

Performance and Programme Board – Performance Report					
Reporting Period	Quarter Q3	From	01/10/2016	To	31/12/2016
Indicator: [Number of Deaths in Primary Fires]					
Previous Status	Current Status	Summary of Current Performance and Intelligence			
		<p>At the end of Q3 there have been six fatalities for the year to date - all of which were in dwelling fires.</p> <p>Focusing on the age profile of the victims, one fatality was aged under 18, three were aged between 18 and 64 and two were aged over 65. Focusing on gender, five of the victims were male and one female.</p> <p>Each incident had a different primary cause – use of a deep fat fryer/chip pan, smoking materials, matches or candles. A number of these incidents are still to go to Coroner’s court. Of those already heard two incidents relate to suicide/misadventure.</p>			
What actions will be required to improve performance during the following quarter?					
<p>The Service continues to work with various partners and stakeholders and a fatal fire review is completed following each incident. Findings and outcomes are recorded and an Action Plan is created and monitored at Head of Department level. Where appropriate, the Service will continue to make recommendations to the Coroner and will work with partner agencies to prevent these instances occurring in the future.</p> <p>HSA delivery and platinum engagement success rate are both on target for year end. The advice provided on these visits will be enhanced in Q4 with the introduction of Safe and Well visits. Phase 1 of Safe and Well project comprises advice on slips, trips and falls; bowel cancer screening; smoking cessation and alcohol reduction.</p> <p>Not all of the deaths were in the over 65 age group. Early discussions are taking place to explore the possibility of mental health and alcohol as being contributory factors in cases of deaths in fire. Talks with local mental health and alcohol reduction teams are being instigated around the NHS’s Sustainability and Transformational plan; in particular we are working with partners to develop a risk assessment regarding patient discharge.</p>					

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Reporting Period	Quarter Q3	From	01/10/2016	To	31/12/2016
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### Indicator: [Number of Injuries in Primary Fires]

Previous Status	Current Status	Summary of Current Performance and Intelligence
		<p>The number of injuries in primary fires remains over target at Q3 and these are most commonly occurring in accidental dwelling fires (36 of the 51).</p> <p>There have been a further 19 injuries in primary fires in Q3, bringing the 16/17 year to date total to 51 (compared with 35 for the same period last year). However, 46 of the injuries were described as slight, including being overcome by smoke or having slight burns. 5 people suffered a serious injury, of which 4 had serious burns.</p> <p>The station areas with the highest number of injuries are Chester (9) and Crewe (7), whilst cooking is the most common cause of accidental dwelling fires and also accounts for the highest proportion of injuries (17).</p> <p>Looking at the household occupancy, one third of all injuries in accidental dwelling fires involve people aged over 65 who live on their own. If someone from this group has a dwelling fire then it is 25% more likely, than in any other group, that there will be a resultant injury.</p> <p>Almost one quarter of all accidental fires involving candles, matches or smoking materials result in a subsequent injury.</p>

### What actions will be required to improve performance during the following quarter?

In conjunction with the Campaigns group we will ensure that relevant messages are communicated to our local communities. Information will be refreshed on the website as necessary, together with focussed target-led initiatives as appropriate, e.g. the Service's 'white goods' safety campaign and the Home Safety Direct campaign which are being launched in March 2017. A new Safety in the Home leaflet is being produced.

Note:

Incident Recording System (IRS) records will be validated to confirm the accuracy of the data, as there is an indication that some incidents may have been miscoded and the individual concerned may have received a 'precautionary check' rather than suffering an injury. This validation will be communicated and recorded in the Q4 report. We will continue to assess individuals to see whether there are any specific areas of risk which require intervention.

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### Indicator: [Number of Accidental Dwelling Fires]

Previous Status	Current Status	Summary of Current Performance and Intelligence
		<p>The number of accidental dwelling fires (ADFs) is currently 10% above target, with the number of fires increasing from 283 to 307 over the same period last year.</p> <p>Notably, 44.3% of all dwelling fires were out on arrival of the Fire Service (36.9% last year).</p> <p>The increase is primarily focused around over 65s who live alone with the number of incidents involving this age group rising to 81 compared to 68 in the same period last year.</p> <p>The most common cause of accidental dwelling fires is cooking, which accounts for 48% of all incidents. The next most common causes are kitchen appliances and electrical wiring, cables and plugs. The majority of the increase is in Cheshire East, however there are no specific areas which have seen a significant increase. There are a number of areas that have seen a small increase including Poynton, Macclesfield, Wilmslow and Congleton.</p>

### What actions will be required to improve performance during the following quarter?

Cooking is still the most common cause of ADFs. We will continue with targeted campaigns, interventions and educational programmes with an aim to reducing these figures.

