



Cheshire West and Chester

UNITARY PERFORMANCE AREA PLAN 2016-17

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UNITARY PERFORMANCE AREA PLAN 2016-17

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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

Sustainable Communities Strategy / Closing the Gap

Community Profile

Cheshire West and Chester is a highly desirable place to live, work and visit and is one of the most affluent areas in the North West.

The borough was formed in 2009 with the creation of a new unitary authority through the amalgamation of Chester City, Ellesmere Port and Neston and Vale Royal Councils with the western part of Cheshire County Council. Cheshire West and Chester covers a large geographic and demographically diverse area and is the fourth largest authority in the North West. The north western part of the borough has particularly strong links with north east Wales and Merseyside which is reflected in levels of cross-commuting. To the east the borough borders Cheshire East and has particularly strong links with the town of Middlewich that is surrounded on three sides by Cheshire West and Chester. There are also links to Warrington, Greater Manchester and Shropshire.

Over 329,000 people live in Cheshire West with over 160,000 people working in the borough. The area is characterised by attractive countryside, varied landscapes and diverse settlements ranging from the historic city of Chester to small rural hamlets. Chester, Ellesmere Port and Northwich dominate the northern part of the borough and sit within or adjoining the North Cheshire Green Belt which covers 42 percent of the borough's land area. Three of the larger rural settlements, Neston, Frodsham and Helsby, are also located in the Green Belt in the more urbanised north of the borough.

The borough benefits from a high quality natural environment with a number of internationally and nationally important sites for wildlife, including the Dee and Mersey estuaries, as well as having a rich architectural heritage with a high number of conservation areas, listed buildings and scheduled monuments. Ease of access to the countryside provides a significant recreational resource as does the access to the borough's waterways and leisure facilities. A key priority is to deliver development to meet future housing and employment needs whilst protecting the quality of the natural environment that gives Cheshire West and Chester its special and valued character.

Cheshire West and Chester is part of the Cheshire and Warrington Local Enterprise Partnership and the Mersey Dee Alliance, but the borough does not cover a single economic geography. In economic and geographic terms, the borough lies between the urban centres of Manchester and Liverpool and the boundary of the spheres of influence of these economic centres runs through the

area. The view that Cheshire West and Chester is not at the centre of its own economic geography is supported by the fact that residents can, on average, earn more by out-commuting than working within the borough.

The key long term economic issue for Cheshire West and Chester is an ageing population and a decline in the working age population. As increasing numbers of residents reach retirement age there will be implications for total disposable income, retail and service sector vitality and future labour supply which may deter future investment.

The population has high levels of economic activity, strong skills and is likely to be employed in managerial and professional employment although there are some areas of deprivation in the borough. There are pockets of deprivation concentrated in Ellesmere Port, Chester, Winsford and Northwich. Where there is unemployment, the age profile of those affected, the duration of unemployment and the level of vacancy rates compare favourably to national averages.

In comparison to the wider North West area, Cheshire West and Chester is an area where house prices are high and when considered alongside income levels are relatively unaffordable. Given that workplace earnings are not particularly high compared to neighbouring authorities, it is likely that average house prices are being maintained by those who value the living environment and education opportunities offered within the area but who out-commute for employment.

The distribution of employment opportunities across Cheshire West and Chester leads to a high proportion of car use for commuter journeys across the area. There is a low level of public transport use in some communities and there is a strong correlation between public transport use and those areas where deprivation is highest. Partly influenced by the use of private cars, and perhaps influenced by the scale of the economy and concentration of industry in Ellesmere Port, the area has a poor record in CO₂ emissions with an Air Quality Management Area in place at A5032 Whitby Road/Station Road area.

Cheshire West and Chester has considerable minerals resources and a significant salt mining history. The area's mineral resources are supplied to both the local and wider national markets. In particular salt extraction is essential for both the local and national economies and forms the basis for a substantial part of the borough's chemical industry. Sand extraction is also very important to the construction industry supplying sand for concrete, mortar and as general fill material.

Whilst recycling levels for household waste have increased dramatically, a large proportion of Cheshire West and Chester's waste continues to be landfilled. With only one landfill site operating and legislative and fiscal charges requiring the diversion of waste away from landfill, new types of waste management facilities will be required. Hazardous waste facilities already operating in the borough serve a national market area.

