



CHESHIRE EAST

**UNITARY PERFORMANCE AREA PLAN 2016-17
(Version 1, Final)**

UNITARY PERFORMANCE AREA PLAN 2016-17

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Quarterly Reviews	Q1 July 2016 Q2 October 2016 (Mid Year) Q3 January 2017 Q4 April 2017 (End of Year)
Version:1	Final

1. INTRODUCTION

1.1 Our Vision, Mission, Aims and Objectives (Golden Thread)

VISION	<i>A Cheshire where there are no deaths, injuries or damage from fires or other emergencies.</i>
MISSION	<i>To help create safer communities, to rescue people and protect economic, environmental and community interests.</i>
Underpinned by our Aims and Objectives:	
	<p>To protect our communities and reduce local risks we will:</p> <ul style="list-style-type: none"> P1 Maintain a detailed understanding of our communities and carry out risk analysis and assessment to identify the people and property most at risk P2 Deliver campaigns and projects to reduce antisocial behaviour and increase awareness of fire and road safety P3 Ensure fire safety legislation is implemented effectively
	<p>To respond promptly and effectively to emergencies we will:</p> <ul style="list-style-type: none"> R1 Ensure plans and resources are in place to provide a flexible, efficient and resilient response to emergency incidents R2 Use intelligence and data to match resources to risk and demand R3 Ensure the safety of our people by providing them with the right equipment, training and skills
	<p>In developing an excellent organisation accountable to our communities we will:</p> <ul style="list-style-type: none"> S1 Ensure our workforce is competent and able to deliver our vision S2 Inform and involve our communities and our staff in developing services and policies which are open, transparent and accountable S3 Deliver value for money services which maximise community safety and minimise our impact on the environment

1.2 Story of Place and Community Profiles

Community Profile

Cheshire East Unitary has a population of approximately 372,700 and an area of 1,116km, which makes it the third largest Unitary Authority in the North West. This area is bounded by four neighbouring authorities and has a predominant agricultural land usage extending from hill farming in the Peak District Park to the dairy pastures of the Cheshire Plain. Within this boundary lies a diverse range of settlements bounded by the conurbations of Manchester City Region to the North and Stoke on Trent to the South. It contains the industrial railway town of Crewe, the old silk mill towns of Macclesfield, Bollington and Congleton, the historic market towns of Nantwich, Knutsford and Sandbach, the commuter town of Wilmslow, the Salt town of Middlewich, as well as smaller settlements like Audlem, Poynton, Alsager, and Holmes Chapel.

The area has national and international communications by rail from Crewe Junction on the West Coast line, by road on the M6 and M56 and by air from Manchester Airport on its northern edge. Cheshire East has a rich and varied heritage; there are 2637 listed buildings, of which 47 are grade 1. Assets such as Little Moreton Hall, Tatton Park, Tegg's Nose, Jodrell Bank, Capesthorpe Hall and Quarry Bank Mill attract thousands of visitors each year; contributing to Cheshire East £600m plus visitor economy.

There are 165,000 dwellings in Cheshire East and the rate of increase of Cheshire East's population is still expanding. The number of usual residents increased by 3.4% between 1991 and 2001, and by 5.1% between 2001 and 2011. Station area profiles show that the Crewe station area has the highest population, at 93,475. Audlem has the lowest population within its station area, at 6,981. According to ONS, Census 2011 Cheshire East has an older age profile than, Cheshire, the North West and England, with the age groups from 45 and older all displaying a higher proportion of the area's population when compared to the other areas. There are also lower proportions in the under-5 age group for Cheshire East. The proportion of the population that is over the age of 65 has increased since 2001, across all the local authorities in the CFRS area. Cheshire East now displays the highest proportion of over-65s in the CFRS area. Crewe has the highest population of over-65s for its station area, at 15,571. Audlem has the lowest, at 1,420. However, proportionally speaking, Audlem has a high level of over-65s – that is, it has a high concentration of over-65s relative to its overall population. 21, 409 people over 65 years live as a one person household. The population of people over the age of 65 living alone is set to increase by over 51% by 2030.

According to Cheshire East Council's population forecasts population is projected to increase 384,000 by 2029. The number of people aged 65 or above will increase by over 50% from 68,400 in 2009 to over 108,500 in 2029. The number of people aged 85 or above will more than double over the next 20 years, increasing from around 9,300 in 2009 to over 20,000 in 2029. Going forward this means that there will be an increasing number of older people being supported by a decreasing number of working-

age people, which could imply a greater demand for public sector services, but with less tax revenue to finance this increased demand. More specifically, there will be particular pressures on the sort of public services which older people are more likely to use, such as hospitals, care services, public transport and leisure/ cultural facilities. In responses to these issues the Aging Well programme has been set up. The programme is a partnership made up local people and organisations from the public, private and voluntary sector. The programme focuses on six work streams – Care & Support, Community Safety, Healthy Ageing, Culture & Learning, Housing, Income & Employment and Transport.

According to Cheshire East Council around 6% of the population live in neighbourhoods classified as being in the 20% most deprived nationally, based on the 2007 Index of Multiple Deprivation. The majority (9 out of 14) of these neighbourhoods are in Crewe town, with the rest in Macclesfield and Congleton towns and the Wilmslow-Handforth conurbation. This means that 22,700 people live in neighbourhoods which rank among England's worst 20% for overall deprivation. According to the ONS Crewe station area has the highest number of job seekers within its station area at 2,208, which is a proportionally high number for its total population. Most of Cheshire East's station areas have a proportionally low figure for number of job seekers. Cheshire East has a comparatively low proportion of households with no adults in employment, with dependent children, at 2.5%. On the other hand there parts of Cheshire East, particularly in the north which is among the most prosperous in the country with low unemployment and a good economy.