In conjunction with the Campaigns group we will ensure that relevant messages are communicated to our local communities. Information will be refreshed on the website as necessary, together with focussed target-led initiatives as appropriate, e.g. the Service's 'white goods' safety campaign and the Home Safety Direct campaign which are being launched in March 2017. A new Safety in the Home leaflet is being produced.

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### Indicator: [ Number of Deliberate Fires]

Previous Status	Current Status	Summary of Current Performance and Intelligence
		<p>There were 223 Deliberate Primary Fires at the end of Q3, against a target of 205.</p> <p>The peak times for incidents is between 21:00-23:00 and 01:00-03:00. The highest number of incidents involved cars (66), single occupancy houses (26) and prisons (18). The incidents between 01:00 and 03:00 mainly involve deliberate car fires, with the highest number of car fires in Warrington (12) and Crewe (12).</p>
		<p>There were 705 Deliberate Secondary Fires reported at the end of Q3, against a target of 844. This indicator is ahead of target with annual future decreases also projected.</p> <p>The peak time for incidents is between 18:00-21:00, whilst the highest risk areas are Warrington, Winsford and Ellesmere Port. These three areas account for 51% of all incidents. In Warrington loose refuse (59) and wheelie bins (38) are the main ignition sources. It should be noted that 15 wheelie bin fires in Warrington occurred in December, particularly on the Recreation Ground on Radley Common.</p> <p>There was a significant increase in the number of incidents in Winsford over the bonfire period. The peak day for incidents is a Sunday.</p> <p>Whilst the main fires are small refuse containers, wheelie bin and loose refuse with the first two being an issue in Warrington and Winsford.</p>

### What actions will be required to improve performance during the following quarter?

The secondment of the Police Liaison Officer came to an end in December. Improved partnership arrangements with Cheshire Police have been put in place to coincide with his departure. We now have a dedicated Arson SPOC (Specific Point of Contact) in each Local Policing Unit.

Further analysis of the car fires has taken place in Warrington and information has been shared with the Police. Police Notification Reports will continue to be completed after each incident.

In terms of prison fires, Cheshire Fire Authority has no jurisdiction to enforce fire safety in Crown premises. However, we continue to work with Prison fire officers and Crown Premises Inspection Group (CPIG) on strategies to reduce these numbers.

Learning outcomes from this year's bonfire period have been incorporated into next year's Bonfire Strategy.

There have been 2 impact days in Winsford and an analysis of 999 calls will continue. The On The Streets Team have been working in Winsford, but have been withdrawn over concerns for their safety. Work with local partner agencies, e.g. housing will continue.

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

Previous Status	Current Status	Summary of Current Performance and Intelligence
		<p>Fires in non-domestic premises (NDPs) are recording a slight increase and are over target with 130 fires against a target of 125 as at the end of Q3. 118 fires in NDPs were recorded during the same period in 15/16.</p> <p>The property types with the highest number of incidents are prisons (19) and single shops (13)</p> <p>84 of the fires were recorded as accidental and 44 as deliberate (2 unknown). Of those deliberate fires 18 occurred in prisons, with 11 occurring at Styal and 7 at Risley. Each deliberate fire in a prison involved a lighter, smoking materials or lit paper.</p> <p>In 46.3% of incidents the fire was limited to the item first ignited and a further 21.1% were confined to the room of origin. Ten of the incidents in which the fire was limited to the item first ignited were in prisons. Most involved the use of smoking materials, cigarette lighters or lit paper in which a bin, bedding or light fitting was the source material.</p>

### What actions will be required to improve performance during the following quarter?

These incidents are closely monitored to ascertain trends and possible solutions to any recurring issues.

The Protection team are working with the Health and Safety Executive regarding the issue of fires occurring in production processes in NDPs e.g during the manufacture of a product.

The majority of the 18 deliberate prison fires occurred at Styal (12). Cheshire Fire Authority has no jurisdiction to enforce fire safety in Crown premises, however we continue to work with Prison fire officers and CPIG on strategies to reduce these numbers.

The main cause given for accidental fires in NDPs is electrical. Advice on electrical safety will continue to be included on future Business Safety and audit visits, business seminars, impact events and the Service's website. Work will be undertaken to review and update this advice as appropriate. The relevant local authority will also be informed for follow-up action where it falls within the scope of its enforcement activity.

