



**Wednesday, 20 September
2023
10.00 am**

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

Contact Officer:
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Democratic Services

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Cheshire Fire Authority

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

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**MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE
WEDNESDAY, 20 SEPTEMBER 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 7 - 14)

To confirm as a correct record the Minutes of the meeting of the Performance and Overview Committee held on 12th July 2023.

ITEMS REQUIRING DISCUSSION/DECISION

2 Finance Report - Quarter 1, 2023-24

(Pages 15 - 24)

3 Performance Report - Quarter 1, 2023-24

(Pages 25 - 46)

4 Programme Report - Quarter 1, 2023-24

(Pages 47 - 60)

5 Equality, Diversity and Inclusion Annual Report 2022-23

(Pages 61 - 80)

6 Safety Central Annual Report 2022-23

(Pages 81 - 98)

7 On The Streets Project Annual Report 2022-23

(Pages 99 - 106)

8 North West Fire Control Annual Report 2022-23

(Pages 107 -
114)

9 National Fire Chief's Council Fire Standards Compliance

(Pages 115 -
124)

10 Forward Work Programme

(Pages 125 -
126)

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

PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE

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**MINUTES OF THE MEETING OF THE PERFORMANCE AND OVERVIEW COMMITTEE
held on Wednesday, 12 July 2023 at Lecture Theatre - Training Centre, Sadler Road,
Winsford, Cheshire CW7 2FQ at 10.00 am**

PRESENT: Councillors Phil Harris (Chair), Steve Collings, Razia Daniels, Nick Mannion, Margaret Simon, Peter Wheeler and Norman Wright.

1 PROCEDURAL MATTERS

A Recording of Meeting

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

B Apologies for Absence

Apologies for absence were received from Councillor John Bird and independent (non-elected) member Derek Barnett.

C Declaration of Members' Interests

There were no declarations of Members' interests.

D Minutes of the Performance and Overview Committee

RESOLVED:

That the minutes of the Performance and Overview Committee held on Wednesday 1st March 2023 be confirmed as a correct record.

2 PERFORMANCE REPORT - QUARTER 4, 2022-23

The Group Manager for Organisational Performance and Planning introduced the report, which provided an update on the performance for each of the Service's Key Performance Indicators (KPI) for Quarter 4, 2022-23.

The Group Manager referred Members to the KPI relating to the number of deaths in primary fires. One fire fatality occurred in Quarter 4 taking the total for the year to six. The age profile of the casualties reaffirms the broader approach taken to delivering the Safe and Well visits, with 3 fatalities in the under 65 years age group and 3 fatalities over 65 years old.

The Group Manager drew Members' attention to the Number of Deliberate Fires. 174 deliberate primary fires were recorded at the end of Quarter 4, against a target of 250. The station areas with the highest number of incidents were Runcorn, Warrington and Widnes. The number of deliberate secondary fires recorded at the

end of Quarter 4 was 907, against a target of 741. The highest number of incidents were recorded in the Runcorn, Winsford, and Widnes station areas, accounting for 46% of all incidents.

The Group Manager referred Members to the Number of Safe and Well visits delivered to people of Heightened Risk. The cumulative total for the year was 19,105 against a target of 20,000. He asked Members to note that if all Safe and Well visits were included the total for the year was 21,861.

The Group Manager drew Members' attention to the Risk Based Inspection Programme. The total number of inspections completed for the year was 1004 against a target of 1240. This was due to the shortage of qualified staff able to complete the inspections. This was year one in the two-year programme and the Protection department had a plan in place to meet the two-yearly target of 2480 Risk Based Inspections.

A Member queried how proactive the Service was in targeting nuisance fires. The Group Manager advised that the Service works with a single point of contact within the Police for a specific area to drive down nuisance fires. The Service also engages with young people through youth programmes and open days.

RESOLVED: That

[1] the Performance Report – Quarter 4, 2022-23 be noted.

3 PROGRAMME REPORT - QUARTER 4, 2022-23

The Deputy Chief Fire Officer provided Members with an update on the Service's programmes and projects, including those contained within the Authority's annual Integrated Risk Management Plan (IRMP).

The Deputy Chief Fire Officer referred Members to the Station Modernisation Programme, the status had changed from red to amber reflecting the progress made over the last quarter. The construction contract had been signed for the fire station at Congleton and work was due to commence in September 2023. The costs for the build contract at Macclesfield and Wilmslow were expected by the end of July 2023.

He provided an update on the Road Safety Strategy Plan Cheshire. An agreement was now in place with an external company to develop the road safety strategy.

The Deputy Chief Fire Officer informed Members that the Prevention Department Review was on schedule and that staff engagement had been completed.

A Member requested to be kept informed in relation to the Road Safety Strategy Plan for Cheshire. The Chief Fire Officer gave reassurance to the Members that the project had not held up the Service's road safety projects.

RESOLVED: That

[1] the Programme Report – Quarter 4, 2022-23 be noted.

4 UNITARY PERFORMANCE GROUPS ANNUAL REPORT 2022-23

The Head of Service Delivery introduced the report, which provided an update on the initiatives supported and funded by the Unitary Performance Groups (UPGs) during 2022-23.

He outlined that the UPG meetings provided an opportunity for Members to engage with the Service to develop initiatives that assisted with improving performance and outcomes for the communities within each unitary area. The UPGs had a budget of £10,000 per year allocated to enable them to fund a range of activities to help drive down nuisance fire setting and enhance community engagement.

The Head of Service Delivery explained that some initiatives were low cost in monetary terms but of high value to the community, this included Walking With Heros which provided high visibility jackets to children when on a walk, and the annual Macmillan coffee morning.

A Member asked if future reports could explain why the projects were undertaken and highlight the benefit to the community.

RESOLVED: That

[1] the Unitary Performance Groups Annual Report 2022-23 be noted.

5 ANNUAL TRAINING PERFORMANCE REPORT 2022-23

The Group Manager, Operational Training and Assurance provided Members with an update on the training arrangements and performance throughout the training year 2022-23.

He drew Members' attention to the BA Day 2 Refresher course, current status red. Six courses had been postponed due to training conducted in preparation for potential industrial action. He assured Members that since the report was produced the training was now up to date.

The Group Manager referenced the Hazardous Materials Training course that had a red status. 43 out of 57 firefighters attended during the year. The 14 staff that missed the training during the year had since completed the training.

The Group Manager highlighted the Emergency Fire Appliance Drivers Training. He explained the status remained red. He outlined the reasons and assured Members that the training team were working hard to rectify the situation including performing a driving instructor review to recruit and retain more staff.

RESOLVED: That

[1] the Annual Training Performance Report 2022-23 be noted.

**6 SAFEGUARDING CHILDREN AND YOUNG PEOPLE (CYP) AND ADULTS
ANNUAL REPORT 2022-23**

The Group Manager for Prevention introduced the report detailing the safeguarding referrals and improvements that had been made to the safeguarding process.

The Group Manager advised Members that the statistics show that the number of Children and Young People referrals had decreased during 2022-23 when compared with the previous year and this was more in line with the figures from before the Covid Pandemic.

He highlighted that during the reporting period there had been several concerns raised relating to young people which ultimately did not meet the threshold for Children's Social Care intervention. In these instances, support was identified for the individuals and referrals were made to external services such as mental health, drug and alcohol teams.

The Group Manager advised Members that there had been 30 adult safeguarding referrals in 2022-23. Information from Prevention teams had highlighted that post lockdown they were seeing an increase in vulnerabilities identified, including some caused by the cost-of-living crisis.

When the adult safeguarding thresholds were not met, but further intervention or case management work by the Service was required, a Vulnerable Person folder was opened. During 2022-23, there had been 218 Vulnerable Person folders created. This was an increase from 157 folders in the previous year. The most common cause was high risk smoking, low-level hoarding issues and lower-level self-neglect.

A Member questioned who referred a case if multiple agencies attend an incident. The Group Manager advised that our team would report their concerns to social care, because it was preferable for an issue to be reported multiple times than not reported at all.

RESOLVED: That

[1] the Safeguarding Children and Young People (CYP) and Adults Annual Report 2022-23 be noted.

7 PROSECUTIONS ANNUAL REPORT 2022-23

The Group Manager for Protection introduced the report which presented an update on Cheshire Fire Authority's prosecutions under the Regulatory Reform (Fire Safety) Order 2005 during the financial year 2022-23. During the reporting period there have been three successful prosecutions.

He summarised the successful prosecution cases and advised there were currently seven cases in various stages of the prosecution process. These include three cases going to trial in the Crown Court and four cases with suspects under investigation.

The Group Manager drew Members' attention to the cost implications of prosecuting cases. The Service may be awarded costs to cover its solicitor's fees and staff time, however this was not guaranteed. The Service maintains a prosecution reserve of circa £300k. The Beechmere Retirement Village prosecution was expected to be the most expensive prosecution to date, due to the complexity of the case and the need for significant legal support.

A Member questioned how the Service decides which non-domestic premises they inspect. The Protection Group Manager advised that there were approximately 37,000 premises across Cheshire and each was given a risk score based on certain attributes such as type of business activity and occupancy. Hotels and hospitals were regularly inspected because they were deemed as high risk due to people sleeping in them that were not familiar with the premises.

A Member asked if the sister properties of Beechmere, located in Ellesmere Port, Middlewich, Wilmslow and Winsford were now compliant with fire regulations. The Group Manager advised that remediation work had been carried out at all the sites and they were now compliant.

RESOLVED: That

[1] the contents of the Prosecutions Annual Report 2022-23 be noted.

8 HMICFRS 2021 INSPECTION ACTION PLAN CLOSEDOWN

The Group Manager for Organisational Performance and Planning introduced the report which presented Members with an update in relation to the action plan created in response to the identified 'Areas for Improvement' from the 2021 HMICFRS inspection report relating to Cheshire Fire and Rescue Service.

The Group Manager advised that two actions were still outstanding:-

- Responding to Fires and other Emergencies: The service should ensure it had an effective system for learning from operational incidents; and
- Suggestion: Responding to Fires and other Emergencies.

The Group Manager informed Members that a new HMICFRS inspection was completed in March. The Service received its 'Hot Debrief' and early indications were that inspectors were pleased with the progress made in most areas with the exception of the Areas For Improvement covering operational learning and debriefing.

The 2023 HMICFRS' inspection report would be published in August 2023 and a new action plan relating to any Areas For Improvement would be produced following

publication. The outstanding actions from Round 2 would be added into the new action plan.

RESOLVED: That

- [1] the contents of the action plan were noted; and**
- [2] Members agree the closedown of the action plan with the two open items to be monitored alongside the action plan that would be developed in response to the report issued following the 2023 inspection.**

9 ANNUAL ROAD SAFETY REPORT 2022-23

The Road Safety Officer introduced the report which provided an update on the targeted road safety activities 2022-23. Activities were delivered in support of the multi-agency road safety plans of the local authorities and Cheshire Police and were designed to reduce road traffic collisions, deaths and injuries. He highlighted the achievements of the Service at events throughout the year.

The data showed that the four main road users risk groups in Cheshire were, car occupants 35%, motorcyclist 26%, cyclist 16% and pedestrians 15%. During 2022-23 a total of 390 road traffic collisions required the attendance of the Service. This was a 3.6% increase on the 2021/22 totals. Over the previous four years 2019-22, data indicates that fatal incidents had reduced by 40% but serious injuries had increased by 14%.

The Road Safety Officer highlighted the achievements of the targeted road safety activities throughout the year, including TyreSafe Winter Driving campaign, Brake Road Safety Week and Operation Close Pass. He advised Members that they were more than welcome to attend these events.

A Member asked if 20 mph zones had reduced the fatality figures. The Road Safety Officer advised that the Service did not have data on 20 mph zones. He also noted that not every Local Authority utilise them and the Service had minimal influence with partner organisations on speed restrictions.

RESOLVED: That

- [1] the Annual Road Safety Report 2022-23 be noted.**

10 FORWARD WORK PROGRAMME

The table included those items that had been identified/agreed to date. It was agreed to add the Fire Standards Implementation Review to the September Performance and Overview Committee Meeting.

RESOLVED: That

- [1] the Fire Standards Implementation Review to be added to the forward plan for September's Performance and Overview Committee Meeting; and**
- [2] the Forward Work Plan 2022-23 be noted.**

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 20TH SEPTEMBER 2023
REPORT OF: TREASURER
AUTHOR: PAUL VAUGHAN

SUBJECT: FINANCE REPORT – QUARTER 1, 2023-24

Purpose of report

1. The report provides an overview of the Service's forecast revenue financial outturn at the end of Quarter 1 2023-24 and an update on progress against the capital programme.

Recommended: That

[1] Members note the forecast outturn position.

Background

2. On 15th February 2023, the Authority approved the 2023-24 revenue budget of £51.7m and a capital budget of £9.6m.

Forecast Revenue Spending

3. Table 1 summarises the forecast position at the end of Quarter 1 with some of the key reasons for variances shown in subsequent paragraphs. Further details may be found in Appendix 1. As can be seen from the Table, at the end of Quarter 1 there is an anticipated overspend of £378k. The position will continue to be monitored and every effort will be made to meet overspend from existing budgets.

Table 1 - Summary for Quarter 1 2023-24	Original Budget	Forecast Outturn	Variance
	£000	£000	£000
Firefighting and Rescue Operations	31,969	32,295	326
Protection	2,042	2,042	-
Prevention	2,694	2,694	-
Support Services	11,966	12,018	52
Unitary Performance Groups	40	40	-
Centrally held costs & contingencies	128	128	-
Pay and Pension costs	562	562	-
Capital Financing (incl. investment income)	1,405	1,405	-
S.31 Grants	(2,104)	(2,104)	-
Corporate Finance Resources			
- Contribution to / from capital reserves	3,042	3,042	-
Net Revenue Position	51,744	52,122	378
Funding	(51,744)	(51,744)	-
Total (under)/overspend	-	378	378

4. At the time the 2023-24 budget was set by the Authority, the Grey Book (operational staff) pay award for 2022-23 had not been settled. The 2023-24 budget included an estimated 6% to cover the impact of the settlement, but the actual settlement was 7%. This means that there is a budget pressure of an estimated £290k in 2023-24 and the impact of this is included in Table 1 and Appendix 1. No additional funding has been made available to the Authority to cover any additional costs arising from the pay award.
5. This additional impact of the 2022-23 pay award will be built into the 2024-25 budget.
6. The 2023-24 budget included an allowance for a 5% pay award for all staff. The grey book award has been agreed at 5% from July 2023. The green book (non-operational staff) pay award for 2023-24 has not yet been agreed. An offer representing more than 5% has been rejected. As soon as agreement has been reached the estimated impact will be reported to the Committee. A 1% addition to pay for green book staff is estimated to cost around £64k.
7. 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 overspend reported reflects the impact of the grey book pay award for 2022-23 (see paragraph 4 above).
8. Operational Policy and Assurance is projected to overspend by £36k. This relates to additional contributions to North West Fire Control relating to both 2022-23 and 2023-24.

9. Protection is projected to spend close to budget, although there are some additional pay costs (an additional post and payment of market supplements for some protection staff), which are to be funded from the protection uplift grant. The Authority has been notified that the Protection uplift grant earmarked for Cheshire for the current year is £167k.
10. Members will be aware that due to staffing issues Prevention underspent against its budget in 2022-23. A review of the team is being undertaken but it is too early to fully estimate the impact of the review and the projection at this stage is that spend will be close to budget.
11. Support Services comprise the departments of the Fire Authority that support the work of the operational teams. At this stage most departments are estimated to spend in line with their original budget, although there are some small estimated variances resulting from additional pay cost in the Service Improvement Team; additional net contract cost in ICT; additional employee related cost in People and Development; and the cost of fitting blue lights to new officer vehicles. These costs are offset by an estimated variance on Property Maintenance relating to a delay in filling a vacancy and other property related costs.
12. Members will be aware of the reviews currently being undertaken of services being delivered jointly with the Police under the Blue Light Collaboration arrangements. This will result in some of the services being disaggregated this year, in particular Finance and Information Management. At this stage it is too early to estimate any one-off or continuing financial impacts of disaggregation, but as soon costs become clearer any impact will be reported to the Committee.
13. A new valuation list came into effect for business rates in April 2023. The full impact of this on the Authority is being assessed by external consultants with a view to challenge if appropriate.
14. The recent increase in interest rates has increased the estimated income receivable from cash balances. Members will be aware that such additional income is used to offset the revenue cost of supporting the capital programme. 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.
15. To date no estimated variation in funding has been identified.

Reserves

16. Table 2 below shows the level of revenue reserves held on 1 April 2023. The general reserve reflects the overspend in 2022-23 of £282k and will be increased during the year by a transfer from an earmarked revenue reserve to increase it nearer to the recommended level of 5% of the Authority's recommended revenue budget. Budgeted reserve movements are shown in Appendix 2. Transfers relating to one-off items shown in the Appendix will be undertaken as they become necessary to match expenditure and movements to and from capital reserves will be undertaken at year end.

Table 2 - Reserve balances	At 1 Apr 2023 £000
General Fund	1,926
Resource Centre Managers	7,778
Community Risk Reductions	366
Unitary Performance Groups	286
Capital Reserve	14,233
Total	24,589

Capital Programme

17. At the end of June 2023, the Authority's approved capital programme is £27.733m with a forecast outturn spend of £27.794m, an overspend of £0.061m. Details of all the capital schemes are shown in Appendix 3.
18. Work is ongoing on the new fire station at Crewe, with an anticipated completion date of November 2023.
19. The Fire Station Modernisation Programme includes the work at Congleton Fire Station approved at the Authority meeting in June. This will start in August with an anticipated completion date of January 2024.
20. Both the 2022-23 and 2023-24 appliance replacement projects are expected to overspend as a result of increased costs. These cost increases will be considered in developing the capital programme budget for 2024-25.
21. The best method of delivering the welfare and contaminants unit is under review, but it is now considered unlikely that the full capital allocation of £140k will be required.

Treasury Management Activities

22. The updated CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that Members are updated on treasury management activities at least quarterly. The following update therefore ensures best practice in accordance with the Code.
23. In view of the sharp rise in interest rates rises over recent months, the Authority's new long-term borrowing requirement resulting from projects on the Authority's estate is currently being deferred until market rates return to more favourable levels. The approved strategy currently forecasts up to £4m short term borrowing to support this position during late 2023/24, and this will be kept under review.
24. On 11 May 2023 the Bank of England's Monetary Policy Committee (MPC) increased Bank Rate by 0.25% to 4.50%, and on 22 June 2023 increased rates by a further 0.5% to 5.00%. Latest forecasts indicate that interest rates will remain elevated for some time, as the Bank of England seeks to squeeze inflation out of the economy.
25. As at 30 June 2023, the Authority's investments are with Santander, Aberdeen Liquidity Money Market Fund and NatWest (flexible call account), all of which are used regularly to manage day to day cashflows.
26. Increasing interest rates and proactive cashflow management have enabled the Authority to secure significantly increased investment income over recent months and as discussed in paragraph 14 above this will be used to fund capital expenditure and therefore reduce the need for borrowing. It is however anticipated that the opportunity to generate ongoing investment returns at current levels will reduce significantly towards the end of 2023/24 as planned capital expenditure, and the deferral of approved borrowing, has a significant impact upon cashflow balances available for investment.
27. There have been no instances of non-compliance with approved Annual Investment Strategy limits during the year.

Prudential and Treasury Indicators

28. The following table compares the estimated performance on key prudential indicators in 2023/24 against those approved by the Authority in February 2023.

Table 3: Prudential and Treasury Indicators			
Prudential Indicators	2023/24 Indicator £000	2023/24 Estimate £000	Comment
Capital expenditure	9,592	10,803	Re-profiling of expenditure relating to Crewe new build and Fire Station Modernisation programme, along with slippage relating to planned vehicle purchases from 2022/23 into 2023/24.
Capital financing requirement	25,925	25,455	
Annual change in capital financing requirement	3,301	3,719	
Gross borrowing requirement: (Under) / Over borrowing	(10,339)	(9,868)	Lower borrowing requirement due to £0.5m underspend re: Wilmslow project.
Ratio of financing costs to net revenue stream	2.07%	1.97%	Temporary deferral of new borrowing reduces in year financing costs.
Treasury Indicators	2023/24 Indicator £000	2023/24 Estimate £000	
Authorised limit for external debt	20,636	20,636	Set 15/2/23, no change during 2023/24.
Operational boundary for external debt	18,636	18,636	
Actual external debt			Current borrowing £12.012m less £0.426m to be repaid 2023/24 = £11.586m. New short term borrowing of £4m planned 2023/24 to support cashflow position (see paragraph 23 above)
- Borrowing	15,586	15,586	
- Other long term liabilities	0	0	
Total	15,586	15,586	
Upper limit of fixed interest rate exposure	100%	100%	
Upper limit of variable interest rate exposure	25%	Nil	No variable rate loans held or planned
Upper limit for principal sums invested for over 364 days	£nil	£nil	No longer term investments held or planned.

Financial implications

29. This report considers financial matters.

Legal Implications

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

Equality and diversity implications

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

Environmental implications

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

BACKGROUND PAPERS: NONE

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER
TEL [01606] 868814**

CHESHIRE FIRE AUTHORITY QUARTER 1 2023-24

	Original Budget £000	Forecast Outturn £000	Variance £000
Firefighting and rescue operations			
Service Delivery	26,341	26,631	290
Operational Policy and Assurance	5,628	5,664	36
Protection	2,042	2,042	-
Prevention			
Community Safety	2,187	2,187	-
Safety Centre	507	507	-
Support Services			
Executive Management	980	980	-
Service Improvement	800	815	15
Communications and engagement	757	757	-
Property Management	2,121	2,106	(15)
Finance	496	496	-
ICT	2,096	2,112	16
Legal and Democratic Services	592	592	-
People and Development	2,074	2,087	13
Customer Services	106	106	-
Procurement and Stores	331	331	-
Fleet services	1,613	1,636	23
Unitary Performance Groups	40	40	-
Corporate Finance costs			
Centrally held costs & contingencies	128	128	-
Pay and Pension costs	562	562	-
Capital Financing (incl. investment income)	1,405	1,405	-
S.31 Grants	(2,104)	(2,104)	-
Contribution to Capital Reserve	3,042	3,042	-
Total Service Expenditure	51,744	52,122	378
Funding:			
Revenue Support Grant (RSG)	(4,556)	(4,556)	-
Local Business rates Income	(4,488)	(4,488)	-
Business Rate Top Up Grant	(5,288)	(5,288)	-
Council Tax Precept	(34,396)	(34,396)	-
Collection Fund surplus (business rates)	(57)	(57)	-
Collection Fund surplus (council tax)	(203)	(203)	-
Business rates S.31 grant	(2,388)	(2,388)	-
Service Grant Allocation	(368)	(368)	-
Total Funding	(51,744)	(51,744)	-
Forecast net overspend			378

Agenda Item 2, Appendix 2

MOVEMENT IN RESERVES 2023-24

<u>Department</u>	<u>Description</u>	TOTAL
		£000
Base Budget		
Property Management	Annual contribution Poynton Maintenance	4.5
Property Management	Invest to save	25.0
ICT	Annual contribution MDTs	34.0
		<hr/> 63.5 <hr/>
One-off for 2023-24		
Service Delivery	Cardiac Response pilot	(354.0)
Safety Central	Refreshment and replacement kit / scenes	(110.0)
Operational Policy and Assurance	Operational Equipment	(48.5)
Community Safety	Portable Fire Suppression Unit	(28.8)
		<hr/> (541.3) <hr/>
Capital		
Corporate finance resources	2023-24 Contribution to capital	<hr/> 3,042.0 <hr/>
2023-24 budgeted transfers to / from reserves		<hr/> 2,564.2 <hr/>

CHESHIRE FIRE AUTHORITY CAPITAL QUARTER 1 2023-24

	Description	2023-24 Capital Budget £000	Total Programme Budget £000	2023-24 Expenditure to end of June23 £000	Total Expenditure to date £000	Expected Scheme Outturn £000	Variance £000
Prior year schemes:	Crewe Fire Station	3,804	7,375	1,499	4,664	7,375	-
	Fire Station Modernisation Programme	4,000	17,500	189	7,207	17,500	-
	Rapid Response Rescue Units (2020-21)	-	520	-	440	480	(40)
	ICT Review/Server Replacement Programme	-	100	-	-	100	-
	Three New Appliance 2022-23 Programme – 3 vehicles	-	810	170	511	885	75
	Welfare and contaminants unit (2022-23)	-	140	-	-	140	-
2023-24 Schemes	Three New Appliance 2023-24 Programme – 3 vehicles	870	870	-	-	917	47
	Intermediate command support vehicle – modification of existing vehicle.	75	75	-	-	75	-
	Flatbed Sled	15	15	-	-	15	-
	Replacement thermal image cameras.	28	28	-	-	7	(21)
	ICT Review/Server Replacement Prog.	50	50	-	-	50	-
	Fire Houses Refurbishment Programme	250	250	-	-	250	-
In year approvals	None to date						
Total		9,092	27,733	1,858	12,822	27,794	61

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 20TH SEPTEMBER 2023
REPORT OF: HEAD OF SERVICE IMPROVEMENT
AUTHOR: GM AARON COLLIS

SUBJECT: PERFORMANCE REPORT – QUARTER 1, 2023-24

Purpose of Report

1. To present the Quarter 1, 2023-24 review of performance for each of the Service's Key Performance Indicators (KPIs).

Recommended that:

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

Background

2. This report forms part of the Authority's performance reporting cycle and provides a summary of the Service's performance against the KPIs for Quarter 1, 2023-24.

