or toxic fumes; asphyxiation	3	11
Other	0	4
<b>Total</b>	<b>7</b>	<b>20</b>

#### Action taken to improve performance

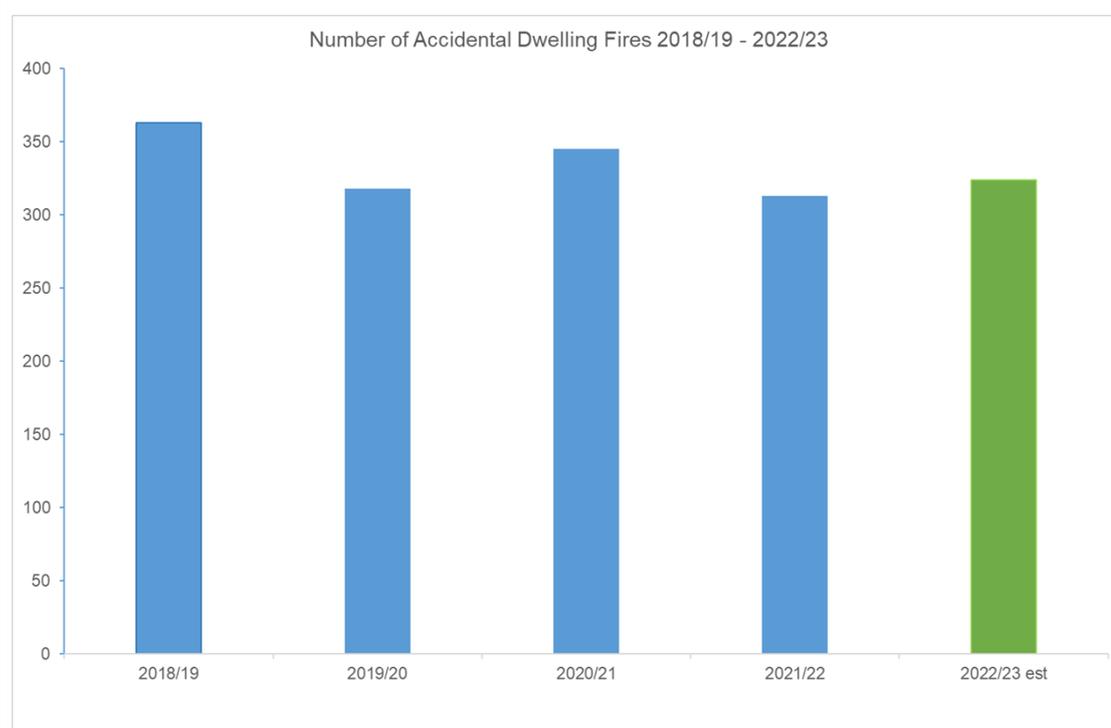
Information relating to our overall approach to reducing accidental dwelling fires (and subsequent injuries) is included within the subsequent performance indicator for accidental dwelling fires.

## Performance and Overview Committee – Performance Health Report

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

Reporting period Q3		01/10/2022 to 31/12/2022	
Q1 Target	89	Q1 Actual	79
Q2 Target	75	Q2 Actual	80
Q3 Target	84	Q3 Actual	83
Q4 Target		Q3 Actual	
<b>YTD Cumulative Target</b>	<b>248</b>	<b>YTD Cumulative Actual</b>	<b>242</b>
Previous Status	Current Status		
			

### Summary of Current Performance



At the end of Quarter 3 there were 242 Accidental Dwelling Fires compared to a target of 248. There was no firefighting action required at 36.4% (88) of incidents.

Overall, 52% of incidents involve single occupancy and single parent households, which is one of our targeted groups for safe and well visits. These households however, only account for 19% of households across Cheshire.

We have been closely monitoring the causes of dwelling to fires to identify if the cost-of-living issues are resulting in an increase in fires resulting from open fuel source fires (due to occupiers trying to reduce reliance on central heating). To date there have been no discernible trends apparent.

## Summary of YTD Performance

Unitary Authority	Total
Cheshire East	85
Cheshire West & Chester	75
Halton	37
Warrington	45
<b>Total</b>	<b>242</b>

Fire Location	Total
Kitchen	130
Bedroom	35
Living Room	17
External Structures	15
External Fittings	9
Other	36

Cause of Fire	Number of Incidents
Cooking	104
Electrical Supply	39
Smoking Materials/Cigarette Lighter	23
Domestic Appliance	23
Other	53

Fire Spread	Number of incidents
None	36
Confined to item first ignited	87
Limited to Room of Origin	80
Other	39

Occupancy Type	Was a smoke alarm present? Yes
Lone person over pensionable age	95.74%
Lone Person under pensionable age	97.92%
Lone parent with dependent children	96.77%
Couple one or more over pensionable age, no children	77.78%
Couple with dependent children	86.36%
Couple both under pensionable age with no children	77.78%
Other	77.78%
<b>Total</b>	<b>89.26%</b>

Occupancy Type	No of ADFs	Dwellings	Indexed Score
Lone person over pensionable age	83	56533	399
Lone person under pensionable age	52	73421	257
Lone parent with dependent children	34	82396	146
Couple one or more over pensionable age, no children	21	80559	88
Couple both under pensionable age with no children	38	167332	72
Other	36	209308	52
Couple with dependent children	51	347436	52

The indexed score is a risk score that compares the prevalence 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 occupancy types which have the highest indexed score continue to be those which are targeted by the Service in our safe & well activity. Lone persons over and under pensionable age are defined as heightened risk within Exeter and 'New Cheshire' datasets; this activity is therefore continuing to align to those most likely to have an accidental dwelling fire.

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

**Cheshire East:** Following all ADFs, crews have completed hot-spotting, leaflet drops, and referrals to the Prevention department. Crews uploaded post-incident safety messages relating to wood-burning stoves and chimney fires.

**Cheshire West and Chester:** Crews focused on kitchen and 'white goods' safety in their Safe & Well visits and social media posts. The number of incidents involving heaters is being closely monitored and crews continue to utilise the campaigns calendar to promote home safety.

**Halton:** Through community events, safe & well visits, social media, and at Widnes Fire Station's open day, crews have highlighted the common causes of kitchen fires. This has included a focus on unattended cooking, a build-up of grease in ovens and grill pans, and items left on top of hobs.

**Warrington:** Crews across the unitary have covered the common causes of fires in the kitchen at any community events, and Warrington conducted an event at Ikea discussing fire and home safety with the general public.

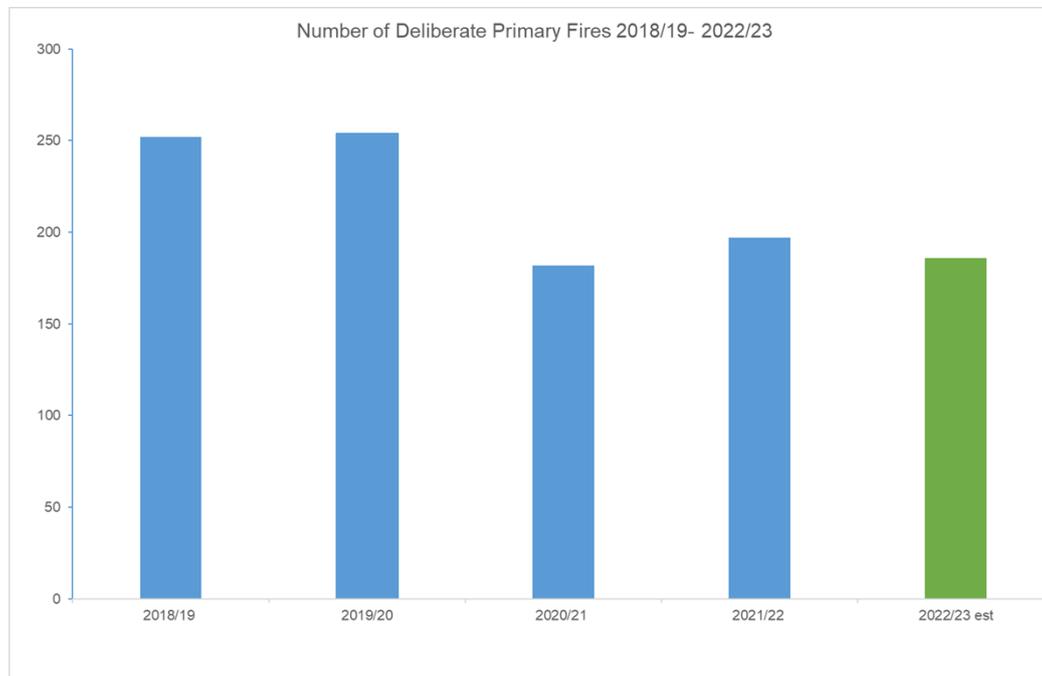
## Performance and Overview Committee – Performance Health Report

### Indicator: [Number of Deliberate Fires]

Reporting Period Q3		01/10/2022 to 31/12/2022	
Q1 Target (Primary) (Secondary)	68 244	Q1 Actual (Primary) (Secondary)	54 298
Q2 Target (Primary) (Secondary)	65 195	Q2 Actual (Primary) (Secondary)	52 286
Q3 Target (Primary) (Secondary)	58 174	Q3 Actual (Primary) (Secondary)	44 147
Q4 Target (Primary) (Secondary)		Q4 Actual (Primary) (Secondary)	
<b>YTD Cumulative Target</b> (Primary) (Secondary)	<b>191</b> <b>613</b>	<b>YTD Cumulative Actual</b> (Primary) (Secondary)	<b>150</b> <b>731</b>
<b>Deliberate Primary Fires</b>		<b>Deliberate Secondary Fires</b>	
Previous Status	Current Status	Previous Status	Current Status
			

### Summary of Current Performance

#### Deliberate Primary Fires



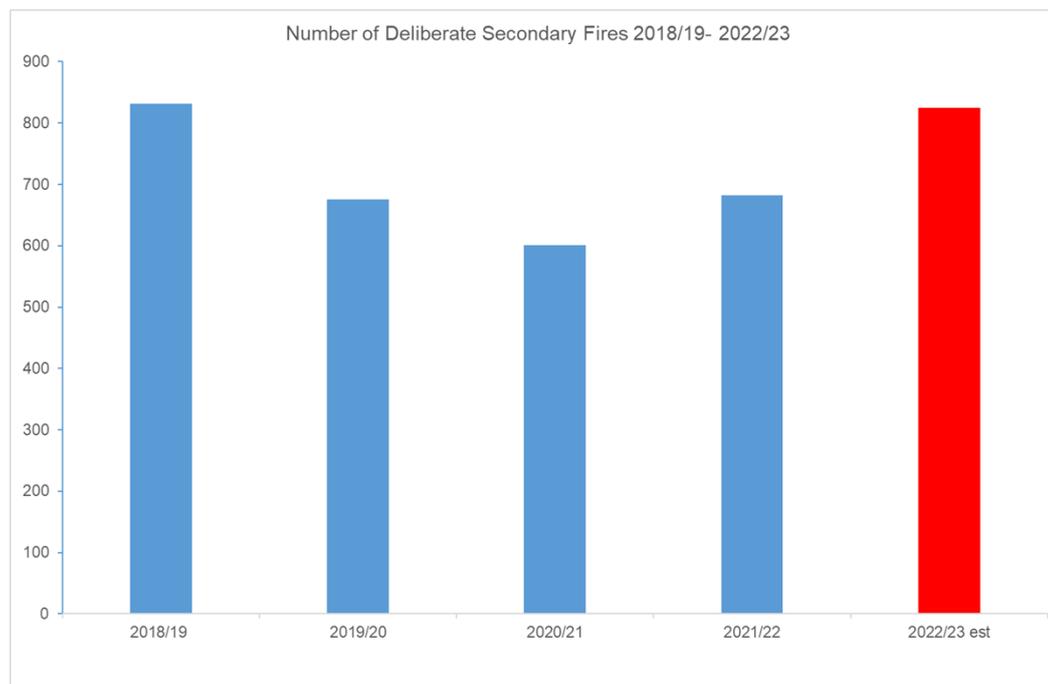
As defined in the Incident Recording System (IRS) primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Overall, 150 deliberate primary fires were recorded at the end of Quarter 3, against a target of 191. The station areas with the highest number of incidents are **Runcorn** (20), **Warrington** (19) and **Widnes** (16).

Across Cheshire, 59 incidents (39.3%) involved the deliberate ignition of a road vehicle.

Unitary area	Number of Deliberate Primary Fires
Cheshire East	44
Cheshire West and Chester	36
Halton	40
Warrington	30
<b>Total</b>	<b>150</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 3 was 731, against a target of 613. The highest number of incidents have been in the following station areas – **Runcorn** (131), **Widnes** (94), and **Winsford** (90). These three station areas account for 43% of all incidents.

Unitary area	Number of Deliberate Secondary Fires
Cheshire East	141
Cheshire West and Chester	234
Halton	234
Warrington	122
<b>Total</b>	<b>731</b>

## Action taken to improve performance

The service attended 56 reported fires during the 2022 Bonfire period, which is one incident more than in 2021. Winsford had the most fire and anti-social behaviour activity. The Deliberate Fires Reduction manager was based at North West Fire Control over the period to respond to issues and liaise with Cheshire Police.

As reported in Quarter 2, work is currently being delivered in Runcorn using data lead responses to arson routes and linking this intelligence into the Scrambler Policing team. The Deliberate Fires Reduction manager now sits on the monthly ASB Governance meeting led by Cheshire Police. This is enabling better communications, information sharing and collaborative work.

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

**Cheshire East:** Crews across the unitary have been delivering a number of community engagements and school visits to provide advice on fire related topics including road safety, home fire safety, wheelie bin safety, and the importance of not lighting fires. Arson routes and safe & well visits continue to be conducted alongside leaflet drops. Crews from Macclesfield are liaising with the local PCSO regarding anti-social behaviour and offer a visit to any identified youths who could benefit from discussing the ramifications of deliberate fire setting.

**Cheshire West & Chester:** In Winsford a targeted community engagement walk was used to talk to residents about reducing the risk of deliberate fires and reassure those living in the proximity of Wharton Estate which has seen an increase in wheelie bin fires. Wheelie bin stickers have also been requested and funded by the Cheshire West and Chester UPG; once received a joint initiative with the Police and Weaver Vale Housing will see visits conducted to houses in the area. Alongside local PCSO officers, crews attended several schools in the area to give talks on the consequences of deliberate fire setting and anti-social behaviour.

**Halton:** Crews continued to promote fire safety messages over Christmas, aided by the *Robin to the Rescue* book and social media. In Runcorn, monthly arson routes are produced which enable crews to be proactive, drive down the number of deliberate incidents, and notify relevant partners and PCSO beat areas. In Widnes, crews have attended several community initiatives to engage with young persons. There has been a notable decrease of deliberate secondary fires in some areas of previously high activity.

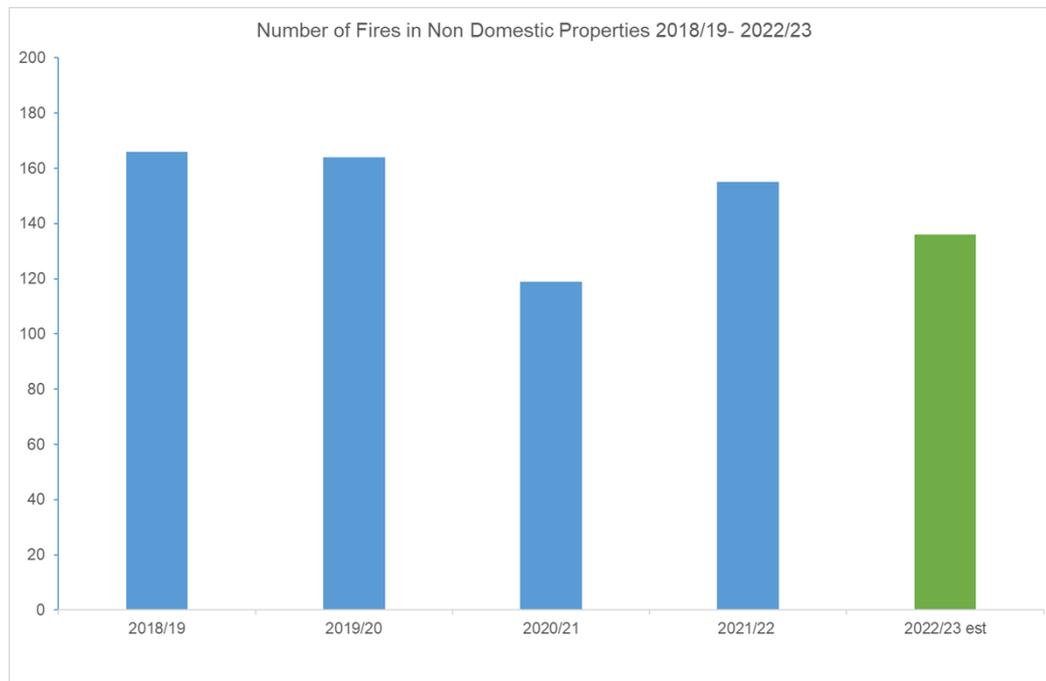
**Warrington:** There has been a significant decrease of incidents since Quarter 2, which reaffirms the proactive approach crews are taking to delivering fire safety awareness and driving down anti social behaviour fire setting. Crews continue to work closely with local beat officers regarding any patterns or hotspot areas.

## Performance and Overview Committee – Performance Health Report

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

Reporting Period Q3		01/10/2022 to 31/12/2022	
Q1 Target	43	Q1 Actual	39
Q2 Target	43	Q2 Actual	32
Q3 Target	36	Q3 Actual	30
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>122</b>	<b>YTD Cumulative Actual</b>	<b>101</b>
Previous Status	Current Status		
			

### Summary of Current Performance



There have been 101 Non-Domestic Premises fires up to the end of Quarter 3, which is 21 below target.

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

Type	Number of occurrences
Prison	17
Pub/wine bar	6
Recycling	5

In Quarter 3, there were four fires in prisons, with three at HMP Styal and one at HMP Risley, none of which spread beyond the room of origin.

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

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

Unitary Area	Accidental	Deliberate	Unknown
Cheshire East	19	16	1
Cheshire West & Chester	24	4	0
Halton	12	5	0
Warrington	12	8	0
<b>Grand Total</b>	<b>67</b>	<b>33</b>	<b>1</b>

The indexed score is a risk score that compares the prevalence 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.

Property Type	Number of Properties	Number of Incidents	Index Score
Prison	3	21	195588
Recycling	61	8	3664
Factory/Manufacturing	438	12	765
Care / Nursing Home	220	4	508
Public House / Bar / Nightclub	805	9	312
Fast Food Outlet / Takeaway (Hot / Cold)	518	4	218
Restaurant / Cafeteria	703	5	196
Farm / Non-Residential Associated Building	1077	3	77

#### Action taken to improve performance

There have been five incidents this reporting year at Recycling premises, hence why it appears upon the table above. Two incidents were at the same premises, and informal action has been taken against the company by the CWAC Protection office.

Prison fires continue to have the highest index score of all premises types, due to the high prevalence of incidents within a small number of premises. The Service has established positive relationships with the various prisons, however our scope of impact is limited due to these being crown premises over which we have limited jurisdiction.

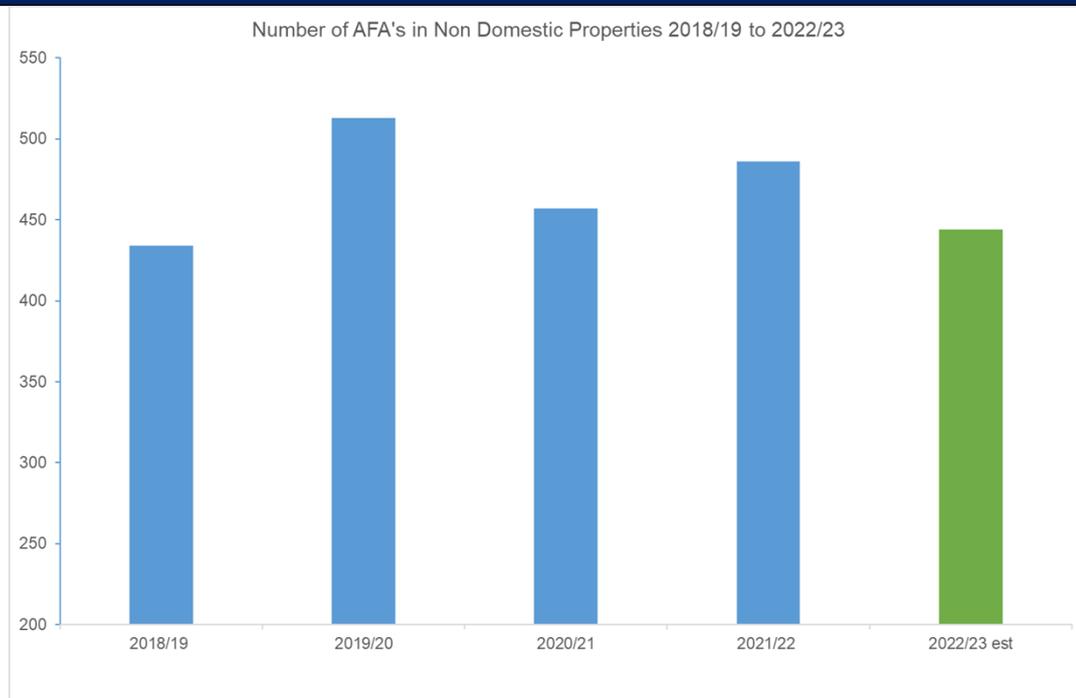
Post-fire inspections have been carried out by Protection staff at the remaining incidents, resulting in improved practices and increased inspection regimes to stop repeat occurrences.

