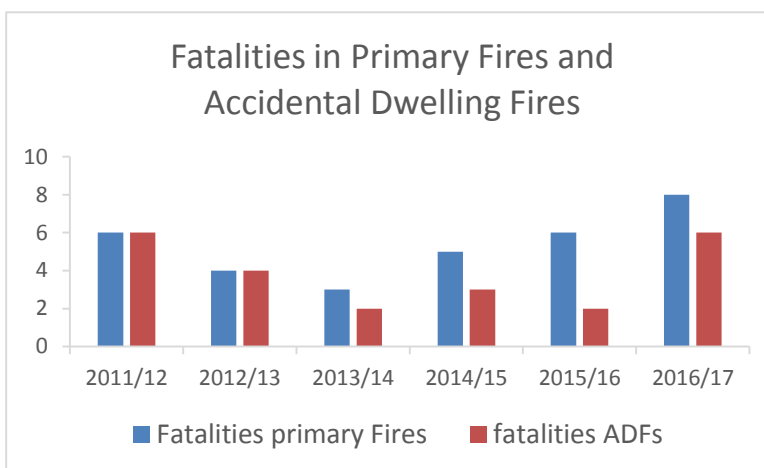


## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [Number of Deaths in Primary Fires]

Previous Status	Current Status	Summary of Current Performance
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- At the end of Q3 there were six fatalities year to date, a further two occurred in Q4, bringing the total no to 8 for 16/17.
- All were Primary Fires within dwellings.
- A number of these incidents are still to go to Coroner's court where cause of death will be confirmed.
- Two incidents relate to suicide/misadventure.

Date	Unitary	Cause	Age	Gender	Ethnicity
25/05/16	Cheshire East	Accidental - smoking materials	85	Male	White British
20/07/16	Halton	Deliberate - suicide	25	Male	White British
28/07/16	Halton	Accidental - cooking	40	Male	White British
30/07/16	Halton	Deliberate - suicide	43	Male	White British
11/09/16	CWAC	Accidental - matches	65	Female	White British
30/10/16	Cheshire East	Accidental - candles	8	Male	White British
02/01/17	Cheshire East	Accidental - smoking materials	46	Male	White British
18/02/17	Warrington	Accidental - smoking materials	63	Female	White British



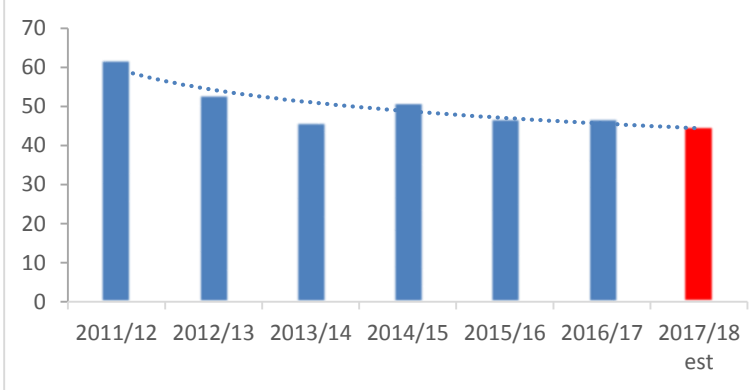
What actions will be required to improve performance during the following quarter?

- The Service continues to work with partners and stakeholders, completing a fatal fire review after each incident. Findings and outcomes continue to be recorded and actions are monitored at Head of Department level.
- The Service will continue to make recommendations to the Coroner (where appropriate) and will work with partner agencies to prevent these instances occurring in the future.
- Not all of the deaths were in the over 65 age group. Discussions are underway with local mental health and alcohol reduction teams around the NHS's Sustainability and Transformational Plan and we continue to work with partners regarding the assessment of risk from fire at the time of patient discharge.
- In particular, following the recent fatalities in Runcorn we have liaised with the Booker Centre (Mental Health Services), offered fire safety awareness training to staff, informed them of our High Risk Referral process and provided dedicated points of contact via our Prevention officers who they can consult for further advice and support.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [Number of Injuries in Primary Fires]

