

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	0	Actual	4

Indicator: [Number of Deaths in Primary Fires]
Primary fires include all fires in buildings, vehicles and some outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Previous Status	Current Status	Summary of Current Performance
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<div style="background-color: red; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">R</div>	<div style="background-color: red; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">R</div>	<div style="text-align: center;">  </div> <div style="text-align: center; margin-top: 10px;">  </div> <p>At the end of Q4 there has been four fatalities, two of which were accidental dwelling fires.</p> <p>Nationally in 2016/17 61% of fatalities, in accidental dwelling fires, involved people aged 65 or older. Whilst in Cheshire over the last two years 38% (3 out of 8) fatalities were within this age group. The other noticeable trend is that every deliberate fatality in primary fires since 2011/12 has involved someone aged under 65. Over this time period there have been 10 fatalities in primary fires where the cause was described as deliberate.</p>
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What actions will be required to improve performance?

- Investigations continue into the cause of the deaths for the fatalities in Q4.
- Prevention re-assurance visits to neighbouring properties have been completed, supported by Service Delivery.
- Officers will continue to make recommendations to the Coroner (where appropriate) and work with partner agencies and other stakeholders to prevent further fires occurring. Findings and outcomes are recorded and actions are monitored and scrutinised by Heads of Department.
- Work continues around the NHS's Sustainability and Transformational Plan with partners in local mental health and alcohol reduction teams. The Service's Heightened Risk Referral form is used to assess patients' risk from fire at the time of discharge from hospital.
- In the 18/19 departmental plan Prevention managers will explore funding opportunities to establish a team of joint mental health advocates to work with vulnerable people at risk in our communities.
- It is anticipated that Safety Central's educational programme will contribute towards making Cheshire safer. Since 1st July 2017 3,313 children and young people, 645 accompanying adults and 533 stakeholders have visited the centre with on average 45% improvement in test of key life-skills subject knowledge – see Infographic attached as Appendix 1.
- Birchwood Station, led by WM Mark Pollard continue to have a very positive relationship with HMP Risley, regular meetings take place to review incidents and procedures, as well as regular planned exercises taking place. All agreed procedures were followed and worked on the day of the fatal incident and no learning has been identified that could have improved either our response or the prisons.

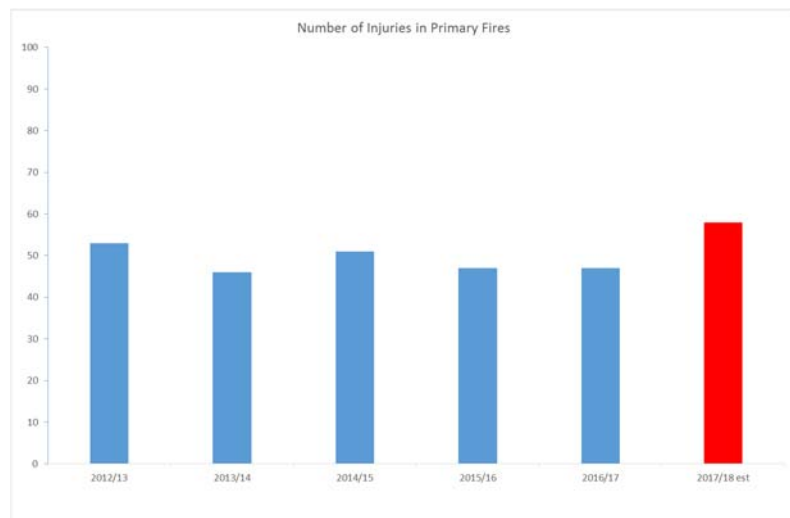
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Reporting Period	Quarter Q4	From	01/04/2017
			To
			31/03/2018
Target	46	Actual	61

Indicator: [Number of Injuries in Primary Fires]

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

Previous Status	Current Status	Summary of Current Performance
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The number of Injuries in primary fires is over target by 15, with 61 injuries recorded during 2017/18. The injuries occurred at 46 individual incidents, of which 12 involved more than one casualty. Of the 14 serious injuries, 8 related to accidental dwelling fires (ADF). Five of the ADF's involved a single occupied property of which 4 were under 65.

Unitary Authority	Number of Injuries
Cheshire East	23
Cheshire West and Chester	20
Halton	11
Warrington	7
Total	61

Cause	Number of Injuries
Smoking Related	14
Cooking Appliance	14
Matches and Candles	6
Fuel/Chemical Related	10
Electricity Supply	5
Heating Equipment	6
Industrial Equipment	1
Naked Flame	2
Other Domestic Appliance	3
Total	61

Age Group	Number of Injuries Severe	Number of Injuries Slight
0-9	0	3
10-19	0	7
20-29	4	9
30-39	1	7
40-49	4	6
50-59	3	5
60-69	1	2
70-79	0	4
80-89	0	2
90-99	1	2
Total	14	47

Description	Number of Injuries Severe	Number of Injuries Slight
Burns - severe	7	0
Burns - slight	0	11
Combination of burns and overcome by gas/smoke	0	6
Cuts/Lacerations	1	0
Fracture	0	1
Overcome by gas, smoke or toxic fumes; asphyxiation	6	29
Total	14	47

What actions will be required to improve performance?

