



Cheshire
Fire & Rescue Service

Warrington Unitary Performance Group Delivery Plan 2023/24

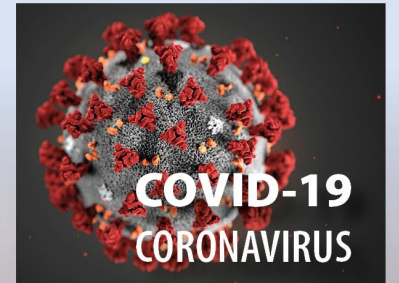
Service Delivery Manager: **David Rutter**

Plan start date: **1 April 2023**

SAVING LIVES

CHANGING LIVES

PROTECTING LIVES



www.cheshirefire.gov.uk

1. INTRODUCTION

This Unitary plan outlines the direction we will take over the coming year to ensure continuous improvement and build on the performance of the previous year.

The plan links directly to the overarching Service Delivery Departmental Plan 2023-24 which links to the [Integrated Risk Management Plan 2020-24](#) (IRMP 2020-24) and [2023-2024 Annual Action Plan \(cheshirefire.gov.uk\)](#) Key activities and projects identified within these plans contribute to our three strategic aims which are:

1. Saving Lives
2. Changing Lives
3. Protecting Lives

HM Government's Fire Reform programme is a key driver for United Kingdom Fire and Rescue Service's. The activities we outline within our plan to achieve our strategic aims also align to the three pillars of the Fire Reform programme:

- Accountability and Transparency
- Efficiency and Collaboration
- Workforce Reform

There is an increasing focus at national level on culture in the fire and rescue service. The [Equality Act 2010](#) and [Public Sector Equality Duty](#) underpin the Service's statutory responsibility to

consider matters of equality, diversity and inclusion in its policies and activities. The Services core values, aligned to the core the [Core Code of Ethics for Fire and Rescue Services](#), set out clear cultural and behavioural expectations:

- Be Inclusive
- Act with Compassion
- Do the Right Thing
- Make a Difference



Cheshire Fire and Rescue Service (CFRS) is measured against the three pillars of Fire Reform through [Her Majesty's Inspectorate](#)

[of Constabulary, Fire and Rescue Services \(HMICFRS\)](#). Since We will scrutinise and report on our progress against objectives 2018 the Service has been inspected on four separate occasions within the unitary plan through the following groups: and graded against the three areas of:

- Effectiveness
- Efficiency
- People

In 2021 HMICFRS graded the Service as ‘good’ in all three areas. The results of the March 2023 inspection will be published in Autumn 2023 and this plan may need to be refreshed to address any areas of improvement that are identified.

The plan is linked to a number of other Service documents and plans including:

- [IRMP 4-year plan 2020 - 2024](#)
- [CFRS People Strategy](#)
- [HMICFRS Action Plan](#)
- [National Framework](#)
- [Staff Survey Action Plan 2022](#)
- [Equality, Diversity and Inclusion 2021-2024](#)
- [Core Values](#)
- [Mental Health and Wellbeing Strategy](#)
- [Environmental Strategy](#)

Performance and IRMP:

Unitary Performance Group meetings
Performance and Programme Scrutiny
Performance and Programme Board
Land and Property Group
Performance and Overview Committee

Service Transformation/Staff Engagement:

Service Leadership Team (SLT)
Staffing Committee
Staff Engagement Forum
Officer/Team/watch meetings
Staff IRMP briefings
Core Values Steering Group

