

<b>WARRINGTON</b>	
<b>Unitary Performance Area Plan 2014 - 15</b>	
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<b>Plan start date</b>	April 2014
<b>Quarterly Reviews</b>	Q1 July 2014 Q2 October 2014 (Mid Year) Q3 January 2015 Q4 April 2015 (End of Year)
<b>Version</b>	FINAL

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## 1. Our Vision, Mission, Aims and Objectives (Golden Thread)

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

## 2. Story of Place and Community Profiles

The borough of Warrington covers 176 square kilometres and has a population of 202,228. 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 these 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.

### **Community Profile**

According to ONS 2011 Warrington has a population of just short of 202,228 and the population is continuing to grow year on year. The BME community according to the ONS 2011 data is 7.1% with White Other and Asian British Indian being the biggest minority populations. This was followed by Asian British Pakistani and Asian British Other.

The main religion followed in Warrington is Christian however there is a substantial Hindu community and small pockets of society who are Sikh or Buddhist. Warrington has a younger population than the national and regional averages. However, Warrington 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. 17.3% of Warrington's total population consider themselves to be disabled.

### **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.

During the period 1<sup>st</sup> July 2007 to 30<sup>th</sup> June 2012, over 492 people were killed or seriously injured on the roads in Warrington, with key campaigns to tackle the issue including 6<sup>th</sup> form road safety educational activity making full use of the Think! Car, 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: Paul Jackson  
 2 x WRL  
 1 x FOT  
 1 x Hazmat  
 1 x S/Boat

