

Cheshire West & Chester Unitary Performance Area Plan 2014 - 15
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Plan start date	April 2014
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Quarterly Reviews	Q1 July 2014 Q2 October 2014 (Mid Year) Q3 January 2015 Q4 April 2015 (End of Year)
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Version	FINAL
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1. Our Vision, Mission, Aims and Objectives (Golden Thread)

VISION	<i>A Cheshire where there are no deaths, injuries or damage from fires or other emergencies.</i>
MISSION	<i>To help create safer communities, to rescue people and protect economic, environmental and community interests.</i>
Underpinned by our Aims and Objectives:	
	<p>To protect our communities and reduce local risks we will:</p> <ul style="list-style-type: none"> P1 Maintain a detailed understanding of our communities and carry out risk analysis and assessment to identify the people and property most at risk P2 Deliver campaigns and projects to reduce antisocial behaviour and increase awareness of fire and road safety P3 Ensure fire safety legislation is implemented effectively
	<p>To respond promptly and effectively to emergencies we will:</p> <ul style="list-style-type: none"> R1 Ensure plans and resources are in place to provide a flexible, efficient and resilient response to emergency incidents R2 Use intelligence and data to match resources to risk and demand R3 Ensure the safety of our people by providing them with the right equipment, training and skills
	<p>In developing an excellent organisation accountable to our communities we will:</p> <ul style="list-style-type: none"> S1 Ensure our workforce is competent and able to deliver our vision S2 Inform and involve our communities and our staff in developing services and policies which are open, transparent and accountable S3 Deliver value for money services which maximise community safety and minimise our impact on the environment

2. Story of Place and Community Profiles

Cheshire West and Chester 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.

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

Over 329,000 people live in Cheshire West with over 160,000 people working in the borough.

The area has 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.

Cheshire West and Chester is part of the Cheshire and Warrington Local Enterprise Partnership and the Mersey Dee Alliance.

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.

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

Cheshire Fire & Rescue Service will continue to deliver their Home Safety Assessment (HSA) strategy in 2014-15. HSA's will be targeted on three tiers: Very high risk households through referrals from partnerships agencies; 20,000 targeted households based on risk from a 60,000 household High Risk Data Set and lower

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

risk households through an on-line Home Safety Direct (HSD) system on the Service's website. The Service has devised a targeting methodology to identify high risk households taking account of personal risk, socio-demographic risk and emergency response risk.

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

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

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

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

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 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.

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 motorway network and availability of land provides considerable opportunities for improving the economy of the town and the borough as a whole.

Northwich

The town of Northwich and adjoining 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. The waterways of Northwich are a particular asset although parts of the town have flooding issues.

Winsford

The smallest of the four key urban areas. 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.

The town faces challenges associated with a declining town centre and poor transport links between employment and residential areas. There are pockets of deprivation in the town where average household incomes are amongst the lowest in the borough with relatively high unemployment rate which has led to the town having a poorer perception than other areas.

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. 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.

The population in the rural area is generally older than other parts of Cheshire West and house prices are higher.

Key Priorities for CFRS in Cheshire West

Reduction of accidental fires in the home: *The number of accidental fires in the home has fallen in Cheshire West and Chester since last year with a projected year end total for 2013–14 small no of incidents.*

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

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

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

Reduction of Killed & Seriously Injured on the Roads: *The road network across Cheshire West and Chester create significant risk to those who travel through the Unitary. Six stretches of major ‘A’ roads that historically have a high accident rate have been indentified and our planning will ensure Cheshire Fire and Rescue Service is proactive and continue to support our partners in the wider Road Safety strategy to reduce road deaths and injuries on our roads.*

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.

[Workforce
Planning
Guidance](#)

RETIREMENTS

It is anticipated that a % 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 fire-fighter is available on every watch. Whilst good progress is being made there are some gaps because ICA fire-fighters are already acting-up. This means the capacity may be insufficient to meet emerging deficiencies. Managers will continue to support ICA fire-fighters 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.