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### Indicator: [AFAs in Non Domestic Premises]

Previous Status	Current Status	Summary of Current Performance and Intelligence
		<p>AFAs in non-domestic premises are currently over target – 880 as at the end of Q3 (against a target of 818).</p> <p>Property types with the highest number of incidents are hospitals (136), purpose built offices (79), Infant/primary schools (60) and nursing homes (60). The majority of AFAs at hospitals occurred at the Countess of Cheshire Hospital and Warrington General Hospital. In addition 721 AFAs (88.1%) occurred outside of policy hours.</p> <p>The recent Unwanted Fire Alarm Signals (UwFS), Policy review identified that improvements in numbers are unlikely until further incremental changes are implemented.</p>

### What actions will be required to improve performance during the following quarter?

A review of the UwFS Policy has resulted in proposals to change the way we respond to AFAs and a report setting out the options was presented to CFA and accepted by members in December 2016.

Once the changes are implemented the Service will adopt a non attendance policy 24 hours a day, seven days a week to all non sleeping risk premises unless supported by a phone call to confirm there is a fire and a fire service attendance is required. There will be no call challenge. The higher risk premises, with sleeping risks, e.g. hospitals, residential care homes, COMAH sites and high rise will continue to get attendance anytime during the day and night. This option is projected to result in a further 66.8% annual reduction in UWFS which equates to 700 fewer calls.

The Protection team are working with Corporate Communications on an appropriate communications strategy to assist with the implementation of the changes. The changes to the policy will be communicated and implemented to align with the start of 17/18 and this will improve performance.

Hospitals have the highest number of false alarms (136) although year-on-year performance has improved significantly as fire inspecting officers continue to work to reduce numbers with representatives on the hospital groups across the service area.

Purpose built offices (79), Nursing Homes (60) and Primary Schools (60) follow in terms of the highest numbers of false alarms recorded. Local fire inspecting officers continue to liaise with repeat offenders to bring numbers down further.

Notably, of the 880 incidents recorded, the Service would not attend 567 under the terms of the revised policy as they occurred in non-sleeping risk premises.

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### Indicator: [Number of HSAs Delivered to properties of Heightened Risk]

Previous Status	Current Status	Summary of Current Performance
		<p>The total number of HSAs completed as a service at the end of Q3 was 30,245.</p> <p>Managers have balanced commitments against available capacity and Advocates have performed above individual targets in order to get back on track to meet the year end target.</p> <p>The team has experienced greater than average staff turnover and reduction in hours by experienced team members in recent months.</p>
		<p>The overall platinum address success rate at Q3 is at 68% against a service target of 65%.</p>

### What actions will be required to improve performance during the following quarter?

HSA delivery and platinum engagement success rate are both on target for year end. There will be continued engagement using approved data-sets, including Exeter data and partner referrals.

The advice provided on these visits will be enhanced in Q4 with the introduction of Safe and Well visits (starting 1 February 2017). Phase 1 of Safe and Well project comprises additional advice on slips, trips and falls; bowel cancer screening; smoking cessation and alcohol reduction for householders during the visits.

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### Indicator: [Thematic Inspections Completed]

Previous Status	Current Status	Summary of Current Performance
		<p>310 thematic inspections were completed in Q3.</p> <p>1,275 thematics year to date (annual target 1,640) – ahead of target at 79%.</p> <p>Protection officers carried out 40 re-inspections of premises following issues identified by operational crews during thematic inspections. 24 of these required further fire safety activity.</p> <p>Themes for visits include Christmas (over-stocking), fireworks and reacting to national issues, e.g. warehouse fires.</p>

### What actions will be required to improve performance during the following quarter?

We continue to monitor and identify any appropriate trends for thematics and the Protection team will continue to follow-up on any issues operational crews find during their visits and enforce where appropriate.

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### Indicator: [Number of NDP Fire Safety Audits Completed]

Previous Status	Current Status	Summary of Current Performance and Intelligence
		<p>At the end of Q3 the number of fire safety audits is on target with a total of 1,208 audits having been completed against a yearly target of 1,600.</p> <p>404 audits were completed in Q3 including 240 at satisfactory premises. 98 Notification of deficiencies, 47 Action Plans, 19 Enforcement Notices and 2 prohibitions were issued.</p>

### What actions will be required to improve performance during the following quarter?

The Protection team are currently reviewing and preparing 14 cases for prosecution for premises where serious breaches of the FSO have occurred. Year to date we have successfully prosecuted the Responsible Persons/Duty Holders concerned with two residential care homes.

The Protection team's audit activities will continue to be intelligence-led. Resources will continue to be targeted depending on risk and any identified trends.

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### Indicator: [10 Minute Standard]

Previous Status	Current Status	Summary of Current Performance and Intelligence
		The standard of response to life risk incidents is currently 87% against a target of 80%. Looking at the breakdown the figure for dwelling fires is 91.78% and RTCs 81%. The improvement has occurred through achieving the response standard more often for RTCs which rose to 81% from 76.6%.