- Prevention will continue to work with the Communications team through the Campaigns group to ensure that safety campaigns are fit for purpose and targeted where they will have the most impact with appropriate key messages.
- The educational programmes at Safety Central, school visits and Princes Trust schemes all focus on improving awareness of children and young people of the dangers of fire and we will continue to strive for increased attendance across our programmes.
- Safe and Well visits are being expanded to include advice on affordable warmth across the Service Area and atrial fibrillation testing in West Cheshire, South Cheshire and Vale Royal CCG areas to vulnerable people aged 65 plus. Affordable warmth referrals will be made to Energy Products Plus who will then offer advice to residents on the best energy tariffs, additional benefits they could be entitled to and central heating upgrades.
- In the 18/19 departmental plan the Prevention team will work to implement Safe and Well Phase 2 comprising: monitoring of hypertension/blood pressure pilot (Chester and Macclesfield) with a view to rolling out Service wide and hospital discharge referrals for over 65s admitted to ward for a fall.
- Officers continue to meet quarterly at the Performance Scrutiny and Campaigns Group interrogating performance and utilising local intelligence from UPGs to create targeted initiatives and campaigns. Relevant messages are communicated to our local communities with the support of the Communications team and via the Service's website. The Risk-Rater App is available to download so residents can assess the risks in their own homes.
- Officers continue to validate IRS records to confirm the accuracy of the data, as there is an indication that some incidents may have been mis-coded and the individual concerned may have received a 'precautionary check' rather than suffering an injury.

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Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	382	Actual	393

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

Previous Status	Current Status	Summary of Current Performance																										
A	A	<div data-bbox="587 645 1406 1171" data-label="Figure"> <table border="1"> <caption>Number of Accidental Dwelling Fires</caption> <thead> <tr> <th>Year</th> <th>Number of ADFs</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>430</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>400</td> </tr> <tr> <td>2017/18 est</td> <td>393</td> </tr> </tbody> </table> </div> <p>At the end of 2017/18 there has been 393 accidental dwelling fires (ADFs) compared to a target of 382. There has been a reduction of 2% (8 incidents) compared to 2016/17.</p> <p>Looking at the key risk areas, there have been reductions in the number of kitchen fires from 236 to 228. There has also been a reduction in the number of fires involving occupants over the pensionable age who live on their own, from 100 to 91.</p> <p>In addition no fire-fighting action was required at 171 incidents (43.6%) and there was no fire spread beyond the room of origin in 355 (90.56%) accidental dwelling fires.</p> <table border="1"> <thead> <tr> <th>Unitary Authority</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>139</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>132</td> </tr> <tr> <td>Halton</td> <td>48</td> </tr> <tr> <td>Warrington</td> <td>74</td> </tr> <tr> <td>Total</td> <td>393</td> </tr> </tbody> </table>	Year	Number of ADFs	2012/13	430	2013/14	390	2014/15	400	2015/16	395	2016/17	400	2017/18 est	393	Unitary Authority	Total	Cheshire East	139	Cheshire West and Chester	132	Halton	48	Warrington	74	Total	393
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Total	393																											

Occupancy Type	Total	Household occupancy Cheshire	Rate per 10000 dwellings
Couple with dependant children	85	381137	2.23
Lone person over pensionable age	91	56115	16.21
Lone person under pensionable age	58	73421	7.9
Couple both under pensionable age with no children	48	167332	2.87
Lone parent with dependant children	43	82186	5.23
3 or more adults under pensionable age, no children	26	N/Av	
Couple one or more over pensionable age, no children	25	80559	3.1
Other	7	35230	1.99
3 or more adults with dependant children	6	33701	1.78
Not known	4		
Total	393	1015013	3.86

What actions will be required to improve performance?



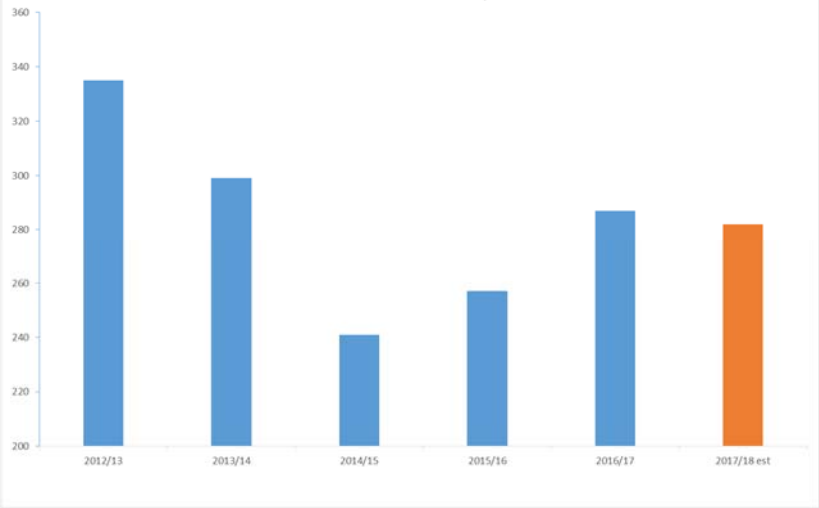
- Whilst there has been a slight decrease in the number of kitchen fires, cooking is still the most common cause of ADFs. We will continue to work with the Communications team on targeted campaigns, interventions and educational programmes with an aim to reducing these figures.
- The Prevention team in conjunction with the Fire Research and Analysis team will continue to review our targeting methodology to ensure we are targeting the most vulnerable in our society – indications are that ADFs involving Couples with Dependant Children are increasing.
- The educational programmes at Safety Central, school visits and Princes Trust schemes all focus on improving awareness of children and young people of the dangers of fire and we will continue to strive for increased attendance across our programmes.
- Safe and Well visits are being expanded to include advice on affordable warmth across the Service Area and atrial fibrillation testing in West Cheshire, South Cheshire and Vale Royal CCG areas to vulnerable people aged 65 plus. Affordable warmth referrals will be made to Energy Products Plus who will then offer advice to residents on the best energy tariffs, additional benefits they could be entitled to and central heating upgrades.
- In the 18/19 departmental plan the Prevention team will work to implement Safe and Well Phase 2 comprising: monitoring of hypertension/blood pressure pilot (Chester and Macclesfield) with a view to rolling out Service wide and hospital discharge referrals for over 65s admitted to ward for a fall.
- Unitary managers meet quarterly at the Performance Scrutiny and Campaigns Group interrogating performance and utilising local intelligence from UPGs to create targeted initiatives and campaigns. Relevant messages are communicated to our local communities with the support of the Communications team and via the Service's website. The Risk-Rater App is available to download so residents can assess the risks in their own homes.

