

Making Cheshire Safer



Cheshire West and Chester
UNITARY PERFORMANCE AREA PLAN 2017-18

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Unitary Admin Manager	Emma Mason		
Locality Safety Manager:	Emma Coxon		
Unitary Protection Manager:	Ian Kay		
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	Q2	October 2017	(Mid Year)
	Q3	January 2018	
	Q4	May 2018	(End of Year)
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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

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.

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.

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.

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 2016/17 planning year CWAC saw a decrease in accidental fires in the home when compared to the same period in 2015/16 (133 incidents in 2016/17 compared to 119 incidents in 2015/16). 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 2016/17 planning year was strong compared to the same period in 2015/16, with a total of 388 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 with a more increased emphasis on the newly appointed SPOC for each Local Policing Unit.

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 479 KSI casualties including 38 fatalities in the CFRS area during 2015 of which 174 KSI casualties occurred in CWAC including 13 fatalities.

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

Ellesmere Port Community Fire Station

Station Manager: Anthony Jones

WM Jason Lyth
 WM Billy Lenthall
 WM Hannah Caulfield
 WM Stuart Guy
 WM 2 Wrl, FU, EPU
 (WT) Staff Number: 40 ops,
 Community Fire Safety, Youth Engagement, Cadet Group.

Frodsham Community Fire Station

Station Manager: Stuart Devereux

Watch Manager Tony Penny
 1Wrl, (On Call)
 Staff Number: 13 ops, Cadet Group

Northwich Community Fire Station

Station Manager: Paul Watts

WM Ronnie Moore
 2 Wrl, 1 CCU (DC1/OC)
 Staff Number: 9 DC, 17 OC ops, Cadet Group

Protection Office

Station Manager:

Ian Kay

Powey Lane Fire Station

Station Manager: Paul Watts

WM Ant Fletcher
 WM Paul Harrison
 WM Chris Durkin
 WM Carl Nevitt
 WM 1 Wrl
 (WT) Staff Number: 28 ops.
 Operational Hub

Prevention Office

Locality Safety Manager:

Emma Coxon

Chester Community Fire Station

Station Manager: Anthony Jones

WM Simon Gildea
 WM Chris Durkin
 WM Richie Gerrard
 WM Mike Perks
 2 Wrl, ALP, IRU, S/Boat
 (WT) Staff Number: 32 ops
 Community Fire Protection
 Cadet Group. Respect. Princes Trust

