

UNITARY PERFORMANCE AREA PLAN 2018-19

Directorate: Service Delivery and Performance

Unitary Performance Manager: Mike Clark

Unitary Admin Manager Liz Thompson

Locality Safety Manager: Lorraine Page

Unitary Protection Manager: Ian Kay

Plan start date: April 2018

Quarterly Reviews Q1 July 2018

Q2 October 2018 (Mid Year)

Q3 / January 2019

Q4 May 2019 (End of Year)

Version: Final 1.1

1. INTRODUCTION

1.1 Our Vision, Mission, Aims and Objectives

VISION	A Cheshire where there are no deaths, injuries or damage from fires or other emergencies.						
MISSION	To help create safer communities, to rescue people and protect economic, environmental and community interests.						
Underpinned by our Aims and Objectives:							
							

To protect our communities and reduce local risks we will:

- 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

To respond promptly and effectively to emergencies we will:

- 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

In developing an excellent organisation accountable to our communities we will:

- **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

Key Priorities for CFRS in Halton

At the end of the 2017/18 planning year **Halton** saw an increase in accidental fire in the home when compared to the same period in 2016/17, but consistent with values seen before 2016 (48 incidents in 2017/18 compared to 35 incidents in 2016/17). The majority of the incidents have a low severity rating indicating that they are relatively minor. We aim to further reduce incidents of fire in the home further through our targeted approach to Safe & Well visits.

The reduction of deliberate fire activity is a key priority for the Service in Halton, however we saw an increase in 2017/18 with a total of 284 incidents (72 primary and 212 secondary) compared to 2016/17 planning year of 242 incidents (66 primary and 176 secondary) however it is much lower than the majority of values recorded pre 2016/17.

In response to these incidents we will maintain initiatives across Halton by targeting deliberate fires and deliberate fire setters, and ensure the PNR process provides detailed intelligence for potential prosecution with a more increased emphasis on the SPOC for each Local Policing Unit.

Reduction of Killed & Seriously Injured (KSI) on the Roads;

Cheshire Fire & Rescue Service (CFRS) is the publicly accountable body responsible for ensuring the communities of Cheshire West & Chester, Cheshire East, Halton & Warrington are protected by an effective and efficient Fire & Rescue Service (FRS). This remit extends to carrying out road safety activity in partnership with local authorities and other key agencies such as; Police, Ambulance, Highways Agency and Department For Transport as well as a range of relevant road safety charities and groups.

There were 381 KSI casualties including 22 fatalities in the CFRS area during 2017 of which 29 KSI casualties occurred in Halton including 1 fatality.

Cheshire Fire and Rescue Service Resources in Halton Unitary Performance Area

Protection Dept.

Manager: Ian Kay

Runcorn Community Fire Station

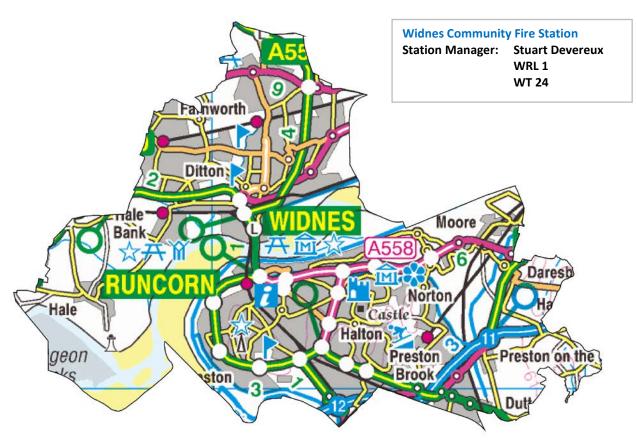
Station Manager: Stuart Devereux

WRL 2 (1WT; 1OC)

WT 20 OC 16

Key

WRL Water Ladder ApplianceWT Whole Time StaffOC On Call System



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2. UNITARY PERFORMANCE TEAM

Fire Authority Members	Councillors: Rob Polhill, Stef Nelson and Phil Harris
Unitary Performance Manager	Mike Clark
Locality Safety Manager	Lorraine Page
Unitary Protection Manager	Ian Kay
Unitary Admin Manager	Liz Thompson
Unitary Communications Representative	TBC
Unitary Human Resources Representative	Carmine Rabhani, Ursula Corcoran
Stations and Relevant Station or Watch Managers where	Runcorn: Station Manager SM Stuart Devereux Red Watch WM Rob Everson-Hart White Watch WM Dave Jones Blue Watch TWM Ben Sanderson Green Watch WM Mark Sopp On-Call TWM Ben Sanderson
appropriate	Widnes: Station Manager SM Stuart Devereux Red Watch WM Gary Raper White Watch WM Andy Clarke Blue Watch TWM Luke Garrett Green Watch TWM Graham Maher

3. DELIVERY PLAN

Service Delivery Key Objectives

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

Monitor & Review

All whole time stations will develop community action plans (CAP's) aligned to the above priorities. These will include SMART objectives and milestones all of which will be reviewed regularly. The report will be presented to local Unitary Performance Groups, the Unitary Performance Management Team; a further review takes place at the Performance Scrutiny Board before formal submission to Performance and Programmes Board (PPB).