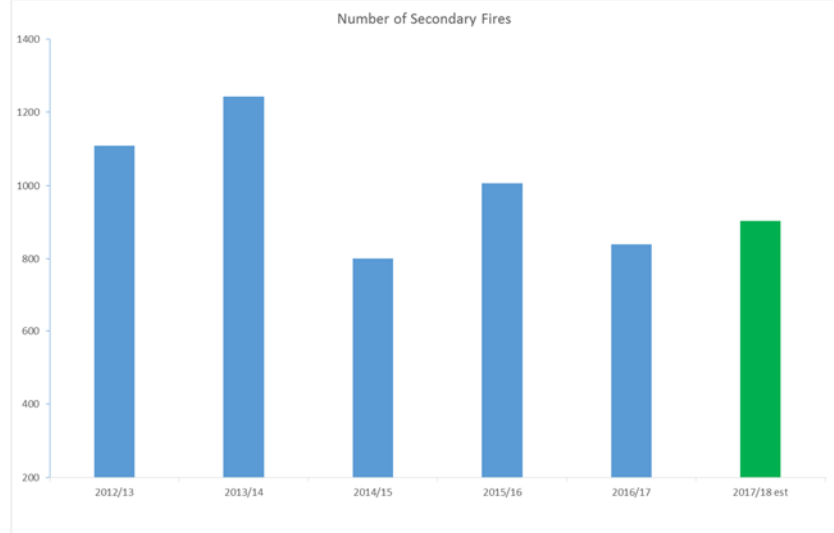
- Station based Community Action Plans (CAPs) have been reviewed in conjunction with the performance dashboard which will focus resources and engagement in priority areas.
- It has been established that the majority of ADF incidents in Halton occur in the kitchen. Plans are in place to visit all schools in Halton, in conjunction with the Police, to discuss kitchen safety (amongst other things). We are also looking to carry out a number of kitchen safety events at supermarkets in the area in an attempt to spread our messages further.

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Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target (Primary) (Secondary)	270 950	Actual	284 905

Indicator: [Number of Deliberate Fires]

Previous Status	Current Status	Summary of Current Performance														
		<p style="text-align: center;">Number of Deliberate Primary Fires</p>  <table border="1"> <caption>Data for Number of Deliberate Primary Fires</caption> <thead> <tr> <th>Year</th> <th>Number of Fires</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>335</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>255</td> </tr> <tr> <td>2016/17</td> <td>285</td> </tr> <tr> <td>2017/18 est</td> <td>284</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Overall 284 deliberate primary fires were recorded at the end of Q4, against a target of 270. Overall the station area with the highest number of incidents is Widnes (40). Deliberate ignition of vehicles account for 28 out of these 40 incidents (70%). Across Cheshire 122 incidents (43%) involving the deliberate ignition of a road vehicle. Of these, 74 were cars and 25 motor cycles. The station areas with the highest number of incidents involving motor vehicles are Widnes (28), Runcorn (17) and Ellesmere Port (11). 	Year	Number of Fires	2012/13	335	2013/14	300	2014/15	240	2015/16	255	2016/17	285	2017/18 est	284
Year	Number of Fires															
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The number of deliberate secondary fires recorded in 2017/18 was 905 which is 46 under target. The highest number of incidents have been in Warrington (189) and Crewe (108), which account for 32.9% of all incidents. The peak time for incidents was between 18:00 and 21:00 (38%) and the peak days are Saturday, Sunday and Monday (49.9%)

The main property types are loose refuse (283), wheelie bins (138) and Small refuse/rubbish/recycling container (122) The stations with the highest number of fires involving wheelie bin/recycling containers is Warrington (79) followed by Widnes (37) and Runcorn (33).

What actions will be required to improve performance?