Previous Status	Current Status	Summary of Current Performance																																								
		<p style="text-align: center;"><b>Injuries in Primary Fires</b></p>  <table border="1"> <caption>Data for Injuries in Primary Fires Chart</caption> <thead> <tr> <th>Year</th> <th>Injuries</th> </tr> </thead> <tbody> <tr><td>2011/12</td><td>61</td></tr> <tr><td>2012/13</td><td>52</td></tr> <tr><td>2013/14</td><td>45</td></tr> <tr><td>2014/15</td><td>50</td></tr> <tr><td>2015/16</td><td>46</td></tr> <tr><td>2016/17</td><td>46</td></tr> <tr><td>2017/18 est</td><td>47</td></tr> </tbody> </table> <ul style="list-style-type: none"> <li>• 11 injuries in Primary Fires were recorded in Q4</li> <li>• Total of 47 for 2016/17 against a target of 41.</li> <li>• There were 46 injuries recorded over the same period last year.</li> </ul> <table border="1" data-bbox="608 1227 1145 1514"> <thead> <tr> <th>Injury Type</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Overcome by gas, smoke or toxic fumes; asphyxiation</td> <td>24</td> </tr> <tr> <td>Burns - slight</td> <td>14</td> </tr> <tr> <td>Burns - severe</td> <td>6</td> </tr> <tr> <td>Other</td> <td>3</td> </tr> <tr> <td><b>Total</b></td> <td><b>47</b></td> </tr> </tbody> </table> <table border="1" data-bbox="608 1588 1096 1843"> <thead> <tr> <th>UPG</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>15</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>19</td> </tr> <tr> <td>Halton</td> <td>3</td> </tr> <tr> <td>Warrington</td> <td>10</td> </tr> <tr> <td><b>Total</b></td> <td><b>47</b></td> </tr> </tbody> </table>	Year	Injuries	2011/12	61	2012/13	52	2013/14	45	2014/15	50	2015/16	46	2016/17	46	2017/18 est	47	Injury Type	Total	Overcome by gas, smoke or toxic fumes; asphyxiation	24	Burns - slight	14	Burns - severe	6	Other	3	<b>Total</b>	<b>47</b>	UPG	Total	Cheshire East	15	Cheshire West and Chester	19	Halton	3	Warrington	10	<b>Total</b>	<b>47</b>
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Age Group	Total
10-19	2
20-29	7
30-39	10
40-49	7
50-59	7
60-69	1
70-79	5
80-89	4
90-99	4
Total	47

- Looking at the longer term trend the number of injuries have fallen over the last 6 years and this is expected to continue during 2017/18.

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

- Officers meet quarterly within Performance Scrutiny and Campaigns Board to interrogate performance, utilising local intelligence from UPGs to create targeted prevention campaigns.
- We continue to validate IRS records 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.
- Relevant messages are communicated to our local communities with the support of the Communications team.
- Target-led initiatives and campaigns are promoted via the Service's website, e.g. white goods and Home Safety Direct.
- A Risk Rater App is available to download which residents can use to risk assess their own homes.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [Number of Accidental Dwelling Fires]

Previous Status	Current Status	Summary of Current Performance																																														
A	A	<p style="text-align: center;"><b>Accidental Dwelling Fires</b></p> <table border="1"> <caption>Accidental Dwelling Fires Data</caption> <thead> <tr> <th>Year</th> <th>Number of Fires</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>445</td> </tr> <tr> <td>2012/13</td> <td>425</td> </tr> <tr> <td>2013/14</td> <td>390</td> </tr> <tr> <td>2014/15</td> <td>400</td> </tr> <tr> <td>2015/16</td> <td>395</td> </tr> <tr> <td>2016/17</td> <td>401</td> </tr> <tr> <td>2017/18 est</td> <td>390</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>92 accidental dwelling fires (ADFs) were recorded in Q4</li> <li>The total number was 401 at the end of 2016/17 (8.4% over target).</li> <li>394 recorded for the same period last year.</li> <li>43.1% were out on arrival</li> <li>357 were confined to the room of origin</li> </ul> <table border="1"> <thead> <tr> <th>UPG</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>168</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>133</td> </tr> <tr> <td>Halton</td> <td>32</td> </tr> <tr> <td>Warrington</td> <td>68</td> </tr> <tr> <td><b>Total</b></td> <td><b>401</b></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Occupancy Type</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Lone person over pensionable age</td> <td>100</td> </tr> <tr> <td>Couple with dependant children</td> <td>94</td> </tr> <tr> <td>Lone person under pensionable age</td> <td>56</td> </tr> <tr> <td>Other</td> <td>46</td> </tr> <tr> <td>Lone parent with dependant children</td> <td>44</td> </tr> <tr> <td>Couple both under pensionable age with no children</td> <td>35</td> </tr> <tr> <td>Couple one or more over pensionable age, no children</td> <td>26</td> </tr> <tr> <td><b>Total</b></td> <td><b>401</b></td> </tr> </tbody> </table>	Year	Number of Fires	2011/12	445	2012/13	425	2013/14	390	2014/15	400	2015/16	395	2016/17	401	2017/18 est	390	UPG	Total	Cheshire East	168	Cheshire West and Chester	133	Halton	32	Warrington	68	<b>Total</b>	<b>401</b>	Occupancy Type	Total	Lone person over pensionable age	100	Couple with dependant children	94	Lone person under pensionable age	56	Other	46	Lone parent with dependant children	44	Couple both under pensionable age with no children	35	Couple one or more over pensionable age, no children	26	<b>Total</b>	<b>401</b>
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Location	Total
Kitchen	236
Living room	39
Bedroom	33
Bathroom/Toilet	12
Utility room	11
Garage	10
Other	60
<b>Total</b>	<b>401</b>

