



WARRINGTON

UNITARY PERFORMANCE AREA PLAN 2016-17

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UNITARY PERFORMANCE AREA PLAN 2016-17

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

1. INTRODUCTION

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

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

1.2 Story of Place and Community Profiles

Recent History

In recent years, Warrington has proved itself to be a town of economic vitality and commercial acumen. It stands poised between the M6, M62 and M56, two significant waterways serve the main urban area, the River Mersey and the Manchester Ship Canal, which, along with nationwide railway links, carry the traffic of commerce and prosperity to the heart of Warrington.

Heavy industry and big business has grown in and around Warrington, but retailing and small businesses have flourished too, and all have been encouraged by locally-based initiatives and council-supported financial help. The result? Greater prosperity and a better standard of living for local people, who now enjoy excellent shopping, first class public transport, as well as superb leisure and community facilities.

1998 was a special year for Warrington. The borough council attained unitary status on 1 April - Once again standing independently in its capacity to make decisions and decide policy without reference to outside authority. Since it comprises local people with a strong sense of Warrington's individuality and community, the council was delighted at the grant of this status and there were celebrations throughout the year.

Demographics

Area: 176 square kilometres

Population: 207,700 people (mid 2015).

Ethnicity

The 2011 census also identified that only 4.1% of Warrington's population recorded their ethnicity as non-White, compared with 14.6% for England and 9.8% for the North West.

Age

In 2013 ONS estimated that Warrington had a slightly higher proportion of young people than the UK average: 19.1% of all Warrington residents were estimated to be aged under 16, compared with 18.8% for the UK. In contrast, Warrington was estimated to have a slightly lower proportion of older people aged 65+ than the UK average (17.1% for Warrington compared with 17.4% for the UK). In Warrington 63.8% of residents were aged 16-64 (63.8% for England and 63.6% for the North West).

Health

Public Health England measures life expectancy at birth for people within each local authority area, based on current mortality rates. According to the latest data from 2010-12, the average life expectancy for men in England in 2014 is 79.2 years (of which 63.4 years are expected to be healthy) and for women average life expectancy is 83.0 years (of which 64.1 are expected to be healthy).

Compared with the England average, people in Warrington tend to live shorter lives, and they live for less time in good health. Average life expectancy in Warrington is 78.2 years for men and 82.0 for women: 60.4 of these years are expected to be healthy for men and 61.8 for women.

Housing Tenure

There were 85,140 households in Warrington at the time of the 2011 Census, of which 39.6% owned their home with a mortgage or loan and 32.0% owned their home outright. Warrington had a higher proportion of households owned via a mortgage or loan than the national or North West averages.

There have been no Council houses in Warrington since the transfer of stock to Golden Gates Housing in 2004, but at the time of the Census 7.2% of Warrington's households were classed as rented from the Council or equivalent (i.e. they were rented from a major social housing provider), and a further 8.4% were rented from other social landlords. In 2011 there were 8,683 households in Warrington (10.2% of all households) that rented their home from private landlords or letting agencies.

Economic Activity

At the time of the 2011 Census, there was 42.7% of Warrington's population in full-time employment and 14.6 in part-time employment in comparison to the rest of the North West at 37.5 (full-time), 13.9 (part-time) and England at 38.6 (full-time), 13.7 (part-time). Warrington also had a lower proportion of students and unemployed.

Indices of Deprivation

According to the Indices, in Warrington 16.4% of adults aged 60+ were classed as income deprived. This means that they received Income Support, income-based Job Seeker's Allowance (JSA), Pension Credit or Child Tax Credit. The Indices showed that 14.4% of Warrington children aged under 15 lived in families that were classed as income deprived. These families were in receipt of Income Support, income-based JSA, Pension Credit or Child Tax Credit equivalent to less than 60% of the median national income before housing costs.

Religion

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.

CFRS priorities

At the end of 2015/16 accidental dwelling fires have ended the year over target, with year on year increases also recorded. The majority of these start in kitchens and targeted safety campaigns aim to raise awareness on prevention of these incidents.

HSA delivery to the highest risk residents in Cheshire shows positive performance against target by over 17%. All residents of highest risk level ('Gold addresses') have been engaged with at year end and over 63% of those addresses accepted the offer of HSA. This good work will continue and improve over 2016/17 with the introduction of Safe and Well visits.

Deliberate fire activity as a whole increased across Cheshire in 2015/16 compared to the exceptionally low numbers recorded 2014/15, however performance was still positively under the previous 5 year average for both primary and secondary fires. The aim is to reduce the number of deliberate fires annually and continually focus upon targeting areas of high activity around central Warrington, Radley Common in Poplars and Hulme Ward and Warrington Town Centre within the wards of Bewsey and Whitecross and Fairfield and Howley.