Halton/Warrington continues to be highest in terms of Deliberate Primary Fires.

Primary Fires

- Analysis of car fires will continue with relevant information being shared with the Police and Police Notification Reports (PNRs) being completed after each incident. Our officers meet with beat managers on a monthly basis and share information with partner agencies at strategic local meetings/boards. The Arson Reduction Manager has reported that the quality of PNRs from fire staff has greatly improved with some excellent Level 1 fire investigation reports being completed.
- Business Intelligence ran report with more detail regarding car fires and the Arson Reduction Manager has scrutinised the report for any emerging trends etc. It would appear that the increases we are experiencing are in line with the national average. There is much speculation nationally regarding the cause which is thought to be drugs related, although presently this can not be evidenced.
- Following agreement with the police the next few months will see an increase in police patrols in areas with a high rate of activity.
- Following meetings with the Police teams in Halton, joint fire and police visits to all secondary schools will take place over the next 12 months. ADF's will also be discussed and visits to Safety Central will be encouraged.
- An impact event is planned for 9th May in Hough Green, Widnes – operational crews will be supported by Prevention and Protection teams.





Secondary Fires

- The Service's "On the Streets" youth team (OTS) will continue to be deployed within identified problem areas to provide local engagement and distraction activities. The OTS team members will attend local authority youth provision meetings to improve the sharing of intelligence and ensure that initiatives are targeted to the areas most needed. The Service Delivery and Prevention teams continue to work with local partners via problem solving groups and Police Single Point of Contacts (SPOCs).
- OTS team will be deployed in the Runcorn/Halton Brook area following reports of anti-social behaviour directed towards Service operational crews.
- Best practice noted in Halton has been shared across the Service with Station Managers continuing to work closely with local SPOCs. Liaison takes place at watch level with the beat managers to obtain a police log and record small fires, e.g. wheelie bin fires as crimes.
- In Cheshire West and Chester the Halton model has been adopted and is reflected by an improvement in figures. Meetings with police inspectors are being held regularly and will continue.
- The team at Safety Central are working to increase footfall at the centre to ensure early intervention and improved awareness around 'risk-taking' behaviours.
- Cheshire East is trialling work with local CCTV operators to help identify hot-spots of anti-social behaviour and Business Intelligence to draw up polygons to assess trends. The polygons will be sent to North West Fire Control so that they can inform the CCTV operators who can identify any activity in the areas. If successful this initiative will be rolled out across the Service.

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Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	A) 40,000 B) 65%	Actual	A) 41,067 B) 59%

Indicator: A) [Number of Safe and Well visits delivered to properties of Heightened Risk] B) [Platinum Address Success Rate : Percentage]

Previous Status	Current Status	Summary of Current Performance
		<p><u>Number of Safe and Well Visits</u></p> <p>In 17/18 41,067 heightened risk visits have been completed by Prevention and whole-time operational staff. Since the introduction of Safe and Well visits on 1st April 2017 7.5% of visits have resulted in referrals to partner health agencies – see Infographic attached at Appendix 2. The number of Safe and Well visits within the infographic is different as it includes non-HRD visits and those members of staff who don't have a target, but may conduct a safe and well visit e.g. on-call staff.</p>
		<p><u>Platinum Address Success Rate</u></p> <p><i>Platinum – the top 10,000 households identified at most risk from fire. Gold – the next 20,000 households identified at most risk from fire.</i></p> <ul style="list-style-type: none"> • Currently 59% of platinum visits have been completed which is slightly below target. • 97.8% of platinum households and 96.4% gold households have been engaged with. <p>At the end of Q4, 59% of the platinum households had been successful with a completed visit, out of the 97.8% that were engaged with. The way visits are mapped is to ensure best use of resources, i.e. walk-sheets are produced based on geographical concentration of target addresses (gold and platinum). This may mean on some occasions there maybe a higher percentage of gold addresses than platinum depending on the locality. The lone working policy also impacts on the numbers of visits achieved in a particular area by the Prevention teams.</p>



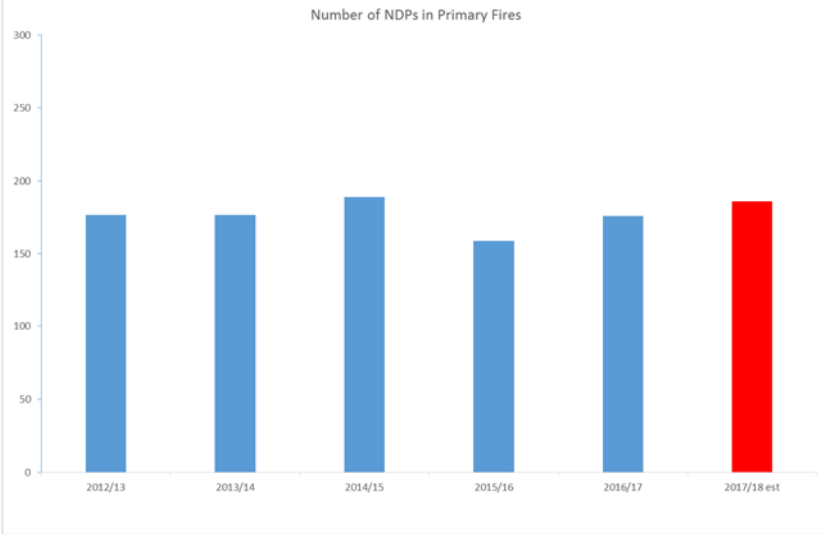
What actions will be required to improve performance?