In terms of Gender there is slightly higher proportion of females within the population (51% - 188, 718). Cheshire East has a relatively low population of people of a non-white ethnic background. In particular, the proportion of the population that is Asian / Asian British is low compared with the North West and England. White (British) accounts for the highest percentage (93.6%). This was followed by White Irish and then Asian or Asian British. 3.2% of the Cheshire East population are from BAME communities. The wards within Cheshire East with the largest BME communities are in Macclesfield, Crewe and Nantwich. Those from Poland and the Slovak Republic make up the largest migrant communities. There is a minimum of 313 Gypsy and Travellers on sites, houses or encamped in Cheshire. The main religions followed in Cheshire East are Christian (68.9%), Muslim (0.7%) and Hindu (0.4%). According to the ONS Census 2011 22% of the population have no religion. 97% of the Cheshire East population aged 16 and over English is their first language. 1.5% of the population have no people in a household which have English as a main language. Cheshire East has a proportionally slightly lower population that has a disability, compared to the whole of Cheshire, the North West and England. Cheshire East also has a proportionally slightly lower population that reports bad or very bad health, and that provides 50 hours or more of unpaid care per week. The number of older people who experience difficulties with their mobility is set to increase significantly in the near future.

According to Cheshire East council Sustainability Strategy 2010 out of 326 local authority areas in England (post LGR figure), Cheshire East currently ranks 156th for binge drinking, 309th for hazardous drinking, and 216th for harmful drinking (where a rank of 1 is the best). There are 112,000 'increasing and high risk' drinkers across the Central and Eastern Cheshire Primary Care Trust (CECPCT) area, approximately 30% of the population. This issue cuts across socioeconomic boundaries. Alcohol harm is a significant issue for Cheshire East costing CECPCT £31.5 million per annum with this cost expected to increase in the future.

Cheshire East Council is in the process of implementing a neighbourhood community budget for the Moss Estate in Macclesfield. The aim of the project is to deliver real change; so that residents have a genuine influence in local service delivery, services are joined-up and provide excellent value for money, tackle root cause of issues and not just dealing with the symptoms.

Cheshire East Council is continuing to with its neighbourhood community budget project for the Moss Estate in Macclesfield. The aim of the project is to deliver change; so that residents have a genuine influence in local service delivery, services are joined-up and provide excellent value for money, tackle root cause of issues and not just dealing with the symptoms.

Key Priorities for CFRS in Cheshire East

Accidental fires in the home continue to be a key issue with 131 occurring between 1/4/2015 and 31/3/2016 with the majority being in Crewe and Macclesfield. Our Home Safety Assessment campaign has helped reduced these significantly with continuing year on year reductions. The long-term trend shows fire deaths have reduced significantly and there was 23 fire injuries and 3 fatalities (between 1/4/2014 – 31/3/2015) in Cheshire East but we aim to reduce this to zero.

There were 214 arson incidents between 1/4/2015 – 31/3/16 which is lower than in other areas of the Service. These incidents cause significant damage and cost to the local economy and affect public satisfaction with the local area. Again, our reduction campaigns have been hugely successful and we have seen a significant reduction on historical figures and incidents since 2007 but levels are still high in isolated pockets - as is anti-social behaviour - so we must continue our efforts.

During 2015-16 there were 186 KSI casualties on the roads of Cheshire East including 16 fatalities so we will continue to support our partners to deliver a reduction in the number of those killed and seriously injured on the roads of Cheshire.

Cheshire Fire and Rescue Service Resources in Cheshire East Unitary Performance Area