Chester

The city of Chester is the borough's largest settlement with over 81,000 residents and is a key centre for employment, retail, education and tourism as well as being a main transport interchange and gateway, with direct routes to London, Manchester, Merseyside and North Wales. The city is internationally renowned as a historic city with unique heritage assets particularly Roman remains, the City Walls and medieval Rows. The role of the city as a destination for shoppers has weakened due to increased competition not only from larger centres such as Liverpool but at a local level from the significant expansion and changing retail offer from out of centre retail parks and out of town shopping centres, in particular Cheshire Oaks.

Chester is the only part of the borough with a significant level of in-commuting which reflects the job opportunities available in the city particularly at the successful Chester Business Park. There is a strong financial service sector in the city as well as a high level of service sector jobs linked to leisure and tourism. However, many of the higher earning Chester residents in higher managerial and professional occupations commute to jobs outside Cheshire West and Chester.

The city has a successful university and Further Education establishment at the University of Chester and West Cheshire College. Both establishments provide both learning and employment opportunities, although accommodating and integrating student accommodation in the city has presented challenges.

Ellesmere Port

Ellesmere Port is the second largest settlement with over 60,000 residents and the most industrialised part of the borough and was a major centre for manufacturing. The town has suffered a sharp decline in employment and there has been a 50 percent reduction in manufacturing employment leaving a legacy of derelict brownfield sites and some contamination issues. The industrial legacy and the presence of the M53 motorway cutting through the town has led to image and perception problems.

However, the area provides a major employment land resource for the borough and has become increasingly successful in attracting new employment opportunities. Wages are higher than in the rest of the borough, albeit workers rather than residents are the beneficiaries reflecting the presence of high value manufacturing in automotives and chemicals. There are pockets of high deprivation particularly in northern parts of the town. The presence of the Manchester Ship Canal, ease of access to the national motorway network and availability of land provides considerable opportunities for improving the economy of the town and the borough as a whole.

Ellesmere Port town centre serves as a local shopping centre and provides access to wider facilities and services.

Northwich

The town of Northwich and adjoining settlements of Anderton, Barnton, Davenham, Hartford, Lostock Gralam, Lower Marston, Lower Wincham, Rudheath and Weaverham combine to form the third biggest urban area in Cheshire West and Chester. The area has benefited from the stabilisation of former salt mines that had prevented large areas of the town coming forward for redevelopment. In particular, land stabilisation has enabled proposals to come forward that will significantly improve the town centre of Northwich and help enhance the town's role as a major retail and leisure destination.

Northwich has good links to the wider countryside and significant heritage assets, including the distinctive black and white buildings of the town centre. The waterways of Northwich are a particular asset although parts of the town have flooding issues. The presence of chemical industries in the town has reduced, leaving a significant brownfield land resource. There are however, a high proportion of service sector jobs. Northwich has net out-commuting which reflects its central location to other urban areas and access to the mid-Cheshire railway line that serves Greater Manchester and Chester.

Winsford

The smallest of the four key urban areas with a population of 30,000, Winsford is nationally renowned for the mining of rock salt. Winsford was expanded as an 'overspill' town in the 1960s, with new residents arriving from Manchester and Liverpool. More recently, Winsford and the surrounding area has seen new housing development and dedicated employment sites being created in the town, including Winsford Industrial Estate and Woodford Park, which have attracted new industry and business to the area. Whilst the town has a good supply of industrial and distribution land, there is no established office market, reducing the range of employment opportunities available.

The town faces challenges associated with a declining town centre and poor transport links between employment and residential areas as well as between the railway station and the rest of the town. There are pockets of deprivation in the town where average household incomes are amongst the lowest in the borough. There are relatively high unemployment rates which has led to the town having a poorer perception than other areas. House prices are generally more affordable for first time buyers and the town has the potential to improve on access and links to the River Weaver, the Flashes and surrounding countryside.

Rural area

A third of the borough's residents live in the rural area that runs from Neston in the north, which borders Wirral, to the boundary with Shropshire in the south. The rural area in the south is more sparsely populated and many of the settlements, especially in the north, are effectively dormitory settlements that are dependent on larger towns for employment opportunities. Car use is generally

very high and isolation and access to services is an issue for some rural residents. The rural area is generally affluent with higher than average household incomes and higher levels of academic qualifications.

Although agriculture employs few people, it makes a very significant contribution to the character of the borough, habitats and the environment. The character of the rural area is also defined by the network of settlements that provide rural residents with services and facilities. The population in the rural area is generally older than other parts of Cheshire West and house prices are higher.