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 Performance Health Report is attached as Appendix 1 to this report. The Health Report presents a scorecard for the KPI's for the areas of Prevention, Protection and Response. Summaries and commentaries are provided, by exception, for those KPI's which are not currently achieving their target.
5. The Performance Scorecard at the end of the report reflects the Quarter 1 position across all three areas against targets set and the year-on-year direction of travel for the Service's KPIs.
6. Members will note that the report is presented in a revised format, which following feedback has been designed to present the information in a more condensed format.

Financial implications

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

Legal implications

8. There are no issues to report at the end of Quarter 1 that should impact upon the Service's ability to meet its statutory or other legal obligations.

Equality and Diversity implications

9. The Service collects and reports equality monitoring data across a number of indicators. This is reported quarterly to the Equality Steering Group and annually to the Performance and Overview Committee so that trends can be identified and addressed.

Environmental implications

10. There are no specific environmental implications.

Appendix 1 – Performance Health Report

Appendix 2 – Five-year Directional Graphs





Appendix 3 – On-Call Availability by Station










Cheshire Fire & Rescue Service

2023-2024 Performance Health Report

Quarter 1

Performance Key	
	Meeting Target
	Within 10% of Target
	Failing against target by at least 10%
	Target Suspended

Year on Year Direction Key		
		Improved Direction
		No change
		Directional change by up to 10%
		Directional change by more than 10%

Performance Scorecard

Performance Indicators	2023/24 Target	2023/24 Q1 Actual	2022/23 Q1 Actual	Trend year on year
Deaths in Primary Fires	0	3	2	↑
Injuries in Primary Fires	10	5	9	↓
Accidental Dwelling Fires	84	82	82	↔
Deliberate Primary Fires	57	57	53	↑
Deliberate Secondary Fires	237	272	298	↓
Safe & Wells Delivered to Heightened Risk	6250	5942	4744	↑
Safe & Well visits per 1000 population	N/A	5.85	4.42	↑
% of Safe & Wells in heightened risk addresses	N/A	94%	86%	↑
Fires in Non-Domestic Premises	37	52	39	↑
AFA's in Non-Domestic Premises	106	119	112	↑
% of alarm activations not attended	N/A	78%	80%	↓
Thematic Inspections Completed	492	529	516	↑
Total Fire Safety Audits per 100 known premises	N/A	1.15	0.85	↑
Risk Based Inspections Completed	310	288	251	↑
Fire Control - Time Taken to Answer	10s	6.9s	6s	↑
Fire Control - Time Taken to Mobilise	90s	92s	N/A*	N/A*
10 Minute Standard	80%	88%	87%	↑
Wholetime Fire Engine Availability	100%	99%	99%	↔
On-Call Fire Engine Availability	85%	50%	53%	↓
Primary OC pumps	N/A	52%	52%	↔
Nucleus OC pumps	N/A	83%	82%	↑
Secondary OC pumps	N/A	31%	33%	↓
% of SSRI's completed within target	N/A	95%	N/A*	N/A*

Prevention

Performance Indicator	Q1 Target	Q1 Actual	2022/23 Q1 Actual	Trend year on year
Deaths in Primary Fires	0	3	2	↑
Injuries in Primary Fires	10	5	9	↓
Accidental Dwelling Fires	84	82	82	↔
Deliberate Primary Fires	57	57	53	↑
Deliberate Secondary Fires	237	272	298	↓
Safe & Wells Delivered to Heightened Risk	6250	5942	4744	↑
Safe & Well visits per 1000 population	N/A*	5.85	4.42	↑
% of Safe & Wells in heightened risk addresses	N/A**	94%	86%	↑

These metrics were not included when our target setting process was completed but can be benchmarked against HMICFRS data.

*The latest available national average from 2021/22 was **7.84** per 1000 for the whole year

The latest available national average from 2021/22 was **60.74% using the Home Office vulnerability definition

Deaths in Primary Fires

The Service attended three deaths in primary fires during Quarter 1, two of which were accidental in origin caused by the careless disposal of smoking materials. This continues to be the leading cause of fire related deaths in Cheshire during the last five years and is an area which all staff conducting Safe and Well visits provide advice around. Where required we provide additional preventative measures such as fire-retardant bedding or misting systems. The third incident is inconclusive in nature and awaiting a determination at HM Coroner's Court.

Occupancy Group	Number of Deaths
Lone person over pensionable age	1
Lone person under pensionable age	2
Lone parent with dependent children	
Couple one or more over pensionable age, no children	
Couple both under pensionable age with no children	
Couple with dependent children	
Other	

Injuries in Primary Fires

Five injuries occurred in Quarter 1 against a target of 10; of those three occurred in accidental dwelling fires. Looking at the occupancy types two people (40%) were aged 65 or over, making this the age bracket with the highest number of injuries year to date. One injury was classified as serious (attending hospital as an in-patient resulting in an overnight stay).

Occupancy Group	Number of Injuries
Lone person over pensionable age	1
Lone person under pensionable age	1
Lone parent with dependent children	
Couple one or more over pensionable age, no children	
Couple both under pensionable age with no children	
Couple with dependent children	
Other	1

Two incidents did not occur in dwelling fires therefore do not have an occupancy type.

Accidental Dwelling Fires

Unitary Area	Total	Previous Year
Cheshire East	39	29
Cheshire West and Chester	17	21
Halton	11	14
Warrington	16	15

Fire Location	Total	Previous Year
Kitchen	34	33
Bedroom	8	17
Living Room	9	3
External Structures	8	4
Other	23	22

Cause of Fire	Total	Previous Year
Cooking	29	32
Electrical Supply	11	13
Smoking Materials/Cigarette	19	10
Domestic Appliance	9	6
Other	14	18

Occupancy Type	Dwellings	Incidents	Indexed Score
Lone person over pensionable age	64700	66	351
Lone person under pensionable age	80392	57	244
Lone parent with dependent children	85700	37	148
Couple both under pensionable age with no children	173063	39	78
Couple one or more over pensionable age, no children	102173	20	67

Other	223630	18	58
Couple with dependent children	352247	57	56

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. The average rate for Cheshire is represented by a score of 100. 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.

Of note the category 'lone parent with children' has scored red in the index score for the first time in the last 12 months. The highest three categories continue to reflect the profile at which the service targets it's Safe and Well visits, affirming that our current prevention strategy continues to be appropriate in targeting those most at risk.

Deliberate Fires

Overall, 57 deliberate primary fires were recorded at the end of Quarter 1, against a target of 57. The station areas with the highest number of incidents are **Birchwood** (10), **Warrington** (7) and **Crewe** (7).

Across Cheshire, 17 incidents (29.8%) involved the deliberate ignition of a road vehicle.

Unitary Area	Total	Previous Year
Cheshire East	18	6
Cheshire West and Chester	9	8
Halton	11	19
Warrington	19	11

The number of deliberate secondary fires recorded at the end of Quarter 1 was 272, against a target of 237. The highest number of incidents have been in the following station areas – **Runcorn** (63), **Widnes** (45), and **Warrington** (38). These three station areas account for 54% of all incidents.

Fire Location	Total	Previous Year
Cheshire East	42	77
Cheshire West and Chester	48	75
Halton	124	97

Warrington	58	48
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Data from Quarter 1 has been used to identify the five wards with the highest activity:

Riverside Ward accounted for 12/44 fires (27%) within Widnes station area.

Chapleford & Old Hall Wards accounted for 10/31 fires (32%) within Warrington station area.

Winsford Over and Verdin Ward accounted for 14/25 fires (56%) within Winsford station area.

Poulton North Ward accounted for 6/14 fires (43%) within Birchwood station area.

The On the Streets Team have been able to utilise this data to co-ordinate targeted youth engagement in the top two locations over eight weeks. Joint evaluation will also take place with Cheshire Police regarding the anti-social behaviour activity they respond to. It is hoped that this activity will translate into improved performance in the next quarter.

Safe and Well Visits

Due to ongoing resourcing challenges, the Service continues to have a reduced capacity within its Prevention department which has resulted in a shortfall against target of 308 visits. 3959 visits were completed by Service Delivery staff and 1983 were completed by staff in the Prevention department. The Prevention departmental review is nearing completion which will provide recommendations for a sustainable structure within the department to support future delivery of our ambitious Safe and Well targets.

Total Number of Heightened Risk Safe and Well visits (year to date)	Targeted Data Visits	Agency Referrals	Other Heightened Risk
5942	4173	637	1132

Visit Types

Targeted Data Visits – Visits where the Service identifies an occupier who we believe to need a S&W visit through various data sources. This may include ‘Exeter’ data which sourced from our NHS colleagues, or ‘New Cheshire Data’ which uses Experian data to predict where lone occupiers under the age of 65 might live.

Agency Referrals – Visits which originate from one of our partner agencies who has had contact with an occupier and believes they would benefit from a S&W visit.

Other Heightened Risk – Visits which originate from other sources, such as an occupier requesting a visit themselves or staff completing post incident engagements in local areas following a serious fire.

Protection

Performance Indicator	Q1 Target	Q1 Actual	2022/23 Q1 Actual	Trend year on year
Fires in Non-Domestic Premises	37	52	39	↑
AFA's in Non-Domestic Premises	106	119	112	↑
% of alarm activations not attended	N/A*	78%	80%	↓
Thematic Inspections Completed	492	529	516	↑
Total Fire Safety Audits per 100 known premises	N/A**	1.15	0.85	↑
Risk Based Inspections Completed	310	288	251	↑

These metrics were not included when our target setting process was completed but can be benchmarked against HMICFRS data.

*The latest national average from 2021/22 was 37%.

**The latest national average from 2021/22 was 2.0 per 100 for the whole year.

Fires in Non-Domestic Premises

Fire Location	Total	Previous Year
Cheshire East	21	11
Cheshire West and Chester	11	13
Halton	4	8
Warrington	16	7

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

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

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

Type	Number of occurrences
Prison	12
Barn	4

There has been an increase in the number of incidents from 39 to 52. The main property which has seen the increase is prisons from 6 to 12, however every prison fire was minor in that all 12 incidents either involved just heat and smoke damage or were limited to the item first ignited. This is a trend which has continued across all incident types as 79% of incidents involved those two damage categories compared to 51% in Q1 last year, indicating that whilst the volume has increased, the severity of fires has not.

Occupancy Type	No of Properties	Incidents	Indexed Score
Prison	3	26	219718
Hospital	51	7	3479
Recycling	61	4	1662
Factory/Manufacturing	438	9	521
Care / Nursing Home	220	4	460

Restaurant / Cafeteria	703	7	252
Farm / Non-Residential Associated	1077	10	235
Public House / Bar / Nightclub	805	7	220

The indexed score is a risk score that compares the prevalence of incidents for each building type against the average rate of non-domestic property fires. The average rate for Cheshire is represented by a score of 100. For example, an indexed score of 200 indicates a building type is twice as likely as average to have a fire. The data in this table reflects the last 12 months.

AFA's in Non-Domestic Premises

Fire Location	Total	Previous Year
Cheshire East	42	37
Cheshire West and Chester	41	39
Halton	18	9
Warrington	18	14

Type	Number of occurrences
Hospital	29
Nursing/Care Home	20
Retirement/Elderly Home	19
Student Halls of Residence	10

Increases have been seen in nursing/care homes (+6) and student halls of residence (+8). 90% of the incidents in student halls of residence occurred in two locations within Chester.

Risk Based Inspection Programme

The Protection team continue to work against the RBIP list of premises, targeting the top 2480 on the list. Good progress against targets is being made within Halton, Warrington and Cheshire West with the shortfall against target being within Cheshire East. Resources from other offices will be re-distributed in the coming months to attempt to achieve targets across all Service areas.

The team are aware of the deficit carried over from the last reporting year and every effort is being made to reach the two-year target of 2480 inspections.

Response

Performance Indicator	Q1 Target	Q1 Actual	2022/23 Q1 Actual	Trend year on year
Fire Control - Time Taken to Answer	10s	6.9s	6s	↑
Fire Control - Time Taken to Mobilise	90s	92s	N/A*	N/A*
10 Minute Standard	80%	88%	87%	↑
Wholetime Fire Engine Availability	100%	99%	99%	↔
On-Call Fire Engine Availability	85%	50%	53%	↓
Primary OC pumps	N/A	52%	52%	↔
Nucleus OC pumps	N/A	83%	82%	↑
Secondary OC pumps	N/A	31%	33%	↓
% of SSRI's completed within target	N/A	95%	N/A*	N/A*

*This is a new metric which was not measured during Q1 2022/23 so is not available for comparison

NWFC Time Taken to Mobilise

In Quarter 1, the average time to mobilise was 92 seconds. However, when assessed for the different incident types this was notably different; 73 seconds for dwelling fires and 110 seconds for road traffic collisions. 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.

10 Minute Standard

Unitary Authority	Pass Rate
Cheshire East	84%
Cheshire West and Chester	83%
Halton	95%
Warrington	95%

Reason for Delay	Incidents
Nearest fire engine 10+ mins from incident	8
Traffic issues	2
Incorrect Address	0
Delay in turnout vs target	4
Other	3

On-Call Fire Engine Availability

On-call fire engine availability at the end of Quarter 1 was 50% (crew of four) compared with 53% in the same period for the previous year (2022/23).

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

- Primary On-Call availability (where On-Call staff crew the only fire engine based at that station, e.g., Holmes Chapel.) was **52%**

- Nucleus On-Call availability (where On-Call staff only provide overnight cover e.g., Birchwood) was **83%**
- Secondary On-Call availability (where the On-Call fire engine supplements a Wholetime one e.g., Runcorn) was **31%**

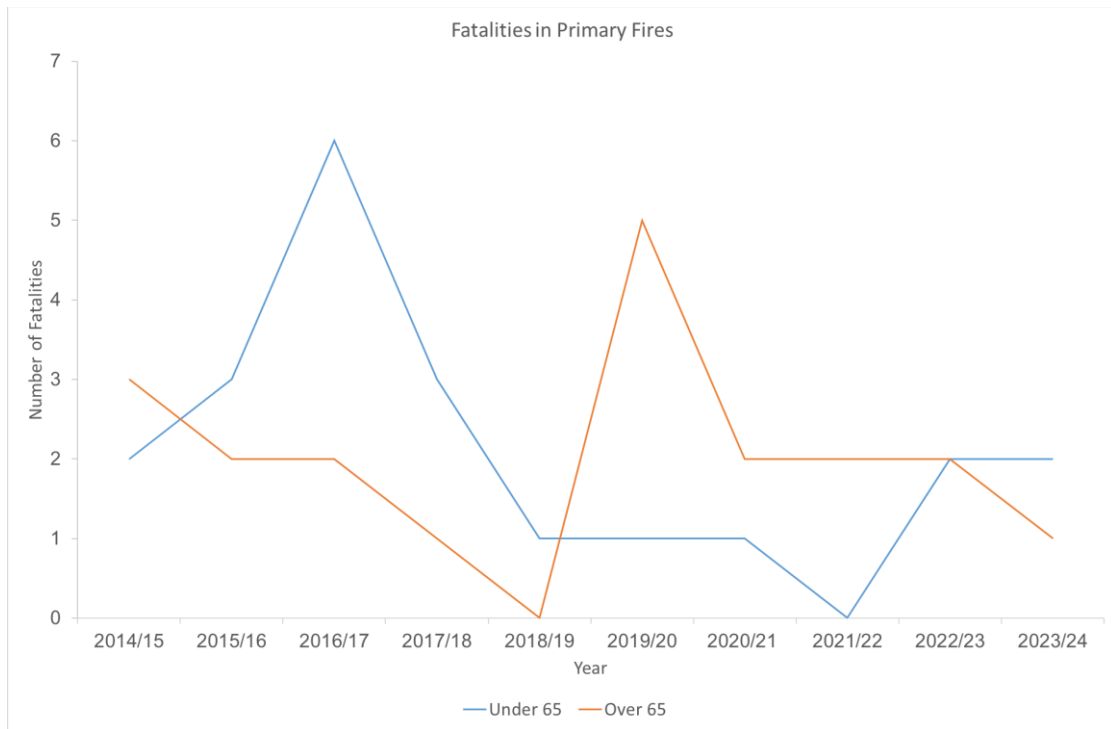
Whilst the On-Call availability continues to fluctuate throughout the year across appliances, the overall availability remains below the aspirational service target of 85%. Despite many plans and changes to Service policy this is likely to continue until a fundamental review of the duty system is undertaken. The Service is committed to reviewing the duty system during the next Community Risk Management Plan (CRMP). The CRMP 2024-2028 will propose changes to the Service's reliance on the On-Call duty system during the daytime when historically the availability is at its lowest. These will be subject to consultation during Autumn 2023.

Coupled with a fluctuation of fire engine availability is the recruitment and retention of staff. During 2022 the service recruited 40 new members of staff to On-Call stations, but unfortunately during the same period 58 staff members left the service or migrated to the Wholetime Firefighter roles. This has a direct impact on availability and questions the sustainability of the duty system. This debate is being held at a national level as many services are encountering similar challenges.

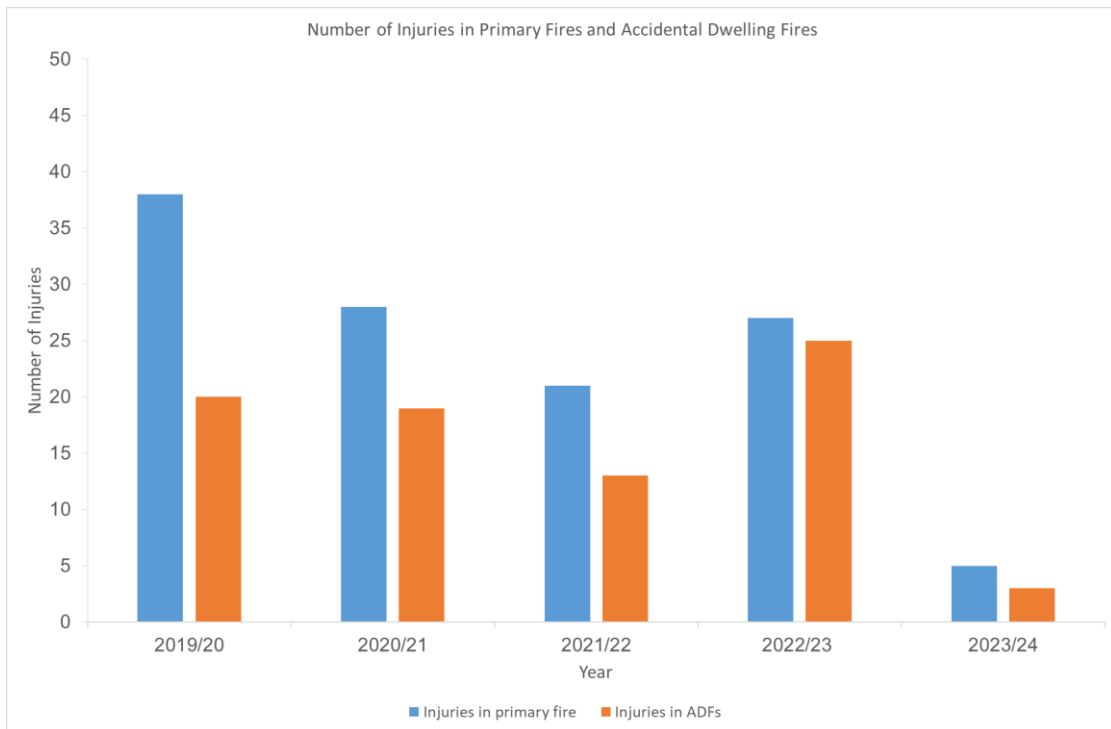
An individual breakdown of On-Call availability by specific fire engine is included within Appendix 3.