Injuries were over target, with year on year increases also recorded, however numbers still equate to just 4.45 injuries per 10,000 population. Again this is an area that we will look to improve in.

Reduction of Killed & Seriously Injured (KSI) on the Roads; There were 88 KSI casualties including 4 fatalities in the Warrington area during 2015. A reduction in this number will remain a priority over the next 12 months.

Cheshire Fire and Rescue Service Resources in Warrington Unitary Performance Area

Warrington Community Fire Station: WT

Station Manager: Tony O'Dwyer
 2 x WRL
 1 x S/Boat

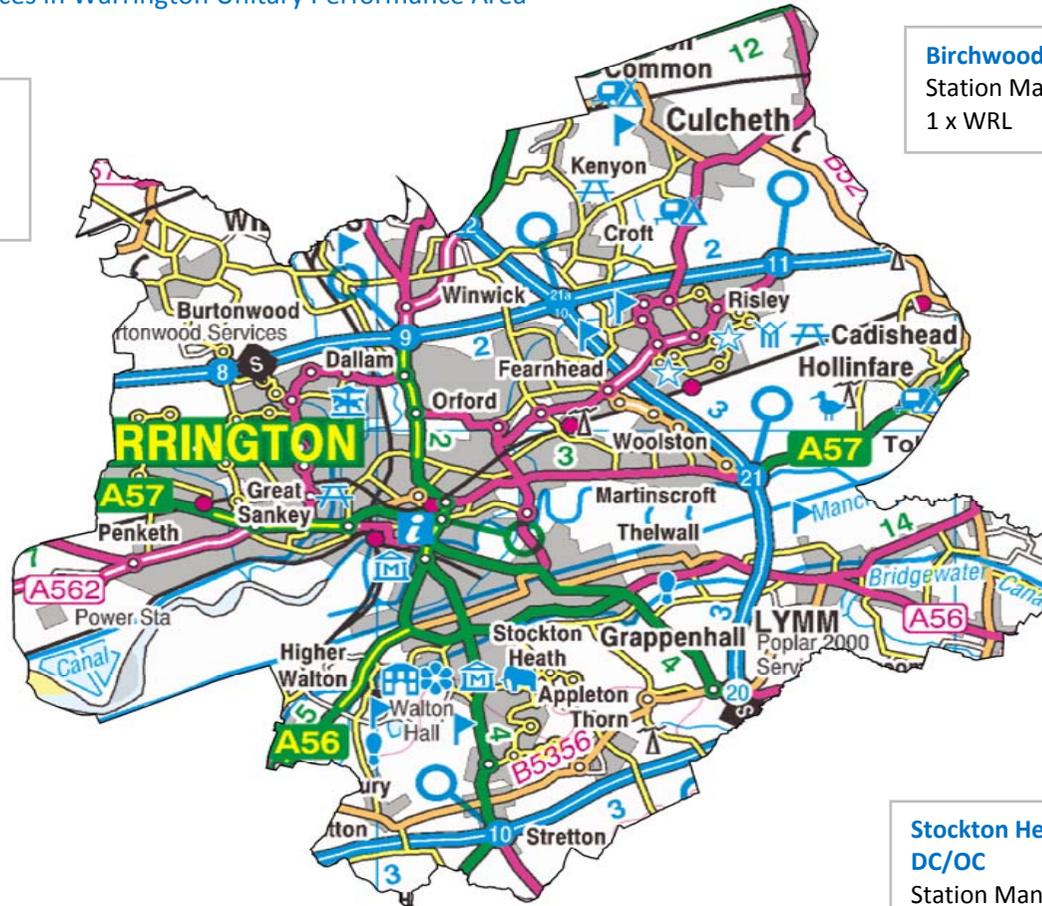
Community Safety

Manager: Lorraine Page

Community Fire Protection

Manager: Ian Kay

KEY	
WRL	Water Ladder Appliance
MIDI	MIDI Appliance
HP	Hydraulic Platform
S/Boat	Safety Rescue Boat
WT	Whole Time Staff
DS	Day Staffing
OC	On Call System



