



HALTON

UNITARY PERFORMANCE AREA PLAN 2016-17

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UNITARY PERFORMANCE AREA PLAN 2016-17

Directorate:	Service Delivery and Performance
Unitary Performance Manager:	Lynsey McVay
Locality Safety Manager:	Emma Coxon
Unitary CFP Manager:	Ian Kay
Plan start date:	April 2016
Quarterly Reviews	Q1 July 2016 Q2 October 2016 (Mid Year) Q3 January 2017 Q4 May 2017 (End of Year)
Version:	1.1

1. INTRODUCTION

1.1 Our Vision, Mission, Aims and Objectives (Golden Thread)

VISION	<i>A Cheshire where there are no deaths, injuries or damage from fires or other emergencies.</i>
MISSION	<i>To help create safer communities, to rescue people and protect economic, environmental and community interests.</i>
Underpinned by our Aims and Objectives:	
	<p>To protect our communities and reduce local risks we will:</p> <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>

1.2 Story of Place and Community Profiles

Recent History

Halton is a largely urban area of 126,500 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 between 2001 and 2015 the population has increased by 7%. The Runcorn Widnes Bridge links the two towns that share a common heritage and further improvements are being made to link through the development of a second bridge named the Mersey Gateway. 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.

Demographics

Area: 79.09 km²

Population: 126,500

Ethnicity

The 2011 census identified that only 2.2% of Halton's population recorded their ethnicity as non-white, compared with 14.6% for England and 9.8% for the North West.

Age

A mid year population estimate taken in 2015 estimates that Halton had a slightly higher proportion of young people than the UK average: 19.9% of all Halton residents were estimated to be aged under 16, compared with 19% for the UK (11.4% for the North West). In contrast, Halton was estimated to have a slightly lower proportion of older people aged 65+ than the UK average (17% for

Halton compared with 17.7% for the UK). In Halton 63.1% of residents were aged 16-64 (63.3% for England and 63.6% for the North West).

Health

Public Health England measures life expectancy at birth for people within each local authority area, based on current mortality rates. According to the latest data from 2011-13, the average life expectancy for men in England is 79.2 years (of which 63.4 years are expected to be healthy) and for women average life expectancy is 83.0 years (of which 64.1 are expected to be healthy). Compared with the England average, people in Halton tend to live shorter lives, and they live for less time in good health. Average life expectancy in Halton is 77.3 years for men and 80.4 years for women. The health of the people who live in Halton is generally improving, with life expectancy increasing each year and rates of people dying from heart disease and most forms of cancer are decreasing. However, this is not the case for all people in Halton and as a result, health of the population in Halton is below average compared to England as a whole.

Housing Tenure

There were 54,833 households in Halton in 2013, of which the majority are owned with a mortgage, however, 25% are socially rented.

Economic Activity

74.5% of working aged adults in Halton are economically active (Oct 2013 – Sept 2014). 1.2% are claiming unemployment benefits and a further 1.2% fall within the category of youth unemployment (aged 18-24). 12.5% of Halton residents are claiming out-of-work benefits.

Indices of Deprivation

Halton has inherited a number of physical, environmental and social problems as a result of its past. The Index of Multiple Deprivation (IMD) for 2015 indicates that Halton is ranked as the 27th (out of 326) most deprived Local Authority nationally (a ranking of 1 indicates that an area is the most deprived). Halton has 21 of its 79 Lower Super Output Areas (LSOAs) that fall within the top 10% most deprived nationally. This is around 26% of its population. The most deprived ward in Halton is Windmill Hill whilst the least deprived ward in Halton is Birchfield.

Crime

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. Recent figures indicate 69.1 residents per 1000 are affected by crime in Halton.

CFRS Priorities

Accidental dwelling fires have ended the year positively under target, however very slight annual increases has been recorded. As with previous reporting, the majority of these start in kitchens and targeted safety campaigns aim to raise awareness on prevention of these incidents.

Halton is the only area to have met the target in 2015/16 for the percentage of accidental dwelling fires confined to the room of origin, just 2 incidents of fire spread. The aim would be to decrease this figure further during 2016/17.