APPENDIX 2: FIVE-YEAR DIRECTIONAL GRAPHS

Fatalities in Primary Fires

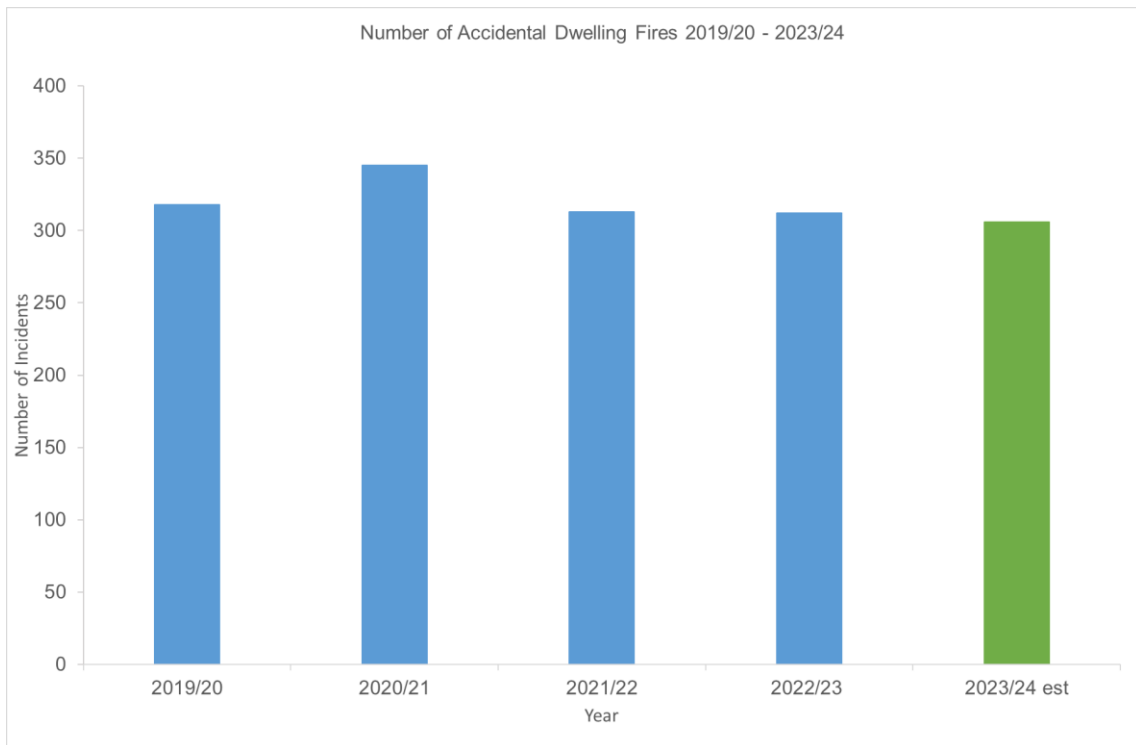


Injuries in Primary Fires and Accidental Dwelling Fires

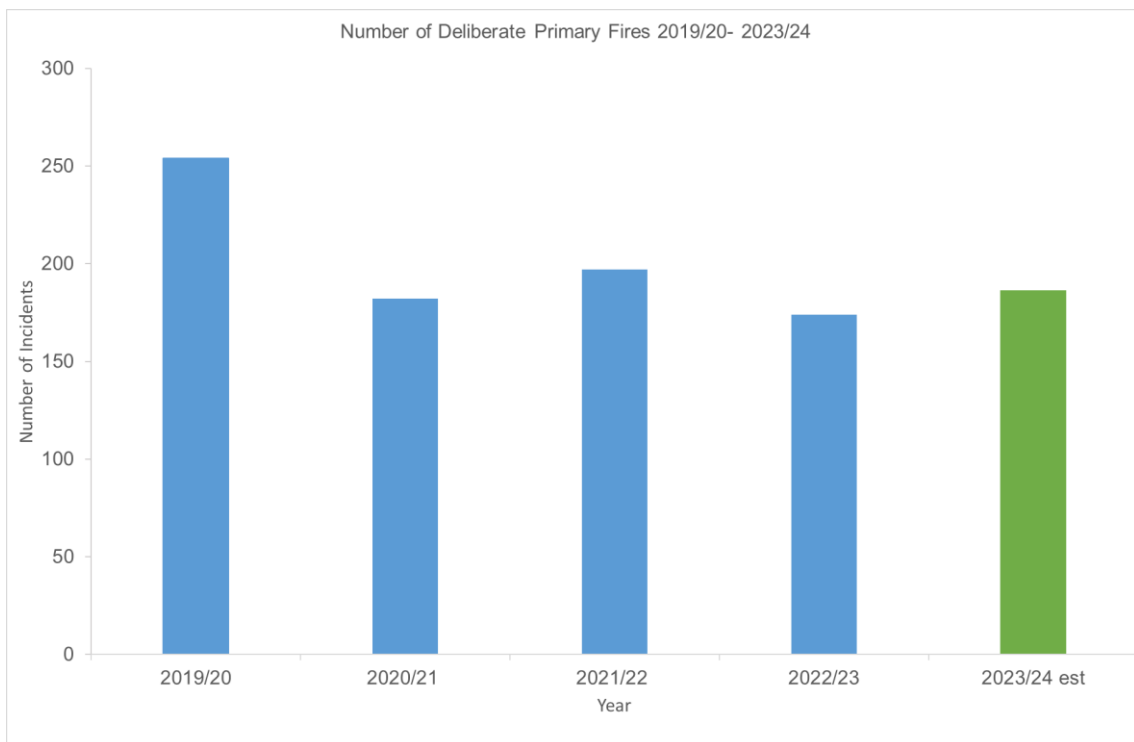




Number of Accidental Dwelling Fires

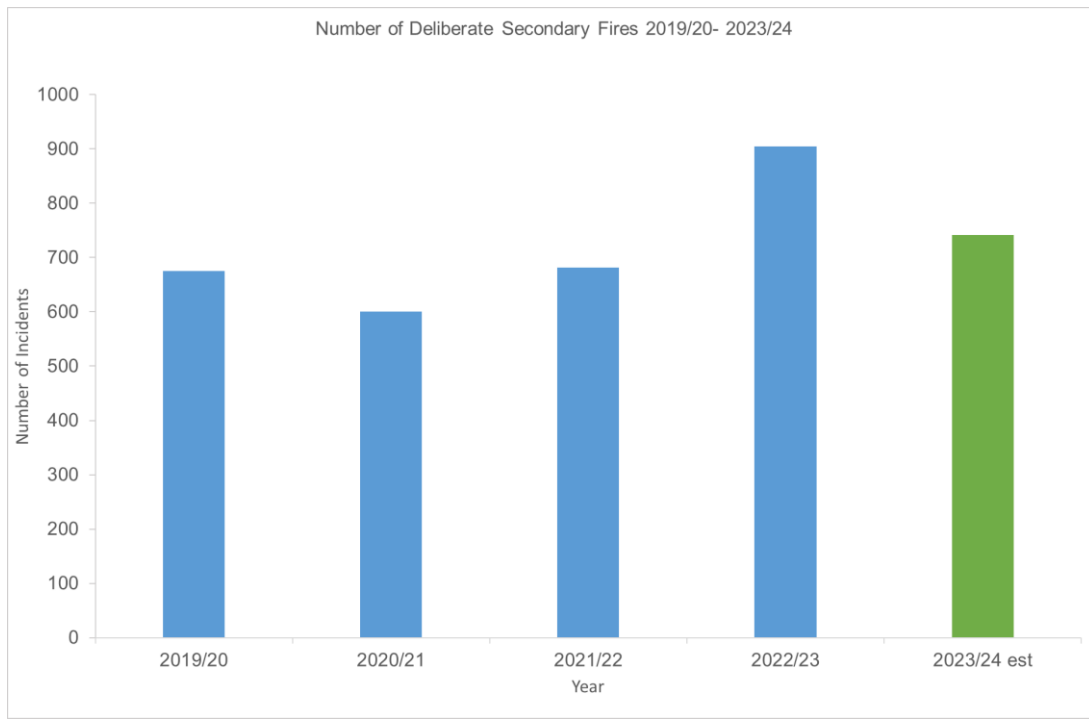


Number of Deliberate Primary Fires

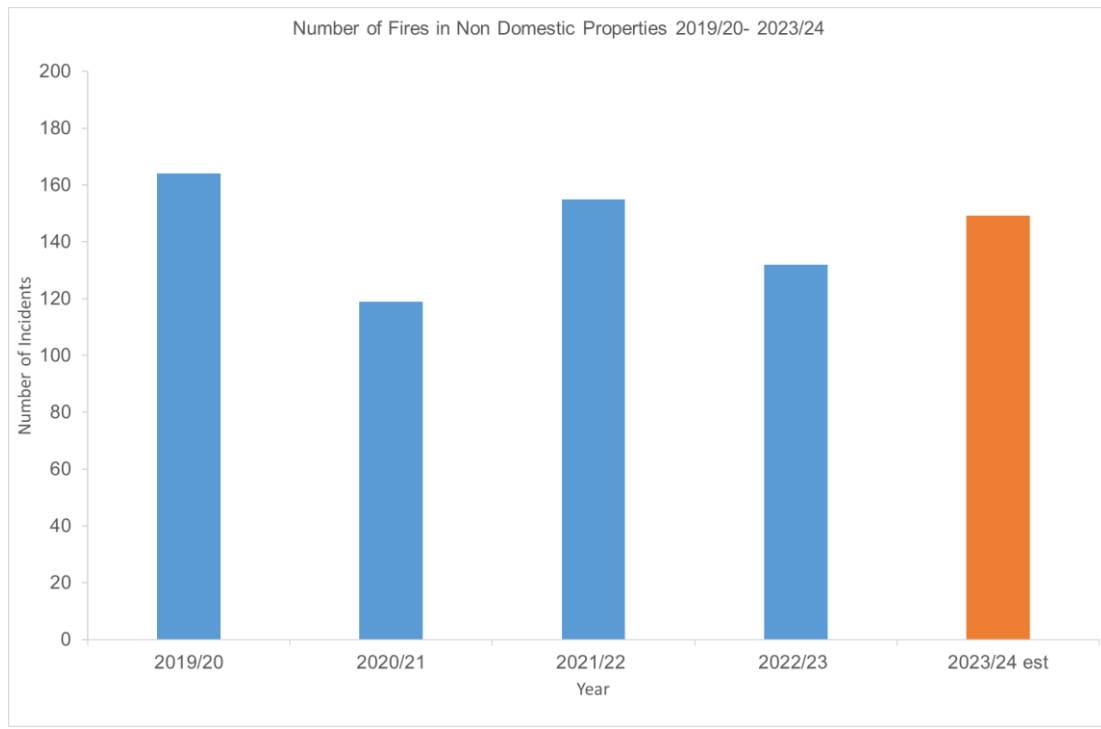




Number of Deliberate Secondary Fires

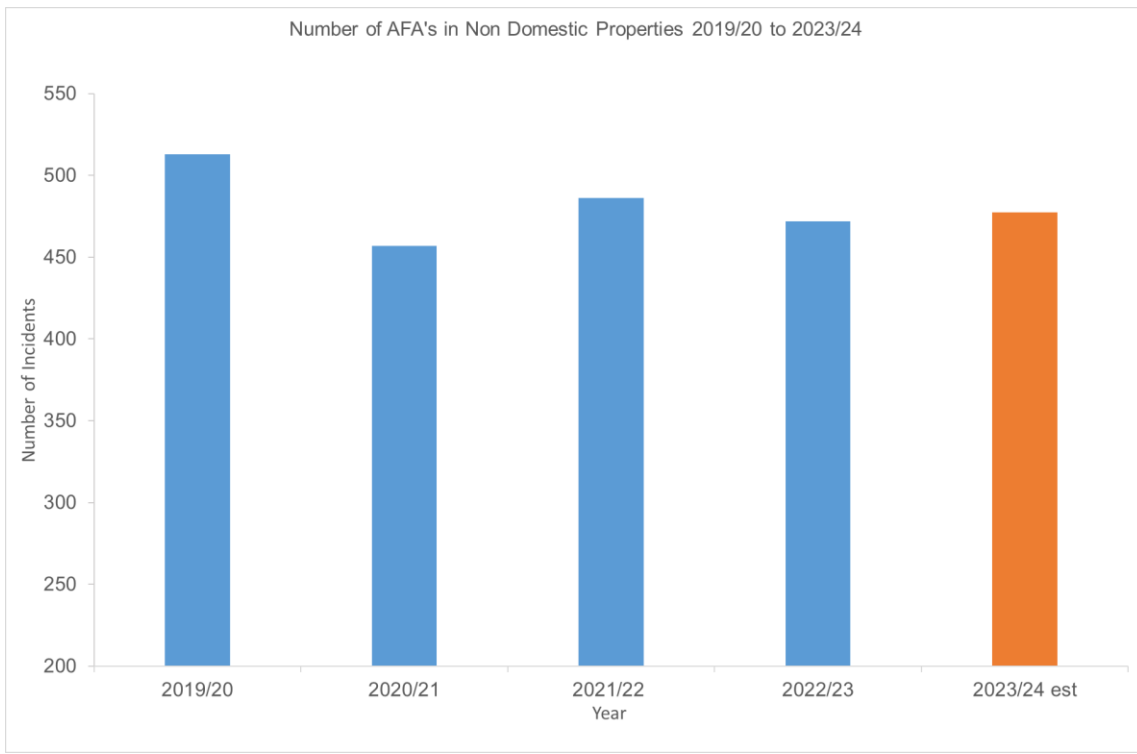


Number of Fires in Non-Domestic Properties

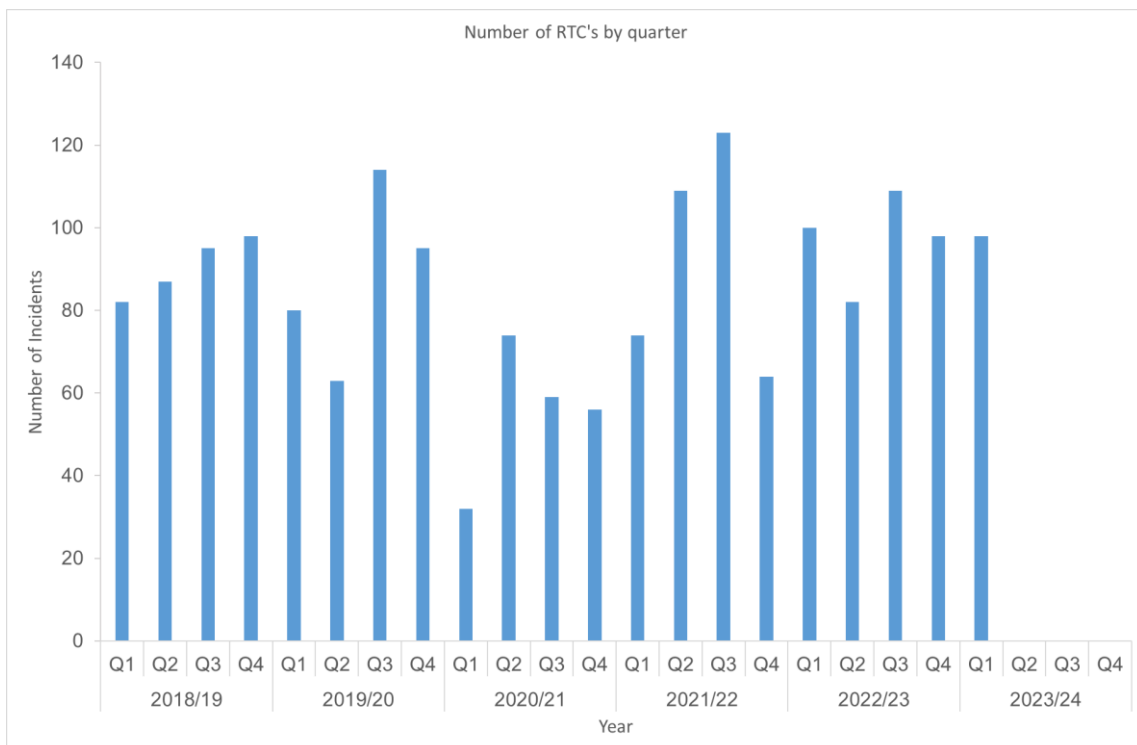




Number of AFA's in Non-Domestic Properties



Number of RTC's





APPENDIX 3: ON-CALL AVAILABILITY BY STATION

Shift System	Station	Q1 2023/24
Nucleus OC	Macclesfield	98%
Nucleus OC	Birchwood	68%
Primary OC	Nantwich	76%
Primary OC	Sandbach	54%
Primary OC	Poynton	60%
Primary OC	Middlewich	81%
Primary OC	Alsager	63%
Primary OC	Malpas	33%
Primary OC	Bollington	81%
Primary OC	Holmes Chapel	41%
Primary OC	Audlem	64%
Primary OC	Stockton Heath	28%
Primary OC	Tarporley	31%
Primary OC	Knutsford	42%
Primary OC	Frodsham	28%
Secondary OC	Macclesfield	25%
Secondary OC	Runcorn	29%
Secondary OC	Northwich	22%
Secondary OC	Penketh	55%
Secondary OC	Winsford	22%

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 20TH SEPTEMBER 2023
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: PETER HAYES / HAZEL MARSH

SUBJECT: PROGRAMME REPORT – QUARTER 1, 2023-24

Purpose of Report

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

Recommended: That

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

Background

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

Information

3. Progress on delivery of the programmes and projects is reported in the form of a quarterly health report to the Service's Performance and Programme Board. The Board is responsible for ensuring the successful delivery of programmes and projects contained in the Authority's annual IRMP action plans.
4. The Programme Health Report for the first quarter of 2023-24 is attached to this report as Appendix 1.
5. The Projects Tracker for the 2020-2024 CRMP is attached to this report as Appendix 2.

Financial Implications

6. Specific financial and budget impacts are detailed in the finance report presented separately by the Head of Finance.

Legal Implications

7. 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

8. Programmes and projects are required to have equality impact assessments completed in accordance with the approved Project Management Framework.

Environmental Implications

9. 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 1 - Programme Health Report 2023-24

APPENDIX 2 – CRMP 2020-2024 Projects Tracker





Performance and Overview Committee – Programme Health Report

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

Reporting Period	FROM	1st April 2023	TO	30th June 2023
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Governance and Commissioning

1558	REPLACEMENT OF CREWE FIRE STATION			
PROGRAMME SPONSOR		Chief Fire Officer	PROGRAMME MANAGER	Head of Service Improvement
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
Phase 2 of the project is currently well underway, with the building structure in place. Operational Staff are due to re-locate to the new station on the 1st November, with fire staff re-locating from the 2nd January. All staff have been requested to attend the site with the station manager to complete familiarisation, discuss furniture requirements and the transition plan.				
Regular meetings and communication continues to occur with supporting departments, to inform of programme target dates and requirements.				

1557	STATION MODERNISATION PROGRAMME			
PROGRAMME SPONSOR		Head of Service Improvement	PROGRAMME MANAGER	Project Manager – Service improvement
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
		Status is red as new milestones are still to be agreed. Revised plan and milestones to be developed once the new project manager is in place.		
Programme Update				
Plans and budget for Congleton have been agreed. Contracts have been signed during July 2023 and Wates commence on site on the 31st July 2023. Work will complete in Congleton in Q4 2023.				
Quotes for proposed work at Wilmslow and Macclesfield will be received on the 30 th August. Following a period of review, firm decisions as to whether to proceed will be made in early September 2023.				



1606		WILMSLOW TRANSITION TO DC1		
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER	Head of Service Delivery
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
Project Update				
The closedown report is currently in production. Two Workshops have been held and input into the final report is still required from HR and Estates team members. The closedown report will be submitted to the Performance and Programme board to be held in November.				

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)		
		Status is amber due to requirement to secure budget for the implementation of the Azure Virtual Desktops. As a result no firm timetable for delivery can be established at this point.		
Project Update				
Phase 5 - the migration of users mailboxes to the M365 servers and the upgrade of the Service's phones to Intune is now completed.				
Phase 6 - the implementation of the Azure Virtual Desktop (AVD) solution is currently on hold pending the agreement of a budget to cover the ongoing monthly cost of the Service - approx. £930p/m. Once agreed, the solution can be put in place relatively quickly.				
Phase 7 - the decommissioning of Skype and H Drive can only commence once staff are using the AVD solution.				
Meetings will be taking place throughout August to begin to discuss the move of M365 out of project and into a Business As Usual (BAU) environment.				





Service Improvement



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)	
Project Update			
<p>Scopes 1-3 of the Fire Cover Review are now nearing completion which includes development of proposals for our response standard, fire engine requirement and crewing models. Detailed analysis using our demand modelling software has been completed, leading to a set of clear proposals which are due to be presented to CFA members at Planning Day on 11th August. The resulting proposals will be consulted on as part of the CRMP 2024-2028, therefore the consultation and governance arrangements will all be managed through that separate project (1626).</p>			



1626		CRMP 2024-28 PLANNING	
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			
Project Update			
<p>Development of the Service's 2024-2028 CRMP is continuing well with the risk analysis and horizon scanning process now completed. During Quarter 1, all inputs within the CRM model have been compiled and risk assessed for implications to CFRS. A risk report and executive summaries have been produced and distributed to Heads of Department to begin formulating their plans for inclusion within the next plan. This risk analysis process has been further aligned to the latest NFCC guidance.</p> <p>The pre-consultation phase has fully commenced and a public and internal survey has been completed providing feedback on a range of areas to shape service provision. A number of engagement events have been held with staff groups, including the Staff Engagement Forum to gain further qualitative feedback.</p> <p>A context setting session was delivered to authority members on 7th July, outlining the PESTELO analysis and the various challenges which we will be looking to resolve in the draft CRMP.</p>			



Operational Policy Assurance

1553		OPERATIONAL TRAINING GROUP REVIEW		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Operational Policy and Assurance
Previous status	Current status	Explanation (where status is red or amber)		
		Previous status from May 2023: New Project Manager to review the project activity and look to reassign critical milestones based on the projected plan.		
Project Update				
A review of the progress has been made against the original objectives and some further work is required in the collation of data. A handover meeting has been undertaken between project managers. A subsequent discussion has been held with the ACFO to discuss next steps.				

1613		SERVICE IMPROVEMENT REVIEW – INTERNATIONAL SEARCH AND RESCUE TEAM (ISAR)		
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER	Service Delivery Manager
Previous status	Current status	Explanation (where status is red or amber)		
		Status is amber due to the project being on hold and the future of the project is yet to be established.		
Project Update				
Project has been on hold since April 2023.				

1614		WELFARE / CONTAMINANTS UNIT PROJECT		
PROJECT SPONSOR		Head of Operational Policy & Assurance	PROJECT MANAGER	Station Manager – Operational Support & Risk
Previous status	Current status	Explanation (where status is red or amber)		
		Status is red due to issue identified with stability of unit whilst being towed by a land rover. Issue is expected to be rectified in the coming weeks which will shift the status of the project from red.		





Project Update

As per previous updates, CFRS have now taken delivery of the 16-person unit from Welfare 4 hire on an initial 12-month trial. Penketh On-call staff have also received driver/towing training.



An issue with the welfare unit stability has been identified and therefore will not be available until a suitable and safe solution is found. The cause of the issue is still under investigation as both the tow vehicle and trailer meet current design and manufacturing specifications. Whilst the stabilisation issues are being investigated the unit is being equipped with additional equipment such as a gazebo, electrolyte drink powder, tea/coffee etc.


Once a solution has been identified the unit will be made available for operational use and a new 'call sign' will be assigned. A Service Instruction/Procedure document is being written and will be issued when the unit is operational and personnel will receive information on the unit capabilities and attendance requirements.

1615		INTERMEDIATE COMMAND SUPPORT VEHICLE		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Station Manager – Operational Support & Risk
Previous status	Current status	Explanation (where status is red or amber)		
		Status is red due to the project being paused and the potential for a new project to be established as part of the forthcoming CRMP programme		
Project Update				
The options paper was delivered to ACFO Griffiths and AM O'Dwyer. It was decided that this project will now go into the CRMP plan and a new budget bid and PID will need to be completed following final approval. This project is on temporary hold whilst SLT decisions are made. The working group has also been paused for now.				





Protection



1549		HIGH RISE SPRINKLER CAMPAIGN 2018			
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER		Group Manager - Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
					
Project Update					
<p>The sprinkler project continues with the installation of Kingsway House, Warrington due for completion in the winter of 2023. The contract between Torus housing and CFRS is being drawn up and agreed for both parties. Sanctuary Housing have still not confirmed their intention with the monies put aside by CFRS for assistance with the retrofitting of the nine blocks in Chester. This is being investigated by the office manager for the CEWAC area. Positive talks have been held with Peaks and Plains and a letter sent to them regarding the benefit of a sprinkler system in the two high rise blocks in Macclesfield. This continues to be discussed at every opportunity with the housing association.</p>					

1621		REDUCTION IN FALSE ALARMS IN DOMESTIC PREMISES			
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)			
N/A					
Project Update					
<p>PID was approved in May 2023, no Quarterly update has been received for Quarter 1.</p>					





Prevention

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	Explanation (where status is red or amber)		
		Status is red due to no current plan for the remainder of the project, no critical milestones or risks identified.		
Project Update				
<p>Cheshire Road Safety Group (CRSG) have reviewed both tenders from Road Safety Systems and Agilysis in regards to the development and creation of the CRSG Strategic Road Safety Plan. The Local Authority Procurement department has conducted a scoring exercise and the CRSG board have agreed that Agilysis will be instructed to deliver the development and creation of the strategy.</p> <p>The CRSG board are creating a sub working group to work with Agilysis and CFRS will have representation on this. This group will look at who will lead the project development internally, and work alongside Agilysis.</p> <p>Work continues to establish/identify future funding streams for the CRSG strategic road safety co-ordinator role which would support any strategy roll out.</p>				



1611		WATER SAFETY AWARENESS		
PROJECT SPONSOR		Head of Prevention & Protection	PROJECT MANAGER	Group Manager - Prevention
Previous status	Current status	Explanation (where status is red or amber)		
				
Project Update				
<p>A dedicated Water Safety Education theme has been added to the Service Delivery Community Action Plans. This puts a requirement on all WT/DC/Nucleus watches to deliver at least two in-person water safety initiatives. The Cheshire Water Safety partnership has been updated and all strategic partners will be provided with local leads, to share resources and expertise.</p> <p>In June, a NFCC peer review exercise took place to review each services Fire Standards Board implementation tools, which includes water safety approaches. Summer initiatives were planned at the last multi-agency Water Safety Group meeting.</p>				



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)		
				
Project Update				
All actions are currently being delivered on schedule. A number of staff engagement meetings have been completed and ongoing workstream meetings are being undertaken with relevant Prevention Dept. functions. Q2 will see the new structure of the department being drafted to present to SL and the FA in Q3.				



People and Development

1612		PDRPRO APPRAISAL AUTOMATION		
PROJECT SPONSOR		Director of Transformation	PROJECT MANAGER	Project Business Manager- Systems and Business Improvement
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
The appraisal system went live in April 2023. The project has now successfully completed, and the closedown report will be produced in July. This report will go to P&P in November.				