- Looking at the longer term trend the number of accidental dwelling fires has fallen as shown in the chart above and this is expected to continue during 2017/18.

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

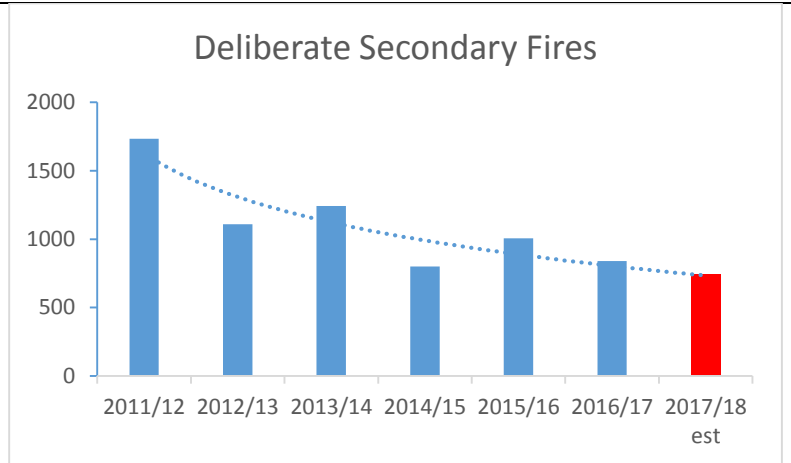
- Officers meet quarterly within Performance Scrutiny and Campaigns Board to interrogate performance, utilising local intelligence from UPGs to create targeted prevention campaigns.
- Cooking is still the most common cause of ADFs and it is also the cause of the most injuries.
- We will continue with targeted campaigns, interventions and educational programmes with an aim to reducing these figures.
- Relevant messages are communicated to our local communities with the support of the Communications team. Target-led initiatives and campaigns are promoted via the Service's website, e.g. white goods and Home Safety Direct. A Risk Rater App is available to download which residents can use to risk assess their own homes.
- Feedback from health partners has been really positive regarding the new Safe and Well initiative; they are delighted with the number and quality of referrals we are making to their agencies to help protect older and vulnerable people.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [ Number of Deliberate Fires]

Previous Status	Current Status	Summary of Current Performance																
A	A	<div data-bbox="608 544 1385 1010" data-label="Figure"> <table border="1"> <caption>Deliberate Primary Fires</caption> <thead> <tr> <th>Year</th> <th>Number of Fires</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>450</td> </tr> <tr> <td>2012/13</td> <td>330</td> </tr> <tr> <td>2013/14</td> <td>300</td> </tr> <tr> <td>2014/15</td> <td>240</td> </tr> <tr> <td>2015/16</td> <td>260</td> </tr> <tr> <td>2016/17</td> <td>290</td> </tr> <tr> <td>2017/18 est</td> <td>240</td> </tr> </tbody> </table> </div> <ul style="list-style-type: none"> <li>• 63 Deliberate Primary Fires were reported in Q4</li> <li>• 287 year end total against a target of 264</li> <li>• 8% above target and 11% up on 15/16 figures</li> </ul> <p>This includes deliberate fires in prisons which increased from 10 to 21 (These incidents are outside of the jurisdiction of the Fire Service).</p> <p>The peak times for incidents was between 21:00-23:00 and 01:00-03:00.</p> <p>The highest number of incidents involved:</p> <ul style="list-style-type: none"> <li>• 21 cars in Q4 (87 in total for 16/17). 41 of the fires involving cars in 16/17 occurred between 22:00 and 03:00, particularly in the Crewe and Warrington areas.</li> <li>• 4 single occupancy houses (30 in total for 16/17).</li> <li>• 3 in prisons during Q4 (21 in total for 16/17).</li> </ul>	Year	Number of Fires	2011/12	450	2012/13	330	2013/14	300	2014/15	240	2015/16	260	2016/17	290	2017/18 est	240
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- There were 129 Deliberate Secondary Fires reported during Q4
- 840 in total at the end of 16/17, against a target of 989.
- We have achieved our target, with a reduction of 17% compared to 2015/16
- These projected improvements are expected to continue during next year.
- The highest recorded areas are Warrington, Winsford and Ellesmere Port. These three areas account for 50.4% of all incidents during 2016/17.
- The main ignition sources are loose refuse (263 incidents), refuse or recycling containers (148) and wheelie bins (133).