**Birchwood Community Fire Station: DS/OC**

Station Manager: Paul Sullivan  
 1 x WRL  
 1 x MIDI  
 1 x VSU

**Community Safety**

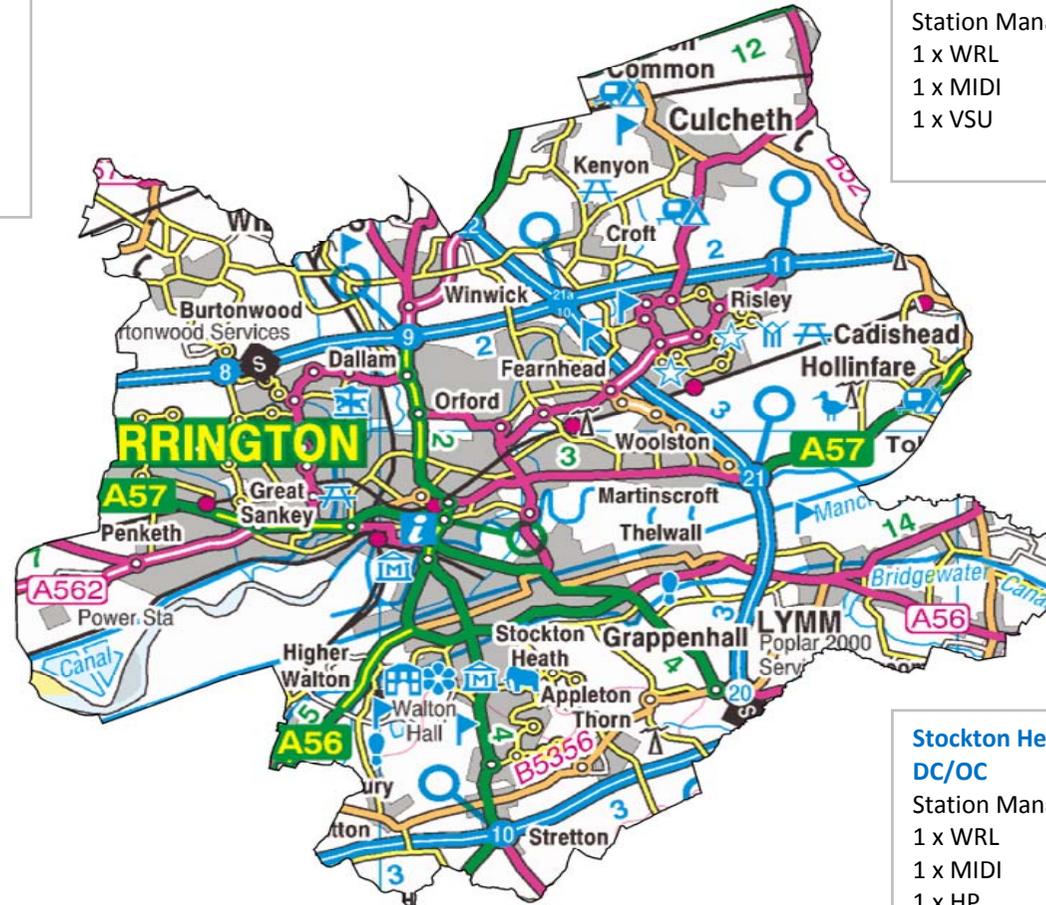
Manager: Lorraine Page

**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



**Stockton Heath Community Fire Station DC/OC**

Station Manager: Paul Sullivan  
 1 x WRL  
 1 x MIDI  
 1 x HP

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#### 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		
Stations and Relevant Station or Watch Managers where appropriate	Warrington;	Station Manager; Red Watch; White Watch; Blue Watch; Green Watch;	SM Paul Jackson WM John Whiteley WM Jami Jennings WM Graham Davis WM Mal Jones
	Birchwood;	Station Manager; Charlie Watch; Delta Watch; On-Call;	SM Paul Sullivan WM Mark Burrage WM Damien Wight WM Lee McGarity
	Stockton Heath;	Station Manager; Alpha Watch; Bravo Watch; On-Call;	SM Paul Sullivan WM Neil McElroy WM Mark Pollard TCM Nick Holmes TCM Mark Ralston

## 5. Key Objectives

Ref	Key Objective
1	<a href="#">Improve Home Safety</a>
2	<a href="#">Reduce deliberate fires and anti-social Behaviour</a>
3	<a href="#">Improve Road Safety</a>
4	<a href="#">Improve Fire Safety in Non Domestic premises</a>
5	<a href="#">Improve the operational preparedness</a>
6	<a href="#">IRMP &amp; Sustainable Communities Strategy</a>
7	<a href="#">Improve Environmental Sustainability</a>

### 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 wholtime 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; 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 2014/15	PESTLE Drivers
1.1	<p>We will deliver 2,108 (527 per pump) from the HRD set. (Including partner referrals). We will visit all Gold Addresses to offer an HSA and aim to complete 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 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 = 87 12/13 Number of injuries as a result = 14</p> <p>The peak times are consistent with the wider Cheshire picture with incidents increasing during afternoon and evening meal times.</p> <p>The majority of ADFs occurred in the kitchen, with cookers being the most frequent ignition source.</p> <p>The highest density of incidents occurred in central Warrington, with lower density clusters in Birchwood, Stockton Heath and Great Sankey.</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)	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	<p>Males and females over 65 are at risk and males are twice as likely as females to die in fire.</p> <p>The risk for males aged 85+ is twice that of males 65+. Our targeting of HSA's is aimed at the over 65's, prioritising the</p>	Reduction in NI49iii Non-fatal casualties (excluding precautionary check)	13	
				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%	
1.3	We will support the delivery of the 'Dirty Grills kill' campaign and promotional activity directed by the service					

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Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2014/15	PESTLE Drivers
	campaigns group (No CAP). <hr/> CS will deliver ½ days Safeguarding training to all CS, CFP staff, Whole time and day duty staff. <b>(CS lead CAP)</b>		Gold, Silver and Bronze households taken off the HRD data set. Other HSA's are completed following agency referral and post incident.			

## 2. Reduce Deliberate Fires and Anti-Social Behaviour

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

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2014/15	PESTLE Drivers
2.1	Specific plans will be developed to respond to peak activity and reduce all deliberate fire setting including bonfires.  We will continue to develop relationships with Police to improve evidence/information gathering at incidents. This will be shared in a timely manner with local Police and other partners through the Local Tasking & Co-ordination Group (T&C) and the new PNR IRS interface 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  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  Increasing fuel costs will move more households into fuel poverty.
				NI33ii Deliberate Secondary	309	
				Deliberate Primary Fires excluding Vehicles (BV206i)	51	
				Deliberate Secondary Fires excluding vehicles (BV206iii)	45	
				Deliberate primary vehicle fires (BV206ii)	307	
				Deliberate secondary vehicle fires (BV206iv)	2	
				NI 21 Anti Social Behavior		
2.2	Continued delivery of our youth engagement programmes; cadet units, RESPECT, key Stage 2 school visits & Princes Trust Teams	CS	The Service Business Intelligence 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 activity.	2.1 Reduction in arson over the bonfire period.		Welfare Reforms - 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 all Level 1 deliberate fire incidents	100%	
NC <sup>1</sup> 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 Attendance at 100% of local NAT (T&C) meetings	100%	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.
				2.2 Key Stage 2 visits completed	TBC	
				2.2 RESPECT Teams completed	TBC	
				2.2 Princes Trust Teams	TBC	
				2.2 NI117 NEET Young People	TBC	

