

Making Cheshire Safer



Cheshire East

UNITARY PERFORMANCE AREA PLAN 2018-19
(Version – **Final**)

UNITARY PERFORMANCE AREA PLAN 2018-19

Directorate:	Service Delivery and Performance
Unitary Performance Manager:	Mark Bushell
Unitary Admin Manager	Bev Hughes
Locality Safety Manager:	Lorraine Page
CE Office Manager – Protection Office (Station Manager):	Mark Burrage
Plan start date:	01 April 2018
Quarterly Reviews	Q1 July 2018 Q2 October 2018 (Mid Year) Q3 January 2019 Q4 April 2019 (End of Year)
Version:	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

Key Priorities for CFRS in Cheshire East

Accidental fires in the home continue to be a key issue with 139 occurring between 01/04/2017 and 31/03/2018 (141 in 2014/15, 132 in 2015/16 and 168 in 2016/17). In 2017/18 34 were in Crewe, 25 were in Wilmslow and 22 in 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 13 injuries (14 in 2014/15, 11 in 2015/16, 11 in 2016/17) and 1 fatality (between 01/04/2017 – 31/03/2018) in Cheshire East (1 in 2014/15, 0 in 2015/16, 3 in 2016/17) but we aim to reduce this to zero.

There were 271 arson incidents between 01/04/2017 – 31/03/18 (67 deliberate and 204 secondary) (184 in 2014/15, 214 in 2015/16, 210 in 2016/17) which is lower than in other areas of the Service with CE 271 (Arson incidents in 2017/18 in CWAC were 327, Warrington 307, and Halton 284). 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.

In the calendar year of 2017 there were 173 KSI casualties on the roads of Cheshire East (175 in 2016 calendar year). In the calendar year of 2017 there were 14 fatalities (17 in 2016 calendar year), 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: Matt Barlow

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: Paul Rowlands

Sandbach Community Fire Station
 Station Manager: Matt Barlow

Alsager Community Fire Station
 Station Manager: Tony McCourt

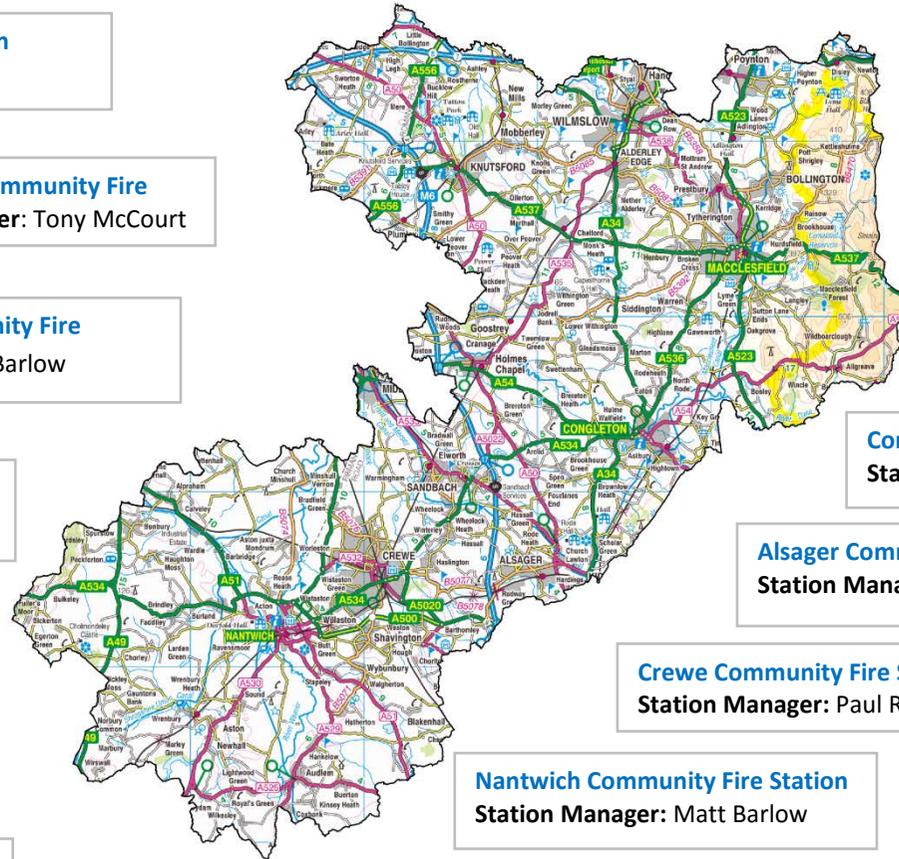
Community Safety Manager:
 Lorraine Page

