

Select Unitary Area Unitary Performance Area Plan 2014-15	
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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> <p>P1 Maintain a detailed understanding of our communities and carry out risk analysis and assessment to identify the people and property most at risk</p> <p>P2 Deliver campaigns and projects to reduce antisocial behaviour and increase awareness of fire and road safety</p> <p>P3 Ensure fire safety legislation is implemented effectively</p>
	<p>To respond promptly and effectively to emergencies we will:</p> <p>R1 Ensure plans and resources are in place to provide a flexible, efficient and resilient response to emergency incidents</p> <p>R2 Use intelligence and data to match resources to risk and demand</p> <p>R3 Ensure the safety of our people by providing them with the right equipment, training and skills</p>
	<p>In developing an excellent organisation accountable to our communities we will:</p> <p>S1 Ensure our workforce is competent and able to deliver our vision</p> <p>S2 Inform and involve our communities and our staff in developing services and policies which are open, transparent and accountable</p> <p>S3 Deliver value for money services which maximise community safety and minimise our impact on the environment</p>

2. Story of Place and Community Profiles

Community Profile

Cheshire East Unitary has a population of approximately 370,000 and an area of 1,116km, which makes it the third largest Unitary Authority in the North West. This area is bounded by four neighbouring authorities and has a predominant agricultural land usage extending from hill farming in the Peak District Park to the dairy pastures of the Cheshire Plain. Within this boundary lies a diverse range of settlements bounded by the conurbations of Manchester City Region to the North and Stoke on Trent to the South. It contains the industrial railway town of Crewe, the old silk mill towns of Macclesfield, Bollington and Congleton, the historic market towns of Nantwich, Knutsford and Sandbach, the commuter town of Wilmslow, the Salt town of Middlewich, as well as smaller settlements like Audlem, Poynton, Alsager, and Holmes Chapel.

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

According to the ONS in 2011 there were 159,441 dwellings in Cheshire East. The rate of increase of Cheshire East's population is speeding up. The number of usual residents increased by 3.4% between 1991 and 2001, and by 5.1% between 2001 and 2011. Station area profiles show that the Crewe station area has the highest population, at 93,475. Audlem has the lowest population within its station area, at 6,981. According to ONS, Census 2011 Cheshire East has an older age profile than, Cheshire, the North West and England, with the age groups from 45 and older all displaying a higher proportion of the area's population when compared to the other areas. There are also lower proportions in the under-5 age group for Cheshire East. The proportion of the population that is over the age of 65 has increased since 2001, across all the local authorities in the CFRS area. Cheshire East now displays the highest proportion of over-65s in the CFRS area. Crewe has the highest population of over-65s for its station area, at 15,571. Audlem has the lowest, at 1,420. However, proportionally speaking, Audlem has a high level of over-65s – that is, it has a high concentration of over-65s relative to its overall population. 21, 409 people over 65 years live as a one person household. The population of people over the age of 65 living alone is set to increase by over 51% by 2030.

According to Cheshire East Council's population forecasts population is projected to increase 384,000 by 2029. The number of people aged 65 or above will increase by over 50% from 68,400 in 2009 to over 108,500 in 2029. The number of people aged 85 or above will more than double over the next 20 years, increasing from around 9,300 in 2009 to over 20,000 in 2029. Going forward this means that there will be an increasing number of older people being supported by a decreasing number of working-age people, which could imply a greater demand for public sector services, but with less tax revenue to finance this increased demand. More specifically, there will be particular pressures on the sort of public services

which older people are more likely to use, such as hospitals, care services, public transport and leisure/ cultural facilities. In responses to these issues the Aging Well programme has been set up. The programme is a partnership made up local people and organisations from the public, private and voluntary sector. The programme focuses on six work streams – Care & Support, Community Safety, Healthy Ageing, Culture & Learning, Housing, Income & Employment and Transport.

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

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

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

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

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

Key Priorities for CFRS in Cheshire East

Accidental fires in the home continue to be a key issue with 110 occurring between 1/4/2012 to 31/1/2013. Our Home Safety Assessment campaign has helped reduced these significantly with around 30% fewer incidents than in 2007. Although the long-term trend shows fire deaths have reduced significantly there were 3 fatal incidents (between 1/4/2011 – 22/2/2012) in Cheshire East so risk reduction activities must continue.