<sup>1</sup> Non CAP – refer to Activity Tab on Cheshire Planning System

### 3. Improve Road Safety - NI47

During 13/14 within the Cheshire FRS footprint area there were 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 <sup>th</sup> 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 <sup>th</sup> June 12 there was a total of 492 KSIs in Warrington. Of these 30 were fatalities and 462 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.  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.	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			9		
	3.1 (2) Number of Motorway Engagement Days completed (Burtonwood & Lymm).			8		
	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) Events undertaken as part of the CFOA / Tyresafe winter driving campaign.			3		
3.1 (4)	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2014.	CS		3.1 (5) Events delivered as part of Summer & winter Drink Drive Campaigns	2	
3.1 (5)	CS to organise and wholetime stations to support summer and Christmas Drink Driving campaigns led by Road Safety Partnership.	CS		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)	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
3.2 NC <sup>2</sup>	Drive Survive course aimed at young drivers and car occupants.	CS		3.4 (1) Number of events delivered as part of Brake Road safety week.	8
3.3	The Fire Bike will be utilised at motorcycle rider events and convergence areas to engage and educate and promote advanced rider courses.	CS		3.4 (2) Each Whole time watch will deliver at least 1 additional road safety event aimed at a target audience of at least 50 people aligned to any of these target groups (Vulnerable road users i.e. Children, pedestrians and cyclists)..	8
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 <sup>th</sup> -23 <sup>rd</sup> November 14	SD CS + SD		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		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			

<sup>2</sup> 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 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 2014/15	PESTLE Drivers
NC <sup>3</sup> 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"> <li>Continued reductions in resources – both CFRS and partners</li> <li>Community Budgets and sub-regional collaboration</li> <li>Difficult business environment – continued risk of arson, increased mental health issues, deprivation, unemployment, alcoholism and deprivation.</li> <li>High potential for repeat of 2011 summer riots due to high unemployment and detachment of elements in society</li> <li>Welfare reforms could lead to public unrest.</li> <li>Changes to council tax and local business rate collection</li> <li>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.</li> <li>The reductions in public spending could also lead to higher levels of unemployment.</li> </ul>
				4.1 Reduction in Uwfs	242	
4.2	WT and DC watches watch will receive 1 day's technical scene preservation training from CFP	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	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	12/13 False Alarms in Non Domestic Premises: 278	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	The most common causes are Faulty Equipment and Cooking/burnt toast.	4.4 All very high & high risk premises inspected	100%	
4.5	CFP to organize two business safety events in each Unitary Area.	CFP	Warrington Hospital & Hollins Park Hospital were the top locations.	4.5 Completed Business Liaison events	1	
NC <sup>4</sup>	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.		
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		

<sup>3</sup> Non CAP – refer to Activity Tab on Cheshire Planning System

<sup>4</sup> Non CAP – refer to Activity Tab on Cheshire Planning System

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Ref	CAP	Lead		Outputs and Outcomes	Target 2014/15	PESTLE Drivers
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. <b>(NC<sup>5</sup> – See Risk Database)</b></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><b>5.1 OUTPUT:</b> 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><b>5.1 OUTCOMES:</b> 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) <b>NC<sup>6</sup> – See Risk Database)</b></p>	SD		<p><b>5.2 OUTPUTS:</b> Qualitative &amp; 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><b>5.2 OUTCOME:</b> 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				

<sup>5</sup> Non CAP – refer to Activity Tab on Cheshire Planning System

<sup>6</sup> 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 <sup>7</sup> – 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) <b>(No CAP – See Risk Database)</b>	SD		<b>5.3 OUTPUTS:</b> Monthly SMF Peer Audit by WM. Quarterly Station Audit (per station) by SM. <b>5.3 OUTCOMES:</b> Compliance with standards with SMF policy (SMF eDocs 1391)  <b>5.4 OUTPUTS:</b> 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.  <b>5.4 OUTPUTS:</b> Hydrant Inspections TBC		
NC <sup>8</sup> 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	<b>Hydrant Inspections</b> 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. <b>Linked to CAP 5.2</b>	SD				