CFRS Priorities

At the end of the 2015/16 planning year CWAC saw a decrease in accidental fire in the home when compared to the same period in 2014/15 (102 incidents in 2015/16 compared to 132 incidents in 2014/15). The majority of the incidents have a low severity rating indicating that they are relatively minor. We aim to further reduce incidents of fire in the home further through our targeted approach to Safe & Well visits.

The reduction of deliberate fire activity is a key priority for the Service in CWAC. Performance in the 2015/16 planning year was strong compared to the same period in 2014/15, with a total of 385 incidents (primary and secondary) compared to 405 incidents.

In response to these incidents we will maintain initiatives across Cheshire West and Chester by targeting deliberate fires and deliberate fire setters, and ensure the PNR process provides detailed intelligence for potential prosecution.

Reduction of Killed & Seriously Injured (KSI) on the Roads;

Cheshire Fire & Rescue Service (CFRS) is the publicly accountable body responsible for ensuring the communities of Cheshire West & Chester, Cheshire East, Halton & Warrington are protected by an effective and efficient Fire & Rescue Service (FRS). This remit extends to carrying out road safety activity in partnership with local authorities and other key agencies such as; Police, Ambulance, Highways Agency and Department For Transport as well as a range of relevant road safety charities and groups.

There were 547 KSI casualties including 34 fatalities in the CFRS area during 2014 of which 182 KSI casualties occurred in Cheshire West and Chester including 13 fatalities.

Cheshire Fire and Rescue Service Resources in Cheshire West and Chester Unitary Performance Area

Ellesmere Port Community Fire Station

Station Manager: Paul Watts

WM Ant Fletcher
 WM Paul Janion
 WM Garry Sawdy
 WM Carl Nevitt
 WM 2 Wrl, FU, EPU
 (WT) Staff Number: 40 ops,
 Community Fire Safety, Youth Engagement, Cadet & West
 Cheshire Cadets Groups

Frodsham Community Fire Station

Station Manager: Matt Barlow

Watch Manager Tony Penney
 1Wrl, 1TRV (On Call)
 Staff Number: 15 ops, Cadet Group

Northwich Community Fire Station

Station Manager: Paul Watts

WM Ronnie Moore
 2 Wrl, 1 CCU (DC1/OC)
 Staff Number: 9 DC, 13 OC ops, Cadet Group

Protection Office

**Station Manager:
 Ian Kay**

Prevention Office

**Locality Safety Manager:
 Emma Coxon**

Chester Community Fire Station

Station Manager: Ant Jones

WM Ant McCarthy
 WM Chris Durkin
 WM Richie Gerrard
 WM Mike Perks
 2 Wrl, ALP, IRU, S/Boat
 (WT) Staff Number: 52 ops
 Community Fire Protection
 Cadet Group. Respect. Princes Trust

Key

- WRL** Water Ladder Appliance
- SIU** Small Incident Unit
- MRU** Major Rescue Unit
- FU** Foam Unit
- ALP** Aerial Ladder Platform
- S/Boat** Safety Rescue Boat
- CCU** Command & Control Unit
- IRU** Incident Response Unit
- WT** Whole Time Staff
- DC1** Day Crewing
- OC** On Call System