Wilmslow Community Fire Station
 Station Manager: Duncan Palin

Poynton Community Fire Station
 Station Manager Tony McCourt

Knutsford Community Fire Station
 Station Manager: Steve McCormick

Bollington Community Fire Station
 Station Manager: Tony McCourt

Middlewich Community Fire
 Station Manager: Tony McCourt

Macclesfield Community Fire Station
 Station Manager: Duncan Palin

Holmes Chapel Community Fire
 Station Manager: Matt Barlow

Congleton Community Fire Station
 Station Manager: Steve McCormick

Sandbach Community Fire Station
 Station Manager: Tony McCourt

Alsager Community Fire Station
 Station Manager: Tony McCourt

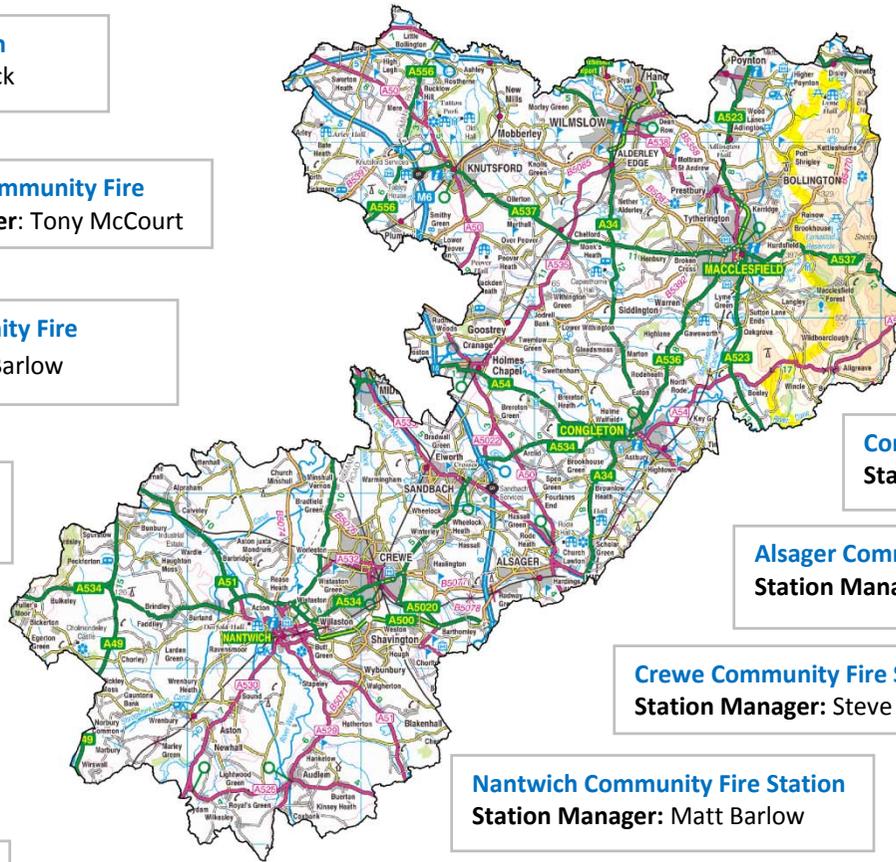
Community Safety Manager:
 Lorraine Page

Crewe Community Fire Station
 Station Manager: Steve McCormick

Community Fire Protection Manager:
 Mark Burrage

Nantwich Community Fire Station
 Station Manager: Matt Barlow

Audlem Community Fire Station
 Station Manager: Matt Barlow



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2. UNITARY PERFORMANCE TEAM

Fire Authority Members	Councillors: Dorothy Flude, Jos Saunders, Dennis Mahon, Gillian Merry, Margaret Simon, David Marren, Damien Bailey, Jacquie Weatherill	
Unitary Performance Manager	Leon Parkes	
Locality Safety Manager	Lorraine Page	
Unitary CFP Manager	Mark Burrage	
Unitary Admin Manager	Bev Hughes	
Unitary Communications Representative	Sarah Dornford-May	
Unitary Human Resources Representative	Laura Jones & Angela Groom	
Stations and Relevant Station or Watch Managers where appropriate	Nantwich Audlem Crewe Alsager Sandbach Holmes Chapel Congleton Macclesfield Bollington Poynton Wilmslow Knutsford Middlewich	SM Matt Barlow/WM Chris Mannix SM Matt Barlow/ WM Richard Meadows SM Steve McCormick SM Tony McCourt SM Tony McCourt/WM John Brownrigg SM Matt Barlow/WM Paul Brider SM Steve McCormick SM Duncan Palin SM Tony McCourt/WM James Eyres SM Tony McCourt/WM Kieran Merriman SM Duncan Palin SM Mike Clark SM Tony McCourt/WM Les Abernethy

3. DELIVERY PLAN

Service Delivery Key Objectives

Ref	Key Objective
1	Improve Home Safety
2	Reduce deliberate fires and anti-social Behaviour
3	Improve Road Safety
4	Improve Fire Safety in Non Domestic premises
5	Improve the operational preparedness
6	Sustainable Communities Strategy

Monitor & Review

All whole time stations will develop community action plans (CAP's) aligned to the above priorities. These will include SMART objectives and milestones all of which will be reviewed on a quarterly basis. The report will be presented to local Unitary Performance Groups, the Unitary Performance Management Team, before formal submission to Performance Management Group.

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

Delivery Plan

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target	PESTLE Drivers
<p>1. Improve Home Safety</p> <p>In 2013-14 HSAs will be targeted on three tiers: Very high risk households through referrals from partnerships agencies; 20,000 targeted households based on risk from the HRD set; lower risk households through an on-line Home Safety Direct (HSD) system on the Service's website. The Service has devised a targeting methodology to identify high risk households taking account of personal risk; socio-demographic risk and emergency response risk.</p>						
1.1	<p>We will deliver 5,878 (1,212 per wholetime pump, 909 per day crewed/nucleus pump, 727 per DC1 pump) (from 20k) from the HRD set (including partner referrals).</p> <p>We will visit all Platinum and Gold Addresses to offer a Safe and Well visit and aim to complete a visit in 65% of the addresses.</p> <p>In addition we will deliver when required ad hoc risk based Safe & Well visits from other sources. (e.g. after the fire etc.)</p>	SD + CS	<p>During the period 01/4/15 to 31/3/16 there were 131 accidental dwelling fires (11 injuries and no fatality).</p> <p>Most ADFs occur in Crewe and Macclesfield.</p> <p>Males and females over 65 are at risk and males are twice as likely as females to die in fire.</p> <p>The risk for males aged 85+ is twice that of males 65+. Our targeting of HSA's is aimed at the over 65's, prioritising the Gold, Silver and Bronze</p>	<p>Number of Home Safety Assessments completed from the HRD data set and partner referrals.</p> <p>By 01/10/2016 - Visit 100% of Platinum households to offer a Safe and Well visits</p> <p>By 01/04/2017 - Visit 100% of Gold households to offer a Safe and Well visits</p> <p>100% of the over 65's will be offered a Contact Assessments</p> <p>Safe and Well visits completed in Platinum and Gold addresses</p>	<p>5,878</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>65%</p>	<p>Reduction in funding will require councils and other local authorities to consider radically different ways of delivering services.</p> <p>Ageing population and the challenges that they bring to public service providers. In particular, the costs of meeting increasing demand for dementia and related care services.</p> <p>Social Care reforms are aiming to ensure people stay at home for as long</p>