There were 347 arson incidents between 1/1/2012– 31/12/12 These cause significant damage and cost to the local economy and affect public satisfaction with the local area. Again, our reduction campaigns have been hugely successful over the past couple of years with 43% fewer incidents since 2007 but levels are still high in isolated pockets - as is anti-social behaviour - so we must continue our efforts.

During 2011 242 people were seriously injured on the roads last year and there were 14 fatalities so we will continue to support our partners to deliver a reduction in the number of those killed and seriously injured on the roads.

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 xx will retire over the next year. This is in line with the required reduction in wholetime operational staff to meet budget constraints and the IRMP work programme. Therefore, it is not a significant concern in itself. However, it will mean staffing may become heavily dependant on overtime.

RECRUITMENT

We will not be recruiting any whole time staff this year but we will be recruiting additional on call in line with the IRMP. This will be managed through a specific project.

SKILLS & COMPETENCIES

All requirements will be assessed prior to the annual appraisal process to ensure that training courses are arranged to meet local needs.

MANAGERS / IC's

We have set a target to ensure at least one ICA firefighter is available on every watch. Whilst good progress is being made there are some gaps because ICA firefighters are already acting-up. This means the capacity may be insufficient to meet emerging deficiencies. Managers will continue to support ICA firefighters as they come forward.

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.

4. Unitary Performance Team

Fire Authority Members	Councillors: Dorothy Flude, David Brickhill, Bill Livesley, Gillian Merry, Margaret Simon, Chris Thorley, David Topping, Jacque Weatherill
Unitary Performance Manager	Simon Gibbins
Locality Safety Manager	Lorraine Page
Unitary CFP Manager	Steve Pratt
Unitary Admin Manager	Bev Hughes
Unitary Communications Representative	Helen Crick
Unitary Human Resources Representative	Carmine Rabhani Laura Jones
Stations and Relevant Station or Watch Managers where appropriate	<p>Nantwich – SM John McDermott/WM Chris Mannix</p> <p>Audlem – SM Derek Dickson/ WM Richard Meadows</p> <p>Crewe – SM Paul Binyon</p> <p>Sandbach – SM John McDermott/WM John Brownrigg</p> <p>Holmes Chapel – SM John McDermott/WM Paul Brider</p> <p>Congleton – SM Stewart Forshaw</p> <p>Macclesfield – SM Stewart Forshaw</p> <p>Bollington – SM John McDermott/WM James Eyres</p> <p>Poynton – SM John McDermott/WM Kieran Merriman</p> <p>Wilmslow – SM Steve Flanagan</p> <p>Knutsford – SM Steve Flanagan</p> <p>Middlewich – SM Derek Dickson/WM Les Abernethy</p>

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.