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

Ellesmere Port Community Fire Station

Station Manager: Paul Watts

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: Derek Dickson

Watch Manager Tony Penny 1Wrl, 1TRV (RDS)
 Staff Number: 12 ops, Cadet Group

Northwich Community Fire Station

Station Manager: Anthony Jones

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

Community Fire Protection

Station Manager: Anthony Hodgkinson

Chester Community Fire Station

Station Manager: Barry Williams

2 Wrl, ALP, IRU, S/Boat
 (WT) Staff Number: 52 ops
 Community Fire Protection
 Cadet Group

Community Safety Manager:

Emma Coxon

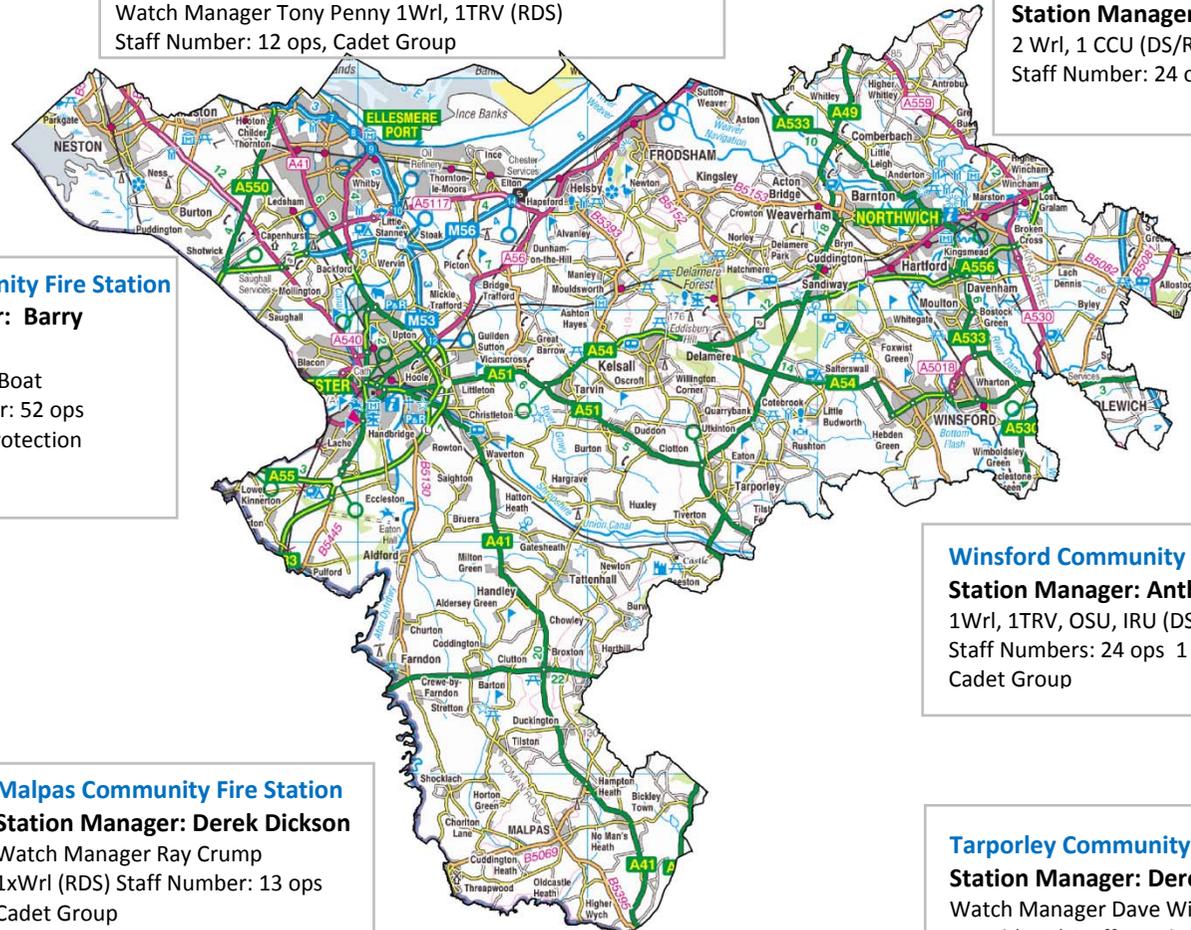
Key

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

Malpas Community Fire Station

Station Manager: Derek Dickson

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



Winsford Community Fire Station

Station Manager: Anthony Jones

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

Tarporley Community Fire Station

Station Manager: Derek Dickson

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

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4. Unitary Performance Team

Fire Authority Members	Cllr Eleanor Johnson Cllr Tony Sherlock Cllr Lynda Jones Cllr Bob Rudd Cllr Alex Tate Cllr John Leather Cllr Norman Wright
Unitary Performance Manager	Richard Gorst
Unitary Safety Manager	Emma Coxon
Unitary CFP Manager	Anthony Hodgkinson
Unitary Admin Managers	Emma Mason & Kevin Myall
Unitary Communications Representative	Sian Corrigan
Unitary Human Resources Representative	Ursula Jones
Stations and Relevant Station or Watch Managers where appropriate	(08) Ellesmere Port Fire Station – SM Paul Watts (09) Chester Fire Station – SM Barry Williams (25) Northwich Fire Station – SM Anthony Jones (27) Winsford Fire Station – SM Anthony Jones (11) Malpas Fire Station – SM Derek Dickson & WM Paul Williams (10) Tarporley Fire Station – SM Derek Dickson & WM Dave Windsor (06) Frodsham Fire Station – SM Derek Dickson & WM Anthony Penny

5. 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 Impact Assessment and an Environmental Impact Assessment.

