

SERVICE PLANS 16-17

Performance Summary Report for Q1 (April – June 2016)

FINANCE:

The key activity for the Finance Team in the first quarter has been the completion of the first draft of the Authority's Statement of Accounts. The draft accounts were presented to the Closure of Accounts Committee on 22nd June. Much of the audit work on the accounts was also completed in the first quarter, although work remains to be finalised before the final approval of the accounts in September. An updated version of the Medium Term Financial Plan has been produced and was presented to Members at the Members Planning Day on 24th June, which showed a revised savings profile. Work on preparation for Blue Light Collaboration continued. The annual pensions grant claim has been completed and submitted during the quarter.

ICT:

The first quarter has been one of major change for the department with the majority of staff moving to Clemonds Hey from the first week in April. The co-location and the need to ensure effective support for all other departments remaining at CFRS HQ has been a significant workload and meant a number of existing projects have had to be put on hold. It is expected that these will be picked up in the second half of the year.

Priority for quarter two will be on staff consultation over the new joint structure prior to the formal transfer of staff to the police scheduled for November. The software team which has remained at CFRS HQ temporarily is also scheduled to transfer and move to Clemonds Hey in November.

Moves to replicate the Service's current server room at Clemonds Hey will be progressed as quickly as possible to reduce the risk of failure of the existing ageing hardware. Establishing the direct link between the two sites is also being progressed, as is the implementation of specialist software which will allow fire staff to operate all their existing systems once co-located at Clemonds Hey.

LEGAL & DEMOCRATIC SERVICES:

Work on most of the key activities is on track. For example, the Land and Stations Programme is progressing well, with the new station builds expected to be completed on or before the target dates. The Blue Light Collaboration Programme remains on track but there are challenging pieces of work and timescales to be negotiated.

The introduction of a decision-making management system has been successfully implemented with the software delivered and working satisfactorily. Further testing is required with the templates and interaction with the website prior to the official launch.

OPERATIONAL POLICY & ASSURANCE (OPA):

The department plan has been developed and all training activities are on target. We are looking to start to look at how operational training might be re-structured to meet the demands of the new on call cohort and station. The full impact of the BLC and of the various options for operational training are being worked through to ensure that all future department activities are maintained as planned.

The completion of the SM promotion process has added some stability to the department in terms of confirming the personnel in post until the next promotion board and the temporary appointment of a new GM will further enhance that stability.

PEOPLE and DEVELOPMENT:

Q1 has seen a lot of activity focussed around the talent management agenda, Blue Light Collaboration and the provision of ongoing support to the development and consultation on ERP2 proposals. Key activities and deliverables include:

- Launch of a new Leadership Appraisal for all Middle and Senior managers across the Service.
- Launch of the new Watch Manager Step Up Development Programme – completion of Module One
- Completion of recruitment process for 2016 intake of High Potential Development Scheme. This year the calibre of candidates fell below the required benchmark. A review will be undertaken to determine if eligibility and entry criteria needs adjustment to target wider talent pool.
- New promotion board process finalised and launched with new materials. Station Manager promotion process completed. Preparation in progress for launch of Watch Manager and Crew Manager process during Q2.
- Preparations ongoing to launch wholetime recruitment campaign in Q3.

The work associated with Blue Light Collaboration has gathered significant momentum in recent months. The BLC People Strategy is now complete and work is being finalised to produce an accompanying document that outlines the associated people processes. Blue Light

Change Champions have been identified and the HR function is working very closely with Unison representatives to encourage meaningful consultation and open dialogue. It is expected that as the programme continues to evolve the BLC project will absorb significant resources and time within the HR function. One senior member of the HR team has already been assigned to the project on a full time basis with another assigned on a part time basis to support the transactional elements. An extensive data cleansing exercise has also commenced to ensure that all information contained within files and systems is correct prior to transfer to the MFSS and migration of data to the Oracle system.