Malpas Community Fire Station

Station Manager: Matt Barlow

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

Winsford Community Fire Station

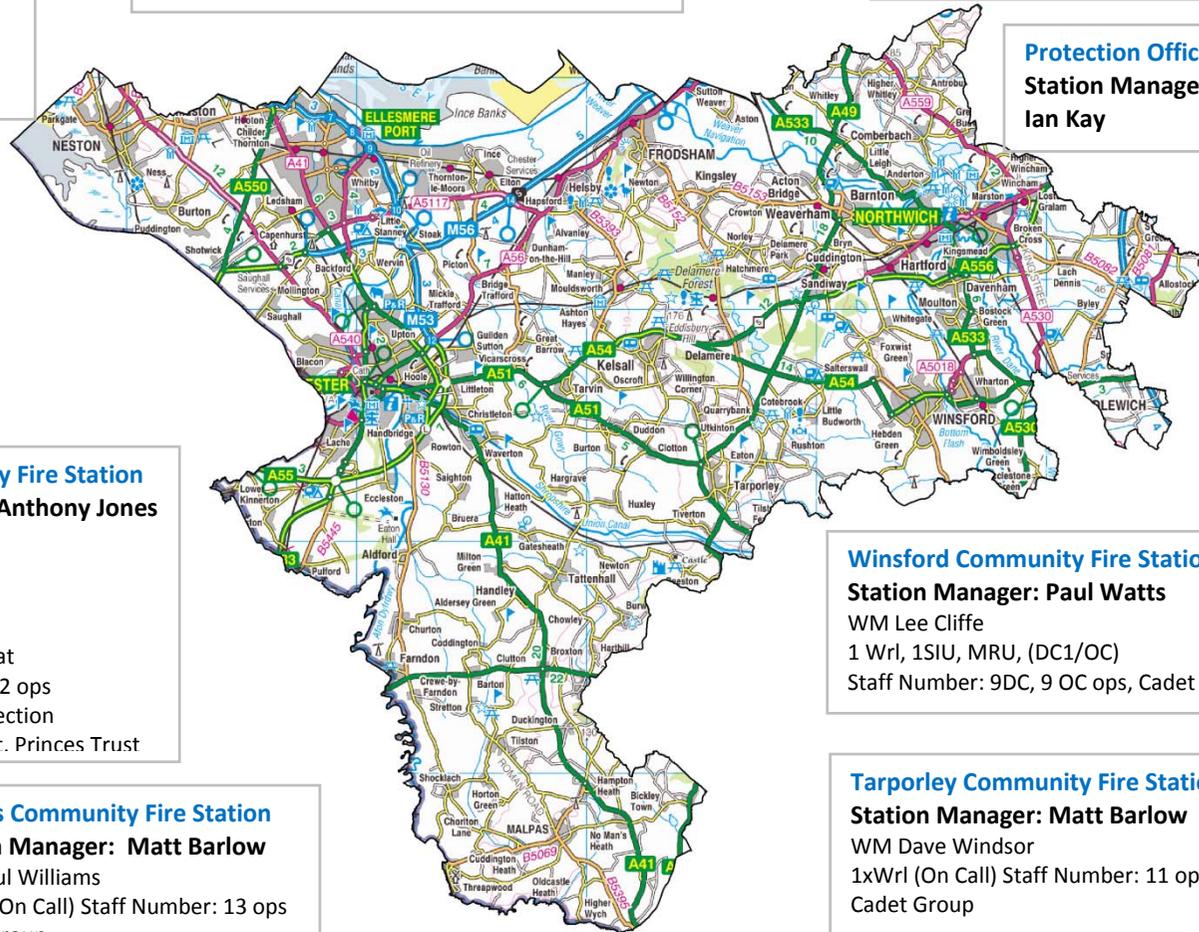
Station Manager: Paul Watts

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

Tarporley Community Fire Station

Station Manager: Matt Barlow

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



2. UNITARY PERFORMANCE TEAM

Fire Authority Members	Councillors: Pam Booher, Hugo Deynem, Jane Mercer, Stuart Parker, Bob Rudd, Tony Sherlock, Eleanor Johnson
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, Lee Scott
Stations and Relevant Station or Watch Managers where appropriate	<p>(07) Powey Lane - SM Anthony Jones (08) Ellesmere Port Fire Station – SM Anthony Jones (09) Chester Fire Station – SM Anthony Jones (25) Northwich Fire Station – SM Paul Watts (27) Winsford Fire Station – SM Paul Watts (11) Malpas Fire Station – SM Matt Barlow & WM Paul Williams (10) Tarporley Fire Station – SM Matt Barlow & WM Dave Windsor (06) Frodsham Fire Station – SM Stuart Devereux & WM Anthony Penny</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 2017-18 '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 2017/18
1.1	<p>We will deliver 1,344 per whole time pump, 739 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. 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 accordance with our partnerships with Age UK.</p>	SD Pre	<p>16/17 Total Accidental Dwelling fires = 133 (17/18 target 123) 16/17 Total number of primary fire injuries = 19 (ADF Injuries = 13). ADF Injury target 17/18 = 8</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</p>	Number of Safe and Well Visits completed from the HRD data set and partner referrals.	6,854
				By 01/04/2018 - Visit 100% of Gold households to offer a Safe and Well visit.	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)	8
				Reduction in BV142iii Accidental Dwelling Fires	123
				BV143i Deaths in Accidental Fires	0
				Deaths in Primary Fires (NI49ii)	0

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2017/18
	We deliver Key Stage 2 educational visits to all primary schools within the unitary area (124 KS2 visits – Ellesmere Port 22, Powey Lane 14, Chester 24, Northwich 23, Winsford 11, 30 On-Call Station areas)		<p>most frequent ignition source.</p> <p>The highest density of incidents occurred in Northwich, Ellesmere Port and Chester.</p>	Reduction in NI49iii Non-fatal casualties (excluding precautionary check)	
1.2	Operational Crews to support the delivery of national and local planned Road Safety Programmes to ensure the provision of suitable educational information is delivered in conjunction with the Locality Safety Manager and as detailed in the Road Safety Delivery Plan 2017/18.	Pre	<p>People within this "Platinum" risk category are more likely to be older, living alone in demographic areas that are known to have more fires.</p> <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, prioritising the Gold, Silver and Bronze households taken off the HRD data set. Other Safe & Well visits are completed following agency referral and post incident.</p>	<p>BV 144 Percentage of accidental fires in dwellings confined to room of origin</p> <p>BV 209iii percent of dwellings were no smoke alarm was fitted.</p>	<p>95%</p> <p>No more than 12%</p>

