

WARRINGTON	
Unitary Performance Area Plan 2013 - 14	
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Where you see this symbol, please press CTRL + click to view relevant documents for guidance

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 maximize community safety and minimize our impact on the environment

2. Story of Place and Community Profiles

The borough of Warrington covers 176 square kilometres and has a population of 198,900. It lies at the centre of the North West of England's communications network, with the M6, M56 and M62 motorways all intersecting within the borough. Two significant waterways serve the main urban area, the River Mersey and the Manchester Ship Canal. The role as a crossing point of both river and canal is an essential part of the town's character. The presence of these motorways, rail routes and waterways means that the Service has to ensure local firefighters have the specialist skills and equipment to respond when there are incidents involving these risks.

Warrington has historically enjoyed high levels of employment, growth and prosperity driven principally by a strong manufacturing base and its key strategic location in the region. Recently a shift from manufacturing to a service-based economy has resulted in financial services being the largest sector providing employment in Warrington (27%) followed by distribution (23%). Residents are less likely to be unemployed than the national average and if they are out of work they are more likely to find a job within 6 months. Current estimates highlight that Warrington has a slightly younger population than national and regional averages and a smaller proportion of over 65s.

Sustainable Communities Strategy / Closing the Gap

Warrington Sustainable Community Strategy has a vision for the Borough: 'By 2030, Warrington will be recognized as one of the best places to live and work in the UK, where everyone enjoys an outstanding quality of life.....in pursuing our vision we will prioritise **closing the gaps** in quality of life for our most disadvantaged communities'.

Deprived communities are those that fall within the top 10% of the most deprived nationally. There are 13 in Warrington: Avery Orange, Bewsey, Dallam, Greenwood, Howley, Longford 1, Longford 2, St Peters Way, Town Centre, Vulcan Valiant, Watkin Street, Westy, and William Sutton Trust. In Feb 2010 Warrington Partnership introduced the **Closing the Gap** framework which identified 5 overall improved outcomes that the partnership aims to deliver across all deprived communities:

1. Income and employment: increase community capacity, social capital and wealth in the community.
2. Health and disability: improve the general health and wellbeing of residents and access to health facilities in the community.
3. Education and skills: create a learning community.
4. Crime: reduce crime and perceptions of lack of preventative action in the area and improve community safety.
5. Living environment: improve the quality of life

These deprived communities are also more vulnerable from fires in the home and arson. CFRS is committed to supporting partnership activities that will reduce inequalities and help to close the gap.

Demography

Compared to the overall data for Warrington, our most deprived areas have the following characteristics:

	Warrington Borough Figure	Most deprived 10% SOAs in Warrington
Resident population	197,800	17,700 (9% of borough population)
Residential properties	91,455	Estimated 9,256 households (with a higher proportion of flats, and terraced housing)
Age breakdown:		
0 to 15	19.18%	21.54%
16 – 64	65.05%	65.54%
65+	15.77%	12.92%

This highlights that there is a slightly higher proportion of children and a slightly lower proportion of older people within the most deprived 10% areas of Warrington.

<http://www.warringtonpartnership.org.uk/vision.html>

<http://www.warrington.gov.uk>

CFRS priorities

The number of accidental fires in the home has fallen in Warrington since last year with a year end total for 2012/13 of 87 incidents. This is a small reduction of 8 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.

Deliberate secondary fire activity in Warrington continued to fall during 2012/13 resulting in a 40% 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. Moves to tackle arson include youth engagement activities such as RESPECT, Primary RESPECT, the Phoenix Project, 3 X Fire Cadet units, Princes Trust, Fire Station Community Garden projects, the Warrington Phoenix Boxing Club, support to the REACH project through FiReach, Prison Me No Way days and numerous other school and youth activities to deliver our anti Fire/ASB message.

In 2010, over 100 people were killed or seriously injured on the roads in Warrington, 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 Warrington Unitary Performance Area

Warrington Community Fire Station: WT

Station Manager: Stuart Devereux
 2 x WRL
 1 x FOT
 1 x Hazmat
 1 x S/Boat

Community Safety

Manager: Lorraine Page

Community Fire Protection

Manager: Ian Kay

KEY	
WRL	Water Ladder Appliance
MIDI	MIDI Appliance
FOT	Foam Tender
HP	Hydraulic Platform
S/Boat	Safety Rescue Boat
HazMat	Hazardous Material Unit
WT	Whole Time Staff
DS	Day Staffing
OC	On Call System
VSU	Victim support Unit



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Birchwood Community Fire Station: DS/OC