The only foreseeable risk at the current time is the loss of key staff who may opt to transfer to Cheshire Constabulary prior to the planned co-location and transfer or leave to pursue other external employment. This is against a backdrop of high demand and heavy workloads. As a contingency additional staff have been brought in where possible to provide more resilience and to reduce the risk as far as possible.

PLANNING PERFORMANCE & COMMUNICATIONS:

Staff across the department have been focussed on two key priorities during quarter one – preparing for the significant consultation on future emergency response options (ERP2) and supporting the blue light collaboration programme.

Preparations for ERP2 have included researching and writing new three year consultation and communication strategies which will be presented to the Policy Committee in September. In addition the Consultation Institute have been engaged to provide formal oversight and accreditation of the programme.

As well as leading on communications for the blue light collaboration programme, significant staff time has been spent on understanding the options for how the work of the department can best be delivered within the Cheshire Constabulary structure. The work involved in preparing for the move to Clemonds Hey will increase substantially over the coming months and this, together with the loss of key staff, means existing departmental projects and proposals will need to be reviewed and prioritised.

Other work during the quarter saw a highly effective presence by the Service at the two day Cheshire Show and engagement with hundreds of people in the promotion of smoke alarms and fire safety. In addition, staff have begun preparations for the Authority's proposed Equality Excellence reaccreditation assessment in November.

PREVENTION and PROTECTION:

The 16/17 departmental plan is ambitious with some major projects coming to fruition during the year. In Q1 good progress has been made against key objectives.

The number of fire safety audits is marginally below target expectations having been adversely affected by staffing levels and competing departmental priorities, such as prosecution work. Audit target has been revised and audits will be targeted to our higher risk premises. Following the review of the thematic target Q1 delivery has exceeded target expectations. The Business Safety team carried out 686 goodwill advice visits to business during Q1 against an increased annual target of 2,500.

AFA's in non-domestic premises are displaying a slight upward trend and are over target, however, these incidents are continually monitored to ascertain trends and identify possible solutions to any recurring issues. A paper summarising performance and suggesting some further changes to the way in which the Service responds to AFA's, in order to reduce the number of unwanted fire signals, will be considered by Members in Q2.

As a result of the high-rise sprinkler project, sprinklers have been installed and commissioned in 17/60 flats at Rowlands Heights (with a commitment to fit more as/when flats become vacant). On-site testing has been carried out at Joseph Groom towers prior to switching on the system where 90 /152 flats have been fitted with sprinklers. Wulvern are exploring the possibility of installing sprinklers in Waverley court. However, this will be dependent on cost and further advice being sought from their fire engineering consultant/design consultant. Protection officers are also currently working with various partner agencies to emphasise the importance of recommending the installation of sprinklers in schools.

The work to improve the relationships nationally with the heritage sector continues to develop and be well received by all involved with regional groups being established. Opportunity for a second partnership under the government's Primary Authority Scheme with Certas Energy UK Limited is being considered.

Successful negotiations mean that GMFRS will provide fire safety training for the region aligned to the Skills for Justice Competency Framework.

Construction of Safety Central at Lymm is progressing according to schedule. Format of schools' visits now agreed with detailed lesson plans being written with a view to testing with partner schools this September. New parents', older peoples' and independent living sessions to draw from activities developed for schools later in the year. As well as providing an electrical substation and overhead cables, SP Energy Networks has verbally committed to donating £10,000 in the coming months and potentially for a further seven years. Donation will be used to sponsor the volunteer ranger programme in the first instance. Discussions are going well with other potential sponsors/partners, e.g. Imtech, Virgin Trains, Network Rail and Barclays. 3rd October 2016 set as launch date for bookings for the school programmes for the 2017/18 academic year.

In Q1 four dementia friends' sessions were run during Dementia Awareness Week bringing the total number of dementia friends across the organisation to 174. The Service is looking to recruit its own Dementia Support advocate once funding of the existing dementia advice arrangement ends in July.