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	<p>We will offer Contact Assessments to over 65s in accordance with our partnerships with Age UK</p> <p>We will deliver key stage 2 (KS2) educational visits to all 121 primary schools within the Unitary area. Crewe 42 Schools Congleton 13 Schools Macclesfield 20 Schools Wilmslow 17 Schools Knutsford 11 Schools Prevention 18 Schools</p>		households taken off the HRD data set. Other HSA's are completed following agency referral and post incident.	<p>Injuries in ADFs (BV143ii)</p> <p>Reduction in BV142iii Accidental Dwelling Fires</p> <p>121 Key stage 2 visits completed</p> <p>BV143i Deaths in Accidental Fires</p> <p>Deaths in Primary Fires (NI49ii)</p>	<p>Reduce by 20%</p> <p>Reduce by 10%</p> <p>100%</p> <p>0</p> <p>0</p>	<p>as possible before moving into care.</p> <p>The reductions in public spending could also lead to higher levels of unemployment.</p> <p>Welfare reforms will impact on vast majority of benefits claimants and could lead to increased vulnerability. (e.g. fuel poverty)</p> <p>Increasing number of single person households who are more at risk from fire.</p>

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NC ¹ 1.2	Operational crews will support Prevention to deliver Older persons day/Cheshire Safety Day. (NO CAP – HQ Led initiative)	P&P/ CC	The majority of ADF's in Cheshire East took place in the kitchen. The most common causes being related to <ul style="list-style-type: none"> • Cooking. • Electrical supply • Domestic Appliance • Smoking 	NI49iii Non-fatal casualties (excluding precautionary check) (Target based on 3 year average)		Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including PCCs and social care.
1.3	We will support the delivery of the 'Dirty Grills kill' campaign and promotional activity directed by the service campaigns group (No CAP).	CC		BV 144 Percentage of accidental fires in dwellings confined to room of origin	95%	
1.4	Subject to outcome of the pilot and evaluation, embed a new service that involves firefighters responding to 'concern for welfare' calls where 'forced entry' is required to assist the North West Ambulance Service (NWAS) to gain access into premises to assist patients	SD		BV 209iii percent of dwellings were no smoke alarm was fitted.	12%	

¹ Non CAP – HQ led initiative

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Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target	PESTLE Drivers
	Implement a new service that will involve firefighters responding to cardiac arrest incidents to support the NWS and improve survival rates.					
1.5	Subject to outcome of the pilot and evaluation, embed a new service that involves firefighters responding to 'concern for welfare' calls where 'forced entry' is required to assist the North West Ambulance Service (NWS) to gain access into premises to assist patients	SD				Reductions in civil service – impact on quality and quantity of legislation and Departmental support Implementation of Emergency Response Programme 1 – and continuation of the new build Programme.

2. Reduce Deliberate Fires and Anti-Social Behavior

Arson is a particularly destructive crime, which impacts on both the individual victim and on society as a whole. It is now the largest single cause of major fires in the UK. At its worst, arson leads to loss of life and significant financial damage. Even minor arson, where it is persistent and pervasive, sets a strongly detrimental (and visually harmful) tone to deprived communities, contributes to social exclusion, and effects public confidence in the Police and Local Partners ability to tackle crime and ASB. Arson is inextricably linked with other forms of ASB and requires a holistic inter-agency response based around 4 E's: Education, Engagement, Elimination & Enforcement

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target	PESTLE Drivers
2.1	<p>This is an intelligence led objective that will be activated when there is a concern with levels of deliberate fire activity in a particular station area.</p> <p>Where required specific plans will be developed to respond to peak activity and reduce all deliberate fire setting including bonfires.</p> <p>We will continue to develop relationships with Police to improve evidence/information gathering at incidents. This will be shared in a</p>	SD + CFP	<p>During the 12 months from 1/4/15 to 31/3/16 there were a total of 214 deliberate fires in Cheshire East (71 of which were primary fires and 143 were secondary fires).</p> <p>The hotspot area for both primary and secondary deliberate incidents is Crewe with smaller concentrations in Congleton, Macclesfield and Wilmslow.</p> <p>Saturdays were the peak days for the incidents. Most active time periods were between 5 p.m. and 1 a.m.; peaking at 7-10 p.m. The least activity was between 5 a.m. and 2 p.m.</p>	<p>NI33i Deliberate primary fires BV 206 ii primary vehicles (Target based on 3 year average)</p> <p>NI33ii Deliberate Secondary BV206iv Secondary vehicle fires (Target based on 3 year average)</p> <p>2.1 Reduction in deliberate fire setting over the bonfire period. (Service target is TBC) In 2014-15 there were 10 incidents in the 3 week period.</p>	<p>16% (83)</p> <p>16% (157)</p> <p>No target for CE, we will however contribute to the Service target.</p>	<ul style="list-style-type: none"> Continued reductions in resources – both CFRS and partners Community Budgets and sub-regional collaboration Difficult business environment – continued risk of arson, increased mental health issues,

