

HALTON	
Unitary Performance Area Plan 2014 - 15	
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CONTENTS

1. Our Vision, Mission, Aims and Objectives (Golden Thread)	3
2. Story of Place and Community Profiles	4
3. Cheshire Fire and Rescue Service Resources in Halton Unitary Performance Area	7
4. Unitary Performance Team	8
5. Key Objectives	9
6. Delivery Plan	11

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

Halton is a largely urban area of 125,000 people. Its two biggest settlements are Widnes and Runcorn that face each other across the River Mersey, 10 miles upstream from Liverpool. In the decade prior to 2001 the population of Halton was in decline however more recently the population has started to increase and the 2011 Census showed a 6% increase in population when compared to the 2001 Census. The Runcorn Widnes Bridge links the two towns that share a common heritage. Widnes is regarded as the birthplace of the chemical industry, and its development spread to Runcorn in the 19th century.

At the end of the 1960s Runcorn was designated as a new town, new road networks and shopping centres were built to serve the influx of residents from the centre of Liverpool, many of whom were housed in new social housing. The new town offered less employment than was otherwise expected whilst globalisation caused a rapid contraction of the chemical industry resulting in a massive rise in unemployment for those members of the community with little or no skills. The recent 'worldwide credit crunch' has further added to the boroughs pressures as unemployment continues to grow.

Halton has inherited a number of physical, environmental and social problems as a result of its past. The Index of Multiple of Deprivation (IMD) for 2007 shows that overall, Halton is ranked 30th nationally (a ranking of 1 indicates that an area is the most deprived). Of England's 975 'Super Output Areas', which form the top 3% most deprived areas within England, eight are situated in Halton. The most deprived neighbourhood in Halton is ranked 306th out of 32,482 and is situated in Central Runcorn.

Life expectancy in the borough has improved in the past decade. Between 2001-2003 and 2004-2006 female life expectancy in the borough increased from 78.2 years to 78.4 years. Life expectancy at birth for men in Halton also increased over the same time period from 73.9 in 2001-2003 to 74.3 in 2004-2006. This increase in life expectancy in Halton has kept pace with other Authorities. Between 2001 and 2006 Halton has risen from a rank of 374 for females to 370 out of 376 authorities with 376 being the lowest rank. For men the ranking has risen from 371 to 356. Standardised Mortality Rates for all causes, all ages, ranks Halton 2nd highest (i.e. worse) out of 354 English Local Authorities for 2006. At 127 it is 27% above the national average.

Total recorded crime and key crimes such as burglary and car crime have been reduced in recently years however this still remains the most pressing problem for most people in Halton, and fear of crime remains at unacceptable levels and impacts upon too many lives.

Sustainable Communities Strategy

Halton's Sustainable Community Strategy has a vision for the Borough:..... "Halton will be a thriving and vibrant borough where people can learn and develop their skills, enjoy a good quality of life with good health; a high quality and modern urban environment; the opportunity for all to fulfil their potential; greater wealth and equality; sustained by a thriving business community; and within safer, stronger and more attractive neighbourhoods".

The Strategy sets out the steps needed to bring about real improvements in the borough that will change lives of its residents for the better. In particular the need to achieve real progress on five strategic themes that are set out clearly in the strategy:

1. **A Healthy Halton** – The aim is to create a healthier community and work to promote well-being and a positive experience of life with good health, not simply an absence of disease, and offer opportunities for people to take responsibility for their health with the necessary support available.
2. **Environment and Regeneration in Halton** – The aim is to transform the urban fabric and infrastructure, to develop exciting places and spaces and to create a vibrant and accessible borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families
3. **Halton's Children and Young People** – Halton's ambition is to build stronger, safer communities which are able to support the development and learning of children and young people so they grow up feeling safe, secure, happy and healthy, and are ready to be Halton's present and Halton's future.
4. **Employment, Learning and Skills in Halton** – The aim is to create an economically prosperous borough that encourages investment, enterprise and business growth, and improves the opportunities for learning and development together with the skills and employment prospects of both residents and workforce so that they are able to feel included socially and financially
5. **A Safer Halton** – The aim is to ensure pleasant, safe and secure neighbourhood environments, with attractive, safe surroundings, good quality local amenities, and the ability of people to enjoy life where they live