Q1 saw the start of the staff training programme comprising the three health elements for phase 1 of Safe and Well (slips, trips and falls; bowel cancer screening; and smoking cessation and alcohol reduction) and a very short session on information governance requirements and obligations. The training has been positively received by both Ops and Prevention staff. Supporting media was also produced for staff in the format of a short explanatory video: <https://youtu.be/2HLsN-y6rbg>. NHS Cheshire and Merseyside have said they will consider funding print costs of associated literature to accompany the visits.

Three new Fire Service Engagement Officers have been appointed to the Complex Dependency front door team in Halton, Warrington and Cheshire East and are currently undergoing induction training.

Continued targeted use of 'On the Streets' teams is proving to be effective in key areas. Recent partnership work with police in Ellesmere Port has developed a new education package addressing all forms of ASB, delivered by Prevention staff, ops staff, and PCSO's. Bonfire Presentations have been reviewed and re-written for use later this year, the aim being to ensure consistency of the Bonfire and Firework safety education delivered across the Service.

13 Drive Survive events delivered to date. A multi-agency Motorway Engagement Day covering the M6 corridor is planned for 11th August, with fire and rescue attendance at all services from Corley to the Scottish borders (5 locations in Cheshire - N and S bound). The Think Car is now used as an additional resource at Think Drive Survive events and other locations as appropriate. Firebike activity is now more targeted with volunteers either attending/delivering Biker Down courses or attending biker specific events and locations to promote Biker Down/Post-test training options. Winners again for Tyresafe Emergency Service Award for our work during Winter Driving month last year. Also received an award for Outstanding Achievement for our partnership work with Tyresafe members in Cheshire. Summer Drink Drive Campaign supported by a number of engagement events across the Service Area.

Whilst the department is largely operating within budget with ongoing reviews of activities to realise efficiencies, the Princes Trust programme continues to struggle with securing funding, due in part to poor Ofstead results of local partner colleges which has had an adverse impact on the numbers of teams they are willing to support. Stringent targets have been set for all staff covering recruitment and retention and delivery costs are regularly monitored via the budget process.

Nepal 17 team recruited and in place we currently have 17 cadets and 11 members of staff have been recruited to the Nepal 17 team with total funds raised to date of £10,204.70. We have established a project out in Nepal in the village of Kangel.

Alsager cadet unit now up and running with 16 cadets and 2 leaders. Other units we be developed as and when the new stations are complete.

Campaigns and engagement continue with an aim to reducing injuries in primary fires which were over target at Q1. Most commonly these have occurred in accidental dwelling fires (ADF's). Cooking was the most common cause of both ADF's and injuries. Deliberate fires are positively under target with annual decreases also projected.

PROPERTY MANAGEMENT:

Construction of the three new fire stations at Penketh, Powey Lane and Lymm is progressing well on site and whilst there are some budget pressures these are all being managed effectively and are not a concern at this stage. Redevelopment opportunities are currently being actively considered at Chester, Ellesmere Port and Crewe. Arcadis property consultants have been appointed to undertake the review of all blue light service properties and are currently collating the information provided by CFRS to help facilitate the relocation of CFRS to Clemonds Hey.

SERVICE DELIVERY:

There has been good progress made in Q1 covering a number of the ERP2 work streams, the programme and projects have been subject to a review by the project office and there were no major areas of concern.

ERP2 Operational configuration recommendations were initially discussed at Members Planning Days on 24th June and the 8th July, feedback has been received from Members and final approval of proposals will be prior to the start of IRMP consultation in September.

Policy Approval Group (PAG) recently approved proposals for New Uniform, Service Delivery Structure, Swift Water Rescue Phase 1 and On Call Pay and Reward linked to Appliance Availability (OCARS). These work stream are now being developed and moved to the implementation phase and where necessary new light touch PID's and projects are being established.

Further discussions are taking place during quarter 2 in relation to Aerial Appliances, Wholetime/On Call Watch Manager Pilot and Operational Watch Manager Roles, Responsibilities, Pay and Reward.

The SM New Flexible Duty System consultation and negotiation continues. JCNP meetings continue to be undertaken bi-weekly and through this process the Service have reached a principle of agreement position with FOA and are hoping to secure the same with the FBU very shortly.