## Performance and Overview Committee – Performance Health Report

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

Reporting Period Q3		01/10/2022 to 31/12/2022	
Q1 Target	115	Q1 Actual	112
Q2 Target	151	Q2 Actual	133
Q3 Target	114	Q3 Actual	109
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>380</b>	<b>YTD Cumulative Actual</b>	<b>354</b>
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 3, there were 354 attendances to AFAs in Non-Domestic Premises against a target of 380. The station areas with the highest number of calls are Chester, Macclesfield, Crewe and Warrington which together account for 54.1% (193) of the overall total.

The main property types for AFAs are hospitals (116) and nursing, retirement or care homes (110), whilst the most common reason for the alarm to be activated was a fault (114), followed by accidentally/carelessly set off (66) and cooking/burnt toast (62).

Unitary area	Number of AFAs
Cheshire East	118
Cheshire West and Chester	137
Halton	27
Warrington	72
<b>Total</b>	<b>354</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 3, **81.5%** of the alarm activations NWFC was advised of, did not result in the attendance of a fire engine.

#### Action taken to improve performance

There are therefore 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 Q3		01/10/2022 to 31/12/2022	
Q1 Target	5000	Q1 Actual	4188
Q2 Target	5000	Q2 Actual	4665
Q3 Target	5000	Q3 Actual	4416
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>15000</b>	<b>YTD Cumulative Total</b>	<b>13269</b>
Previous Status	Current Status		
			

### Summary of Current Performance

#### Number of Safe and Well Visits

Total Number of Heightened Risk Safe and Well visits (year to date)	New Cheshire Data	Exeter Data	Other
<b>13269</b>	<b>5816</b>	<b>2285</b>	<b>5168</b>

#### Visit Types

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, specialist interventions and post incident visits (at heightened risk addresses).

#### Action taken to improve performance

Prevention staff are dealing with an increasing number of complex cases with vulnerable individuals who require additional support, and this has impacted Prevention's ability to meet the original target. In addition, referrals from partner agencies have increased post-Covid which is also affecting the Service's ability to solely focus on heightened risk addresses.

Vacancies have caused reduced capacity within the Prevention department, with recruitment efforts to fill all vacancies continuing. Additional capacity within Service Delivery is being used during Quarter 4 to increase the number of heightened risk addresses we will visit by year end.

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

Reporting Period Q3		01/10/2022 to 31/12/2022	
Q1 Target	65%	Q1 Actual	74%
Q2 Target	65%	Q2 Actual	74%
Q3 Target	65%	Q3 Actual	66%
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>65%</b>	<b>YTD Cumulative Total</b>	<b>71%</b>
Previous Status	Current Status		
			

### 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 71%

### Action taken to improve performance

## Performance and Overview Committee – Performance Health Report

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

Reporting Period Q3		01/10/2022 to 31/12/2022	
Q1 Target	501	Q1 Actual	516
Q2 Target	501	Q2 Actual	516
Q3 Target	501	Q3 Actual	518
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>1503</b>	<b>YTD Cumulative Total</b>	<b>1550</b>
Previous Status	Current Status		
			

#### 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 audited by specialist officers within the Protection department. Thematic inspection targets are allocated to all stations (except for On-Call).

Unitary area	Q3 Target	Actual
	<b>Thematic Inspections</b>	
Cheshire East	101	111
Cheshire West and Chester	158	166
Halton	88	89
Warrington	154	152
<b>Totals</b>	<b>501</b>	<b>518</b>

#### 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 Q3		01/10/2022 to 31/12/2022	
Q1 Target	261 audits	Q1 Actual	328 audits (126%)
Q2 Target	264 audits	Q2 Actual	401 audits (151.8%)
Q3 Target	334 audits	Q3 Actual	368 audits (110%)
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>859</b>	<b>YTD Cumulative Total</b>	<b>1,097 (127.7%)</b>
Previous Status	Current Status		
			

#### Summary of Current Performance

Unitary area	Q3 Target & Capacity	Actual
	<b>Fire Safety Audits</b>	
Cheshire East	120	132
Cheshire West and Chester	111	143
Halton	31	37
Warrington	72	56
<b>Totals</b>	<b>334</b>	<b>368</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 Q3		01/10/2022 to 31/12/2022	
Q1 Target	310 audits	Q1 Actual	251 audits (81%)
Q2 Target	310 audits	Q2 Actual (cumulative)	269 audits (86.7%)
Q3 Target	310 audits	Q3 Actual (cumulative)	259 audits (83.5%)
Q4 Target		Q4 Actual (cumulative)	
<b>YTD Cumulative Target</b>	<b>930 audits</b>	<b>YTD Cumulative Actual</b>	<b>779 audits (83.8%)</b>
Previous Status	Current Status		
			

### Summary of Current Performance

Unitary area	Q3 Target	Actual
	<b>RBIP</b>	
Cheshire East	104	114
Cheshire West and Chester	103	79
Halton	31	32
Warrington	72	34
<b>Totals</b>	<b>310</b>	<b>259</b>

### Action taken to improve performance

There has been a deficit of 151 across the first three quarters of this reporting year and this is consistent with the number of qualified staff we have. Retention of qualified green book protection staff continues to be a challenge affecting both Cheshire and many other Fire and Rescue Services, with ever increasing opportunities for competent staff in the private sector providing external opportunities. The Service has successfully recruited the number of inspectors needed to replace leavers during the last 12 months, however there is a period required for staff to undertake their training and develop experience to a level where they can conduct RBIP inspections.

## Performance and Overview Committee – Performance Health Report

### Indicator: [North West Fire Control Performance]

Reporting Period Q2

01/07/2022 to 30/09/2022

#### Time Taken to Answer

#### Time Taken to Mobilise

Q1 Target	10s	Q1 Actual	6s	Q1 Target	90s	Q1 Actual	121s
Q2 Target	10s	Q2 Actual	7.6s	Q2 Target	90s	Q2 Actual	95s
Q3 Target		Q3 Actual		Q3 Target		Q3 Actual	
Q4 Target		Q4 Actual		Q4 Target		Q4 Actual	
<b>YTD Cuml. Target</b>	<b>10s</b>	<b>YTD Cuml. Actual</b>	<b>6.8s</b>	<b>YTD Cuml. Target</b>	<b>90s</b>	<b>YTD Cuml. Actual</b>	<b>108s</b>
Previous Status	Current Status			Previous Status	Current Status		
N/A				N/A			

#### Summary of Current Performance

The average time taken to answer emergency 999 calls was 7.6 seconds which is under the <10 seconds target. The percentage of calls answered within 10 seconds was 83%.

In Quarter 2, the average (mean) time from time of call to the time that the appliance was mobilised for life risk incidents was 95 seconds. However, when assessed for different incident types this is notably different; average times for dwelling fires was 86 seconds and for road traffic collisions was 114 seconds. This reflects the challenges in call handling 999 calls from the scene of RTCs; in these scenarios a caller is often not at an address or location for which they would know the postcode or street name. Additional questions must therefore be asked by the control operator which extends the call handling duration.

The reporting and availability of NWFC data lies outside the timeframe of our quarterly performance reporting, and so is reported retrospectively for the previous quarter.

#### Action taken to improve performance

Quarterly meetings take place with our aligned Operations Manager at North West Fire Control to explore any areas of concern. The implementation of the LifeX software which uses enhanced technology to identify a caller location is expected to continue improving call handling times, as was seen during Quarter 2.

## Performance and Overview Committee – Performance Health Report

### Indicator: [10 Minute Response Standard]

Reporting Period Q3		01/10/2022 to 31/12/2022	
Q1 Target	80%	Q1 Actual	89%
Q2 Target	80%	Q2 Actual	88%
Q3 Target	80%	Q3 Actual	85%
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>80%</b>	<b>YTD Cumulative Total</b>	<b>87%</b>
Previous Status	Current Status		
			

### Summary of Current Performance

Overall, 87% of life risk incidents were attended within 10 minutes, which is above the target of 80%. The average attendance time for life risk incidents is 8 minutes and 33 seconds.

Unitary area	Cheshire Standard
Cheshire East	83%
Cheshire West and Chester	82%
Halton	97%
Warrington	95%
<b>Total</b>	<b>87%</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.

Dwelling Fires							Totals
	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	
Cheshire East	1			1			2
CWAC	3						3
Halton						1*	1
Warrington	1						1
<b>Totals</b>	<b>5</b>			<b>1</b>		<b>1</b>	<b>7</b>

\*Checks on FireCore show that crews failed to book in attendance as soon as they arrived at the scene. NWFC are unable to provide tracking information for this incident.

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	5		2				7
CWAC	3	1	2			1*	7
Halton			1				1
Warrington	1		1				2
<b>Totals</b>	<b>9</b>	<b>1</b>	<b>6</b>			<b>1</b>	<b>17</b>

\* Off-duty staff member reported the incident – an appliance was not mobilised for some time due to Fire Control consulting with an officer. There were no persons trapped.

## Performance and Overview Committee – Performance Health Report

### Indicator: [Wholetime Fire Engine Availability]

Reporting Period Q3		01/10/2022 to 31/12/2022	
Q1 Target	100%	Q1 Actual	100%
Q2 Target	100%	Q2 Actual	99%
Q3 Target	100%	Q3 Actual	100%
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>100%</b>	<b>YTD Cumulative Actual</b>	<b>100%</b>
Previous Status	Current Status		
			

### Summary of Current Performance

During Quarter 3, wholetime appliance availability was 99.51%. Availability of these fire engines is guaranteed almost 24 hours a 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 Q3		01/10/2022 to 31/12/2022			
Q1 Target	85%	Q1 Actual	53%		
Q2 Target	85%	Q2 Actual	50%		
Q3 Target	85%	Q3 Actual	52%		
Q4 Target		Q4 Actual			
<b>YTD Cumulative Target</b>	<b>85%</b>	<b>YTD Cumulative Actual</b>	<b>52%</b>		
Nucleus		Primary on-call		Secondary on-call	
Previous Status	Current Status	Previous Status	Current Status	Previous Status	Current Status
					

### Summary of Current Performance

On-call fire engine availability at the end of Quarter 3 was 52% (crew of four) compared with 60% in the same period 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 **51%**
- Nucleus on-call appliance (e.g., Birchwood) availability was **81%**
- Secondary on-call appliance (e.g., Winsford second appliance etc.) availability was **36%**

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

A detailed breakdown of availability during Quarter 3 for each On-Call fire engine is included below.

Station	Type	Q3 2021/22	Q3 2022/23
Macclesfield	Nucleus	98.92%	99.48%
Wilmslow	Nucleus	95.64%	97.30%
Middlewich	Primary	88.48%	83.22%
Bollington	Primary	70.43%	77.60%
Nantwich	Primary	78.11%	73.51%
Audlem	Primary	77.50%	71.08%
Poynton	Primary	68.08%	64.52%
Alsager	Primary	73.62%	63.32%
Knutsford	Primary	58.25%	48.94%
Birchwood	Nucleus	69.97%	46.92%
Penketh	Secondary	52.95%	46.61%

Sandbach	Primary	57.52%	<b>43.56%</b>
Malpas	Primary	60.21%	<b>39.65%</b>
Macclesfield	Secondary	43.20%	<b>34.02%</b>
Winsford	Secondary	37.81%	<b>33.87%</b>
Northwich	Secondary	34.71%	<b>33.19%</b>
Holmes Chapel	Primary	29.12%	<b>30.91%</b>
Runcorn	Secondary	21.87%	<b>29.24%</b>
Stockton Heath	Primary	44.89%	<b>27.40%</b>
Frodsham	Primary	27.61%	<b>26.91%</b>
Tarporley	Primary	33.77%	<b>25.91%</b>

### Action taken to improve performance

As referenced in previous reports, the continuing decline in On-Call performance is a key area of focus for the ongoing Fire Cover Review which will provide recommendations to be included in our next CRMP 2024-2028.

Despite the continued challenges with On Call availability over recent years, the Service continues to take active steps to drive the recruitment and retention agenda.

Currently there are 36 new applications going through the recruitment process, all at various stages which is positive. The Performance team have worked closely with the newly returned HR recruitment team to help further streamline the process and reduce the time taken from expression of interest to attending the initial recruit training course.

As almost 40% of our On Call firefighters are dual role staff, working time regulations present a significant challenge to the Service. Cheshire Fire and Rescue Service is proactively managing working time, which is now a focus for the HMICFRS. However, this means that it will become a focus for all services, particularly those who do not prioritise working time, and will ultimately result in reduced availability of On Call staff nationally. This further emphasises the national challenges that the On Call duty system continues to face.

One of the key workstreams for the On Call Performance Team is remuneration of our On Call firefighters. On Call firefighters receive payment for the work they undertake, and this varies in each Fire and Rescue Service. The most common method is for a retaining fee to be paid based on the hours per week they are contracted to be On Call, plus payments for responding to calls, maintaining the equipment, carrying out Community Fire Safety work etc. These extra payments are based on the hourly rate for a firefighter. What most services have noticed is that the level of pay is not overly attractive for the level of commitment required. This is of a particular issue in more affluent towns. This has prompted Cheshire Fire and Rescue along with other Services to consider alternative options.

## Performance and Overview Committee – Performance Health Report

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

Reporting Period Q3		01/10/2022 to 31/12/2022	
Q1 Target	1.38	Q1 Actual (cumulative) <i>(exc. COVID absences)</i>	1.64 <i>(1.45)</i>
Q2 Target (cumulative)	2.75	Q2 Actual (cumulative) <i>(exc. COVID absences)</i>	3.41 <i>(3.00)</i>
Q3 Target (cumulative)	4.13	Q3 Actual (cumulative) <i>(exc. COVID absences)</i>	5.56 <i>(4.99)</i>
Q4 Target (cumulative)		Q4 Actual (cumulative) <i>(exc. COVID absences)</i>	
<b>YTD Cumulative Target</b>	<b>4.13</b>	<b>YTD Cumulative Actual</b> <i>(exc. COVID absences)</i>	<b>5.56 (4.99)</b>
Previous Status	Current Status		
			

### Summary of Current Performance

The Quarter 3 figure for all staff is 5.56, which is an increase on the Quarter 3 figure for 21/22 which was 5.31. Based on Quarter 3 figures, the projected figure for 22/23 is 7.42 which significantly exceeds the target of 5.5 days. Excluding COVID-19 sickness absences, the projected figure would reduce to 6.65 days.

The Quarter 3 figure for whole-time operational staff is 5.45, which is higher than the 21/22 figure which was 4.87. The figure for On-Call staff is 6.01, which is an increase on the 21/22 figure which was 5.70. The overall Quarter 3 figure for operational staff is 5.30, which is a slight increase on the Quarter 3 21/22 figure which was 5.21.

The Quarter 3 figure for Fire Staff of 6.45 shows a higher average of days lost than for Operational Staff (5.30). This is also higher than the 21/22 Quarter 3 figure for Fire Staff which was 5.75.

Across the whole workforce, long-term absence (28 calendar days and over) accounts for 63% of all absences.

In terms of total days lost, the cumulative Quarter 3 figure for 22/23 is 5,319.5, which is an increase of 10.1% compared with the figure of 4,831 days for the same period in 21/22.

**Table: Sickness absence for Quarter 3 2022-23 (excluding COVID sickness)**

Staff Category	# of sickness days/shifts	Headcount	Average working days lost to sickness per person
<b>Whole-time</b>	2,464	452	5.45
<b>On-call</b>	1,714	285	6.01
<b>Uniform Total</b>	3,908	737	5.30
<b>Fire Staff</b>	1,411.5	219	6.45
<b>Q3 Total</b>	<b>5,319.5</b>	<b>956</b>	<b>5.56</b>

The latest national benchmarking data (22/23 Quarter 2) available from Cleveland Fire Brigade indicates that:

- CFRS has the 3rd lowest whole-time sickness absence rate of all Services;
- CFRS has the 5<sup>th</sup> lowest on-call staff sickness absence rate of all Services;
- CFRS has the 26<sup>th</sup> lowest Fire Staff sickness absence rate of all Services; and
- All whole-time and on-call staffing groups remain below the national average. Fire Staff were above the national average by 1.29 days.

#### 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.

In addition to the above measures, the following additional measures are being implemented to address a recent spike in absence:-

- HR to produce a quarterly report and calculate the absence figures with a breakdown by duty systems and station to be shared and discussed at Unitary Management Meeting's and Station Manager's Group.
- Station Managers (SM) to have quarterly absence meetings with their Watch Managers (WM) (using the above station specific report).
- HR to scrutinise reasons for absence on a quarterly basis and ensure that support and process is relevant.
- Discussions to take place at Health & Safety Committee and with the Occupational Health Unit about additional support for mental health and musculoskeletal absences.
- Attendance Management training held for SMs on 18<sup>th</sup> Jan (with specific focus on current context).
- Attendance Management toolkits to go back out in The Green as a refresher.
- Specific focus to be given by HR on raising with managers anyone with high level of unaddressed short-term absences.
- Additional coaching for managers on the basics of managing absence.
- Head of People & OD to meet with HODs in relation to their departmental absence rates.

## Performance and Overview Committee – Performance Health Report

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

Reporting Period Q3		01/10/2022 to 31/12/2022	
Q1 Target	10	Q1 Actual	0
Q2 Target	10	Q2 Actual	11
Q3 Target	10	Q3 Actual	2
Q4 Target		Q4 Actual	
<b>YTD Cumulative Target</b>	<b>30</b>	<b>YTD Cumulative Actual</b>	<b>13</b>
Previous Status	Current Status		
N/A			

#### Summary of Current Performance

In the year to date, there have been two injuries reported to the Health and Safety Executive under RIDDOR requirements.

The top two injury categories are manual handling, and slips, trips and falls. Manual handling remains the highest frequency injury contributing to lost time days in operational staff.

#### **Events that have led to lost time injuries in Quarter 3**

After completing the morning fire appliance inventory checks, an employee stepped backwards out of the appliance cab onto leggings and boots left in place for rapid incident response. They twisted their ankle resulting in two days lost time.

#### Action taken to improve performance

Although manual handling is included in all safety inductions at CFRS and there are available e-learning modules, manual handling training needs to be refreshed at higher frequency and should include practical examples of CFRS equipment. In response to the HMICFRS recommendation around Health and Safety training, action is currently being taken to increase provision across the workforce, including additional IOSH Managing Safely refresher courses.

The reporting of near misses remains beneficial with actions taken to prevent future injuries. Completion rates of incident investigations within 21 days remains high, averaging at 90%. Some accident investigation timelines have approved extensions if the incident is complex and it is deemed necessary.

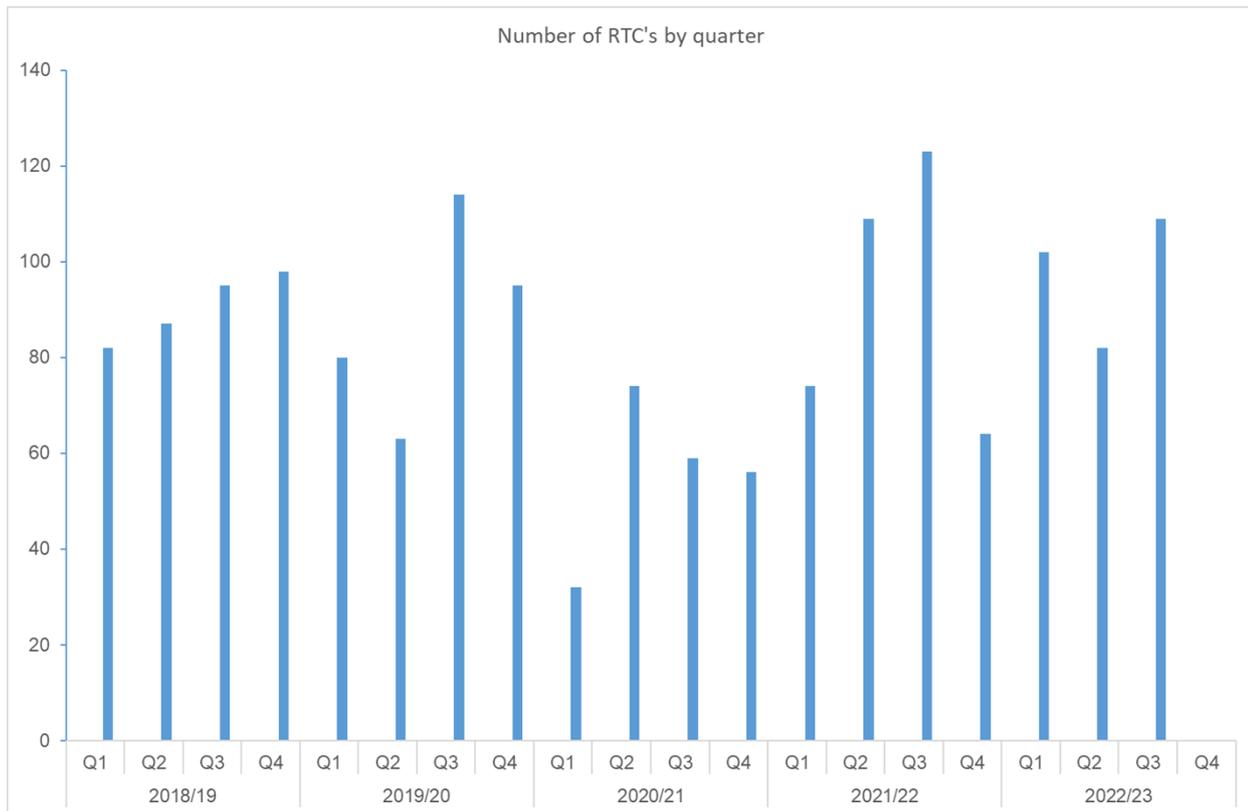
**Performance and Overview Committee – Performance Health Report**

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

Reporting Period Q3	01/10/2022 to 31/12/2022	Q1 Actual	102
		Q2 Actual	82
		Q3 Actual	109
		Q4 Actual	
		<b>YTD Cumulative Actual</b>	<b>293</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 the 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 developing a Strategic Road Safety Plan.