Post Implementation Review TRACKER

Project Name / Number	Project Manager	Closedown Date	PIR due
Fire Protection in HMOs - 1589	Lee McGarity	Approved 09/05/22	Nov 23
Review of CFRS Flood / Water Response - 1582	Matt Barlow	Approved 09/05/22	Nov 23
Protection Review - 1554	Steve McCormick	Approved 07/11/22	Nov 23
Water Carrier -1586	Marcus Beechey	Approved 09/05/23	TBC
Wildfire - 1588	Tony Hughes	Approved 09/05/23	TBC

Current Status of IRMP 2020-2024 Projects

Project No	Project Title	Project Outcome	Status	Department	Comment
1576	Relocate the second fire engine at Ellesmere Port Fire Station to Powey Lane, moving the current fire engine at Powey Lane back to Chester.	Moved the second fire engine at Ellesmere Port to Powey Lane, enabling a fire engine to be moved from Powey Lane back to Chester.	Completed	Service Delivery	
1586	Water Carrier	Reviewed our provision of water for firefighting and introduced a water carrier.	Completed	OPA	
1582	Review of Cheshire Fire and Rescue Service (CFRS) flood/water response	Reviewed our flood/water response provision across Cheshire to ensure that it meets emerging risks. This included investing in the provision of bespoke flood suits for all non-specialist responders.	Completed	Service Delivery	
1577	Review of the Risk Based Inspection Programme (RBIP)	Reviewed our Risk-based Inspection Programme for businesses and implement outcomes.	Completed	Protection	
1549	High-Rise Sprinkler Campaign – 18/19 additional £144k sprinkler funding offer	Expanded our Sprinklers Save Lives campaign, promoting the use of sprinklers in businesses and high-rise residential properties.	Completed	Protection	
No CPS Record	No CPS Record	Changed our approach to how we manage heritage risks and introduced a dedicated officer.	Completed	Protection	
1589	Fire Protection in HMO's	Launched a Cheshire-wide campaign aimed at owners and occupiers of houses of multiple occupation (HMO).	Completed	Protection	
1587	Purchase of a High Reach Fire Engine	Replaced the aerial appliance and a fire engine at Macclesfield with a high reach extendable turret (HRET) fire engine.	Completed	OPA	
1578	Expansion of Rapid Response Rescue Units (RRRU)	Provided Rapid Response Rescue Units (RRRUs) on all of our primary on-call fire stations.	Completed	Service Delivery	
1588	Wildfire Capability Project	Developed a new, specialist wildfire capability.	Completed	OPA	
1579	Safe and Well targeting methodology (NCD)	Extended Safe and Well home visits to a broader range of people at risk.	Completed	Prevention	
1606	Wilmslow Transition to Day Crewing (DC1)	We will introduce a day crewing system at Wilmslow in April 2023 following the purchase of nine houses for the firefighters who will provide 24/7 cover.	Completed	Service Delivery	

IRMP 2020-24 projects to complete in 2023/24					
		Review the need for new equipment to improve the effectiveness of our response.	In Progress	OPA	This project will now form part of the Fire Cover Review; proposals will therefore be included within CRMP 2024-2028.
		Review our specialist vehicles and resources and implement outcomes.	In Progress	Service Improvement	This project will now form part of the Fire Cover Review; proposals will therefore be included within CRMP 2024-2028.
1568	WSR Road Safety	Work with partners to develop a strategic road safety plan.	In Progress	Prevention	Updates included in Appendix 1
1619	Prevention Department review	Undertake a Service Improvement Review of the Prevention Department.	In Progress	Prevention	Updates included in Appendix 1
1621	Reducing False Alarms in Domestic Premises	Reduce the number of false alarms within domestic premises.	In Progress	Protection	Updates included in Appendix 1
1611	Develop further prevention work to raise awareness of water safety	Further develop prevention work to raise awareness of water safety.	In Progress	Prevention	Updates included in Appendix 1
New and revised projects to complete in 2023/24					
1318	Cardiac Arrest Response Project	Develop an emergency cardiac response capability.	Yet to Start	OPA	
		Review the range of education programmes to ensure content is consistent, engaging and relevant to its audience.	Yet to Start	Prevention	
		Review the duty system for wholetime fire stations that operate 24/7.	Yet to Start	Service Delivery	This project won't be commenced until completion of the Fire Cover Review and will therefore be moved into CRMP 2024-2028.

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 20TH SEPTEMBER 2023
REPORT OF: HEAD OF COMMUNICATIONS AND ENGAGEMENT
AUTHOR: ROSIE SAXON

SUBJECT: EQUALITY, DIVERSITY AND INCLUSION
ANNUAL REPORT 2022-23

Purpose of Report

1. The Equality, Diversity and Inclusion (EDI) Annual Report provides an update on progress towards the Service's equalities aims and objectives during 2022/23 under its 2021-2024 EDI Strategy.

Recommended: That

- [1] Members note the report.

Background

2. Traditionally, the Service has produced an annual equality monitoring annual report for Cheshire Fire Authority's Performance and Overview Committee each September. The Committee has also received a six-monthly update every March. These have taken the form of management papers, summarising activity and key data.
3. Members agreed in March 2023 that they will now receive a single annual report. At their request, this has been redesigned and reformatted to bring to life the wide range of EDI work undertaken by the Service over the past 12 months. For that reason, it is now entitled the Equality, Diversity and Inclusion Annual Report,

Information

4. The following section provides some key highlights from the report, under the four headings of the EDI Strategy: Our Organisation, Our People, Our Communities and Our Partners. It also summarises objectives for the year ahead.

Our Organisation and Our People

5. In response to feedback from fire staff, who are predominantly women, and HMICFRS recommendations, a Wider Horizons development package has

been developed for non-operational colleagues. This showcases the 100+ 'green book' roles in the Service and career development guidance to enable people to progress between teams and departments.

6. The Limitless women's network now has a dedicated slot in the Step In and Step Up leadership development programmes. The aim is to help build the confidence of female participants and raise awareness of some of the challenges women might experience in a male-dominated workplace.
7. More women than ever before now work for the Service and the number of female firefighters or fire officers stands at its highest ever. This is in spite of the overall number of operational staff decreasing slightly, principally as a result of on-call staff leaving the Service. The Service's success in recruiting operational women is bettered in percentage terms only by the three large English metropolitan fire and rescue services.
8. A wholetime firefighter recruitment campaign in early 2023 attracted large numbers of female applicants, despite the overall number of applications falling to 829 from almost 2,000 in 2021. As a result, across the next two cohorts of new recruits, women will outnumber men for the first time ever. The Service looks forward to welcoming 13 female and 10 male trainees in September 2023 and April 2024. Their numbers will be counted in future workforce reports.
9. The 2021/22 Gender Pay Gap Report, published on 30 March 2023, showed continued progress in reducing the disparity between average pay for men and women in the Service. The gap has fallen to 18.9% compared with 19.6% the year before and 24.6% four years ago. The report, available to read on the Service's website, shows an encouraging increase in the number of women in higher pay quartiles.

Our Communities and Our Partners

10. The Service was proud to host the 2022 Asian Fire Services Association (AFSA) Winter Conference at Chester Racecourse. Attracting more than 200 delegates from across the UK fire and rescue service, the event featured speeches and presentations from Nazir Afzal, former Chief Prosecutor for the North West, and disability rights activist Amo Raju among others. REACH co-chairs Selina Blain and Anant Patel received awards for their work to champion inclusion in the sector.
11. In February 2023, the Service achieved fifth place in the Stonewall Top 100 Workplace Equality Index (WEI). Although this was a fall of three places from the previous year, the Service retained its position as the UK's most LGBT+ inclusive emergency service and top North West employer for LGBT+ inclusion. It was the second most inclusive public sector organisation in the country.

12. 2022 marked the 10th year of Chester Pride, a festival which the Service co-founded alongside other public and third sector partners. Over the past decade it has grown to become the biggest LGBT+ celebration in the county, providing an excellent opportunity to promote fire and rescue service careers. These were showcased in the pride programme through a new 'one team, many superpowers' campaign, in return for continued sponsorship of the event by the Service.

Future activity

13. As the current EDI Strategy concludes in 2024, work will begin to refresh this strategy to align with the objectives within the new Community Risk Management Plan 2024-2028. For the final year of the current strategy, there are several priorities to focus on, including:
 - Developing the Service's first Neurodiversity, Disability and Reasonable Adjustments Policy, together with supporting guidance for colleagues;
 - Finalising simplified guidance and resources for colleagues undertaking EIAs on new projects and policies, and creating a single, easy-to-navigate repository where completed EIAs can be viewed and updated; and
 - Entering the Inclusive Employers' (Top 50 Companies) benchmarking scheme and renewing Level 2 Disability Confident Employer status, with a view to working towards Level 3 'leader' status longer-term.

Financial Implications

14. Equality, diversity and inclusion activities undertaken by the Service are supported by a dedicated budget within the communications and engagement cost centre.

Legal Implications

15. The publication of the equality monitoring report demonstrates openness and transparency as required under the public sector duty within the Equality Act 2010.

Equality and Diversity Implications

16. The report concerns equality and diversity matters.

Environmental Implications

17. To minimise environmental impact, it is proposed to publish the annual monitoring report digitally through the Service's website and intranet.

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER
TEL [01606] 868814**



Equality, Diversity and Inclusion Annual Report

2022/23



www.cheshirefire.gov.uk

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Introduction

Traditionally, Cheshire Fire and Rescue Service has produced an equality, diversity and inclusion (EDI) annual report for Cheshire Fire Authority's Performance and Overview Committee each September. The Committee has also received a six-monthly update every March. These have taken the form of management papers, summarising activity and key data, and are publicly available in the Authority's meeting archive at cheshirefire.gov.uk.

Members agreed in March 2023 that they will now receive a single annual report. At their request, this has been redesigned and reformatted to bring to life the wide range of EDI work undertaken by the Service over the past 12 months. Once approved by the Performance and Overview Committee, this public-facing document will be available to read in a more prominent location on the website and promoted through the Service's communications channels. This strengthens openness and transparency, an obligation of the Equality Act (2010) public sector duty.

The Service's current EDI Strategy was published in 2021 and runs until the end of 2023/24. This new-look annual report provides an update on progress towards its aims and objectives during 2022/23, the penultimate year of the Strategy's lifespan.

During the last 12 months the Service has continued to make good progress against all four themes of the EDI Strategy, which are illustrated on the following page. On the subsequent pages the work undertaken by colleagues across the organisation is summarised under each theme, demonstrating the breadth of commitment to EDI and the Service's core value to 'be inclusive'. Where data is available to show evidence of progress, it has been referenced in the relevant section.



A reminder of our EDI Strategy

The four themes of the Strategy reflect the Service's EDI responsibilities as an employer, a provider of vital services to the community, a trusted partner and as an organisation recognised as one of the most forward-thinking champions of inclusion in its sector. They were defined and agreed by colleagues, staff networks, Members and trade union colleagues, all of whom are represented on the Equality Steering Group which meets quarterly to drive forward the Strategy.



Challenges and opportunities in 2022/23

- Significant media and stakeholder focus on the culture of fire and rescue services following the publication of a review into discriminatory behaviour at London Fire Brigade and allegations of misconduct in several other services.
- Pay dispute affecting members of the Fire Brigades Union, with the potential to impact organisational culture had it resulted in industrial action.
- Third routine inspection by His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS), which included a review of certain equality impact assessments (EIAs) and conversations with staff inclusion networks.
- Organisational changes including the appointments of a new Chief Fire Officer and Chief Executive and a new EDI Advisor, and the re-establishment of in-house communications and human resources departments.
- The integration of EDI into the new Head of Communications and Engagement's portfolio in early 2022 and the appointment of a new EDI Advisor in November 2023.



Our organisation

Aim: to make inclusivity second nature. Leaders, managers and Members will lead by example, encouraging colleagues to be role models and champion EDI issues that matter to them. Policies, systems and processes will not disregard individuals' or groups' specific needs.

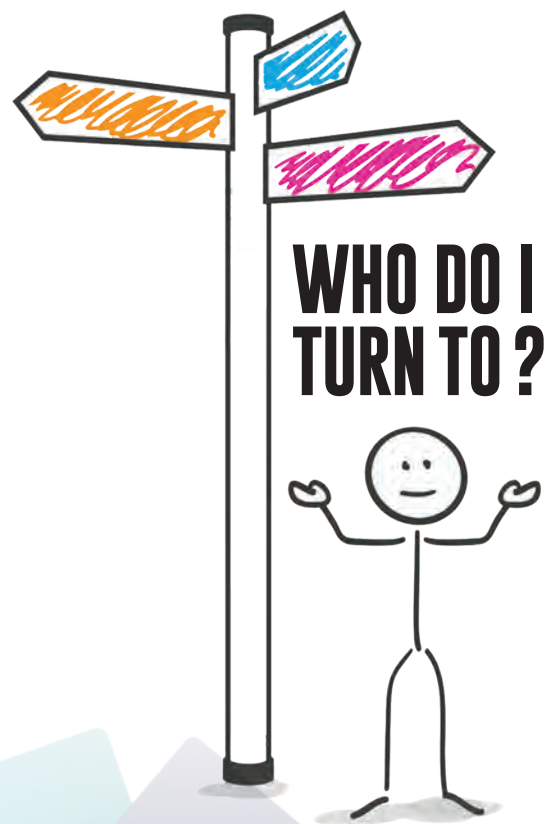
Objectives:

- Embed EDI in **leadership development**
- Ensure senior leaders, managers and Members are **visible EDI champions**
- Maintain an **ongoing dialogue** around EDI
- Monitor uptake in **EDI training and development** activities
- Enforce a **zero-tolerance approach** to bullying, harassment and discrimination
- Monitor **suppliers' commitment** to EDI
- **Design and adapt buildings** to be inclusive

Progress this year

- In response to feedback from fire staff, who are predominantly women, and HMICFRS recommendations, a Wider Horizons development package has been developed for non-operational colleagues. This showcases the 100+ 'green book' roles in the Service and career development guidance to enable people to progress between teams and departments.
- The Limitless women's network now has a dedicated slot in the Step In and Step Up leadership development programmes. The aim is to help build the confidence of female participants and raise awareness of some of the challenges women might experience in a male-dominated workplace.
- While the majority of colleagues completed EDI e-learning, average completion rates across the five mandatory packages fell to 78.6% compared with 86.6% at the same point (Q4) in 2021/22. Work is underway to review why some people might be less engaged with this type of learning and to look at consolidating modules where possible.

- The National Fire Chiefs Council’s (NFCC’s) Code of Ethics for Fire and Rescue Services, with its principle of ‘equality, diversity and inclusion’, is now promoted alongside the Service’s own Core Values. Workshops on the Code were held for all fire staff and a mandatory e-learning module was created for all colleagues, to reinforce the behaviours and attitudes that contribute to a safe and inclusive workplace culture.
- The wide range of advice, support and information available to colleagues experiencing difficulties inside or outside work have been promoted for a number of years through the Service’s ‘Who Do I Turn To?’ campaign. This was reinvigorated during 2022/23 following the publication of the London Fire Brigade Cultural Review.
- Construction of a new Crewe Community Fire Station began, replacing the outdated station which had limited facilities for female firefighters and members of the public with disabilities, wishing to use the community rooms. The new station, due for completion in October 2023, will feature improved changing facilities and individual washrooms for firefighters and a Changing Places WC in the community space.
- Courteous and respectful use of changing rooms and toilet facilities was promoted in a campaign developed in consultation with operational staff and representative bodies.





Our people

Aim: to become an employer of choice and attract, recruit and retain the very best talent. The workforce will represent Cheshire's diverse communities and staff will feel safe, valued and able to be themselves. They will feel supported to reach their full potential.

Objectives:

- Be creative and innovative in the approach to **positive action recruitment**
- Monitor **workforce demographic data** to target recruitment at underrepresented groups
- **Review policies and procedures** to reinforce a safe and inclusive culture
- Develop mechanisms for people to **make suggestions or report concerns**
- **Educate colleagues** to better understand EDI issues
- Promote **mentoring, reverse mentoring and coaching**
- Develop **staff networks and equality champions**

Progress this year

The workforce continues to become ever more diverse, with small but steady increases in representation among most minority groups.

The table on page 8 provides a snapshot of information, with more detailed data available in the latest [EDI monitoring update](#) from March 2023.



	2021/22	2022/23	Change
Total staff in Service	848	861	+13
Total women in Service	190 (22.4%)	200 (23.2%)	+10 (+0.8%)
Total firefighters and officers	670	663	-7
Female firefighters and officers	61 (7.2%)	69 (10.4%)	+8 (3.2%)
Total fire staff	178	198	+20
Female fire staff	129 (72.4%)	131 (66.1%)	+2 (-6.3%)
Colleagues from minority ethnic communities	40 (4.7%)	39 (4.5%)	-1 (-0.2%)
Colleagues stating a religion other than Christian	36 (4.2%)	35 (4.1%)	-1 (-0.1%)
Colleagues declaring a disability	29 (3.4%)	34 (3.9%)	+5 (+0.5%)
Lesbian, gay or bisexual colleagues*	30 (3.5%)	38 (4.4%)	+4 (+0.9%)

*Trans (T) colleagues are not included in this category, which refers to sexual orientation and not gender identity. The number of trans staff in the Service is too small to disclose.

- More women than ever before work for the Service and the number of female firefighters or fire officers stands at its highest ever. This is in spite of the overall number of operational staff decreasing slightly, principally as a result of on-call staff leaving the Service. The Service's success in recruiting operational women is bettered in percentage terms only by the three large English metropolitan fire and rescue services.
- A wholetime firefighter recruitment campaign in early 2023 attracted large numbers of female applicants, despite the overall number of applications falling to 829 from almost 2,000 in 2021. As a result, across the next two cohorts of new recruits, women will outnumber men for the first time ever. The Service looks forward to welcoming 13 female and 10 male trainees in September 2023 and April 2024. Their numbers will be counted in future workforce reports.
- Positive action activity to support underrepresented groups through the recruitment process included engaging women and ethnically diverse applicants who missed out on roles in the last recruitment process, two taster days at the Training Centre in Winsford attracting 60 people and buddying and mentorship from 30 existing firefighters.



- The return of the communications and human resources teams to the Service helped boost overall numbers of women in fire staff roles. This in turn will have a positive impact on reducing the gender pay gap, which for 2022/23 will be reported later in the year.
- The 2021/22 Gender Pay Gap Report, published on 30 March 2023, showed continued progress in reducing the disparity between average pay for men and women in the Service. The gap has fallen to 18.9% compared with 19.6% the year before and 24.6% four years ago. The report, available to read on the Service's website, shows an encouraging increase in the number of women in higher pay quartiles.
- Ethnic minority or minority religious representation remains static and slightly below that of the Cheshire population in general according to newly published Census data. The REACH (race, ethnicity and cultural heritage) staff inclusion network continues to lead work to engage diverse community groups through positive action.
- There was an increase in the number of colleagues declaring a disability. The launch of the new Divergence inclusion network for neurodiverse colleagues and the development of the Service's first neurodiversity, disability and reasonable adjustments policy this year are therefore timely.

- The Service continues to be an employer of choice for LGB people. Furthermore, more colleagues than ever before (81.8%) feel comfortable declaring their sexual orientation on the workforce system. A number of new recruits have become involved in the well-established Firepride staff inclusion network.
- The Head of Communications and Engagement completed masters research on motivations and barriers to engaging in staff networks. Work towards the recommendations has begun, including redefining the Service's expectations of the networks' purpose, appointing senior sponsors for each network, clearer role descriptions for network co-chairs and making meetings and events more accessible.
- All four networks continued to regain momentum following the pause caused by the pandemic. Divergence ran its first formal meetings for colleagues and agreed terms of reference. Firepride worked with fire stations to fly rainbow flags during LGBT History Month and to attend eight local pride events across Cheshire. Limitless ran another successful International Women's Day event and continued to raise awareness of issues such as menopause. REACH helped the Service celebrate religious and cultural festivals including Eid al-Fitr and Black History Month.



Divergence





Our communities

Aim: To ensure everyone receives the very best service and their needs are understood. Frontline colleagues will understand how EDI impacts their work and carry out their duties with respect, empathy and compassion. A person-centred approach to prevention will keep children, young people and adults at risk safe. Protection teams will know how EDI impacts technical fire safety.

Objectives:

- **Consult and engage** a diverse range of people when developing plans
- **Communicate** in ways that connect with all communities
- Undertake **data-led risk and analysis** to target our services
- Consider the longer-term impact of **Covid-19** on risk
- Consider the EDI implications from **Grenfell Tower and the Fire Reform Programme**
- Develop **function-specific EDI guidance** to enable colleagues to understand how it affects their role
- Be visible **EDI champions and role models** in the community

Progress this year

- The way in which Safe and Well visits, the Service's flagship community safety intervention, are targeted was refined to include not only people over the age of 65 who are most at risk of fire in the home, but also younger adults who live alone or have young families. Addresses for firefighters and prevention colleagues to visit are identified through increasingly sophisticated risk analysis, taking into account age, health, disability and socio-economic status.
- The Prevention Team has engaged adults and children who have relocated to Cheshire from Afghanistan and Ukraine about keeping safe at home and on the roads. This included running a special safety event at Safety Central, the Service's life skills education centre.

- The Service monitors participation in its children and young people's programmes, which in 2022/23 restarted in full following the pandemic. While the majority of participants were boys and young men, who are statistically most at risk of accidental injury, nearly half of Respect participants and a quarter of fire cadets are girls and young women. They have been highlighted as the potential firefighters and fire staff of the future. Over a third of Prince's Trust team members are female and nearly six in 10 young people completing the programme declared some form of disability. The number of children and young people from minority ethnic backgrounds taking part in all three programmes is broadly representative of the local population.
- The way in which the Prince's Trust Team Programme is delivered continues to be adapted to the learning needs of its young people, who include those with neurodiverse conditions and behavioural, emotional and social difficulties. This year several teams also received LGBT+ awareness training as the programme continues to see ever-increasing diversity of gender identity and sexual orientation among its participants.
- In May the Chief Fire Officer, prevention team and EDI Advisor attended a special cultural event at Chester Town Hall to commemorate World War II Polish airmen. This provided an opportunity to engage with the local Polish community and hand out Polish language fire safety materials.
- The Service remains a keen supporter of the White Ribbon Campaign, aimed at raising awareness of violence perpetrated by men against women and girls. Chester Fire Station's Blue Watch once again suspended a giant ribbon in the city centre to mark White Ribbon Day in November and support Chester Women's Aid with fundraising.
- Firefighter Abi Van-Loon from Limitless took part in Storyhouse Women, an event organised by the Chester-based arts centre to showcase female role models in professions stereotypically undertaken by men.
- REACH represented the Service at the Warrington Mela, a colourful celebration of Hindu culture held in September. Safety literature and information about career opportunities was given out to festivalgoers. REACH also visited a number of non-Christian places of worship throughout the county during the year.
- Michelle Davis and her colleagues from Warrington Fire Station supported the Warrington Wolves Women's Rugby team in April, utilising the Positive Action Toolkit which had recently been produced. They attended a number of the women's games, as well as the Fire Service Sevens competition, which they presented the trophy for at the final game later in the year.





Our partners

Aim: To develop a broad network of active, meaningful partnerships to engage with marginalised groups and understand their needs. The Service will share experiences with other fire and rescue services and public organisations and seek out examples of notable practice elsewhere.

Objectives:

- Develop relationships with **new and emerging specialist EDI groups**
- Undertake **external benchmarking** to ensure best practice is followed
- **Organise events** to provide learning opportunities for staff, partners and the community
- Be active and influential members of the **National Fire Chiefs Council's EDI network**
- Work with partners to **target safety messages and promote vacancies**

Progress this year

- The Service was proud to host the 2022 Asian Fire Services Association (AFSA) Winter Conference at Chester Racecourse. Attracting more than 200 delegates from Fire and Rescue Services across the UK, the event featured speeches and presentations from Nazir Afzal, former Chief Prosecutor for the North West, and disability rights activist Amo Raju among others. REACH co-chairs Selina Blain and Anant Patel received awards for their work to champion inclusion in the sector.
- In February 2023, the Service achieved fifth place in the Stonewall Top 100 Workplace Equality Index (WEI). Although this was a fall of three places from the previous year, the Service retained its position as the UK's most LGBT+ inclusive emergency service and top North West employer for LGBT+ inclusion. It was the second most inclusive public sector organisation in the country.



- 2022 marked the 10th year of Chester Pride, a festival which the Service co-founded alongside other public and third sector partners. Over the past decade it has grown to become the biggest LGBT+ celebration in the county, providing an excellent opportunity to promote fire and rescue service careers. These were showcased in the pride programme through a new ‘one team, many superpowers’ campaign, in return for continued sponsorship of the event by the Service.
- Four female firefighters and two fire staff took part in the annual Women in the Fire Service (WFS) Development Weekend at the Fire Service College. This provided an opportunity to network with other women from across the sector, hone operational skills and develop confidence and resilience. The Service also supported WFS’s fundraising walk in Snowdonia later in the year.
- The independent cultural review of London Fire Brigade, led by Nazir Afzal and published the day after the AFSA Winter Conference, and a national review by HMICFRS published in March generated a series of recommendations underlining the importance of a strategic commitment to EDI. In response, the Service produced a combined action plan to review its own performance in relation to culture and inclusion, to be progressed during 2023/24.
- The NFCC published a new EDI Model of Maturity, a tool to enable fire and rescue services to evaluate their capacity and capability to foster a safe and inclusive culture. An initial self-assessment by a small stakeholder group was undertaken and areas of improvement will be considered in the development of the next EDI strategy.



Looking forward

The coming year, 2023/24, is not only the final year of this EDI Strategy, but also the final year of the Service's current Integrated Risk Management Plan 2021-24. This provides an exciting opportunity to develop the next EDI strategy in tandem with the new Community Risk Management Plan (CRMP) for 2024-28, for the first time. The aim will be to agree over the coming months refreshed EDI objectives that directly support the delivery of CRMP projects, particularly those relating to prevention, protection and workplace culture.