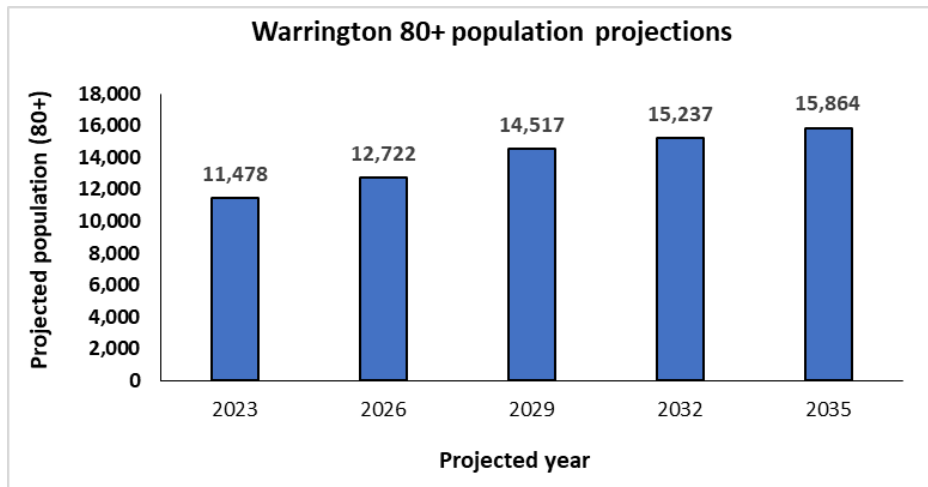
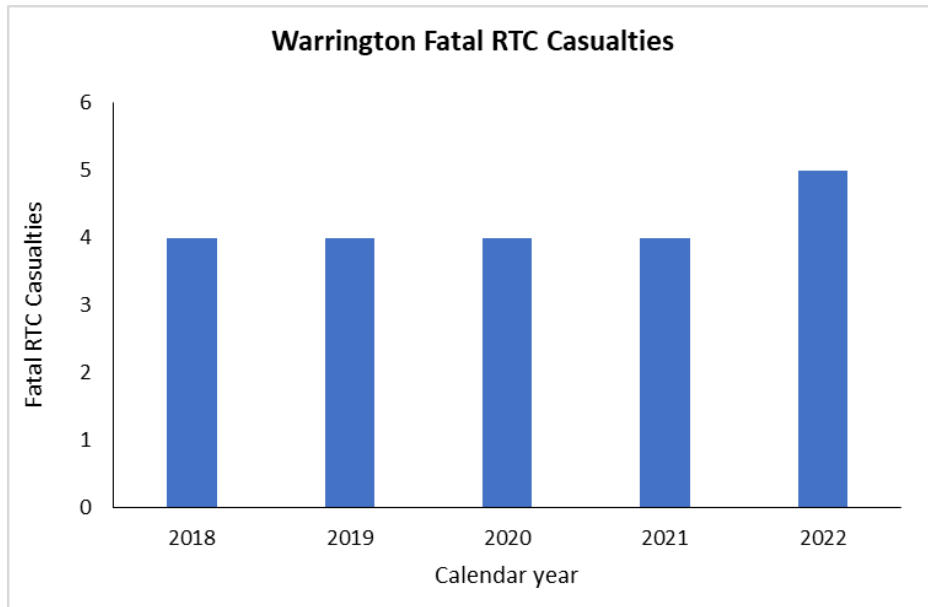
WARRINGTON AREA

Warrington is located in between Liverpool and Manchester and is the largest urban conurbation in Cheshire. Warrington is traversed by the River Mersey, Manchester Ship Canal, three motorway networks and the West Coast rail line. Due to its location it has developed into an important transport and logistics hub. It also maintains strong retail, energy and night time economies. There are several minority ethnic communities that reside within the borough, making it one of the most diverse areas of Cheshire. Some areas, mostly in the centre of the town, sit within the 20 per cent most deprived in the country, while

other areas on the periphery of the borough are within the 30 per cent least deprived.

Current Operational Demand	Warrington
Based on average yearly demand between 2019-20 and 2022-23	

Incidents Attended	1536
Fires	498
False Alarms	579
Other Special Service	403
Road Traffic Collisions	56
Accidental Dwelling Fires	59
Deliberate Primary Fires	47
Deliberate Secondary Fires	171
Deliberate Fires	218
Fires in Non Domestic Premises	29
Injuries in Accidental Dwelling Fires	10
Of which attended hospital	3



UNITARY STRATEGY

Warrington Unitary area is made up of 5 fire stations, and 1 shared Administration Hub. This Warrington Unitary Performance Group (UPG) plan focused on delivering the local objectives within the wider department plan and meeting local priorities, aligned to the community risk profile. This ensures all of our activities are aligned to achieve outcomes, and stand up to the scrutiny of [locally elected Members of Cheshire Fire Authority](#).

The Warrington UPG plan contributes to continuous improvement by providing a value for money service in our response to incidents and the valuable prevention and protection work undertaken by operational firefighters.