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

It is recognised that not all collisions are attended by the Service; 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 Service to release trapped persons.

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

### Action taken to improve performance

In Quarter 3, the road safety team assisted stations in delivering events, social media and radio interviews relating to tyre safety, winter safety, brake road safety week, and the dangers of drink and drug impairment. Radio stations such as BBC Stoke were used to deliver live primetime winter road safety messages. *Think, Drive, Survive* has also continued to be delivered across Cheshire, and future delivery has been planned to ensure that all 6 Prince's Trust cohorts receive the package in February and March.

Through the Cheshire East road safety education delivery contract, the road safety team have delivered to 56 Key Stage 2 and three Key Stage 4 schools with a further 30 booked in. A one-year extension to the 22/23 contract has been signed-off and an agreement to deliver this work for a further four years is being explored.

Road safety leaflets have been reviewed and a redesign is taking place in partnership with the communications department. All road safety leaflets will now link into the campaigns calendar and be accessible to all operational crews to use during their road safety delivery 23/24. As previously mentioned in Quarter 2, the new road safety resource library, which is hoped to be up and running by April 2023 will provide a range of additional resources.



**Cheshire**  
Fire & Rescue Service

# SAFE & WELL Initiative

**1ST APRIL 2022 - 31ST DECEMBER 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 health priorities through Safe and Well visits, which the Service commenced on 1st February 2017.

## SAFE & WELL UNITARY OVERVIEW

UNITARY AREA	 Cheshire East Council	 Cheshire West and Chester	 HALTON BOROUGH COUNCIL	 Warrington Borough Council
FALLS REFERRAL 	61	23	32	26
ATRIAL FIBRILLATION SCREENINGS 	470	442	112	229
ATRIAL FIBRILLATION SIGNPOSTS 	53	9	7	30
SMOKING CESSATION REFERRALS 	11	0	5	3
ALCOHOL REDUCTION TEAM REFERRALS 	2	0	1	1
AFFORDABLE WARMTH REFERRALS 	56	50	50	47
BLOOD PRESSURE TESTS TAKEN 	2	105	10	16
BLOOD PRESSURE SIGNPOSTS 	0	33	0	2
LONELINESS & ISOLATION SCREENINGS 	811	330	204	185
LONELINESS & ISOLATION REFERRALS 	14	2	11	6

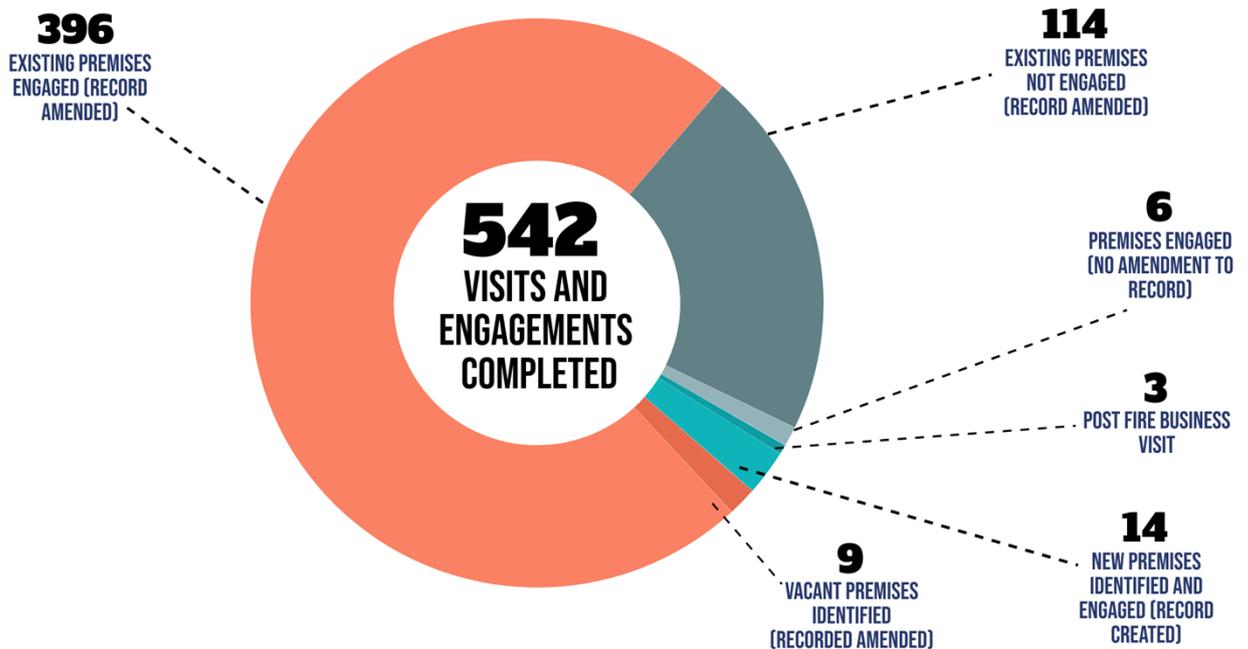


**Cheshire**  
Fire & Rescue Service

# BUSINESS SAFETY TEAM

1ST APRIL 2022 - 31ST DECEMBER 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	1	2	0	3
New Premises Identified and Engaged (record amended)	3	5	4	2	14
Vacant Premises Identified (record amended)	2	1	0	6	9
Existing Premises Engaged (record amended)	160	96	60	80	396
Existing Premises not Engaged (record amended)	40	30	22	22	114
Premises Engaged (no amendment to record)	1	4	1	0	6
<b>Total</b>	<b>206</b>	<b>137</b>	<b>89</b>	<b>110</b>	<b>542</b>



**Cheshire**  
Fire & Rescue Service

# Our Performance

Q3 2022/23 update

**TOTAL VISITORS SINCE APRIL 2022: 5,257**  
(35,390 since July 2017)

School visits October -  
December 22

**Mainstream**  
888 children,  
170 supporting adults

**Non- mainstream**  
26 children  
11 supporting adults

Volunteer information

18 volunteers active  
4 in recruitment process  
613 volunteer hours completed



“Highly structured and pitched appropriately for key stage. Absolutely superb”

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Repeat visit Schools	28
New schools	8

Additional visitors:

- 429 visitors attending training / meetings
- 263 Tours of the centre

C19 Restrictions lifted April 22

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

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## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 1<sup>ST</sup> MARCH 2023  
**REPORT OF:** CHIEF FIRE OFFICER AND CHIEF EXECUTIVE  
**AUTHOR:** SUSAN WATKINS

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**SUBJECT:** PROGRAMME REPORT – QUARTER 3, 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 note 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 Quarter 3 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 must have equality impact assessments completed in accordance with the approved Project Management Framework.

## **Environmental Implications**

8. Programmes and 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] 868814**

**BACKGROUND PAPERS: NONE**

**APPENDIX 1 - Quarter 3 - 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> October 2022</b>	<b>TO</b>	<b>31<sup>st</sup> December 2022</b>
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### DECISIONS TAKEN AT PERFORMANCE AND PROGRAMME BOARD

The following Closure Report was approved:

- On Call Programme

The following PIDs were approved:

- Water Safety Awareness – to develop further prevention work to raise awareness of water safety.
- Community Risk Management Plan - 2024-28 Planning.

### Governance and Commissioning

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



**Service Improvement**

1558		REPLACEMENT OF CREWE FIRE STATION		
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER	Group Manager - Projects
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
The construction of the new Crewe fire station has been impacted slightly due to recent weather conditions. It is, however, remaining as per the programme and any weather delays will be absorbed over the coming weeks. The delivery of the structural steel is on schedule and its construction programmed towards the end of February.				

1557		STATION MODERNISATION PROGRAMME		
PROGRAMME SPONSOR		Head of Service Improvement	PROGRAMME MANAGER	Group Manager - Projects
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
		The fire station modernisation programme has undergone a period of review following increases in building material costs which has affected the construction industry. The Fire Authority Estates Committee have approved further work with a view to the programme proceeding during 2023 at Congleton, Macclesfield and Wilmslow fire stations. Once the pre-construction phase has been completed the Fire Authority will be asked to authorise the next phase of the programme.		
<b>Programme Update</b>				
Following a review of the modernisation programme, the Fire Authority Estates Committee have approved the programme to enter into the pre construction service agreement with Wates smart space. The committee has approved the programme team to focus year three funding and resources at Macclesfield, Congleton and Wilmslow fire stations.				



1606		Wilmslow Transition to DC1	
PROJECT SPONSOR		Assistant Chief Fire Officer - Service Delivery and OPA	PROJECT MANAGER
			Project Business Manager- Systems and Business Improvement
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
<b>Project Update</b>			
<p><b><u>House purchases</u></b> The Service now owns 5 houses in Wilmslow. The remaining four are currently going through the conveyancing process and are expected to complete by the end of January 2023 which will complete this phase and milestone of the project. If there are delays to completion dates this may delay occupation dates and in turn the date of go-live of the new duty system. This will be monitored closely.</p> <p>During the cold snap in December a pipe burst at a property and has caused a significant amount of water damage. Work required to repair the damage is currently being assessed. This work will need to be completed as a priority prior to occupation and the facilities team are currently looking at this.</p> <p><b><u>Duty System Transition</u></b> The formal consultation under the agreed reorganisation and redeployment process was completed prior to Christmas. The assignment process took place on Wednesday 3rd January 2023 and is now complete. All staff are in the process of being communicated with formally about their individual outcomes, although all have been advised verbally.</p> <p>Nine staff members have been selected to work on the new duty system. A robust house allocation process took place on 9th January 2023 for the staff selected to work the Day Crewing system at Wilmslow. All staff have been advised of the decision and this will be communicated to the facilities team in preparation for occupation and anticipated go live date no later than the start of April.</p> <p>Individual meetings have now been scheduled for the remaining On-Call staff to discuss the individual preferences and review options; these will take place before the end of January.</p> <p>The team are working towards providing keys for the new properties to the staff 4 weeks in advance of the planned duty system go-live, no later than the start of April 23. This period will allow staff to prepare the houses for their occupation and help to ensure a smoother and more comfortable transition period for them and their families.</p> <p>The main risk within this project is the failure to complete on the 4 outstanding properties in a timely fashion although the project team have considered a number of back up.</p>			



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> (where status is red or amber)	
<b>Project Update</b>			
<b><u>Phase 4 - Teams Lite implementation</u></b>			
<p>During December Teams Lite was successfully rolled out around the Service. Teams Lite is a replacement for Skype providing improved virtual meeting functionality and instant messaging. Teams Lite does not provide the ability for users to create Teams or Channels. This functionality will be rolled out later in 2023 once the Service has determined how it wishes to implement Teams.</p> <p>Access to Skype will be revoked in mid-February once the servers have been upgraded and then decommissioned. This will complete Phase 4 of the project.</p>			
<b><u>Phase 5 - Mailbox migrations and mobile phone upgrades to M365</u></b>			
<p>Throughout November a lot of preparation work was conducted to ensure the Service could begin the migration of mailboxes to the M365 servers and upgrade its phones to Intune (the new Mobile Device Management System ). This included the re-routing of mail through Exchange online which now provides email filtering services to CFRS. This has meant that the Barracuda mail filtering services are no longer required which will translate into ongoing savings for the organisation, once out of contract. Moving to Intune also means that the current Mobile Device Management System (Airwatch) can be removed which will reduce costs further.</p> <p>During December a trial period for the migration of mailboxes and upgrade of phones was completed successfully. With 28 user mailboxes migrated and 17 phones upgraded. The full roll out of mailbox migrations and phone upgrades is due to commence at the end of January 2023 and is planned to complete by the end of March 2023. These upgrades will facilitate the use of Teams, OneDrive, Outlook and other Microsoft applications on users phones.</p>			
<b><u>Phase 6 - Azure Virtual Desktops, OneDrive and ensuing decommissioning of the H drive</u></b>			
<p>In early 2023 access to the users Home Drive will be revoked and users will be asked to save all content to their OneDrive instead. Dates to decommission the current H:drives are still to be determined but users are being asked to migrate any content they wish to keep from their H Drives.</p> <p>The potential of using Azure virtual desktops to facilitate safe access to the fire network on personal devices is currently being explored. This will provide some significant benefit to the service and provide a much more secure way for users who do not have a Service laptop to access work emails and documents.</p>			



1613		SERVICE IMPROVEMENT REVIEW – ISAR		
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER	Service Delivery Manager - Warrington & Halton
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
<b>Project Update</b>				
<p>Project Manager and working group have met to set the scope for the review and to discuss any initial issues. The majority of the members of the International Search &amp; Rescue Team (ISAR team) wish to be involved and are happy to do so voluntarily.</p> <p>Some initial thoughts and suggestions have been discussed and the team will be looking at these in more detail. Some delay has been caused in trying to obtain data for the ISAR team as North West Fire Control and Business Intelligence do not record mobilisations for ISAR. The information is being sought from National Resilience Fire Control.</p>				

1616		FIRE COVER REVIEW		
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER	Group Manager – Organisational Performance and Planning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
<b>Project Update</b>				
<p>Final approval of the PID for this project was received at December’s SLT Planning Day.</p> <p>The Business Intelligence Unit have been engaged in several scoping meetings to design and plan the statistical analysis which will be required to support the project in the coming months. A significant amount of data analysis will be required to allow the project team to develop proposals designed to improve the efficiency and effectiveness of the response model.</p> <p>Briefing sessions have been delivered to all middle managers to inform them of the project scope and objectives. This is to ensure a consistent message around the project is cascaded throughout Service Delivery in particular. A wider communications strategy is being developed in conjunction with SLT.</p> <p>The focus of the project to-date has been around Scope 1 and a review of the service’s blanket “10-minute response standard”. The project team have assessed the response standards in use by fire and rescue services nationally, the success to which these are being achieved and compared our internal performance against the measures used by HMICFRS which have significant differences.</p>				



<b>TBC</b>		<b>CRMP 2024-28 Planning</b>	
<b>PROJECT SPONSOR</b>		<b>Head of Service Improvement</b>	<b>PROJECT MANAGER</b>
		<b>Group Manager – Organisational Performance and Planning</b>	
<b>Previous status</b>	<b>Current status</b>	<b>Explanation</b> (where status is red or amber)	
N/A	N/A		
<b>Project Update</b>			
PID signed off at Performance and Programme Board.			

**Operational Policy Assurance**

<b>1553</b>		<b>OPERATIONAL TRAINING GROUP REVIEW</b>	
<b>PROJECT SPONSOR</b>		<b>Assistant Chief Fire Officer</b>	<b>PROJECT MANAGER</b>
		<b>Head of Operational Policy and Assurance</b>	
<b>Previous status</b>	<b>Current status</b>	<b>Explanation</b> (where status is red or amber)	
			
<b>Project Update</b>			
A review of the Operational Assurance and Training Team (OATT) pilot is in progress. The data will be used to determine the long-term sustainability of the new duty system. This was discussed at the Joint Consultation Negotiation Panel (JCNP) meeting in January 2023.			



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> (where status is red or amber)	
			
<b>Project Update</b>			
<p>All firefighters at Ellesmere Port have been trained in the use of the water carrier, and it is available by request via NorthWest Fire Control (NWFC).</p> <p>The 9000l pod cannot currently be demounted from the prime mover at an incident. However, once all hooklift training has been completed for crews this will be possible. The staffing levels from January 2023 will allow for the one instructor to be detached to deliver this training.</p> <p>A 5000l dam has now been delivered to CFRS and will be stowed on the water carrier to allow for greater flexibility of water strategies employed at incidents.</p> <p>Firefighters and the Station Manager at Ellesmere Port have fed back various improvements for the pod that can be delivered within the remaining budget. These options and suggestions are currently being reviewed in terms of benefit. The Stations Manager at Ellesmere Port is producing a video and guide to using the water carrier. This will serve to improve knowledge and understanding of utilising water relays, and raise the profile and increase awareness of the water carrier.</p> <p>Closedown report expected in next quarter.</p>			



1313		EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager - Operational Policy & Planning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
		<p>The status of this project is red due to the withdrawal of Motorola Services International from the project post <i>Competition &amp; Marketing Authority</i> Report. This has meant the 'lot' Motorola were responsible for has gone out to tender, creating a 2 year delay in delivery of the Emergency Services Network.</p> <p>CFRS have therefore removed any resource internally and will monitor project activity through a SPOC in the Operational Policy and Assurance Department. If it is necessary to do any work during these 2 years, funding can be requested from the Home Office via a Business Case.</p>		
<b>Project Update</b>				
<p>ESN national project is headed for a period of inaction and therefore is proceeding to decommission its various functions. Work has been completed with NWFRS colleagues to baseline CFRS critical operational locations and raise any known areas of concern prior to disengagement.</p> <p>The role of Project Manager for ESN within CFRS will be discontinued until significant activity is seen from the national project.</p> <p>If/when the project restarts, CFRS priority should be to ensure coverage is acceptable in our critical operational locations and Fire and Rescue Service premises.</p> <p>Project to be paused and removed from future versions of this report.</p>				

1614		WELFARE / CONTAMINANTS UNIT PROJECT		
PROJECT SPONSOR		Head of Operational Policy & Assurance	PROJECT MANAGER	Station Manager – Operational Support & Risk
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
<b>Project Update</b>				
<p>A new lead Project Manager has been appointed following a change of role in December 2022.</p> <p>An initial meeting took place with a cross section of operational staff on 14th December 2022 to explain the project aims and objectives. This meeting was met with positivity from members of the group and further meetings are planned to take place in January 2023 where further details, options and actions can be agreed. Membership of this working group is made up of operational staff and includes membership from Limitless, Contaminants Group, Mental Health &amp; wellbeing practitioners and FBU Reps.</p>				



The PID and revised Budget bid were discussed at Budget Management Board (BMB) in December 2022. The budget bid has been reviewed and allowed for two possible options. The first option is for a demountable POD and the second is to hire a specifically designed welfare unit from Welfare 4 Hire.

BMB has agreed to explore option 2 in more detail. Estimated annual cost £15,000 to hire a 16-person unit which includes two toilets, an office, a kitchen and seating for 13 persons. Welfare 4 Hire visited Tarporley Fire Station with a 16-person Unit in January 2022. This allowed for further assessment of the suitability of the unit.

Options for CFRS to alter the internal layout have been discussed with Welfare 4 Hire. Additional equipment such as awnings can also be added to the unit to provide our operational staff protection from the sun during protracted incidents. The project manager continues to liaise with Tyne & Wear FRS to ensure best practise and information sharing with other Fire and Rescue Services.

The benefits of option 2 is that a hired Welfare & Contaminant unit can be delivered into service within 8 weeks of agreeing a lease contract with Welfare 4 Hire. Option 2 will also allow for a review period of the concept to be evaluated ensuring value for money and suitability for operational needs. Welfare 4 Hire will also provide CFRS livery for the unit. Identified risk at this time is if option 2 is not a possibility then completing option 1 for a purpose-built demountable pod will incur additional detailed work which may potentially impact on time, costs and meeting project completion date of March 2024.

1615		INTERMEDIATE COMMAND SUPPORT VEHICLE		
PROJECT SPONSOR		Head of Operational Policy & Assurance	PROJECT MANAGER	Station Manager – Operational Support & Risk
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
<b>Project Update</b>				
<b><u>Change to scope</u></b>				
<p>The scope for this project has been amended following discussions with the Assistant Chief Fire Officer. This project will now include the Gateway Control work and Command and Control (C&amp;C) Software workstream which directly impact this project. The C&amp;C Software workstream has no pre-existing project management structure i.e. no PID or budget bid etc. The Gateway workstream was being overseen by a Station Manager who has now left the organisation. As such the PID will be updated to reflect this, and there will need to be a revised budget bid as the original project scope didn't include the C&amp;C software procurement, but did account for licence implications in the revenue stream.</p>				
<b><u>Intermediate Command Support Vehicle Update</u></b>				
<p>A meeting with NWFC, the Information Governance SPOC and Project lead has been held to progress the 999eye Data Agreement Process. This is progressing well with the region agreeing a Data Protection Impact Assessment (DPIA). This will be retained by CFRS when signed off.</p>				
<p>The NW region has agreed to adopt the Merseyside FRS IBE software technology. Next step is to agree the data governance that will support our own DPIA for its use in the Intermediate Command Support Vehicle (ICSV).</p>				
<p>A review is also ongoing into existing Intermediate Command Support Vehicles (ICSV) across Fire and Partner agencies. A</p>				



site visit to review the Cheshire Police unit and a meeting with the Senior IT Project Manager was held November 2022. A visit to Shropshire to see their ICSV and software took place in January.

It's been agreed that the Head of IT will be the ICT representative on the project until a permanent ICT lead can be agreed.

## Service Delivery

1587		PURCHASE OF A HIGH REACH FIRE ENGINE		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Group Manager B - Training & Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
Project Update				
<p>Three additional drivers at Birchwood Fire Station have been trained to drive the HRET, this provides resilience given the impending change of Wilmslow's duty system to DC1 meaning they will be mostly unable to support the HRET. A number of EFAD drivers are transferring into Macclesfield Fire Station very shortly, these individuals will be trained to drive the HRET when they arrive.</p> <p>This project was closed in April 2022 and a closedown report was produced. However, SLT have now decided to extend the project by a further 12 months and the project has been re-opened.</p>				

1556		ON-CALL PROGRAMME		
PROGRAMME SPONSOR		Head of Service Delivery	PROGRAMME MANAGER	Service Delivery Manager - East
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
<p>Closedown Report approved at Performance and Programme Board.</p>				



1578		EXPANSION OF RAPID RESPONSE RESCUE UNITS (RRRU)			
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER		Group Manager – Halton and Warrington
Previous status	Current status	Explanation (where status is red or amber)			
					
<b>Project Update</b>					
Closedown report expected in next quarter.					