Crewe Community Fire Station
 Station Manager: Paul Rowlands

CE Office Manager – Protection Office:
 Station 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	
Service Delivery Manager	Mark Bushell	
Locality Safety Manager	Lorraine Page	
CE Office Manager - Protection Office (SM)	Mark Burrage	
Unitary Admin Manager	Bev Hughes	
Unitary Communications Representative	TBC	
Unitary Human Resources Representative	Laura Turner & TBC	
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 John McCool SM Paul Rowlands SM Tony McCourt/WM Aaron Collis SM Matt Barlow/WM John Brownrigg SM Matt Barlow/WM Ben Wood SM Paul Rowlands/TWM James Groves SM Duncan Palin SM Tony McCourt/WM James Eyres SM Tony McCourt/WM Kieran Merriman SM Duncan Palin SM Matt Barlow/WM Ben Wood 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	IRMP & 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 regularly. The report will be presented to local Unitary Performance Groups, the Unitary Performance Management Team; a further review 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:

As concerns recruitment, and in particular firefighter recruitment, the Service is actively encouraging applications from diverse groups, such as women and members of the LGBT and BME 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.

Delivery Plan

1. Improve Home Safety

In 2018-19 Safe & Well visits will be targeted on two tiers: Very high risk households through referrals from partnerships agencies and targeted households based on risk from the HRD set (total 40,000 (Platinum, Gold, Silver, Bronze)). The Service has devised a targeting methodology to identify high risk households taking account of personal risk; socio-demographic risk and emergency response risk.

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target	PESTLE Drivers
1.1	<p>We will deliver 5,443 Safe & Well visits (1,344 per wholetime pump, 739 per DC1 pump and 1008 per nucleus pump.</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> <p>We will offer Contact Assessments to over 65s in accordance with our partnerships with Age UK</p>	SD + CS	<p>During the period 01/04/17 to 31/03/18 there were 139 accidental dwelling fires (13 injuries and 1 fatalities). In 2017/18 34 ADF's were in Crewe, 25 were in Wilmslow and 22 in 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 households taken off the HRD data set. Other HSA's are completed</p>	<p>Number of Home Safety Assessments completed from the HRD data set and partner referrals.</p> <p>01/04/18 to 31/03/19 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>Injuries in ADFs (BV143ii)</p>	<p>5,443</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>65%</p> <p>Reduce by 5%</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 as possible before moving into care. The reductions in public spending could also lead to higher levels of unemployment.</p>

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Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target	PESTLE Drivers
	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		following agency referral and post incident.	Reduction in BV142iii Accidental Dwelling Fires	Reduce by 5%	Welfare reforms will impact on vast majority of benefits claimants and could lead to increased vulnerability. (e.g. fuel poverty)
121 Key stage 2 visits completed				100%		
BV143i Deaths in Accidental Fires				0		
Deaths in Primary Fires (NI49ii)				0	Increasing number of single person households who are more at risk from fire.	
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	NI49iii Non-fatal casualties (excluding precautionary check)		Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including

¹ Non CAP – HQ led initiative

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Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target	PESTLE Drivers
1.3	We will support the delivery of kitchen safety campaigns and promotional activity directed by the service campaigns group (No CAP).	CC	related to <ul style="list-style-type: none"> • Cooking. • Electrical supply • Domestic Appliance • Smoking 	(Target based on 3 year average)		PCCs and social care.
1.4	Continue to support co responder pilot that involves firefighters responding to cardiac arrest incidents to support the NWS and improve survival rates.	SD		BV 144 Percentage of accidental fires in dwellings confined to room of origin	95%	
				BV 209iii percent of dwellings were no smoke alarm was fitted.	12%	