This is achieved by:

- Delivering excellent emergency response services to deal with all types of emergencies including fires, rescues from height, water and vehicles as well as incidents involving flooding and hazardous materials etc.
- Delivery of Safe and Well Visits for the most vulnerable in our communities to protect them from fire or health risks.
- Delivery of Home Safety Assessments to high-risk individuals and groups.
- Working with police and partner agencies to reduce antisocial behaviour and arson, including delivery of youth engagement programmes.
- Promoting and delivering planned programme of road safety activity/campaigns to improve safety.

- Undertaking appropriate thematic fire safety audits and inspection of business premises and reducing calls to unwanted fire signals.
- Ensuring operational firefighters remain highly trained and competent to respond to all types of incidents.
- Ensuring the objectives within the HMICFRS action plan are embedded.
- Supporting Environmental agendas in conjunction with our station modernisation programme, housing stock improvement and management of our fleet.

During 2023-24, Service Delivery will deliver and contribute to a number of work streams and projects arising from the IRMP and HMICFRS Action Plans.

The learning from our experience of the pandemic will enable Service Delivery to scale up and down depending on the public health and Government guidance in force at the time. Agile working in some areas of the service has proven to be successful in terms of reducing unnecessary journeys and increasing productivity and visibility. This will continue to be utilised where applicable and with the appropriate authorisation.

Section 3 of this plan describes a number of areas of focus for the Service Delivery department, which includes the following:

1. Deliver the IRMP and plan for the future
2. Improve Home Safety

3. Reduce deliberate fires and antisocial behaviour
4. Improve Road Safety
5. Improve Fire Safety in non-domestic premises
6. Improve the operational preparedness
7. Support local plans, strategies and partnerships
8. Staff Engagement Survey
9. HMICFRS



Warrington

Warrington Community Fire Station: WT

Station Manager: Lee Marland
 1 x WRL
 1 x WIU
 Unitary Administration Hub – Liz Thompson (Admin Hub Manager)
 Protection Office – Warren Hansford (Office Manager)
 Prevention Office – Lorraine Page (Locality Safety Manager)

Penketh Community Fire Station: WT/OC

Station Manager: Lee Marland
 2 x WRL (1WT & 1 OC)

KEY

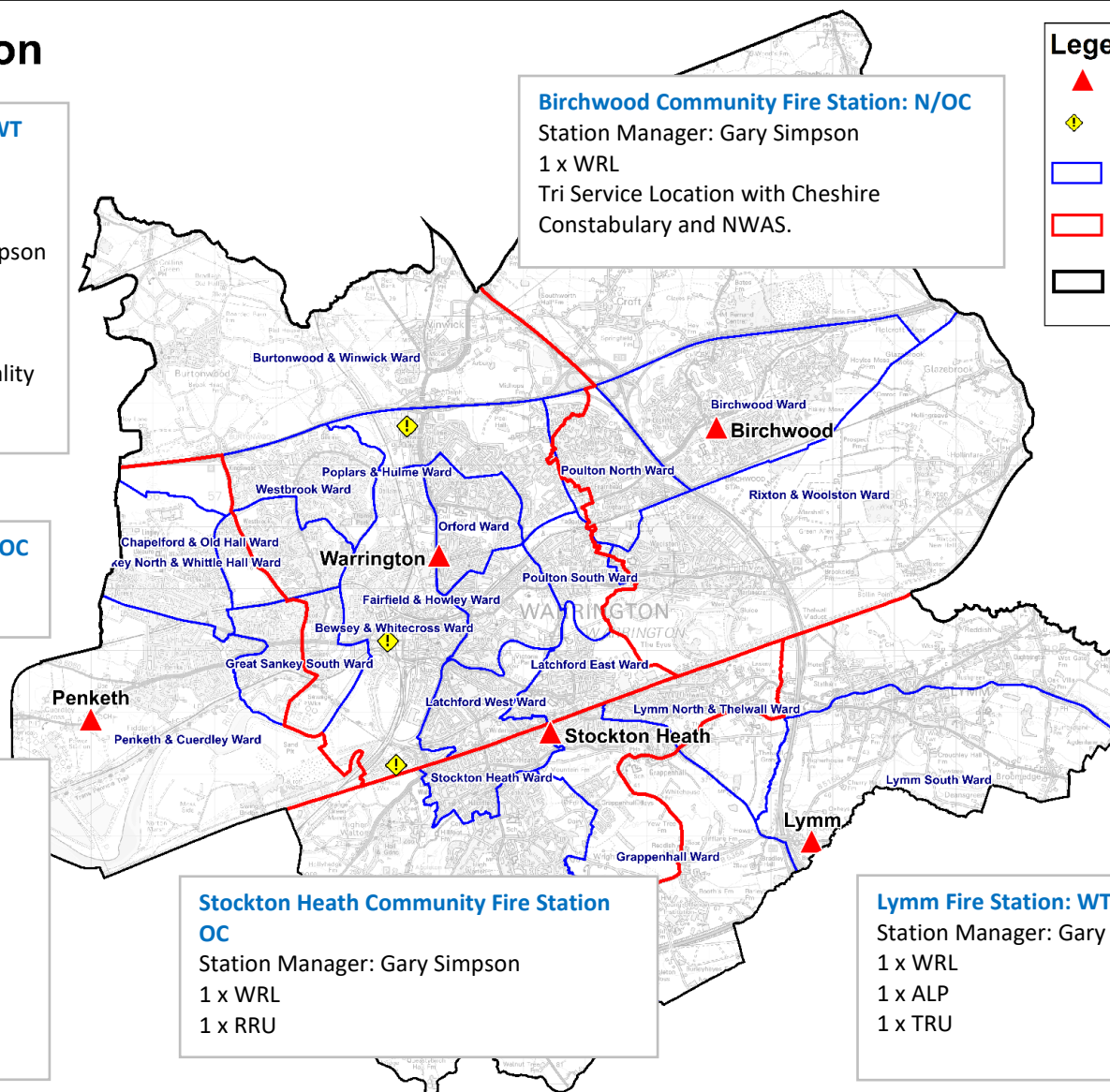
WRL	Water Ladder Appliance
MIDI	MIDI Appliance
HP	Hydraulic Platform
WIU	Water Incident Unit
TRU	Technical Rescue Unit
RRU	Rapid Response Unit
WT	Optimum crewing duty system
N	Nucleus duty System
OC	On-call duty System