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

Positive Action:

In relation to recruitment and in particular firefighter recruitment, the Service is actively encouraging applications from underrepresented groups, such as women and members of the LGBT and BME communities, as part of an ongoing programme of positive action. All departments and crews shall support and/or facilitate positive action events together with HR and the Equality and Inclusion Team, as and when appropriate.

Delivery Plan

1. Improve Home Safety

In 2018-19 'Safe and Well' visits will be targeted on two tiers: Very high risk households through referrals from partnerships agencies and targeted households based on risk from the HRD set (total 40,000 (Platinum, Gold, Silver, Bronze)). The Service has devised a targeting methodology to identify high risk households taking account of personal risk; socio-demographic risk and emergency response risk.

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2018/19						
1.1	We will deliver 1344 per whole time pump stations from the HRD set. (Including partner referrals).	SD Pre	17/18 Total Accidental Dwelling fires = 48 (18/19 target 44) 17/18	Number of Safe and Well Visits completed from the HRD data set and partner referrals.	2688						
	We will visit all Platinum and Gold Addresses to offer a Safe		F		Total number of Primary Fire injuries = 11 (ADF Injuries = 6).	Fire injuries = 11 (ADF	Fire injuries = 11 (ADF	Fire injuries = 11 (ADF	Fire injuries = 11 (ADF	By 01/04/2019 - Visit 100% of Gold households to offer a Safe and Well visit.	100%
	and Well visit and aim to complete a visit in 65% of the			Safe and Well visits completed in Platinum and Gold addresses	65%						
	addresses.		consistent with the wider	Injuries in ADFs (BV143ii)	2						
	In addition we will deliver when required adhoc risk based Safe & Well visits from other sources.				Cheshire picture with incidents increasing during afternoon and	Reduction in BV142iii Accidental Dwelling Fires	44				
	(E.g. after the fire etc.)		evening meal times.	BV143i Deaths in Accidental Fires	0						
	We will deliver Key Stage 2	occ with mo		The majority of ADFs	Deaths in Primary Fires (NI49ii)	0					
	educational visits to all primary schools within the unitary area (51 KS2 visits – Runcorn 31, Widnes 20		most frequent ignition	Reduction in NI49iii Non-fatal casualties (excluding precautionary check)							

Operational Crews to support the delivery of national and local planned Road Safety Programmes to ensure the provision of suitable educational information is delivered in demonstration and local provision and local provision of suitable educational information is delivered in demonstration and local planned Road Safety Prople within this "Platinum" risk category are more likely to be older, living alone in demonstration are not that	gence Outpu	Key Intelligence	Lead	CAP	Ref
Information is delivered in conjunction with the Locality Safety Manager and as detailed in the Road Safety Delivery Plan 2018/19. The risk for males aged 85+ is twice that of males 65+. Our targeting of Safe & Well visits is aimed at the over 65's, prioritising the Gold, Silver and Bronze households taken off the HRD data set. Other Safe & Well visits are completed following agency referral and post incident. Remographic areas that are known to have more fires. The risk for males aged 85+ is twice that of males 65+. Our targeting of Safe & Well visits is aimed at the over 65's, prioritising the Gold, Silver and Bronze households taken off the HRD data set. Other Safe & Well visits are completed following agency referral and post incident.	his category to be in dwellings cone in reas that ave lles aged at of ir fe & Well at the itising the d Bronze sen off the Other sits are owing	People within this "Platinum" risk categor are more likely to be older, living alone in demographic areas tha are known to have more fires. The risk for males aged 85+ is twice that of males 65+. Our targeting of Safe & We visits is aimed at the over 65's, prioritising th Gold, Silver and Bronz households taken off th HRD data set. Other Safe & Well visits are completed following agency referral and po		delivery of national and local planned Road Safety Programmes to ensure the provision of suitable educational information is delivered in conjunction with the Locality Safety Manager and as detailed in the Road Safety Delivery Plan	1.2