Birchwood Community Fire Station: DS/OC

Station Manager: Mike Clark
 1 x WRL

Stockton Heath Community Fire Station DC/OC

Station Manager: Mike Clark
 1 x WRL
 1 x MIDI
 1 x HP

2. UNITARY PERFORMANCE TEAM

Fire Authority Members	Councillors: Les Morgan, Steve Wright, Karen Mundry, Allin Dirir, Morgan Tarr		
Unitary Performance Manager	Lynsey McVey		
Locality Safety Manager	Lorraine Page		
Unitary CFP Manager	Ian Kay		
Unitary Admin Manager	Liz Thompson		
Unitary Communications Representative	Helen Crick		
Unitary Human Resources Representative	Phil Mobbs and Ursula Corcoran		
Stations and Relevant Station or Watch Managers where appropriate	Warrington;	Station Manager; Red Watch; White Watch; Blue Watch; Green Watch;	SM Tony O'Dwyer WM John Whiteley WM Tony Taylor WM Jason Davis WM Lee Nash
	Birchwood;	Station Manager; Charlie Watch; Delta Watch; On-Call;	SM Mike Clark WM Mark Pollard WM Graham Davies WM Mark Pollard
	Stockton Heath;	Station Manager; Alpha Watch; Bravo Watch; On-Call;	SM Mike Clark WM Dave Rutter WM Damian Wight WM Nick Holmes

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 on a quarterly basis. The report will be presented to local Unitary Performance Groups, the Unitary Performance Management Team, before formal submission to Performance Management Group.

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

Delivery Plan

1. Improve Home Safety

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

Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
1.1	We will deliver 4,242 (1,212 per wholetime pump, 909 per day crewed/nucleus pump) from the HRD set. (Including partner referrals). We will visit all Platinum and Gold Addresses to offer a Safe and Well visit and aim to complete a visit in 65% of the addresses. In addition we will deliver when required adhoc risk based Safe & Well visits from other sources. (e.g. after the fire etc) We will offer Contact Assessments to over 65s in	SD + P	Number of Home Safety Assessments completed from the HRD data set and partner referrals.	4,242	Warrington will see 'all out' local elections in May 2016 which will directly effect the Warrington Members on the Fire Authority and potentially result in a change of local personalities/ relationships
			By 01/10/2016 - Visit 100% of Platinum households to offer a Safe and Well visits	100%	PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC.
			By 01/04/2017 - Visit 100% of Gold households to offer a Safe and Well visits	100%	Fire and Rescue Service will move out of DCLG which will result in a new fire reform agenda including the duty to collaborate, changes to the inspectorate, greater accountability and the removal of barriers to change.
			100% of the over 65's will be offered a Contact Assessments	100%	
			Safe and Well visits completed in Platinum and Gold addresses	65%	Impact on Blue Light Collaboration Programme
			Injuries in ADFs (BV143ii)	6	

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Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
	accordance with our partnerships with Age UK		Reduction in BV142iii Accidental Dwelling Fires	78	Health and public service transformation – potential fragmentation of health, further multi-agency solutions i.e. complex dependency. Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years Development of the Safety Centre
	We deliver Key Stage 2 educational visits to all primary schools within the unitary area(69 KS2 visits – 35 Warrington, 19 Birchwood & 15 Stockton Heath)		BV143i Deaths in Accidental Fires	0	
			Deaths in Primary Fires (NI49ii)	0	
			Reduction in NI49iii Non-fatal casualties (excluding precautionary check)	8	
1.2	Operational crews will support Prevention Dept to deliver Older Persons Week/Cheshire Safety Week.	P	BV 144 Percentage of accidental fires in dwellings confined to room of origin	95%	
1.3	We will support the delivery of the 'Dirty Grills Kill' campaign and promotional activity directed by the service campaigns group (No CAP).	SD	BV 209iii percent of dwellings were no smoke alarm was fitted.	No more than 14%	

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Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
1.4	Subject to outcome of the pilot and evaluation, embed a new service that involves firefighters responding to 'concern for welfare' calls where 'forced entry' is required to assist the North West Ambulance Service (NWAS) to gain access into premises to assist patients	SD			Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including PCCs and social care.
1.5	Implement a new service that will involve firefighters responding to cardiac arrest incidents to support the NWAS and improve survival rates.	SD			Reductions in civil service – impact on quality and quantity of legislation and Departmental support Implementation of Emergency Response Programme 1 – and continuation of the new build Programme