Station Manager: Phil Kilgour
 1 x WRL
 1 x MIDI
 1 x VSU

Stockton Heath Community Fire Station DC/OC

Station Manager: Phil Kilgour
 1 x WRL
 1 x MIDI
 1 x HP

4. Unitary Performance Team

Fire Authority Members	Councillors Mike Biggin, Hans Mundry, John Joyce, John Kerr-Brown, Peter Carey.
Unitary Performance Manager	Sean Henshaw
Unitary Safety Manager	Lorraine Page
Unitary CFP Manager	Ian Kay
Unitary Admin Manager	Liz Thompson
Unitary Communications Representative	Sian Corrigan
Unitary Human Resources Representative	Phil Mobbs & Laura Braddock
Stations and Relevant Station or Watch Managers where appropriate	<p>Warrington Fire Station: Station Manager Stuart Devereux</p> <p>Stockton Heath Fire Station: Station Manager Paul Sullivan</p> <p>Birchwood Fire Station: Station Manager Paul Sullivan</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
7	Improve Environmental Sustainability

Monitor & Review

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

All the activities delivered on station through the Community Action Plans (CAPS) will be subject to an Equality 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 5 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 2013-14 HSAs will be targeted on three tiers: Very high risk households through referrals from partnerships agencies; 20,000 targeted households based on risk from the HRD set; lower risk households through an on-line Home Safety Direct (HSD) system on the Service's website. The Service has devised a targeting methodology to identify high risk households taking account of personal risk; socio-demographic risk and emergency response risk.

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2013/14	PESTLE Drivers
1.1	We will deliver xxx from the 60k within the HRD set. (Including partner referrals). We will visit all Gold Addresses to offer a HSA. In addition we will deliver when required adhoc risk based HSA's from other sources. (e.g. after the fire etc) We will offer Contact Assessments to over 65s in accordance with our partnerships with Age UK	SD + CS	12/13 Total Accidental Dwelling fires = 87 12/13 Number of injuries as a result = 14 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. The highest density of incidents occurred in central Warrington, with lower density clusters in Birchwood, Stockton Heath and Great Sankey.	Number of Home Safety Assessments completed from the HRD data set and partner referrals.	250 per watch	Reduction in funding will require councils and other local authorities to consider radically different ways of delivering services. 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. Social Care reforms are aiming to ensure people stay at home for as long as possible before moving into care. The reductions in public spending could also lead to higher levels of unemployment.
				Visit 100% of GOLD households to offer a HSA	100%	
				100% of the over 65's will be offered a Contact Assessments	100%	
				Injuries in ADFs (BV143ii)	11	
				Reduction in BV142iii Accidental Dwelling Fires	83	
				BV143i Deaths in Accidental Fires	0	
				Deaths in Primary Fires (NI49ii)	0	
1.2	Operational crews will support CS to deliver Cheshire Safety Day.	CS	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+.	Reduction in NI49iii Non-fatal casualties (excluding precautionary check)	13	Welfare reforms will impact on vast majority of benefits claimants and could lead to increased vulnerability. (fuel poverty) Increasing number of single person households - more at risk from fire.
				BV 144 Percentage of accidental fires in dwellings confined to room of origin	95%	
				BV 209iii percent of dwellings were no smoke alarm was fitted.	No more than 14%	

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 process, so risk reduction activities can be implemented.	SD+ CFP	12/13 Deliberate Primary Fires = 72 12/13 Deliberate Secondary Fire = 211 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. Hotspot areas: Radley Common, Warrington Blackbrook, Warrington	NI33i Deliberate primary fires	96	Continued reductions in resources – both CFRS and partners				
				NI33ii Deliberate Secondary	309					
				Deliberate Primary Fires excluding Vehicles (BV206i)	51					
				2.2	Continued delivery of our youth engagement programmes; cadet units, RESPECT, key Stage 2 school visits & Princes Trust Teams	CS		Deliberate Secondary Fires excluding vehicles (BV206iii)	45	Difficult business environment – continued risk of arson, increased mental health issues, deprivation, unemployment, alcoholism and deprivation
								Deliberate primary vehicle fires (BV206ii)	307	
								Deliberate secondary vehicle fires (BV206iv)	2	
								NI 21 Anti Social Behavior		
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		2.1 Reduction in arson over the bonfire period.		High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society				
				2.1 PNR's to be completed for 100% of all deliberate fires within 24hours.	100%					
				2.1 Attendance at 100% of local NAT (T&C) meetings	100%					
				2.2 Key Stage 2 visits completed	TBC					
				2.2 RESPECT Teams completed	TBC					
2.2 Princes Trust Teams	TBC	Welfare Reforms - High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society								
2.2 NI117 NEET Young People	TBC									