Deliberate fire activity met the targets set for 2015/16. Deliberate fire activity increased across Cheshire in 2015/16 compared to exceptionally low numbers recorded 2014/15, however performance was still positively under the previous 5 year average. A priority be to identify any areas of increased activity and target these areas for prevention work and positive interventions. Area's identified last years performance information are Runcorn Hill in Runcorn and Lower House in Widnes. In response to these incidents we maintain initiatives such as the Phoenix Project, Phoenix Challenge, Hough Green Football Project, Phoenix Cadets, Fire Cadets Runcorn Community Garden and Arson Routes plus we will endeavour to be more innovative in targeting deliberate fires and deliberate fire setters.

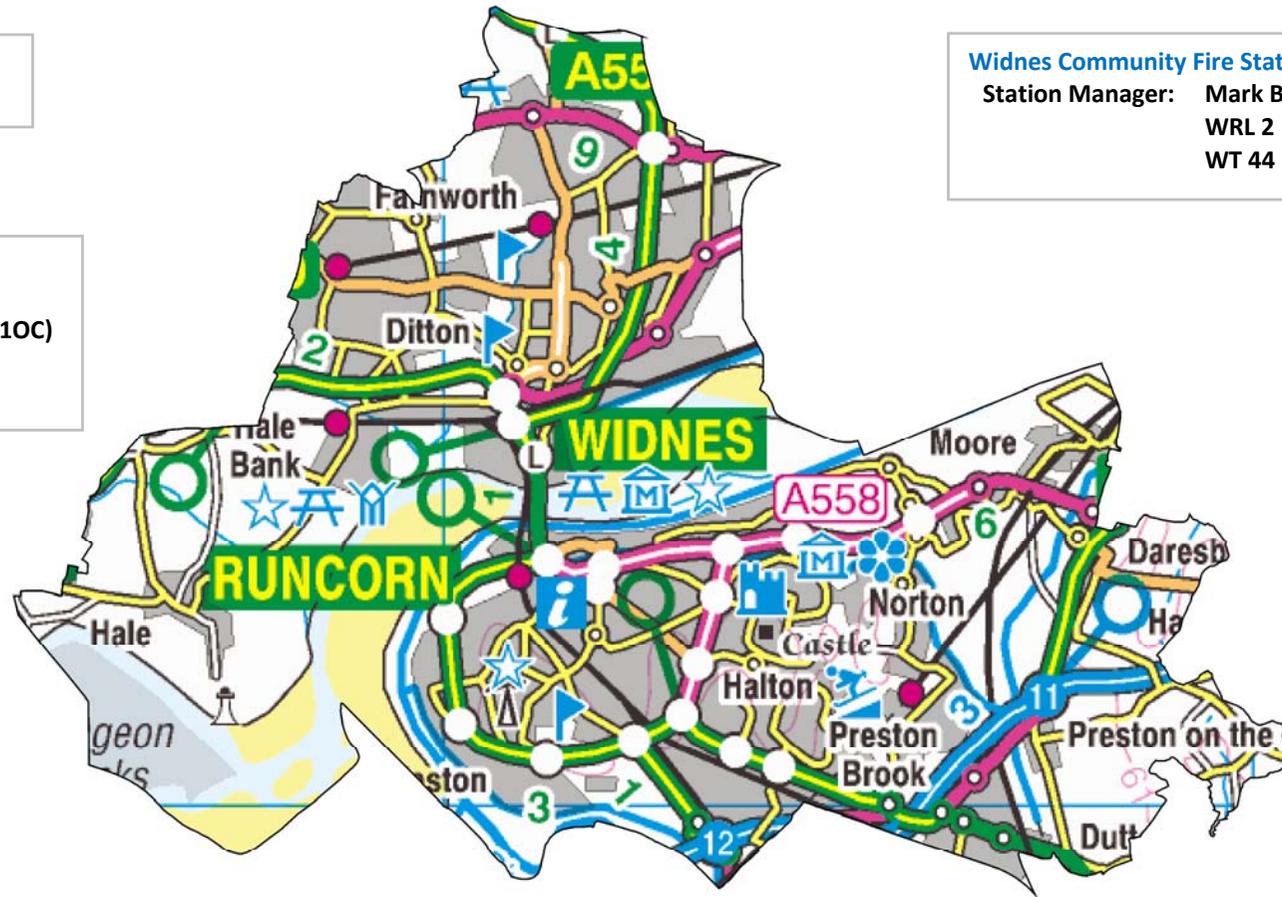
Reduction of Killed & Seriously Injured (KSI) on the Roads: There were 31 KSI casualties including 4 fatalities in the Halton area during 2015. This was a 33% reduction for fatalities and 40% reduction for serious injuries when comparing against the figures for 2014. Work will continue in an attempt to reduce these figures further.