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	timely manner with local Police and other partners through the Local Multi Agency Action Group (MAAG) and the PNR IRS interface process, so risk reduction activities can be implemented. <i>(NB. The attendance at MAAG and the completion of PNR's is considered part of normal day to day work)</i>		<p>During the 12 months from 1/4/15 to 31/3/16 there were a total of 15 deliberate fires involving non domestic premises. Most of these incidents took place on Fridays with the most active time periods were between 12pm and 1 pm and 2pm and 11pm.</p> <p>In 2015 Cheshire East had the lowest number of bonfire incidents compared to other Unitary Areas, with 7 bonfire related incidents.</p> <p>The Service Business Intelligence unit will analyse deliberate fire activity based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform arson reduction activity.</p>	<p>2.1 PNR's to be completed for all level 1 deliberate fires incidents.</p> <p>2.1 Attendance at 100% of local MAAG (T&C) meetings</p> <p>2.2 RESPECT Programs completed</p> <p>2.2 Princes Trust Team programs completed</p> <p>2.2 NI117 NEET Young People</p> <p>Deliberate Primary Fires NI33i</p> <p>Deliberate Secondary Fires NI33ii</p>	<p>100%</p> <p>100%</p> <p>9</p> <p>9</p> <p>160</p>	<p>deprivation, unemployment, alcoholism and deprivation.</p> <ul style="list-style-type: none"> Welfare Reforms - High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society Increasing fuel costs will move more households into fuel poverty.
	Continued delivery of our youth engagement programs; cadet units, RESPECT, key Stage 2	PP				

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	school visits & Princes Trust Teams.			Levels of Anti Social Behavior	No target set by Cheshire Police	<ul style="list-style-type: none"> PCC elections – depending upon their agenda could change the face of local politics, the drive for collaboration and the direction of crime and disorder and road safety partnerships.

3. Improve Road Safety - NI47

During 15/16 within the Cheshire FRS footprint area there were 605 KSI's; with 29 people losing their lives in road traffic collisions. This is comprised of children, young adult road users, car occupants, pedestrians, pedal cyclists, and powered two-wheelers. Whilst the KSI figures is over 40% less than it was a decade ago, it is still unacceptably high and its impact devastates families and puts significant strain on the public services that deal with the incidents and help put lives back together.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
3.1 (1)	The Prevention RSO's will promote & plan a programme to deliver 6 th form road safety educational activity. The delivery to include the use of the Think! Car; which will also be used to link in the Drive I.Q. programme for students. Programme to be organised by Prevention RSO's and delivered by operational crews.	PP	<p>There were 186 KSI casualties, with 16 fatalities in Cheshire East during 2015-16.</p> <p>The number of KSIs in Cheshire East has reduced by 19% over the last 2 years, although the actual number fatalities increased by 3.</p> <p>The Service Business Intelligence unit will analyse RTC/KSI's based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform RTC reduction activity.</p>	<p>A reduction in KSIs (NI47)</p> <p>3.1 (1) Number of Think Road Safety Educational activities completed.</p>	<p>No target set but we will ensure we contribute to the Service target in CE.</p> <p>CE = 10 x 6th forms</p>	<p>Cheshire East Council has contracted out some road safety responsibilities. A change in focus of the council could lead to removal of this commission.</p>

3.1 (2)	Support the National Road Safety week (proposed dates 21-27 November 2016 to deliver a fire service presence from all WT & DC fire stations at suitable locations planed by CSRSO.	CS				
3.1 (3)	Undertake events to support the National Tyresafe / Winter Driving campaign during October 2016. Prevention to organise operational crews to attend.	PP		3.1 (2) 1 event per station during National Road Safety Week	Minimum of 100 x 1:1 road safety messages delivered at each event.	
3.1 (4)	Prevention to organise, and wholetime stations to support, summer and Christmas Drink Driving campaigns led by Road Safety Partnership.	PP		3.1 (3) One event per wholetime/day crewed station	CE = 5	
3.1 (4)	Prevention to organise, and wholetime stations to support, summer and Christmas Drink Driving campaigns led by Road Safety Partnership.	PP		3.1 (4) Events delivered as part of the Summer & Winter Drink Driving Campaign.	CE = 2 event	
3.2	Continue with delivery of Drive Survive course	PP				

	in line with previous years activity levels (Prevention HQ based CAP allocated to CWAC based on HQ location)			3.2 Number of Drive Survive completed across Cheshire.	Internal = 20 External = 10	
				3.3 Number of hours that fire bike engages with motorcycle riders. Number of riders taking up advanced rider courses	7 days (per volunteer) = 49	
3.3	The Fire Bike will be utilised at motorcycle rider events and convergence areas to engage and educate and promote advanced rider courses.	PP			CE = 12 4 at Crewe 2 at Wilmslow, Macclesfield, Knutsford Congleton	
3.4 (1)	In liaison with the CFS/Local Road Safety Partnership each Watch to deliver a specific event during Brake Road Safety week 21-27 November 2016.	SD/P P		3.4 (1) Number of events delivered during Brake Road Safety Week.		
3.4 (2)		SD / PP		3.4 (2) Each Watch will deliver at least 1 additional road safety event to address local needs	CE = 12	