1588		DEVELOP A NEW WILDFIRE CAPABILITY			
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER		Station Manager - Policy and Planning
Previous status	Current status	Explanation (where status is red or amber)			
					
<b>Project Update</b>					
<p>The closedown report for the project has now been initiated. All wildfire training for firefighters at the four wildfire stations has been completed.</p> <p>All equipment as originally proposed is now available with the wildfire teams.</p> <p>The all terrain vehicle is live and available for mobilising from Poynton. Poynton have received their Rapid Response Rescue Unit (Toyota Hilux). This requires some minor modifications to allow it to safely tow the all terrain vehicle.</p> <p>Poynton have produced a video with Corporate Communications showcasing the all terrain vehicle, wildfire equipment and capability. This will be placed on the intranet and will be accompanied by an article in the Alert Magazine. A structured debrief for the spate conditions largely involving wildfire in the summer has been completed.</p> <p>Closedown report expected in next quarter.</p>					



**Protection**

1549		HIGH RISE SPRINKLER CAMPAIGN 2018	
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER
		Group Manager - Protection	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
<b>Project Update</b>			
<p><b><u>Sanctuary Housing (9 Blocks in Chester)</u></b> The service is awaiting return of a signed agreement in order that the funds of £52k can be released to Sanctuary. Numerous attempts have been made to encourage the return but as yet no progress has been made. The Directors for Sanctuary have been contacted to arrange the exchange. Once funds have been exchanged a media release will be prepared.</p> <p><b><u>Guinness Housing (Waverley Court Project, Cheshire East)</u></b> A media release including a photo opportunity with representatives from Guinness and Cheshire Fire is being arranged jointly by the respective comms teams.</p> <p><b><u>Torus Housing (Kingsway, Warrington)</u></b> Renovations of the block are ongoing, and the Protection team are in regular communication with the project team. Completion is scheduled for November 2023.</p> <p>The remaining high-rise blocks which require retro-fitting of sprinklers are Peninsula House (Warrington) and Range &amp; Pennine Court (Macclesfield). These are now the main focus for the Unitary Offices within those areas.</p>			



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> (where status is red or amber)		
				
<b>Project Update</b>				
<p>A full review of the Risk Based Inspection Programme (RBIP) is to be undertaken in the month of January now it has been running for 12 months. It is well embedded within the Unitary Offices and all Inspecting officers, who are qualified, are meeting their personal targets.</p> <p>The process for determining the number of high-risk business premises is to be investigated to ensure it is accurate.</p> <p>The RBIP project has always been predicated on the number of qualified Inspectors able to complete the program. Protection always runs the risk of losing qualified staff to the private sector. The 10% market supplement paid to qualified staff reduces that risk significantly.</p> <p>Closedown report expected in next quarter.</p>				

1621		REDUCTION IN FALSE ALARMS IN DOMESTIC PREMISES		
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER	Protection Station Manager
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A	N/A			
<b>Project Update</b>				
<p>New project. PID to be produced in next quarter.</p>				



1568		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	<u>Explanation</u> (where status is red or amber)	
		The partnership have received pitches from external companies with regards having one to commission the road safety strategy. Even though we have had the external companies do this the partnership still hasn't decided which one they will go with.	
Project Update			
<p>Discussions amongst the CRSG members have continued to take place over the past three months with regards the proposed development of a Road Safety Strategy.</p> <p>In December both external companies, delivered pitches centred around the Safe Systems concept to the Partnership Board detailing their expertise and experience in this field. Areas covered as part of the discussion were, initial costs for developing the strategy, ongoing support package, evaluation, and research.</p> <p>Discussion was held in relation to the project having three clear work strands:</p> <ol style="list-style-type: none"> <li>1. Initial development of the strategy with preferred concept.</li> <li>2. Infrastructure required to deliver the strategy (co-ordinator / comms team).</li> <li>3. Full understanding of the cost implications and funding streams required to achieve and maintain this.</li> </ol> <p>The CRSG Road safety agreement will be extended for another 12 months due to the anticipated time scale for the commissioning of either companies to develop the road safety strategy.</p> <p>PID expected in next quarter.</p>			



1611		WATER SAFETY AWARENESS		
PROJECT SPONSOR		Head of Prevention & Protection	PROJECT MANAGER	Group Manager - Prevention
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
<b>Project Update</b>				
PID signed off at Performance and Programme Board.				

1619		PREVENTION DEPARTMENTAL REVIEW		
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER	Head of Prevention and Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A		PID to be produced.		
<b>Project Update</b>				
The Prevention Dept review launch event was held on the 24/11/2022. This was attended by 33 members of the Prevention team and outlined the principles of the review. A timeline was presented and a number of review workstreams created. On the 23/11/2022 a workstream facilitators session was delivered, to present the workbooks and information that need to be collated. They were also given information in how to run these sessions effectively by Learning and Development staff.				



**Transformation**

1612		PDRPRO APPRAISAL AUTOMATION	
PROJECT SPONSOR		Director of Transformation	PROJECT MANAGER
Previous status	Current status	Project Business Manager- Systems and Business Improvement	
		<u>Explanation</u> (where status is red or amber)	
N/A			
<b>Project Update</b>			
<p>The project is progressing well and remains on track.</p> <p>PDR Pro have now completed the required development work on both the module and the reporting elements. They have also completed their internal testing successfully.</p> <p>The module is now available in the demo environment for acceptance testing (UAT) to begin. UAT is due to commence on the 10th January and planned to conclude at the end of January. The testing team is prepped and ready.</p> <p>A first look demo will be hosted by the Organisational Development Manager at the Communication Day in February - this will assist with promotion of the new system.</p> <p>Training for the system admin and Leadership Development Advisors (LDA) team is being planned for the 10th Feb 2022 and then the remainder of the team will be trained towards the end of February.</p> <p>The go live date of the 1st April is still on track.</p>			

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 1<sup>ST</sup> MARCH 2023  
**REPORT OF:** HEAD OF PREVENTION AND PROTECTION  
**AUTHOR:** RYAN SWINDELLS

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**SUBJECT:** ANNUAL BONFIRE REPORT 2022

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### Purpose of Report

1. The annual Bonfire Report 2022 summarises the preventative and operational activities carried out by the Service and partners during the bonfire period, 24<sup>th</sup> October 2022 to 7<sup>th</sup> November 2022, inclusive (the Bonfire Period).

### Recommended: That Members

- [1] note the Bonfire Report 2022, and in particular the recommendations contained in the document at section 12.

### Background

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

### Information

3. The Bonfire Report 2022 is attached to this report as Appendix 1.
4. The Service attended 56 Small Deliberate Fires during the Bonfire Period, in comparison to 55 Small Deliberate Fires during the 2021 bonfire period. During the 2020 bonfire period the Service attended 41 Small Deliberate Fires (Covid 19 restriction were in place).
5. The Service has seen a slight increase in 2022 compared to 2021, but the number of incidents is still lower than in 2019 (pre Covid-19 and therefore more comparable).

## **Financial Implications**

6. The recommendations in the Bonfire Report include areas with financial implications for future years. These are believed to be cost-effective options based on the use of additional appliances, and efficient deployment of staff and resources that will be considered for 2023.

## **Legal Implications**

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

## **Equality and Diversity Implications**

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

## **Environmental Implications**

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

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER  
TEL [01606] 868841**

**BACKGROUND PAPERS: BONFIRE REPORT 2022.**

# Appendix 1



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## 1. Introduction

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

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

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

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

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

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

**In summary, the alignment of Police and the service dates (this started in 2017) changes the overall perceived trends when we align the data retrospectively. Although the Service Wide annual SDF trend continues downward year on year (2020 C19 excluded as figures were exceptionally low), there are some year on year increases in SDF activity in some station areas during the reporting period.**

## 2. Recording of Incidents

The bonfire reporting period 2022 captured data from 0800hrs 24<sup>th</sup> October 2022 to 0800hrs 7<sup>th</sup> November 2022. Data from these dates has also been examined for the preceding 4 years for all types of ASB.

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

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

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

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

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

The deliberate fire reduction manager and the business intelligence team produced and distributed a comprehensive intelligence document relating to deliberate fires and ASB activity pan Cheshire occurring within the preceding months and previous periods to support intelligence led targeted activity.

The Service's communications team and the deliberate fire reduction manager continually monitored daily incidents and addressed any emerging risk. Strategies and messages were developed and amended as national guidance altered so that we could attempt to change the public's knowledge, attitude, and behaviour regarding the holding of firework displays and bonfires.

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

Stations and departments across the Service continue to support safety messages with some producing their own videos for social media. The Communications team supplied social media post wording and links that they could use throughout the period. The Digital team supported this, where needed, so that all station and department social media pages featured bonfire advice and information, prior to and during the bonfire period. The deliberate fire reduction manager and the digital team produced short reel videos which were used and distributed during the Bonfire period.

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

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

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

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

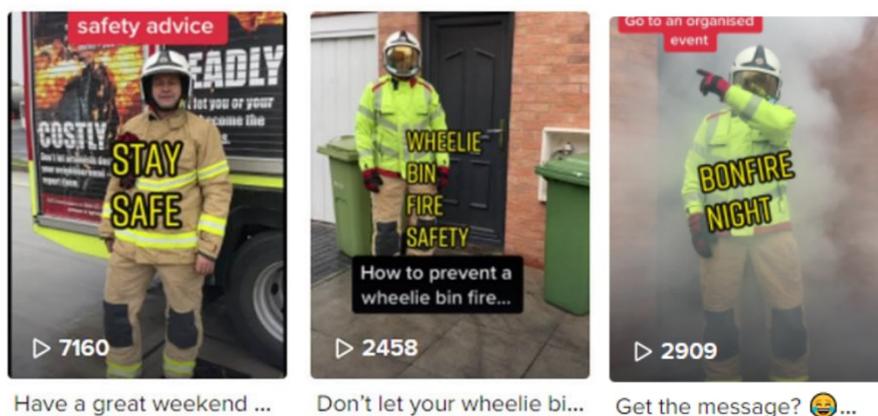
## 5. Educational Events and Activities

A targeted approach to education is utilised by the Service, and this continued across all areas in 2022. Utilising the business intelligence team comprehensive intelligence documents, local intelligence, educational events were planned and delivered in specific locations based on fire related ASB and school catchment areas. Educational events were delivered by The Service's prevention team and operational staff in partnership with Cheshire Police at several schools, community centres and other locations. A consistent message promoting organised displays, ASB, and firework safety was delivered by our own staff using a presentation developed by Prevention staff.

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



The Service had serious concerns relating to fires going out of control at events held by the public which would put people and property at risk. Bespoke media was created including key safety messaging for the general public, aimed at those who may have considered holding an event, this message advised the public not to hold a "home displays". For those insistent on holding a display, relevant safety information required for a safe event at home was also shared. Information relating to waste containers and their safe storage was also included.



Reach on Twitter over 12000 persons.

## 6. Diversionary Events, Activities and Enforcement

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

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

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

### Cheshire East

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

**Crewe** continue to monitor and adapt their arson routes from local knowledge and incident information.

**Wilmslow** continue to monitor and adapt their arson routes and working closely with the streetscape team to remove fly tipped items.

**Macclesfield** run several engagement events through the period covering fire setting and the dangers as well as reporting fires via the street scene teams.

### Cheshire West and Chester

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

A key part of the activity is working with Winsford Youth and Community Forum. £500 of Unitary Performance Group (UPG) funding was approved to support a variety of events held during the Bonfire period (pizza making) at the venue to engage with the local community. Further promotion of the diversionary events and activities was completed at local ASB hotspot locations - Winsford Town Park, Winsford Cross Shopping Centre and Weaver Park Way resulting in greater numbers attending the sessions.

Winsford Service Delivery teams and Prevention teams along with Cheshire Police also completed targeted Ward Walks. Areas included Dart Walk, Esk Road, Wharton, Vauxhall Way, Bedford Rise, Austin Close, Finsbury Walk, Dee Way and Severn Walk

utilising approximately 500 leaflets on Dangerous and Nuisance bonfires. Advice was also given to residents on the safe storage of refuse containers.

Additionally in January 2023, The Service, Cheshire Police, Weaver Vale Housing Trust and Cheshire West and Chester delivered another engagement day in Wharton Ward giving advice to residents and placing bin stickers on domestic bins.

[Ellesmere Port](#) held planning meetings prior to the bonfire period which saw an extra 9 Police officers on patrol over the bonfire period targeting known hotspot areas and locations. Regular arson route patrols were carried out by the station identifying fly tipping and requesting removal through LA.

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

[Chester](#) completed regular arson route patrols identifying fly tipping and requesting removal through LA.

[Northwich](#) continued to utilise social media and arson routes over the period, also working closely with Cheshire Police holding an event on the 5<sup>th</sup> November in the town centre promoting organised firework events and the dangers of unorganised fires and firework displays.

#### [Halton](#)

[Widnes](#) Service Delivery teams and Prevention teams along with Cheshire Police also completed targeted Ward Walks utilising approximately 500 leaflets on wheelie bin advice which was in line with the bonfire safety message. Whilst crews delivered Safe and Well visits wheelie bin safety, bonfire and firework safety were included during this period. Social media outputs continued to be utilised by the crews to engage with the public and regular arson routes were completed identifying fly tipping and their removal.

The station also engaged in youth events during the period in and around the Frank Myler Pavilion fields with Halton council

[Runcorn](#) crews took part in Operation Banger in partnership with Your Housing where crews assisted in removing waste items from estates and having skips located around the estate so residents could dispose of unwanted items. They also attended Beechwood primary school and gave bonfire and firework safety talks to children.

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

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

## [Warrington](#)

[Warrington](#) teams completed targeted work with Cheshire Police in areas where increased incidents of ASB and small fires had occurred, utilising the scrambler team to patrol known areas of activity.

Service Delivery, Prevention and Cheshire Police teams completed two community action days in 4 historically high-risk areas for the bonfire period. Crews discussed how to report bonfires over the upcoming bonfire period and how people could lower their risk of fire.

[Penketh](#) shared the bonfire pre analysis data with all managers which enabled them to identify areas of activity, and arson routes were designed around these. Social media was utilised and one community engagement event was held at Tesco's Widnes where they gave out fire safety advice regarding fireworks and bonfires.

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

## **7. Operational Response**

Appliances have been deployed in the busier areas during the bonfire period for several years. The appliances used for these additional resources in 2022 were the on-call appliances from Penketh, Runcorn, Winsford and Birchwood.

These appliances were deployed over key evenings, on the 30<sup>th</sup> and 31<sup>st</sup> October and the 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> of November between 16:00-22:00 hrs. Bonfire night and Mischief night fell on weekends, with Halloween falling on a Monday this year. Both periods involved a period of the weekend which did bring two weekends into contention for possible increased activity.

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

The Service's Deliberate Fire Reduction Manager attended North West Fire Control (NWFC) on the busiest evenings, 30<sup>th</sup>, 31<sup>st</sup> October the 4<sup>th</sup>, 5<sup>th</sup>, & 6<sup>th</sup> of November to enable risk based mobilisation to take place to support and maintain operational cover levels across the county. Direct communication links with the relevant Police partners were established to enable direct and immediate discussion between CFRS and Cheshire Police for operational support.

## **8. North West Fire Control**

Extensive planning took place for the 2022 bonfire period in North West Fire Control (NWFC).

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

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

## **9. Media and Corporate Communications**

The Communications team actively promoted several key messages for the Service over the bonfire period. Communications for the campaign were promoted internally and externally via local press and by using our social media platforms, local radio stations and TV interviews.

Our messaging was to encourage people to go to a professionally organised events rather than light to fires themselves. The goal was to help reduce the number of calls the Service gets involving bonfires and keep our resources available for real emergencies.

### **Internal communications**

Two Green articles appeared, directing staff to an Intranet page, set up to provide up-to-date information for firefighters. It also contained waste removal contact numbers for the four unitary areas to help clear any build-up of bonfire materials prior to the evening itself.

All staff with access to station social media accounts were contacted and given post suggestions and key messaging to encourage the same advice was given across the organisation.

### **External communications**

A press release was issued at the start of the period asking residents to go to organised events. Another was written highlighting an increase in arson incidents occurring in Winsford and attacks on firefighters in the town.

We promoted a list of organised Bonfire events to attend on the website.

Interviews were offered to several radio stations, and one was undertaken with Radio Northwich by Ryan Swindells.

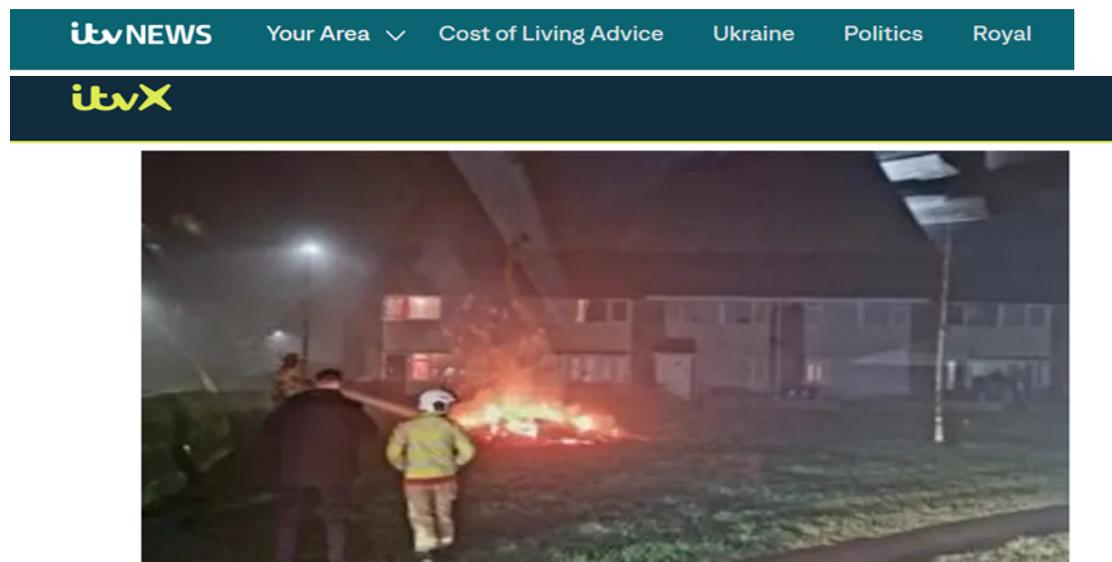
National ITV News responded to the press release for attacks on firefighters. They were sent dashcam footage from the fire engine to show the laser assault on crews and more information was provided. Granada News also took up the [story](#) and were

sent the footage in the hope they would both use it to highlight the dangers firefighters are facing around this time. The programme also used the information as part of a bigger piece that included all North West fire and rescue services. Cheshire Live covered the attack story on their social media platform.

On the night itself a live blog was set up on the website, staffed by Mark Shone who updated incident as they occurred from 5pm until 9.30pm. This blog received positive messages from residents thanking firefighters and it also provided the media with up-to-date stats and info, which Cheshire Live promoted during the evening.

## Social media

We used Facebook, Twitter, LinkedIn and Tik Tok to share our advice messaged over the period.

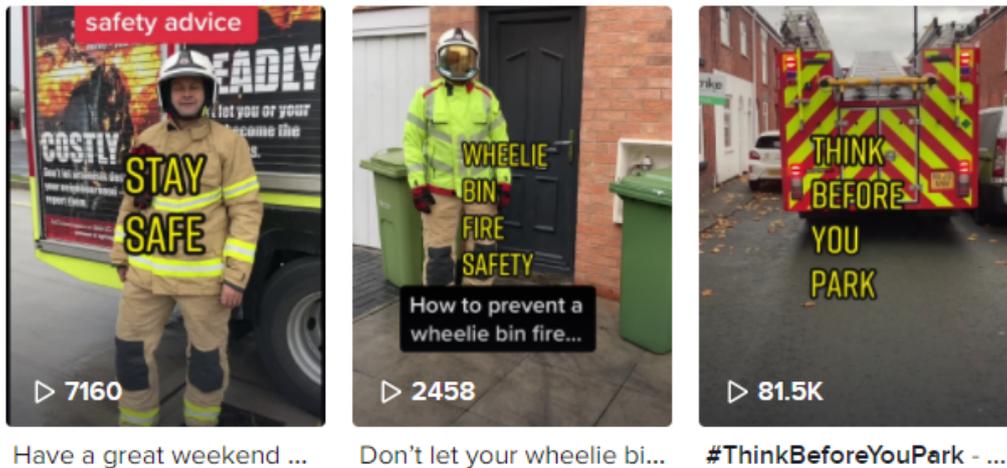


*Crews from Winsford Fire Station were attacked with fireworks after being called to an unattended bonfire  
Credit: Cheshire Fire and Rescue*

The live blog on the website featuring a list on incidents as they occurred worked well on Facebook and Twitter, with followers engaging and commenting throughout the evening. The most popular posts across all platforms were for the parking responsibly and when highlighting firefighters being attacked in Winsford.

The post with the highest shares on Facebook was the Hallowe'en post which offered Stop, Drop and Roll and Cool, Call, Cover advice in the wording. The business safety messages around Hallowe'en and ensuring fire escapes were not blocked by decorations and stock worked well on LinkedIn.

Our highest rating Tik Tok video was for parked cars, warning people to think where they parked if visiting events over the weekend. This came following concerns that there was a large unofficial bonfire taking place in Winsford and concerns were raised that a fire engine may not get through if an incident occurred. The video was viewed 81.5k times by Bonfire Night and was liked and shared by many people who agreed with our messaging. We also included videos on general bonfire advice and wheelie bin safety on the platform.