- 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 performance. The Prevention teams' performance will be monitored through weekly performance sheets with managers challenging areas of poor performance.
- In Q1 of 18/19 we will have almost a full establishment of Prevention staff, the majority of whom are competent. The team has a couple of new starters in Halton, Warrington and Chester and one vacancy in Macclesfield.
- In Q4 Prevention teams re-visited those platinum addresses which had been 'knocked and carded' in an attempt to achieve the aspirational 65% engagement target.
- Safe and Well visits are being expanded to include advice on affordable warmth across the Service Area and atrial fibrillation testing in West Cheshire, South Cheshire and Vale Royal CCG areas to vulnerable people aged 65 plus. Affordable warmth referrals will be made to Energy Products Plus who will then offer advice to residents on the best energy tariffs, additional benefits they could be entitled to and central heating upgrades.
- In the 18/19 departmental plan the Prevention team will work to implement Safe and Well Phase 2 comprising: monitoring of hypertension/blood pressure pilot (Chester and Macclesfield) with a view to rolling out Service wide and hospital discharge referrals for over 65s admitted to ward for a fall.

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Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	167	Actual	185

Indicator: [Fires in Non-Domestic Premises]

Previous Status	Current Status	Summary of Current Performance														
		<p style="text-align: center;">Number of NDPs in Primary Fires</p>  <table border="1"> <caption>Number of NDPs in Primary Fires</caption> <thead> <tr> <th>Year</th> <th>Number of NDPs</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>176</td> </tr> <tr> <td>2013/14</td> <td>176</td> </tr> <tr> <td>2014/15</td> <td>190</td> </tr> <tr> <td>2015/16</td> <td>160</td> </tr> <tr> <td>2016/17</td> <td>176</td> </tr> <tr> <td>2017/18 est</td> <td>185</td> </tr> </tbody> </table> <p>There were 185 non-domestic fires during 2017/18 compared to 176 for the same period last year.</p> <p>The most significant numbers of fires have been identified in the following building types:</p> <ul style="list-style-type: none"> • Retail, Single shop - 20 • Pub/Wine bar/bar - 17 • Prison - 15 • Factory - 12 • Hospital - 8 <p>Other categories have less than 8 occurrences.</p> <p>The main causes for fires in non-domestic premises were:</p> <ul style="list-style-type: none"> • 51 Electrical causes - including fluorescent lights, other lights, batteries, wires and cabling. • 31 Industrial Equipment - all accidental, these included welding, heating or manufacturing equipment, ovens, kilns and dryers. • 24 Smoking related – 15 of which were deliberate and 9 accidental. Of the deliberate fires 8 were in prisons – (Styal and Risley). 	Year	Number of NDPs	2012/13	176	2013/14	176	2014/15	190	2015/16	160	2016/17	176	2017/18 est	185
Year	Number of NDPs															
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		<ul style="list-style-type: none"> • 22 Cooking related incidents - including cookers, deep fat fryers and microwaves. <p>63% of the 185 fires (117 incidents) were either confined to the item first ignited or involved smoke and heat damage only. Whilst a further 40 fires were confined to the room of origin.</p> <p>Only 6 fires involved the whole building and of those, one was a caravan and one a tractor shed.</p>
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What actions will be required to improve performance?

- Our risk-based inspection programme is driven by life safety and not necessarily directed where fires are presently occurring - although the Service Policy allows flexibility for directing audits following local or national incidents/trends, e.g. Grenfell Tower and the Liverpool car park fire. In the 18/19 departmental plan we will undertake a review of, re-evaluate and, where necessary adapt the risk based inspection strategy to incorporate additional risk factors to improve targeting methodology, e.g. key infrastructure sites such as Crewe railway station. We will work with other fire and rescue services and consider developing a regional approach.
- Where appropriate, we will continue to take enforcement action in accordance with our enforcement management model and prosecute duty holders where necessary. We will use social media and the press to highlight successful prosecutions by means of a deterrent to businesses.
- The Protection team meet monthly to discuss departmental performance and will scrutinise the severity of fires in non-domestic premises and act on any emerging trends/patterns.
- Business specific safety campaigns will continue to be developed and supported by the Business Safety team working in conjunction with the Service's Campaigns Board. An active Business Safety presence across the Service's social media platform will continue to ensure that appropriate fire safety messages (including business continuity advice) are communicated to the wider business community. We will continue to make free fire risk assessment templates available on the Service's website to assist businesses with improving fire safety on their own premises.
- The Business Safety Manager is working with Local Authorities to develop a comprehensive 'Business Information Pack' which will be sent to all new businesses and include fire safety advice. This has been introduced in CW&C and is being explored in the other unitary areas.
- Business impact events have taken place in Q4 in Warrington and Crewe. Six impact events are programmed into the team's departmental plan for 18/19 – three of which will be multi-agency events with local partners and will focus on areas of concern or key themes for maximum effect.
- The Protection team will continue to report instances of fires occurring in work processes to the Health and Safety Executive as nearly 20% of fires in non-domestic premises involve industrial equipment and/or processes.
- 15 of the fires have occurred in prisons and our Fire Investigation team is in the process of renegotiating Memorandums of Understanding with colleagues at HMPs Risley and Styal. Protection managers are meeting with CPIG to look at emerging national trends as to ignition sources etc.
- Post-fire visits are ongoing with hospitals across the Service Area following the Warrington hospital fire.