2. Reduce Deliberate Fires and Anti-Social Behaviour

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

Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
2.1	In support of the 2016/17 CFRS Deliberate Fire Reduction Plan specific plans will be developed to respond to peak activity and reduce all deliberate fire setting including bonfires. We will continue to develop relationships with Police to improve evidence/information gathering at incidents. This will be shared in a timely manner with local Police and other partners through the NATs and the new PNR IRS interface process, so risk reduction activities can be implemented.	SD+ CFP	NI33i Deliberate primary fires	59	Warrington will see 'all out' local elections in May 2016 which will directly effect the Warrington Members on the Fire Authority and potentially result in a change of local personalities/ relationships
			NI33ii Deliberate Secondary	211	
			Deliberate Primary Fires excluding Vehicles (BV206i)	36	PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC.
			Deliberate Secondary Fires excluding vehicles (BV206iii)	210	
			Deliberate primary vehicle fires (BV206ii)	23	Impact on Blue Light Collaboration Programme
			Deliberate secondary vehicle fires (BV206iv)	1	Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years
			NI 21 Anti Social Behavior		Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including PCCs and social care.
			2.1 Reduction in arson over the bonfire period.		International economic uncertainty suggests economic stability could still be undermined

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Ref	CAP	Lead	Outputs & Outcomes	Target 2016/17	PESTLE Drivers
2.2	Continued delivery of our youth engagement programmes; cadet units, RESPECT, key Stage 2 school visits & Princes Trust Teams	P	2.1 PNRs to be completed for all Level 1 deliberate fire incidents	100%	Increased risk of terrorism and radicalism, from Islamic, far right and other marginalised groups Heightened threat level Civil of civil disobedience and protest arising from political issues and/or marginalisation
2.1 Attendance at 100% of local NAT meetings			100%		
2.2 RESPECT Teams completed			TBC		
2.2 Princes Trust Teams			TBC		
2.2 NI117 NEET Young People			TBC		

3. Improve Road Safety - NI47

There were 88 KSI casualties including 4 fatalities in the Warrington area during 2015. Whilst the KSI figures is over 40% less than it was a decade ago, it is still unacceptably high and its impact devastates families and puts significant strain on the public services that deal with the incidents and help put lives back together.

Ref	CAP	Lead	Outputs and Outcomes	Target
	In support of the 2016/17 CFRS Road Safety Plan;		A reduction in KSIs (NI47)	TBC

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

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	deliver a specific event during Brake Road Safety week 21 st to 27th November 2016		support the theme of the Brake RS week.		
3.1. (6)	Support the ACPO Impaired Driving Campaigns. June – Summer December - Winter	P	3.1 (6) 1 per UPG in each period = total 2	2	
3.1. (7)	Firebike - This vehicle will be managed centrally via Prevention Road Safety Officer (PRSO) and delivered by a team of Volunteer Riders	P	Across the Service; PRSO to deliver 8 Biker Down Events Each Volunteer rider to deliver a minimum of 7 road safety events per year		

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

We will improve the standards of fire safety within the non domestic built environment and reduce the occurrence of Non Domestic fire related incidents and safeguard heritage. In 2015/16 there were 190 false alarms which is a significant drain on resources and therefore we will robustly implement service policies to ensure significant reductions in this type of incident, a review of our response to AFA's is currently taking place. During 2015/16 there were 38 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead	Outputs and Outcomes	Target 2016/17	PESTLE Drivers
NC ¹ 4.1	Implement proactive initiatives to reduce the impact of UWFS. This will include monitoring all UWFS's and responding in accordance with UWFS policy	CFP	Reduction in non domestic property fires (BV207)	20% (33)	Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including PCCs and social care.
			4.1 Reduction in Uwfs	30% (188)	
4.2	WT and DC watches will receive 1 day's technical scene preservation training from CFP	CFP	4.2 WT & DC personnel to complete 2 day technical fire safety course	1 day	Warrington LEP remains focused on economic growth and development International economic uncertainty suggests economic stability could still be undermined
4.3	Operational crews undertake fire safety audits, peak activity inspections, thematic visits with a commitment based upon; one inspection per watch per tour (to include Fire works, pre-xmas visits)	CFP	4.3 One themed inspection per watch per tour (to include Fire works, pre-xmas visits)	1 per watch per tour	
4.4	CFP to organize two business safety events in each Unitary Area.	CFP	4.4 Completed Business Liaison events	1	
NC ²	As and when requested by industry CFRS will take part at exercises at COMAH sites.	SD	4.6 CFP completes 150 audits across the Service area		

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

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

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Ref	CAP	Lead	Outputs and Outcomes	Target 2016/17	PESTLE Drivers
4.7	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	Outputs and Outcomes	Target	PESTLE Drivers
5.1	<p>All Appraisals to be completed on time.</p> <p>To ensure resilience, each watch should have a minimum of one fire fighter suitable qualified to act to crew manager. (NC3 – See Risk Database)</p>	5.1	<p>5.1 OUTPUT: 100% of appraisal to be completed before the deadlines Minimum of one fire fighter qualified to act to crew manager per watch Ensure appliance availability and resilience</p>		<p>Fire and Rescue Service will move out of DCLG which will result in a new fire reform agenda including the duty to collaborate, changes to the inspectorate, greater accountability and the removal of barriers to change.</p> <p>Impact on Blue Light Collaboration Programme</p> <p>Release of Thomas Review and Essex outcomes</p> <p>Trade Union legislation – Fire confirmed as key service affected by new laws</p>