<p>3.4 (3)</p>	<p>This year Crewe (Red Watch) for Cheshire will deliver an MED at Sandbach Services—this is a blanket approach across the M6 from West Midlands to Cumbria.to address the rise of vulnerable road user injuries this will take place on the 11/08/16.</p> <p>Station Managers/ CS to represent CFRS on their local road safety delivery groups (including LAP’s) to integrate CFRS activities into the local road safety plans</p>	<p>SD + PP</p>		<p>3.5 deliver to 116 primary schools and to 21 high schools</p>	<p>CE = 116 Primary & 21 Secondary</p>	
<p>3.5</p>	<p>In accordance with the Cheshire East Council commissioned road safety agreement we will deliver key stage 2 and 4 road safety education to schools contributing to a reduction in the number of children killed and seriously injured</p>	<p>PP</p>		<p>Percent of RTCs passing the Cheshire Standard.</p>	<p>95%</p>	

4. Improve Fire Safety in Non-Domestic Premises /Safeguard Heritage/Reduce Unwanted Fire Signals

We will improve the standards of fire safety within the non domestic built environment and reduce the occurrence of Non Domestic fire related incidents and safeguard heritage. Last year there were 371 false alarms. These are a significant drain on resources and therefore we will robustly implement service policies to ensure significant reductions in this type of incident. Each year there are around 60 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
NC ² 4.1	Implement proactive initiatives to reduce the impact of UWFS. This will include monitoring all UWFS's and responding in accordance with UWFS policy. (NO CAP)	CFP	<u>Fire in Non Domestic Premises</u> During the period 01/04/15 to 31/01/16 there were 63 primary non domestic fires in Cheshire East. The majority of the incidents occurred in Wilmslow (15), Macclesfield (13) and Crewe (11)	Reduction in non domestic property fires (BV207)	20%	<ul style="list-style-type: none"> Continued reductions in resources – both CFRS and partners Community Budgets and sub-regional collaboration Difficult business environment – continued risk of arson, increased mental health issues, deprivation, unemployment, alcoholism and deprivation. High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society Welfare reforms could lead to public unrest. Changes to council tax and local business rate collection
4.2	Scene preservation input to operational crews as determined by the Station Managers, progress to follow.	CFP	The most common property types affected include <ul style="list-style-type: none"> Prison (8) Licensed café (5) Engineering building (4). 	4.1 Reduction in UwFS	30%	
4.3	Operational crews undertake fire safety audits, peak activity inspections, thematic visits with a commitment based upon; up to a maximum of one inspection per watch per tour (to include Fire works, pre-xmas visits)	CFP	The most common cause was accidental (48 incidents). The specific accidental causes are mostly electrically related.	4.2 SM's to update which Stations have received input (to follow).	1 day	
				4.3 One thematic inspection per watch per tour. DC1 – 1 per week (to include Fire works, pre-xmas visits)	1 per watch per tour. DC1 – 1 per week	

² Non CAP

4. Improve Fire Safety in Non-Domestic Premises /Safeguard Heritage/Reduce Unwanted Fire Signals

We will improve the standards of fire safety within the non domestic built environment and reduce the occurrence of Non Domestic fire related incidents and safeguard heritage. Last year there were 371 false alarms. These are a significant drain on resources and therefore we will robustly implement service policies to ensure significant reductions in this type of incident. Each year there are around 60 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
4.4	Protection Officers to undertake a health Check/ “during performance” (peak activity) type inspections of sleeping risk premises.	CFP	<p><u>Unwanted Fire Signals</u> From 01/4/15 to 31/03/16 there were 371 Automatic Fire Alarms (AFA’s) in Cheshire East with the largest amount of incidents being in Crewe and Macclesfield. The highest property type is Hospitals followed by Infant/Primary Schools Purpose built flats, Nursing/care and faulty systems, accidentally/carelessly set off and dust were the three top causes.</p>	4.4 Completed Peak activity Inspections	15	<ul style="list-style-type: none"> The economic downturn may lead to increase in vacant business premises which could pose a fire risk. The temptation to commit insurance fraud may also increase thus increasing arson. The reductions in public spending could also lead to higher levels of unemployment.
4.5	Protection to organize two business safety events per unitary area; wholtime/day crewing operational crews maybe required to support these events.	CFP		4.5 Completed Business safety events per unitary area	2	
NC 4.6	As and when requested by industry CFRS will take part in exercises at COMAH sites. (NO CAP)	SD				
4.7	Protection to complete a minimum of 534 initial premises audits from a Service total of 1600.	P&P		4.7 Completed audits	534	

5. Improve Operational Preparedness

Despite successful prevention activities our core role remains one of responding to emergencies; these emergencies are today much broader in range to reflect the changing risks that face our community. The terrorist threat and climate change are key examples of this, although, there are many more inherent risks in the way we now live on a day to day basis. We will reduce the risk at Operational incidents for our firefighters and the community.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
NC ³ 5.1	All Appraisals to be completed on time. Skills matrix to be maintained to guarantee Individual, team and station training needs are prioritised ensuring operational resilience.	SD	<p><u>Training</u></p> <p>All Operational Personnel to attend a two day BA/Fire behavior training 30% of operational personnel will attend the following course: RTC/BTAC (2 day), Height Safety (1day), Hazmat (1day)</p>	<p>5.1 OUTPUT: 100% of appraisal to be completed before the deadlines Each station to maintain skills matrix and achieve the requirements as far as practicable Minimum of one fire fighter qualified to act to crew manager per watch</p> <p>5.1 OUTCOMES: Ensure appliance availability and resilience</p>		<p>The homeland security debate –amalgamation of emergency services agenda, more interoperability between services etc.</p> <p>Risk of terrorism</p> <p>Spate weather conditions may increase operational incidents concerning flooding etc.</p>
NC ⁴ 5.2	Ensure all personnel maintain competence through robust management, delivery and recording qualitative and quantitative progress against completion of the annual training forecast.	SD		<p>5.2 OUTPUTS: Qualitative & quantitative reports by SM. (see: Administration\Quantitative Training reviews (Widgets). Training events validated by SM.</p> <p>5.2 OUTCOME:</p>		<p>Pension reform still retains potential for continued and major industrial action – Unison in agreement and FBU negotiating</p> <p>North West Fire Control and other projects to share functions and assets</p>