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Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	1,250	Actual	554

Indicator: [AFAs in Non Domestic Premises]

Previous Status	Current Status	Summary of Current Performance
		<p>At the end of Q4 there have been 554 attendances to AFAs in non-domestic against a target of 1,250.</p> <p>The station areas with the highest number of calls are Chester and Warrington which together account for 39% (214) of the overall total.</p> <p>The main property types for AFAs are hospitals (179) and retirement or care homes (154). In addition 78 of the calls should not have been attended under the current policy.</p> <p>The most common reason for the alarm to go off was a fault (241), followed by Accidentally/carelessly set off (76).</p>



What actions will be required to improve performance?

- The revised Unwanted Fire Signals (UwFS) Policy went live on 3rd April 2017 and we have seen AFA's reduce by more than 50% compared to 16/17 (1,222). Local Protection teams will continue to work with businesses where there have been instances of multiple false alarms to reduce calls, e.g. residential care homes.
- Fire inspecting officers continue to work to reduce the number of false alarms with representatives on the hospital groups across the unitary areas.
- The Service will continue to interrogate those calls which should not have been attended under the current UwFS policy and liaise with North West Fire Control (where appropriate) to ensure that the number of such calls is reduced. In Q1 18/19 there will be a review of 'out of policy attendance' to scrutinise information which is being passed on by Alarm Receiving Centres.
- The Business Safety team will continue to proactively promote ways in which businesses can better manage UwFS during presentations to Chambers and via the Service's social media channels.

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Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	1,982	Actual	1,986

Indicator: [Thematic Inspections Completed by Operational Crews]

Previous Status	Current Status	Summary of Current Performance
		<p>A total of 1,986 thematic inspections were completed in 17/18 against a target of 1,982.</p> <p>Thematic inspection targets are allocated to all stations with the exception of on-call. Target of 1 per watch per tour whole-time, 1.7 per week nucleus and 1 per week day crewing stations.</p> <p>A thematic inspection is a fire safety assessment carried out by operational crews of low-risk premises. An example of a themed approach would be visits to shops in the run up to Christmas to check on over-stocking etc.</p> <p>In 17/18 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"> • Educate and Inform: 10 • Notification of Deficiencies: 6 • Action Plan: 4 • Enforcement Notice: 3 • Prohibition: 1 • Alteration Notice: 0



What actions will be required to improve performance?

- Operational Crews undertake thematic audits of non-domestic premises on a locally determined basis and the Protection team will continue to monitor, identify and inform crews of any appropriate/emerging trends to ensure that the correct types of premises are targeted. The Protection team will continue to follow-up on any issues operational crews find during their visits and enforce where appropriate. The format of the thematic forms is to be re-visited as part of the 18/19 departmental objectives.
- It has been noted that referrals from operational crews have been low, although this is steadily improving. The Protection team will ensure that operational crews are educated on the importance of referring information via the thematic inspection process during operational fire safety training sessions.
- Joint inspections between Protection teams and operational crews are will continue to be encouraged to further improve awareness, knowledge and where applicable enhance the standard of (Site Specific Risk Information) SSRI information.

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Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	1,800	Actual	1,319

Indicator: [Number of Non Domestic Premises Fire Safety Audits Completed]

Previous Status	Current Status	Summary of Current Performance
		<p>At the end of 17/18, a total of 1,319 non-domestic premises fire safety audits were completed against an annual target of 1,800.</p> <p>Outcomes of these audits resulted in:</p> <ul style="list-style-type: none"> • Educate and Inform: 864 • Notification of Deficiencies: 334 • Action Plan: 91 • Enforcement Notice: 27 • Prohibition: 3 • Alteration Notice: 0 <p>To date, there has been at least one interaction (for example audits/thematic) with us at 24,290 (78%) of the 31,009 active premises (excluding demolished, derelict, proposed plans, under construction) on the Protection team’s database CFRMIS under the following categories:</p> <ul style="list-style-type: none"> • Fire Safety Audit • Peak activity inspection • Specific hot-spotting (post-fire reassurance visit) • Specific post-fire inspection • Specific pre-Christmas inspection • Specific Fire Safety activities/events • SSRI inspections • Thematic inspections. <p>In addition to the fire safety audits, the Business Safety team carried out a total of 1,916 fire safety goodwill advice visits (against a yearly target of 2,500).</p>



What actions will be required to improve performance?