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 3162 (527 per pump) (from 60k) from the HRD set (including partner referrals). We will visit all Gold Addresses to offer a HSA and will deliver a HSA to 65% of the gold addresses.</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</p> <p>We deliver key stage 2 educational visits to all primary schools within the station area. (number of visits recorded on CAP)with Age UK.</p>	SD + CS	<p>During the period 01/4/12 to 31/1/11 13 there were 110 accidental dwelling fires (16 injuries and 1 fatality).</p> <p>Most ADF's occur in Crewe (39) with smaller concentrations in Macclesfield (15) and Wilmslow (15)</p> <p>The majority of ADF's in Cheshire East took place in the kitchen. The most common causes being related to</p> <ul style="list-style-type: none"> • Cooking (37%). • Electrical supply (15%) • Domestic Appliance (15%) • Smoking (12%) <p>Males and females over 65 are at risk and males are twice as likely as females to die in fire.</p> <p>The risk for males aged 85+ is twice that of males 65+. Our targeting of HSA's is aimed at the over 65's,</p>	<p>Number of Home Safety Assessments completed from the HRD data set and partner referrals.</p> <p>Visit 100% of GOLD households to offer a HSA</p> <p>65% of HSA delivered to gold addresses engaged with</p> <p>100% of the over 65's will be offered a Contact Assessments during HSA's</p> <p>Injuries in ADFs (BV143ii)</p> <p>BV142iii Accidental Dwelling Fires</p> <p>XXX Key stage 2 visits completed</p> <p>BV143i Deaths in Accidental Fires</p> <p>Deaths in Primary Fires (NI49ii)</p> <p>NI49iii Non-fatal casualties (excluding precautionary</p>	<p>3162</p> <p>100%</p> <p>65%</p> <p>100%</p> <p>TBC</p> <p>TBC</p> <p>100%</p> <p>0</p> <p>0</p> <p>Reduce by</p>	<p>Reduction in funding will require councils and other local authorities to consider radically different ways of delivering services.</p> <p>Ageing population and the challenges that they bring to public service providers. In particular, the costs of meeting increasing demand for dementia and related care services.</p> <p>Social Care reforms are aiming to ensure people stay at home for as long as possible before moving into care.</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>
NC ¹ 1.2	Operational crews will support CS to deliver Cheshire Safety Day. (NO CAP – HQ Led initiative)	CS/Corporate Comm				

¹ Non CAP – HQ led initiative

1. Improve Home Safety

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Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target	PESTLE Drivers
		unications	prioritising the Gold, Silver and Bronze households taken off the HRD data set. Other HSA's are completed following agency referral and post incident.	check)		Increasing number of single person households thus who are more at risk from fire.
1.3	We will support the delivery of the 'Dirty Grills kill' campaign and promotional activity directed by the service campaigns group (No CAP).	CC		BV 144 Percentage of accidental fires in dwellings confined to room of origin		
1.4	CS will deliver ½ days Safeguarding training to all CS, CFP staff, Whole time and day duty staff. (CS lead CAP)	CS		BV 209iii percent of dwellings were no smoke alarm was fitted.		

2. Reduce Deliberate Fires and Anti-Social Behavior

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

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target	PESTLE Drivers
2.1	<p>This is an intelligence led objective that will be activated when there is a concern with levels of deliberate fire activity in a particular station area.</p> <p>Where required specific plans will be developed to respond to peak activity and reduce all deliberate fire setting including bonfires.</p> <p>We will continue to develop relationships with Police to improve evidence/information gathering at incidents. This will be shared in a timely manner with local Police and other partners through the Local Tasking & Co-ordination Group (T&C) and the new PNR IRS interface process, so risk reduction activities can be implemented. (NB. The attendance at T&C and the completion of PNR's is considered part of normal day to day work)</p>	SD + CFP	<p>During the 12 months from 1st Jan 12 to 31st Dec 12 there were a total of 347 deliberate fires in Cheshire East (110 of which were primary fires and 237 were secondary fires).</p> <p>The hotspots areas are mainly in Crewe and Congleton. Very small concentrations occur in Macclesfield, Wilmslow and Middlewich.</p> <p>Saturdays were the peak days for the incidents. Most active time periods were between 5 p.m and 1 a.m; peaking at 7-10 p.m. The least activity was between 5 a.m and 2 p.m.</p> <p>Analysis undertaken during Q3 of 2012/13 has identified that arson activity is emerging in the following areas:</p> <ul style="list-style-type: none"> • West End of Crewe(8) involving refuse and wheelie bins • Jubilee Skate Park Congleton (5) (15 in the last months) involving Wheelie bins, rubbish containers etc • YMCA area of Crewe (5) involving playground equipment, hedges etc. 	<p>NI33i Deliberate primary fires BV 206 ii primary vehicles (Reduction on 12/13 outturn)</p> <p>NI33ii Deliberate Secondary BV206iv Secondary vehicle fires (Reduction on 12/13 outturn)</p> <p>2.1 Reduction in deliberate fire setting over the bonfire period. (Service target is TBC)</p> <p>2.1 PNR's to be completed for all level 1 deliberate fires incidents.</p> <p>2.1 Attendance at 100% of local NAT (T&C) meetings</p> <p>2.2 RESPECT Programmes completed</p> <p>2.2 Princes Trust Teams programmes completed</p> <p>2.2 NI117 NEET Young People</p>	<p>TBC</p> <p>TBC</p> <p>TBC</p> <p>100%</p> <p>100%</p> <p>TBC</p> <p>TBC</p> <p>TBC</p>	<ul style="list-style-type: none"> • Continued reductions in resources – both CFRS and partners • Community Budgets and sub-regional collaboration • Difficult business environment – continued risk of arson, increased mental health issues, deprivation, unemployment, alcoholism and deprivation. • Welfare Reforms - High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society