6. Delivery Plan

1. Improve Home Safety

In 2014-15 HSAs will be targeted on three tiers: Very high risk households through referrals from partnerships agencies; 25,000 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 2014/15	PESTLE Drivers
1.1	<p>We will deliver 3162 (527 per pump) from the HRD set. (Including partner referrals). We will visit all Gold Addresses to offer a HSA and aim to complete HSAs in 65% of our allocated 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 with Age UK</p> <p>We deliver Key Stage 2 educational visits to all primary schools within the unitary area. (number of visits recorded on CAP)</p>	SD + CS	<p>During the period 01/4/12 to 31/1/13:</p> <ul style="list-style-type: none"> Total Accidental Dwelling fires TBC Number of injuries as a result = <p>Most ADF's occur in Ellesmere Port (and Chester with concentrations in smaller concentrations in Winsford, Northwich, Frodsham, Tarporley and Malpas.</p> <p>The majority of ADF's in Cheshire West and Chester took place in the kitchen. The most common causes being related to</p> <ul style="list-style-type: none"> Cooking. Electrical supply Domestic Appliance Smoking 	<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>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 check)</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>TBC</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 it brings to public service providers. In particular, the costs of meeting increasing demand for dementia and related care services.</p> <p>Social Care reforms are aiming to ensure people stay at home for as long as possible before moving into care.</p> <p>The reductions in public spending could also lead to higher levels of unemployment.</p> <p>Welfare reforms will impact on vast majority of benefits claimants and could lead to increased vulnerability. (fuel poverty)</p> <p>Increasing number of single person households - more at risk from fire.</p>
NC ¹ 1.2	Operational crews will support CS to deliver Cheshire Safety Day. (NO CAP – HQ Led initiative)	CS /CC	Males and females over 65 are at risk and males are twice as likely as females to die in fire.			