- The department has lost a significant number of staff due to temporary promotions to other areas of the Service and resignations (including both of the Business Safety Advocates, employed to carry out Business Safety visits). In Q1 the team will have almost a full establishment, with the exception of 1 x Technical Fire Safety Officer and 2 x Business Safety Advocate vacancies. These posts will be filled as soon as is practical with a review of the roles of the Business Safety Advocates underway.
- Whilst it is recognised that the time taken to train staff in the technical aspects of fire safety may have impacted on year end performance. The Protection team now meet monthly to discuss departmental performance and moving forward the audit target will be scrutinised more closely to ensure available resources are deployed accordingly.
- Focus is on getting existing staff competent to Level 4 diploma in Fire Safety; with an acknowledgment that the pathway to competency for new staff takes approximately two years.
- Our risk-based inspection programme is driven by life safety and not necessarily directed where fires are presently occurring - although the Service Policy allows flexibility for directing audits following local or national incidents/trends, e.g. Grenfell Tower and the Liverpool car park fire. In the 18/19 departmental plan we will undertake a review of, re-evaluate and, where necessary adapt the risk based inspection strategy to incorporate additional risk factors to improve targeting methodology, e.g. key infrastructure sites such as Crewe railway station. We will work with other fire and rescue services and consider developing a regional approach.
- Where appropriate, we will continue to take enforcement action in accordance with our enforcement management model and prosecute duty holders where necessary. We will use social media and the press to highlight successful prosecutions by means of a deterrent to businesses.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	80%	Actual	88%

Indicator: [10 Minute Standard]

Previous Status	Current Status	Summary of Current Performance																																																												
		<p>Overall 88% of life risk incidents were attended within 10 minutes, which is above the target of 80%. The average attendance time for life risk incidents is 8 minutes and 09 seconds.</p> <p>Dwellings</p> <p>94% of dwelling fires were attended within 10 minutes. There were 24 attendances to dwelling fires which failed the standard, 10 of which failed by less than one minute. The average attendance time for a first pump to a dwelling fire between April 2017 and March 2018 was 7 minutes and 18 seconds.</p> <table border="1"> <thead> <tr> <th></th> <th>Pass</th> <th>Fail</th> <th>Grand Total</th> <th>% Pass</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>122</td> <td>5</td> <td>127</td> <td>96%</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>105</td> <td>15</td> <td>120</td> <td>88%</td> </tr> <tr> <td>Halton</td> <td>48</td> <td>2</td> <td>50</td> <td>96%</td> </tr> <tr> <td>Warrington</td> <td>81</td> <td>2</td> <td>83</td> <td>98%</td> </tr> <tr> <td>Grand Total</td> <td>356</td> <td>24</td> <td>380</td> <td>94%</td> </tr> </tbody> </table> <p>Road Traffic Collisions (RTCs)</p> <p>79% of RTCs were attended within 10 minutes. Overall there were 52 incidents which failed the standard. The average time from alert to in attendance was 9 minutes 23 seconds.</p> <table border="1"> <thead> <tr> <th></th> <th>Pass</th> <th>Fail</th> <th>Grand Total</th> <th>% Pass</th> </tr> </thead> <tbody> <tr> <td>Cheshire East</td> <td>70</td> <td>25</td> <td>95</td> <td>74%</td> </tr> <tr> <td>Cheshire West and Chester</td> <td>48</td> <td>16</td> <td>64</td> <td>75%</td> </tr> <tr> <td>Halton</td> <td>15</td> <td>4</td> <td>19</td> <td>79%</td> </tr> <tr> <td>Warrington</td> <td>60</td> <td>7</td> <td>67</td> <td>90%</td> </tr> <tr> <td>Grand Total</td> <td>193</td> <td>52</td> <td>245</td> <td>79%</td> </tr> </tbody> </table>		Pass	Fail	Grand Total	% Pass	Cheshire East	122	5	127	96%	Cheshire West and Chester	105	15	120	88%	Halton	48	2	50	96%	Warrington	81	2	83	98%	Grand Total	356	24	380	94%		Pass	Fail	Grand Total	% Pass	Cheshire East	70	25	95	74%	Cheshire West and Chester	48	16	64	75%	Halton	15	4	19	79%	Warrington	60	7	67	90%	Grand Total	193	52	245	79%
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		<p>Call Handling data</p> <p>North West fire Control report on the average time taken in seconds from the time of call to the time that the first resource is mobilised, based on the priority incidents below.</p> <p>Priority '1' Incidents involving: Aircraft, Bariatric Emergency, Life Risk, Terrorism, Public Disorder, Special Operational Plans, Co Responder, Major Incidents, Road Traffic Collisions involving Large/Small Vehicles with Persons Trapped, Chemical Suicides, Trains/Trams.</p> <p>Priority '2' Incidents involving: Boat/Barge Fires, Building Fires, Caravans, Casualty Care, Chimney Fire (Thatched Roof), Electrical Installations, Chemicals, Pipelines, Ships in Dock, Tunnels.</p> <p>Priority '3' Incidents involving: Automatic Fire Alarms, Derelict Buildings, Cylinders, Petrol (Smell of/Leaking), Domestic Smoke Alarm, Vehicles Fires, Wind Turbines.</p> <p>Current performance is detailed in the table below:-</p> <table border="1" data-bbox="625 954 1382 1066"> <thead> <tr> <th>FRS</th> <th>Q1 (seconds)</th> <th>Q2 (Seconds)</th> <th>Q3 (Seconds)</th> </tr> </thead> <tbody> <tr> <td>Cheshire</td> <td>112</td> <td>109</td> <td>110</td> </tr> </tbody> </table>	FRS	Q1 (seconds)	Q2 (Seconds)	Q3 (Seconds)	Cheshire	112	109	110
FRS	Q1 (seconds)	Q2 (Seconds)	Q3 (Seconds)							
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What actions will be required to improve performance?