Birchwood Community Fire Station: N/OC

Station Manager: Gary Simpson
 1 x WRL
 Tri Service Location with Cheshire Constabulary and NWAS.

Legend

- ▲ Fire Station
- ◆ COMAH Site
- ▭ Ward Boundary
- ▭ Station Boundary
- ▭ Unitary Boundary



Stockton Heath Community Fire Station

OC
 Station Manager: Gary Simpson
 1 x WRL
 1 x RRU

Lymm Fire Station: WT

Station Manager: Gary Simpson
 1 x WRL
 1 x ALP
 1 x TRU

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2. THE UNITARY PERFORMANCE GROUP MANAGEMENT TEAM

Fire Authority Members	Councillors: Karen Mundry, Brian Gallagher, Peter Walker and Kathryn Buckley
Unitary Performance/Service Delivery Manager (SDM)	David Rutter
Unitary Admin Manager	Liz Thompson
Warrington & Penketh Fire Station Manager	Lee Marland
Lymm, Birchwood & Stockton Heath Station Manager	Gary Simpson
Unitary Protection Manager	Warren Hansford
Locality Safety Manager	Lorraine Page
Unitary Communications Representative	Ash Lawton
Unitary Human Resources Representative	Zoe Garland, Joanne Jones
<p>Watch Managers (WM):</p> <p>Warrington:</p> <p>Red Watch – WM Ant Samuel</p> <p>White Watch – WM Mike Wyman</p> <p>Blue Watch - WM Pete Collier</p> <p>Green Watch - WM Damian Wight</p>	<p>Lymm:</p> <p>Red Watch – WM Andy Elson</p> <p>White Watch - WM Jason Roxburgh</p> <p>Blue Watch - WM Stuart Stenhouse</p> <p>Green Watch - WM Kevin Grace</p>

Birchwood:

Charlie Watch – WM Mike Cooper

Delta Watch – WM Rich Brown

On-call Watch – WM Andy McMahon

Stockton Heath:

On-call Watch - WM Nick Holmes

Penketh:

Red Watch - WM Steve Fenwick

White Watch – WM Andy McMahon

Blue Watch – WM Stuart Plaskett

Green Watch - WM Paul Aney

On-call Watch – WM Gary Simpson

FIRE STANDARDS

The Warrington unitary plan will also have due regard to the national Fire Standards as they are published. The Fire Standards published so far include:

- Operational preparedness
- Competence and learning
- Emergency Response Driving
- Code of Ethics
- Community Risk Management Planning
- Protection, Prevention and Safeguarding.