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



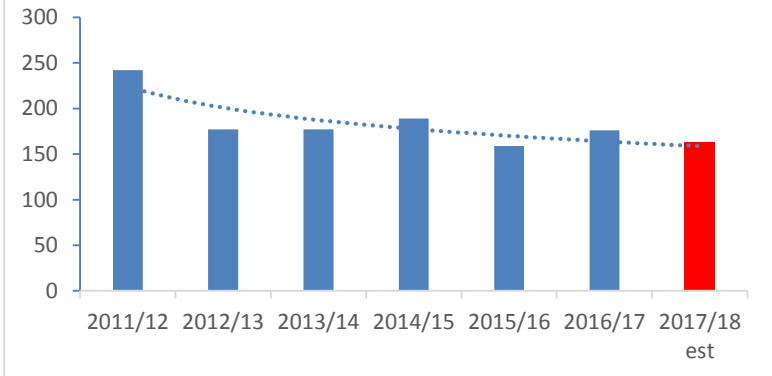
- Analysis of car fires continues with any relevant information being shared with the Police. Police Notification Reports are completed after each incident.
- In terms of prison fires, Cheshire Fire Authority has no jurisdiction to enforce fire safety in Crown premises, however we continue to work with Prison fire officers and the Crown Premises Inspection Group (CPIG) on strategies to reduce these numbers.
- Service Delivery and Prevention teams continue to work with local partners through Problem Solving Groups, Police specific point of contacts and localities youth teams, with the CFRS On the Streets youth teams being deployed within the targeted areas.



## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [Fires in Non Domestic Premises]

Previous Status	Current Status	Summary of Current Performance																												
		<p style="text-align: center;"><b>Fires in Non - Domestic Premises</b></p>  <p>Fires in non-domestic premises (NDPs) are over target with 46 recorded in Q4. 176 incidents in total against a target of 151 during 2016/17. For the same period last year there were 159 recorded incidents. However it is worth noting that this is still 67 fewer incidents than in 2011/12.</p> <p>The property types with the highest number of incidents in 16/17 are:</p> <ul style="list-style-type: none"> <li>• Retail properties (29)</li> <li>• Prisons (22)</li> <li>• Food and drink establishments (21)</li> </ul> <table border="1" data-bbox="608 1364 1334 1615"> <thead> <tr> <th>Unitary Authority</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>65</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>53</td> </tr> <tr> <td>Halton</td> <td>20</td> </tr> <tr> <td>Warrington</td> <td>38</td> </tr> <tr> <td>Grand Total</td> <td>176</td> </tr> </tbody> </table> <table border="1" data-bbox="608 1677 1334 2009"> <thead> <tr> <th>Fire Spread</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Limited to item 1st ignited</td> <td>74</td> </tr> <tr> <td>Limited to room of origin</td> <td>39</td> </tr> <tr> <td>Confined to heat and smoke damage</td> <td>38</td> </tr> <tr> <td>Affected two or more floors</td> <td>12</td> </tr> <tr> <td>Limited to floor of origin (not whole building)</td> <td>10</td> </tr> <tr> <td>Other</td> <td>3</td> </tr> <tr> <td>Total</td> <td>176</td> </tr> </tbody> </table>	Unitary Authority	Total	Cheshire East	65	Cheshire West and Chester	53	Halton	20	Warrington	38	Grand Total	176	Fire Spread	Total	Limited to item 1st ignited	74	Limited to room of origin	39	Confined to heat and smoke damage	38	Affected two or more floors	12	Limited to floor of origin (not whole building)	10	Other	3	Total	176
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What actions will be required to improve performance during the following quarter?