### What actions will be required to improve performance during the following quarter?

Performance improvement has been achieved through analysing all incidents where we failed to achieve the standard to identify any patterns that may occur and through the implementation of proposals within the ERP programme.

We are continuing our work with Rapid Response Rescue Units at Holmes Chapel and Sandbach to improve response times on the M6 motorway & North West Fire Control regarding call handling & mobilising arrangements.

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

Previous Status	Current Status	Summary of Current Performance and Intelligence
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During Quarter 3 of 2016/2017, of the 32 Fire and Rescue Services providing data for this indicator, once again Cheshire was within the top three Fire and Rescue Services in all categories for levels of attendance – top in both the On Call category and Green Book.

Staffing Categories	Rank	Working Days Lost	Average Days Lost across all FRS
Whole-time	3	3.09	5.27
On Call	1	2.34	7.75
Green Book	1	1.98	6.45

When all categories of staff are combined this gives an overall figure of 2.47 working days lost against a national average of 6.49 days. This represents an improvement of 4.26% over Q3 last year and against the national picture Cheshire FRS has 62% fewer days lost to sickness than the Q3 national average.

### What actions will be required to improve performance during the following quarter?

There are no specific actions for improvement at this time but monthly Attendance Management meetings continue to ensure the appropriate level of monitoring and scrutiny is applied. Quarterly contract meetings with OHU also take place to monitor service delivery.

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

Previous Status	Current Status	Summary of Current Performance and Intelligence
		Currently 39 days have been lost to injury up to the end of quarter 3 compared to 49 days for the same period last year. This indicator is 13% ahead of target.

### What actions will be required to improve performance during the following quarter?

The improvement in performance has occurred for a number of reasons. The first is improved absence management by HR. There has also been greater scrutiny of accident/personal injury reports by the Health & Safety Manager. In addition to this there have been fewer accidents and the severity of the accidents have reduced, all of which together have contributed to the average number of working days lost to injury being reduced significantly.

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### Indicator: [On Call Availability]

Previous Status	Current Status	Summary of Current Performance and Intelligence
<b>Nucleus On Call</b>		<p>Overall performance for on call availability is 68% which is an improvement over the same period last year. Overall, five individual pumps achieved the service target of 85%, whilst 80% of pumps saw improved levels of availability compared to quarter 2 of this year.</p> <p>However there are significant differences between the different on-call shift systems. When the on call pump is part of a nucleus crewing system availability is 93.07%, which is a significant improvement on the target. Also, when the on call system is the primary pump, the availability is 75.8% which even though it is lower than the target, it is above average. Taking these two systems together the average availability is 78.3%.</p> <p>Where the on call appliance is the second pump at a station then the average availability is 44.03%.</p>
		
<b>Primary On Call</b>		
		
<b>Secondary On Call</b>		
		

### What actions will be required to improve performance during the following quarter?

#### RECRUITMENT

- Full complement recruited for Penketh: the team went live on 11 January 2017. A large majority of the new team have had their quarterly assessments brought forward because of the extra training and work they have been putting in and in order to meet their FF3, FF4 and FF5 deadline dates.
- Full complement recruited for Alsager: the cohort have responded to dozens of incidents as shadow pump and are on track to go live from April 2017.
- Significant improvements to numbers recruited at Crewe and Ellesmere Port. Both stations are on track to have 11 staff after the initial recruit course in June 2017. Further recruitment events planned to increase this further.
- Currently scoping new approach to on call recruitment and initial training course. This would mean that each month there would be one initial course (MOD1) and 1 session for the written and practical tests - the aim being to provide more and regular opportunities for new on call candidates.

#### REWARDS / RETENTION (Increase pay, rewards and job satisfaction thus improving retention)

- Introduced Forced Entry across all stations
- Introduced Cardiac Response Pilot at Holmes Chapel and Frodsham. This will be reviewed in February with the aim of rolling the project out to all stations.
- Utilise on call staff to work full shifts on whole-time stations
- Continue to use 'shadow pump' concept for new on call teams
- To further improve pay and link it directly to performance, officers have recently (1 October 2016) introduced a new On Call Availability Reward Scheme (OCARS). This scheme will mean

a financial reward of between £550 and £1000 for staff working at stations that achieve the on call availability target of 85%.