In addition, work will continue towards outstanding objectives from this Strategy, including:

- developing the Service's first **Neurodiversity, Disability and Reasonable Adjustments Policy**, together with supporting guidance for colleagues
- finalising simplified guidance and resources for colleagues undertaking EIAs on new projects and policies, and **creating a single, easy-to-navigate repository** where completed EIAs can be viewed and updated
- entering the Inclusive Employers' (Top 50 Companies) benchmarking scheme and renewing **Level 2 Disability Confident Employer status**, with a view to working towards Level 3 'leader' status longer-term
- pausing participation in the Stonewall WEI to enable a **newly reinvigorated Firepride network** to re-establish itself and properly consider recommendations from the last WEI assessment
- implementing outstanding recommendations from the 2022 research into staff networks by **producing and agreeing a new handbook for chairs, members and senior sponsors**
- **revitalising positive action engagement in the community**, with a refresh of the Service's mobile recruitment pod and each fire station being set an objective to run at least one taster event with diverse community groups
- **reviewing the latest census data** to compare and contrast representation in the workforce with the local population, to help set recruitment objectives and better target specific communities.

One team, many **SUPERPOWERS**



SAVING LIVES CHANGING LIVES PROTECTING LIVES





**Safety Central
Annual Report 2022 / 23**



1. Introduction

This annual report summarises performance for the period April 1st 2022 to March 31st 2023. This reporting period straddles two school years – the summer term of 2021/22 and the first term and a half of 2022/23.

This is the first year without covid restrictions or centre closures as a result of covid restriction, we have seen an increase in visitors, schools, community groups and partners returning to Safety Central than were reported during the covid restriction period.

This report contains the following information;

- changes to the Safety Central staff team and volunteer programme.
- update of centre resources.
- our performance relating to educational visits and additional achievements throughout the year
- partnerships
- our plans for the year ahead.
- feedback from our 2022 – 2023 visitors.



2. Staff, volunteers, and resources

2.1 Staff Team

There were changes to the Safety Central team during April 2022 to September 2022, these include:

- The Interim Development Officer was made permanent in June 2022.
- Following the secondment of the Operations Officer to Operations Policy and Assurance in March 2022, the post was advertised with little response. The Support Officer moved into this role until March 2023 offering a development opportunity to our own existing staff team member.
- A new Support Officer was recruited and started in September 2022.
- Staffing levels have fluctuated during the first part of this year. For the first six months the centre has operated on three full time staff and during summer months this reduced. This had a significant impact on the number and type of visits that we could deliver and this is reflected in the lower than usual figures.
- Volunteer safety rangers returned to the centre, but lost some people and through changing circumstances some people were able to offer less support than previously, this impacted on staff time to support educational visits.

The second half of the financial year was fully staffed which covered the 2022 - 2023 academic year. However, due to reduced numbers of rangers, staff members were providing lots of resilience for the educational visits.

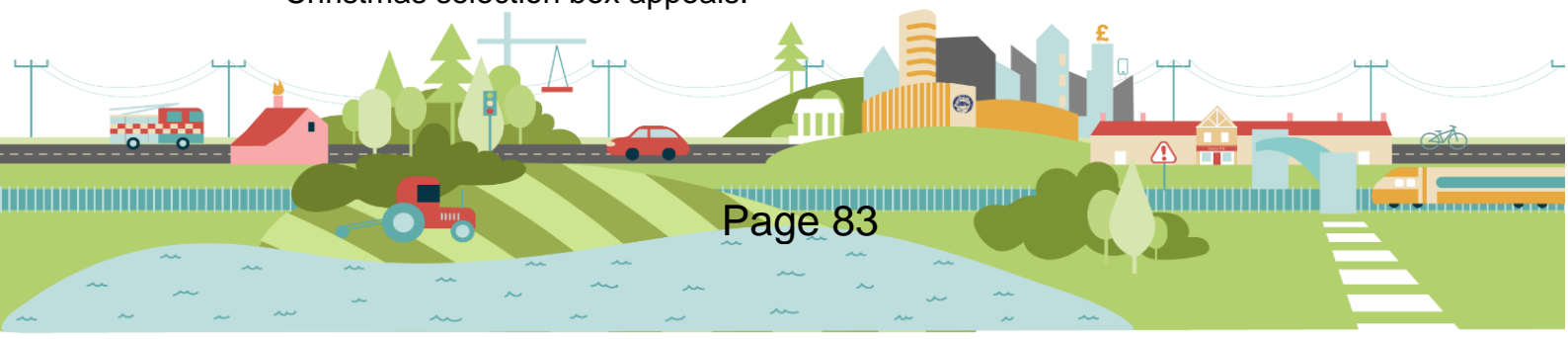
During this reporting year 2022 - 2023, we also received support from the service's community safety and firefighter apprentices. Their role at the centre was to:

- complete 20 days each at Safety Central
- deliver the KS2 SafetyQuest programme in preparation for future school's work
- supplement ranger numbers as detailed above
- gain a wider understanding of the centre and its link with the wider prevention team

This was invaluable in providing resilience on days where ranger availability was limited. Following their placement, the apprentices also used the centre for a fundraising coffee morning, raising over £200 towards their Nepal trip.

Throughout the year the staff team were also involved in:

- Supporting the Children's Adventure Farm Trust with their Easter Egg and Christmas selection box appeals.



- Centre Manager completed Step Up programme
- Centre Manager and Development Officer completed investigation skills training
- Centre Manager and Development Officer became members of the Cheshire Water Safety Partnership
- Centre Manager worked with five other colleagues to audit the Quality Management System across prevention and the wider service.
- All managers completed safer recruitment training and volunteer management training
- Operations Officer spent a day with the protection and prevention team and shadowed a Technical Fire Safety Officer and a Community Advocate to gain a greater understanding of other roles and responsibilities within the department.
- All staff were involved in the prevention review work-shops and meetings, the centre manager is a workstream lead.
- Centre Manager and Development Officer complete safeguarding level 3 and hoarding workshop
- Support officer completed IOSH Training and spent time with Lymm fire crews.
- Centre Manager and Development officer are internal auditors and were involved in the external ISO:9001 external Inspection which resulted in the Prevention Department maintaining the NQA quality management certification
- Centre Manager completed safeguarding level 5

The following issues and solutions were identified

CHALLENGES:

- **Resilience** - Difficult to run the building in time of sickness, leave and staff supporting visits. The focus becomes to keep the building open and visits running. The development of new programmes and new scenarios and completion of centre / departmental objectives often take longer to complete.
- **Flexi accrual** – can be quite high at times due to supporting visits in the absence of volunteers and then being unable to take time back.
- **Covering volunteers** – takes time away from personal roles

SOLUTIONS AND OPPORTUNITIES:

- **Prevention Review** - Opportunity to review staff structure and roles.
- **Timetabling** – continue to ensure staff have protected time each week to focus on their own work / development work.
- **Mange flexi time** - make sure everyone has work / life balance by discussing in monthly one to ones, organising rota's during staff Friday catch up and checking timesheets.
- **Recruitment campaign** – Volunteer and operations officer to prioritise recruitment campaign.



2.2 Volunteers

The number of active volunteers at Safety Central is identified as the highest risk to the successful day to day running and future development of the centre. Although COVID had passed, we were still seeing the effects, it was a difficult year for recruitment but there has been some positive work to attract new volunteers and keep our current volunteers:

Recruitment

- The Operations Officer and Support Officer attended the Lymm Dickensian festival, invites to further local village events were sent.
- Word of Mouth – Volunteers promoted the role at internal events and 2 new people signed up.
- Staff attended a large Warrington Voluntary Action, volunteer recruitment event at The Gateway building, this was poorly attended by the public.
- New updated posters and leaflets were designed for distribution. As well as being included in the SaferTogether community group packs, they were given to all school groups who visit to promote the role to retiring teachers or wider school staff.
- There is a permanent volunteer recruitment stand in the centre for all visitors to see alongside new smaller banners to be used at local events.
- The team attended Cheshire Show as part of the larger service stand.
- The Chester University website was updated and the Operations Officer attended two lectures speaking to students about the volunteering role and the advantages of volunteering for employability.
- Visitor Relations Officer increased the number of volunteer recruitment notifications across Twitter and facebook.

Retention - We were extremely thankful for the Safety Ranger's continued enthusiasm, loyalty, and commitment to Safety Central and the staff team and to show our appreciation arranged social activities or involved them in wider service events:

- 15 attended Christmas breakfast and quiz held in December
- 4 Volunteers received covid medals for their community support throughout the pandemic.
- 6 volunteers attended the annual volunteer celebration event at Sadler Road and had a tour of the new training centre.
- 16 rangers took part in additional training sessions.

Some of the rangers were still anxious about socialising even though restrictions had been lifted so there weren't as many additional social activities organised this year.



Volunteer numbers and hours for 2022 – 2023

In April 22 there were **20 rangers registered**, this increased to **24**, then reduced to **21** in March 23, although only 19 consistently supported the visits. These numbers do not cover a week of school and community group visits, the core team have provided regular resilience and support, but this has impacted on centre development and active volunteer recruitment.

MONTH	NUMBER OF VOLUNTEERS	HOURS GIVEN
April 22	16	171.5
May 22	15	290.5
June 22	12	172
July 22	16	172.5
August 22	2	8
September 22	18	143.5
October 22	14	154
November 22	19	346
December 22	12	113
January 23	14	273.5
February 23	18	204.5
March 23	18	290
		2339

In total the volunteers completed **2339** hours during 2022 - 2023 equating to **£32,512.10** of support based on a **£13.90** activity hourly rate, provided by the Volunteer Programme Manager. In comparison to 2021 - 2022, **936** more volunteer hours have been delivered in 2022 - 2023.



The following issues and solutions have been identified;

CHALLENGES:

Low numbers

- not enough to deliver all programmes in the centre, impacts staff time.
- Role is quite demanding
Anxiety remains after covid.

DBS Process

Loss of three volunteers due to length of process

Communication

Consistency of core team due to vacancies, sickness and leave

SOLUTIONS AND OPPORTUNITIES:

Volunteer Programme review

- Wider review of all roles and opportunities available.
- Prioritise recruitment campaign
- Protect Operations Officer time to recruit

Improve timescale

- Liaise closely with HR and Volunteer Programme Manager
- Opportunity of changes within prevention review

Regular contact

- Introduce Volunteer quarterly meetings.
- Volunteer e-newsletter for monthly updates.

Recruitment

- Progression opportunities for cadets and Princes Trust young people aged 18+.
- Employees on light duties could support the centre, dependant on reason for light duty.
- Volunteer opportunities to be promoted at internal retirement seminar.

SP Energy networks has reinstated the full £10,000 sponsorship this year, which was received in January 2023, this will be used to support the volunteer recruitment campaign in 2023 - 2024 and resolve some of the challenges identified.

2.3 Resources

The centre has been open since 2017 and during this time the devices used to manage the special effects have not been upgraded or changed. Some of our devices have been repaired but due to the innovation of technology the components are now longer compatible. For this reason, budget bids were submitted for the following:

- **Replacement of the large Low-Res LED Welcome screen in the main area** – this will be replaced with 4 x 55” televisions, replicating the new training centre. The LED panels are no longer compatible, Tech Creative have been unsuccessful in sourcing their replacements. Four TV screens will be cheaper to replace in the long term and they will still offer the same function as the LED screen.



- **Replace and Refresh water safety scenario** – following the introduction of the Cheshire Water Safety Partnership and the IRMP focus on increasing water awareness education, we will improve the water safety scenario in the building.
- **Replacing the quiz tablets** – The tablets are now unusable and newer devices are not compatible to the quiz system. We have researched other audience participation systems and will be replacing the current quiz system in 2023 - 2024, using an option that can also be used portably in schools as part of the follow up evaluation process.

These have been approved and the funding will be allocated as above.

Moving forward, the issue of changes in technology is something that will need to be considered in our base budget, cost has increased between 20 – 30% over the last few years and this is reflected in quotes from our contractors.

The following issues and solutions were identified

CHALLENGES:

Costs – increasing for both repair and replacement of technology and devices.

Quality – devices breaking during the academic year effects the quality of the visits.

Access to budget – sometimes equipment breaks or needs replacing after budget bids are submitted and been allocated.

SOLUTIONS AND OPPORTUNITIES:

Budget Bids – ensure annual budget bids are submitted to cover the cost of any tech / resource changes needed.

Contractors – work closely with contractors to prioritise repairs and replacements each year and implement a maintenance and replacement timeline across the length of the contract.

Research – alternative systems and methods for the centre.

Funding – work closely with Steve Wright for funding applications that are relevant for the centre.

Partners – research partners who may have an aligned interest and can offer, financial support or sponsorship of equipment.

Budget code – have a specific budget code that is purely for tech replacements and upgrading of existing devices where possible.



3 Programmes and performance.

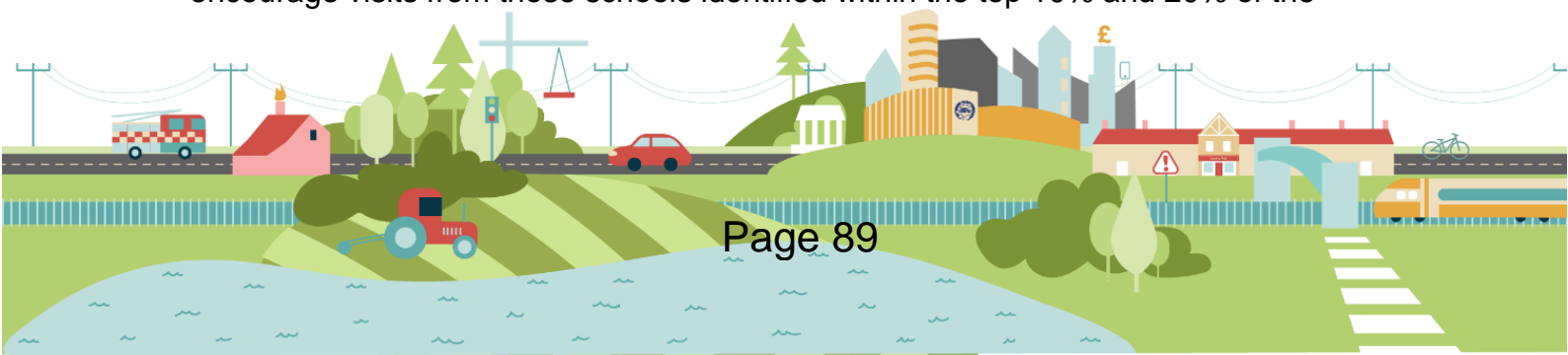
3.1 Programme update

- **SafetyQuest** – Continued to be our most popular programme for year 5 and 6. There have been no changes to the programme this year feedback from pupils and teachers remains positive.
- **Safety Stars** - Our first KS1 visit was April 5th 2022 and these have continued throughout the year. Due to feedback from our rangers about the reduced attention span and engagement of this age group following lockdown, we will be concentrating on year 2 moving forward. There have been no changes to content within this programme this year.
- **Safewise** - Continued to be difficult to engage high schools and has become increasing difficult after Covid as many schools are concentrating on catching up academically. It has also been difficult to engage partners from the Safer Schools and Young People team for all the sessions due to changes within their own team and managing other commitments including returning to frontline policing. This programme has been limited this year, only delivered to our Princes Trust teams and pupil referral units with smaller groups of young people. There will be a bigger piece of work regarding this programme in the next financial year.
- **Special educational needs bespoke visits** – This year has seen an increase in requests for visits for children and young people with specific educational needs. Although there is not a standard visit, it is tailored for individual groups needs and delivered by some of the rangers who are confident working with this clientele. Moving forward we will be looking at creating a focus group and producing a special educational needs strategy to enable us to deliver a session that is more specific and relevant.
- **SaferTogether** – We received our first booking in May 2022 and these continued to increase throughout the year. We had 10 community groups take part in this programme bringing 181 visitors to learn about fire and home safety, personal safety, scams and online safety.

Moving forward we will be re-introducing focus groups with teachers and partners, to revisit content and messaging so visits continue to be age appropriate, current and relevant.

3.2 Schools information

The performance figures for visiting schools is shown below. We worked hard to encourage visits from those schools identified within the top 10% and 20% of the

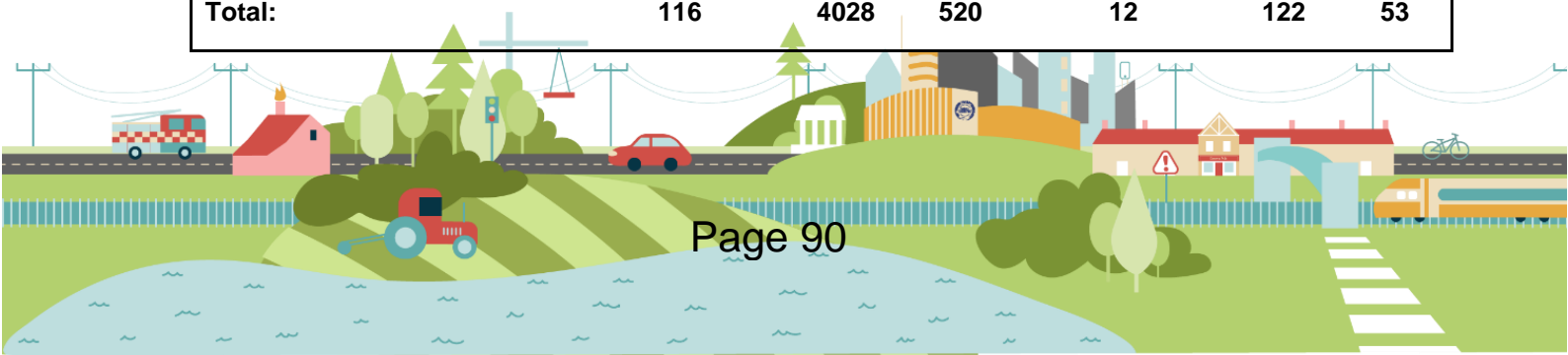


index of multiple deprivation index (IMD) within Cheshire as they are from higher risk areas and schools who had never visited the centre before. We had a target of 25% of visits from IMD schools which we did not hit this year, inflated costs of coach travel impacted on schools visiting, especially those in the harder to reach areas.

To address this, we have submitted a joint bid with other centres in the Safety Centre Alliance to Gas Safe Charity for £16,500 towards coach travel for 2023 - 2024. This will enable us to support schools in our higher risk areas and those that have never visited Safety central before. At the time of writing this report, we were still awaiting confirmation as to whether our bid had been successful.

	Schools completing core programmes			Special educational needs & pupil referral units		
	No. schools	Pupils	Adults	No. schools	Pupils	Adults
Cheshire East	16	649	77	3	24	6
Cheshire West and Chester	43	1422	179	7	75	33
Halton	20	629	90	1	5	2
Warrington	36	1288	170	1	18	12
Pan-Cheshire	0	0	0	0	0	0
Out of county	1	40	4	0	0	0
Total:	116	4028	520	12	122	53

Monthly Figures for school visitors						
Apr	7	278	37	2	17	4
May	15	580	70	1	18	8
June	13	382	54	1	21	7
July	7	254	28	1	18	12
Aug	0	0	0	0	0	0
Sept	6	246	32	0	0	0
Oct	9	315	37	0	0	0
Nov	15	446	61	1	9	4
Dec	6	182	26	2	18	7
Jan	16	520	65	2	10	4
Feb	9	298	35	1	5	5
Mar	13	527	75	1	6	2
Total:	116	4028	520	12	122	53



3.3 Other visits

We had an additional **2699** visitors through the doors of the centre who attended, training, meetings, clinical appointments or had a tour of the facility. This gave us an overall total of **7422** visitors this year.

We welcomed back

- Biker down
- Warrington NHS Trust Midwives – this has also extended to a second clinic on a Monday evening.
- Fire Choir
- Cheshire Police training academy for new recruits
- NWAS training sessions
- NSPCC Volunteers.
- Afghan refugee family visits.
- Heart start which has extended to a second session for scouts and leaders.
- Warrington scouts risk assessment training
- Community choir
- Mid Cheshire Food Bank volunteers.
- Protection and prevention training days.
- Cheshire Down Syndrome
- British Red Cross meetings
- Apprentice training days
- SSYP work experience day – young people
- Youth Federation staff training days

The following issues and solutions were identified

CHALLENGES:

expectation management centre's popularity means most school slots for the academic year are nearly full; ensuring groups that most need to visit are able to do so; accepting that there are too many schools in Cheshire for term-time days available

SOLUTIONS AND OPPORTUNITIES:

rangers – increase and recruit those able to engage of an evening

Staff – manage rota to ensure the visits are supported

visit limits – limit schools to two visits per year and prioritise Cheshire schools over those out of count



capacity management – ensuring as many groups are able to visit as possible, particularly in evenings, while recognising the capacity of the staff and ranger team

expectation management – centre’s popularity means most school slots for the academic year are nearly full; ensuring groups that most need to visit are able to do so; accepting that there are too many schools in Cheshire for term-time days available

KS3 programme – bookings relatively low from secondary schools; partner involvement difficult to plan;

integration with other Prevention functions – very difficult to ring-fence time for Respect and Prince’s Trust teams; ad hoc referrals from complex family teams; no formal link with traditional KS2 school visits

relevance – ensuring staff have time to develop existing programmes to reflect current themes and introduce new programmes if required; ensuring programmes are targeted to groups most in need

Coach travel – increased cost of coaches impacting school visits

digital booking system – better control of online system ensuring targeted schools are able to visit

doubling-up – continuing arrangement of pairing up smaller groups and classes where possible

KS3 relaunch – work already underway to standardise format of visit from and ensure it can be used for a wider range of young people’s groups

timetabling – continue to ensure Fridays are kept clear of mainstream school visits; double up Respect and Prince’s Trust teams where possible.

duty visit rota – ensuring protected time for Centre Manager, Development Officer and Support Officer each week

index of multiple deprivation – using this as the basis for proactive group targeting alongside those schools that have never visited before.

Funding – apply for funding to support cost of coach travel.

Work with corporate sponsors to support travel and link with coach companies to negotiate discount travel costs to the centre.

Apply to the Cheshire fire UPG fund for a pan Cheshire grant toward school travel.

4 Partnerships

Following re-opening of the centre, we were pleased to have our partners returning to support us. Some contacts had been lost due to people moving on to other roles or their focus of work had changed due to change in funding streams and priorities, for example Youth Fed changed focus from cyber safety for young people, to mental health and resilience. They still deliver for us but we have changed the session due to research showing young people struggling following lock down.

It took a while to re-establish contacts and working relationships but due to the wide range of topics delivered at the centre our trusted partners are vital to helping us deliver our messages and this year we have worked closely with the following organisations

Funding partners

Provision of funds to support aspects of activity.

- **SP Energy Networks** – £10,000 annual sponsorship to fund volunteer ranger programmes
- **Cheshire Crimebeat** – provision of grants to support travel costs for schools in disadvantaged areas
- **Univar** – funding to support visits from Halton schools

Delivery partners

Commit staff to deliver sessions as part of our core programmes or as standalone sessions.

- **Cheshire Safer Schools and Young People's Partnership** – choices and consequences session
- **Heartstart (Lymm Rotary Club)** – practical resuscitation skills for community groups and scouts (evenings)
- **Magistrates in the Community** – Key Stage 3 choices and consequences session
- **YouthFed** – Key Stage 3 mental health and resilience session

Resource partners

Donation of equipment or props to bring our educational scenarios to life.

- **Cheshire Constabulary** – SaferTogether personal and cybersafety activities
- **Age UK** – Scams Leaflets and information for SaferTogether safety packs
- **Co-Op** – current mock convenience store
- **Sanctuary365** – telecare line and demo equipment

Expertise partners

Assist in the development of lesson plans, advise on key messages, or help us reach target visitor groups.

- **Cheshire Downs Syndrome Support** – awareness and Makaton training for staff and rangers
- **Cheshire East Council** – brokering contact with schools and community groups
- **Cheshire West and Chester Council** – brokering contact with schools and community groups
- **Co-Op** – new mock convenience store from 2020

- **Dangerpoint** – operational advice
- **Halton Borough Council** – brokering contact with schools and community groups
- **North West Children’s Major Trauma Network** – data and advice about major injuries
- **NSPCC** – Key Stage 2 bullying messages
- **Royal Lifesaving Society** – water safety messages
- **Royal Society for the Prevention of Accidents** – trampoline and home safety messages
- **Safety Centre Alliance** – best practice sharing
- **Warrington Borough Council** – brokering contact with schools and community groups
- **Midwives**
- **NWAS**
- **Cheshire Water Safety Partnership**

All our partnerships are recorded and monitored on the Cheshire Planning Service and staff work closely with the service’s Partnerships Officer to ensure all details and information remains up to date. More recently both the Centre Manager and Development officer attend the quarterly partnership board meetings, to ensure that Safety Central is involved in partnerships across the wider prevention team.

