

As at: 4 June 2014

Cheshire West & Chester Unitary Performance Area Plan 2013-14	
DIRECTORATE	Service Delivery and Performance
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Locality Safety Manager	Emma Coxon
Unitary CFP Manager	Tony Hodgkinson
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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

2. Story of Place and Community Profiles

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Community Profile

Cheshire West & Chester holds a complex mixture of risks. There is a significant transport network comprising of motorways, mainline railway and shipping all of which are over flown by the approach to three airports. There are major chemical, oil and nuclear risks, international manufacturing companies servicing the car industry. Chester has become a banking capital for the north of England and the City of Chester is a significant national heritage site. The retail centre at Ellesmere Port (Cheshire Oaks) and Chester Zoo are both national attractions; attracting thousands of visitors each year.

Cheshire West & Chester has several Sites of Special Scientific Interest (SSSI) most notably the Marshes of the South Mersey, the Dee Estuary at Burton, Parkgate and the Ince marshes. In addition Delemere Forest is a Forestry Commission park and attracts many visitors. The conflict between industry and nature is difficult to balance. Our fire fighting planning takes account of potential environmental impact and the protection of our nature and natural landscapes.

The Unitary area is 941 square Km with 144,775 homes with an approximate population of 330,000 of which 61,100 residents being over the age of 65. The total population forecast is an increase by 8% to around 352,800 in 2029.

Cheshire West and Chester has an older age profile than Cheshire¹, the North West and England, with the age groups from 60 and older all displaying a higher proportion of the area's population when compared to the other areas. *According to ONS 2011:* The population of over 65s in Cheshire West and Chester is projected to increase by 42% by 2030 to over 92,200; this is a higher rate of growth than for the North West. Those aged 85 or above will more than double from around 7,500 to over 16,000 in 2030.

Cheshire Fire & Rescue Service will continue to deliver their Home Safety Assessment (HSA) strategy in 2013-14. HSA's will be targeted on three tiers: Very high risk households through referrals from partnerships agencies; 20,000 targeted households based on risk from a 60,000 household High Risk Data Set and 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.

The Index of Multiple Deprivation (IMD) records the degree of deprivation for individual wards nationally. Cheshire West and Chester have pockets of wards that are high on the IMD index (national league table). *According to ONS, Census 2011* It can be seen that Ellesmere Port station area has the highest number of people with a disability, at 5,640, which, relative to its population size, represents a high proportion of people with a disability. Winsford also has a relatively high proportion of people with a disability in its station. Cheshire West and Chester has some of our most vulnerable people who can be the most difficult to access

The number of households in Cheshire West and Chester grew by 6.3% between 2001 and 2011 and The Unitary area has significant rented accommodation; with 25% of all housing stock being rented. The housing stock is owned by local councils, housing associations and private landlords. This type of housing stock creates its own risks and is prominently located within the wards high on the IMD index.

It is estimated that the BME population of Cheshire West & Chester is around 5000 or 1.5% of the total population. There are increasing numbers of European economic migrants from Poland, Romania and Bulgaria; these groups have found work in the rural agricultural industry and within both the Service and retail industries around Chester and the surrounding hinterland.

¹ Note that in this report, 'Cheshire' refers to the total figures for the unitary authorities of Cheshire East, Cheshire West and Chester, Halton and Warrington.

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The road network across Cheshire West and Chester creates significant risk to those who travel through the Unitary; TBC people were seriously injured on our roads last year and there were TBC fatalities. Six stretches of major 'A' roads that historically have a high accident rate have been identified and our planning will ensure the Service is proactive in the wider strategy to reduce road deaths and injuries on these roads.

Flooding is a major risk to our communities and the Service has plans and resources available to be used at times of significant flooding. The Sealand Estuary, Dee Valley, Elton, Ince marshes, Weaver Valley and areas around Northwich are all built on flood plains. The plan has been written to support the Fire Authorities statutory and partnership responsibilities under the Crime & Disorder Act

CFRS Key Priorities; in Cheshire West and Chester

Reduction of Accidental fires in the home: The number of accidental fires in the home has fallen in Halton since last year with a projected year end total for 2011–12 of 53 incidents. This is a small reduction of 4 incidents compared with last year and

Accidental fires in the home continue to be a key issue with 134 occurring in Cheshire West and Chester between 1/4/2012 to 31/3/2013. There are two main clusters of accidental dwelling fire in Cheshire West & Chester these are in Ellesmere Port and Chester. The continuation of our targeted Home Safety Assessments to high risk households will push these numbers down further in the coming years.