The Strategy also recognises that Halton is not insular or isolated. Halton is an important component in the development of a thriving and successful Liverpool City Region, and more widely in a dynamic and sustainable North West region. The completion of the second Mersey crossing upstream from the existing road bridge will assist Halton to prosper as part of a successful and thriving North West, relieving the Borough's road network of the regional traffic currently using it and congesting the existing bridge at peak times plus helping open up sites in the south Widnes/north Runcorn corridor for employment development that could create many hundreds of new jobs taking advantage of the improved traffic flows. 3MG will also be able to capitalise on this extra capacity to establish itself as one of the most computerised transport interchanges in the UK.

Community Profile

According to ONS 2011 Halton has a population of just short of 125,000. Widnes has the higher proportion of population with 62,739 compared to Runcorn with a population of 60,335. The BME community according to the ONS 2011 data is 3.6% with White Other and Mixed being the biggest minority populations. This was followed by White Irish and Asian or Asian British.

The main religion followed in Halton is Christian however there are small pockets of the community who are Muslim, Hindu or Buddhist. Halton has a younger population than the national and regional averages. However, Halton mirrors the national picture of an aging population, with projections indicating that the population of the borough will age at a faster rate than the national average. 16.4% of the population is in the over 65 age category. 21.4% of Halton's total population consider themselves to be disabled.

Deprivation is a major determinant of health. Lower income levels often lead to poor levels of nutrition, poor housing conditions and inequitable access to health care & other services. In 2007 Halton ranked 30th most deprived authority in England. 48% of the population in Halton live in 'Super Output Areas' that

are ranked within the most deprived 20% of areas in England. 1 in 4 adults in Halton smoke, overall prevalence is highest in males aged 40 – 64. In the younger age groups, a higher percentage of women smoke than men. Halton has the 8th highest hospital admissions for alcohol related conditions in England – Alcohol admissions appear linked to deprivation, gender and age with men in their 40s and those from deprived wards more likely to be admitted.

CFRS Priorities

Reduction of Deliberate Primary & Secondary Fires: Deliberate primary fire activity in the borough of Halton continued to fall during 2012/13 resulting in an 11% reduction in incidents compared to 2011/12. Although vehicle fires currently count for the greatest number of deliberate primary fires within the borough they are continuing a downward trend and the lowest ever recorded number of these incidents was in 2012/13. The 74 incidents of deliberate primary fires in 2012/13 were evenly spread across the borough with very slight spikes in the wards of Castlefields, Halton Brook, Mersey and Riverside.