Cheshire Fire and Rescue Service Resources in Halton Unitary Performance Area

Community Fire Protection
 Manager: Ian Kay

Runcorn Community Fire Station
 Station Manager: Mark Bushell
 WRL 2 (1WT; 1OC)
 WT 20
 OC 16

Widnes Community Fire Station
 Station Manager: Mark Bushell
 WRL 2
 WT 44



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2. UNITARY PERFORMANCE TEAM

Fire Authority Members	Councillors: Rob Polhill, Stef Nelson and Phil Harris		
Unitary Performance Manager	Lynsey McVay		
Locality 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 and Ursula Corcoran		
Stations and Relevant Station or Watch Managers where appropriate	Runcorn:	Station Manager Red Watch White Watch Blue Watch Green Watch On-call	SM Mark Bushell WM Rob Everson-Hart WM Gavin Hanson WM Andy Clarke WM Mark Sopp WM Steve White
	Widnes:	Station Manager Red Watch White Watch Blue Watch Green Watch	SM Mark Bushell WM Jason Fletcher WM Ian Foxcroft WM Paul Rostance WM Paul Harrison

3. DELIVERY PLAN

Service Delivery Key Objectives

Ref	Key Objective
1	<u>Improve Home Safety</u>
2	<u>Reduce deliberate fires and anti-social Behaviour</u>
3	<u>Improve Road Safety</u>
4	<u>Improve Fire Safety in Non Domestic premises</u>
5	<u>Improve the operational preparedness</u>
6	<u>IRMP & Sustainable Communities Strategy</u>

Monitor & Review

All whole time stations will develop community action plans (CAP's) aligned to the above priorities. These will include SMART objectives and milestones all of which will be reviewed on a quarterly basis. The report will be presented to local Unitary Performance Groups, the Unitary Performance Management Team, before formal submission to Performance Management Group.

All the activities delivered on station through the Community Action Plans (CAPS) will be subject to an Equality and Environmental Impact Assessments.

Delivery Plan

1. Improve Home Safety

In 2016-17 'Safe and Well' visits will be targeted on two tiers: Very high risk households through referrals from partnerships agencies and targeted households based on risk from the HRD set (total 40,000 (Platinum, Gold, Silver, Bronze)). The Service has devised a targeting methodology to identify high risk households taking account of personal risk; socio-demographic risk and emergency response risk.

Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
1.1	We will deliver 3,636 HSAs (1,212 per pump) from the HRD set. (Including partner referrals). We will visit all Platinum and Gold Addresses to offer a Safe and Well visit and aim to complete a visit in 65% of the addresses. In addition we will deliver when required adhoc risk based Safe and Well visits from other sources. (e.g. after the fire etc.) We will offer Contact Assessments to over 65s in accordance with	SD + P	Number of Safe and Well visits completed from the HRD data set and partner referrals.	1,212 per pump	Halton will see local elections in May 2016 with one third of the local authority members being up for re-election however none of the Members on the Fire Authority are up for re-election. PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC.
			By 01/10/2016 - Visit 100% of Platinum households to offer a Safe and Well visits	100%	
			By 01/04/2017 - Visit 100% of Gold households to offer a Safe and Well visits	100%	Fire and Rescue Service will move out of DCLG which will result in a new fire reform agenda including the duty to collaborate, changes to the inspectorate, greater accountability and the removal of barriers to change. Impact on Blue Light Collaboration Programme Impact of Halton's role in the Liverpool City Region (not for Police/Fire)
			100% of the over 65's will be offered a Contact Assessments	100%	
			Safe and Well visits completed in Platinum and Gold addresses	65%	
			Injuries in ADFs (BV143ii)	3	Health and public service transformation – potential fragmentation of health, further multi-agency solutions i.e. complex dependency.
			Reduction in BV142iii Accidental Dwelling Fires	10%	