We will continue to maximise the safety, efficiency and effectiveness of our teams through adaptive ways of managing the key department risks, these are:

- Failure to maintain On-Call availability at 85% across all primary on-call stations
- Failure to maintain standards of station maintenance of equipment, standard tests and routine checks
- Failure to manage operational risk information
- Failure to deliver a competent workforce

3. DELIVERY OF THE PLAN

Key Priorities for the Warrington Unitary Performance Group:

1. **Deliver the IRMP and plan for the future**
2. **Improve Home Safety**
3. **Reduce deliberate fires and antisocial behaviour**
4. **Improve Road Safety**
5. **Improve Fire Safety in non-domestic premises**
6. **Improve the operational preparedness**
7. **Support local plans, strategies and partnerships**
8. **Staff Engagement Survey**
9. **HMICFRS**

Monitor & Review

All whole-time stations will develop community action plans (CAPs) aligned to the above priorities. These will include SMART objectives and milestones all of which will be reviewed regularly. On a quarterly basis a report will be presented to local Unitary Performance Groups by the Unitary Performance Group Management Team; a further review of performance takes place at the Performance Scrutiny Board before formal submission to Performance and Programmes Board (PPB).

All the activities delivered on station through the Community Action Plans (CAPs) will be subject to an Equality and Environmental Impact Assessments.

Positive Action:

In relation to recruitment and in particular firefighter recruitment, the Service is actively encouraging applications from underrepresented groups, such as women and members of the LGBTQ+ and BAME communities, as part of an ongoing programme of positive action. All departments and crews shall support and/or facilitate positive action events together with HR and the Equality and Inclusion Team, as and when appropriate.

The plan identifies:

- The key activities undertaken and risks
- The lead Officer and Department
- Priority status
- Start and delivery dates
- Reporting mechanisms
- Outcomes/measure of success

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
Improve Home Safety						
Service Delivery teams will deliver a minimum of 15,000 Safe and Well (SAW) visits in partnership with the Prevention department and health agencies.	Local Station and Watch Managers, CAP Holder (station lead)	High	April 2023	March 2024	Performance and Overview Committee	Warrington teams will carry out SAW to continue to improve outcomes for those most vulnerable to fire and health issues. We will engage with our target audience to ensure that working smoke alarms are present in every household visited and that health or social issues are identified and support to other services signposted.
Operational crews to support delivery of Key Stage 2 (KS2) educational visits to schools across Warrington.	Local Station and Watch Managers, CAP Holder (station lead)	High	April 2023	March 2024	Station Community Action Plan (CAP)	Warrington teams will reach out and engage with young people in a safe, educational environment to ensure that the dangers of fire are fully communicated with a view to improve home safety and reduce deliberate and nuisance fires.
Support all relevant home safety campaigns. This will include themes from National Fire Chiefs Council (NFCC), Royal	Local Station and	Medium	April 2023	March 2024	Station Community	Warrington teams will utilise the national calendar to fully promote the variety of

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
Society for the Prevention of Accidents (ROSPA) & National Burns Awareness week etc.	Watch Managers, CAP Holder (station lead)				Action Plan (CAP)	campaigns that promote specific safety messages in order to warn, inform and educate our communities.
<p>Ensure that operational crews undertake any available training to ensure the continued high quality of our Safe and Well visits focussed on,</p> <ul style="list-style-type: none"> • Safeguarding • Make every Contact Count • Improving outcomes through referrals 	Local Station and Watch Managers, CAP Holder (station lead)	Medium	April 2023	March 2024	N/A	Warrington teams will work with the Prevention department to support the continued excellent delivery of SAW visits to the most vulnerable members of our communities. We will ensure that operational crews receive the best possible training to support the delivery of this vital function.
<p>Lead Fatal Fire and Serious Injury reviews</p> <p><i>Following such incidents, the SDM for the unitary area will arrange an immediate review to analyse the incident and the Services' response and previous and proposed activity. A report is produced along with any</i></p>	Local SDM The workstream is led by the	High	April 2023	March 2024	Incidents of Interest Scrutiny Group	The Service Delivery Manager supported by SM's will carry out reviews to ensure that a reduction of fires involving fatalities and or serious injuries remains a key priority. Through analysis of these incidents, we will identify learning,