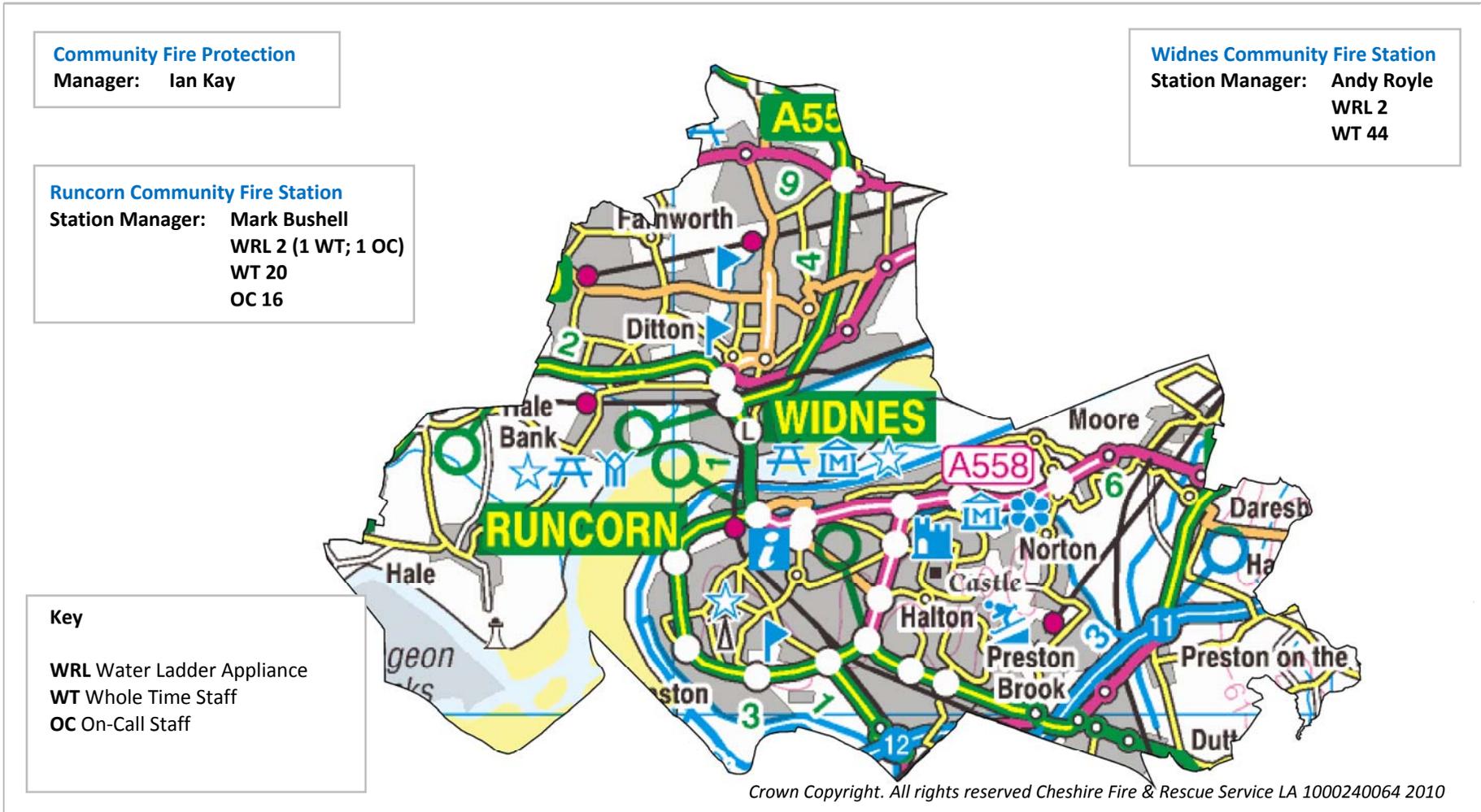
Deliberate secondary fire activity in the borough of Halton continued to fall during 2012/13 resulting in a 24% reduction in incidents compared to 2011/12. Seasonal trends such as the bonfire period and school summer holidays heavily influence deliberate secondary fires activity within the borough. During 2012/13, the lowest number of small deliberate fires ever was recorded in Cheshire and nationally, for the first time ever, every service in England recorded a year on year decrease. This was mainly attributed to the above average rainfall recorded in many areas during 2012/13. Loose refuse and wheelie bins continue to be the property types most commonly involved in these incidents.

The direction of travel for the reduction of deliberate fire incidents in the borough is excellent 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, the Phoenix Project, Phoenix Cadets, Fire Cadets, Princes Trust, Runcorn & Widnes Community Garden projects plus numerous other school and youth activities to deliver our anti Fire/ASB message.

Reduction of Accidental fires in the home: The number of accidental fires in the home has fallen in Halton since last year with a year end total for 2012/13 of 54 incidents. This is a small reduction of 3 incidents compared with 2011/12 and by continuing to target Home Safety Assessments to high risk households we aim to push these numbers down further in the coming years

Reduction of Killed & Seriously Injured on the Roads: In 2010, over 44 people were killed or seriously injured on the roads in Halton, with key campaigns to tackle the issue including driver engagement days, winter driving events, in car safety and young driver projects.