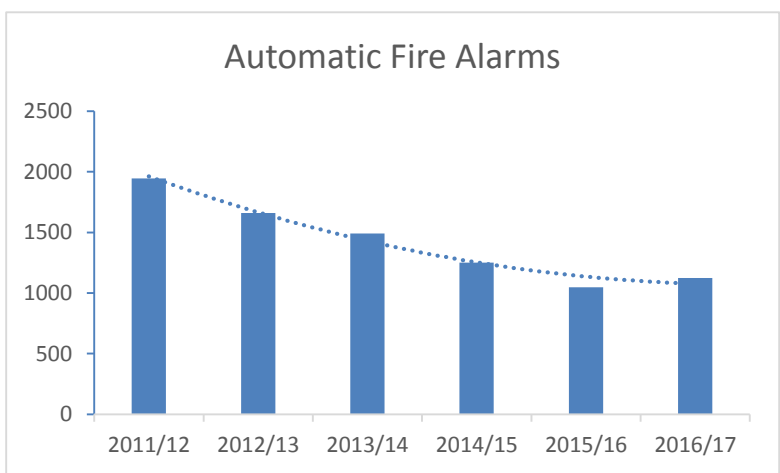
- Our Risk Based Inspection Programme is driven by life safety and not directed where the fires are actually occurring.
- The Business Safety team will look at these incidents to ascertain any trends and target awareness campaigns and initiatives as appropriate.
- The Protection team continue to work with the Health and Safety Executive regarding the issue of fires occurring in working processes.
- Where appropriate enforcement action will continue to be taken in accordance with our enforcement management model.
- The main cause given for accidental fires in NDPs is electrical. Details of fires involving electrical issues are shared with the appropriate Enforcement teams within the relevant local authorities.
- 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.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [AFAs in Non Domestic Premises]

Previous Status	Current Status	Summary of Current Performance
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AFAs in non-domestic premises are over target – 1,122 as at the end of Q4 (against a target of 1,036). 239 AFAs were recorded in Q4.

Looking at the property types with the highest number of AFAs during 16/17:

- hospitals (178)
- schools (103)
- purpose built offices (90).

The main causes of AFAs are faults on the system, accidental or careless activations, e.g. burnt toast accounting for 67% of all calls.

The majority of AFAs at hospitals occurred at the Countess of Chester Hospital and Warrington General Hospital.

The peak time for AFA's is between 7am and 9am, with 81.6% of calls occurring outside of the previous Unwanted Fire Signals policy hours (i.e. 9am to 5pm non-attendance).





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

- The recent Unwanted Fire Signal (UwFS) Policy review identified that improvements in numbers are unlikely until further incremental changes are implemented.
- The revised UwFS Policy went live on 3<sup>rd</sup> April 2017 and significant reductions should be seen in Q1 of 17/18.
- We now have a non-attendance policy 24 hours a day, seven days a week to all non sleeping risk non-domestic premises, such as businesses, offices, and shops unless supported by a phone call to confirm there is a fire and a fire service attendance is required.
- Higher risk and sleeping risk premises, e.g. hospitals, residential care homes, COMAH sites and high-rise buildings will continue to get attendance anytime during the day and night.
- Fire inspection officers continue to work to reduce numbers with representatives on the hospital groups across the 3 areas, although year on year performance has significantly improved.
- Local fire inspection officers continue to liaise with repeat offenders to bring numbers down further. Two dedicated seminars due to take place in May 2017 aimed at schools which focused on UwFS, fire safety, business continuity, electrical safety and the benefits of sprinklers.
- If the new policy (which went live on 3<sup>rd</sup> April 2017) had been in place in 2016/17 the Service would only have attended 391 calls over the course of the year based on premises type.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [Number of HSAs Delivered to properties of Heightened Risk] [Platinum Address Success Rate : Percentage]

Previous Status	Current Status	Summary of Current Performance
		<p>The total number of HSAs completed as a service during Q4 was 6,717. During 16/17 the total recorded was 36,962 against a target of 40000.</p> <p>Target 16/17 – Ops = 20,231 Prevention = 19,769 Actual 16/17 - Ops = 20,332 Prevention = 16,630.</p> <p>From 1st February to 31st March 2017 we have conducted 4,911 Safe and Well visits, resulting in:</p> <ul style="list-style-type: none"> <li>• 416 referrals to NHS England Bowel Cancer Screening Hub for a kit to be sent out to the householder.</li> <li>• 115 referrals to Local Authority falls teams for help and support.</li> <li>• 10 referrals to Local Authority smoking cessation teams for help and support.</li> <li>• 3 referrals to Local Authority alcohol reduction teams for help and support.</li> <li>• 51 Atrial Fibrillation screening tests for Halton, resulting in advice for one person to make an urgent GP appointment.</li> </ul> <p>So far, 11% of Safe and Well visits have resulted in a referral to health agencies.</p>
		<p>The target has been met with 68% of platinum HSAs completed by 30/09/16, in addition 100% of platinum and gold households have been engaged with.</p>