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Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
	our partnerships with Age UK We will deliver Key Stage 2 (KS2) educational visits to all primary schools within the unitary area. (51 KS2 visits – 30 Runcorn & 21 Widnes)		BV143i Deaths in Accidental Fires	0	Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including PCCs and social care No new flooding duty for FRS
		Deaths in Primary Fires (NI49ii)	0		
		BV 144 Percentage of accidental fires in	95%		
		Dwellings confined to room of origin.			
1.2	Operational crews will support the Prevention Dept. to deliver Older Persons/Cheshire Safety Week.	SD + P			
1.3	We will support the delivery of the 'Dirty Grill Kill Campaign!' and other promotional activity directed by the Service Campaigns Group.	SD + P	BV 209iii percent of dwellings were no smoke alarm was fitted.	No more than 14%	
1.4	Subject to outcome of the pilot and evaluation, embed a new service	SD			

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	that involves firefighters responding to 'concern for welfare' calls where 'forced entry' is required to assist the North West Ambulance Service (NWAS) to gain access into premises to assist patients				
1.5	Implement a new service that will involve firefighters responding to cardiac arrest incidents to support the NWAS and improve survival rates.	SD			<p>Increased risk of terrorism and radicalism, from Islamic, far right and other marginalised groups</p> <p>Reductions in civil service – impact on quality and quantity of legislation and Departmental support</p> <p>Implementation of Emergency Response Programme 1 – and continuation of the new build Programme</p> <p>Development of the Safety Centre.</p>

2. Reduce Deliberate Fires and Anti-Social Behaviour

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

Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
2.1	2016/17 CFRS Deliberate Fire Reduction Plan specific plans will be developed to respond to peak activity and reduce all deliberate fire setting including bonfires. We will continue to develop relationships with Police to improve evidence/information gathering at incidents. This will be shared in a timely manner with local Police and other partners through the Local Tasking & Co-ordination Group (T&C) and PNR IRS interface process, so risk reduction activities can be implemented.	SD+ CFP	NI33i Deliberate primary fires	50	Halton will see local elections in May 2016 with one third of the local authority members being up for re-election however none of the Members on the Fire Authority are up for re-election.
			NI33ii Deliberate Secondary	287	Impact on Blue Light Collaboration Programme
			Deliberate Primary Fires excluding Vehicles (BV206i)	21	Impact of Halton's role in the Liverpool City Region (not for Police/Fire)
			Deliberate Secondary Fires excluding vehicles (BV206iii)	286	Health and public service transformation – potential fragmentation of health, further multi-agency solutions i.e. complex dependency.
			Deliberate primary vehicle fires (BV206ii)	29	Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years
			Deliberate secondary vehicle fires (BV206iv)	1	
			NI 21 Anti Social Behavior		International economic uncertainty suggests economic stability could still be undermined
			2.1 Reduction in arson over the bonfire period.		

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Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
2.2	Continued delivery of our youth engagement programmes; cadet units, RESPECT, key Stage 2 school visits. Phoenix Project & Princes Trust Teams	P	2.1 PNR's to be completed for all Level 1 deliberate fire incidents	100%	Increased risk of terrorism and radicalism, from Islamic, far right and other marginalised groups Heightened threat level Civil of civil disobedience and protest arising from political issues and/or marginalisation
			2.1 Attendance at 100% of local T&C meetings	100%	
			2.2 RESPECT Teams completed	100%	
			2.2 Princes Trust Teams	TBC	

3. Improve Road Safety - NI47

There were 547 KSI casualties including 34 fatalities in the CFRS area during 2014 of which 51 KSIs casualties occurred in Halton including 6 fatalities. This is comprised of children, young adult road users, car occupants, pedestrians, pedal cyclists, and powered two-wheelers. Whilst the KSI figures is over 40% less than it was a decade ago, it is still unacceptably high and its impact devastates families and puts significant strain on the public services that deal with the incidents and help put lives back together.