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



4. Unitary Performance Team

Fire Authority Members	Councillors: Rob Polhill, Stef Nelson & Phil Harris
Unitary Performance Manager	Sean Henshaw
Unitary Safety Manager	Emma Coxon
Unitary CFP Manager	Ian Kay
Unitary Admin Manager	Liz Thompson
Unitary Communications Representative	Sarah Dornford-May
Unitary Human Resources Representative	Phil Mobbs & Laura Braddock
Stations and Relevant Station or Watch Managers where appropriate	<p>Runcorn; Station Manager; SM Mark Bushell Red Watch; WM Dave Buckland White Watch; WM Gavin Hanson Blue Watch; WM Steve White Green Watch; WM Mark Sopp On-Call; WM Steve White</p> <p>Widnes; Station Manager; SM Andy Royle Red Watch; WM Jason Fletcher White Watch; WM Ian Foxcroft Blue Watch; WM Ant McCarthy Green Watch; WM Paul Harrison</p>

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/Health & Wellbeing 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.

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 6 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.

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 2013/14	PESTLE Drivers
1.1	<p>We will deliver 1,581 (527 per pump) from the HRD set. (Including partner referrals). We will visit all Gold Addresses to offer an HSA and aim to complete a HSA 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 will deliver Key Stage 2 educational visits to all primary schools within the unitary area. (number of visits recorded on CAP)</p>	SD + CS	<p>12/13 Total Accidental Dwelling fires = 54. 12/13 Number of injuries as a result = 5</p> <p>The peak times are consistent with the wider Cheshire picture with incidents increasing during afternoon and evening meal times. The majority of ADFs occurred in the kitchen, with cookers being the most frequent ignition source.</p> <p>The majority of incidents took place within the most populated areas in Halton. In the context of the rest of Cheshire, Halton only contains a low density cluster of incidents.</p> <p>Males and females over 65 are at risk and males are twice as likely as females to die in fire. 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 referrals and post incident.</p>	Number of Home Safety Assessments completed from the HRD data set and partner referrals.	527 per pump	<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 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>
				Visit 100% of GOLD households to offer a HSA	100%	
				100% of the over 65's will be offered a Contact Assessments	100%	
				HSAs completed in gold addresses	65%	
				Injuries in ADFs (BV143ii)	4	
				Reduction in BV142iii Accidental Dwelling Fires	51	
				BV143i Deaths in Accidental Fires	0	
				Deaths in Primary Fires (NI49ii)	0	
1.2	Operational crews will support CS to deliver Older Persons/Cheshire Safety Week.			BV 144 Percentage of accidental fires in dwellings confined to room of	95%	
				BV 209iii percent of dwellings were no smoke alarm was fitted.	No more than 14%	
1.3	We will support the delivery of the 'Dirty Grill Kill Campaign!' and other promotional activity directed by the Service Campaigns Group.					

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Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2013/14	PESTLE Drivers
1.4	CS will deliver ½ days Safeguarding training to all CS, CFP staff, Whole time and day duty staff. (CS lead CAP)	CS				

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 2013/14	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 IRS interface process, so risk reduction activities can be implemented.	SD+ CFP	12/13 Deliberate Primary Fires = 74 12/13 Deliberate Secondary Fire = 361 Vehicle fires count for the greatest proportion of deliberate primary fires in the borough. Saturday & Sunday was the peak day for activity. Most active time periods were between 5pm and 10pm peaking at 8-9pm. The least activity was between 5am and 12pm.	NI33i Deliberate primary fires	81	Continued reductions in resources – both CFRS and partners
				NI33ii Deliberate Secondary	433	
				Deliberate Primary Fires excluding Vehicles (BV206i)	34	Difficult business environment – continued risk of arson, increased mental health issues, deprivation, unemployment, alcoholism and deprivation
				Deliberate Secondary Fires excluding vehicles (BV206iii)	47	
				Deliberate primary vehicle fires (BV206ii)	431	
				Deliberate secondary vehicle fires (BV206iv)	2	High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society
				NI 21 Anti Social Behavior		
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 all Level 1 deliberate fire incidents						
2.2	Continued delivery of our youth engagement programmes; cadet units, RESPECT, key Stage 2 school visits & Princes Trust Teams	CS	Hotspot areas: Hough Green Playing Fields, Widnes Lower House / Dundalk Road, Widnes Crow Wood, Widnes Town Park, Runcorn	2.1 Attendance at 100% of local T&C meetings	100%	Welfare Reforms - High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society
NC ¹ 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	The Service Business Intelligence Unit will analyse deliberate fire	2.2 RESPECT Teams completed	100%	
				2.2 Princes Trust Teams	TBC	

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

2. Reduce Deliberate Fires and Anti-Social Behaviour

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Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2013/14	PESTLE Drivers
			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.			