Our Home Safety Assessment strategy has helped reduce these occurrences pan Cheshire with around 5% fewer incidents than in 2012/13. Although the long-term trend shows fire deaths have reduced significantly; there were still 4 fatal incidents across Pan Cheshire 3 fatal incidents (between 1/4/2012 – 31/3/2013) in Cheshire West and Chester and

Reduction of Deliberate Primary & Secondary Fires There were 450 deliberate fire incidents between 1/4/2012 – 31/03/2013 within Cheshire west and Chester (357 Secondary Fires and 93 Primary Fires) this equates to a 62. The direction of travel for the reduction of deliberate fire incidents across the Unitary is excellent (% reduction on 2011/12 figures) but remains a challenge for the Service and its partners. The reductions have been achieved through a wide-ranging 'toolbox' of intelligence led arson reduction activities including youth engagement such as RESPECT, Fire Cadets, Princes Trust plus numerous other school and youth activities to deliver our anti Fire/ASB message. Notwithstanding these initiatives, these incidents cause significant damage and cost to the local economy and affect public satisfaction within the local area; we will continue to work with our partners to reduce these occurrences further over the coming year.

Reduction of Killed & Seriously Injured on the Roads: The road network across Cheshire West and Chester create significant risk to those who travel through the Unitary; TBC people were seriously injured on our roads last year and there were TBC fatalities. Six stretches of major 'A' roads that historically have a high accident rate have been identified and our planning will ensure Cheshire Fire and Rescue Service is proactive and continue to support our partners in the wider Road Safety strategy to reduce road deaths and injuries on our roads.

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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 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 section to record any workforce planning issues using the guidance provided:

[Workforce
Planning
Guidance](#)

RETIREMENTS

It is anticipated that TBC will retire in Cheshire West and Chester over the next year. This is in line with the required reduction in operational staff to meet budget constraints and the IRMP work programme and therefore is not a significant concern in itself. However, it will mean staffing is heavily dependant on overtime.

MANAGERS / IC's

The service delivery department has set a target of at least one ICA firefighters on every watch. Whilst good progress is being made there are some concerns because ICA firefighters are already acting up. Therefore, the capacity may be insufficient to meet emerging deficiencies.

STAFFING MANAGEMENT

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.

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Ellesmere Port Community Fire Station