1. Improve Home Safety

In 2014-15 HSAs will be targeted on three tiers: Very high risk households through referrals from partnerships agencies; 25,000 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 2014/15	PESTLE Drivers
1.3	We will support the delivery of the 'Dirty Grills kill' campaign and other promotional activities directed by the services campaigns group. (No CAP).	CC	<p>Males and females over 65 are at risk and males are twice as likely as females to die in fire.</p> <p>The risk for males aged 85+ is twice that of males 65+. Our targeting of HSA's is aimed at the over 65's, prioritising the Gold, Silver and Bronze households taken off the HRD data set. Other HSA's are completed following agency referral and post incident.</p>	BV 144 Percentage of accidental fires in dwellings confined to room of origin	TBC	
				BV 209iii percent of dwellings were no smoke alarm was fitted.	TBC	

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 2014/15	PESTLE Drivers
2.1	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 Local Tasking & Co-ordination Group (T&C) and PNR process, so risk reduction activities can be implemented.	SD+ CFP	Cheshire West and Chester 1 st April 2013 – 31 st March 2014: Deliberate Primary Fires = Deliberate Secondary Fire The main hotspots areas are mainly in Ellesmere Port and Winsford. Saturdays were the peak days for the incidents. Most active time periods were between 5 pm and 1 am; peaking at 7-10 pm The least activity was between 5 am and 2 pm In 2013/14 Cheshire West and Chester saw one of the lowest number of bonfire incidents compared to previous years.	NI33i Deliberate primary fires		Continued reductions in resources – both CFRS and partners
				NI33ii Deliberate Secondary		
				Deliberate Primary Fires excluding Vehicles (BV206i)		Difficult business environment – continued risk of arson, increased mental health issues, deprivation, unemployment, alcoholism and deprivation
				Deliberate Secondary Fires excluding vehicles (BV206iii)		
				Deliberate primary vehicle fires (BV206ii)		
				Deliberate secondary vehicle fires (BV206iv)		High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society
				NI 21 Anti Social Behavior		
2.2	Continued delivery of our youth engagement programs; cadet units, RESPECT, key Stage 2 school visits & Princes Trust Teams	CS		2.1 Reduction in arson over the bonfire period.		Increasing fuel costs will move more households into fuel poverty.
				2.1 PNR's to be completed for 100% of all deliberate fires within 24hours.	100%	
				2.1 Attendance at 100% of local	100%	Welfare Reforms - High potential for repeat of 2011 summer riots due to high

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 2014/15	PESTLE Drivers
NC ² 2.3	In conjunction with cap 2.1 deliver a high profile firework and bonfire Safety Campaign – 'Don't follow the Guys' to reduce deliberate fires setting and injuries. (this aligns to CAP 1.4)	CS		T&C meetings		unemployment and detachment of elements in society <ul style="list-style-type: none"> • PCC elections – depending upon there agenda could change the face of local politics, drive for collaboration and the direction of crime and disorder partnership.
				2.2 RESPECT Teams completed	100%	
				2.2 Princes Trust Teams	TBC	