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
	Continued delivery of our youth engagement programs; cadet units, RESPECT, key Stage 2 school visits & Princes Trust Teams.	CS	<p>During the 12 months from 1st Jan 12 to 31st Dec 12 there were a total of 18 deliberate fires involving non domestic premises. Most of these incidents took place on Fridays with the most active time periods were between 12pm and 1 pm and 2pm and 11pm.</p> <p>In 2012 Cheshire East had the lowest number of bonfire incidents compared to other Unitary Areas. Nevertheless there were still 68 bonfire related incidents. 26 took place prior to and 26 took place during the Bonfire period and 16 incidents post bonfire period. The majority of the incidents occurred between 3 pm and 10pm.</p> <p>The Service Business Intelligence unit will analyse deliberate fire activity based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform arson reduction activity.</p>	<p>Deliberate Primary Fires excluding Vehicles (BV206i) (Reduction on 12/13 outturn)</p> <p>Deliberate Secondary Fires excluding vehicles (BV206 iii) (Reduction on 12/13 outturn)</p> <p>Deliberate primary vehicle fires (BV206ii) (Reduction on 12/13 outturn)</p> <p>Deliberate secondary vehicle fires (BV206iv)</p> <p>Levels of Anti Social Behavior</p>	<p>-5%</p> <p>-5%</p> <p>-5%</p> <p>0</p> <p>No target set by Cheshire Police</p>	<ul style="list-style-type: none"> Increasing fuel costs will move more households into fuel poverty. PCC elections – depending upon their agenda could change the face of local politics, the drive for collaboration and the direction of crime and disorder partnerships.

3. Improve Road Safety - NI47

During 13/14 within the Cheshire FRS footprint area there were 605 KSI's; with 29 people losing their lives in road traffic collisions. This is comprised of children, young adult road users, car occupants, pedestrians, pedal cyclists, and powered two-wheelers. Whilst the KSI figures is over 40% less than it was a decade ago, it is still unacceptably high and its impact devastates families and puts significant strain on the public services that deal with the incidents and help put lives back together.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
3.1 (1)	The CS. RSO's will promote & plan a programme to deliver 6 th form road safety educational activity. The delivery to include the use of the Think! Car; which will also be used to link in the Drive I.Q. programme for students. Programme to be organised by CS. RSO's and delivered by operational crews.	CS	During 2013/14 an average of 5 people died on the roads of the UK each day, of which over 3 people lost their lives within our County each month. Within the Cheshire FRS footprint area the real figure was 605 KSI's with 29 people losing their lives in road traffic collisions, which represents considerable progress in reducing KSI's on across our road network over the years.	A reduction in KSIs (NI47)	TBC	Drug Driving Law as part of Coalitions mid-term review. Cheshire East Council has contracted out some road safety responsibilities.
				3.1 (1) Number of Think Road Safety Educational activities completed.	CE = 15 (Were possible it will includes up to 7 On Call Stations)	
3.1 (2)	CS to organise, wholetime stations to lead and deliver with support from CS Motorway Engagement Days (MED).	CS	There were 243 KSI casualties with 12 fatal in Cheshire East (2012). The number of KSIs in Cheshire East has remained relatively constant over the last three years. NOTE: Casualty Figures are Calendar year, and are produced approximately 9 months into the following year. i.e. 2013 data will be available in Sept 2014.	3.1 (2) Number of Motorway Engagement Days completed (Knutsford and Sandbach)	CE = 8	PCC elections – depending upon their agenda could change the face of local politics, the drive for collaboration and the direction of crime and disorder and road safety partnerships.
3.1 (3)	Support the National Road Safety week (proposed dates 9 th – 15 th June 14) to deliver a fire service presence from all WT & DC fire stations at suitable locations planed by CSRSO.	CS	MORE INFO TO BE INCLUDED	3.1 (3) National Road Safety Week - minimum of 100 x 1:1 road safety messages delivered at each site.	100 1:1's per site	
3.1 (4)	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2014. CS to	CS	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	3.1 (4) Events undertaken as part of the CFOA / Tyresafe winter driving campaign. One event per wholetime/day crewed	CE = 5	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	organise operational crews to attend.		RTC reduction activity.	station		
3.1 (5)	CS to organise and wholetime stations to support summer and Christmas Drink Driving campaigns led by Road Safety Partnership.	CS		3.1 (5) Events delivered as part of the Summer & Winter Drink Driving Campaign.	CE = 2 event	
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		3.2 Number of Drive Survive completed across Cheshire.	Internal = 20 External = 10	
				3.3 Number of hours that fire bike engages with motorcycle riders. Number of riders taking up advanced rider courses	7 days (7 days per volunteer)	