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 2017/18
2.1	<p>In support of the 2017/18 CFRS Deliberate Fire Reduction Plan 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 each Local Policing Unit and officer appointed as a Single Point of Contact for arson related matters within their areas, evidence/information gathering at incidents will be shared in a timely manner with local Police and other partners through the Problem Solving Groups and Neighbourhood Meetings in order to target and reduce activities.</p>	SD P&P	<p>16/17 Deliberate Primary Fires = 81</p> <p>16/17 Deliberate Secondary Fire = 307</p> <p>Saturday & Sunday was the peak day for activity.</p> <p>Most active time periods were between 5pm and 10pm peaking at 8-9pm. The least activity was between 5am and 12pm.</p> <p>The Service Fire Reduction Plan 2017/18 designated hotspot concentration in:</p> <p>Ellesmere Port; Town & St Paul's wards –</p>	NI33i Deliberate primary fires	75
				NI33ii Deliberate Secondary	329
				Deliberate Primary Fires excluding Vehicles (BV206i)	44
				Deliberate Secondary Fires excluding vehicles (BV206iii)	326
				Deliberate primary vehicle fires (BV206ii)	32
				Deliberate secondary vehicle fires (BV206iv)	3
				NI 21 Anti-Social Behavior	0
				Reduction in arson over the bonfire period or for periods identified through local intelligence and increased activities.	100%

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
			<p>specifically Wolverham & Rivacre Brook.</p> <p>Winsford; Wharton , Over & Verdin wards</p> <p>The Service Corporate Intelligence unit will analyse deliberate fire activity based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform arson reduction activity.</p>	<p>PNR's to be completed for all Level 1 deliberate fire incidents</p> <p>Attendance at local PSG meetings</p>	
2.2	Deliver bonfire; firework and safety campaigns	SD Pre & Pro		Bonfire Reduction Plans and Report. Local SM's to produce the plans in conjunction with local partners, LPU's and the Arson Reduction Manager.	
2.3	Continued delivery of our youth engagement programmes, including cadet units, RESPECT, key Stage 2 school visits & Princes Trust Teams	Pre		RESPECT Teams completed and supported by Service Delivery Teams	TBC
					TBC

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
				Princes' Trust Teams	
				NI117 NEET Young People	TBC

3. Improve Road Safety - NI47

There were 479 KSI casualties including 38 fatalities in the CFRS area during 2015 of which 174 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 & Outcomes	Target 2017/18
3.1	In support of the 2017/18 CFRS Road Safety Plan;		There were 479 KSI casualties including 38 fatalities in the CFRS area during 2015 of which 174 KSI casualties occurred in CWAC including 13 fatalities.	A reduction in KSIs (NI47)	TBC
	The Service will support Summer Road Safety Week planned for 15 th to 30 th July 2017	Pre		Summer Road Safety Week – 1 event per whole time / DC1 station.	5
	Each Whole time watch will deliver at least 1 additional road safety in conjunction with Corporate Communication Team.	SD		Each Whole time watch will deliver at least 1 additional road safety event	14
	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2017.	Pre		1 event per whole time / DC1 station.	5
	In liaison with the Local Road Safety Partnership each wholtime watch to deliver a specific event during Brake	Pre		One event per whole time / DC1 watch to support the theme of the Brake Road Safety week.	14

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
	Road Safety week 19th to 26th November 2017.				
3.2	Support regional and national FRS road safety activity by effectively engaging with other FRS Road Safety Practitioners through the CFA Prevention, Protection & Road Safety Directorate.	Pre	The Service Business Intelligence Unit will analyse RTC/KSI's based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform RTC reduction activity.	1 per whole time / DC1 station.	5
3.3	Represent CFRS on local road safety delivery groups (including LAPS and CSP) to ensure activity is integrated into each local authority's statutory road safety plan.	SD Pre		Representation on local authority boards and strategic delivery and support of CSP priorities identified through Strategic Assessment.	