- The service is performing over and above its target in this area demonstrating consistently good performance. However, all failures to respond within the ten minute standard are scrutinised by the responsible station manager to identify areas for improvement to reduce any such failures.

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	5.5	Actual	4.84

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 and the annual target of 5.5 working days lost to sickness has been over achieved with a total of 4.84 working days lost to sickness across the organisation.</p> <p>When the overall results are broken down by staff category however, in comparison to the YTD results it is apparent that over the course of this financial year there has been a gradual increase in sickness for on call staff. The breakdown of results is shown below. There has also been a slight upturn in support staff absence although the target has still been met. The support staff absence upturn is largely down to a small number of long term sickness cases rather than an increase in the number of support staff being absent.</p> <table border="1" data-bbox="628 1084 1351 1424"> <thead> <tr> <th>Staff Category</th> <th># of sickness days/shifts</th> <th>Headcount</th> <th>Average working days lost to sickness per person</th> </tr> </thead> <tbody> <tr> <td>Whole-time</td> <td>1760.5</td> <td>435</td> <td>4.05</td> </tr> <tr> <td>On-call</td> <td>1783</td> <td>311</td> <td>5.73</td> </tr> <tr> <td>Uniform Total</td> <td>3543.5</td> <td>746</td> <td>4.75</td> </tr> <tr> <td>Support</td> <td>1404</td> <td>276</td> <td>5.09</td> </tr> <tr> <td>CFRS Q4 Total</td> <td>4947.5</td> <td>1022</td> <td>4.84</td> </tr> </tbody> </table> <p>Sickness is also monitored at a national level and a report is compiled by Cleveland FRS on a quarterly basis. The Q4 national results are not yet available but the Q3 results showed that Cheshire continues to perform at a very high level across the UK, particularly in respect of whole-time operational staff.</p>	Staff Category	# of sickness days/shifts	Headcount	Average working days lost to sickness per person	Whole-time	1760.5	435	4.05	On-call	1783	311	5.73	Uniform Total	3543.5	746	4.75	Support	1404	276	5.09	CFRS Q4 Total	4947.5	1022	4.84
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What actions will be required to improve performance?

- Monthly scrutiny at the Attendance Management meetings 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 and performance.
- Development of wellbeing initiatives to reduce absence ongoing coupled with a desktop review to assess effectiveness of Service's existing support mechanisms in respect of wellbeing (College of Policing Wellbeing Framework).

Performance and Programme Board – Performance Report

Reporting Period	Quarter Q4	From	01/04/2017 To 31/03/2018
Target	44	Actual	23.5

Indicator: [Working Days Lost to Injury]

Previous Status	Current Status	Summary of Current Performance
		3.5 days were lost in the 4 th quarter as a result of a specified injury that was reported to the HSE. Overall the performance for the year shows an improvement on the previous year however it would only need one serious accident to change this picture.

What actions will be required to improve performance?

We will continue to monitor performance.

Performance and Programme Board – Performance Report

Reporting Period	Q4	From	01/04/2017 To 31/03/2018
Target	85%	Actual	67.4%

Indicator: [On-Call Availability]

Previous Status	Current Status	Summary of Current Performance and Intelligence
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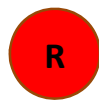
Nucleus



Primary on-call



Secondary on-call



- On-call availability for the year to date is 67.4%.

There are significant variations of availability between the differing on-call shift systems, where an:

- On-call pump is part of nucleus crewing, availability is 97.8%, a significant improvement on target
- On-call pump is the primary pump, availability is 66.4%. (e.g. Malpas, Poynton etc.).
- On-call pump is the second pump, availability is 50.4% (e.g. Winsford etc.)

The Individual figures for each pump over the last 12 months are shown in Appendix 3.

All OC Pumps (average)	67.4%
Nucleus OC Pumps	97.8%
Primary OC Pumps	66.4%
Secondary OC Pumps	50.4%

All OC, including as an SIU, Pumps (average)	74.12%
Nucleus OC Pumps	97.8%
Primary OC Pumps	74.6%
Secondary OC Pumps	57.1%

What actions will be required to improve performance?

Officers continue to implement improved working practices and explore new approaches and initiatives. Principal Officers have visited all on call stations during recent months to seek feedback. The outcomes will be developed into an action plan for implementation this year.

Recruitment

A Watch Manager has been appointed to facilitate on-call recruitment and initial training courses. The initial course (MOD1) and sessions for the written and practical tests are scheduled monthly - 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
- 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.
- Continue to use 'shadow pump' concept for new on-call teams.
- In addition to further improve pay and link it directly to performance, officers have 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%.
- Annual on-call celebration event being planned for those members of staff who have achieved their ticket to ride and joined us during course of the year.

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.
- 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.
- Initiated a new pilot as part of the review into the sustainability and suitability of the duty system at Wilmslow. This will include the appointment of two Temporary Whole-time Crew Managers who will provide cover and managerial capacity during the night shifts.

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. The team are focusing on pilots at Frodsham and Tarporley.