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
<i>recommendations is produced within six weeks.</i>	Head of Prevention and Protection					communication opportunities and any other improvements that can contribute to reducing the overall number.
Reduce Deliberate Fire and Anti-social Behaviour						
Deliver the local objectives contained within the Deliberate Fire Reduction Plan. This should include building of relationships with Local Policing Units and utilisation of the Single Point of Contact for arson within the Police.	Local Station and Watch Managers, CAP Holder (station lead)	High	April 2023	March 2024	Station Community Action Plan (CAP)	Warrington SM's, WM's and CAP holder will with partner agencies to reduce the number and impact of deliberate fires that occur within our communities.
Support the delivery of youth engagement programmes i.e. Cadets; RESPECT; Princes Trust led by Prevention Department. <i>Service Delivery youth engagement activities paused during the pandemic. Restarting certain activities such as Fire Cadets may</i>	Local Station and Watch Managers /Youth	Medium	April 2023	March 2024	Station CAP/Unitary Performance Group/Performance and Overview committee	Warrington crews will work alongside Cadet leaders to positively influence behaviours and support the development, education, aspiration and self-esteem of young people.

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
<i>prove challenging in some cases due to the time elapsed.</i>	Engagement Teams					
Deliver specific targeted prevention activity – this includes the operational response during the traditional peak activity periods such as Bonfire Night and Nuisance week	Local Station and Watch Managers, CAP Holder (station lead)	Medium	April 2023	March 2024	Station CAP/Unitary Performance Group/Performance and Overview committee	In accordance with any plan that is produced, Warrington teams will liaise with our Prevention team and key partners to prevent, notify, remove and disperse unauthorised bonfires whenever public safety is at risk.
Improve Road Safety						
<p>Support the delivery of the objectives contained within the Prevention Road Safety Delivery Plan. This will include support of national and local road safety events, campaigns and initiatives.</p> <p>This will include use of the national campaigns calendar. We will achieve this through greater liaison with partners, education and increasing the awareness of</p>	Local Station and Watch Managers, CAP Holder (station lead)	High	April 2023	March 2024	Station CAP/Unitary Performance Group/Performance and Overview committee	The Service Delivery department will fully support the prevention of deaths and serious injuries in road traffic collisions of those that live, work or travel through Cheshire. Warrington crews will undertake an evidence-based approach to reducing risk in their respective Unitary area by contributing to a

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
our communities of the associated risks and causal factors such as the #Fatal 5						number of road safety events annually. Our target will be influenced by demand with a minimum of four events per station, per year.
Support and represent CFRS on local safety partnership delivery groups – this will ensure Service Delivery activity is integrated into each Local Authority's statutory road safety plan	Local SDM/Station Manager Locality Safety Manager	High	April 2023	March 2024	Station CAP/Unitary Performance Group/Performance and Overview committee	The SDM supported by SM's and the Locality Safety Manager will ensure that partner engagement is prioritised through regular attendance and interaction at multi agency groups to enhance and improve existing multi agency plans to reduce the number of deaths and serious injuries from road traffic collisions.
Improve Fire Safety in Non-Domestic Premises						
Undertake thematic fire safety visits – this is through supporting and utilising future developments with the SAFFIRE system.	Local Station and Watch Managers.	High	April 2023	March 2024	Station CAP/Unitary Performance Group/Performance and Overview committee	Warrington teams will work with the Protection department to undertake these activities to improve fire safety in non-domestic premises, identify issues of non-compliance with the relevant legislation and

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
						support the sharing of operational intelligence, ultimately improving knowledge of local risks and firefighter safety
Support Protection department initiatives - this includes attendance at relevant business safety events such as Impact Days, Unwanted Fire Signal (UwFS) initiatives and Sprinkler campaigns.	Local Station and Watch Managers.	Medium	April 2023	March 2024	Station CAP/Unitary Performance Group/Performance and Overview committee	Warrington teams will support these activities to actively seek to reduce the number of times that operational crews are required to attend UwFS and highlight the importance of sprinkler installations in saving both life and property. We will also support Multi agency days designed to provide a targeted and coordinated response to address a range of social and legislative issues in a particular geographical area.
Improve The Operational Preparedness						
Continue to strengthen the on-call duty system at each station. This encompasses recruitment, retention and ensuring that procedures and processes are followed to reflect the needs of our on-call firefighters.	Local Station and on-call Watch	High	April 23	March 24	UPG and On-call Performance Review Group	Improved On-call Appliance availability.