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 timely manner with local Police and other partners through the Local Multi Agency Action Group</p>	SD + CFP	<p>During the 12 months from 01/04/17 to 31/03/18 there were a total of 271 deliberate fires in Cheshire East (67 of which were primary fires and 204 were secondary fires).</p> <p>The hotspot areas for deliberate incidents is Crewe with smaller concentrations in Middlewich, Macclesfield and Wilmslow.</p> <p>Sunday and Monday were the peak days for the incidents. Most active time periods were between 6 p.m. and 12 p.m.; peaking at 6 - 10 p.m. The least activity was between 5 a.m. and 11 a.m.</p> <p>During the 12 months from 01/04/17 to 31/03/18 there were a total of 10 deliberate fires involving non domestic premises. Most of these incidents took place on</p>	<p>NI33i Deliberate primary fires BV 206 ii primary vehicles (Target based on 5 year average)</p> <p>NI33ii Deliberate Secondary BV206iv Secondary vehicle fires (Target based on 5 year average)</p> <p>2.1 Reduction in deliberate fire setting over the bonfire period. (Service target is TBC) In 2017-18 there were 13 small deliberate fires in the 2 week period.</p> <p>2.1 PNR's to be completed for all level 1 deliberate fires incidents.</p>	<p>5% (77)</p> <p>5% (142)</p> <p>No target for CE, we will however contribute to the Service target.</p> <p>100%</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, deprivation, unemployment, alcoholism and deprivation. Welfare Reforms

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Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target	PESTLE Drivers
	(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>Sunday and Monday with the most active time periods were between 9 a.m. and 10 a.m., however numbers are small.</p> <p>In 2017 Cheshire East had the lowest number of bonfire incidents compared to other Unitary Areas, with 13 bonfire related incidents.</p> <p>The Research and Business Intelligence team 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 Attendance at 100% of local MAAG (T&C) meetings</p> <p>2.2 RESPECT Programs completed (7 Respect and 7 Primary Respect)</p> <p>2.2 Princes Trust Team programs completed</p>	<p>100%</p> <p>14</p> <p>6</p>	<p>- High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society</p> <p>• Increasing fuel costs will move more households into fuel poverty.</p>
	Continued delivery of our youth engagement programs; cadet units, RESPECT, key Stage 2 School visits & Princes Trust Teams.	PP		<p>Deliberate Primary Fires NI33i</p> <p>Deliberate Secondary Fires NI33ii</p> <p>Levels of Anti Social Behavior</p>	<p>No target set by Cheshire Police</p>	<p>• PCC elections – depending upon their agenda could change the face of local politics, the drive for collaboration and the direction</p>

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Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target	PESTLE Drivers
						of crime and disorder and road safety partnerships.

3. Improve Road Safety - NI47

During the 2017 calendar year within the Cheshire FRS footprint area there were 381 KSI's; with 22 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	In support of the 2018/19 CF&RS Road Safety Plan;					
3.1	<p>The Service will support Summer Road Safety Week planned for the 7th to the 22nd July 2018.</p> <p>Each Whole time Watch will deliver at least 1 additional road safety event in conjunction with Corporate Comms team.</p> <p>Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2018.</p> <p>In liaison with the Local</p>	SD		<p>Summer Road Safety Week – 1 event per whole time / DC1 Station.</p> <p>Each Whole time Watch will deliver 1 additional road safety event.</p> <p>1 event per whole time / DC1 Station.</p>		

	Road Safety Partnership each Whole time Watch to deliver a specific event during Brake Road Safety week 19 th to 25 th November 2018.			1 event per whole time / DC1 Watch to support the theme of the Brake Road Safety week.		
3.1	Support regional and national FRS road safety activity by effectively engaging with other FRS Road Safety Practitioners through the CFOA Prevention, Protection & Road Safety Directorate.		The Research & Business Intelligence Team 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.	1 per whole time / DC1 Station.		
3.2	Station Managers / Prevention to represent CF&RS on local road safety delivery groups (including LAP's and CSP) to ensure activity			Representation on local authority boards and strategic delivery and support of CSP priorities identified through Strategic Assessment.		

	is integrated into each local authority's statutory road safety plan.			Percent of RTCs passing the Cheshire Standard.	95%?	
3.3	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.			3.3 deliver to 116 primary schools and to 21 high schools	CE = 116 Primary & 21 Secondary	

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 200 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 65 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
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	<p><u>Unwanted Fire Signals</u> From 01/4/17 to 31/03/18 there were 200 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 Retirement/Elderly and Nursing/care. Faulty systems, accidentally/carelessly set off and cooking/burnt toast were the three top causes.</p>	4.3 426 thematic inspections to be completed		<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 The economic downturn may lead to increase in vacant business premises which could pose a fire risk. The temptation to commit
4.4	Protection Officers to undertake a health Check/ “during performance” (peak activity) type inspections of sleeping risk premises.	CFP		4.4 Completed Peak activity Inspections	15	
4.5	Support Protection to deliver business safety events.	CFP		4.5 Completed Business safety events per unitary area	2	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
						insurance fraud may also increase thus increasing arson. • The reductions in public spending could also lead to higher levels of unemployment.