Malpas Community Fire Station

Station Manager: Matt Barlow

WM Paul Williams
 1 x Wrl (On Call) Staff Number: 13 ops
 Cadet Group

Winsford Community Fire Station

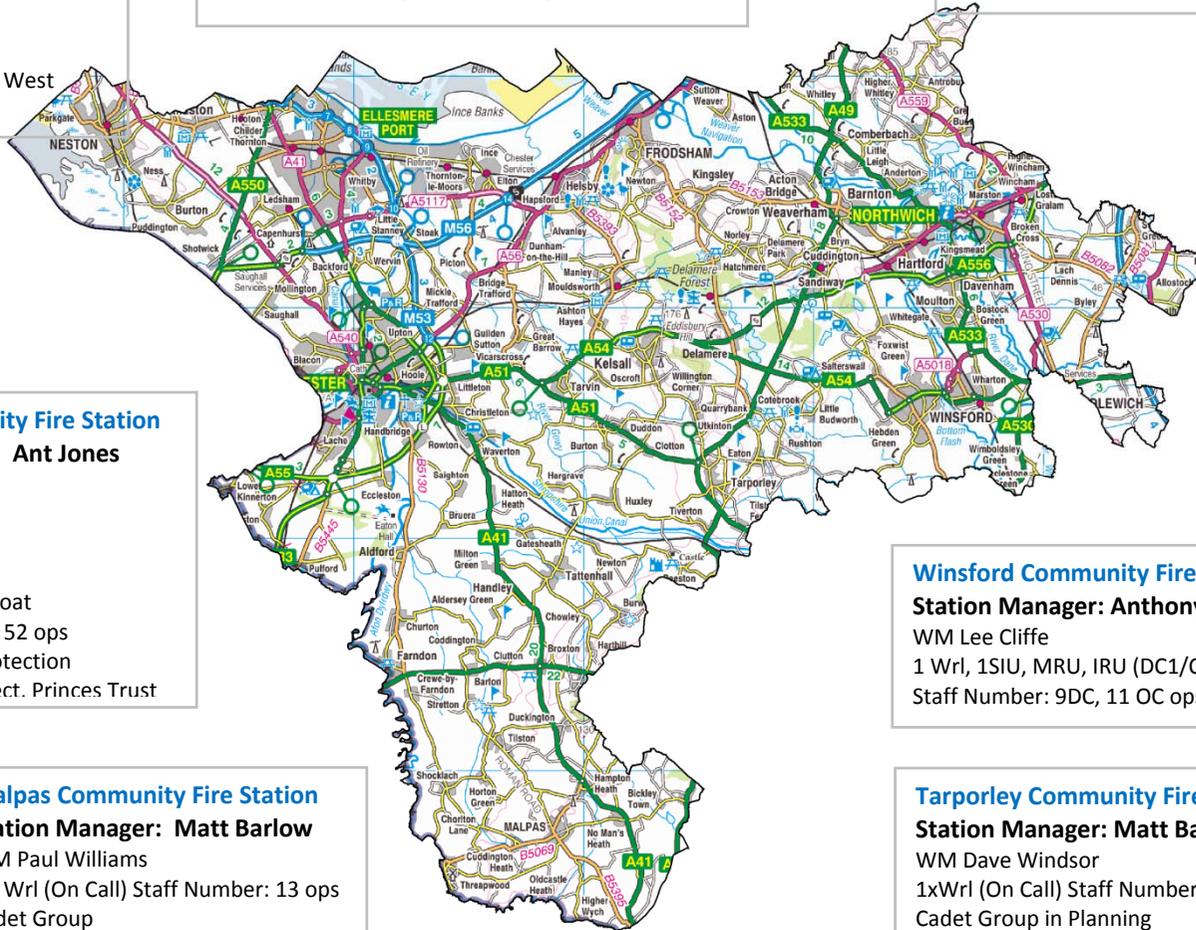
Station Manager: Anthony Jones

WM Lee Cliffe
 1 Wrl, 1SIU, MRU, IRU (DC1/OC)
 Staff Number: 9DC, 11 OC ops, Cadet Group

Tarporley Community Fire Station

Station Manager: Matt Barlow

WM Dave Windsor
 1xWrl (On Call) Staff Number: 11 ops
 Cadet Group in Planning



2. UNITARY PERFORMANCE TEAM

Fire Authority Members	Councillors: Pam Booher, Razia Daniels, Jane Mercer, Stuart Parker, Bob Rudd, Tony Sherlock, Norman Wright
Unitary Performance Manager	Steve Barnes
Locality Safety Manager	Emma Coxon
Unitary Protection Manager	Ian Kay
Unitary Admin Manager	Emma Mason
Unitary Communications Representative	Sian Corrigan
Unitary Human Resources Representative	Ursula Jones, Laura Jones
Stations and Relevant Station or Watch Managers where appropriate	<p>(08) Ellesmere Port Fire Station – SM Paul Watts</p> <p>(09) Chester Fire Station – SM Anthony Jones</p> <p>(25) Northwich Fire Station – SM Paul Watts</p> <p>(27) Winsford Fire Station – SM Anthony Jones</p> <p>(11) Malpas Fire Station – SM Matt Barlow & WM Paul Williams</p> <p>(10) Tarporley Fire Station – SM Matt Barlow & WM Dave Windsor</p> <p>(06) Frodsham Fire Station – SM Matt Barlow & WM Anthony Penney</p>

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 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