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

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Ref	CAP	Lead	Outputs and Outcomes	Target	PESTLE Drivers
5.2	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) NC ⁴	SD	5.2 OUTPUTS: Qualitative & quantitative reports by SM. (see: PDRPro) Complete 100% of Cluster exercises. Training events validated by SM. One heritage theme operational exercise or simulation. High performance on PDRPro		Increased risk of terrorism and radicalism, from Islamic, far right and other marginalised groups Heightened threat level No new flooding duty for FRS
5.3	Ensure full compliance to the Station Management Framework as per policy. Update risk register (min ¼) NC ⁵ – See Risk Database)	SD	5.3 OUTCOMES: Compliance with standards with SMF policy (SMF eDocs 1391)		Implementation of Emergency Response Programme 1 – and continuation of the new build Programme

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

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Ref	CAP	Lead	Outputs and Outcomes	Target	PESTLE Drivers
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	5.4 OUTPUTS: 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		Emergency Response Programme 2 – development, public/staff/partner consultation and engagement process
5.5	Hydrant Inspections Each station will complete their High Risk SSRI Hydrant Route.	SD	5.5 OUTPUTS: Hydrant Inspections		

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

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

Ref	CAP	Lead	Outputs and Outcomes	Target	PESTLE Drivers
NC 6.1	<p>The Service Delivery Department will be involved in the delivery of various IRMP 10, 11, 12 & 13 Objectives. We will also support the ERP2. The following projects will specifically impact on Halton:</p> <ul style="list-style-type: none"> • New Fire Station being built in Penketh • Workforce planning <p>Where appropriate these will be managed through the Cheshire Planning System and IRMP Program Board. (No CAP)</p> <p>Engaging Diverse Communities. Each station will participate in events (min 5 events per station) relevant to community risk and the community diversity profile within their station area. The Station manager will decide which events to target. (See Key Information - list of community events) All events to be added to the CAP. SM to ensure Individual watches design and implement relevant activities with outcomes recorded on the CAP.</p>	SD	<p>6.2 Number and type of events delivered.</p> <p>6.2 One station open day per station.</p> <p>6.3 100% attendance at identified strategic and local meetings. (See CAP)</p>	<p>N A</p> <p>1 per station</p> <p>100%</p>	<p>Warrington will see 'all out' local elections in May 2016 which will directly effect the Warrington Members on the Fire Authority and potentially result in a change of local personalities/ relationships</p> <p>PCC elections will take place in May 2016 and a number of candidates will stand against the incumbent PCC.</p> <p>Fire and Rescue Service will move out of DCLG which will result in a new fire reform agenda including the duty to collaborate, changes to the inspectorate, greater accountability and the removal of barriers to change.</p> <p>Impact on Blue Light Collaboration Programme</p> <p>Health and public service transformation – potential fragmentation of health, further multi-agency solutions i.e. complex dependency.</p>

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

Ref	CAP	Lead	Outputs and Outcomes	Target	PESTLE Drivers
	<p>SM must liaise with Locality Safety Manager and corporate communications to ensure activities are coordinated Note * - All Stations must deliver activities for these events. A further even must be completed based on local demographics/risk. The activities should predominantly focus on engaging diverse communities with the ultimate aim of reducing the following: Accidental Dwelling Fires, Fire injuries, Deliberate Fires, Non domestic Fires & killed and seriously injured on the roads</p> <p>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, AP's, CDRP etc.)</p> <p>Implement a new structure for the management of stations and revisions to the role of station manager and watch manager.</p>				<p>Continued austerity - FRS four year settlement published, as part of CSR - £5m+ savings over four years</p> <p>Greater freedom and relaxation of Council Tax freeze rules for some local authorities, including PCCs and social care.</p> <p>Warrington LEP remains focused on economic growth and development.</p> <p>International economic uncertainty suggests economic stability could still be undermined</p> <p>Increased risk of terrorism and radicalism, from Islamic, far right and other marginalised groups</p> <p>Heightened threat level</p> <p>Civil of civil disobedience and protest arising from political issues and/or marginalisation</p>

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

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

Ref	CAP	Lead	Outputs and Outcomes	Target	PESTLE Drivers
					No new flooding duty for FRS