³ Non CAP – refer to Risk Tab on Cheshire Planning System

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
				High performance against PAS Crystal report.		Cyber security – systems under threat Continued debate around scope of EU legislation in UK – particularly Working Time
5.3	Ensure full compliance to the Station Management Framework as per policy. Update risk register (min ¼)	SD		5.3 OUTPUTS: Monthly SMF Peer Audit by WM. Quarterly Station Audit (per station) by SM. 5.3 OUTCOMES: Compliance with standards with SMF policy (SMF eDocs 1391)		
5.4	Maintenance of the Station Risk Footprint as per the SSRI policy (SSRI validation and quality assurance completed) Update risk register (min ¼) (No Cap – See Risk Database)	SD				

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
NC ⁵ 5.5	Support the annual business continuity exercise as and when required. Ensure local station business continuity plans are in place and reviewed as per policy. Ensure the local enhanced strategic reserve procedure is in place on all wholetime stations (NO CAP)	SD		5.4 OUTPUTS: 100% of Re-inspections to be Inspected and records updated by due date. All SSRI's receive a SM quality assurance check/audit prior to publishing on Firecore. 100% of SSRIs (low & high level) to have plans attached on Fire Core. 1 Heritage exercise/Simulation All Low Level SSRIs recorded on FireCore include initial considerations and a plan drawing of the site.		
5.6	Hydrant Inspections Each WT/DC station will complete their High Risk SSRI Hydrant Route. (No Cap)	SD				
NC ⁶ 5.7	Each Unitary to undertake a minimum of one heritage themed operational exercise or simulation. (NO CAP) – SM Duncan Palin is leading on this for CE.	SD			Number of Hydrant Inspections completed (There are 319 for Cheshire East).	319

⁵ Non CAP

⁶ Non CAP – refer to Risks Tab on Cheshire Planning System

6. IRMP & Sustainable Community Strategy

We will implement the objectives set out in the Integrated Risk Management Plan (IRMP10). This will include those objectives applicable in all Unitary areas and those specifically relevant to the Cheshire East Unitary. Cheshire East Sustainable Community Strategy ‘Ambition for All’ its vision: ‘*Cheshire East is a prosperous place where all people can achieve their potential, regardless of where they live. We have beautiful productive countryside, unique towns with individual character and a wealth of history and culture. The people of Cheshire East live active and healthy lives and get involved in making their communities safe and sustainable places to live.*’

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers																
NC ⁷ 6.1	<p>The Service Delivery Department will be involved in the delivery of various IRMP 10, 11 & 12 Objectives and ERP 2. The following projects will specifically impact on Cheshire East:</p> <ul style="list-style-type: none"> • New duty shift systems on wholetime stations, • New Fire Station being built at Alsager, • On Call Recruitment at Knutsford and Crewe • Change to station crewing at Knutsford • Workforce planning for implementation of IRMP 10 and beyond • New DC1 shift system <p>Where appropriate these will be managed through the Cheshire Planning System</p>	SD	<p>Refer to the above ‘<i>story of place</i>’ and community profile document for further details on the Cheshire East Community profile.</p> <p><u>2016/17 Events</u></p> <table border="1"> <tr> <td>4 - 10 May</td> <td>Deaf Awareness Week</td> </tr> <tr> <td>16 - 22 May</td> <td>Learning at Work Week</td> </tr> <tr> <td>30 May - 5 Jun</td> <td>Caravan & Boat Safety Week</td> </tr> <tr> <td>6 - 12 Jun</td> <td>Child Safety Week*</td> </tr> <tr> <td>6 – 5 Jul</td> <td>Ramadan</td> </tr> <tr> <td>20 - 26 Jun</td> <td>Drowning Prevention Week</td> </tr> </table> <table border="1"> <tr> <td>7th Jul</td> <td>Eid Ul Fitr</td> </tr> <tr> <td>5 – 11 Sep</td> <td>Chimney Fire Safety Week</td> </tr> </table>	4 - 10 May	Deaf Awareness Week	16 - 22 May	Learning at Work Week	30 May - 5 Jun	Caravan & Boat Safety Week	6 - 12 Jun	Child Safety Week*	6 – 5 Jul	Ramadan	20 - 26 Jun	Drowning Prevention Week	7 th Jul	Eid Ul Fitr	5 – 11 Sep	Chimney Fire Safety Week	6.2 Number and type of events delivered.	Min of 5 events per Station	<ul style="list-style-type: none"> • Cheshire East Council proposed new commissioning model could lead to less council staff being employed. • The impact of Cheshire East Council potential new strategic partnership model (facilitating any new partnership structure). • Newly formed Town Council for Crewe • The outcome of the Knight review; • The continual impact of Health reforms will see Health & Wellbeing Boards & CCG as more
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Ref	CAP	Lead	Key Information		Outputs and Outcomes	Target	PESTLE Drivers
	and IRMP Program Board. (NO CAP)		5 - 11 Sep	UK Business Safety Week			influential in the communities.
6.2	Engaging Diverse Communities. Each station will participate in events (min 5 events per station) relevant to community risk and the community diversity profile within their station area. The Station manager will decide which events to target. (See Key Information - list of community events) All events to be added to the CAP. SM to ensure Individual watches design and implement relevant	SD	19 - 25 Sep	Gas Safety Week			<ul style="list-style-type: none"> • The continual impact of the Localism Act – new requirements on local authorities, power of general competence • Local elections (Halton and Warrington, Cheshire East and CWAC) – possible changes to CFA make-up. • Changes to council tax and local business rate collection
			26 Sep - 2 Oct	CFOA Home Safety Week	6.2 Pre/post event EIA.	N/A	
			26 Sep - 2 Oct	Fire Door Safety Week	6.2 One station open day per station.	1 per stn	
			1 Oct	Older Persons Week*	6.3 100% attendance at identified strategic and local meetings.	100%	
			17 - 23 Oct	Candle Safety Week			
			24 - Oct - 4 Nov	Bonfire Period*			
			31 Oct	Diwali			
			7 - 13 Nov	Electrical Fire Safety Week*			
			11 Nov	Armistice Day			
			21 - 27 Nov	National Road Safety Week			