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	
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 July 2007 to 30 th June 12 there was a total of 203 KSIs in Halton. Of these 16 were fatalities and 187 were serious injuries. May to October is the peak months for a serious RTC in Cheshire. The majority of KSI incidents occurred on a road or highway, with almost 27% occurring at a junction. The majority of incidents (33.1%) occurred between 15:00 and 18:00 with Friday seeing the peak of activity.	A reduction in KSIs (NI47)	TBC	PCC elections – depending on their agenda could change of local politics and a drive for more collaborative working and the direction of crime and disorder partnerships plus road safety partnerships.
				3.1 (1) Number of Think Road Safety Educational activities completed	6	
3.1 (2)	CS to organise, wholetime stations to lead and deliver with support from CS to deliver Motorway Engagement Days (MED).	CS		3.1 (2) Number of Motorway Engagement Days completed (Burtonwood & Lymm).	0	
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	The Service Business Intelligence Unit will analyse RTC/KSI's based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform RTC reduction activity.	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 (4)	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2014.	CS		3.1 (4) Events undertaken as part of the cfoa / Tyresafe winter driving campaign.	2	
				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. 3.4 (2) Each Whole time watch	7 days (7 days per volunteer) 8 8	

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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		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).	
3.2 NC ²	Drive Survive course aimed at young drivers and car occupants.	CS		3.4 (3) 100% attendance on road safety delivery groups	100%
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		Percent of RTCs passing the Cheshire Standard.	95%
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		3.4 Events delivered as part of Summer & winter Drink Drive Campaigns	2
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			

² 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 197 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 2012/13 there were 24 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead		Outputs and Outcomes	Target 2013/14	PESTLE Drivers
NC ³ 4.1	Implement proactive initiatives to reduce the impact of UWFS. This will include monitoring all UWFS's and responding in accordance with UWFS policy	CFP	12/13 Fires in Non Domestic Premises: 24	Reduction in non domestic property fires (BV207)	23	<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
			The repeat property types for non domestic fires were Single shops and factories.	4.1 Reduction in Uwfs	171	
4.2	Each Whole-time watch will receive 1 day's technical scene preservation training from CFP.	CFP	12/13 False Alarms in Non Domestic Premises: 197	4.2 WT personnel to complete 1 day technical fire safety course	1 day	
4.3	Operational crews undertake fire safety audits, peak activity inspections, thematic visits with a commitment based upon; one inspection per watch per tour (to include Fire works, pre-xmas visits)	CFP	The most common causes are Faulty Equipment and Cooking/burnt toast.	4.3 One themed inspection per watch per tour (to include Fire works, pre-xmas visits)	1 per watch per tour	
4.4	Carry out audits of fast food outlets on a locally risk based approach.	CFP	Halton Lea Shopping Centre accounted for the most unwanted fire signals in Halton. Other repeat offenders include;	4.4 All very high & high risk premises inspected	100%	
4.5	CFP to organize two business safety events in each Unitary Area.	CFP	Holiday Inn Runcorn	4.5 Completed Business Liaison events	1	
NC ⁴	As and when requested by industry CFRS will take part at exercises at COMAH sites.	SD	Halton Stadium Widnes Halton Hospital Runcorn	4.6 CFP completes 150 audits across the Service area.		
4.6	Audit all waste/recycling sites which are known to the Environment Agency	CFP	Grange Juniors Runcorn Kingsway Leisure Widnes	4.8 Campaign run and no increase in barn fires as compared to 2012/13		