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 ² 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	<u>Training</u> 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)	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 5.1 OUTCOMES: Ensure appliance availability and resilience		The homeland security debate –amalgamation of emergency services agenda, more interoperability between services etc. Risk of terrorism Spate weather conditions may increase operational incidents concerning flooding etc.
NC ³ 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		5.2 OUTPUTS: Qualitative & quantitative reports by SM. (see: Administration\Quantitative Training reviews (Widgets). Training events validated by SM. 5.2 OUTCOME: High performance against PAS Crystal report.		Pension reform still retains potential for continued and major industrial action – Unison in agreement and FBU negotiating North West Fire Control and other projects to share functions and assets
5.3	Ensure full compliance to	SD		5.3 OUTPUTS:		

² Non CAP – refer to Risk Tab on Cheshire Planning System

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
	the Station Management Framework as per policy. Update risk register (min ¼)			Monthly SMF Peer Audit by WM. Quarterly Station Audit (per station) by SM.		Cyber security – systems under threat
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		5.3 OUTCOMES: Compliance with standards with SMF policy (SMF eDocs 1391)		Continued debate around scope of EU legislation in UK – particularly Working Time
NC ⁴ 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	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		

⁴ Non CAP

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	wholetime stations (NO CAP)			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 ⁵ 5.7	CE Service Delivery in conjunction with the Station performance & operational assurance framework will undertake 3 5/6 pump operational exercises.	SD			SSRH/Strategic Hydrants for Cheshire East; Total = 652 According to Service Policy this total is to be completed as follows; Operational staff on whole-time stations = 321	652

⁵ Non CAP – refer to Risks Tab on Cheshire Planning System

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers																																																												
				<p>Hydrant Technicians in On-call areas = 331</p> <table border="1"> <thead> <tr> <th colspan="5">Cheshire East 2018/19 SSRH/STRATEGIC HYDRANTS</th> </tr> <tr> <th>STATION</th> <th>W/T - O/C</th> <th>TOTAL</th> <th colspan="2">COMPLETED BY</th> </tr> <tr> <td></td> <td></td> <td></td> <th>W/T</th> <th>H/T</th> </tr> </thead> <tbody> <tr> <td>Alsager</td> <td>O/C</td> <td>15</td> <td></td> <td>15</td> </tr> <tr> <td>Audlem</td> <td>O/C</td> <td>38</td> <td></td> <td>38</td> </tr> <tr> <td>Bollington</td> <td>O/C</td> <td>22</td> <td></td> <td>22</td> </tr> <tr> <td>Congleton</td> <td>W/T</td> <td>51</td> <td>51</td> <td></td> </tr> <tr> <td>Crewe</td> <td>W/T</td> <td>103</td> <td>103</td> <td></td> </tr> <tr> <td>Holmes Chapel</td> <td>O/C</td> <td>44</td> <td></td> <td>44</td> </tr> <tr> <td>Knutsford</td> <td>O/C</td> <td>39</td> <td></td> <td>39</td> </tr> <tr> <td>Macclesfield</td> <td>W/T</td> <td>124</td> <td>124</td> <td></td> </tr> <tr> <td>Middlewich</td> <td>O/C</td> <td>31</td> <td></td> <td>31</td> </tr> </tbody> </table>	Cheshire East 2018/19 SSRH/STRATEGIC HYDRANTS					STATION	W/T - O/C	TOTAL	COMPLETED BY					W/T	H/T	Alsager	O/C	15		15	Audlem	O/C	38		38	Bollington	O/C	22		22	Congleton	W/T	51	51		Crewe	W/T	103	103		Holmes Chapel	O/C	44		44	Knutsford	O/C	39		39	Macclesfield	W/T	124	124		Middlewich	O/C	31		31		
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Holmes Chapel	O/C	44		44																																																														
Knutsford	O/C	39		39																																																														
Macclesfield	W/T	124	124																																																															
Middlewich	O/C	31		31																																																														

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
				Nantwich	O/C	61		61		
				Poynton	O/C	28		28		
				Sandbach	O/C	53		53		
				Wilmslow	W/T	43	43			
				TOTAL		652	321	331		