One off events

As well as working alongside the partners listed above, we have also hosted additional events for organisations that help showcase Safety Central as a potential partner

- NSPCC Volunteers training event
- Cheshire Police Cyber safety inspector – training for volunteers
- Classroom in the clouds, a visit with their Nepalese staff
- Cheshire Fire staff engagement forum – meeting
- Staffordshire University visitors – tour of building
- Helen Adams – Makaton tutor, tour of building for bespoke ranger training
- NW Ops Grenfell Committee meeting
- Home Office visitors – tour of the centre
- Cheshire Constabulary police training team – use of street scene for practical training for new recruits
- Police Crime Commissioner tour of facility for potential road safety event
- Fire authority members tour of the centre
- Cheshire East Safer Partnership meeting
- Mid Cheshire foodbank – volunteers thank you event
- Afghan refugee family visit in partnership with Cheshire East, prevention delivery team and road safety team
- Industrial managers resilience forum – meeting and tour



- UK fire cadets participation workshops
- North West Operations Resilience meeting
- Biker Down

The following issues and solutions were identified

CHALLENGES:

Expectation management – trying to deliver too many different messages on behalf of too many agencies; free use of centre for own purposes

Levels of awareness – still a large number of potentially allied organisations that don't know about our work

Longevity of partnerships – risk of fading if key personnel move on, as has happened with SSYP, however strong relationships with individual Police Officers has helped to keep the support for the session.

SOLUTIONS AND OPPORTUNITIES:

Core programme/timetable management – clarity about target groups and themes and availability of centre through website and stakeholder engagement

Possible stakeholder event or drop in sessions – to showcase facility and seek views on priorities and themes

Regular contact – ensure that partners know that they can use, and get value from, the centre in return for their support



5 Plans for 2023/24

Safety Central objectives for 2023 – 2024 are highlighted below and we look forward to reporting against these in next year's annual report.

5.1 Key IRMP Objectives

- Review the range of education programmes in the centre and ensure content is consistent, engaging, and relevant to its audience.
- Continue to support the Cheshire Water Safety Partnership in raising awareness of water safety.

5.2 Key objectives included in the Prevention Department Plan 2023/24.

- **Water safety added to all core programmes** – Working in partnership with members of the water safety partnership to raise awareness of water safety for all ages of visitors.
- **Cash 4 coaches project** – This will aim to provide free visits to those Cheshire schools within the top 10% and 20% of the multiple deprivation index and help to subsidise the cost of coaches to other schools across Cheshire by applying for external funding, working with local transport companies and local businesses to provide sponsorship opportunities.
- **Review the volunteer programme** – Review the current volunteer programme and offer, with a view to having different volunteering roles within the centre to increase the number of active volunteers. This will involve looking at different recruitment avenues and opportunities.
- **Install new content within the water safety scenario** – Working closely with the Water Safety partnership's educational sub-group, to refresh and enhance the current water safety scenario to include key messages for all ages.
- **Produce a special educational needs strategy for the centre** – Centre staff will work with a focus group of educational partners who work specifically with special educational needs children, young people, and adults to create a more effective, efficient, and relevant programme of safety messages.

Alongside these objectives, staff will continue to be involved in the Prevention Departmental review process.



6 And finally

To conclude this annual report a variety of comments from some of our 2022 -2023 visitors, following their Safety Central experience.

“Really good, nice to see activities changed and improved slightly every year”

“ The rangers were amazing with the children, all of the activities were relevant and (most important) there were some very important messages delivered in an exciting way! Thank you!”

“The visit was excellently managed and the rangers were outstanding in the delivery of the sessions. Would highly recommend Safety Central”

“Fantastic trip – super staff and resources. Thank-you!”

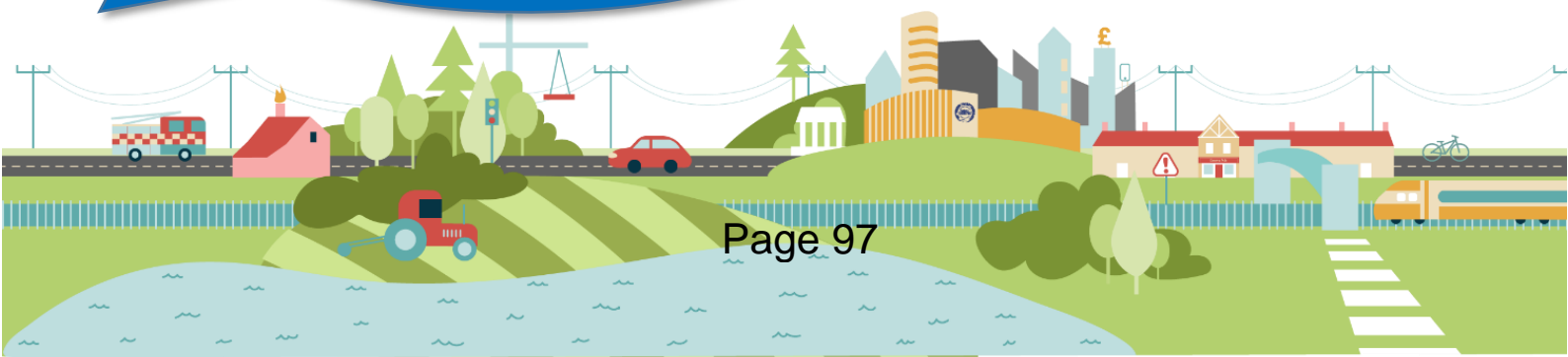
“The rangers were very knowledgeable. The special effects were amazing. All the children learnt something new too. Well done!”

“Excellent and informative trip for all.”

“Loved the whole experience. We all took lots from the visit. An excellent facility”

“We had an amazing day at Safety Central. It was very well organised and run. Staff were very knowledgeable and the activities were very engaging for the children. The pace of the activities was perfect as was the variety. The children thoroughly enjoyed them and the interactive aspects maintained their interest and curiosity. Several children commented that it was the best trip ever!”

“An excellent informative and interactive trip. Thank you. The ranger who led my group was brilliant and the children said how much they had learnt. One child said it was the best school trip they had ever been on.”



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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 20TH SEPTEMBER 2023
REPORT OF: HEAD OF PREVENTION & PROTECTION
AUTHOR: JASON MCTIGUE

SUBJECT: 'ON THE STREETS' YOUTH WORK ANNUAL
REPORT 2022-23

Purpose of Report

1. This report presents the work that the 'On the Streets' (OTS) team has completed between April 2022 and March 2023.

Recommended: That

[1] the report be noted.

Background

2. Historically, Members have funded the OTS initiative through the Prevention Department budget and requested that an annual performance report be presented to the Performance and Overview Committee.
3. CFRS employ 4 Youth Work Staff who each work 9 hours per week (4.5 hours, per evening on a Monday and Tuesday). 1 of these staff members is employed as the OTS Coordinator and has an additional 2 hours, per week, to complete administrative tasks.
4. OTS provision is 'detached' youth work which is delivered in places where there are young people. Detached Youth Work is a method of engaging with young people within their own environment such as, on the streets or estates where they live, waste ground, open spaces, shopping areas, cafes etc., with a view to working with them within an area they are most comfortable. OTS youth work provides Cheshire Fire and Rescue Service (CFRS) with a mechanism for flexible and innovative youth engagement, enabling work with minority groups in targeted areas. It addresses the needs of young people who are unable or unprepared to use other existing youth provision, with the aim of working with at risk or vulnerable young people. OTS youth work operates on the principles of good youth work practice; these are based on inclusion, participation, equal opportunities, and celebration of diversity. Through informal education processes the work promotes positive fire and road safety advice and active citizenship.
5. The aim of the OTS programme is to mitigate anti-social behaviour and deliberate fire setting through engaging with young people in areas of

identified need and areas at highest risk from these behaviours. The OTS team, work to develop activities and facilitate positive links between young people and others in their community.

6. OTS projects and interventions are delivered in areas with high levels of arson, small deliberate fires and anti-social behaviour using information from the joint Business Intelligence Team, Police Notification Reports, Station Managers, Road Safety and Deliberate Fire Reduction Manager and other local stakeholders.
7. When an area is identified, an OTS team is deployed and works in the locality one evening a week for a period of six to eight weeks; this is then reviewed and extended if problems persist.
8. Due to the identified, intelligence-based need and staffing levels, one OTS team work predominantly across Cheshire East, Warrington, and Halton and one OTS team, work across Cheshire West and Chester. Since returning to activity, post pandemic, both OTS teams have supported each other across all areas, during periods of high demand.

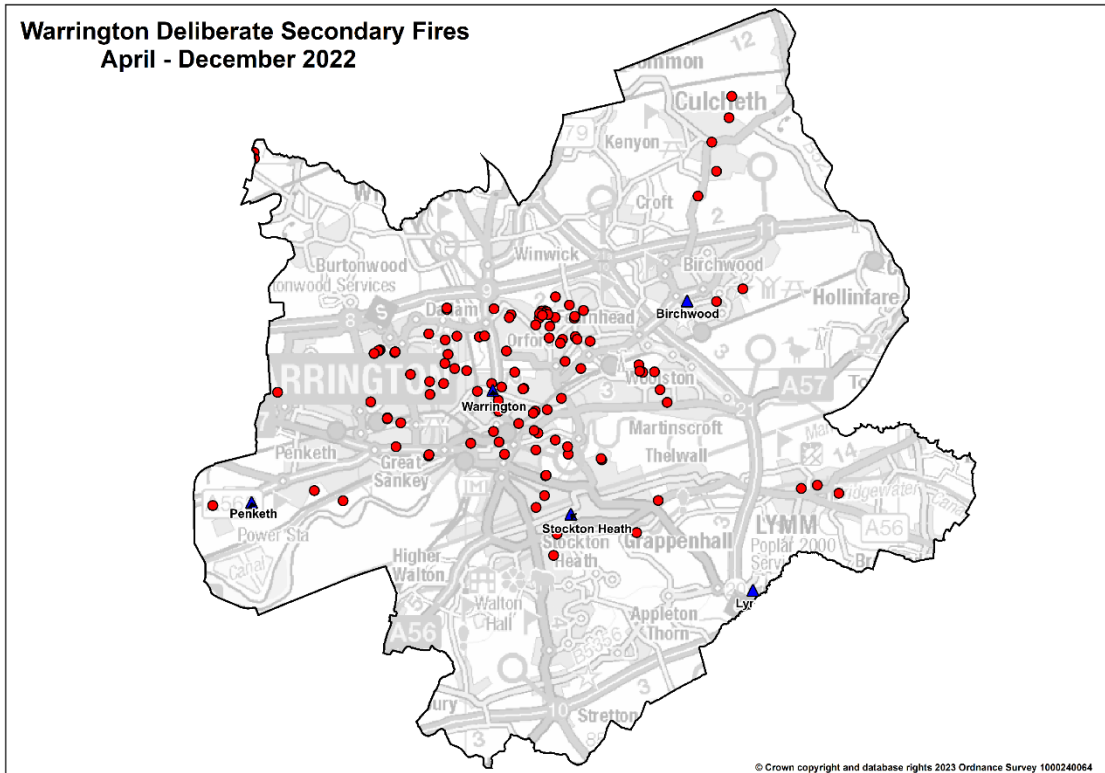
Information

9. The tables below indicate the number of young people engaged with and their age range over this reporting period, who have had engagement with the OTS team. From quarter two to the end of quarter three, the OTS team was reduced to one active team due to staffing issues, one staff member also resigned part way through quarter three. This is reflected in the number of young people engaged with and areas of provided intervention.
10. The Table below identifies the number and age of young people the OTS team have engaged with since April 2022 within Warrington.

Area Warrington	Total number of young people engaged with	Age range
Q1	195	13 to 17
Q2	Data unavailable due to Staff issues	
Q3	No intervention during Q3	
Q4	No intervention during Q4	

11. The main areas the OTS team have been operating in within Warrington are Orford Park, Chapel Ford, Dakota Park, Bewsey Park, Radley Common and Grasmere Avenue.

12. The map below shows the distribution of small deliberate fire incidents across Warrington unitary area since April 2022.

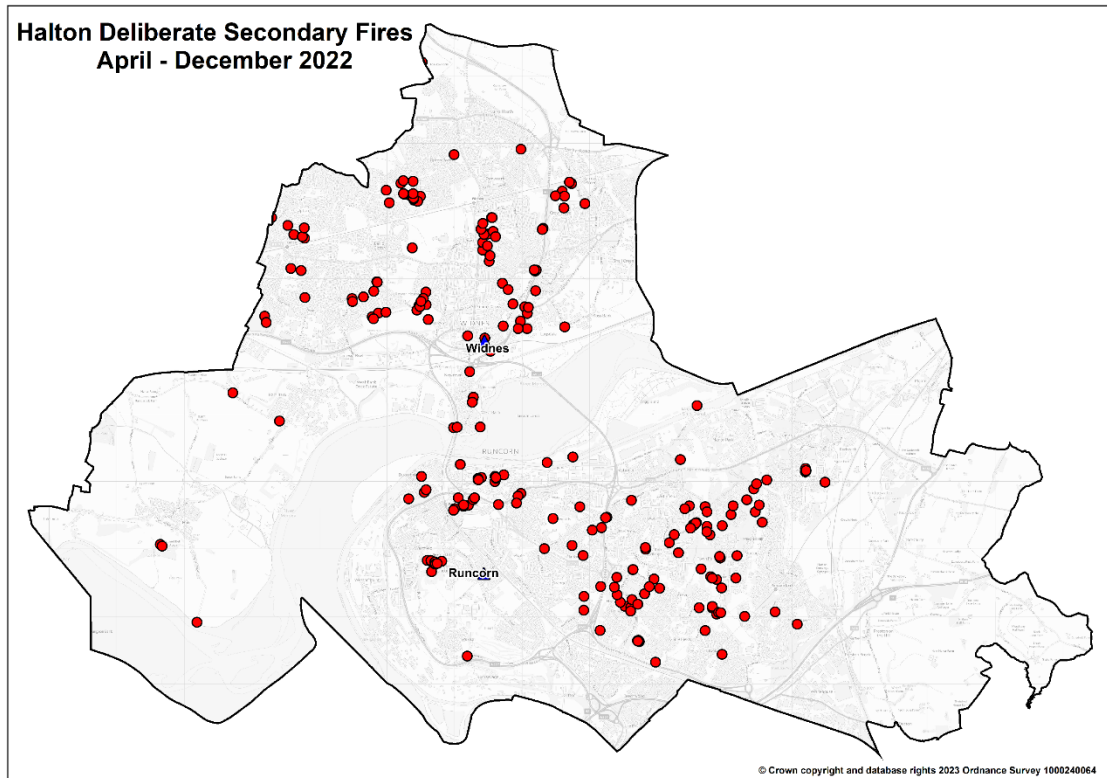


13. The Table below identifies the number and age of young people the OTS team have engaged with since April 2022 within Halton.

Area Halton	Total number of young people engaged with	Age range
Q1	222 (154 male 68 female)	13 to 17
Q2	184 (108 male 76 female)	13 to 17
Q3	35 (27 male 8 female)	13 to 17
Q4	No intervention during Q4	

14. The main areas the OTS team have been operating in are Widnes – Upton Rocks, Upton Community Centre, Victoria Park, West Bank, Crowood Park, Dundalk Road. Runcorn – Runcorn Hill Park, Town Hall Play Area, Festival Way Road, Town Hall Park, Town Park, Halton Lea, Runcorn Ski Centre, Weston Point and Old Castlefields.

15. The map below shows the distribution of small deliberate fire incidents across Halton unitary area since April 2022.

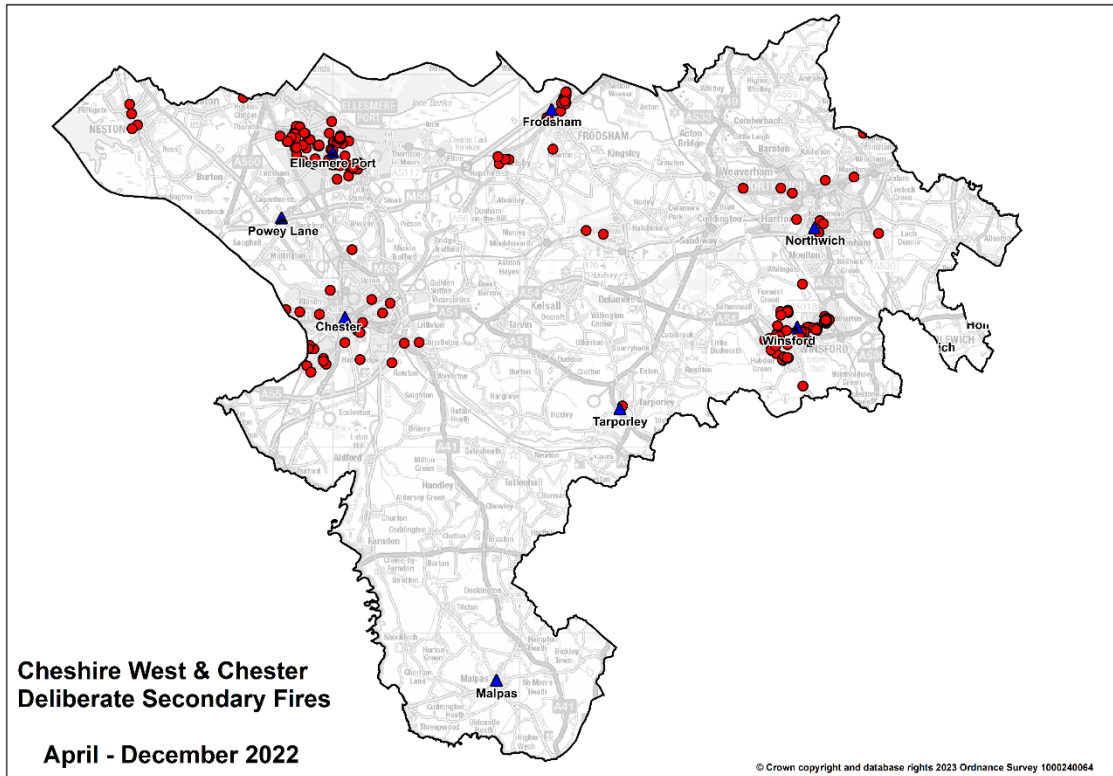


16. The Table below identifies the number and age of young people the OTS team have engaged with since April 2022 within Chester West & Chester.

Area CWAC	Total number of young people engaged with	Age range
Q1	480 (293 male 187 female)	13 to 17
Q2	92 (51 male 41 female)	13 to 17
Q3	No intervention during Q3	
Q4	66 (46 male 20 female)	13 to 17

17. The main areas the OTS team have been operating in are Brio Leisure Centre, Wharton/Muga, Town Park, The Grange, Glebe, Green Park, The Grange, ASDA Multi storey Car Park, Barons Quay, Northwich Town Centre, Whitby Park, Westminster, Parklands, Bunbury Green.

18. The map below shows the distribution of small deliberate fire incidents across Cheshire West & Chester unitary area since April 2022.

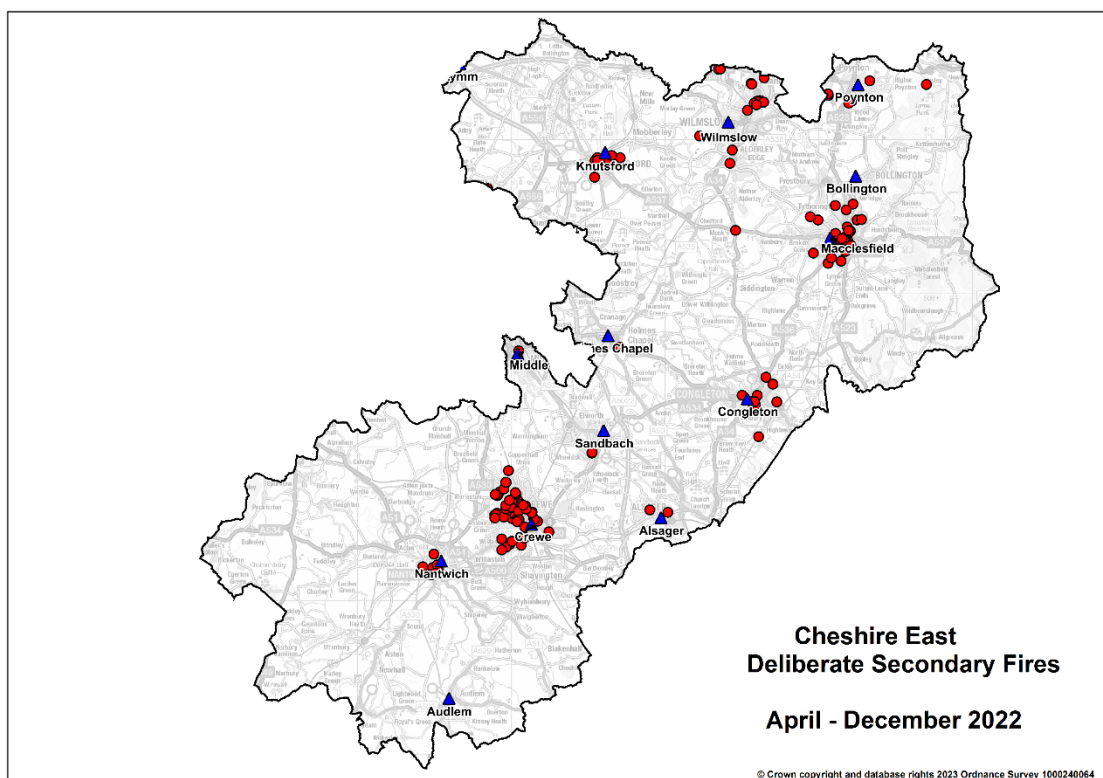


19. The Table below identifies the number and age of young people the OTS team have engaged with since April 2022 within Chester East.

Area CE	Total number of young people engaged with	Age range
Q1	35	13 to 14
Q2	Data unavailable due to Staff issues	
Q3	20 (9 male 11 female)	13 to 17
Q4	57 (26 male 31 female)	13 to 17

20. Intervention has been low throughout Cheshire East due to lack of referrals, and available intelligence. However, since quarter three the OTS team have begun to have a presence in and around Electricity Street, Flag Lane, Crewe Town Center and George V Park, the team are currently establishing links with key partners to provide collaborative diversionary intervention work.

21. The map below shows the distribution of small deliberate fire incidents across Cheshire East unitary area since April 2022.



22. Over the 2022/2023 reporting period contact was recorded with 1,389 young people. This figure will likely include contact with the same person on more than one occasion. It is difficult to say definitively, the exact age range of the young people we worked with as we do not capture this data, however it is estimated that the age range of recorded contact is with 13- to 17-year-olds.
23. Contact broken down into unitary areas:
- CWAC engaged 638 times, 46% of the overall total.
 - Halton engaged 441 times, 32% of the overall total.
 - Warrington engaged 195 times, 14% of the overall total.
 - Cheshire East engaged 112 times, 8% of the overall total.
24. Whilst there is best practice evident of the OTS team working with other agencies, including police and youth services, this initiative is currently underused. OTS staff are mainly offering a reactive service to the many PNR's or referrals they receive, which leaves them little time to support proactive initiatives.
25. Meeting and planning sessions with local Watch Managers and crews have been highly productive in directing targeted provision. This intervention supports the wider business intelligence data, along with supporting the objectives for the Road Safety and Deliberate Fire Reduction team. Staff

work alongside key advocates in reducing anti-social behavior and deliberate fires.

26. During periods of inclement weather, the OTS team often do not meet many young people out on the streets, during this time the team focus on updating their skills and knowledge and seeking local intelligence from key stakeholders.

Financial Implications

27. The budget for the OTS project was approved within the Prevention budget and the work is currently being delivered well within this budget. The OTS initiative is being reviewed as part of the Service Improvement Prevention Department review, which may result in changes to the budget.

Legal Implications

28. There are no legal implications associated with the submission of this report.

Equality and Diversity Implications

29. The OTS programme is inclusive, with young people from all backgrounds and abilities able to access the programme. All children and young people can engage in this intervention regardless of gender, marital status, gender realignment, disability, race, colour, ethnic group, national origins, nationality, religious belief, or sexual orientation.

Environmental Implications

30. As a fire and rescue service we have a pivotal role to play with regards to the environment. The OTS programme supports the Service's Environmental Policy and targets.

Next Steps

31. For the 2023/2024 reporting period, the OTS programme will utilise the internal partnerships with Business Intelligence and the Road Safety and Deliberate Fire Reduction Manager to provide directed target provision to the areas of most need. In-line with the Prevention Departmental Review, OTS staff will be consulted with, and recommendations and suggestions will be submitted in shaping the outlook and framework of the OTS programme. The outcomes of this review will factor into the recruitment process for any upcoming vacancies.

CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER
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BACKGROUND PAPERS: NONE

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CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 20TH SEPTEMBER 2023
REPORT OF: HEAD OF OPERATIONAL POLICY AND ASSURANCE
AUTHOR: SM OLIVER TREMAIN

SUBJECT: NORTH WEST FIRE CONTROL,
ANNUAL REPORT 2022-23

Purpose of Report

1. To inform members about the performance of North West Fire Control (NWFC) during the year 2022-23 (1st April 2022 to 31st March 2023).

Recommended: That

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

Background

2. This report is based on NWFC quarterly performance reports, and data generated from Cheshire Fire & Rescue Service (CFRS) Fire and Research Analysis team.

Information

Report Content

3. The key performance measures contained within this report reviews NWFC's call handling performance, costs of service against demand, training and exercising, and business continuity.

Call handling performance

Call Challenging

4. Control Room Operatives (CRO's) are trained to challenge specific call types and ask additional questions to identify whether FRS attendance is required. These include Automatic Fire Alarms, (AFA's) Animal Rescues, Bonfires and Gaining Entry incidents. The average percentage of calls challenged, but not mobilised to was 43.25% for the reporting period.

5. Table 1 below shows a breakdown by quarter of the number of calls that were challenged for all four Fire & Rescue Services (FRS's).

Table 1

	Q1	Q2	Q3	Q4	Total Average
% Successfully challenged/ not mobilised	45%	44%	42%	42%	43.25%

6. The success of the call challenge protocols introduced by the Service has prompted neighbouring FRS's to implement similar arrangements.

Time to answer Emergency Calls

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

8. Performance for all four FRS's is shown in the table below:

Table 2

	Q1	Q2	Q3	Q4
Average Time to Answer (sec)	6	7.6	5.7	5.1
Percentage of calls answered within 10 seconds	94.68%	82.92%	87.46%	89.68%

9. A significant proportion of the calls where NWFC failed to meet the 10s standard was between Q2 to Q4 where a dip in performance below 90% was observed. NWFC changed systems to LifeX in June 2022. A trial not to use the Automatic Call Distribution tool (ACD) was implemented, however once this dip in performance was established the Senior Management Team at NWFC made the decision to reintroduce the ACD tool on 5/9/23. The data to see if this has been successful is yet to be released.

10. NWFC has established that for Quarter 4 there is missing call data, which their data extraction software is unable to retrieve. This data does not correspond with previous quarter figures. This has been reported to their software contractors. This issue has had no impact on service delivery during the period. This connection failure has now been resolved; however historic data is unretrievable.

Time of Call Answer to Time of Alerting the First Resource

11. The performance standard for alerting resources to be mobilised from the time of call is 90 seconds.
12. Performance is shown in the table below (average in seconds) for Cheshire Incidents only. The table below shows a measure of all 'attended' incidents. This data has been produced from CFRS Fire Research and Analysis team.

Table 3

	Q1	Q2	Q3	Q4	Ave
Ave for life risk incidents	98	100	88.5	83.5	92.50
Fires	73	78	78	72	75.25
Special Service Calls – RTC's	116	118	103	101	109.50

13. The data shows significant improvements for NWFC mobilising to RTC's this year, with an average time of 109.50 seconds. This is down from 118 seconds during 2021-22 providing an average 8.5 second reduction.
14. CFRS have introduced a new quarterly scrutiny process to improve the monitoring of NWFC performance.
- All CRO's have 2 call audits per month.
 - A review of all incidents where there are more than 6 appliances. This is to ensure key station and zonal depletions are being managed correctly and CFRS are providing the necessary support.
 - A review of both the 10s time to answer and 90s time to mobilise resources, for the quarter'

15. Improvements to performance processes

The following describe changes designed to improve performance.

- An incident tag has been placed on the mobilising system. This tag will require a CRO to provide a reason the 90s standard was breached. A quarterly report will be run as part of the quarterly scrutiny process.
- CRO training has been updated to reinforce the two-stage mobilisation process. Stage 1 is to mobilise to the address and Stage 2 is obtaining and passing additional information.
- The introduction of the LifeX system has improved location identification.
- The introduction of What3Words in CAD.
- If the caller is completely lost the CRO's have now been asked to use 999eye to use the caller's phone GPS.

16. It should be noted that different incident types require differing amounts of information to be obtained during the call handling processes to ensure correct mobilisation.

Cost of Service

17. The cost of the service provided by NWFC is paid for in proportions agreed by the FRS's when NWFC was established. (See Annual Percentage Cost per FRS in Table 4).

18. Table 4 presents the percentage of all emergency call activity in each quarter per FRS area and then contains the overall percentage for the year compared to the cost paid by each FRS.

Table 4

	Cheshire	Cumbria	Greater Manchester	Lancashire
Q1	14.99%	7.41%	42.94%	34.66%
Q2	17.07%	7.68%	41.38%	33.87%
Q3	15.61%	8.50%	40.91%	34.98%
Q4	17.19%	8.92%	40.58%	33.31%
Overall Average	16.22%	8.13%	41.45%	34.20%
Annual Percentage Cost per FRS	18%	8%	48.5%	25.5%

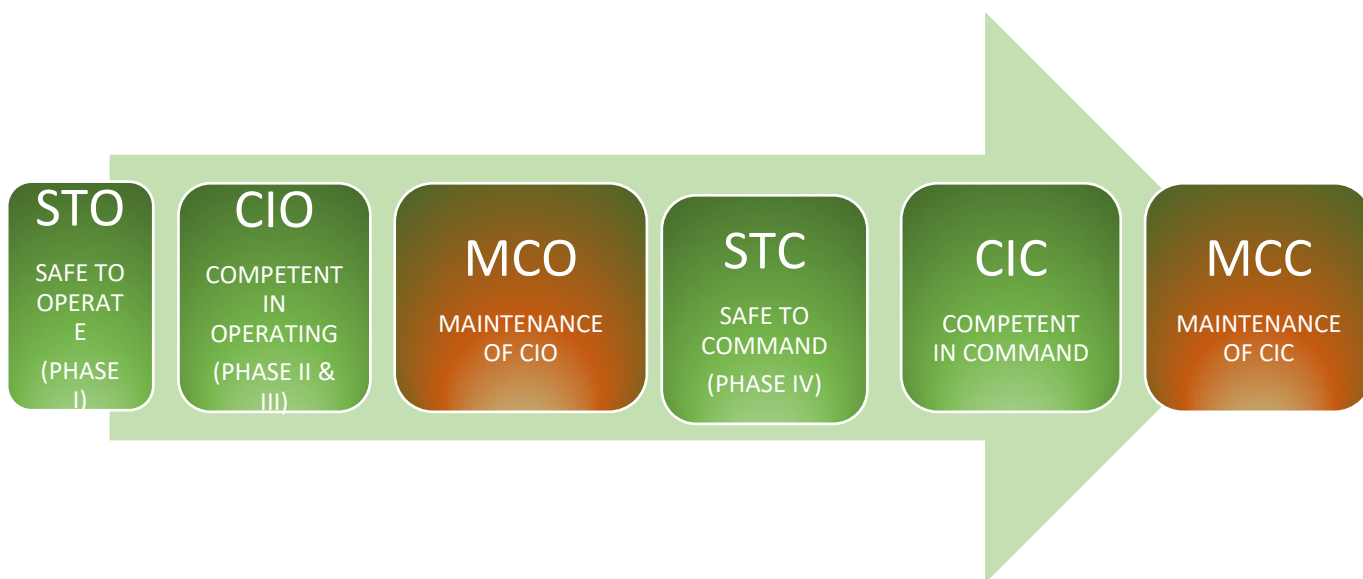
New Technologies and Delivery of Projects

19. **999eye:** is a technical solution where NWFC can use a caller's smart mobile phone to view the incident being reported. Benefits include improving NWFC's understanding of the nature of the call, enhancing the response if required. A data agreement is now in place with the four FRS and NWFC to access footage. The next phase is when the licence is renewed in October 2023, where it will become a shared resource. The total cost of £30,000 will be split evenly across the 4 FRS, seeing an annual spend for each FRS of £7,500. A budget bid for this resource has been submitted.
20. **Fire Survival Guidance (FSG)** An electronic solution using Sharepoint has been created by Merseyside FRS to enhance the ability to co-ordinate major incidents such as high-rise fires, where there are multiple calls received at NWFC from people in need of rescue. NWFC and the FRS can update the shared spreadsheet, and as this is a live document, it can be seen immediately on the incident ground so Incident Commanders can target a response in real time. This will build on the implemented evacuation process based on learning from the Grenfell Tower fire. This system is being explored currently by all four FRS and is expected to be implemented soon.
21. **What3Words:** What3 Words has now been integrated within the CAD system at NWFC which is enabling quicker, more accurate mobilising.
22. **Computer Aided Dispatch (CAD) procurement:** A new CAD system at NWFC is currently under review. Part of the tendering process will involve inviting potential contractors to hold a bidders' conference where they can explain what benefits their solution has to offer. The project has been added to the OPA Departmental Plan and is managed by the Cheshire Planning System. CFRS staff are also embedded within the NWFC project team .
23. **Bariatric Call Challenge:** CFRS have worked closely with our Medical Director and the other three FRS to produce an agreed framework to challenge attendance at non-emergency bariatric related incidents. CFRS will always attend any bariatric life risk incidents.
24. **CFRS New Resources integrated into the CAD.**
 - **Wildfire:** Poynton and Bollington are now on-line with additional skill attributes pertaining to Wildfire. This involves the integration of the All-Terrain vehicle and wildfire units into the CAD.
 - **Scorpion:** The High Reach Extending Turret Fire Engine was introduced at Macclesfield and uses the latest technology to enhance Fire Fighting tactics and Firefighter safety.

- **Water Bowser:** The Water Bowser provides 9000lts water to support various incident types including – Wildfires, incidents of remote locations and Electric Vehicles as a few examples.

Training, Exercises and Debriefs

25. People, Development and Assurance Programme (PDAP) – NWFC have implemented a new competency criteria for each stage of development based on the Fire Standard for Fire Control, National Operational Guidance (NOG) and National Operational Learning (NOL).



26. NWFC attended CFRS Training Centre to undertake level 1 Incident Command training in the Incident Command Suites.
27. The new JESIP training principles have been embedded within the control room at NWFC. A bespoke NWFC JESIP trainer co-ordinates with the Service JESIP based principles.
28. The Service has built on this training in the organisations implementation of change based on the Kerlake recommendations. The Service has planned, implemented and delivered bespoke MTA exercises in phases 1 and 2. Phase 3 will deliver four no-notice MTA scenarios for all the NWFC teams (consolidating the aforementioned training); this will culminate in a major live scenario. All the exercises are a tri-service collaboration with Cheshire Police and North West Ambulance Service, and for the major live exercise with the Tactical Firearms team.
29. A collaborate North West regional high-rise exercise in Merseyside was undertaken to test the current Immediate Building Evacuation (IBE) Fire Survival Guidance training. This involved crews from Cheshire, Greater Manchester, Lancashire and Merseyside FRS testing the current fire survival guidance communication with NWFC.

30. CFRS is holding, where possible, all structured debriefs at NWFC, with appliances attending NWFC to participate. This is to improve NWFC representation and will maximise organisational learning.
31. Proposed training 2023-24
- Water Survival Guidance is currently being explored with the intention of introduction at NWFC and across all four FRS. Initial meetings have taken place and current guidance will be aligned with the national coastguard survival guidance.
 - Fire Behaviour training for CRO is currently being developed at CFRS using the state-of-the-art Incident Command Training suite.
 - A bespoke training package to upskill L2 officers to support NWFC as 'Operational Support' during major incidents and spate conditions. CFRS are leading on developing this package.

Business Continuity

32. Two full Business Continuity (BC) exercises have been carried out at NWFC during the reporting period. Both exercises took place whilst there was a complete shutdown of the mobilising system, necessitated by a requirement to complete essential updates.
33. As a result of HMICFRS feedback NWFC and the Business Continuity planning group undertook a full fallback exercise to secondary control at Stretford Fire Station in February 2023.
34. The Loss of the 999 Service. This was a national issue, as highlighted in the national and NWFC debriefs. Agreed actions are to converge BC Plans across NWFC and the four FRS. The Service and NWFC are awaiting national direction for use of 101 or 0800 as fallback numbers.

Financial Implications

35. There are no financial implications arising from the presentation of this annual report.

Legal Implications

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

Equality and Diversity Implications

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

Environmental Implications

38. None

CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER

TEL [01606] 868814

BACKGROUND PAPERS: NONE

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 20TH SEPTEMBER 2023
REPORT OF: HEAD OF SERVICE IMPROVEMENT
AUTHOR: HAZEL MARSH

SUBJECT: NATIONAL FIRE CHIEF'S COUNCIL
FIRE STANDARDS COMPLIANCE

Purpose of Report

1. To provide members with an update on the Service's current compliance and progress in implementing the National Fire Chief's Council (NFCC) Fire Standards.

Recommended: That

[1] the report be noted.

Background

2. Fire Standards are an NFCC product that were introduced in February 2021 by the Fire Standards Board. The Board works to oversee the identification, organisation, development, and maintenance of professional standards for Fire and Rescue Services in England.
3. There are sixteen fire standards that have been published to date, each with individual desired outcomes. These are: Code of Ethics; Communication and Engagement; Community Risk Management Planning; Data Management; Emergency Preparedness and Resilience; Emergency Response Driving; Fire Control; Fire Investigation; Leading the Service; Leading and Developing People; Operational Competence; Operational Learning; Operational Preparedness; Prevention; Protection; and Safeguarding.
4. The NFCC has released an implementation tool alongside the publication of each standard. Each implementation tool has a set of criteria with tasks to action and/or measure compliance against.

Information

5. Relevant departments have used the implementation tools to conduct gap analyses and provide information to the Service Improvement Department relating to compliance, evidence of work achieved, and work yet to be completed.

6. Appendix 1 contains a series of charts to highlight CFRS's current compliance with each of the published fire standards. It should be noted that if a single task is marked as non-compliant or partially compliant then the whole criteria is marked as non or partially compliant. Many criteria within the standards reported below therefore have multiple tasks at different stages of progress. The number of tasks allocated within each criteria is subjective and determined by each individual fire and rescue service.
7. There are three standards for which a gap analysis has not yet been completed which are Code of Ethics, Fire Control and Leading the Service.
8. North West Fire Control are aware of the requirement to complete this work and have assigned resource to undertake the gap analysis.
9. The Leading the Service and Code of Ethics Standards include a complex and broad set of criteria which require central co-ordination and evidence gathering by the Service Improvement Department. These will be both be commenced in Autumn 2023.
10. A further report will be presented to members at the March 2024 meeting of this committee providing an update on progress.

Financial Implications

11. N/A

Legal Implications

12. N/A

Equality and Diversity Implications

13. N/A

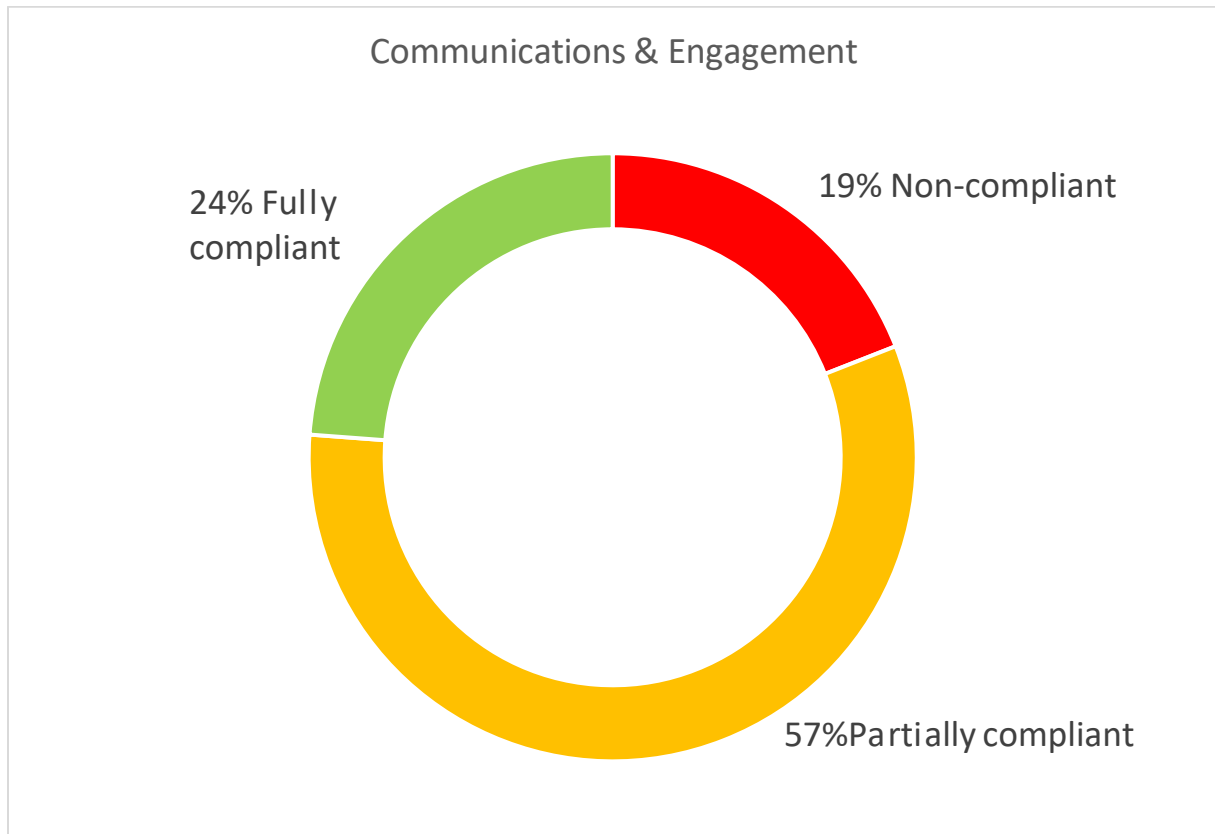
Environmental Implications

14. N/A

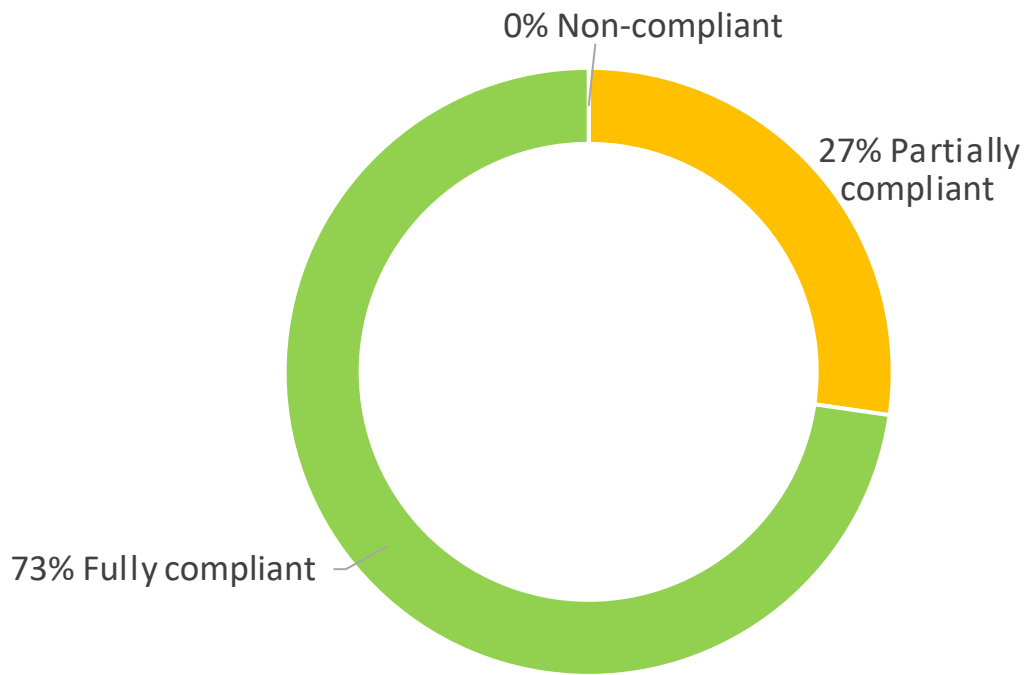
**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER
TEL [01606] 868814
BACKGROUND PAPERS: NONE**

APPENDIX 1: CURRENT COMPLIANCE WITH FIRE STANDARDS

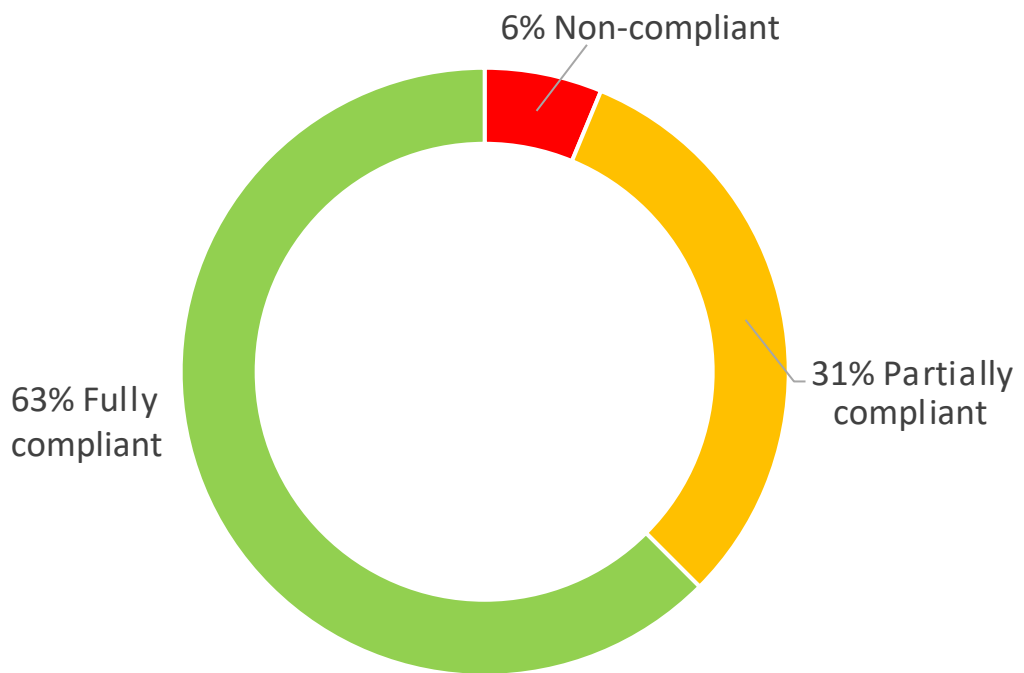
	Fully compliant
	Partially compliant
	Non-compliant