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

- Staff capacity has had an impact on delivery during 16/17 with an unprecedented number of retirements, leavers, reduction in hours requests and new staff not yet being fully competent.
- In Q1 of 17/18 we are moving forward with a full cohort of staff, the majority of whom are competent.
- Individual and team targets have been adjusted, should anyone leave in a particular team, other individual staff targets will be adjusted upwards until vacancies can be filled to ensure the team targets will be met. This more rigorous method of performance management will no doubt see an improvement in next year's performance.
- Feedback from health partners has been really positive regarding the Safe and Well visits. They are delighted with the number and quality of referrals we are making to their agencies to help protect older and vulnerable people.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [Thematic Inspections Completed]

Previous Status	Current Status	Summary of Current Performance
		<p>396 thematic inspections were completed in Q4. A total of 1,671 thematic inspections completed in 16/17 (annual target 1,640).</p> <p>Protection officers carried out audits/re-inspections of premises following issues identified by operational crews during thematic inspections resulting in:</p> <ul style="list-style-type: none"> <li>• Educate and Inform - 18</li> <li>• Notification of Deficiencies - 17</li> <li>• Action Plan - 9</li> <li>• Enforcement Notice - 3</li> <li>• Prohibition - 0</li> <li>• Alteration Notice - 0</li> </ul>



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

- We continue to monitor and identify any appropriate trends for thematic inspections and the Protection team will continue to follow-up on any issues operational crews find during their visits and enforce where appropriate.
- Discussions are taking place regarding 17/18 targets as the new stations boundaries, e.g. Lymm and Powey Lane may not contain appropriate premises so some adjustment may need to be made moving forward.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [Number of NDP Fire Safety Audits Completed]

Previous Status	Current Status	Summary of Current Performance
		<p>At the end of Q4 the number of fire safety audits is slightly over target with a total of 1,633 audits having been completed against a yearly target of 1,600.</p> <p>Outcomes of Audits in 16/17:</p> <ul style="list-style-type: none"> <li>• Educate and Inform – 1,018</li> <li>• Notification of Deficiencies - 364</li> <li>• Action Plan - 146</li> <li>• Enforcement Notice - 62</li> <li>• Prohibition - 6</li> <li>• Alteration Notice - 1</li> </ul>

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



- Our Risk Based Inspection Programme is driven by life safety and not necessarily directed where the fires are actually occurring. The Business Safety team and protection officers will look at these incidents to ascertain any trends and target awareness campaigns and initiatives as appropriate, for example impact days and seminars etc.
- The Protection team are currently reviewing and preparing a number of cases for prosecution for premises where serious breaches of the FSO have occurred.
- During 2016/17 we have successfully prosecuted the Responsible Persons/Duty Holders concerned with two residential care homes: Smallwood Homes (Thelwall Grange) and Minster Care (Croftwood).



## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [10 Minute Standard]

Previous Status	Current Status	Summary of Current Performance
		<ul style="list-style-type: none"> <li>• The response to life risk incidents within 10 minutes was 87%</li> <li>• Significantly above the target of 80%</li> <li>• Dwelling fires 91.5%</li> <li>• RTCs 81%.</li> <li>• This year's improvement was achieved because of an improved response standard for RTCs which rose from 77% to 81%.</li> </ul>



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

- Performance is improving but we will continue to analyse all incidents where we failed to achieve the standards to identify any patterns and possible interventions that will improve performance.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [Average Days/Shifts Lost to Sickness]