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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				
3.4 (1)	In liaison with the CFS/Local Road Safety Partnership each whole time watch to deliver a specific event during Brake Road Safety week 17 th -23 rd November 14	SD/CS		3.4 (1) Number of events delivered during Brake Road Safety Week.	CE = 12	
3.4 (2)	Each whole time watch will deliver at least 1 additional road safety event to address the rise of vulnerable road user injuries	SD / CS		3.4 (2) Each Whole time watch will deliver at least 1 additional road safety event to address local needs	CE = 12	
3.4 (3)	Station Managers/ CS to represent CFRS on their local road safety delivery groups (including LAP's) to integrate CFRS activities into the local road safety plans	SD + CS		3.4 (3) 100% attendance on road safety delivery groups	100%	
3.4 (3)				3.5 deliver to 130 primary schools and to 21 high schools	CE = 130 Primary & 21 Secondary	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
3.5	In accordance with the Cheshire East Council commissioned road safety agreement we will deliver key stage 2 and 4 road safety education to schools contributing to a reduction in the number of children killed and seriously injured	CS		Percent of RTCs passing the Cheshire Standard.	95%	

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 xxx false alarms. These are a significant drain on resources and therefore we will robustly implement service policies to ensure significant reductions in this type of incident. Each year there are around 60 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
NC ² 4.1	Implement proactive initiatives to reduce the impact of UWFS. This will include monitoring all UWFS's and responding in accordance with UWFS policy. (NO CAP)	CFP	<p>Fire in Non Domestic Premises</p> <p>During the period 01/4/12 to 31/01/13 there were 38 primary non domestic fires in Cheshire East. The majority of the incidents occurred in the Crewe area (14) with smaller activity occurring in Macclesfield (7) and Wilmslow (6).</p> <p>The most common property types affected include</p> <ul style="list-style-type: none"> • Food and drink outlets (6) • Hospitals (4) • Agricultural (6) • Retail (5). <p>The most common cause is accidental (32 incidents) and then Deliberate (9). The specific causes mostly electrical related (47%) and naked Flames (26%).</p>	Reduction in non domestic property fires (BV207)	TBC	<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
4.2	Each Whotetime and Day Crewing watches will receive 1 day's technical scene preservation training from CFP	CFP		4.1 Reduction in Uwfs	TBC	
4.3	Operational crews undertake fire safety audits, peak activity inspections, thematic visits with a commitment based upon; up to a maximum of one inspection per watch per tour (to include Fire works, pre-xmas visits)	CFP		4.2 WT & DC personnel to complete 1 day Scene preservation training	1 day	
4.4	CFP Officers to undertake a health Check/ "during performance" (peak activity) type inspections of sleeping risk premises.	CFP		4.3 One themed inspection per watch per tour (to include Fire works, pre-xmas visits)	Up to a max of 1 per watch per tour	
4.5	CFP to organize two business safety events per unitary area; wholetime/day crewing operational crews maybe required to support these events.	CFP		4.4 Completed Peak activity Inspections	15	
			Unwanted Fire Signals	4.5 Completed Business safety events per unitary area	2	