1. Improve Home Safety

In 2016-17 'Safe and 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 2016/17	PESTLE Drivers
1.1	<p>We will deliver 1,212 per wholtime pump, 909 per day crewed/nucleus pump, 712 per DC 1 stations from the HRD set. (Including partner referrals). 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 adhoc 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</p>	SD + P	<p>15/16 Total Accidental Dwelling fires = 102 15/16 Total number of primary fire injuries = 7.</p> <p>The peak times are consistent with the wider Cheshire picture with incidents increasing during afternoon and evening meal times.</p> <p>The majority of ADFs occurred in the kitchen, with cookers being the most frequent ignition source.</p>	Number of Home Safety Assessments completed from the HRD data set and partner referrals.	4,242	<p>PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC.(Labour candidate David Keane appointed)</p> <p>Move out of DCLG to the Home Office will see the start of new fire reform agenda, outcomes of PCC/governance consultation, legislation - duty to collaborate, inspectorate and accountability – barriers to change removed</p>
By 01/10/2016 - Visit 100% of Platinum households to offer a Safe and Well visits				100%		
By 01/04/2017 - Visit 100% of Gold households to offer a Safe and Well visits				100%		
100% of the over 65's will be offered a Contact Assessments				100%		
Safe and Well visits completed in Platinum and Gold addresses				65%		
Injuries in ADFs (BV143ii)				6		

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Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
	accordance with our partnerships with Age UK. We deliver Key Stage 2 educational visits to all primary schools within the unitary area (124 KS2 visits – Ellesmere Port 29, Chester 30, Northwich 31, Winsford 11, 23 On-Call Station areas)		The highest density of incidents occurred in Northwich, Ellesmere Port and Chester. Males and females over 65 are at risk and males are twice as likely as females to die in fire.	Reduction in BV142iii Accidental Dwelling Fires BV143i Deaths in Accidental Fires Deaths in Primary Fires (NI49ii) Reduction in NI49iii Non-fatal casualties (excluding precautionary check)	115 0 0 10	Impact of Blue Light Collaboration Programme. Health and public service transformation – potential fragmentation of health, further multi-agency solutions i.e. complex dependency.
1.2	Operational crews will support Prevention Dept to deliver Older Persons Week/Cheshire Safety Week.	P	The risk for males aged 85+ is twice that of males 65+. Our targeting of Safe & Well visits is aimed at the over 65's,	BV 144 Percentage of accidental fires in dwellings confined to room of origin	95%	Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years
1.3	We will support the delivery of the 'Dirty Grills Kill' campaign and promotional activity directed by the service campaigns group (No CAP).	SD	prioritising the Gold, Silver and Bronze households taken off the HRD data set. Other Safe & Well visits are completed following agency	BV 209iii percent of dwellings were no smoke alarm was fitted.	No more than 14%	Ageing population and the challenges that brings to public service providers. In particular, the costs of meeting increasing demand for dementia and related care services.

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Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
	We will support the pilot with the North West Ambulance Service (NWAS) to gain entry to properties to provide care.		referral and post incident.			<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>Increasing number of single person households - more at risk from fire.</p> <p>Reductions in civil service – impact on quality and quantity of legislation and Departmental support</p> <p>Implementation of Emergency Response Programme 1 – and continuation of the new build Programme.</p>

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Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2016/17	PESTLE Drivers

2. Reduce Deliberate Fires and Anti-Social Behaviour

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 2016/17	PESTLE Drivers
2.1	In support of the 2016/17 CFRS Deliberate Fire Reduction Plan specific plans will be developed to respond to peak activity and reduce all deliberate fire setting including bonfires. 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 Problem Solving Groups (PSG) and the new PNR IRS interface process, so risk reduction activities can be implemented.	SD+ P&P	15/16 Deliberate Primary Fires = 75 15/16 Deliberate Secondary Fire = 310 Saturday & Sunday was the peak day for activity. Most active time periods were between 5pm and 10pm peaking at 8-9pm. The least activity was between 5am and 12pm. The Service Fire Reduction Plan 2016/17 designated hotspot concentration in Ellesmere Port (Rivacre Brook, Wolverham, Mill	NI33i Deliberate primary fires	72	PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC. (Labour candidate David Keane appointed) Impact on Blue Light Collaboration Programme Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years. Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including PCCs and social care.
				NI33ii Deliberate Secondary	334	
				Deliberate Primary Fires excluding Vehicles (BV206i)	40	
				Deliberate Secondary Fires excluding vehicles (BV206iii)	332	
				Deliberate primary vehicle fires (BV206ii)	32	
				Deliberate secondary vehicle fires (BV206iv)	2	
				NI 21 Anti-Social Behavior		
				2.1 Reduction in arson over the bonfire period.		