Previous Status	Current Status	Summary of Current Performance																
		<p>The Q4 statistics for sickness show that performance is still strong in this area at both a local level and when compared against other Fire and Rescue Services.</p> <ul style="list-style-type: none"> <li>• During Q3 the national report compiled by Cleveland FRS showed that Cheshire was ranked 3<sup>rd</sup> for the best attendance for Whole time fire-fighters.</li> <li>• By the end of Q4 the most recent national report showed that Cheshire is now the highest performing FRS in the UK when compared against 32 other FRS for whole time fire-fighter attendance.</li> <li>• Cheshire holds the rank of second highest performing for On Call and Support staff sickness.</li> </ul> <table border="1" data-bbox="611 1016 1334 1238"> <thead> <tr> <th>Staffing Categories</th> <th>Rank</th> <th>Working Days Lost</th> <th>Average Days Lost across all FRS</th> </tr> </thead> <tbody> <tr> <td>Whole-time</td> <td>1</td> <td>2.35</td> <td>5.55</td> </tr> <tr> <td>On Call</td> <td>2</td> <td>2.63</td> <td>6.98</td> </tr> <tr> <td>Green Book</td> <td>2</td> <td>2.93</td> <td>5.53</td> </tr> </tbody> </table>	Staffing Categories	Rank	Working Days Lost	Average Days Lost across all FRS	Whole-time	1	2.35	5.55	On Call	2	2.63	6.98	Green Book	2	2.93	5.53
Staffing Categories	Rank	Working Days Lost	Average Days Lost across all FRS															
Whole-time	1	2.35	5.55															
On Call	2	2.63	6.98															
Green Book	2	2.93	5.53															



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

- Whilst there are no specific actions for improvement, monthly scrutiny continues to be applied to all absence cases to ensure that the appropriate interventions are put in place to ensure staff are given adequate support to assist with their return to the workplace.
- Quarterly contract meetings with OHU are also ongoing to monitor service delivery.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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### Indicator: [Working Days Lost to Injury]

Previous Status	Current Status	Summary of Current Performance
		<ul style="list-style-type: none"> <li>• Our records show that in the fourth quarter only one day was lost to injury.</li> <li>• The total for the year was 38 this is lower than that recorded in 2015/16.</li> </ul>

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

The improvement in performance has occurred for a number of reasons:

- Improved absence management by HR,
- There have been fewer accidents,
- Severity of accidents has reduced.

All of which together have contributed to the average number of working days lost to injury being reduced significantly.

## Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2016	To	31/03/2017
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Indicator: [On Call Availability]

Previous Status	Current Status	Summary of Current Performance and Intelligence
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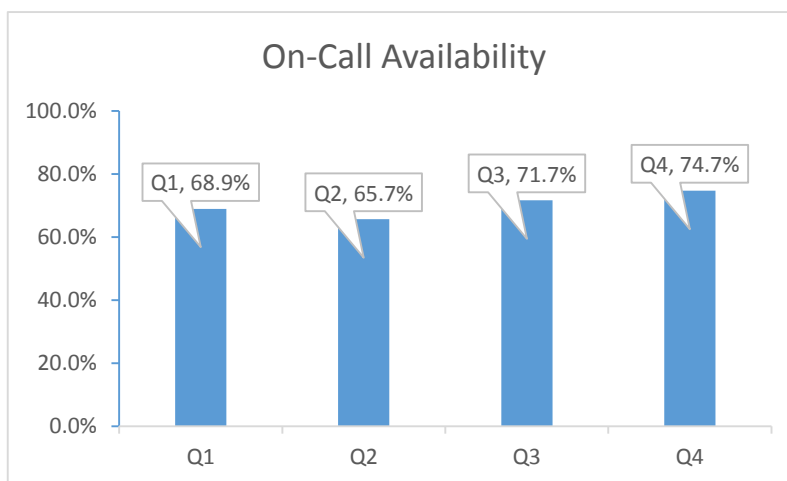
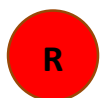
**Nucleus on-call**



**Primary on-call**



**Secondary on-call**



End of year performance for on-call availability across all pumps is 70%, an improvement over Q3.

- Five individual pumps achieved the Service target of 85%
- 80% of pumps saw improved levels of availability
- The availability has increased by 5.8% from Q1 to Q4

There are significant variations between the differing on-call shift systems:

- If on-call pump is part of nucleus crewing availability is 98%, a significant improvement on target
- If on-call pump is the primary pump availability is 77%. (e.g. Malpas, Poynton etc.) above average but below target.
- If on-call pump is second pump availability is 48% (e.g. Winsford, Congleton etc.)

The Individual figures for each pump are shown in appendix 1.

<b>All OC Pumps (average)</b>	<b>70%</b>
Nucleus OC Pumps	98%
Primary OC Pumps	77%
Secondary OC Pumps	48%

## 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.
- 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.
- IRMP 14 review at Crewe and Ellesmere Port has resulted in the suspension of further on-call recruitment at these locations at this time, staff already in the recruitment system will continue to be processed.
- 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 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 is currently being evaluated with the aim of rolling it out across all stations as per IRMP objective.
- Continue to facilitate on-call staff to work full shifts on whole-time stations and further increase opportunities by including on-call in the new Resilience Register which will be launched in May 17.
- 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 provides a financial reward of between £550 and £1000 for staff working at stations that achieve the on-call availability target of 85%. OCARS Payments were made to on-call teams at 6 stations for Qtr3 (02,06,12,16,19,22), total cost was circa.£9.9k. Qtr4 data indicates that payments will be made across 6 stations (02,06,12,16,17,19) costing circa.£10.4k. On-call availability has increased since the scheme was launched.