Following 16 deliberate fires the weekend before the event in Winsford Ryan Swindells provided a piece to camera that was issued on the Winsford Fire Station page, highlighting the need to report anyone seen setting light to anything or targeting firefighters with physical or verbal abuse.

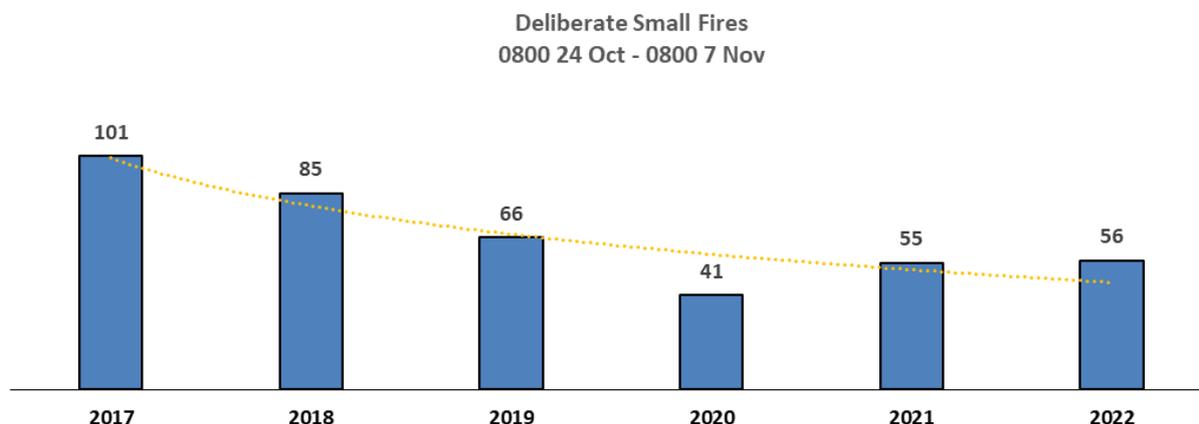


## 10. Incident Data and Performance Summary

### Incidents recorded during the bonfire period

The following graph (*Fig. 1*) illustrates the overall trend of Small Deliberate Fires in Cheshire over recent years. The 2022 Bonfire Period saw 56 Small Deliberate Fires, showing a 45% reduction from 5 years ago. There was however a slight increase from 2020 and 2021, but 2022 was still lower than in 2019 when Covid-19 lockdown measures were not in place and is therefore a more appropriate comparison.

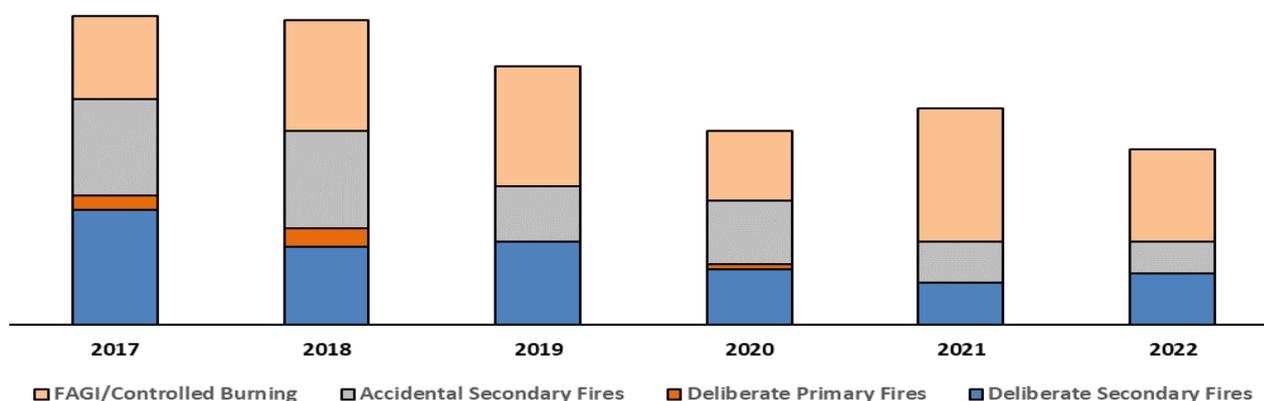
**Fig. 1 – Small Deliberate Fires in bonfire period by financial year**



A total of 11 Small Deliberate Fires were recorded on Bonfire Night (5<sup>th</sup> Nov), however a total of 38 bonfire related incidents were attended – 20 (53%) of these incidents were recorded as ‘False Alarm Good Intent’ and 7 incidents (18%) were ‘Accidental Small Fires’, with zero Deliberate Primary Fires recorded.

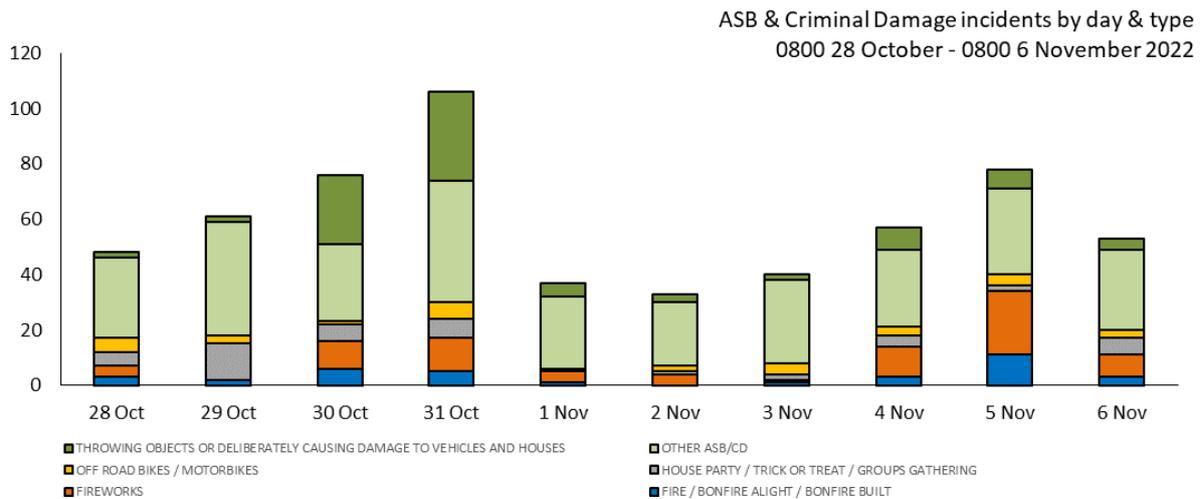
Bonfire Night (5<sup>th</sup> Nov) 2022 had the smallest number of recorded bonfire related incidents (38) in the last 6 years compared to previous Bonfire Nights (excluding 2020 & 2021).

**Fig. 2 – Bonfire related incidents on Bonfire Night (5<sup>th</sup> November) by financial year**



The graphs overleaf (*Fig.3 & Fig.4*) illustrate both Fire & Police activity levels by day and incident type, showing comparisons between bonfire related activity and ASB/Criminal Damage reported to the Police during this same time period. More incidents were attended by CFRS on Bonfire night [5<sup>th</sup> November] (38) compared to other days in the Bonfire period, with Mischief Night [30<sup>th</sup> October] (14) the next most common. For Small Deliberate Fires, these also peaked on Mischief Night (11) and Bonfire Night (11).

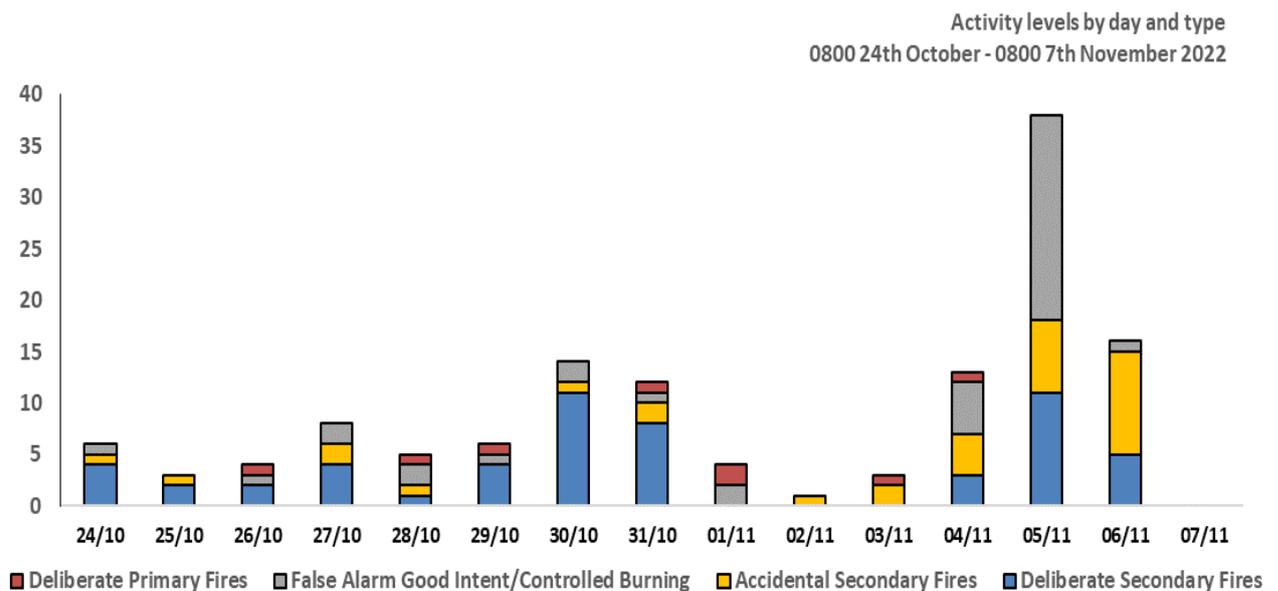
**Fig.3 CFRS selected incident activity per day**



For the Police, after ‘other ASB/Criminal Damage’ (309), ‘Throwing objects or deliberately causing damage to vehicles and houses’ (90) was the most common type of ASB/Criminal Damage incident. This peaked on Mischief Night (25) and Halloween (32). ‘Fireworks’ (77) were the next most common incident type, with peaks seen around Bonfire Night (23) and Mischief Night (10) / Halloween (12).

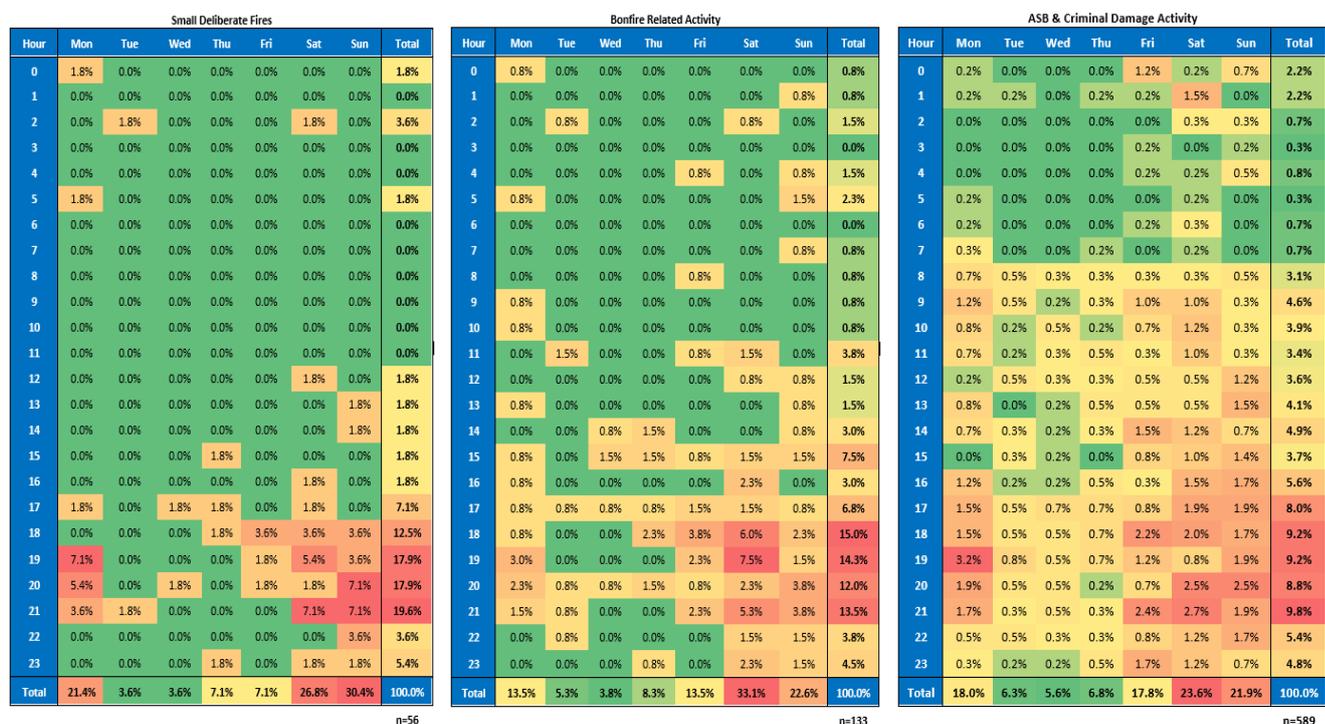
**Fig.4 Cheshire Constabulary selected incident activity per day**

The following three temporal charts show the time and day when high or low activity is occurring for Small Deliberate Fires, Bonfire Related Activity and ASB/Criminal Damage – apart from differences in incident volumes they show very similar peak times and days.



**Fig.5 Temporal Chart of Bonfire Related & ASB/Criminal Damage incidents**

The majority of Small Deliberate Fires occurred on a Sunday (30.4%), followed by Saturday (26.8%) and Monday (21.4%). This coincided with the days that Bonfire Night (Saturday), Mischief Night (Sunday) and Halloween (Monday) fell on this year. The majority of ASB & Criminal Damage incidents occurred on a Saturday (23.6%) which coincided with Bonfire Night. The majority of fires occurred between the hours of 6pm – 10pm (67.9%), which again mirrored the most common times of day for ASB & Criminal Damage incidents (37.0%).



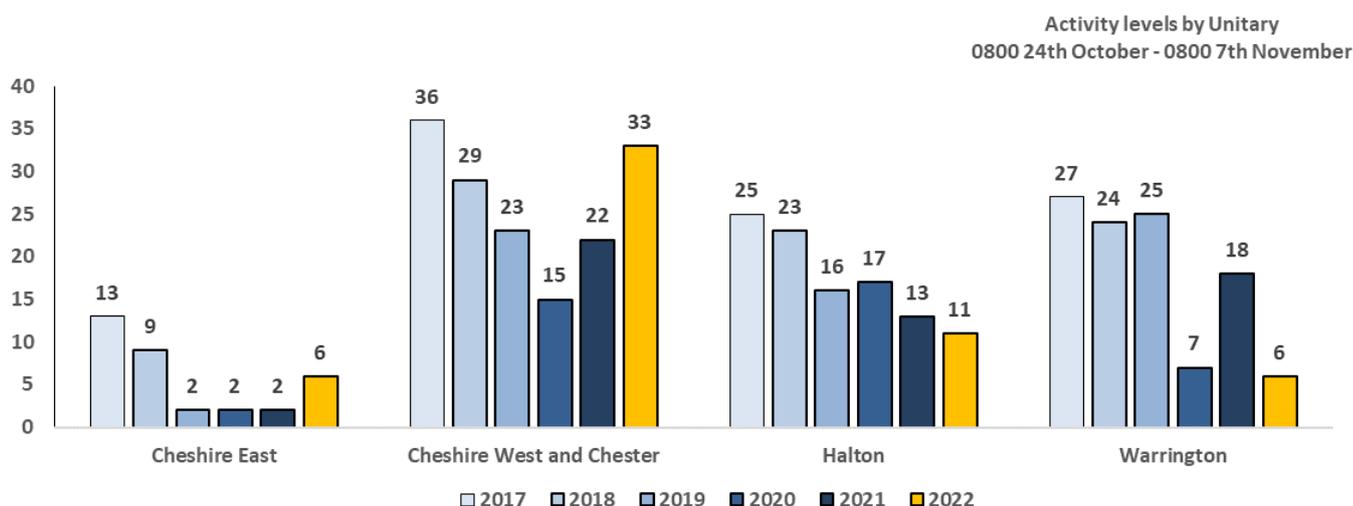
### Unitary Performance

Cheshire East and Cheshire West unitary areas saw increases in small deliberate fires in the 2022 Bonfire Period compared to 2021. Conversely, Halton and Warrington recorded decreases in the 2022 Bonfire Period compared to 2021. However, all four Unitary Areas have seen a reduction from 2017. This can be seen as follows (Figs. 6 and 7):

**Fig.6 Small Deliberate fires by unitary area**

Unitary Area	2021	2022	Year on year	Pre-Covid (2019)	Pre-Covid Change	2017	5 Year change
Cheshire East	2	6	4	2	4	13	-7
Cheshire West and Chester	22	33	11	23	10	36	-3
Halton	13	11	-2	16	-5	25	-14
Warrington	18	6	-12	25	-19	27	-21

**Fig. 7 Small Deliberate fires by bonfire period year and unitary area**



### Station Performance

In total, there were just 14 station areas which recorded any Deliberate Small Fire activity during the Bonfire Period, with 8 of these only reporting 1 incident each.

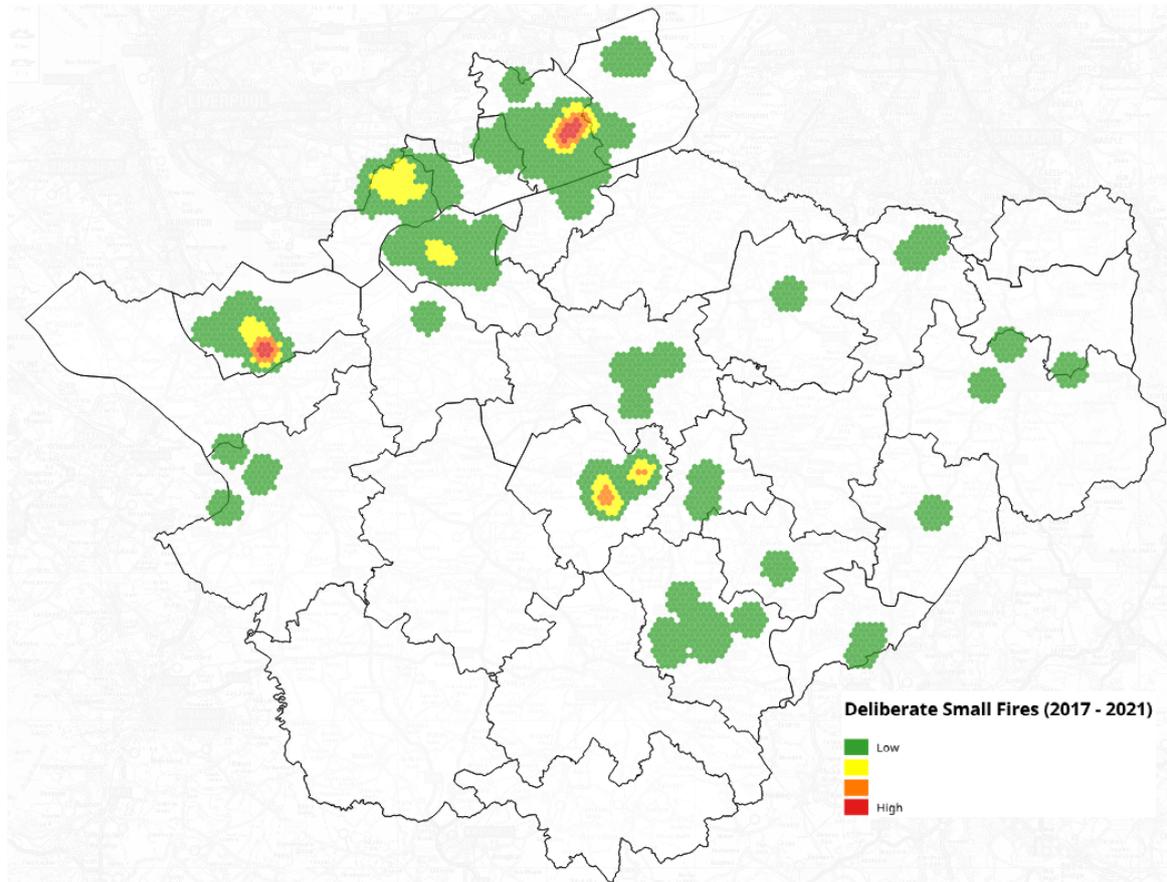
The following table (Fig. 8) summarises activity by the top 5 station areas with the highest volume of activity during the 2022 reporting period.

These 5 station areas accounted for 82% of all Deliberate Small Fire activity recorded during the period.