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

3. Improve Road Safety - NI47

During 13/14 within the Cheshire FRS footprint area there were KSI's; with 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	
3.1 (1)	The Service Community Safety Road Safety Officers will promote & plan a programme to deliver 6 th form road safety educational activity. The delivery will include the use of the Think! Car; which will also be used to link in the Drive I.Q. programme for students. Operational crews will assist in the delivery of the programme	CS	During the period 1st January to 31st December 2013 there was a total of KSIs in Cheshire West and Chester. Of these were fatalities and were serious injuries. Men are proportionally involved in more serious RTCs than women. Males, to years are proportionately the highest risk drivers involved in the most RTCs Young females are also at above average risk too. Females follow a similar age pattern though the most represented age group is lower to.	A reduction in KSIs (NI47) 3.1 (1) Number of Think Road Safety Educational activities completed 3.1 (2) Number of Motorway Engagement Days completed (Hapsford).	TBC	<ul style="list-style-type: none"> PCC elections – depending upon there agenda could change the face of local politics, drive for collaboration and the direction of crime and disorder road safety partnerships.
3.1 (2)	CS to organise, wholetime stations to lead and deliver with support from CS to deliver Motorway Engagement Days (MED).	CS	Car occupant injury prevention is a priority, as they account for all KSIs in Cheshire West and Chester the age group are most at risk.	3.1 (3) UK Road Safety Week - minimum of 100 1:1 road safety messages delivered at each site.	100 1:1's per site	
3.1 (3)	Support UK Road Safety week (proposed dates 9 th – 15 th June 14) to deliver a fire service presence from all WT fire stations at suitable locations planed by CSRSO.	CS	Pedestrian are the second largest KSI casualty road user group, with 15 pedestrian KSIs on average per year. High P2W injury prevention – Across Cheshire West and Chester there are 20 high P2W KSIs per year on average. Only just over half of these	3.1 (4) Events undertaken as part of the cfoa / Tyresafe winter driving campaign. 3.3 Number of hours that fire bike engages with motorcycle riders. Number of riders taking up advanced rider courses 3.4 (1) Number of events delivered as part of Brake Road safety week.	7 days (7 days per volunteer)	
3.1 (4)	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2014.	CS				

3. Improve Road Safety - NI47

During 13/14 within the Cheshire FRS footprint area there were KSI's; with 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
3.1 (5)	CS to organise and wholetime stations to support summer and Christmas Drink Driving campaigns led by Road Safety Partnership.	CS	reside within the local area. Low P2W injury prevention – Casualties are concentrated in the 16-25y age group, therefore have a high risk per head of population.	3.4 (2) Each Whole time watch will deliver at least 1 additional road safety event aimed at a target audience of at least 50 people aligned to any of these target groups (Vulnerable road users i.e. Children, pedestrians and cyclists).	12
NC ³ 3.2	Drive Survive course aimed at young drivers and car occupants.	CS			
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 Events delivered as part of Summer & winter Drink Drive Campaigns	12
3.4 (1)	In liaison with the CFS/Local Road Safety Partnership each wholetime watch to deliver a specific event during Brake Road Safety week 17 th -23 rd November 14	SD CS + SD		Percent of RTCs attendance passing the Cheshire Standard.	95%
3.4 (2)	Each Whole time watch will deliver at least 1 additional road safety event to address local needs.	CS + SD			
3.4 (3)	RSU to represent CFRS on their local road safety delivery groups to integrate CFRS activities into the local road safety plan.	CS			

³ 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. Last year there were 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. During 2013/14 there were fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead		Outputs and Outcomes	Target 2014/15	PESTLE Drivers
NC ⁴ 4.1	Implement proactive initiatives to reduce the impact of UWFS. This will include monitoring all UWFS's and responding in accordance with UWFS policy. (NO CAP)	CFP	<u>Fire in Non Domestic Premises</u> During the period 01/4/12 to 31/01/13 there were primary non domestic fires in Cheshire West. The majority of the incidents occurred in the Chester and Ellesmere Port.	Reduction in non domestic property fires (BV207)		<ul style="list-style-type: none"> Continued reductions in resources – both CFRS and partners Community Budgets and sub-regional collaboration Difficult business environment – continued risk of arson, increased mental health issues, deprivation, unemployment, alcoholism and deprivation. High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society Welfare reforms could lead to public unrest. Changes to council tax and local business rate collection The economic downturn may lead to increase in vacant business premises which could pose a fire risk. The temptation to commit insurance fraud may also increase thus increasing arson. The reductions in public spending could also lead to higher levels of unemployment
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		
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	The most common property types affected include <ul style="list-style-type: none"> Factory Pub/Wine bar / bar Single Shop Warehousing. 	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	The most common cause is accidental (XX incidents). The specific causes mostly electrical related (27%).	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	<u>Unwanted Fire Signals</u> From 01/4/13 to 31/01/14 there were Automatic Fire Alarms (AFA's) in Cheshire West and Chester with the largest amount of incidents	4.4 Completed Peak activity Inspections	15	