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

3. Improve Road Safety - NI47

Each year around 592 people are killed or seriously injured on the roads of Cheshire East, Halton, Warrington and Cheshire West & Chester. 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)	CS to organise, wholtime stations to lead and deliver intelligence led Driver Engagement Days (DED) with support from CS.	CS	During the period 1st April to 31st March 11 there was a total of 102 KSIs in Warrington. Of these 8 were fatalities and 94 were serious injuries.	A reduction in KSIs (NI47) 3.1 (1) Number of Driver Engagement Days completed	TBC 20
3.1 (2)	CS to organise, wholtime stations to lead and deliver with support from CS to deliver Motorway Engagement Days (MED).	CS	Warrington town centre contained the highest density of KSIs during the period. May to October are 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. Morning (08:00 to 11:00) and evening (15:00 to 19:00) rush hours are the peak times for an incident in Warrington. Weekdays also tended to generate more KSIs than weekends.	3.1 (2) Number of Motorway Engagement Days completed (Burtonwood & Lymm).	0
3.1 (3)	Support the National CFOA road safety day/UN Decade of Action for Road Safety (proposed dates 6 th – 12 th May) to deliver a fire service presence from all WT & DC fire stations at suitable locations planed by CSRSO.	CS	Men are proportionally involved in more serious RTCs than women. Males, 16 to 24 years are proportionately the highest risk drivers involved in the most RTCs (likelihood) and KSIs (severity) – though young females are also at above average risk too. Females follow a similar age and gender pattern though the most represented age group is smaller: from 16 to 39.	3.1 (3) National CFOA Road Safety Day - 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 2012.	CS		3.1 (4) Events undertaken as part of the CFOA / Tyresafe winter driving campaign.	3
3.1 (5)	CS to organise and wholtime stations to support summer and Christmas Drink Driving campaigns led by Road Safety Partnership.	CS	Car occupant injury prevention is a priority, as they account for 40% of all KSIs, in both the HBC & WBC areas the 16-35y age group are most at risk.	3.1 (5) Events delivered as part of Summer & winter Drink Drive Campaigns	3 + 3
3.2 NC ²	Drive Survive course aimed at young drivers and car occupants.	CS	Pedestrian are the second largest KSI casualty road user group, with 37 pedestrian KSIs on average per year. Resources into reducing pedestrian casualties should be allocated to adults as well as children (the latter accounting for 41% of pedestrian KSIs). Young	3.3 Number of hours that fire bike engages with motorcycle riders. Number of riders taking up advanced rider courses	7 days (7 days per volunteer)
3.3	The Fire Bike will be utilised at motorcycle	CS		3.4 (1) Number of events delivered as part of Brake Road safety week.	8

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

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
	rider events and convergence areas to engage and educate and promote advanced rider courses.		adult males (16-35y) are more prevalent than other adults and those aged over 76y are more over-represented per head of population than other age groups, however actual numbers are still relatively low.	3.4 (2) Each Whole time watch will deliver at least 1 additional road safety event to address local needs.	8
3.4 (1)	In liaison with the CFS/Local Road Safety Partnership each wholetime watch to deliver a specific event during Road Safety week 18 th – 24 th November .	SD CS + SD	High P2W injury prevention – Across the HBC & WBC area there are 20 high P2W KSIs per year on average. Only just over half of these reside within the local area.	3.4 (3) 100% attendance on road safety delivery groups	100%
3.4 (2)	Each Whole time watch will deliver at least 1 additional road safety event to address local needs.	CS + SD	Low P2W injury prevention –Casualties are concentrated in the 16-25y age group, therefore have a high risk per head of population.	Percent of RTCs passing the Cheshire Standard.	95%
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			

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 278 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 40 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)	40	<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
				4.1 Reduction in Uwfs	242	
4.2	WT and DC watches to complete 2 day technical fire safety training course to enhance current knowledge and to assist operational staff undertake a more comprehensive fire safety visit in 2013-14.	CFP	The repeat property types for non domestic fires were Single shops and factories.	4.2 WT & DC personnel to complete 2 day technical fire safety course	2 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	12/13 False Alarms in Non Domestic Premises: 278 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 (to complete the 2012/13 target of 150).	CFP	Warrington Hospital & Hollins Park Hospital were the top locations.	4.4 All very high & high risk premises inspected	100%	
4.5	CFP to organize two business safety events in each Unitary Area.	CFP		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		4.6 CFP completes 150 audits across the Service area.		