Station Manager: Paul Watts

2 Wrl, FOT, EPU
(WT) Staff Number: 44 ops,
Community Fire Safety, Youth Engagement,
Cadet & West Cheshire Cadets Groups

Frodsham Community Fire Station

Station Manager: Dereck Dickson

Watch Manager Alan Oulton 1Wrl, 1TRV (OC)
Staff Number: 12 ops, Cadet Group

Northwich Community Fire Station

Station Manager: Anthony Jones

2 Wrl, 1 CCU (DS/OC)
Staff Number: 24 ops Cadet Group

Community Fire Protection

Station Manager: Tony Hodgkinson

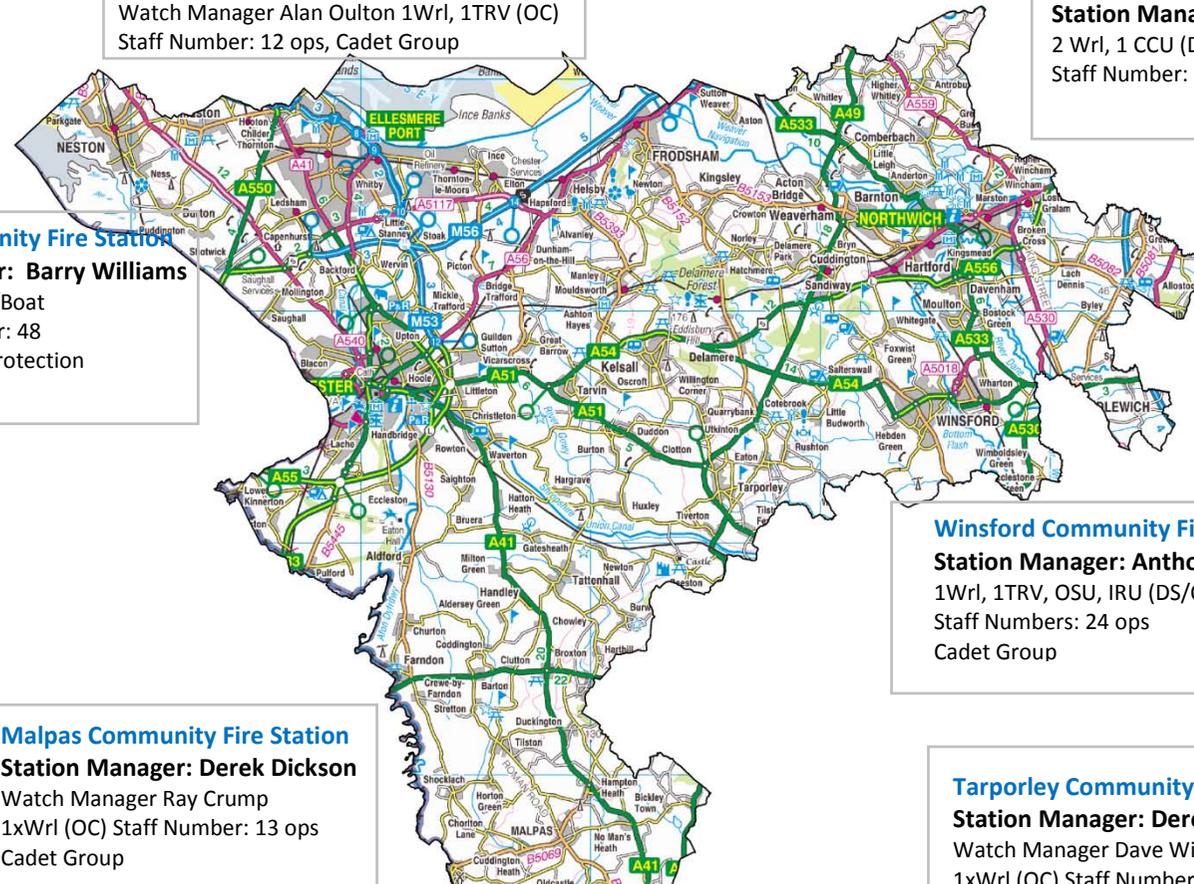
Chester Community Fire Station

Station Manager: Barry Williams

2 Wrl, ALP, IRU, S/Boat
(WT) Staff Number: 48
Community Fire Protection
Cadet Group

Community Safety Manager:

Emma Coxon



Winsford Community Fire Station

Station Manager: Anthony Jones

1Wrl, 1TRV, OSU, IRU (DS/OC)
Staff Numbers: 24 ops
Cadet Group

Tarporley Community Fire Station

Station Manager: Derek Dickson

Watch Manager Dave Windsor
1xWrl (OC) Staff Number: 10 ops
Cadet Group in Planning

Malpas Community Fire Station

Station Manager: Derek Dickson

Watch Manager Ray Crump
1xWrl (OC) Staff Number: 13 ops
Cadet Group

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Key

WRL	Water Ladder Appliance
TRV	Targeted Response Vehicle
FOT	Foam Tender
ALP	Aerial Ladder Platform
S/Boat	Safety Rescue Boat
CU	Command Unit
OSU	Operational Support Unit
IRU	Incident Response Unit
WT	Whole Time Staff
DS	Day Staffing
OC	On Call System

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4. Unitary Performance Team

Fire Authority Members	Councillors: Cllr Eleanor Johnson Cllr Tony Sherlock Cllr Alex Tate Cllr Bob Rudd Cllr John Leather Cllr Lynda Jones Cllr Norman Wright	
Unitary Performance Manager	Richard Gorst	
Locality Safety Manager	Emma Coxon	
Unitary CFP Manager	Tony Hodgkinson	
Unitary Admin Manager	Debbie Quaile	
Unitary Communications Representative	Sian Corrigan	
Unitary Human Resources Representative	Nicola Arbuckle Lee Scott	
Stations and Relevant Station or Watch Managers where appropriate	Ellesmere Port - Chester - Winsford - Northwich - Frodsham - Tarporley - Malpas -	SM Paul Watts SM Barry Williams SM Anthony Jones SM Anthony Jones SM Derek Dickson / WM TBC SM Derek Dickson / WM David Windsor SM Derek Dickson / WM Paul Williams

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5. 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
7	Improve Environmental Sustainability

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.