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

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

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Ref	CAP	Lead	Outputs and Outcomes	Target 2013/14	PESTLE Drivers
					unemployment.
4.7	Undertake health Check/ “during performance” (peak activity) type inspections of sleeping risk premises.	CFP	4.9 Following any notable fires in commercial premises all relevant premises; either within the immediate vicinity or similar business sector visited.		
			CFP to complete a minimum of 300 initial premises audits	300 audits	

5. Improve Operational Preparedness

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

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	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. (NC⁵ – 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>The Homeland Security debate – amalgamation of emergency services agenda, more interoperability between services etc.</p> <p>Risk of terrorism</p> <p>Spate weather conditions may increase operational incidents concerning flooding etc.</p> <p>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) NC⁶ – 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				

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

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

5. Improve Operational Preparedness

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

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	NC ⁷ – 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 ⁸ 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				
NC 5.7	Each Unitary to undertake a minimum of one heritage themed operational exercise or simulation. Linked to CAP 5.2	SD		5.4 OUTPUTS: Hydrant Inspections TBC		

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

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

6. IRMP & Sustainable Community Strategy/Health & Wellbeing 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 Halton Unitary. We will also support delivery of the SCS/Health & Wellbeing Strategy.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
NC 6.1	<p>The Service Delivery Department will be involved in the delivery of various IRMP 10 Objectives. The following projects will specifically impact on Halton:</p> <ul style="list-style-type: none"> • New duty shift systems on Whole-time stations, • New Fire Station being built in Penketh • On-Call Recruitment at Penketh and Runcorn • Runcorn's second appliance moving to On-Call staffing system • Workforce planning for implementation of IRMP10 and beyond, • Embed the implement of riding 4s across the Service. <p>Where appropriate these will be managed through the Cheshire Planning System and IRMP Program Board. (No CAP)</p>	SD	<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* 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 Yom Kippur 3 Oct 14 Sukkot begins 8 Oct 14 British Summer Time Ends 26 October 14</p>	6.2 Number and type of events delivered.	N/A	<ul style="list-style-type: none"> •The outcome of the Knight review will focus on collaboration, mergers, shifts and crewing, procurement and prevention. •The impact of Health reforms will see Health & Wellbeing Boards & CCG being more influential in the communities. •The Localism Act – new requirements on local authorities, power of general competence •Local elections in Halton – 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 other projects to share functions and assets •Social media, both as a platform for communication and mischief •Cyber security – systems under threat
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</p>	SD		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. (See CAP)	100%	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	<p>which events to target. (See Key Information - list of community events) All events to be added to the CAP. SM to ensure Individual watches design and implement relevant activities with outcomes recorded on the CAP. SM must liaise with CS and corporate communications to ensure activities are coordinated Note * - All Stations must deliver activities for these events. A further even must be completed based on local demographics/risk</p> <p>The activities should predominantly focus on engaging diverse communities with the ultimate aim of reducing the following: Accidental Dwelling Fires, Fire injuries, Deliberate Fires, Non domestic Fires & killed and seriously injured on the roads.</p>		<p>*Older Persons' Week 1st to 7th October 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 Chinese New Year 19 Feb 15 Valentines day 14th Feb 15 Shrove Tuesday 17 Feb 15 (cooking) Ash Wednesday 18th Feb 15</p>			<ul style="list-style-type: none"> •Continued debate around scope of EU legislation in UK – particularly Working Time •Industrial relations legislation •Provisions of the Localism Act coming into force •Risk of terrorism •Increasing numbers of housing developments. •PCC elections – depending on their agenda could change of local politics and a drive for more collaborative working and the direction of crime and disorder partnerships.
6.3	<p>We will support the delivery of objectives within the Sustainable Communities Strategy and integrate CFRS activities by contributing to key partnerships / local delivery plans. (e.g. LSP, LAP's, CDRP etc)</p>	SD	<p>Purim 4 March 15 British Summer Time begins 29 Mar. 15 Palm Sunday 13th April 15 Pesach begins 14th April 15</p>			

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
NC 6.4	Undertake a review of operational cover across Cheshire and provide a range of shift options. (No CAP)	SD	Good Friday 18 th April 15 Easter Sunday 20 th April 15			