**Fig. 8 Small Deliberate fires by station area**

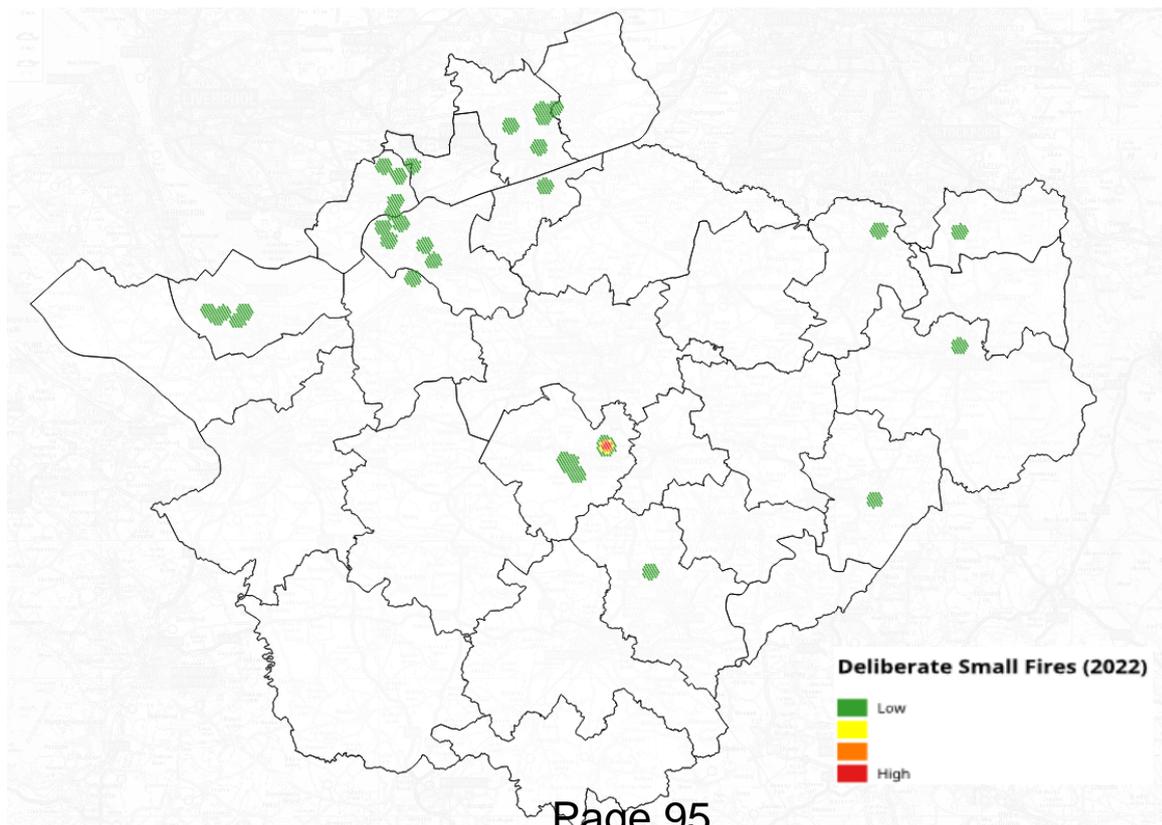
Station Area	2021	2022	Year on year	Pre-Covid (2019)	Pre-Covid Change	2017	5 Year change
Winsford	7	26	+19	14	+12	15	+11
Runcorn	3	6	+3	9	-3	6	0
Ellesmere Port	12	6	-6	7	-1	16	-10
Warrington	18	4	-14	21	-17	24	-20
Widnes	9	4	-5	6	-2	19	-15

The map below shows Bonfire Period Small Deliberate Fire hotspot areas from 2017 – 2021 (08:00 24<sup>th</sup> Oct – 08:00 7<sup>th</sup> Nov):

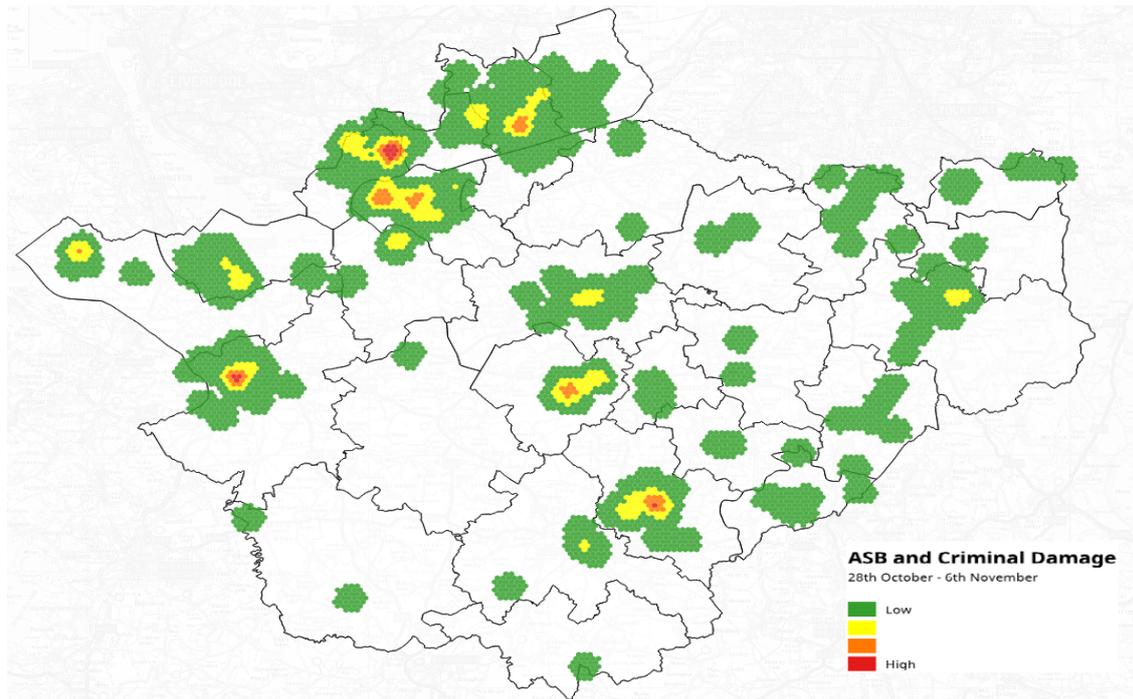


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The map below shows the 2022 Bonfire Period Small Deliberate Fire hotspot areas:



The map below shows ASB and Criminal Damage hotspot areas in 2022 from the 28<sup>th</sup> October – 6<sup>th</sup> November.



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## 11. Accidents, Near Misses and Attacks on Staff

There were six reported incidents of youths attacking crews or appliances during the Bonfire Period. All were reported in the Winsford area. Primarily all these fires have occurred in the known hotspot wards (Wharton & Swanlow) locations such as Dart Walk, Leyland Walk, Esk Rd, Dee Way, and Bedford Rise.

The recorded attacks on crews consisted of;

3 incidents involved objects being thrown or laser pens,

1 incident involved physical abuse,

2 other acts of aggression.

66% of attacks occurred during Mischief night and Halloween night with the remaining 34% of attacks occurred on the Bonfire night.

Due to the pre-planning that had taken place and having established direct links to Cheshire Police whilst at NWFC we were able to mobilise police teams with no delay to these isolated incidents in Winsford.

Through collaborative work with Cheshire Police, the Service secured police resources to escort operational crews from 16:00 – 23:00 from the 30<sup>th</sup> October to the 31<sup>st</sup> October and the 4<sup>th</sup> & the 5<sup>th</sup> of November. This resulted in the crews from Winsford feeling safer and able to carry out their roles safely.

## 12. Recommendations

### **It is recommended That:**

- A. the delivery of specific data led engagement through timely education packages to schools in identified hotspot areas should occur when permitted (this should be attempted in collaboration with other partners);
- B. there be increased use of a variety of communications methods including talking-head videos that worked well to express key safety messages;
- C. bonfire strategy groups should plan well in advance of the period and encourage safe, organised displays as the primary advice to allow people to celebrate bonfire night safely;
- D. use of on call resources and appliances should be targeted over an appropriate number of evenings and the number of vehicles to remain as a minimum at 4 to cover the known risk areas;
- E. the Service and partner agency resources and efforts should be focused and coordinated in areas where intelligence suggests that high incident volumes may occur;
- F. where possible, partner agencies should be persuaded to continue the free removal schemes for the removal of large items (normally a chargeable service). This will continue to be “championed” at Bonfire Strategy Group planning meetings;
- G. the tolerant approach adopted by the Service has proven successful and should be continued;
- H. targeted youth activity should occur using the On the Streets Team, utilising data provided by the Business Intelligence Unit;
- I. the involvement of Communications staff providing live social media updates should continue;
- J. having direct communications with Cheshire Police (Inspectors) in known hotspot station areas should be developed after the evaluation of the findings in Winsford 2022 and;

- K. consideration should be given to promoting diversionary activities in areas of high deliberate fire activity. Local station crews and the designated deliberate fire reference holders on station should consider this in conjunction with UPG members and develop funding bids as required.

## **13. Summary and conclusions**

The 2022 performance has been a multi agency, cross service approach which has delivered success and the service continues to experience low numbers of SDF and ASB and that we will continue to work together to improve this further.

### **Engagement**

The service used direct engagement with the public and the Service's main social media accounts and station accounts to communicate and engage with the community. Messages were also developed based on local intelligence which allowed content to be directed at a level that is relevant; local issues for local residents which has proven to be effective. This resulted in consistent, timely and targeted delivery of bonfire and firework safety messages.

### **Fuel removal**

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

### **Incident recording**

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

### **Weather**

It has been found that weather conditions experienced over the bonfire period can have an impact on incident volumes. There were periods of rain over the first weekend and the second weekend during the bonfire period.

### **Cross Departmental Work**

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

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 1<sup>ST</sup> MARCH 2023  
**REPORT OF:** HEAD OF PREVENTION  
**AUTHOR:** RYAN SWINDELLS

---

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

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### Purpose of Report

1. This paper summarises Cheshire Fire and Rescue Service's (the Service) 2021/22 targeted road safety activities. These are delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Police and are designed to reduce road traffic collisions, deaths and injuries.

### Recommended:

- [1] that the report be noted

### Background

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

### Information

5. Please see the Annual Road Safety Report 2021/22 Appendix 1. As can be seen some target outputs were effected by Covid-19.

## **Financial Implications**

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

## **Legal Implications**

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

## **Equality and Diversity Implications**

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

## **Environmental Implications**

10. None.

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER**

**TEL [01606] 868814**

**BACKGROUND PAPERS: PREVIOUS ANNUAL ROAD SAFETY REPORT**



**Cheshire**  
Fire & Rescue Service

# Annual Road Safety Report 2022



## ANNUAL ROAD SAFETY REPORT 2021 / 22

The 1988 Road Traffic Act places a statutory duty on the local authorities to deliver an appropriate road safety education service and for the provision of a safe local road network. Cheshire Fire and Rescue Service (the service) have a statutory duty to respond to and rescue people from road traffic collisions.

The Service recognises the importance and ability we have to support local authorities and primary partners to reduce the number of people who are killed and seriously injured on our roads. We proactively support prevention activity in this area and aim to reduce the exposure of our teams to the traumatic scenes they often face at road traffic incidents.

In early 2021 the Covid-19 pandemic was still affecting the service and its ability to deliver its activities. Delivery of direct engagement for Road Safety (which had been paused) was being reviewed and considered with the hope of phasing delivery back into the services workstreams. Lessons learned from the Covid-19 pandemic enabled the service to deliver the Road Safety messages in a more innovative way during the phased reintroduction, including via virtual delivery, social media messaging and direct engagement. All the Service's interventions were fully restarted in September 2021.

This report summarises the targeted road safety activities of the Service across Cheshire West & Chester, Cheshire East, Halton and Warrington (the Service Area) during 2021/22. These are delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Police and are designed to reduce road traffic collisions, deaths, and injuries.

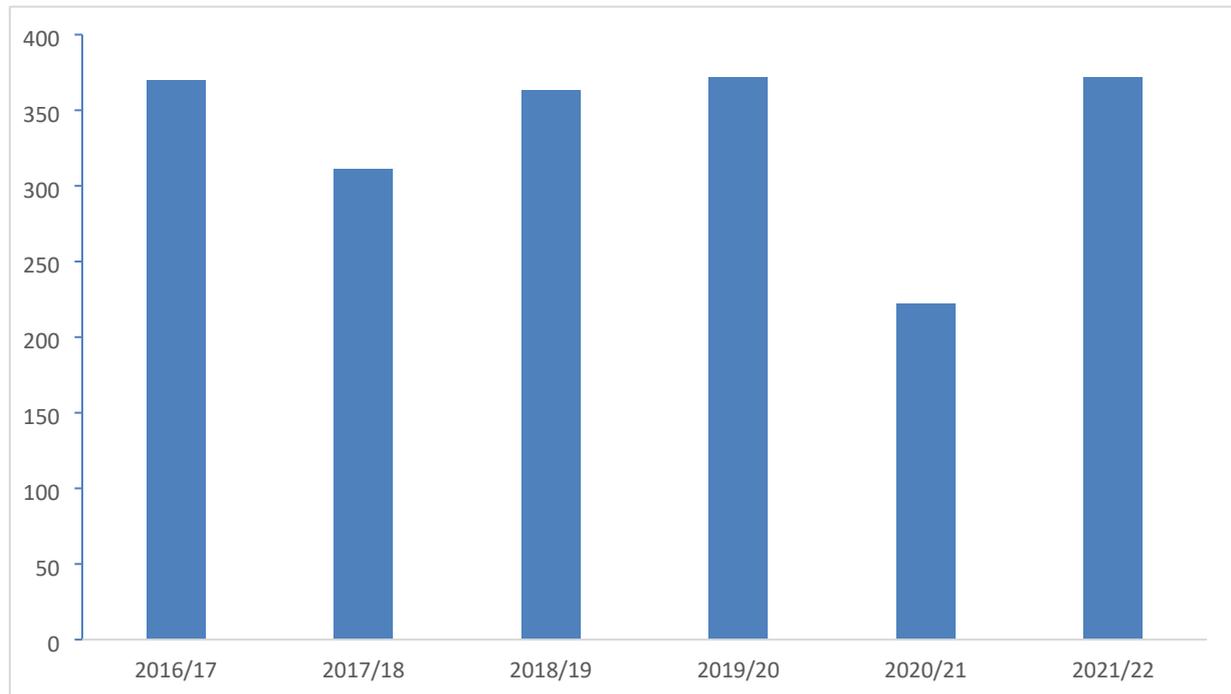
### **Data Analysis**

During the 2021/22 (fiscal year) a total of 372 road traffic collisions required the attendance of the Service. 24.4% of these incidents required the Service to perform an extrication of a casualty at the scene.

Killed & serious injury data for Cheshire 2018-2021

Unitary Area	2018			2019			2020			2021		
	Killed	Seriously Injured	Total									
Cheshire East	27	143	170	18	104	122	15	100	115	20	109	129
Cheshire West & Chester	13	128	141	10	83	93	9	85	94	7	112	119
Halton	2	28	30	3	28	31	1	25	26	2	20	22
Warrington	4	77	81	5	53	58	5	47	52	4	58	62
<b>Grand Total</b>	<b>46</b>	<b>376</b>	<b>422</b>	<b>36</b>	<b>268</b>	<b>304</b>	<b>30</b>	<b>257</b>	<b>287</b>	<b>33</b>	<b>299</b>	<b>332</b>

## Road Traffic incidents attended by Cheshire Fire and Rescue Service 2016-2021



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

### **Summer road safety events (1st – 31st July)**

Each station is tasked with arranging, managing and delivering one in-person event using local knowledge and/or data to target vulnerable road users; cyclists, pedestrians, motorcyclists, and young drivers, with such events being run in conjunction with other agencies, partners or departments where appropriate.

Owing to the Covid-19 pandemic, in-person events were restricted. Stations were supported with bespoke information to enable them to utilise the Service's social media accounts to promote our key safety messages.

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

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

**NOTE: \*Target not met due to phased reintroduction after Covid-19 restrictions lifted.**

## **All year round - additional road safety activity**

This activity is designed to address local needs arising from use of data and intelligence received from either local authorities, Cheshire Police or our internal Business Intelligence team. This activity is designed to target vulnerable road users.

Again, due to the pandemic, social media messaging was utilised, often during the station virtual open days with extrication demonstrations linking to key road safety information and advice.

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

Area	Target No. of events	Actual
Halton	8	8*
Warrington	14	14*
Cheshire West & Chester	14	14*
Cheshire East	9	9*

**NOTE: \*Targets achieved through social media activity and some physical activity**

## **TyreSafe winter driving events**



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

The Service and local authority road safety teams have held winter driving events across the Service Area at local shopping centres, supermarket car parks, garden centres and at station car wash events.

Drivers would be offered the opportunity to have their vehicles checked in readiness for winter, receiving information and physical checks as below:

- Driving in adverse weather conditions
- Tyre checks with information on tread depth and overall condition
- Given ice scrappers and tread depth gauges to self-test tyres
- Screen wash if required.

In addition to the direct engagement, this year teams have utilised their social media accounts with bespoke media messages. These posts included videos demonstrating safe methods of checking vehicles in preparation for the deteriorating weather conditions.



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

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

**NOTE:** \*Target not met due to phased reintroduction after Covid-19 restrictions lifted.

## Brake Road Safety Week 15th – 21st November



This was the sixteenth year the Service has promoted and supported Brake Road Safety Week. This is the busiest period for the Service in terms of road safety output. The message at the heart of this year’s Road Safety Week was “Road Safety Hero’s”.

This year’s campaign was themed to pay tribute to the heroic work of road safety campaigners, professionals, individuals, and organisations across the country, providing a platform to speak up about how we can all play a part in making journeys safer for everyone.

This year’s campaign promoted a huge variety of road safety champions out in our communities, Each day the campaign focused on a hero and recognised their work in relation to road safety through direct engagement and social media. The hero’s included; road safety campaigners, charities, children, families, schools, road safety professionals,

emergency services, road victim services, businesses and employers, Safe Tee Day and sustainability hero's.

During the period, all teams took part in events along with partners, prevention staff and volunteers. The teams visited a variety of venues including primary and secondary schools, colleges, shopping areas and workplaces.

Crews have learnt during the Covid-19 pandemic that by utilising a combination of delivery methods they can reach and engage a broader range of communities. This has continued into this year's delivery activity with both face-to-face engagement and bespoke social media posts being used by the operational crews or by the Road Safety Team.

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

Area	Target No. of events	Actual
Halton	8	6*
Warrington	16	16
Cheshire West & Chester	20	12*
Cheshire East	16	12*

**NOTE: \*Target not met due to phased reintroduction after Covid-19 restrictions lifted.**



**Wilmslow and Birchwood crews**



## National Roads Partnership Summer/Winter Alcohol and Drugs Campaign



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

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

During the periods we promote the dangers of drink and drug driving and the morning-after effects. We also utilise the "Think Car" to promote the "None for the Road" message.

**The target is one event in each period per Whole-time/Day Crew/Nucleus team**

### June events

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

**NOTE: \*Target not met due to phased reintroduction after Covid-19 restrictions lifted.**

### December events

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

**NOTE: \*Targets achieved through social media activity and some physical activity.**

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



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

The current contract with Cheshire East Council was in its fourth year during 2021/22. The contract is for a term of six years with break options available after year three. Year four of the current contract is now complete: years five and six will be by way of annual rolling contract.

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

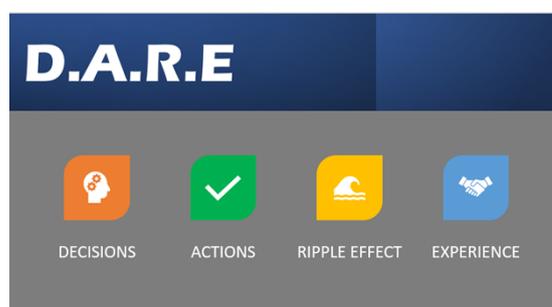
Targets year on year are (i) 129 primary schools for the Key Stage 2 delivery and (ii) 21 secondary schools for Key Stage 4 delivery.

Delivery of the education packages to the schools are completed during a school academic year running from September to July each year. 2021-22 academic delivery resumed with direct face-to-face engagement. The engagement didn't start until March 2022 due to the contract taking longer than expected to be signed off. Even though there was only 4 months to complete all the visits the prevention team managed to complete 99% of the KS2 visits and 43% off the KS4 visits. The outstanding schools were contacted and offered follow up visits within the first 6 weeks of the new academic year 22-23. None of the schools requested for the team to return to complete the outstanding visits.

During the summer term break the entire education packages were reviewed and re-designed to ensure they are engaging and relevant to the specific age group.



**Road Craft building block to safety**



**D.A.R.E**

# thinkdrivesurvive

“Think Drive Survive” is our ‘flagship’ multi award-winning road safety intervention delivered across Cheshire in partnership with Cheshire Police and Highways England. The intervention has now been established for 23 years. As part of the Road Safety delivery plan, it would usually be delivered at least 26 times during the year across Service premises as well as externally at schools, colleges and business premises. All our Princes Trust teams receive this training.

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

The Think Car is a crashed vehicle in which a young person sadly died, and which is used as part of the engagement. The Think Car has now been added to a Presentation in a 4D format to allow every participant to see and experience the car even if the car isn’t there physically.

Virtual reality continues to be utilised as part of the “Think Drive Survive” intervention. Following our early adoption, multiple Services now mirror the techniques we utilise in the delivery of this road safety intervention.

The ‘Think Drive Survive’ package has also been reviewed and re-designed over the summer with the package getting its own bespoke identity. The think part of the presentation which the Service deliver is now known as the ‘Fork in the Road’ which focusses on how good people make bad decisions.



**The target is 26 events delivered by the Road Safety team**

Target	Actual
26	14*

***NOTE: Target not met due to phased reintroduction after Covid-19 restrictions lifted.***

## Fire-Bike / Biker Down



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

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

Over the last year, the Fire-Bike volunteers have started to reintroduce the Biker-Down courses and events, having attended motorcycle riders' clubs and station open days. They have also worked in partnership with Cheshire Police and completed ride outs with the motorbike traffic team attending well-known biker meeting venues where the Biker-Down course has been promoted. This has proven a great success in being able to generate bookings for the course.

The Service has delivered Biker Down courses (alongside 35 other fire and rescue services) at Sadler Road Training facility, Safety Central or at venues provided by local motorcycle clubs. Due to the nation coming progressively out of Covid-19 restrictions in 2021/22 and a cautious return to face to face engagement the target of 12 has not been achieved.

### **The target was 12 events delivered by the Biker Down team**

Target	Actual
12	5*

***NOTE: Target not met due to phased reintroduction after Covid-19 restrictions lifted.***

***A continuous social media presence was maintained during the period, the image below is an example.***



## **Close Pass**



This is the second year of this trial intervention in partnership with Cheshire Police.