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6. Delivery Plan

1. Improve Home Safety

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.

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target	PESTLE Drivers
1.1	<p>We will deliver 20k HSA's (from 60k) from the HRD set, and deliver partner referrals HSA's as required.</p> <p>We will visit all Gold Addresses to offer a HSA.</p> <p>In addition we will deliver when required adhoc risk based HSA's 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 01/4/12 to 31/1/13 there were 134 accidental dwelling fires (10 injuries and 3 fatalities).</p> <p>Most ADF's occur in Ellesmere Port (50) and Chester (43) with concentrations in smaller concentrations in Winsford (14), Northwich (14), Frodsham (6), Tarporley (4) and Malpas (5).</p> <p>The majority of ADF's in Cheshire West and Chester took place in the kitchen. The most common causes being related to</p> <ul style="list-style-type: none"> • Cooking (42%). • Electrical supply (16%) • Domestic Appliance (10%) • Smoking (7%) 	Number of Home Safety Assessments completed from the HRD data set and partner referrals.	2500	<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 this brings 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.</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 (fuel poverty)</p>
				Visit 100% of GOLD households to offer a HSA	100%	
				100% of the over 65's will be offered a Contact Assessments	100%	
				Injuries in ADFs (BV143ii)	Reduce by 25%	
				BV142iii Accidental Dwelling Fires	Reduce by 5%	
				BV143i Deaths in Accidental Fires	0	
				Deaths in Primary Fires (NI49ii)	0	
BV 209iii percent of dwellings were no smoke alarm fitted.	No more than 14%					
BV 144 Percentage of accidental fires in dwellings confined to room of origin	95%					
1.2	Operational crews will support CS to deliver Cheshire Safety Day.	CS				

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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>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 Tasking & Co-ordination Group (T&C) and PNR process, so risk reduction activities can be implemented.</p>	SD + CFP	<p>Cheshire West and Chester 1st April 2012 – 31st March 2013: Deliberate Primary Fires = 93 Deliberate Secondary Fire = 357</p> <p>The main hotspots areas are mainly in Ellesmere Port and Winsford.</p> <p>Saturdays were the peak days for the incidents. Most active time periods were between 5 pm and 1 am; peaking at 7-10 pm The least activity was between 5 am and 2 pm</p>	<p>NI33i Deliberate primary fires BV 206 ii primary vehicles (Reduction on 12/13 outturn)</p>	-5%	<p>NI33i Deliberate primary fires NI33ii Deliberate Secondary Deliberate Primary Fires excluding Vehicles (BV206i) Deliberate Secondary Fires excluding vehicles (BV206iii) Deliberate primary vehicle fires (BV206ii) Deliberate secondary vehicle fires (BV206iv) NI 21 Anti Social Behavior 2.1 Reduction in arson over the bonfire period. 2.1 PNR's to be completed for 100% of all deliberate fires within 24hours. 2.1 Attendance at 100% of local NAT (T&C) meetings</p>
				<p>NI33ii Deliberate Secondary BV206iv Secondary vehicle fires (Reduction on 12/13 outturn)</p>	-5%	
				<p>Deliberate Primary Fires excluding Vehicles (BV206i) (Reduction on 12/13 outturn)</p>	-5%	
				<p>Deliberate Secondary Fires excluding vehicles (BV206 iii) (Reduction on 12/13 outturn)</p>	-5%	
2.2	Continued delivery of our youth engagement programmes; cadet units, RESPECT, key Stage II school visits & Princes Trust Teams.	CS	<p>In 2012/13 Cheshire West and Chester saw the lowest number of bonfire incidents compared to previous years.</p>	<p>Deliberate primary vehicle fires (BV206ii) (Reduction on 12/13 outturn)</p>	-5%	
				NI 21 Anti Social Behavior	TBC	
				2.1 Reduction in arson over the bonfire period.	TBC	

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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
NC ² 2.3	In conjunction with cap 2.1 deliver a high profile firework and bonfire Safety Campaign – 'Don't follow the Guys' to reduce deliberate fires setting and injuries. (this aligns to CAP 1.4). (NO CAP)	CS		2.1 PNR's to be completed for 100% of all deliberate fires within 24hours. 2.1 Attendance at 100% of local NAT (T&C) meetings	100% 100%	

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

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3. Improve Road Safety - NI47