⁴ 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 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. During 2013/14 there were fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead		Outputs and Outcomes	Target 2014/15	PESTLE Drivers
NC ⁵ 4.6	As and when requested by industry CFRS will take part in exercises at COMAH sites. (NO CAP)	SD	being in Chester (336 – 54%). The highest property types are: Hospitals (74 incidents) Infant/Primary Schools (53 incidents) Purpose built offices (43 incidents) Student Halls of Residents (34 incidents)	4.5 Completed Business safety events per unitary area	2	
		CFP	Faulty systems, accidentally/carelessly set off and dust were the three top causes.			
		CFP				

⁵ 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
5.1	<p>All Appraisals to be completed on time. Skills matrix to be maintained to guarantee Individual, team and station training needs are prioritised ensuring operational resilience.</p> <p>To ensure resilience, each watch should have a minimum of one fire fighter suitable qualified to act to crew manager.</p> <p>(NC⁶ – See Risk Database)</p>	SD	<p><u>TRAINING</u></p> <p>All Operational Personnel to attend a two day BA/Fire behavior training 30% of operational personnel will attend the following course: RTC/BTAC (2 day), Height Safety (1day), Hazmat (1day)</p>	<p>5.1 OUTPUT: 100% of appraisal to be completed before the deadlines Each station to maintain skills matrix and achieve the requirements as far as practicable Minimum of one fire fighter qualified to act to crew manager per watch</p> <p>5.1 OUTCOMES: Ensure appliance availability and resilience</p>		<p>Homelands security debate – amalgamation of emergency services agenda, more interoperability between service etc.</p> <p>Risk of terrorism</p> <p>Spate weather conditions may increase operational incidents concerning flooding etc.</p> <p>Pension reform still retains potential for continued and major industrial action – Unison in agreement and FBU negotiating</p>
5.2	<p>Ensure all personnel maintain competence through robust management, delivery and recording qualitative and quantitative progress against completion of the annual training forecast. Complete 100% of Cluster exercises at identified locations. Update risk register (min ¼)</p> <p>NC⁷ – See Risk Database)</p>	SD		<p>5.2 OUTPUTS: Qualitative & quantitative reports by SM. (see: Administration\Quantitative Training reviews (Wigits)) Complete 100% of Cluster exercises. Training events validated by SM. One heritage theme operational exercise or simulation.</p> <p>5.2 OUTCOME: High performance against PAS Crystal report.</p>		<p>North West Fire Control and other projects to share functions and assets</p> <p>Cyber security – systems under threat</p> <p>Continued debate around scope of EU legislation in UK – particularly Working Time</p>
5.3	<p>Ensure full compliance to the Station Management Framework as per policy. Update risk register (min ¼)</p>	SD				

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

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

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	NC ⁸ – See Risk Database)					
5.4	Maintenance of the Station Risk Footprint as per the SSRI policy (SSRI validation and quality assurance completed) Update risk register (min ¼) (No CAP – See Risk Database)	SD		5.3 OUTPUTS: Monthly SMF Peer Audit by WM. Quarterly Station Audit (per station) by SM. 5.3 OUTCOMES: Compliance with standards with SMF policy (SMF eDocs 1391)		
NC ⁹ 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.	SD		5.4 OUTPUTS: 100% of Re-inspections to be completed 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. All Low Level SSRIs recorded on FireCore include initial considerations and a plan drawing of the site.		
5.6	Hydrant Inspections Each station will complete their High Risk SSRI Hydrant Route.	SD		5.4 OUTPUTS: Hydrant Inspections TBC		