Ref	CAP	Lead	Outputs and Outcomes	Target
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Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
	In support of the 2016/17 CFRS Road Safety Plan;		A reduction in KSIs (NI47)	TBC	<p>PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC John Dwyer.</p> <p>Impact on Blue Light Collaboration Programme</p> <p>Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years</p> <p>Development of the Safety Centre</p>
3.1 (1)	The Service will support Summer Road Safety Week planned for 4 th to 15 th July 2016	P	3.1 (1) Summer Road Safety Week – 1 event per station	2	
3.1 (2)	On a specific day in August (tba) the Service will deliver a series of road safety engagements to coincide with a multi-agency M6 corridor event.	P	3.1 (2) Number of Motorway Engagement Days completed	0	
3.1 (3)	Each Whole time watch will deliver at least 1 additional road safety	SD	3.1 (3) Each Whole time watch will deliver at least 1 additional road safety event	8	
3.1 (4)	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2016.	SD + P	3.1 (4) 1 event per station	2	

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Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
3.1 (5)	In liaison with the CFS/Local Road Safety Partnership each wholtime watch to deliver a specific event during Brake Road Safety week 21 st to 27th November 2016		3.1 (5) Each watch to deliver one event to support the theme of the Brake RS week.	8	
3.1 (6)	Support the ACPO Impaired Driving Campaigns. June – Summer December - Winter	SD + P	3.1 (6) 1 per UPG in each period = total 2	2	
3.1 (7)	Firebike - This vehicle will be managed centrally via Prevention Road Safety Officer (PRSO) and delivered by a team of Volunteer Riders	P	Across the Service; PRSO to deliver 8 Biker Down Events Each Volunteer rider to deliver a minimum of 7		

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Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
			road safety events per year		

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

We will improve the standards of fire safety within the non domestic built environment and reduce the occurrence of Non Domestic fire related incidents and safeguard heritage. Last year there were 100 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, a review is also taking place this year in relation to our attendance at Automatic Fire Alarms. During 2015/16 there were 18 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead	Outputs and Outcomes	Target 2016/17	PESTLE Drivers
NC ¹ 4.1	Implement proactive initiatives to reduce the impact of UWFS. This will include monitoring all UWFS's and responding in accordance with UWFS policy	CFP	Reduction in non domestic property fires (BV207)	20% (20)	Impact on Blue Light Collaboration Programme Impact of Halton's role in the Liverpool City Region (not for Police/Fire)
			4.1 Reduction in Uwfs	30% (118)	

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

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Ref	CAP	Lead	Outputs and Outcomes	Target 2016/17	PESTLE Drivers
4.2	Each Whole-time watch will receive 1 day's technical scene preservation training from CFP.	CFP	4.2 WT personnel to complete 1 day technical fire safety course	1 day	Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years International economic uncertainty suggests economic stability could still be undermined
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	4.3 One themed inspection per watch per tour (to include Fire works, pre-xmas visits)	1 per watch per tour	Civil of civil disobedience and protest arising from political issues and/or marginalisation
4.4	CFP to organize two business safety events in each Unitary Area.	CFP	4.4 Completed Business Liaison events	1	
NC ²	As and when requested by industry CFRS will take part at exercises at COMAH sites.	SD	4.5 CFP completes 150 audits across the Service area.		