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
4.6	Audit all waste/recycling sites which are known to the Environment Agency	CFP	4.8 Campaign run and no increase in barn fires as compared to 2011/12		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>Shirley Towers Inquest – Rule 43 will mean changes to procedures and building regulation for high rise.</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> <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>
5.2	<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>		
5.3	<p>Ensure full compliance to the Station Management Framework as per</p>	SD				

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

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	policy. Update risk register (min ¼) 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) 5.4 OUTPUTS: 100% of Re-inspections to be completed by due date. Minimum of 3 SM SSRI Audits per month per station. 100% of SSRIs (low & high level) to have plans attached on Fire Core. 100% of station SSRIs to be transferred to Fire Core by 31/03/13. All Low Level SSRIs recorded on FireCore include initial considerations and a plan drawing of the site. RA1 completed for all Res Care premises RA1 completed for all Heritage buildings grade 1 and 2.		
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				
5.6	Hydrant Inspections Each wholetime watch will complete 1 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				

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
				5.4 OUTPUTS: Hydrant Inspections TBC		

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

We will implement the objectives set out in the Integrated Risk Management Plan (IRMP9). This will include those objectives applicable in all Unitary areas and those specifically relevant to the Warrington Unitary. Warrington Sustainable Community Strategy has a vision for the Borough: 'By 2030, Warrington will be recognized as one of the best places to live and work in the UK, where everyone enjoys an outstanding quality of life.....in pursuing our vision we will prioritise closing the gaps in quality of life for our most disadvantaged communities'.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
NC 6.1	Implement the outcomes of the Unitary Administration Review	SD	<u>2013/14 Events</u> Baisakhi 14 April 13 St George's Day 23 April 13	6.1 Implementation of Unitary administration review	31/3/2013	<ul style="list-style-type: none"> • Knight review will focus on collaboration, mergers, shifts and crewing, procurement and prevention. • Health reforms will lead to creation of & Health & Wellbeing Boards & CCG. • The Localism Act – new requirements on local authorities, power of general competence • Local elections (Halton and Warrington) – possible changes to CFA make-up
6.2	Engaging Diverse Communities Each station will participate in events relevant to community risk and the community diversity profile within their station area. The station manager will decide these tasks. (See list of community events). Individual watches to design the station activities. The activities should	SD	Boat Fire Safety Week 27-31 May 13 Red Cross Week 5-11 May 13 Deaf Awareness Week 6-12 May 13 Ascension Day 9 May 13 Shavuot 14 May 13 Buddha Day 24 May 13 National Family Week 27 May-2 June 13 Corpus Christi 30 May 13 Gypsy Roma Traveller History	6.2 Number and type of events delivered.	N/A	
				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%	

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

We will implement the objectives set out in the Integrated Risk Management Plan (IRMP9). This will include those objectives applicable in all Unitary areas and those specifically relevant to the Warrington Unitary. Warrington Sustainable Community Strategy has a vision for the Borough: 'By 2030, Warrington will be recognized as one of the best places to live and work in the UK, where everyone enjoys an outstanding quality of life.....in pursuing our vision we will prioritise closing the gaps in quality of life for our most disadvantaged communities'.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	predominantly focus on engaging local 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. SM must liaise with CS and corporate communications to ensure activities are co-ordinated We will deliver one station open day at each station and ensure this is accessible to members of the community including under represented groups.		<p>Month June 13 Carers Week 10-16 June 13 Child Safety Week 24-30 June 13 Ramadan 9 July-7 August 13 Eid Ul Fitr 8 August 13 Raksha Bandhan 21 August 13 Chimney Fire Safety Week 9-15 September (TBC) Electrical Fire Safety Week 23-29 September (TBC) Rosh Hashanah 13 September 13 Yom Kippur 14 September 13 Sukkot begins 19 September 13 National Schools' Fire Safety Week October (TBC) British Summer Time Ends 27 October 13 Older Persons' Day 1 October 13 Grandparents' Day 6 October 13 Eid Al Adha 15 October 13 Bonfire Night 5 November 13 Candle Fire Safety Week</p>			<ul style="list-style-type: none"> • Changes to council tax and local business rate collection • Pension reform still retains potential for continued and major industrial action – Unison in agreement and FBU negotiating • Increasing expectation that the FRS will work collaboratively with partners to address families with complex needs • North West Fire Control and other projects to share functions and assets • Social media, both as a platform for communication and mischief • Cyber security – systems under threat • Continued debate around scope of EU legislation in UK – particularly Working Time • Industrial relations legislation • Provisions of the Localism Act coming into force • Risk of terrorism • Increasing numbers of housing developments.
6.3	We will support the delivery of objectives within the Sustainable Communities Strategy and integrate CFRS activities by contributing to key partnerships / local delivery plans. (e.g. LSP, LAP's, CDRP etc)	SD				
NC 6.4	Undertake a review of operational cover across Cheshire and provide a range of shift options. (No CAP)	SD				