#### **MANAGEMENT/SUPERVISION**

- Appoint On Call Support Officers (Station Manager) thereby increasing the number of support managers from 2 to 3.
- Introduce pilot for a new Whole-time On Call Watch Manager role. This new role will oversee Knutsford and Holmes Chapel, providing both managerial capacity and operational daytime cover, thus helping to improve pump availability.
- Deliver regular meeting/conferences for on call managers so they can interact with senior officers and feedback issues and concerns.
- Continue pilot at a number of stations, which means those stations can employ an extra supervisory manager on a temporary basis.

#### **DAYTIME COVER**

- Considering the possibility of using technology to allow the on call pumps to be available - in certain circumstances - but on a delayed turnout, thus maximising resources.
- Currently developing a partnership with Howdens Joinery to increase day cover at Runcorn.

#### **PERFORMANCE MONITORING**

- Continue quarterly monitoring report to track key indicators relating to on call availability. These include Mobilisations; percentage of Budget spent; Pump Availability YTD; Number of Staff, Supervisory Managers, ICA's, Drivers, Competent FFs. Number of New Recruits and Leavers in last 12 months.
- Introduce quarterly performance report comparing individual contracted hours with actual performance for all on call employees. This will be sent to Watch and Station Managers for the purposes of performance management.
- Introduce a revised station performance report to separate the three different types of on call pump: 1) Primary On-Call (Wholly on-call station) 2) Secondary On-Call (second pump on a 2 pump station) 3) Nucleus On-Call (on-call providing night cover). This will be published to all stations each month showing on call availability performance from 1 April, compared with the same period in the previous year.

## Appendix 1

Shift System OC	Appliance Location	April	May	June	July	August	September	October	November	December	Percentage
Nucleus OC	Birchwood	84.80%	92.84%	94.95%	86.91%	88.89%	75.52%	91.48%	96.93%	86.91%	88.80%
Nucleus OC	Wilmslow	99.18%	98.64%	98.33%	95.98%	99.35%	99.59%	98.71%	97.55%	99.18%	97.33%
Primary OC	Audlem	60.83%	65.80%	56.60%	62.32%	58.13%	57.66%	66.00%	69.85%	57.15%	61.56%
Primary OC	Bollington	55.89%	63.89%	41.68%	45.60%	33.95%	55.17%	70.13%	52.82%	38.75%	50.84%
Primary OC	Frodsham	88.18%	89.99%	87.26%	80.38%	75.27%	78.95%	91.72%	96.70%	91.72%	86.67%
Primary OC	Holmes Chapel	77.59%	82.25%	80.24%	75.44%	80.34%	76.87%	78.98%	83.27%	81.30%	79.57%
Primary OC	Macclesfield	100.00%	100.00%	100.00%	100.00%	100.00%	99.73%	100.00%	100.00%	100.00%	99.97%
Primary OC	Malpas	69.17%	70.84%	79.77%	79.15%	75.58%	74.55%	64.16%	77.76%	74.76%	73.95%
Primary OC	Middlewich	76.84%	82.22%	67.57%	70.36%	52.38%	65.42%	72.61%	78.68%	62.46%	69.81%
Primary OC	Nantwich	82.35%	78.40%	78.51%	79.22%	81.91%	76.70%	85.62%	90.26%	88.25%	82.34%
Primary OC	Poynton	75.81%	86.03%	72.82%	70.94%	67.57%	65.90%	81.13%	87.94%	84.33%	76.92%
Primary OC	Sandbach	93.94%	98.40%	98.77%	95.74%	94.79%	84.67%	94.55%	91.89%	89.68%	93.60%
Primary OC	Tarporley	54.46%	48.73%	62.84%	59.84%	57.86%	58.51%	59.84%	69.61%	56.60%	58.67%
Secondary OC	Congleton	58.37%	55.41%	55.34%	54.01%	53.20%	51.15%	54.05%	61.13%	44.27%	54.07%
Secondary OC	Macclesfield	62.56%	49.01%	42.98%	37.15%	23.46%	54.32%	73.40%	60.89%	48.66%	50.23%
Secondary OC	Northwich	47.06%	46.79%	45.80%	48.77%	41.58%	40.35%	52.72%	46.93%	35.04%	44.96%
Secondary OC	Runcorn	52.07%	54.01%	41.75%	37.05%	40.01%	26.39%	48.97%	54.25%	38.72%	43.65%
Secondary OC	Stockton Heath	31.70%	25.64%	32.72%	26.22%	45.22%	37.05%	52.75%	51.83%	47.27%	38.89%
Secondary OC	Winsford	32.82%	17.77%	34.32%	31.50%	45.26%	33.85%	41.10%	41.14%	14.19%	32.39%
	Monthly Availability	69.25%	70.20%	67.32%	66.77%	65.62%	64.70%	73.81%	74.44%	66.93%	67.59%