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers				
	<p>activities with outcomes recorded on the CAP. SM must liaise with PREVENTION and corporate communications to ensure activities are co-ordinated. Note * - All Stations must deliver activities for these four events. A further event must be completed based on local demographics/risk. The activities should predominantly focus on engaging diverse communities with the ultimate aim of reducing the following: Accidental Dwelling Fires, Fire injuries, Deliberate Fires, Non domestic Fires & killed and</p>		<table border="1"> <tr> <td>15 – 21 Feb</td> <td>National Chip Week</td> </tr> <tr> <td>14 - 20 Mar</td> <td>National Sprinkler Safety Week</td> </tr> </table> <p>Sustainable Communities Strategy / ‘Ambition for All’ priorities:</p> <ol style="list-style-type: none"> 1. Nurture strong communities 2. Create conditions for business growth 3. Unlock the potential of our towns 4. Support our children and young people 5. Ensure a sustainable future 6. Prepare for an increasingly older population 	15 – 21 Feb	National Chip Week	14 - 20 Mar	National Sprinkler Safety Week			<ul style="list-style-type: none"> • Pension reform still retains potential for continued and major industrial action – Unison in agreement and FBU negotiating • Increasing expectation that the FRS will work collaboratively with partners to address families with complex needs • North West Fire Control and other projects to share functions and assets • Social media, both as a platform for communication and mischief
15 – 21 Feb	National Chip Week									
14 - 20 Mar	National Sprinkler Safety Week									

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	seriously injured on the roads. We will deliver one station open day at each station and ensure this is accessible to members of the community including under represented groups.		7. Drive out the causes of poor health. Ageing Well Programme - Cheshire East has the fastest growing ageing population in the North West ¹ ; by 2033 more than 45% of our population will be over 50 years of age an increase of 33% which equates to 46,300 additional people from 2008 and according to CE Ageing Well Strategy 27.3% of the CE population (101,556) is over 60.			<ul style="list-style-type: none"> • Cyber security – systems under threat • Continued debate around scope of EU legislation in UK – particularly Working Time • Industrial relations legislation • Provisions of the Localism Act coming into force • Risk of terrorism • Increasing numbers of housing developments.
NC ⁸ 6.3	We will support the delivery of objectives within the Sustainable Communities Strategy and integrate CFRS activities by contributing to key partnerships / local delivery plans. (e.g. LSP, LAP’s, Ageing Well, CDRP etc.). This year will focus on the troubled families, health and well being and aging well agendas. (NO CAP)	SD/CS				

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers

4. WORKFORCE PLANNING

People – Workforce Planning Considerations

Workforce planning has a significant role in delivering improved services and helping to achieve priorities.

- **What is workforce planning?** – It is a key planning tool for ensuring the right number of people with the right skills, experiences and competencies are in the right jobs, at the right time, at the right cost.
- **Why consider workforce planning?** – It demonstrates a more planned approach and allows Managers to anticipate change rather than being surprised by events, as well as providing strategic methods for addressing present and anticipated workforce issues.

Please use this tool to record any workforce planning considerations identified for your department. Select the guidance document to provide you with more detail in how to complete this tool but if you need further help please Contact your HR Business Partner in People and Development

[Workforce Planning Guidance](#)

Retirements	It is anticipated that xx will retire over the next year. This is in line with the required reduction in wholetime operational staff to meet budget constraints and the IRMP work programme. Therefore, it is not a significant concern in itself. However, it will mean staffing may become heavily dependent on overtime.
Recruitment	We will not be recruiting any wholetime staff this year but will be recruiting additional on call in line with the IRMP. This will be managed through a specific project.
Skills and competencies	All requirements will be assessed prior to the annual appraisal process to ensure that training course are arranged to meet local needs.

<p>Managers/ICs</p>	<p>We have set a target to ensure at least one ICA firefighter is available on every watch. Whilst good progress is being made there are some gaps because ICA firefighters are already acting-up. This means the capacity may be insufficient to meet emerging deficiencies. Managers will continue to support ICA firefighters as they come forward.</p>
<p>Staffing Management</p>	<p>The Head of Service Delivery meets fortnightly to assess staffing needs and adjust/redeploy staff to address deficiencies. This will continue throughout the coming year.</p>