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Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
2.2	Continued delivery of our youth engagement programmes; cadet units, RESPECT, key Stage 2 school visits & Princes Trust Teams	P	lane & Whitby Park) and Winsford (Wharton). Smaller clusters of activity in Chester, Neston and Northwich	2.1 PNR's to be completed for all Level 1 deliberate fire incidents	100%	International economic uncertainty suggests economic stability could still be undermined Increased risk of terrorism and radicalism, from Islamic, far right and other marginalised groups Heightened threat level Civil of civil disobedience and protest arising from political issues and/or marginalisation. Difficult business environment – continued risk of arson, increased mental health issues,
			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.	2.1 Attendance at 100% of local PSG meetings, CSP and specific meetings organized in respect of heightened activity in a particular area.	100%	
				2.2 RESPECT Teams completed	TBC	
				2.2 Princes Trust Teams	TBC	
				2.2 NI117 NEET Young People	TBC	

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Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
						deprivation, unemployment, alcoholism and deprivation.

3. Improve Road Safety - NI47

There were 547 KSI casualties including 34 fatalities in the CFRS area during 2014 of which 182 KSI casualties occurred in CWAC including 13 fatalities. 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	
	In support of the 2016/17 CFRS Road Safety Plan;		There were 547 KSI casualties including 34 fatalities in the CFRS area during 2014 of which 182 KSI casualties occurred in CWAC including 13 fatalities.	A reduction in KSIs (NI47)	TBC	PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC. (Labour candidate David Keane appointed)	
3.1. (1)	The Service will support Summer Road Safety Week planned for 4 th to 15 th July 2016	P		3.1 (1) Summer Road Safety Week – 1 event per whole time / DC1 station.	4		
3.1. (2)	On a specific day in August (tba) the Service will deliver a series of road safety engagements to coincide with a multi-agency M6 corridor event.	P		3.1 (2) Number of Motorway Engagement Days completed – 1 event per Service area.	1		Impact on Blue Light Collaboration Programme
3.1. (3)	Each Whole time watch will deliver at least 1 additional road safety	SD		3.1 (3) Each Whole time watch will deliver at least 1 additional road safety event	10		Development of the Safety Centre
3.1. (4)	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2015.	P		3.1 (4) 1 event per whole time / DC1 station.	4	Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
3.1. (5)	In liaison with the CFS/Local Road Safety Partnership each wholtime watch to deliver a specific event during Brake Road Safety week 21 st to 27th November 2016	P		3.1 (5) One event per whole time / DC1 watch to support the theme of the Brake Road Safety week.	12
3.1. (6)	Support the ACPO Impaired Driving Campaigns. June – Summer December - Winter	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.	3.1 (6) 1 per whole time / DC1 station.	4
3.1. (7)	Firebike - This vehicle will be managed centrally via Prevention Road Safety Officer (PRSO) and delivered by a team of Volunteer Riders	P	Where necessary these reports will inform RTC reduction activity	Across the Service; PRSO to deliver 8 Biker Down Events Each Volunteer rider to deliver a minimum of 7 road safety events per year	

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. In 2015/16 there were 363 false alarms which is a significant drain on resources and therefore we will robustly implement service policies to ensure significant reductions in this type of incident. During 2015/16 there were 36 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead		Outputs and Outcomes	Target 2016/17	PESTLE Drivers
NC ¹ 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	P&P	15/16 Fires in Non Domestic Premises: 36. The repeat property types for non domestic fires were Single shops and factories. 15/16 False Alarms in Non Domestic Premises: 363 The most common causes are Faulty Equipment and Cooking/burnt toast.	Reduction in non domestic property fires (BV207)	10	Community Budgets and sub-regional collaboration
4.2	WT and DC watches will receive 1 day's technical scene preservation training from Protection.	P&P		4.1 Reduction in Uwfs	382	Difficult business environment – continued risk of arson, increased mental health issues, deprivation, unemployment, alcoholism and deprivation.
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)	P&P		4.2 WT & DC personnel to complete 2 day technical fire safety (Protection) course	1 day	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.
4.4	P&P to organize two business safety events in each Unitary Area.	P&P		4.3 One themed inspection per watch per tour (to include Fire works, pre-Christmas visits)	1 per watch per tour	
				4.4 Completed Business Liaison events	1	