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 2018/19
2.1	In support of the 2018/19 CFRS Deliberate Fire Reduction Plan	SD P&P	17/18 Deliberate Primary Fires = 72	NI33i Deliberate primary fires	51
	specific plans will be developed to respond to peak activity and		17/18 Deliberate Secondary Fire = 212	NI33ii Deliberate Secondary	240
	reduce all deliberate fire setting including bonfires.		The main hotspot areas towards the end of Q4 were the Hough Green and Upton areas of Widnes to the north of the unitary area – significant number of vehicles in this area. Other areas to continue to monitor will be in Halton Lodge, Runcorn and Lower House in Widnes. The unit will analyse deliberate fire activity based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform arson reduction	Deliberate Primary Fires excluding Vehicles (BV206i)	22
	We will continue to develop relationships with each Local Policing Unit and officer			Deliberate Secondary Fires excluding vehicles (BV206iii)	238
	appointed as a Single Point of Contact for arson related matters within their areas,			Deliberate primary vehicle fires (BV206ii)	29
	evidence/information gathering at incidents will be shared in a timely manner with local Police			Deliberate secondary vehicle fires (BV206iv)	2
	and other partners through the Local Tasking & Co-ordination			NI 21 Anti-Social Behavior	0
	Group (T&C) and PNR IRS interface process, so risk reduction activities can be implemented.			Reduction in arson over the bonfire period or for periods identified through local intelligence and increased activities. PNRs to be completed for all Level 1 deliberate fire incidents Attendance at local meetings	100%

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2018/19
2.2	Deliver bonfire; firework and safety campaigns	SD Pre & Pro		Bonfire Reduction Plans and Report. Local SMs to produce the plans in conjunction with local partners, LPUs and the Arson Reduction Manager.	
	Continued delivery of our youth engagement programmes, including Cadet units, RESPECT, Key Stage 2 school visits,		Pre	RESPECT Teams completed and supported by Service Delivery Teams	TBC
2.3	Phoenix Project & Princes Trust Teams	Pre		Princes' Trust Teams	TBC
				NI117 NEET Young People	TBC

3. Improve Road Safety - NI47

There were 381 KSI casualties including 22 fatalities in the CFRS area during 2017 of which 29 KSI casualties occurred in Halton including 1 fatality. 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	САР	Lead	Key Information	Outputs & Outcomes	Target 2018/19
	In support of the 2018/19 CFRS Road Safety Plan;		There were 381 KSI casualties including 22		
	The Service will support Summer Road Safety Weeks planned for 7 th to 22 nd July 2018	Pre	fatalities in the CFRS area during 2017 of which 29 KSI casualties occurred in Halton including 1 fatality.	Summer Road Safety Week – 1 event per whole time station.	2
3.1	Each Whole time watch will deliver at least 1 additional road safety in conjunction with Corporate Communication Team.	SD		Each Whole time watch will deliver at least 1 additional road safety event	8
	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2018	Pre		1 event per whole time station.	2
	In liaison with the Local Road Safety Partnership each wholetime watch to deliver a specific event during Brake Road Safety week 19 th to 25 th November 2018.	Pre		One event per whole time watch to support the theme of the Brake Road Safety week.	8
	Support regional and national	Pre	The Research & Business	1 per whole time station.	2

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2018/19
3.2	FRS road safety activity by effectively engaging with other FRS Road Safety Practitioners through the CFOA Prevention, Protection & Road Safety Directorate.		Intelligence Team will analyse RTC/KSIs 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.		
3.3	Represent CFRS on local road safety delivery groups (including LAPS and CSP) to ensure activity is integrated into each local authority's statutory road safety plan.	SD Pre		Representation on local authority board delivery and support of CSP priorities id Strategic Assessment.	

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

We will improve the standards of fire safety within the non domestic built environment and reduce the occurrence of Non Domestic fire related incidents and safeguard heritage. In 2017/18 there were 51 false alarms and we have seen a large positive decrease compared to the 2016/17 & 2017/18 fiscal years due to the new policy. During 2017/18 there were 13 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead		Outputs and Outcomes	Target 2018/19
4.1	Operational crews undertake fire safety audits, peak activity	Pro	17/18 Fires in Non Domestic Premises: 13 The main repeat	Reduction in non domestic property fires (BV207)	19
	inspections, thematic visits with a commitment based upon; one inspection per watch per tour (to include Fire works, pre-Christmas visits)			Reduction in Uwfs	61
4.2	Protection Officers to undertake health check/ "during performance" (peak activity) type inspections of sleeping risk premises.	Pro	17/18 False Alarms in Non Domestic Premises: 51	One themed inspection per watch per tour (to include Fire works, pre-Christmas visits)	1 per watch per tour
4.3	Support Protection to deliver Business Safety Events	Pro	The most common	Completed Business Liaison events	1
			causes are Faulty Equipment and	Protection Team complete 300 audits across the Service area.	
			Cooking/Burnt toast.	Following any notable fires in commerce relevant premises; either within the imposimilar business sector visited.	•
				Prevention and Protection 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 2018/19
NC ₁ 5.1	NC1 – Non CAP, refer to Risk Tab on Cheshire Planning System Maintain skills matrix on Gartan to ensure operational staff resilience/competence and prioritise training needs	OTG SD	Training	All Operational Personnel to attend a two day BA/Fire behavior training 30% of operational personnel will attend the following course: RTC/BTACC (2 day), Height Safety (1day), Hazmat (1day), along with any specialist training course/s required by the station/s operational capability required, as per Policy and guidance	