Each year around 592 people are killed or seriously injured on the roads of Cheshire East, Halton, Warrington and Cheshire West & Chester. 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)	CS to organise, wholetime stations to lead and deliver intelligence led Driver Engagement Days (DED) with support from CS.	CS	<p>During the period 1st January to 31st December 2012 there was a total of XX KSIs in Cheshire West and Chester. Of these X were fatalities and XX were serious injuries.</p> <p>Men are proportionally involved in more serious RTCs than women. Males, XX to XX years are proportionately the highest risk drivers involved in the most RTCs (likelihood) and KSIs (severity) – though young females are also at above average risk too. Females follow a similar age and gender pattern though the most represented age group is smaller: from XX to XX</p> <p>Car occupant injury prevention is a priority, as they account for XX% of all KSIs in Cheshire West and Chester the XX - XX age group are most at risk.</p> <p>Pedestrian are the second largest KSI casualty road user group, with 15 pedestrian KSIs on average per year. Resources into reducing pedestrian casualties should be allocated to adults as well as children (the latter accounting</p>	A reduction in KSIs (NI47)	TBC	<p>Drug Driving Law as part of Coalitions mid-term review.</p> <p>Cheshire Road Safety partnership came into effect on 1st April 2011 which oversees the traffic camera operation.</p>
3.1 (2)	CS to organise, wholetime stations to lead and deliver with support from CS to deliver Motorway Engagement Days (MED).	CS		3.1 (1) Number of Driver Engagement Days	CWAC = 27	
3.1 (3)	Support the National CFOA road safety day/UN Decade of Action for Road Safety (proposed dates 6 th – 12 th May) to deliver a fire service presence from all WT & DC fire stations at suitable locations planned by CSRSO.	CS		3.1 (2) Number of Motorway Engagement Days (Hapsford)	CWAC = 7	
3.1 (4)	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2013.	CS		3.1 (3) National Road Safety Day/Un Decade of Action - minimum of 100 1 to 1 road safety messages delivered at each site.	100 1-2-1 engagements per site	
3.1 (5)	CS to organise and wholetime stations to support summer and Christmas Drink Driving	CS		3.1 (4) Events undertaken as part of the CFOA / Tyresafe winter driving campaign. One event per wholetime/day crewed station	CWAC = 4	
				3.1 (5) Events delivered as part of the Summer & Winter Drink Driving Campaign	CWAC = 4 event	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	campaigns led by Road Safety Partnership.		for 41% of pedestrian KSIs). Young adult males (16-35y) are more prevalent than other adults and those aged over 76y are more over-represented per head of population than other age groups, however actual numbers are still relatively low.	3.2 Number of Drive Survive completed across Cheshire.	Internal = 26 External = 8	
3.2	Continue with delivery of Drive Survive course in line with previous years activity levels. (CS HQ based CAP allocated to CWAC based on HQ location)	CS	High P2W injury prevention – Across the HBC & WBC area there are 20 high P2W KSIs per year on average. Only just over half of these reside within the local area.	3.3 Number of hours that fire bike engages with motorcycle riders. Number of riders taking up advanced rider courses	7 days (7 days per volunteer)	
3.3	The Fire Bike will be utilised at motorcycle rider events and convergence areas to engage and educate and promote advanced rider courses	CS	Low P2W injury prevention –Casualties are concentrated in the 16-25y age group, therefore have a high risk per head of population.	3.4 (1) Number of events delivered during Road Safety Week.	CWAC = 12	
3.4 (1)	In liaison with the CFS/Local Road Safety Partnership each wholetime watch to deliver a specific event during Road Safety week 18 th – 24 th November .	SD/CS		3.4 (2) Each Whole time watch will deliver at least 1 additional road safety event to address local needs	CWAC = 12	
3.4 (2)	Each whole time watch will deliver at least 1 additional road safety event to address	SD + CS		3.4 (3) 100% attendance on road safety delivery groups	100%	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
3.4 (3)	<p>the rise of vulnerable road user injuries</p> <p>Station Managers / CS to represent CFRS on their local road safety delivery groups (including APB'S) to integrate CFRS activities into the local road safety plans</p>	SD + CS		Percent of RTCs passing the Cheshire Standard.	95%	