⁸ Non CAP – refer to Activity Tab on Cheshire Planning System

⁹ Non CAP – refer to Activity Tab on Cheshire Planning System

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
NC7 6.1	<p>The Service Delivery Department will be involved in the delivery of various IRMP 10 Objectives. The following projects will specifically impact on Cheshire West and Chester:</p> <ul style="list-style-type: none"> New duty shift systems on wholetime stations, Workforce planning for implementation of IRMP 10 and beyond Embed the implementation of riding 4's across the service. <p>Where appropriate these will be managed through the Cheshire Planning System and IRMP Program Board. (NO CAP)</p>	SD	<p>Refer to the above 'storey of place' and community profile document for further details on the Cheshire West and Chester Community profile.</p> <p><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 19th June 14 Gypsy Roma Traveller History Month June 14 Carers Week 9-15 June 14 *Child Safety Week 23-29 June 14*</p>	6.2 Number and type of events delivered.	Min of 5 events per Station	<ul style="list-style-type: none"> Outcomes of the Knight review will focus on collaboration, mergers, shifts and crewing, procurement and prevention. Continual impact of the Health reforms will see Health & Wellbeing Boards & CCG's will be more influential in the communities.. Continual impact of The Localism Act – new requirements on local authorities, power of general competence Local elections Cheshire West and Chester 2015 – possible changes to CFA make-up Changes to council tax and local business rate collection Pension reform still retains potential for continued and major industrial action – Unison in agreement and FBU negotiating Increasing expectation that the FRS will work collaboratively with partners to address families with complex needs North West Fire Control and
6.2	<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</p>	SD	<p>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</p>	6.2 Pre/post event EIA.	N/A	
				6.2 One station open day per station.	1 per stn	
				6.3 100% attendance at identified strategic and local meetings.	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 events. The activities should predominantly focus on engaging diverse communities with the ultimate aim of reducing the following: Accidental Dwelling Fires, Fire injuries, Deliberate Fires, Non domestic Fires & killed and seriously injured on the roads. We will deliver one station open day at each station and ensure this is accessible to members of the community including under represented groups.		<p>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 1st January 15</p>			<p>other projects to share functions and assets</p> <ul style="list-style-type: none"> • Social media, both as a platform for communication and mischief • Cyber security – systems under threat • Continued debate around scope of EU legislation in UK – particularly Working Time • Industrial relations legislation • Provisions of the Localism Act coming into force • Risk of terrorism <p>Increasing numbers of housing developments.</p> <ul style="list-style-type: none"> • PCC elections – depending upon there agenda could change the face of local politics, drive for collaboration and the direction of crime and disorder partnerships. • Altogether better programme
NC ⁸ 6.3	We will support the delivery of objectives within the Sustainable Communities Strategy and integrate CFRS activities by contributing to key partnerships / local delivery plans. (e.g. LSP, LAP's, Ageing Well, CDRP etc). This year will focus on the troubled families, health and well being and	SD/CS	<p>Chinese New Year 19 Feb 15 Valentines day 14th Feb 15 Shrove Tuesday 17 Feb 15 (cooking) Ash Wednesday 18th Feb 15 Purim 4 March 15 British Summer Time begins 29 March 15</p>			

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	aging well agendas. (NO CAP)		<p>Palm Sunday 13th April 14 Pesach begins 14th April 14 Good Friday 18th April 14 Easter Sunday 20th April 14</p> <p>Sustainable Communities Strategy / 'Ambition for All' priorities:</p> <ol style="list-style-type: none"> 1. Nurture strong communities 2. Create conditions for business growth 3. Unlock the potential of our towns 4. Support our children and young people 5. Ensure a sustainable future 6. Prepare for an increasingly older population 7. Drive out the causes of poor health. <p>All Together Better Themes:</p> <ol style="list-style-type: none"> 1. Live 2. Work 3. Feel Safe 4. Realise Potential 5. Enjoy 6. Influence and Contribute 7. Experience Value for Money Services <p>Beneath these seven themes are 13 key actions that we will take to make Cheshire West and Chester Altogether</p>			

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