<sup>7</sup> Non CAP – refer to Activity Tab on Cheshire Planning System

<sup>8</sup> 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 (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	<p>The Service Delivery Department will be involved in the delivery of various IRMP 10 Objectives. The following projects will specifically impact on Warrington:</p> <ul style="list-style-type: none"> <li>• New duty shift systems on wholtime stations,</li> <li>• New Fire Station being built Penketh</li> <li>• New Fire Station and Safety Centre being built at Lymn,</li> <li>• On Call Recruitment at Penketh and Stockton Heath,</li> <li>• Workforce planning for implementation of IRMP 10 and beyond</li> <li>• Embed the implementation of riding 4's across the service</li> </ul> <p>Where appropriate these will be managed through the Cheshire Planning System and IRMP Program Board. <b>(NO CAP)</b></p>	SD	<p><u>2014/15 Events</u>            Baisakhi 14 April 14            St George's Day 23 April 14            Boat Fire Safety Week 26-30May 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 19<sup>th</sup> 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</p>	6.2 Number and type of events delivered.	31/3/2015	<ul style="list-style-type: none"> <li>• Knight review will focus on collaboration, mergers, shifts and crewing, procurement and prevention.</li> <li>• Health reforms will lead to creation of &amp; Health &amp; Wellbeing Boards &amp; CCG.</li> <li>• The Localism Act – new requirements on local authorities, power of general competence</li> <li>• Local elections (Warrington 2014/15) – possible changes to CFA make-up</li> <li>• Changes to council tax and local business rate collection</li> <li>• Pension reform still retains potential for continued and major industrial action – Unison in agreement and FBU negotiating</li> <li>• Increasing expectation that the FRS will work collaboratively with partners to address families with complex needs</li> <li>• North West Fire Control and other projects to share functions and assets</li> <li>• Social media, both as a platform for communication and mischief</li> <li>• Cyber security – systems under threat</li> <li>• Continued debate around scope of EU legislation in UK – particularly</li> </ul>
6.2	<p><b>Engaging Diverse Communities.</b>            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</p>	SD	<p>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</p>	6.2 Pre/post event EIA.	N/A	
				6.2 One station open day per station.	N/A	
				6.3 100% attendance at identified strategic and local meetings. (See CAP)	1 per stn	

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Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target	PESTLE Drivers
	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. SM must liaise with CS and corporate communications to ensure activities are co-ordinated. <b>Note * - All Stations must deliver activities for these events. A further even must be completed based on local demographics/risk.</b> 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.		Sukkot begins 8 Oct 14 British Summer Time Ends 26 October 14 *Older Persons' Day TBC Eid Al Adha 3 October 14 *Bonfire Night 5 November 14 Candle Fire Safety Week 17-23 November 14 Remembrance Sunday 9 November 14 Diwali 23 Oct 14 Islamic New Year 24 Oct 14 First Sunday of Advent 30 Nov 14 Christmas Day 25 December 14 Boxing Day 26 December 14 New Year's Eve 31 December 14 News Years Day 1 <sup>st</sup> January 15 Chinese New Year 19 Feb 15 Valentines day 14 <sup>th</sup> Feb 15		100%	Working Time <ul style="list-style-type: none"> <li>• Industrial relations legislation</li> <li>• Provisions of the Localism Act coming into force</li> <li>• Risk of terrorism</li> <li>• Increasing numbers of housing developments.</li> <li>• 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.</li> </ul>
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, CDRP etc)	SD	Shrove Tuesday 17 Feb 15 (cooking) Ash Wednesday 18 <sup>th</sup> Feb 15 Purim 4 March 15 British Summer Time begins 29 Mar. 15			

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NC 6.4	Undertake a review of operational cover across Cheshire and provide a range of shift options. (No CAP)	SD	Palm Sunday 13 <sup>th</sup> April 15 Pesach begins 14 <sup>th</sup> April 15 Good Friday 18 <sup>th</sup> April 15 Easter Sunday 20 <sup>th</sup> April 15			