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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 617 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 ³ 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 01/4/12 to 31/01/13 there were 57 primary non domestic fires in Cheshire West. The majority of the incidents occurred in the Chester (16) and Ellesmere Port (17).	Reduction in non domestic property fires (BV207)	5%	<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 insurance fraud may also increase thus increasing arson. The reductions in public spending could also lead to higher levels of
4.2	WT and DC watches to complete 2 day technical fire safety training course to enhance current knowledge and to assist operational staff undertake a more comprehensive fire safety visit in 2013-14	CFP	The most common property types affected include <ul style="list-style-type: none"> Factory (7) Pub/Wine bar / bar (4) Single Shop (4) Warehousing (4). 	4.1 Reduction in Uwfs	13%	
4.3	Operational crews undertake fire safety audits, peak activity inspections, thematic visits with a commitment based upon; one inspection per watch per tour (to include Fire works, pre-xmas visits)	CFP	The most common cause is accidental (47 incidents). The specific causes mostly electrical related (27%). <u>Unwanted Fire Signals</u>	4.2 WT & DC personnel to complete 2 day technical fire safety course	2 day	
4.4	Carry out audits of fast food outlets on a locally risk based approach (to complete the 2012/13 target of 150).	CFP	From 01/4/12 to 31/01/13 there were 617 Automatic Fire Alarms (AFA's) in Cheshire West and Chester with the largest amount of incidents being in Chester (336 – 54%). The highest property types are:	4.3 One themed inspection per watch per tour (to include Fire works, pre-xmas visits)	1 per watch per tour	
4.5 NC ⁴	CFP to organize two business safety events in each Unitary	CFP		4.4 The number of fast food outlets audited	TBC	
				4.5 Completed Business safety events	2	

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

⁴ Non CAP – refer to Activity Tab on Cheshire Planning System

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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 617 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
	Area.		Hospitals (74 incidents) Infant/Primary Schools (53 incidents)			unemployment.
	As and when requested by industry CFRS will take part in exercises at COMAH sites. (NO CAP)	SD	Purpose built offices (43 incidents) Student Halls of Residents (34 incidents) Faulty systems, accidentally/carelessly set off and dust were the three top causes.	4.7 100% waste/recycling sites which are known to the Environment Agency are audited.	100%	
				4.8 CFP completes TBC health checks across the unitary area	100%	
4.6	Carry out audits of fast food outlets on a locally risk based approach.	CFP				
4.7	Audit all waste/recycling sites which are known to the Environment Agency.	CFP				
4.8	Undertake health Check/ "during performance"(peak activity) type inspections of sleeping risk premises.	CFP				

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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
5.1	<p>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.</p> <p>To ensure resilience, each watch should have a minimum of one fire fighter suitable qualified to act to crew manager. Update risk register (min ¼) (No Cap – See Risk Database)</p>	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), Haz mat (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 5.1 OUTCOMES: Ensure appliance availability and resilience</p>		<p>Shirley Towers Inquest – rule 43 will mean changes to procedures and building regs for high rise.</p> <p>Risk of terrorism</p> <p>Spate weather conditions may increase operational incidents concerning flooding etc.</p> <p>Pension reform still retains potential for continued and major industrial action – Unison in agreement and FBU negotiating</p>
5.2	<p>Ensure all personnel maintain competence through robust management, delivery and recording qualitative and quantitative progress against completion of the annual training forecast. Complete 100% of Cluster exercises at identified locations. Update risk register (min ¼) (No Cap – See Risk Database)</p>	SD		<p>5.2 OUTPUTS: Qualitative & quantitative reports by SM. (see: Administration\Quantitative Training reviews (Wigits)) Complete 100% of Cluster exercises. Training events validated by SM. One heritage theme operational exercise or simulation. 5.2 OUTCOME: High performance against PAS Crystal report.</p>		<p>North West Fire Control and other projects to share functions and assets</p> <p>Cyber security – systems under threat</p> <p>Continued debate around scope of EU legislation in UK – particularly Working Time</p>
5.3	<p>Ensure full compliance to the Station Management Framework as per policy. Update risk register (min ¼)</p>	SD				

As at: 4 June 2014

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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 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)		
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 wholtime stations (NO CAP)	SD		5.4 OUTPUTS: 100% of Re-inspections to be completed by due date. Minimum of 3 SM SSRI Audits per month per station. 100% of SSRIs (high level) to have plans attached on Fire Core. All re-inspected Low Level SSRIs to be published to FireCore and to include initial considerations and a plan drawing of the site (5 year program). 100% completion of all programmed CFP joint inspections.		
5.6	Hydrant Inspections Each wholtime watch will complete XXX hydrant inspections.	SD				
NC	Each Unitary to undertake a	SD				