This involves engagement predominantly with vehicle users and cyclists. A driver who passes a cyclist (plain clothes police officer) too closely will be guided to a staff engagement area. Enforcement action is completed where appropriate, but the key focus is on engaging with and educating all road users involved.

This year two types of events were trialled, focusing on educating drivers on the dangers of close passes. One type of event involved plain clothes police officers stopping drivers who carried out dangerous close passes on cyclists whilst the other focussed on public engagement, mainly in town centres, educating road users. These events took place across all unitary areas including Congleton, Chester, Winsford and Frodsham. Both events were well received and proved to be a successful method of engaging with the public which gave us an effective platform to highlight key safety messages to make our roads safer for this vulnerable road user group.

A calendar of events for 2022/23 has been created to continue this intervention.



Target	Actual
8	9*

**NOTE: \*Targets exceeded through social media activity and some physical activity.**



## National Road Safety Group and Road Safety Leads North West

The Service's Road Safety Manager is an active member of regional and national road safety groups within the National Fire Chiefs Council (NFCC). Our Road Safety Manager is the lead officer developing and promoting the "Fatal 5" campaign – this campaign originated in Cheshire but the NFCC is now encouraging all fire and rescue services to adopt it.

The Service is also represented within the NFCC Powered Two Wheeler group which provides the governance of the Biker Down intervention that Cheshire and many other Fire and Rescue Services now utilise.

All of these groups continue to work proactively to promote road safety primarily in the North West region but also nationally.

## CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 1<sup>ST</sup> MARCH 2023  
**REPORT OF:** HEAD OF COMMUNICATIONS AND ENGAGEMENT  
**AUTHOR:** ROSIE SAXON

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**SUBJECT:** EQUALITY, DIVERSITY AND INCLUSION  
SIX MONTH UPDATE

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### Purpose of Report

1. To provide an overview of progress towards the objectives set out in the Service's Equality, Diversity and Inclusion (EDI) Strategy 2021-24 and to highlight upcoming work and priorities.

### Recommended that:

- [1] Members note the report.
- [2] Members approve the proposal that EDI progress and performance is reported to the Performance and Overview Committee once a year, in the form of a single annual report each September.

### Background

2. Under the Equality Act 2010, Cheshire Fire and Rescue Service has a duty to eliminate discrimination, advance equality of opportunity and foster good relations between different groups (this imperative is known as the Public Sector Equality Duty). In addition, one of the Service's four core values is to 'be inclusive' acting fairly, with integrity, respect and without prejudice.
3. To achieve these objectives, the Authority approved an EDI Strategy for the period 2021-24. Delivery of the Strategy is co-ordinated by the EDI Advisor and monitored on a quarterly basis by the Equality Steering Group, chaired by the Chief Fire Officer and Chief Executive.
4. Currently the Performance and Overview Committee considers an EDI annual report each September and a six-monthly update in March. To bring reporting in line with other activities, it is proposed that this should be the last six-monthly update and that the Committee receive an annual report once a year in September. The annual report would be reformatted to include greater detail and analysis of progress towards the Authority's three-year EDI strategy.

5. Progress to date during 2022/23 is set out on the following pages under the strategy's four key themes: our organisation, our people, our partners and our communities. 2022/23 EDI highlights so far.

## **Our organisation**

6. The latest workforce statistics for the period ending Q2 2022/23 were presented to the Equality Steering Group on 24 January 2023. The headlines were as follows:
  - Of 866 staff in service at the end of September 2022, 20.4% (117) were female compared to 19% a year earlier. This small increase was driven by the proportion of female operational colleagues increasing from 9.3% to 9.8% and the re-establishment of the in-house Communications and Engagement Department. According to the latest Home Office data, Cheshire ranks 7<sup>th</sup> out of 45 fire and rescue services for the percentage of female firefighters in post and has seen the largest five-year increase in female firefighters outside England's three large metropolitan services.
  - Thirty-nine (4.5%) members of staff were of an ethnic background other than White British, one individual less than the year earlier.
  - The percentage of staff disclosing a disability remained the same at 3.3%.
  - Around 80% of staff now feel able to disclose their sexual orientation, with 4.2% (36) identifying as lesbian, gay or bisexual. This is 1.4% (11) more than the previous year.

Work is underway to analyse these figures against recently published 2021 Census data, to help inform future attraction and recruitment activity.

7. All UK employers with more than 250 staff are required to publish the average earnings of male and female staff. The Service's latest Gender Pay Gap Report, published at the end of March 2022, showed this gap increased from 16.56% in 2020 to 19.62% in 2021. While typical of the fire and rescue sector and lower than the 24.6% gap in 2019, it reinforces the continuing need to attract women into higher-salary operational and senior roles.
8. All major project and policy developments must be underpinned by an equality impact assessment (EIA) to minimise the risk of adverse impact on particular groups of people. To assist managers in this process, the EIA template and supporting guidance has been simplified. An audit of existing EIAs is underway, to ensure they are quality assured and documented consistently, and regularly reviewed.
9. A review of the accreditations and memberships by which the Service benchmarks its EDI performance against peers and latest good practice was presented to the Equality Steering Group in January 2023. It was agreed that membership of Stonewall would not be renewed for the year ahead, creating

capacity to explore accreditation with an organisation with a broader EDI remit such as Inclusive Companies. In addition, the Service will be undertaking a self-assessment against the National Fire Chiefs Council's EDI Model of Maturity.

10. The Service successfully recruited a new EDI Advisor in November 2022 following the resignation of her predecessor in the summer. The new postholder has experience in corporate planning, criminal justice and women's rights.

### **Our people**

11. Ahead of the next round of wholetime firefighter recruitment, two 'taster days' were organised on 14 and 16 January 2023 to enable prospective applicants from underrepresented backgrounds to learn more about the recruitment process. Sixty-three people attended, of whom 22% were women, 13% were from diverse ethnic backgrounds and 8% were LGBT+. Thirty people signed up for a buddy, to offer ongoing advice, encouragement and support.
12. The new network for staff who have an interest in neurodiversity has now been named Divergence and has two co-chairs and draft terms of reference. In 2023/24 the group will be supported to develop the Service's first Neurodiversity Policy, with supporting guidance and training materials.
13. As part of his masters' studies the Head of Communications and Engagement completed a research project into the motivations and barriers to participating in the four EDI staff networks (Divergence, Firepride, Limitless and Reach). Recommendations to be implemented in the coming months include: finding new ways to release staff to attend meetings and events; supporting the networks to define clear objectives; having a clear role description and term of office for network co-chairs; and assigning a senior sponsor to each network.
14. International Women's Day takes place on 8 March 2023. Owing to His Majesty's Inspectorate for Constabularies and Fire and Rescue Services inspection activity that week and possible industrial action, Limitless is planning a themed breakfast or lunch for members and allies rather than its normal half-day conference.

### **Our partners**

15. Six female operational and non-operational colleagues attended the Women in the Fire Service weekend at the Fire Service College on 20-22 June 2022. The annual event provides opportunities to network and develop leadership skills. A cohort is being identified to attend the 2023 event on 9-11 June.
16. The Service hosted the 2022 Asian Fire Services Association (AFSA) Winter Conference and Awards at Chester Racecourse on 23-24 November. The event attracted more than 200 delegates from across the fire and rescue sector and speakers including former crown prosecutor Nazir Afzal OBE and disability rights campaigner Amo Raju. Reach members Selina Blain and Anant Patel won this year's Champions of Diversity Award in recognition of their work to

establish the network. Feedback was universally positive, with delegates praising the organisation of the event and, in particular, the opening presentation from Chief Fire Officer and Chief Executive Alex Waller.

17. Three female colleagues from the Protection Team attended the Institute of Fire Engineers' Women in Fire Engineering Conference in Hampshire on 9 February.
18. Discussions are underway with EDI colleagues and LGBT+ network leads at North Wales, Merseyside, Greater Manchester and Lancashire fire and rescue services about the feasibility of establishing a regional LGBT+ staff network and closer collaboration at 2023 pride events.

### **Our communities**

19. On May 14 2022 prevention staff and the EDI Advisor attended an event at Chester Town Hall to celebrate Polish culture and to unveil a refurbished memorial to World War II Polish airmen. Safety literature in Polish was provided to guests, as well as information about recruitment opportunities.
20. During the summer of 2022 the Service attended LGBT+ pride events in Chester, Ellesmere Port, Runcorn, Crewe, Congleton, Macclesfield, Nantwich, Sandbach and Manchester. The smaller events enable local crews to engage with their communities on ways to stay safe and about on-call recruitment, while Chester and Manchester prides provide opportunities to promote recruitment to thousands of people. Planning for the 2023 pride season is underway.
21. Members of the Reach network attended the Warrington Mela, organised by the Warrington Ethic Communities Association, on 14 August to engage a diverse range of attendees about the work of the fire and rescue service.
22. Chester Fire Station once again supported Chester Women's Aid to mark White Ribbon Day on 6 December, raising awareness of domestic abuse by suspending a giant white ribbon from an aerial ladder platform in Chester city centre.

### **Financial Implications**

23. The EDI function has a dedicated budget to support campaigns and awareness-raising activity, the running of staff networks, attendance at conferences and events, membership of benchmarking organisations and the provision of assessments and workplace adjustments. This budget is reviewed annually.

### **Legal Implications**

24. Activities referenced within this report support compliance with the applicable provisions of the Equality Act 2010 and the Public Sector Equality Duty.

## **Equality and Diversity Implications**

25. This report relates to equality, diversity and inclusion matters.

## **Environmental Implications**

26. The Service will continue to take into account environmental considerations when planning EDI engagement activity and procuring goods and services to support them.

**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:** 1<sup>ST</sup> MARCH 2023  
**REPORT OF:** DIRECTOR OF TRANSFORMATION  
**AUTHOR:** LAWRENCE HOWARD

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**SUBJECT:** ANNUAL MENTAL HEALTH REPORT 2022

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### Purpose of Report

1. This report provides an update in respect of the work that has been undertaken over the last 12 months to deliver the objectives and priorities contained within the Service's Mental Health Strategy.

### Recommended: That

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

### Background

2. The post of Mental Health and Wellbeing Advisor was introduced into the Service in July 2019, following the recommendation of the Staff Engagement Forum and approval by the Fire Authority.
3. The Service's first ever Mental Health Strategy was approved by the Fire Authority in January 2021. This was developed by the Mental Health Steering Group (MHSG) following consultations across the Service. The Strategy provides strategic direction and clear aims for the Service to ensure sufficient emphasis is placed around mental health to give it parity of esteem with physical health. The Strategy also incorporates the wider notion of the Service's values and its links to the wider communities it serves and aims to support the Service's ambition to become an employer of choice and a beacon of excellence in mental health.
4. The Mental Health Strategy comprises of four key elements:

1	<b>Leadership and Responsibility</b>	We believe that mental health is everyone's responsibility and requires visible commitment from all staff across the Service, regardless of role or pay grade.
2	<b>Communication and Education</b>	We believe that the key to maintaining good mental health and wellbeing is through a systematic programme of engagement, promotion, and education.

<b>3</b>	<b>Support and Intervention</b>	We will continue to support and intervene to improve mental health and are committed to increasing organisational confidence, skills and capability in addressing risks and dealing with mental health issues.
<b>4</b>	<b>Culture and Compassion</b>	We believe an open and compassionate culture around mental health is essential to eliminating stigma and promoting a positive environment that reduces the exacerbation of existing mental health problems and concerns.

5. An Action Plan was produced by the MHSB and was signed off on the 2 June 2021. The MHSB is monitoring and supporting the progression of the Action Plan and meets on a quarterly basis. The information contained below provides an update against the key areas contained within the Mental Health Strategy and the corresponding action plan.

## Information

### Leadership and Responsibility

6. One of the ways in which the Service has been normalising mental health is through regular engagement with staff and through maintaining regular dialogue with line managers about stress and the mental wellbeing of staff. Senior officers are also expected to demonstrate a visible, active commitment and to speak openly about mental health in the workplace whilst inviting feedback on how the Service can continue to provide support. An example of this is the priority that the new Chief Fire Officer, Alex Waller, put on mental health in his first video to staff. He made a direct reference to mental health and pledged his ongoing commitment to improving and supporting the mental health of staff within the workplace.
7. Over the course of the year other senior leaders have also actively supported events and activities relating to mental health such as the World Mental Health Day conference and the launch of the mental health mosaic. The ACFO and Member Champion for Mental Health have also been involved in the initial planning for a revised sports and social club and a new wellbeing and healthy living campaign that was launched in the summer of 2022.
8. The Mental Health Advisor has continued to be visible making, at least one visit to every watch, section, department, and team across the Service each year. This averages approximately 110 visits. At the beginning of March 2022, the Mental Health Advisor partnered with the Service Fitness Advisor to start offering joint visits. This was to emphasise the parity of esteem between physical and mental health. While the Fitness Advisor ran the fitness test, staff were also invited to undertake a Mental Health MOT. To date, 25% of staff have accessed the MOT. In March 2023, after 12 months of joint visits, an evaluation will be undertaken to determine the extent to which the messaging and the commitment to achieve parity of esteem between mental health and physical health has impacted on staff.

9. Ahead of the potential industrial action, the Service has also engaged with the representative bodies to encourage an environment where people have the freedom to choose whether to go on strike or not without fear of recrimination. Whilst clearly the Service and the FBU have different outlooks in this regard, discussions have taken place to agree a joint statement with the FBU which will reduce the likelihood of any inappropriate or coercive behaviour which, in turn, could exacerbate stress and anxiety. The Service is very keen to remove any judgement around individuals' right to strike or not to strike and this work is ongoing.

## **Communication and Education**

10. It is vital to educate staff about why good mental health is important, to understand trends and to provide access to training to increase knowledge and better equip employees to deal with their own mental health concerns and/or support colleagues.
11. In January 2022 the Service noted that suicide rates were rising within Cheshire communities. The most significant area of increase was in men aged 45 to 55 years and they remain the most vulnerable group. With many employees in this demographic and with the ongoing aim to maintain zero suicides within CFRS, the Service developed and launched a Suicide Prevention Toolkit in September 2022. This was also supported by training for staff in accredited Suicide First Aid training. To date, 96 members of staff have voluntarily accessed this training.
12. As part of the "Step Away" element of the new People Strategy, the Service has been working towards improving the support offered to staff both before and after retirement. With loneliness being a factor for many retirees, the Mental Health Advisor, in conjunction with HR, is in the process of establishing a periodic alumni gathering for retirees to encourage ongoing friendships and to provide an opportunity for interaction with ex-colleagues. Work is already underway with focus groups and some individual consultations have taken place. It is expected that this will be launched within the next 6 months.
13. Over the last year the Mental Health Advisor has continued to support and attend staff network groups, Limitless; Firepride; REACH; Armed Forces Network; and Divergence, the Neurodiversity Network. The Mental Health Advisor has also facilitated sessions on the possible mental health challenges faced by members of a specific network.
14. In terms of the ongoing education, the Mental Health Advisor has a monthly column in the Alert and uses the weekly Green to promote mental health themes, events, and support. A reminder that art, craft, exercise and enjoying nature can be positive for our mental health, is the mosaic, mounted on the wall outside the canteen at Sadler Road. This was unveiled on the 15<sup>th</sup> March 2022 by the Chair of the Fire Authority, Cllr Bob Rudd in the presence of Cllr Gina Lewis, Mental Health Champion, the Chief Fire Officer and members of the MHSG.



The black tiles represent the distress associated with poor mental health and are framed by bright colours and patterns that remind us there are many positive ways to maintain our well-being.

15. To further promote understanding and awareness of mental health issues, a mental health awareness e-learning package was launched in December 2022. The package aims to raise awareness of mental health conditions and concerns and describes and signposts staff to the support offered across the service. This is a mandatory e-learning package that will also be incorporated into the induction checklist for all new starters.
16. Other Mental Health events and campaigns hosted during the year included:
  - A “Time to Talk” campaign in February 2022.
  - A Four Week Stress Management Programme running throughout April 2022 to mark National Stress Awareness month.
  - Webinars provided in May 2022 to mark Maternal Mental Health Awareness Week’. During this week the Service also joined with the Perinatal Mental Health Partnership and Motherwell, a Crewe based charity run by women for women.
  - Support for National Carer’s Week in conjunction with Carers UK
  - Marking World Suicide Prevention Day (Saturday 10<sup>th</sup> September 2022) by reminding staff of the Suicide Prevention Toolkit and how to access the Suicide First Aid training.
  - A conference was held at Sadler Road to mark International Men’s Day.
  - “Time to Talk campaign, February 2023.

### **Support and Intervention**

17. Significant provision is already in place, but work is continuing to ensure that the Service can offer comprehensive support to staff in a range of ways.
18. The MHSG have continued to explore how to enhance the TRiM process and have determined that there is a strong case for the proactive deployment of peer TRiM practitioners routinely following a serious or untoward incident. This is currently being piloted in Cheshire East to further develop our understanding of what is required and the strength of the proposed solution. The TRiM pilot project in Cheshire East will conclude in March 2023 followed by an evaluation

report for consideration by the MHSG. Any agreed recommendations from the review will be added to the Mental Health Action Plan for implementation.

19. The number of TRiM practitioners currently stands at 42 across the Service. Refresher days have been delivered twice a year to support and sustain TRiM practitioners' competence. Trim Refresher Days and TRiM open sessions are scheduled for 2023 to raise awareness and promote the offer.
20. In addition to TRiM, the Service has also maintained its appetite to grow the network of Mental Health First Aiders (MHFAs). The number of qualified Mental Health First Aiders currently stands at 36 across the service. Further work is planned to continue to support and develop our MHFAs. There will be refresher days and the option for others to obtain this qualification. 2023 refresher days are available twice in the coming year to support and sustain MHFAs competence.
21. The Wellbeing Community Group continues to offer informal and flexible support. It remains based around a Facebook group that individuals can join and engage with as they please. The Group offers walks, meditation, and a variety of wellbeing activities. There are currently over 70 staff members on this Group.
22. Another area that has been discussed at the MHSG is widening the offer of the Sports and Welfare Association. Historically the Association's focus has been around physical activities which is not deemed to be entirely inclusive. To provide a wider range of activities the MHSG have offered to assist, and two members of the MHSG have joined the Association.
23. The next meeting of the Stay-Well Group will be held on Wednesday 22<sup>nd</sup> February. They have been scheduled to be conducted quarterly for the rest of 2023. The Stay-Well Group is comprised of Cheshire Fire and Rescue stakeholders who are engaged in activities to support and promote the organisation's wellness programme.
24. The Group support the wellness programme through advertising of its programme content and promoting inclusion to improve employees' job satisfaction and quality of life.
25. The team was progressing the rollout of the Firefighter Charity wellbeing session. This hit some snags due to IT issues during CFRS switch between Skype and Microsoft Teams. These snags are now resolved, and Mike Donnan is trailing some of the session prior to them being rolled out to all CFRS operational and non-operational staff from February 2023. Session will be arranged by OPA admin team.
26. Corporate comms is currently producing an intranet page about the Group to promote wellbeing. This will go live in Spring 2023.
27. The core members of the group will be refined before the February meeting, as several staff have shown an interest in being involved further.

28. Following the Feb meeting, and moving into Spring and Summer, the Group will become more visible in publications and events to deliver the message and events it has been set up to promote to staff.

### **Culture and Compassion**

29. The achievement and maintenance of a healthy and supportive culture and work environment is reliant on good leadership and a consistent and positive approach to staff wellbeing. It is also dependant on both staff and managers adhering to the Service's core values.
30. Changing culture is a long and challenging process, but through the range of interventions, communications, and ongoing efforts to engage staff in discussions around mental health, we continue to raise awareness and are making progress towards achieving a culture where staff feel it is safe to talk and know that they are being listened to.
31. Part of this approach is incorporating consideration of mental health within every policy and within all change management processes so that there is an absence of discrimination. To facilitate this, wellbeing has now been incorporated into the Equality Impact Assessment process.
32. Providing feedback is another means of achieving a positive and open culture where discussions around mental health are normalised. As already stated, there is a wellbeing section within the appraisal and all managers are expected to check the welfare of both individuals and staff groups during meetings and visits. Wellbeing has also been incorporated as a key theme within the Chief's staff engagement framework and will continue to be a topical theme of discussion on staff engagement days and within future staff surveys.
33. The "Who do I turn to" campaign is in the process of being refreshed and will be re-launched during the Spring 2023 to remind staff of the zero tolerance of discrimination and the support available.
34. Mental Health and Wellbeing awareness also continues to be promoted through Inductions, the Step-In programme, the Step-Up programme, and the Apprentice programmes.

### **Financial Implications**

35. By having a dedicated Mental Health Advisor, the Service has made a financial investment coupled with the cost of training for staff and hosting of events. This has been built into the base budget and now considered as business as usual. It is considered that this investment in the short term will generate savings and greater productivity in the medium to long term through a reduction in the levels of absence associated directly with mental health concerns.

## **Legal Implications**

36. The Service recognises the need to tackle stress and anxiety which could lead to mental ill health. The Health and Safety Executive (HSE) expects the Service to carry out suitable and sufficient risk assessments and to take action to tackle any problems identified.
37. The HSE risk management standards have also been incorporated into the new appraisal process to facilitate discussions on an individual basis and to help identify any risks.

## **Equality and Diversity Implications**

38. Equality and diversity are closely aligned with mental health. This includes making reasonable adjustments for staff with a mental health condition, protecting the privacy of a staff member who has a mental health condition, and ensuring that we do not take any adverse action against a staff member because of a mental health condition. Mental Health is now included as a factor for consideration within the Service's Equality Impact Assessment process.
39. More recently there has been an emphasis on the ageing workforce due to greater life expectancy. Based on workforce planning predictions it is inevitable that there will be an increase of staff in older age groups. This places more emphasis on the need to create a healthy workforce to sustain an older population of staff who may have greater health needs in the workplace.