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
	Managers.					
Maintain the operational performance of our teams through strict adherence to the Station Management Framework (SMF) and Station Performance and Operational Assurance framework (SPOA).	Local Station and Watch Managers.	High	April 23	March 24	SMF and SPOA Audits CPS Corporate Risk register	The SMF and SPOA provide a framework which gives direction and structure to the activities, training, testing and exercising of operational crews. This provides assurance to the Service that the relevant standards are being met and maintained. Areas for improvement are readily identified and addressed.
<p>Maintain and develop a competent workforce through the use of the Service Training Forecast.</p> <p><i>The safety and competence of operational crews is of paramount importance and we require operational staff to train and remain as safe as possible and promote the satisfactory resolution of incidents.</i></p>	Local Station Manager (Service Delivery) This work stream	High	April 23	March 24	STF/PDR pro, SMF and SPOA audits	Service Delivery managers will ensure that we have a trained and competent workforce through regular on station attendance, monitoring of activities and sign off during audits.

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
	is co –ordinated by OPA					
Service Delivery operational firefighters and commanders will attend and contribute to the Command Training Group weekend exercise programme that is held at the Sadler Road Training Centre complex post.	All Commanders <i>This work stream is led by OPA</i>	High	April 23	March 24	SPOA & Assessment Strategy	To ensure the highest levels of simulated, realist scenario training and pursuance of command competence for Incident Commanders at all levels.
Ensure that we continue to maintain and develop a competent workforce through adherence to the Service Training Strategy.	Local Station and Watch Managers and OPA	High	April 23	March 24	PDR Pro	A better trained and competent workforce will improve the operational preparedness of the Service and ensure that the current National Operational Guidance is accessible, maintained and understood, resulting in improved firefighter safety and comprehensive resolution of incidents
Continue to update and deliver against the Station Risk Footprint in line with Site Specific Risk Information (SSRI) Policy.	Local Station and	High	April 23	March 24	Fire core and Premises Risk Identification	The provision of accurate operational intelligence is essential to ensure firefighter

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
	Watch Managers.				Group (PRIG) and risk 616	safety at operational incidents. This information is readily available to crews via the Mobile Data Terminals (MDT) within the fire engine.
Attend and contribute to Control Of Major Accident Hazards (COMAH) site exercises	Local Station and Watch Managers. This work stream is led by OPA	Medium	April 23	March 24	PDR Pro	The exercises provide opportunities to increase knowledge and understanding of key high risk sites within Cheshire. They provide an opportunity for commanders and crews to work with onsite teams and multi agency partners.
Undertake heritage and other themed operational exercises in line with Service policy.	Local Station and Watch Managers This work	High	April 23	March 24	PDR Pro	The proliferation of heritage buildings and sites across Cheshire provides a variety of premises in which to practice scenarios and enhance the operational knowledge of commanders and operational crews. This type of preparation is essential in preserving the

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
	stream is led by OPA and protection					rich history of the county by protecting and mitigating historic sites from the effects of fire.
<p>Service Delivery crews will complete Strategic Hydrant inspections.</p> <p><i>This is required to ensure that the demands of modern firefighting can be met by adequate water supplies and is directly linked to the Service Water provision strategy.</i></p>	Local Station and Watch Managers	High	April 23	March 24	Fire core and Premises Risk Identification Group (PRIG)	Ensuring that the strategic water supplies for firefighting within Cheshire are functioning and tested is essential to pre planning for risk sites. These inspections enable remedial action to be taken if issues with hydrants are encountered and enhances the operational knowledge of crews.
Local Plans And Strategies						
<p>Plan and deliver Fire Station Open Days across the operational fire stations</p>	Local Station and Watch Managers	High	April 23	March 24	Station Community Action Plan CAP/UPG annual report	Local Service Delivery managers and teams will provide an Open Day to engage with our communities promoting the activities and capabilities of our staff and equipment through opening access to our fire stations on a