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

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5.7	minimum of one heritage themed operational exercise or simulation. (NO CAP) - Linked to CAP 5.2			Number of Hydrant Inspections completed	TBC (2PS) TBC (1PS)	

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 ⁶ 6.1	The Service Delivery Department will be involved in the delivery of various IRMP 10 Objectives. These will be managed through the Cheshire Planning System and IRMP Program Board. (NO CAP)	SD	Refer to the above 'storey of place' and community profile document for further details on the Cheshire West and Chester Community profile.	6.2 Number and type of events delivered.	N/A	<ul style="list-style-type: none"> • Knight review will focus on collaboration, mergers, shifts and crewing, procurement and prevention. • Health reforms will lead to creation of & Health & Wellbeing Boards & CCG.
6.2	Engaging Diverse Communities. Each station will participate in events 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	SD	<u>2013/14 Events</u> Baisakhi 14 April 13 St George's Day 23 April 13 Boat Fire Safety Week 27-31 May 13 Red Cross Week 5-11 May 13 Deaf Awareness Week 6-12 May 13 Ascension Day 9 May 13 Shavuot 14 May 13	6.2 Pre/post event EIA. 6.2 One station open day per station.	N/A 1 per stn	<ul style="list-style-type: none"> • The Localism Act – new requirements on local authorities, power of general competence • Local elections (Halton and Warrington) – possible changes

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	community events) All events to be added to the CAP. SM to ensure Individual watches design and implement relevant activities with outcomes recorded on the CAP. SM must liaise with CS and corporate communications to ensure activities are co-ordinated. Note * - All Stations must deliver activities for these events. 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. We will deliver one station open day at each station and ensure this is accessible to members of the community including under represented groups.		Buddha Day 24 May 13 National Family Week 27 May-2 June 13 Corpus Christi 30 May 13 Gypsy Roma Traveller History Month June 13 Carers Week 10-16 June 13 *Child Safety Week 24-30 June 13* Ramadan 9 July-7 August 13 Eid Ul Fitr 8 August 13 Raksha Bandhan 21 August 13 Chimney Fire Safety Week 9-15 September (TBC) *Electrical Fire Safety Week 23-29 September (TBC) Rosh Hashanah 13 September 13 Yom Kippur 14 September 13 Sukkot begins 19 September 13 *National Schools' Fire Safety Week October (TBC) British Summer Time Ends 27 October 13 *Older Persons' Day 1 October 13 Grandparents' Day 6 October 13 Eid Al Adha 15 October 13 *Bonfire Night 5 November 13 Candle Fire Safety Week	6.3 100% attendance at identified strategic and local meetings. (See CAP)	100%	<ul style="list-style-type: none"> to CFA make-up • Changes to council tax and local business rate collection • 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 • 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.
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, APB's,	SD/CS		6.5 Attendance at 100% of local Project and Steering Group meetings	100%	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	Ageing Well, CDRP etc)		18-24 November 13 Remembrance Sunday			
(CWAC Only) 6.5	Full engagement within “All Together Better” and integrate CFRS activities by contributing to key partnerships / local delivery plans and engagement within “Test Bed” Ward area pilots.	SD	10 November 13 Diwali 3 November 13 Islamic New Year 4 November 13 First Sunday of Advent 1 December 13 Christmas Day 25 December 13 Boxing Day 26 December 13 New Year’s Eve 31 December 13 News Years Day 1 st January 14 Chinese New Year 31 st January 14 Valentines day 14 th Feb 14 Shrove Tuesday 4 th March 14 (cooking) Ash Wednesday 5 th March 14 Purim 16 th March 14 British Summer Time begins 30 th March Palm Sunday 13 th April 14 Pesach begins 14 th April 14 Good Friday 18 th April 14 Easter Sunday 20 th April			

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
			<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. <p>All Together Better Themes:</p> <ol style="list-style-type: none"> 1. Live 2. Work 3. Feel Safe 4. Realise Potential 5. Enjoy 6. Influence and Contribute 7. Experience Value for Money Services <p>Beneath these seven themes are 13 key actions that we will take to make Cheshire West and Chester Altogether Better.</p>			

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

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