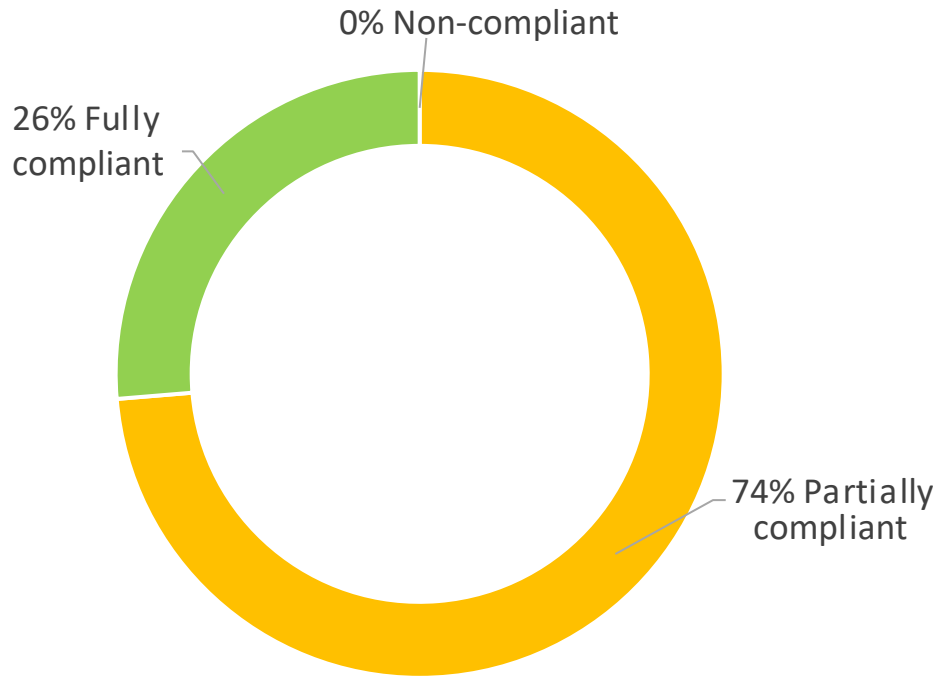
Community Risk Management Planning



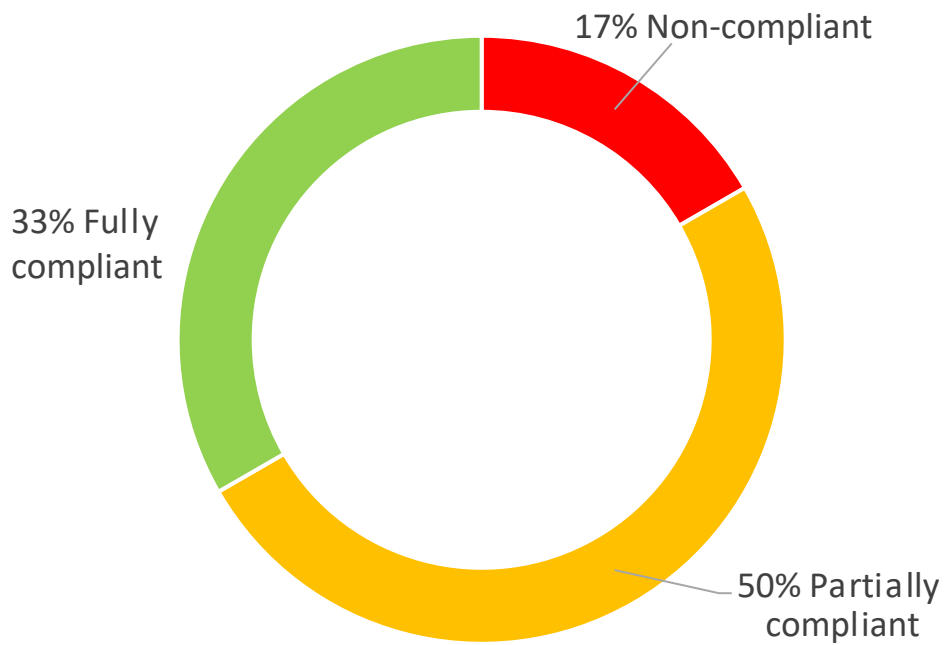
Data Management

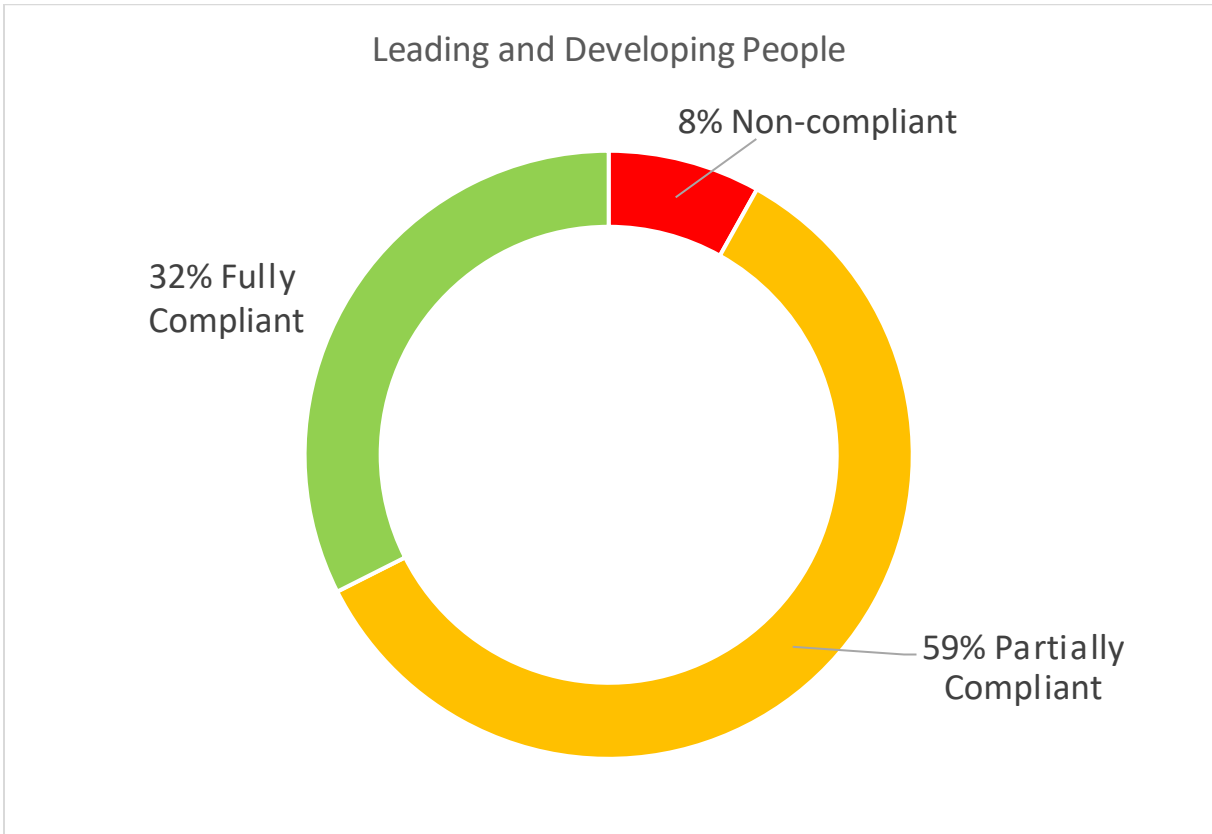
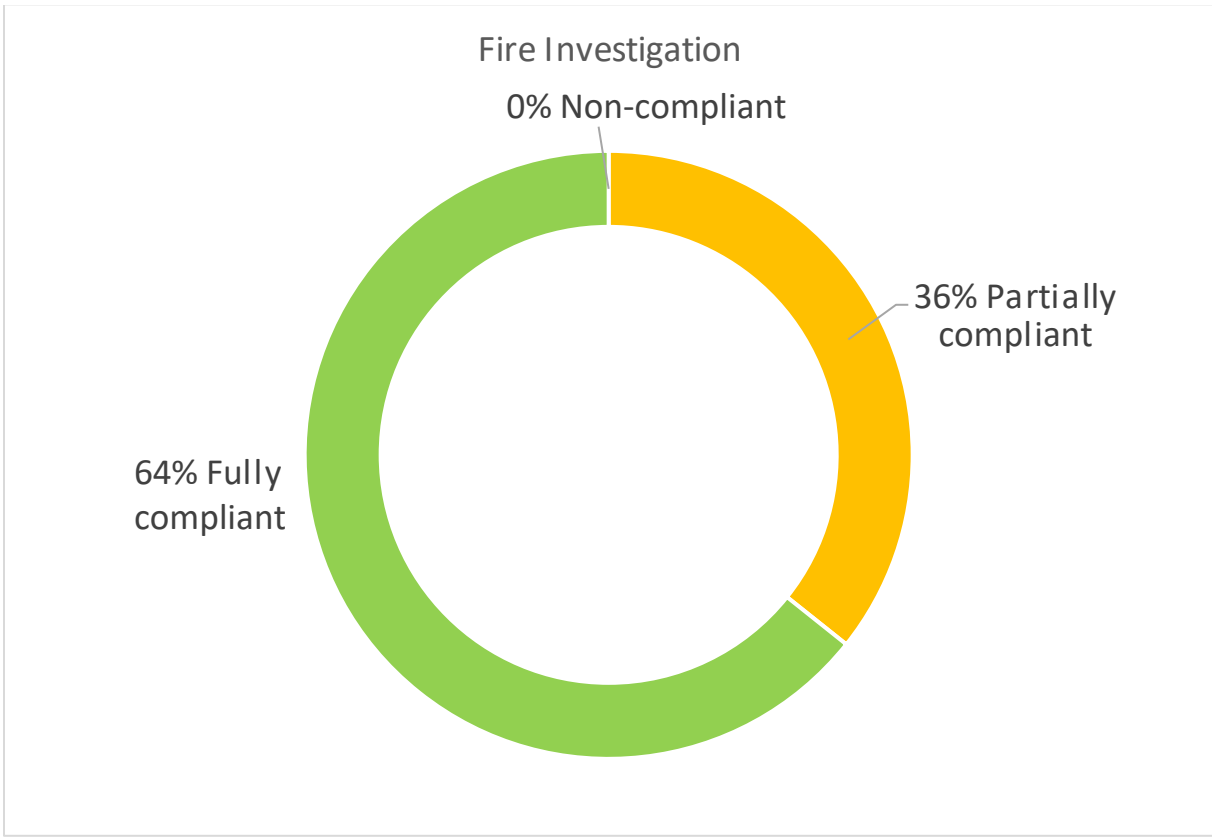


Emergency Preparedness & Resilience

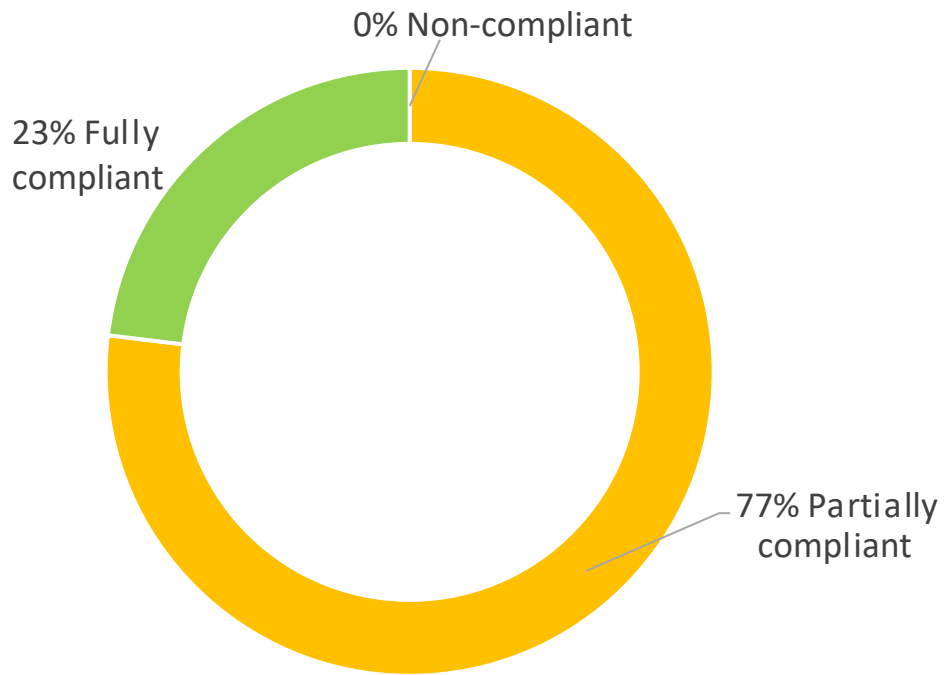


Emergency Response Driving

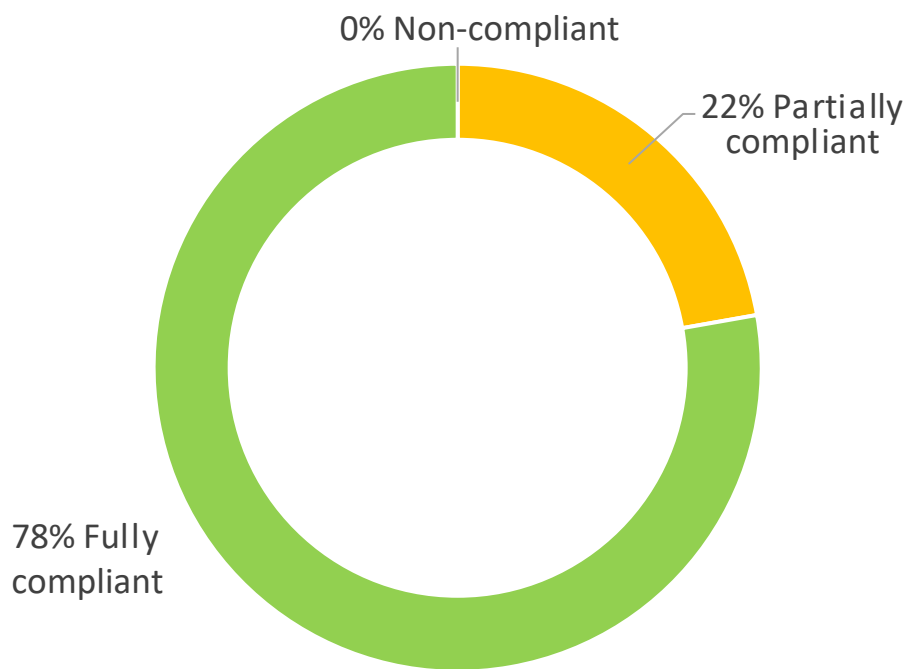




Operational Competence



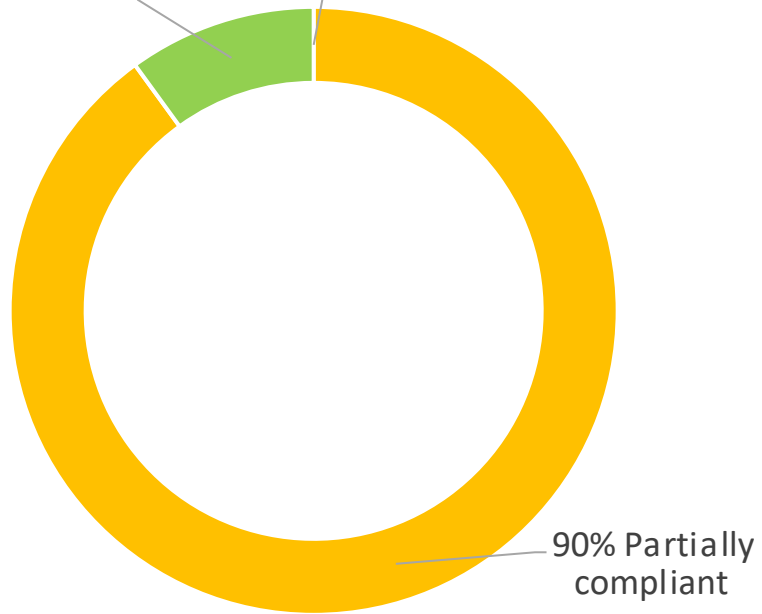
Operational Learning



Operational Preparedness

10% Fully compliant

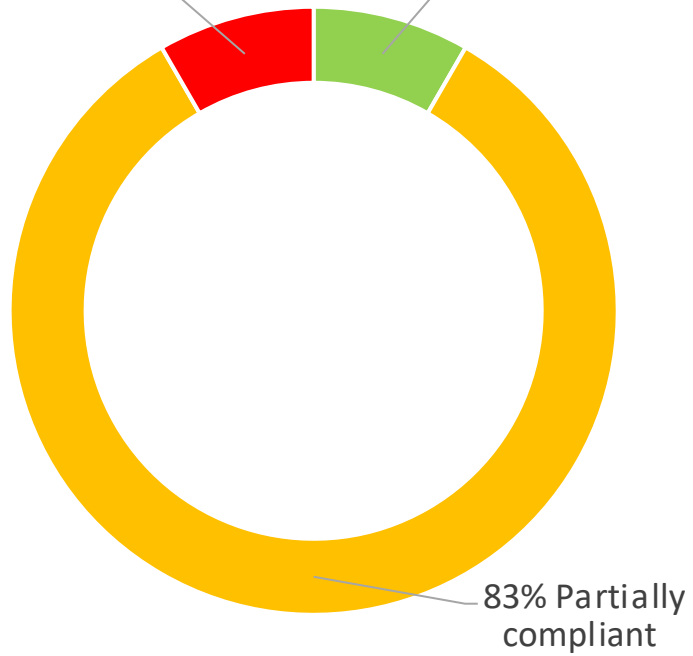
0% Non-compliant

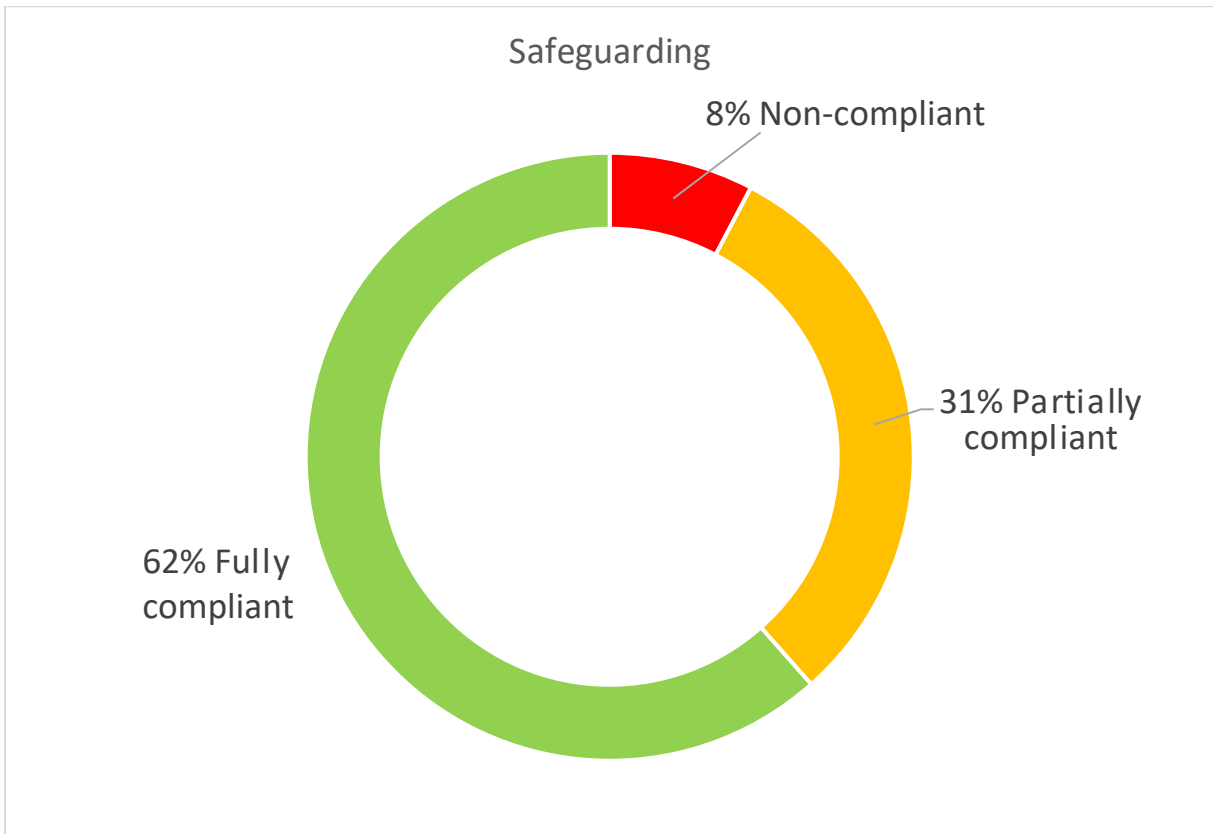
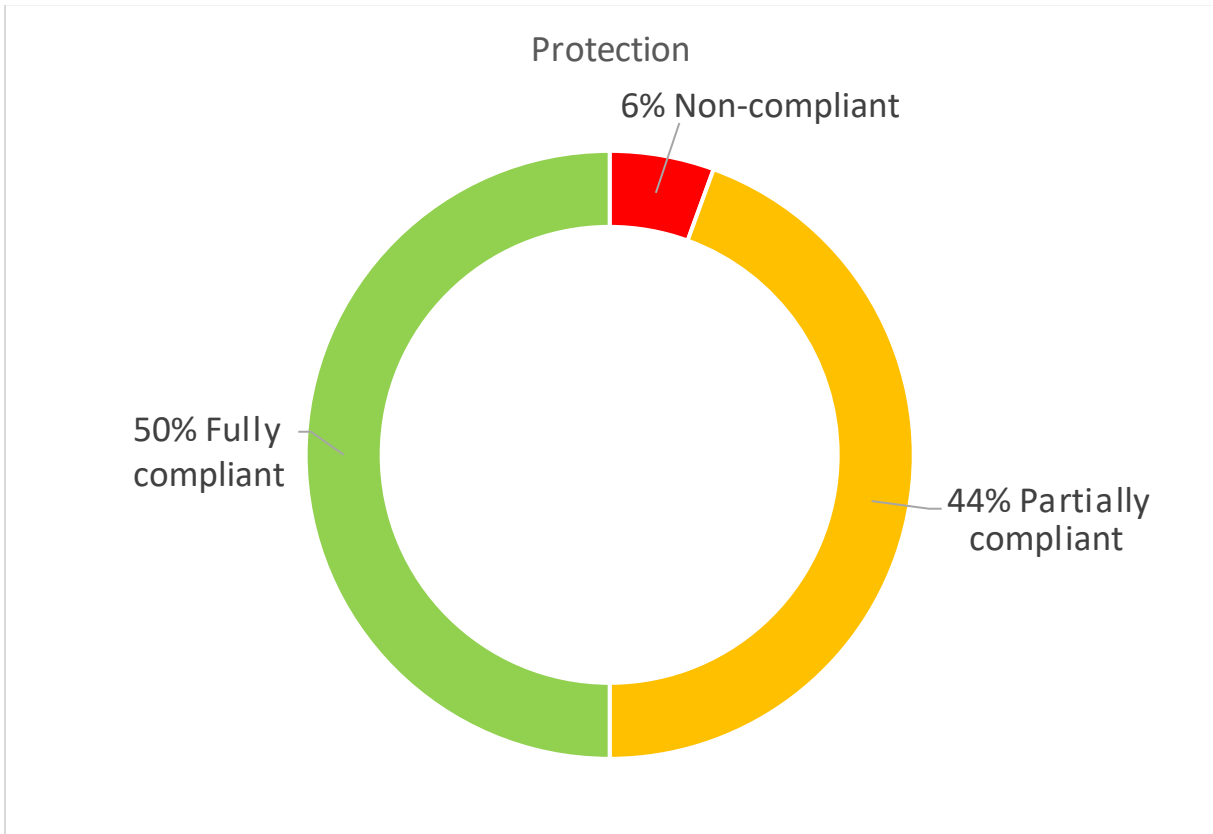


Prevention

8% Non-compliant

8% Fully compliant





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ELECTED MEMBER MONITORING TABLE 2023-24

PERFORMANCE AND OVERVIEW COMMITTEE

Meeting Date:	12 July 2023		20 September 2023		22 November 2023		6 March 2024	
Report Deadline	26 June 2023		5 September 2023		6 November 2023		19 February 2024	
Agenda Deadline	3 July 2023		12 September 2023		13 November 2023		26 February 2024	
1			P Vaughan	Finance Report - Quarter 1, 2023-24	P Vaughan	Finance Report - Quarter 2, 2023-24	P Vaughan	Finance Report - Quarter 3, 2023-24
2	A Collis / H Marsh	Performance Report - Quarter 4, 2022-23	A Collis / H Marsh	Performance Report - Quarter 1, 2023-24	A Collis / H Marsh	Performance Report - Quarter 2, 2023-24	A Collis / H Marsh	Performance Report - Quarter 2, 2023-24
3	Seren Challand	Programme Report - Quarter 4, 2022-23	H. Marsh	Programme Report - Quarter 1, 2023-24	H. Marsh	Programme Report - Quarter 2, 2023-24	H. Marsh	Programme Report - Quarter 3, 2023-24
4	S Barnes	UPG Annual Report 2022-23	R Saxon	Equality, Diversity and Inclusion Annual Report 2022-23	S Hulse	Health, Safety and Wellbeing Annual Report 2022-23	R Swindells	Bonfire Annual Report 2022-23
5	JCaulfield / SBarnes	Training Performance Annual Report 2022-23	H Crampton	Safety Central Annual Report 2022-23	R Swindells	Interim Bonfire Report (verbal)	M. Johnston	Environment & Climate Change Annual Report 2022-23
6	D Palin / J Burton	Safeguarding Children, Young People and Adults Annual Report 22-23	J McTigue	'On the Streets' Youth Work Annual Report 2022 - 23	L Howard	Mental Health Annual Report 2022-23		
7	L McGarity	Prosecutions Annual Report 2022-23	O Tremain	North West Fire Control Annual Report 2022-23	C. Rabhani	HMICFRS 2023 Inspection Culture and Values		

ELECTED MEMBER MONITORING TABLE 2023-24

8	C Astles	Risk Management Annual Report 2022-23	A Collis	National Fire Chief's Council Fire Standards Compliance	D Bowman	Partnerships Annual Report 2022-23		
9	A Collis	HMICFRS 2021 Inspection Closedown Report						
10	R Swindells	Road Safety Annual Report 2022-23						
11								
12								
NOTES								

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