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
						range of pre planned dates across the year. We will continue to utilise social media platforms innovatively and deliver interactive and pre recorded videos promoting safety, On-call recruitment and fundraising events in support of the Firefighters Charity.
Participate in relevant community events aligned to unitary area diversity profile.	SDM, Local Station and Watch Managers	Medium	April 23	March 24	Station CAP/UPG annual report	Support and participate in local and pan Cheshire community events throughout the year. This is central to promoting the role of the Service and ensuring the opportunity to engage with members of the public. This allows interaction with our diverse communities and supports education, home, road and water safety and activities such as On-call recruitment.
Support and contribute to key partnerships and local delivery plans.	SDM, Local Station and Watch	Medium	April 23	March 24	Station CAP/UPG annual report	Working with partners through local community safety partnerships is key to integrating a collective response to improving

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
	Managers					outcomes across our communities. We will provide representation across each unitary area to ensure that CFRS remains a key stakeholder and lead contributor.
Staff Engagement Survey						
Continue to embed activities in response to the Action Plans from Staff Engagement.	SDM, Local Station and Watch Managers	High	April 23	March 24	SMT	The Staff Survey Action Plans from the 2021 survey identified some key areas of focus for Service Delivery. We will ensure that station management teams focus on those areas by supporting Blue Light Collaboration through engagement, improving communications with other teams, including providing constructive feedback on levels of service.
We will maintain a firm focus on both the physical and mental health and well being of our staff through the provision of fitness equipment and testing, Trauma Risk management (TriM), Mental Health Awareness and First Aid.	SDM, Local Station and Watch	High	April 23	March 24	Mental Health Steering Group/Core Values Steering Group	We will support and contribute to initiatives such as World Mental Health Day as well as a variety of physical and mental health events, wellbeing activities and groups.

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
	Managers (Service Delivery)					
HMICFRS						
<p>Continue to actively ensure maximum engagement between staff and managers within the department and the wider organisation</p> <p><i>We are keen to do more and continue to improve. Ensuring that Cross Border exercising with other Fire and Rescue Service's and agencies will be a particular area of focus as it was identified within the inspection.</i></p>	SDM, Local Station and Watch Managers	High	April 23	March 24	SMT CPS	The UPG management team will continue to provide a visible, approachable presence across the fire stations to enable conversation and interaction with operational crews. These visits will be co-ordinated centrally. The inclusion, participation and recording of cross border interaction during training exercises will ensure that this objective is met.
Increase utilisation of the Service's Recognition Award scheme.	SDM, Local Station and Watch	Medium	April 23	March 24	Core Values Steering Group	The Annual recognition events such as the STAR awards provide the opportunity to recognise the achievements of all our Service Delivery teams.

KEY ACTIVITIES	LEAD OFFICER*	PRIORITY	START DATE	DELIVERY DATE	REPORTING MECHANISM	OUTCOMES/TARGET
<p><i>We have adopted learning from previous HMICFRS reports and feedback from staff in relation to the reward and recognition of staff.</i></p> <p><i>As a result, we ensure senior managers are involved in the provision of meaningful and timely recognition of our staff. This is of key importance and a principal factor in the continued engagement of the workforce we have set as a priority.</i></p>	Managers					Recognition for exemplary action during operational incidents is made through Chief Fire Officer Commendation nominations. Local recognition of staff through the use of a reward scheme is monitored through the Core Values Steering Group.

4. INTERNAL DEPENDENCIES		
Department	For what	When
Prevention & Protection	Leading prevention and protection agendas including sprinkler initiatives and campaigns, providing data for Safe and Well visits and additional training and support to operational crews to deliver better outcomes for our communities.	Whole Year
Operational Policy & Assurance	Policy changes, operational and command training, workplace assessments, new and replacement equipment & fleet, new policies.	Whole Year
HR	Recruitment and realignment of staff to new duty systems, On-call recruitment and retention programme, Working Time Directive, disciplinary and grievance, Continued Professional Development	Whole Year
Joint Corporate Services ICT	Provision and support of essential items such as telephony, laptop/tablets, ICT infrastructure in new builds.	Whole Year
Joint Corporate Services Estates and Facilities	Station new builds (Crewe), redevelopments (Wilmslow), Service housing stock, and ongoing station refurbishment programme contract management (Station cleaning)	Whole Year
Organisational Intelligence Dept	To provide up to date data and analysis to support review of performance against key indicators.	Whole Year
Communications & Engagement	To support and promote station activities, community initiatives and recognition of achievements.	Whole Year
Joint Corporate Services Procurement	To provide PPE, equipment and uniform to support operational staff	Whole Year