¹ Non CAP – refer to Activity Tab on Cheshire Planning System

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. In 2015/16 there were 363 false alarms which is a significant drain on resources and therefore we will robustly implement service policies to ensure significant reductions in this type of incident. During 2015/16 there were 36 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead	Outputs and Outcomes	Target 2016/17	PESTLE Drivers
NC ²	As and when requested by industry CFRS will take part at exercises at COMAH sites.	SD	4.6 P&P completes 150 audits across the Service area.		Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years
4.7	Undertake health Check/ "during performance" (peak activity) type inspections of sleeping risk premises.	P&P	4.9 Following any notable fires in commercial premises all relevant premises; either within the immediate vicinity or similar business sector visited.		Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including PCCs and social care.
			P&P to complete a minimum of 300 initial premises audits	300 audits	International economic uncertainty suggests economic stability could still be undermined The reductions in public spending could also lead to higher levels of unemployment.

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

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 2016/17	PESTLE Drivers
5.1	<p>All Appraisals to be completed on time.</p> <p>To ensure resilience, each watch should have a minimum of one fire fighter suitable qualified to act to crew manager. (NC3 – See Risk Database)</p>	5.1	<p><u>OPERATIONAL 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/BTACC (2 day), Height Safety (1day), Hazmat (1day)</p>	<p>5.1 OUTPUT: 100% of appraisal to be completed before the deadlines Minimum of one fire fighter qualified to act to crew manager per watch 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> <p>Cyber security – systems under threat</p>

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

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target 2016/17	PESTLE Drivers
5.2	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) NC ⁴	SD		5.2 OUTPUTS: Qualitative & quantitative reports by SM. (see: PDRPro Reports) Complete 100% of Cluster exercises. Training events validated by SM. One heritage theme operational exercise or simulation. High performance on PDRPro relating to Service Training Forecast.		Increased risk of terrorism and radicalism, from Islamic, far right and other marginalised groups.
5.3	Ensure full compliance to the Station Management Framework as per policy. Update risk register (min ¼) NC ⁵ – See Risk Database)	SD		5.3 OUTCOMES: Compliance with standards with SMF policy (SMF eDocs 1391)		Implementation of Emergency Response Programme 1 – and continuation of the new build Programme

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

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

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target 2016/17	PESTLE Drivers
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		5.4 OUTPUTS: 100% of SSRIs (low & high level) to have plans attached on Fire Core. All Low Level SSRIs recorded on FireCore include initial considerations and a plan drawing of the site applying new risk methodology.		Emergency Response Programme 2 – development, public/staff/partner consultation and engagement process
5.5	Hydrant Inspections Each station will complete their High Risk SSRI Hydrant Route as per policy.	SD		5.5 OUTPUTS: Hydrant Inspections		