² Non CAP

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

We will improve the standards of fire safety within the non domestic built environment and reduce the occurrence of Non Domestic fire related incidents and safeguard heritage. Last year there were xxx 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 4.6	As and when requested by industry CFRS will take part in exercises at COMAH sites. (NO CAP)	SD	Crewe and Macclesfield. The highest property types are: Hospitals (81 incidents) Infant/Primary Schools (47 incidents) Purpose built flats (41 incidents) Nursing/care (38 incidents) Faulty systems, accidentally/carelessly set off and dust were the three top causes.			spending could also lead to higher levels of unemployment.

³ Non CAP – The majority of COMHA exercises will be led from SHQ

5. Improve Operational Preparedness

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

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
NC ⁴ 5.1	All Appraisals to be completed on time. Skills matrix to be maintained to guarantee Individual, team and station training needs are prioritised ensuring operational resilience. 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)	SD	<u>Training</u> All Operational Personnel to attend a two day BA/Fire behavior training 30% of operational personnel will attend the following course: RTC/BTAC (2 day), Height Safety (1day), Hazmat (1day)	5.1 OUTPUT: 100% of appraisal to be completed before the deadlines Each station to maintain skills matrix and achieve the requirements as far as practicable Minimum of one fire fighter qualified to act to crew manager per watch 5.1 OUTCOMES: Ensure appliance availability and resilience		The homeland security debate – amalgamation of emergency services agenda, more interoperability between services etc. Risk of terrorism Spate weather conditions may increase operational incidents concerning flooding etc. Pension reform still retains potential for continued and major industrial action – Unison in agreement and FBU negotiating
NC ⁵ 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) (No Cap – See Risk Database)	SD		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.		North West Fire Control and other projects to share functions and assets Cyber security – systems under threat Continued debate around scope of EU legislation in UK – particularly Working Time

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

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

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
5.3	Ensure full compliance to the Station Management Framework as per policy. Update risk register (min ¼)	SD		5.3 OUTPUTS: Monthly SMF Peer Audit by WM. Quarterly Station Audit (per station) by SM. 5.3 OUTCOMES: Compliance with standards with SMF policy (SMF eDocs 1391)		
5.4	Maintenance of the Station Risk Footprint as per the SSRI policy (SSRI validation and quality assurance completed) Update risk register (min ¼) (No Cap – See Risk Database)	SD				
NC ⁶ 5.5	Support the annual business continuity exercise as and when required. Ensure local station business continuity plans are in place and reviewed as per policy. Ensure the local enhanced strategic reserve procedure is in place on all wholetime stations (NO CAP)	SD		5.4 OUTPUTS: 100% of Re-inspections to be Inspected and records updated by due date. All SSRI's receive a SM quality assurance check/audit prior to publishing on Firecore. 100% of SSRIs (low & high level) to have plans attached on Fire Core.		
5.6	Hydrant Inspections Each wholetime watch will complete 23 hydrant inspections. (No Cap)	SD		All Low Level SSRIs recorded on FireCore include initial considerations and a plan drawing of the site.		
NC ⁷	Each Unitary to undertake a	SD				