### MANAGEMENT/SUPERVISION

- Appointed an additional on-call Support Officers Station Manager thereby increasing the number of support managers from 2 to 3.
- Introduced a 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. Interviews have been completed and a manager has been appointed.
- Delivered 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.
- Participants from the WM Step Up Programme have developed new ideas and initiatives which will be taken forward with the aim of improving day cover.

**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, ICAs, 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	January	February	March	Average Percentage
Secondary OC	Stockton Heath	31.70%	25.64%	32.72%	26.22%	45.22%	37.05%	52.75%	51.83%	47.27%	51.10%	46.30%	48.60%	41.32%
Secondary OC	Runcorn	52.07%	54.01%	41.75%	37.05%	40.01%	26.39%	48.97%	54.25%	38.72%	77.90%	44.70%	58.60%	48.67%
Secondary OC	Congleton	58.37%	55.41%	55.34%	54.01%	53.20%	51.15%	54.05%	61.13%	44.27%	64.80%	64.00%	61.80%	56.40%
Secondary OC	Macclesfield	62.56%	49.01%	42.98%	37.15%	23.46%	54.32%	73.40%	60.89%	48.66%	67.30%	73.80%	78.50%	55.58%
Secondary OC	Northwich	47.06%	46.79%	45.80%	48.77%	41.58%	40.35%	52.72%	46.93%	35.04%	52.60%	52.00%	47.40%	46.34%
Secondary OC	Winsford	32.82%	17.77%	34.32%	31.50%	45.26%	33.85%	41.10%	41.14%	14.19%	29.90%	30.20%	21.20%	36.90%
Primary OC	Frodsham	88.18%	89.99%	87.26%	80.38%	75.27%	78.95%	91.72%	96.70%	91.72%	83.20%	94.60%	95.90%	87.78%
Primary OC	Tarporley	54.46%	48.73%	62.84%	59.84%	57.86%	58.51%	59.84%	69.61%	56.60%	67.30%	56.10%	58.10%	59.16%
Primary OC	Malpas	69.17%	70.84%	79.77%	79.15%	75.58%	74.55%	64.16%	77.76%	74.76%	83.40%	78.00%	73.30%	75.01%
Primary OC	Nantwich	82.35%	78.40%	78.51%	79.22%	81.91%	76.70%	85.62%	90.26%	88.25%	91.70%	93.20%	94.00%	84.96%
Primary OC	Audlem	60.83%	65.80%	56.60%	62.32%	58.13%	57.66%	66.00%	69.85%	57.15%	75.20%	65.00%	65.90%	63.35%
Primary OC	Sandbach	93.94%	98.40%	98.77%	95.74%	94.79%	84.67%	94.55%	91.89%	89.68%	93.90%	94.20%	92.60%	93.58%
Primary OC	Holmes Chapel	77.59%	82.25%	80.24%	75.44%	80.34%	76.87%	78.98%	83.27%	81.30%	92.80%	89.00%	84.70%	81.86%
Primary OC	Bollington	55.89%	63.89%	41.68%	45.60%	33.95%	55.17%	70.13%	52.82%	38.75%	58.90%	63.40%	54.60%	52.81%
Primary OC	Poynton	75.81%	86.03%	72.82%	70.94%	67.57%	65.90%	81.13%	87.94%	84.33%	88.30%	79.00%	83.10%	78.57%
Primary OC	Middlewich	76.84%	82.22%	67.57%	70.36%	52.38%	65.42%	72.61%	78.68%	62.46%	77.90%	86.20%	80.40%	72.65%
Nucleus OC	Birchwood	84.80%	92.84%	94.95%	86.91%	88.89%	75.52%	91.48%	96.93%	86.91%	99.73%	100.00%	98.78%	95.66%
Nucleus OC	Wilmslow	99.18%	98.64%	98.33%	95.98%	99.35%	99.59%	98.71%	97.55%	99.18%	100.00%	98.60%	98.30%	98.75%
Nucleus OC	Macclesfield	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Monthly Availability	69.25%	70.20%	67.32%	66.77%	65.62%	64.70%	73.81%	74.44%	66.93%	76.63%	74.12%	73.46%	69.96%