6. IRMP & Sustainable Community Strategy/Health & Wellbeing Strategy

We will implement the objectives set out in the Integrated Risk Management Plan (IRMP13). This will include those objectives applicable in all Unitary areas and those specifically relevant to the CWAC Unitary. We will also support delivery of the SCS/Health & Wellbeing Strategy.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers														
NC 6.1	<p>The Service Delivery Department will be involved in the delivery of various IRMP 10, 11, 12 & 13 Objectives. We will also support the ERP2. The following projects will specifically impact on CWAC:</p> <ul style="list-style-type: none"> • New Fire Station being built on Powy Lane • Proposed sale and relocation of Chester Fire Station • Workforce planning • Retirement profile <p>Where appropriate these will be managed through the Cheshire Planning System and IRMP Program Board. (No CAP)</p>	SD	<p>2016/17 Key Events in support of the Service Campaign Calendar.</p> <p>Monthly Themes;</p> <table border="1"> <tbody> <tr> <td>Apr</td> <td>Arson Awareness</td> </tr> <tr> <td>Jul</td> <td>Summer Safety</td> </tr> <tr> <td>Aug</td> <td>Summer Safety</td> </tr> <tr> <td>Oct</td> <td>Winter Safety</td> </tr> <tr> <td>Dec</td> <td>Christmas Safety</td> </tr> <tr> <td>Jan</td> <td>Smoke Alarms</td> </tr> <tr> <td>Feb</td> <td>Cooking</td> </tr> </tbody> </table>	Apr	Arson Awareness	Jul	Summer Safety	Aug	Summer Safety	Oct	Winter Safety	Dec	Christmas Safety	Jan	Smoke Alarms	Feb	Cooking	<p>6.2 Number and type of events delivered.</p> <p>6.2 One station open day per station.</p> <p>6.3 100% attendance at identified strategic and local meetings. (See CAP)</p>	<p>N A</p> <p>1 per station</p> <p>100%</p>	<p>PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC.</p> <p>Fire and Rescue Service will move out of DCLG which will result in a new fire reform agenda including the duty to collaborate, changes to the inspectorate, greater accountability and the removal of barriers to change.</p> <p>Impact on Blue Light Collaboration Programme</p> <p>Health and public service transformation – potential fragmentation of health, further multi-agency</p>
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	<p>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 activities with outcomes recorded on the CAP.</p> <p>SM must liaise with Locality Safety Manager and Corporate</p>		<p>Target Events;</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> <tr> <td>7th Jul</td> <td>Eid Ul Fitr</td> </tr> <tr> <td>5 - 11 Sep</td> <td>Chimney Fire Safety Week</td> </tr> <tr> <td>5 - 11 Sep</td> <td>UK Business Safety Week</td> </tr> <tr> <td>19 - 25 Sep</td> <td>Gas Safety Week</td> </tr> <tr> <td>26 Sep - 2 Oct</td> <td>CFOA Home Safety Week</td> </tr> <tr> <td>26 Sep - 2 Oct</td> <td>Fire Door Safety Week</td> </tr> <tr> <td>1 Oct</td> <td>Older Persons 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	5 - 11 Sep	UK Business Safety Week	19 - 25 Sep	Gas Safety Week	26 Sep - 2 Oct	CFOA Home Safety Week	26 Sep - 2 Oct	Fire Door Safety Week	1 Oct	Older Persons Week*			<p>solutions i.e. complex dependency. Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years</p> <p>Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including PCCs and social care.</p> <p>International economic uncertainty suggests economic stability could still be undermined</p> <p>Increased risk of terrorism and radicalism, from Islamic, far right and other marginalised groups</p> <p>Heightened threat level</p>
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	<p>Communications to ensure activities are coordinated Note * - All Stations must deliver activities for these events. A further event must be completed based on local demographics/risk</p> <p>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> <p>We will support the delivery of objectives within the Sustainable Communities Strategy</p>		<table border="1"> <tr> <td>17 - 23 Oct</td> <td>Candle Safety Week</td> </tr> <tr> <td>24 - Oct - 4 Nov</td> <td>Bonfire Period*</td> </tr> <tr> <td>31 Oct</td> <td>Diwali</td> </tr> <tr> <td>7 - 13 Nov</td> <td>Electrical Fire Safety Week*</td> </tr> <tr> <td>11 Nov</td> <td>Armistice Day</td> </tr> <tr> <td>21 - 27 Nov</td> <td>National Road Safety Week</td> </tr> <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>	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	15 - 21 Feb	National Chip Week	14 - 20 Mar	National Sprinkler Safety Week			Civil disobedience and protest arising from political issues and/or marginalisation
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	and integrate CFRS activities by contributing to key partnerships / local delivery plans. (e.g.CSP, AP's, CDRP etc.)					

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 3 people will retire in Cheshire West and Chester over the next year. Evidence supports that over recent years that more people have retired or have left the Service than were forecast to leave. Through the Service Establishment Meeting and Human Resources Management Team Meeting (HRMT) we have identified that in the next 5 year period 2016-2021 there is a potential continuous shortfall of staff to meet the funded establishment.
Recruitment	We will consider the requirement to address staffing shortfalls through recruitment (transfers, migration, wholetime recruitment, cross boarder promotions and apprentices). We will continue to manage on-call recruitment in conjunction with HR, local SM, SDM and Resourcing.
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. For each of the new stations a Skills Gap Analysis will be completed to ensure we have the people with the right skills in the right place to deliver an effective service. Entered as an appraisal objective for the SM's. Recognition is given to the purchase of new structural appliances and special appliances specific to water capabilities and the aerial ladders platforms.
Managers/ICs	We have set a target to ensure at least one ICA firefighter is available on every watch. This year will see a series of promotion boards for Watch and Crew Managers which should stimulate development in this area along with a newly designed development programme.

**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.