6. IRMP & Sustainable Community Strategy

We will implement the objectives set out in the Integrated Risk Management Plan (IRMP15). 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 – 14) 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, • On Call Recruitment • Change to station crewing at Knutsford • Workforce planning for implementation of IRMP 10 and beyond • NC Review <p>Where appropriate these will be managed through the Cheshire Planning System and the Performance & Programme Board. (NO CAP)</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>2018/19 Events</u></p> <table border="1"> <tbody> <tr> <td>14 - 20 May</td> <td>Deaf Awareness Week</td> </tr> <tr> <td>14 - 20 May</td> <td>Learning at Work Week</td> </tr> <tr> <td>28 May - 03 June</td> <td>Caravan & Boat Safety Week</td> </tr> <tr> <td>04 - 10 Jun</td> <td>Child Safety Week*</td> </tr> <tr> <td>15 May - 14 June</td> <td>Ramadan</td> </tr> <tr> <td>23 - 29 Apr</td> <td>Drowning Prevention Week</td> </tr> <tr> <td>15 June</td> <td>Eid Ul Fitr</td> </tr> </tbody> </table>	14 - 20 May	Deaf Awareness Week	14 - 20 May	Learning at Work Week	28 May - 03 June	Caravan & Boat Safety Week	04 - 10 Jun	Child Safety Week*	15 May - 14 June	Ramadan	23 - 29 Apr	Drowning Prevention Week	15 June	Eid Ul Fitr	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 influential in the
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Ref	CAP	Lead	Key Information		Outputs and Outcomes	Target	PESTLE Drivers																		
6.2	<p>Engaging Diverse Communities.</p> <p>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</p>	SD	<table border="1"> <tr> <td>03 – 09 Sep</td> <td>Chimney Fire Safety Week</td> </tr> <tr> <td>10 - 16 Sep</td> <td>UK Business Safety Week</td> </tr> <tr> <td>17 - 23 Sep</td> <td>Gas Safety Week</td> </tr> <tr> <td>01 – 07 Oct</td> <td>NFCC Home Safety Week</td> </tr> <tr> <td>24 - 30 Sep</td> <td>Fire Door Safety Week</td> </tr> </table> <table border="1"> <tr> <td>01 Oct</td> <td>Older Persons Week*</td> </tr> <tr> <td>15 - 21 Oct</td> <td>Candle Safety Week</td> </tr> <tr> <td>22 Oct – 10 Nov</td> <td>Bonfire Period*</td> </tr> <tr> <td>07 Nov</td> <td>Diwali</td> </tr> </table>	03 – 09 Sep	Chimney Fire Safety Week	10 - 16 Sep	UK Business Safety Week	17 - 23 Sep	Gas Safety Week	01 – 07 Oct	NFCC Home Safety Week	24 - 30 Sep	Fire Door Safety Week	01 Oct	Older Persons Week*	15 - 21 Oct	Candle Safety Week	22 Oct – 10 Nov	Bonfire Period*	07 Nov	Diwali		<p>6.2 Pre/post event EIA.</p> <p>6.2 One station open day per station.</p> <p>6.3 100% attendance at identified strategic and local meetings.</p>	<p>N/A</p> <p>1 per stn</p> <p>100%</p>	<p>communities.</p> <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 • Pension reform still
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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.</p> <p>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 seriously injured on the roads.</p>		<table border="1"> <tr> <td>04 – 12 Aug</td> <td>Cooking & BBQ Safety Week</td> </tr> <tr> <td>11 Nov</td> <td>Armistice Day</td> </tr> <tr> <td>19 - 25 Nov</td> <td>National Road Safety Week</td> </tr> <tr> <td>12 – 18 March</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 7. Drive out the causes of poor health. 	04 – 12 Aug	Cooking & BBQ Safety Week	11 Nov	Armistice Day	19 - 25 Nov	National Road Safety Week	12 – 18 March	National Sprinkler Safety Week			<p>retains potential for continued and major industrial action – Unison in agreement and FBU negotiating</p> <ul style="list-style-type: none"> • 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 • Cyber security – systems under threat • Continued debate
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	We will deliver one station open day at each station and ensure this is accessible to members of the community including under represented groups.		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			around scope of EU legislation in UK – particularly Working Time
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	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"> • Industrial relations legislation • Provisions of the Localism Act coming into force • Risk of terrorism • Increasing numbers of housing developments.

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