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target 2018/19
NC ₂ 5.2	NC2– Non CAP, refer to Risk Tab on Cheshire Planning System Ensure all personnel maintain competence through robust management, delivery and recording qualitative and quantitative progress against completion of the annual training forecast. Complete 100% of Cluster exercises at identified locations. Update risk register	SD		Qualitative & quantitative reports by SM. (see: PDRPro Reports) Complete 100% of Cluster and short notice exercises. Training events validated by SM. One heritage theme operational exercise or simulation. High performance on PDRPro relating to Service Training Forecast.	
5.3	Ensure full compliance to the Station Management Framework as per policy. Update risk register (min 1/4)	SD		Compliance with standards with SMF policy (SMF eDocs 1391)	
5.4	Maintenance of the Station Risk Footprint as per the SSRI policy (SSRI validation and quality assurance completed) Update risk register (min 1/4)	SD		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 applying new risk methodology.	
5.5	All Appraisals to be completed on time. To ensure resilience, each watch should have a minimum of one fire fighter suitably qualified to act to crew manager.	SD		100% of appraisal to be completed before the deadlines Minimum of one fire fighter qualified to act to crew manager per watch (ICA)	100%

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target 2018/19
				Ensure appliance availability and resilience	
5.6	Hydrant Inspections Each station will complete their High Risk SSRI Hydrant Route as per policy.(NO CAP)	SD		Hydrant Inspections completed as per policy.	100%
5.7	Support the annual Business Continuity Exercise as and when required. Ensure local station BCPs are in place and reviewed as per policy. Ensure local strategic reserve (CAMs) procedure is in place on all wholetime stations (NO CAP)	SD			

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

We will implement the objectives set out in the Integrated Risk Management Plan (IRMP15). 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
6.1	The Service Delivery Department will be involved in the delivery of various IRMP Objectives – 5 year strategy 2015-2020.	SD			
	We will continue to support the Emergency Response Programme.				
	Where appropriate these will be managed through the Cheshire Planning System and Performance & Programme Board. (NO CAP)				N/A

	CAP	Lead	Key Information		Outputs and Outcomes	Target
	Engaging Diverse Communities.	OPA	2018/19 Events		Number and type of events	1 per station
6.2	Each station will participate in events	SD			delivered.	1
	relevant to community risk and the		14 - 20	Deaf Awareness		
	community diversity profile within their		May	Week	One station open day per station.	
	station area.		14 - 20	Learning at	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
			May	Work Week	100% attendance at identified	
			28 May - 03	Caravan & Boat Safety Week	strategic and local meetings. (See	100%
	We will support the delivery of objectives		June	Salety Week	CAP).	
	within the Sustainable Communities		04 - 10	Child Safety	<i>Gr. w. y.</i>	
	Strategy and integrate CFRS activities		Jun	Week*		
	by contributing to key partnerships / local		15 May	Ramadan		
	delivery plans. (e.g.CSP, AP's, CDRP		-			
	etc.)		14 June	December		
	610.)		23 – 29 Apr	Drowning Prevention		
	The SM will decide which events to		Api	Week		
			15 June	Eid UI Fitr		
	target. (See Key Information - list of community events) All events to be		03 –	Chimney Fire		
	added to the CAP. SM to ensure		09 Sep	Safety Week		
			10 - 16	UK Business		
	Individual watches design and		Sep 17 - 23	Safety Week Gas Safety		
	implement relevant activities with		Sep	Week		
	outcomes recorded on the CAP.		01 – 07	NFCC Home		
			Oct	Safety Week		
	SM must liaise with Locality Safety		24 - 30	Fire Door Safety		
	Manager and Corporate		Sep	Week		
	Communications to ensure activities are			1		
	coordinated Note * - All Stations must		01 Oct	Older Persons		
	deliver activities for these events. A		15 - 21	Week*		
	further event must be completed based		Oct	Candle Safety Week		
	on local demographics/risk		22 Oct –			
			10 Nov	Borning i oned		
	The activities should predominantly		07 Nov	Diwali		
	focus on engaging diverse communities		04 – 12	Cooking & BBQ		
	with the ultimate aim of reducing the		Aug	Safety Week		
	following: Accidental Dwelling Fires, Fire		11 Nov 19 - 25	Armistice Day National Road		

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
	injuries, Deliberate Fires, Non domestic Fires & killed and seriously injured on the roads		Nov Safety Week 12 – 18 National March Sprinkler Safety Week		