⁶ Non CAP

⁷ Non CAP – refer to Risks Tab on Cheshire Planning System

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
5.7	minimum of one heritage themed operational exercise or simulation. (NO CAP) -			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 ⁷ 6.1	The Service Delivery Department will be involved in the delivery of various IRMP 10 Objectives. The following projects will specifically impact on Cheshire East: <ul style="list-style-type: none"> New duty shift systems on wholtime stations, New Fire Station being built Alsager, On Call Recruitment at Knutsford and Congleton, Workforce planning for implementation of IRMP 10 and beyond Embed the implementation of riding 4's across the service Where appropriate 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 East Community profile. <u>2014/15 Events</u> Baisakhi 14 April 14 St George's Day 23 April 14 Boat Fire Safety Week 26-30 May 14 Red Cross Week 4-10 May 14 Deaf Awareness Week 5-11 May 14 Ascension Day 29 May 14 Shavuot 3 June 14 Buddha Day 6 May 14 National Family Week 26 May- 1 June 14 Corpus Christi 19 th June 14 Gypsy Roma Traveller History Month June 14 Carers Week 9-15 June 14 *Child Safety Week 23-29 June 14*	6.2 Number and type of events delivered.	Min of 5 events per Station	<ul style="list-style-type: none"> Cheshire East Council proposed new commissioning model could lead to less council staff being employed. The impact of Cheshire East Council potential new strategic partnership model (facilitating any new partnership structure). Newly formed Town Council for Crewe The outcome of the Knight review; which is likely to focus on collaboration, mergers, shifts and crewing, procurement and prevention. The continual impact of Health reforms will see Health & Wellbeing Boards & CCG as more influential in the communities. The continual impact of the Localism Act – new requirements on local authorities, power of general competence Local elections (Halton and Warrington, Cheshire East and CWAC) – possible changes to CFA make-up. PCC elections – depending upon
6.2	Engaging Diverse Communities. Each station will participate in events (min 5 events per station) relevant to community risk and the community diversity profile within their station area. The Station manager will decide which events to target. (See Key Information - list of community events) All events to be added to the CAP. SM	SD	Ramadan 28 June – 27 July 14 Eid Ul Fitr 28 July 14 Raksha Bandhan 10 August 14 Chimney Fire Safety Week 8-14 September 14 *Electrical Fire Safety Week 22-28 September 14 Rosh Hashanah 25 Sept 14	6.2 Pre/post event EIA. 6.2 One station open day per station. 6.3 100% attendance at identified strategic and local meetings.	N/A 1 per stn 100%	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	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 four events. A further event must be completed based on local demographics/risk. The activities should predominantly focus on engaging diverse communities with the ultimate aim of reducing the following: Accidental Dwelling Fires, Fire injuries, Deliberate Fires, Non domestic Fires & killed and seriously injured on the roads. We will deliver one station open day at each station and ensure this is accessible to members of the community including under represented groups.		Yom Kippur 3 Oct 14 Sukkot begins 8 Oct 14 British Summer Time Ends 26 October 14 *Older Persons' Day TBC Eid Al Adha 3 October 14 *Bonfire Night 5 November 14 Candle Fire Safety Week 17-23 November 14 Remembrance Sunday 9 November 14 Diwali 23 Oct 14 Islamic New Year 24 Oct 14 First Sunday of Advent 30 Nov 14 Christmas Day 25 December 14 Boxing Day 26 December 14 New Year's Eve 31 December 14 News Years Day 1 st January 15 Chinese New Year 19 Feb 15 Valentines day 14 th Feb 15			<p>their agenda could change the face of local politics, the drive for collaboration and the direction of crime and disorder partnerships.</p> <ul style="list-style-type: none"> • 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
NC ⁸ 6.3	We will support the delivery of objectives within the Sustainable Communities Strategy and integrate CFRS activities by contributing to key partnerships / local delivery plans. (e.g. LSP, LAP's, Ageing Well, CDRP etc).	SD/CS	Shrove Tuesday 17 Feb 15 (cooking) Ash Wednesday 18 th Feb 15 Purim 4 March 15 British Summer Time begins 29 March 15			

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	This year will focus on the troubled families, health and well being and aging well agendas. (NO CAP)		Palm Sunday 13 th April 14 Pesach begins 14 th April 14 Good Friday 18 th April 14 Easter Sunday 20 th April 14 Sustainable Communities Strategy / 'Ambition for All' priorities: 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. Ageing Well Programme - According to CE Ageing Well Strategy 17.2% of the CE population (62,000) being over 65 compared to 15.2% nationally. The aging population (those aged between 65-84) is projected to rise by 49% from 56,100 in 2007 to 83,700 in 2027. The number of people over the age of 85 is projected to increase by 103% from 8,700 in 2007 to 17,600 in			<ul style="list-style-type: none"> • Risk of terrorism • Increasing numbers of housing developments.

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
			2027.			