## **Environmental Implications**

40. There are no environmental implications associated with the contents of this report.

**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:** 1<sup>ST</sup> MARCH 2023  
**REPORT OF:** HEAD OF SERVICE IMPROVEMENT  
**AUTHOR:** MICHAEL JOHNSON/PETER HAYES

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**SUBJECT:** ANNUAL ENVIRONMENT AND CLIMATE  
CHANGE REPORT 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] note the information contained in the report, seeking further detail, as necessary.

### Background

2. This report is the third report prepared for the Performance and Overview Committee by the Environment and Sustainability Officer. Previous reports were delivered March 2022 and September 2022.
3. The Fire Authority approved the Environment and Climate Change Strategy 2020-2025 (the Strategy) in June 2021. It contained six key objects and remains as the core focus of planned improvements.
  - 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.
4. The Strategy, supported by further Fire Authority approval of the Ethical Procurement Strategy and Social Value Policy in December 2021, has given the Service the platform to improve performance and influence further and continuously in the subject area.

## **Information**

5. This report focuses on the environment performance within the last year.

## **CARBON EMISSIONS REDUCTION**

6. The carbon emissions report for April 2021 until March 2022 was published in September. This reported a small backward step in our progress from 59% to 53% from a 2017 baseline.
7. This drop in performance was expected as increases had been noted since the:
  - full occupation and operation of the new training centre
  - slight increase in diesel usage
  - Covid effect of heating areas that also required ventilation via open windows and doors.

More details can be found in Appendix 1 – Carbon Report 2021/2022

8. It is expected that we will return to a positive performance on the next report due in 2023 due to
  - the full year effects of the fire station modernisation programme
  - the self-generation and battery storage installations
  - building management controls in modernised fire stations
  - further increases in electric vehicles to the fleet replacing diesel fuelled vehicles

## **CARBON LITERACY**

9. Following on from the trial carbon literacy session held in March 2022 the Service has developed a new bespoke course for CFRS staff and this was finally accredited by the Carbon Literacy Project in early January 2023.
10. The Inaugural workshop was held with some of the Service's Environment Champions on the 18<sup>th</sup> of January and feedback was positive. The hope is that the Environment Champions will help to deliver future workshops around the Service.
11. Further workshops will be held throughout 2023 with the aim to get fifty staff certified as Carbon Literate by the end of the year.

## **EMERGENCY SERVICES ENVIRONMENT & SUSTAINABILITY CHARTER**

12. In January 2023, Service Leadership Team endorsed and proposed signing the national charter.

This had previously been endorsed by the NFCC/NPCC and APCC groups and is a central element to the national strategies currently being developed by Fire and Police services.

The Charter can be found in Appendix 2.

13. Issue 8 of the Service's Environment Policy was also approved at this meeting and will be posted in all locations. This document has the additional reference of the Environment Act 2021.

The Environment Policy (issue 8) can be found in Appendix 3.

### **Waste and Recycling Performance**

14. The service maintains 100% land-fill free and above national average<sup>1</sup> recycling performance at 64%. This percentage totals a volume of 42 tonnes of recycled waste. The remaining 36% or 24 tonnes of waste produced 39,752kWh of energy from Refuse Derived Fuel(RdF) processing. These figures are based on commercial municipal waste generation.
15. The Service's waste contract is currently going through a tendering process at the end of current contract period. A focus on reducing waste production will be part of the future contract with investigation into routes of more material re-use and re-manufacture via material hubs.
16. Waste has been heavily focused on in the Alert Magazine as part of the environment communications work.
17. Scheduled collections and produced volumes are reviewed quarterly to ensure services fit with the location and minimise cost.

### **EV CHARGING INFRASTRUCTURE**

18. It was previously reported that 4 new EV charge points would be installed by the end of 2022. An Environment Initiatives Fund bid was approved by the Environment and Climate Change Working Group, but unfortunately due to regulation, component shortage and manufacturing issues this is still pending. Latest information is this will happen in February/March due to further regulations introduced on 1<sup>st</sup> Jan 2023 concerning tamper proofing of units.
19. The change in regulation via the Electric Vehicles (Smart Charge Points) Regulations 2021 has also resulted in our historical units now being obsolete. Although still delivering charging, they do not support back office connectivity for finance and charging reporting.

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<sup>1</sup> Average waste recycling in England is 44%

20. A paper was prepared for the Environment and Climate Change Working Group to seek approved and funding to upgrade these units and this was successful and tendering for replacements is on-going.

## **GENERAL**

21. The Service's 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 several areas covered by the Strategy.
22. 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. Following the major success of delivering the Emergency Services National Charter, the group is now developing a tool to assist in measuring the progress of Services on their sustainability journey.
23. Following a meeting of the NFCC environment and sustainability group, the NFCC leads on environment and sustainability are requesting central funding to assist the development of the software tool. With the addition of NPCC funding the tool should be in place this year.
24. The Strategic Lead is continuing his role as part of two of the task and finish groups working on the National Environment and Sustainability Strategy for fire and rescue services. The groups have now reported on their task and finish subjects. Ben Brook, the Chief Fire Officer of Warwickshire Fire Service and the NFCC lead on Environment and Sustainability, is managing this work.

## **Energy Supply & Consumption**

25. The Service has just completed the tendering process for a new utility contract from April 2024 until 2028. Following a robust tendering evaluation with four public frameworks, the result sees us remain with our current contract incumbent, West Mercia Energy.

The price of energy is a key focus due to the uncertainty of prices and future forecasts. It is important that we continue to commit to energy reduction via interventions and projects allied to investigating our usage profiles to control expenditure. The current forecast on energy spend to the end of our new contract has been evaluated and shows:

**Total spend for duration of contract:** Having reviewed 23/24 forecast (940,360K) and sought expert opinion on what would be prudent to answer this

question, officers have identified an increase forecast of 10% per year. There has been some future softening of wholesale prices which is offsetting the continual rises in non-commodity charges. National Government future actions on energy are also unclear. The figures below are indicative.

**2024/2025** – 1.034million

**2025/2026** – 1.137million

**2026/2027** – 1.251million

**2027/2028** – 1.376million

**2028/2029** – 1.514million

## **Financial Implications**

26. 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**

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

## **Equality and Diversity Implications**

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

## **Environmental Implications**

29. The measures detailed above in line with our strategy are driving continuous improvement in the areas of environment and climate change and a reduction in emissions.

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER**

**TEL [01606] 868814**

**BACKGROUND PAPERS:**

# Carbon Emissions Calculation Report

## April 2021 – March 2022

### Executive Summary

The purpose of this report is to provide Cheshire Fire and Rescue Services with update of progress against the organisations carbon emissions reduction target.

The baseline set against the organisations carbon emissions in 2017<sup>2</sup>.

The 2020/21 carbon report detailed a reduction of 59% from a base-line figure from 2017.

The report focuses on reduction within Cheshire Fire and Rescue Services premises and vehicles fleets.

This report utilises a combination of building energy consumption data, fleet vehicle fuel consumption records and finance data as recorded by Cheshire Fire and Rescue Service. All the consumption data provided was verifiable to the source. There was no use of estimated data in the 2021/22 period.

The baseline carbon emissions from 2017/18 were confirmed at 2,057 Tonnes CO<sub>2</sub>e on the Fire Service Carbon Emissions Report 2017-18

The normalised carbon emissions from 2021/22 were calculated at 835 Tonnes CO<sub>2</sub>e.

The reduction in carbon emissions from baseline levels is therefore 1,222 Tonnes CO<sub>2</sub>e.

**This represents a 53% reduction from baseline.**

Government expectations of public bodies was to achieve a reduction of 30% by 2020. Cheshire Fire and Rescue Service did set a target of a reduction of 40% by 2020 from a baseline in 2009 and this was achieved.

There is a future Government expectation of achieving 50% reduction in Carbon Emissions by 2032. Government focus on this will evolve because of the focus on Carbon Emissions and the Climate Change net zero commitments nationally by 2050.

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<sup>2</sup> This is change from the previous base-line of 2009 due to government changes in recording emissions reductions.

We have set aspirational goals to achieve 60% reduction by 2025 and 80% reduction by 2030 and this focus will be led by the Environment and Climate Change Strategy 2020 to 2025 and the Environment and Sustainability Working Group initiative set up in 2021.

Key Milestones from current government policy must be considered in strategic decisions.

- Reduction of national emissions by 78% by 2035 from 1990 levels is now enshrined in UK Law – Carbon Budget Order 2021.
- Sale of petrol/diesel and fossil fueled vehicles ceases in 2030.
- Public Authority emissions cut by 50% by 2032 from a base-line of 2017 emissions.

### Background

In 2008, Cheshire Fire and Rescue Service joined the Carbon Trust Local Authority Carbon Management Scheme to develop a Carbon Management Plan designed to reduce the service carbon emissions.

To achieve this reduction target, a range of carbon abatement schemes were developed to reduce carbon emissions from Fire Service premises and its vehicle fleet.

Since 2017 Cheshire Fire and Rescue Service have engaged ESOS Energy to review and verify its annual carbon emissions and for the fiscal year of 21/22 provided a progress update report. This data will be used to track performance against target, and to develop further carbon reduction strategies.

### Carbon Emission Performance

#### Overview

ESOS Energy have completed a carbon emission verification covering all building energy consumption carbon emissions (gas, electricity etc.) and all fleet vehicle carbon emissions (petrol, diesel etc) for the year 2021/22.

Building energy consumption data and fleet mileage data was provided by Cheshire Fire & Rescue Service and was processed, analysed, and reported by ESOS Energy. The accuracy of the calculation relied on collating consumption data for all the emission sources. For gas and electricity, data was provided in kilowatt hours (kWh) from meter readings or bills.

Fleet and transport emissions, this was provided by fuel type.

Since April 2020, Cheshire Fire and Rescue Service has been supplied by 100% renewable electricity from their providers Total Gas and Power. Please see Appendix A for Pure Green Certification.

Fuel Type	kgCO <sub>2</sub> e
Natural Gas	0.185
Electricity	0.000
Burning Oil	0.247
LPG	0.214
Diesel Miles	0.271
Petrol Miles	0.281
Diesel Litres	2.546
Petrol Litres	2.168

The carbon emissions are calculated using the activity data collated multiplied by standard emissions factors. Conversion of energy and mileage data to tCO<sub>2</sub>e was conducted using, **Greenhouse gas reporting: conversion factors 2020**

### Results Building Stock

The table below summarises the Fire Service building stock carbon emissions:

\*The Zero CO<sub>2</sub>e figure is a direct result of moving to a renewable power supply.

### Results Red Vehicle Fleet

Summary of Building Stock 2021-2022		
Fuel	kWh	Tonnes CO <sub>2</sub> e
Natural Gas	3,034,201	560
Electricity	2,120,376	0*
Oil	0	0
<b>TOTAL</b>		<b>560</b>

The table below summarises the Fire Service vehicle fleet carbon emissions:

Summary of Vehicle Fleet 2021-22		
Fuel	Total Miles	Tonnes CO <sub>2</sub> e
Unleaded	23,404	7
Diesel	1,175,417	319
<b>TOTAL</b>	<b>1,198,822</b>	<b>241</b>

### Results Grey Vehicle Fleet

The table below summarises the Fire Service vehicle fleet carbon emissions:

Summary of Vehicle Fleet 2021-22		
Fuel	Total Litres	Tonnes CO <sub>2</sub> e
Unleaded	7,968	17
Diesel	23,418	60
<b>TOTAL</b>	<b>31,386</b>	<b>77</b>

### Current Performance Against Baseline

The table over summarises Cheshire Fire and Rescue Service performance for the year 2021/22 against the baseline year of 2017/18:

Year	Carbon Emissions (Tonnes CO <sub>2</sub> e)	Variation %
2017/18	2,057	-
2018/19	2,056	-0%
2019/20	1,754	-15%
2020/21	835	-59%
2021/22	962	-53%

### Historic Performance (For Reference Only)

The table below details the historic performance from the baseline of 2009 and the progress made before the change in guidelines by central government.

Year	Carbon Emissions (Tonnes CO <sub>2</sub> e)	Variation %
2010/11	2,862	-3.6%
2011/12	2,734	-7.9%
2012/13	2,479	-16.5%
2013/14	No Data	No Data
2014/15	No Data	No Data
2016/17	2,164	-27%
2017/18	2,057	-31%
2018/19	2,056	-31%
2019/20	1,754	-41%

### Conclusion

The reduction in carbon emissions from baseline levels is 1,095 Tonnes CO<sub>2</sub>e. This represents a 53% reduction from baseline, which is an average reduction of 273 Tonnes per annum.

Cheshire Fire and Rescue Service has increased carbon emissions by 127 Tonnes CO<sub>2</sub>e since the previous year's assessment in 2020/21. This is around a 15% increase in emissions from the previous year.

There have been slight increases in building carbon emissions, but the main reason for the increase is due to vehicle usage emissions.

CFRS need to continue to implement carbon abatement schemes – with a particular focus on vehicle emissions.

Cheshire Fire and Rescue Service is still on track to meet its aspirations and targets in terms of carbon emissions. Some of the investments in environmental improvements as part of the modernisation project will filter fully into this fiscal year carbon reporting.



## ESESG Sustainability Charter

The Emergency Services Environment and Sustainability Group (ESESG) includes members from UK Police Forces, Fire & Rescue Services, Ambulance Services and other Emergency Services who meet to share best practice and discuss emerging technologies, government policy and legislative requirements.

This Sustainability Charter has been developed for members to pledge their support to work towards a set of common goals and aspirations, embed sustainability within their own organisations, and achieve national and international sustainability objectives. It will also enable members to identify positive effects on sustainability within their communities and manage any negative effects and risks.

All members shall consider the Sustainability Charter aspirations in the development and delivery of their own policies and strategies. It is acknowledged that members are at different stages of their sustainability journey and will have different priorities depending on their core business activities and regional issues.

This Charter has adopted the United Nations Sustainable Development Goals to provide a consistent framework with consideration to all areas of sustainability. Key goals are linked under the People, Planet and Public Purse headings to enable all members to identify relevant areas of sustainability and incorporate these back into their own organisations.

### For ESESG sustainability means:

Reducing the negative impacts associated with our operations, whilst working towards positive and long-lasting outcomes for our planet, the people within our organisations, the communities we serve and the public purse.

Our organisation recognises that all emergency services have the potential to affect the local and global environment, society and the wider economy. We also recognise that climate change and global trends will continue to have an impact on the demands placed upon our emergency services. We need to be proactive in recognising these impacts to continuously provide an efficient and effective service, and therefore aspire to:

## People

- ▶ Take action in our local areas to contribute to the transition to more sustainable cities and communities.
- ▶ Proactively manage our resources as communities change and develop to continue to be receptive to their needs.
- ▶ Provide our staff with the tools and resources required for them to make informed sustainable decisions both in the workplace and at home.
- ▶ Provide a safe and healthy working environment and improve wellbeing for all staff.
- ▶ Continue to improve equality, diversity and inclusion in our organisations and in the communities we serve.
- ▶ Reduce the harmful emissions associated with our operations, to improve local air quality, reduce pollution and enhance the wellbeing of our communities.





## EMERGENCY SERVICES ENVIRONMENT AND SUSTAINABILITY GROUP

### Planet

- ▶ Work towards net zero carbon emissions through improving the energy efficiency of our estate and sustainable business and personal travel.
- ▶ Improve resource efficiency and adopt circular economy approaches to reduce waste and save money.
- ▶ Restore and enhance local biodiversity through considered management of our estates.
- ▶ Adapt to inevitable climate change through proactively managing our ability to respond to extreme weather events and changes to service demand.
- ▶ Take action to avoid or mitigate pollution of water courses.
- ▶ Minimise our reliance on fossil fuels by actively seeking to generate renewable energy at our sites, and through the adoption of greener technologies and fuels for our fleet.



### Public Purse

- ▶ Use our spending power to promote and adopt sustainable procurement practices
- ▶ Proactively manage the opportunities brought by new technologies to maximise financial budgets.
- ▶ Proactively prosecute wildlife crime.
- ▶ Support our staff and local supply chains to develop and maintain the skills needed to meet our organisational needs and sustainability goals.
- ▶ Maximise Social Value contributions through the contracts we procure.



By signing this Charter



**Cheshire**  
Fire & Rescue Service

is agreeing to embed sustainability considerations throughout our organisation. We will measure and monitor progress and will strive to continually improve.

Signed:

NAME:

TITLE:

DATE:

## Appendix 3 (Environment Policy – issue 8)

Cheshire Fire and Rescue Service's role remains one of responding to emergencies. Today these emergencies are a much broader range reflecting the changing risks that face our community. The Service also has a responsibility to reduce risk and prevent emergencies. It has also recognised the necessity to work much more closely with partners, especially the community itself, to achieve a safer environment. This policy statement seeks to set out the environmental aims of Cheshire Fire and Rescue Service and its commitment to continuous improvement and Net Zero emissions

The Service maintains an Environment Management focus to maximise energy efficiency, to reduce and prevent pollution and minimise any adverse impact on the environment of our service delivery at operational incidents.

The Service's aim will be to promote a sustainable operation and commitment to the United Nations Sustainability Goals

The aim of this policy will be implemented through committed, continued management and measurement of the environmental impact of The Service's operations. The key areas of focus are: -

- **Carbon and Energy Management:** striving to reduce energy consumption and carbon emissions across The Service's property portfolio and emissions from its transport operations in line with local and national targets on delivering carbon net zero by 2050.
- **Supply Chain:** considering the environmental and sustainable performance of its supply chain and, where financially viable, giving preference to products and suppliers with the least environmental impact.
- **Resources Use:** striving to reduce its use of materials including paper and minimising the use of water except in operational circumstances. Use sustainable materials and conservation methods where appropriate.
- **Waste Management and Recycling:** striving to minimise waste production and disposal and apply the Waste Hierarchy from sourcing to end of life.
- **Compliance:** ensuring compliance with The UK Environment Act 2021 and Environmental legislation in general and in relation to the handling, reporting and management of Waste and Hazardous Waste,
- **Objectives and Targets:** setting appropriate environmental objectives and targets and implementing an on-going review of performance. Working with our partners, stakeholders, and other local, regional, and national agencies as appropriate to promote environmental and sustainability policies and protect the environment.
- **Training:** Ensure all employees receive training relating to the Service's significant environmental impacts and the mitigation activity, to allow colleagues to fulfil their roles with due consideration for the environment.

Cheshire Fire and Rescue Service commits to seek and act on advice from external agencies and organisations where appropriate and to regularly review environmental policy, procedures, and the objectives and aims of the Cheshire Fire and Rescue Service Environment and Climate Strategy .

The Environment Policy Statement is available to all colleagues on the intranet and is available to interested parties via the Cheshire Fire and Rescue Service's website

<http://www.cheshirefire.gov.uk/About-us>

### **Accountability:**

Overall responsibility for the service's environmental impacts lies with the Chief Fire Officer and Chief Executive and the Cheshire Fire Authority. Individual responsibilities will be assigned for specific aspects of the policy. All staff are required to take an active role on environmental matters.

Date: 01/2023 Issue 8

**ELECTED MEMBER MONITORING TABLE 2023-24**

<b>PERFORMANCE AND OVERVIEW COMMITTEE</b>									
<b>Meeting Date:</b>	<b>12 July 2023</b>		<b>13 September 2023</b>		<b>22 November 2023</b>		<b>6 March 2024</b>		
<b>Report Deadline</b>	<b>26 June 2023</b>		<b>29 August 2023</b>		<b>6 November 2023</b>		<b>19 February 2024</b>		
<b>Agenda Deadline</b>	<b>3 July 2023</b>		<b>4 September 2023</b>		<b>13 November 2023</b>		<b>26 February 2024</b>		
<b>1</b>			PV	Q1 Finance (budget monitoring) Report	PV	Q2 Finance (budget monitoring) Report	PV	Q3 Finance (budget monitoring) Report	
<b>2</b>	AC	Q4 Performance Report	AC	Q1 Performance Report	AC	Q2 Performance Report	AC	Q3 Performance Report	
<b>3</b>	SW	Q4 Programme Report	SW	Q1 Programme Report	SW	Q2 Programme Report	SW	Q3 Programme Report	
<b>4</b>	NG	Annual UPG Report 2022-23	RS	Annual Equality Monitoring Report	SH	Annual Health, Safety and Wellbeing Report	RS	Annual Bonfire Report	
<b>5</b>	JC/SB	Annual Training Performance Report	HC	Annual Safety Central Report	RS	Interim Bonfire Report (verbal)	MJ	Annual Environment and Climate Change Report	
<b>6</b>	SB	Annual Safeguarding Children, Young People and Adults Report 2022-23	SMcC	Annual On the Streets Project Report	LH	Annual Mental Health Report	RS	Annual Road Safety Report	
<b>7</b>	DP	Annual Prosecutions Report	JM	Annual Partnerships Report	AC	HMICFRS Update	RS	Equality Monitoring – 6 Monthly Update	

**ELECTED MEMBER MONITORING TABLE 2023-24**

<b>8</b>	LW	Annual Risk Management Report 2022-23	MJ	Environment & Climate Change – 6 Monthly Update				
<b>9</b>	TB	Annual NWFC Performance Report						
<b>10</b>	AC	HMICFRS 2023 Inspection Report New Action Plan						
<b>11</b>	LH	Mental Health Report Six Month Review						
<b>Page 12</b> <b>140</b>								
<b>NOTES</b>	Standing Items: 2 and 3		Standing Items: 1, 2 and 3		Standing Items: 1, 2 and 3		Standing Items: 1, 2 and 3	