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 2016/17 there were 393 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 2016/17 there were 53 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead		Outputs and Outcomes	Target 2017/18
4.1	Implement proactive initiatives to reduce the impact of UWFS. This will include monitoring all UWFS's and responding in accordance with NEW UWFS policy	Pro	16/17 Fires in Non Domestic Premises: 53. The repeat property types for non domestic fires were Single shops and factories.	Reduction in non domestic property fires (BV207)	48
				Reduction in Uwfs	457
4.2	WT and DC watches will receive 1 day's technical scene preservation training from Protection.	Pro	16/17 False Alarms in Non Domestic Premises: 399	WT & DC personnel to complete 2 day technical fire safety (Protection) course	1 day
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-Christmas visits)	Pro	The most common causes are Faulty Equipment and Cooking/burnt toast.	One themed inspection per watch per tour (to include Fire works, pre-Christmas visits)	1 per watch per tour
4.4	P&P to organize two business safety events in each Unitary Area.	Pro		Completed Business Liaison events	1

Ref	CAP	Lead	Outputs and Outcomes	Target 2017/18
4.5	As and when requested by industry CFRS will take part at exercises at COMAH sites.	SD	Protection Team complete 150 audits across the Service area.	
4.6	Undertake health Check/ "during performance" (peak activity) type inspections of sleeping risk premises.	Pro	Following any notable fires in commercial premises all relevant premises; either within the immediate vicinity or similar business sector visited.	
			Prevention and Protection to complete a minimum of 600 initial premises audits	600 audits

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 2017/18
5.1	Maintain skills matrix to ensure operational staff resilience/competence and prioritise training needs	OTG SD	.	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), along with any specialist training course/s required by the station/s operational capability required, as per Policy and guidance	

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target 2017/18
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	SD		<p>Qualitative & quantitative reports by SM. (see: PDRPro Reports) Complete 100% of Cluster and short notice exercises.</p> <p>Training events validated by SM. One heritage theme operational exercise or simulation. High performance on PDRPro relating to Service Training Forecast.</p>	
5.3	<p>Ensure full compliance to the Station Management Framework as per policy.</p> <p>Update risk register</p>	SD		Compliance with standards with SMF policy (SMF eDocs 1391)	
5.4	Maintenance of the Station Risk Footprint as per the SSRI policy (SSRI validation and quality assurance completed)	SD		<p>100% of SSRIs (low & high level) to have plans attached on Fire Core.</p> <p>All Low Level SSRIs recorded on FireCore include initial considerations and a plan drawing of the site applying new risk methodology.</p>	

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target 2017/18
5.5	<p>All Appraisals to be completed on time.</p> <p>To ensure resilience, each watch should have a minimum of one fire fighter suitably qualified to act to crew manager.</p>	SD		<p>100% of appraisal to be completed before the deadlines</p> <p>Minimum of one fire fighter qualified to act to crew manager per watch (ICA)</p> <p>Ensure appliance availability and resilience</p>	100%
5.6	<p>Hydrant Inspections</p> <p>Each station will complete their High Risk SSRI Hydrant Route as per policy.</p>	SD		Hydrant Inspections completed as per policy.	100%

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

We will implement the objectives set out in the Integrated Risk Management Plan (IRMP14). 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
6.1	<p>The Service Delivery Department will be involved in the delivery of various IRMP (10 -14) Objectives.</p> <p>We will continue to support the Emergency Response Programme.</p>	SD			N/A
6.2	Support the project which explores opportunities to develop Chester Fire Station	SD	Following Members approval in December 2016, authorising officers to negotiate and conclude an agreement on the proposals for a new Fire Station, work with internal and external department to satisfactorily		

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
6.3	Expand and roll out the programme of Cardiac Response Pilots to all Fire Stations.	OPA SD	<p>deliver the Authority's requirements.</p> <p>Under the scheme, both NWS and firefighters respond and whoever reaches the casualty first, starts providing life-saving treatment.</p>	<p>It is hoped that the scheme will be extended to all stations by December 2017, subject to review and the agreement of staff.</p>	
6.4	<p>Engaging Diverse Communities. Each station will participate in events relevant to community risk and the community diversity profile within their station area.</p> <p>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.CSP, AP's, CDRP etc.)</p>	SD Pro & Pre	<p>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 Communications to ensure activities are coordinated Note * - All Stations must deliver activities for these events. A further event must be</p>	<p>Number and type of events delivered.</p> <p>One station open day per station.</p> <p>100% attendance at identified strategic and local meetings. (See CAP).</p>	<p>1 per station</p> <p>100%</p>

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
			<p>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>		

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 1 person 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 through the Recruitment Project Task Group.
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.
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.