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

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Ref	CAP	Lead	Outputs and Outcomes	Target 2016/17	PESTLE Drivers
			4.6 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	Outputs and Outcomes	PESTLE Drivers
5.1	<p>All Appraisals to be completed on time.</p> <p>To ensure resilience, each watch should have a minimum of one fire fighter suitable qualified to act to crew manager. (NC³ – See Risk Database)</p>	SD	<p>5.1 OUTPUT: 100% of appraisal to be completed before the deadlines Minimum of one fire fighter qualified to act to crew manager per watch</p> <p>5.1 OUTCOMES: Ensure appliance availability and resilience</p>	<p>Fire and Rescue Service will move out of DCLG which will result in a new fire reform agenda including the duty to collaborate, changes to the inspectorate, greater accountability and the removal of barriers to change.</p> <p>Impact on Blue Light Collaboration Programme</p> <p>Release of Thomas Review and Essex outcomes</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>	SD	<p>5.2 OUTPUTS: Qualitative & quantitative reports by SM. (see: PDRPro.) Complete 100% of Cluster exercises. Training events validated by SM. One heritage theme operational exercise or simulation.</p> <p>5.2 OUTCOME: High performance on PDRPro.</p>	<p>Trade Union legislation – Fire confirmed as key service affected by new laws</p> <p>Increased risk of terrorism and radicalism, from Islamic, far right and other marginalised groups</p> <p>Heightened threat level</p> <p>No new flooding duty for FRS</p>

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

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Ref	CAP	Lead	Outputs and Outcomes	PESTLE Drivers
	NC ⁴ – See Risk Database		<p>5.3 OUTPUTS: Monthly SMF Peer Audit by WM. Quarterly Station Audit (per station) by SM.</p> <p>5.3 OUTCOMES: Compliance with standards with SMF policy (SMF eDocs 1391)</p>	<p>Implementation of Emergency Response Programme 1 – and continuation of the new build Programme</p> <p>Emergency Response Programme 2 – development, public/staff/partner consultation and engagement process</p>
5.3	Ensure full compliance to the Station Management Framework as per policy. Update risk register (min ¼) NC ⁵ – See Risk Database)	SD		
5.4	Maintenance of the Station Risk Footprint as per the SSRI policy (SSRI validation and quality assurance completed) Update risk register (min ¼)	SD	<p>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.</p>	

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

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

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Ref	CAP	Lead	Outputs and Outcomes	PESTLE Drivers
	(No CAP – See Risk Database)		100% of SSRIs (low & high level) to have plans attached on Fire Core.	
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.	SD	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	5.6 OUTPUTS: Hydrant Inspections TBC	
		SD		

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

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Ref	CAP	Lead	Outputs and Outcomes	PESTLE Drivers
NC 5.7	Each Unitary to undertake a minimum of one heritage themed operational exercise or simulation. Linked to CAP 5.2			

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

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

Ref	CAP	Lead	Outputs and Outcomes	Target	PESTLE Drivers
NC 6.1	<p>The Service Delivery Department will be involved in the delivery of various IRMP 10, 11, 12 & 13 Objectives. We will also support the ERP2. The following projects will specifically impact on Halton:</p> <ul style="list-style-type: none"> • New Fire Station being built in Penketh • Workforce planning <p>Where appropriate these will be managed through the Cheshire Planning System and IRMP Program Board. (No CAP)</p>	SD	<p>6.2 Number and type of events delivered.</p> <p>6.2 One station open day per station.</p> <p>6.3 100% attendance at identified strategic and local meetings. (See CAP)</p>	<p>N A</p> <p>1 per station</p> <p>100%</p>	<p>Halton will see local elections in May 2016 with one third of the local authority members being up for re-election however none of the Members on the Fire Authority are up for re-election.</p> <p>PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC John Dwyer.</p> <p>Impact on Blue Light Collaboration Programme</p> <p>Release of Thomas Review and Essex outcomes</p> <p>Trade Union legislation – Fire confirmed as key service affected by new laws</p> <p>Impact of Halton’s role in the Liverpool City Region (not for Police/Fire)</p> <p>Health and public service transformation – potential fragmentation of health, further multi-agency solutions i.e. complex dependency.</p>
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 to ensure Individual watches design and implement relevant activities with outcomes recorded on the CAP.</p> <p>SM must liaise with Locality Safety Manager and corporate communications to ensure activities are coordinated Note * - All Stations must deliver activities for these</p>	SD			

<p>6.3</p>	<p>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>6.4</p>	<p>We will support the delivery of objectives within the Sustainable Communities Strategy and integrate CFRS activities by contributing to key partnerships / local delivery plans.</p> <p>Implement a new structure for the management of stations and revisions to the role of station manager and watch manager.</p>				