Making Cheshire Safer

CHESHIRE FIRE & RESCUE SERVICE

Warrington

UNITARY PERFORMANCE AREA PLAN 2017-18

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Directorate:	Service Delivery and Performance
Unitary Performance Manager:	Lynsey McVay
Unitary Admin Manager	Liz Thompson
Locality Safety Manager:	Lorraine Page
Unitary Protection Manager:	Ian Kay
Plan start date:	April 2017
Quarterly Reviews	**Q1** July 2017 **Q2** October 2017 (Mid Year) **Q3** January 2018 **Q4** May 2018 (End of Year)
Version:	1.1

1. INTRODUCTION

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

VISION	*A Cheshire where there are no deaths, injuries or damage from fires or other emergencies.*
MISSION	*To help create safer communities, to rescue people and protect economic, environmental and community interests.*
Underpinned by our Aims and Objectives:	
	To protect our communities and reduce local risks we will: **P1** Maintain a detailed understanding of our communities and carry out risk analysis and assessment to identify the people and property most at risk **P2** Deliver campaigns and projects to reduce antisocial behaviour and increase awareness of fire and road safety **P3** Ensure fire safety legislation is implemented effectively
	To respond promptly and effectively to emergencies we will: **R1** Ensure plans and resources are in place to provide a flexible, efficient and resilient response to emergency incidents **R2** Use intelligence and data to match resources to risk and demand **R3** Ensure the safety of our people by providing them with the right equipment, training and skills
	In developing an excellent organisation accountable to our communities we will: **S1** Ensure our workforce is competent and able to deliver our vision **S2** Inform and involve our communities and our staff in developing services and policies which are open, transparent and accountable **S3** Deliver value for money services which maximise community safety and minimise our impact on the environment

1.2 Story of Place and Community Profiles

Community Profile

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 the 2016/17 planning year Warrington saw a decrease in accidental fire in the home when compared to the same period in 2015/16 (68 incidents in 2016/17 compared to 97 incidents in 2015/16). The majority of the incidents have a low severity rating indicating that they are relatively minor. We aim to further reduce incidents of fire in the home further through our targeted approach to Safe & Well visits.

The reduction of deliberate fire activity is a key priority for the Service in Warrington. Performance in the 2016/17 planning year was strong compared to the same period in 2015/16, with a total of 296 incidents (primary and secondary) compared to 343 incidents.

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

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

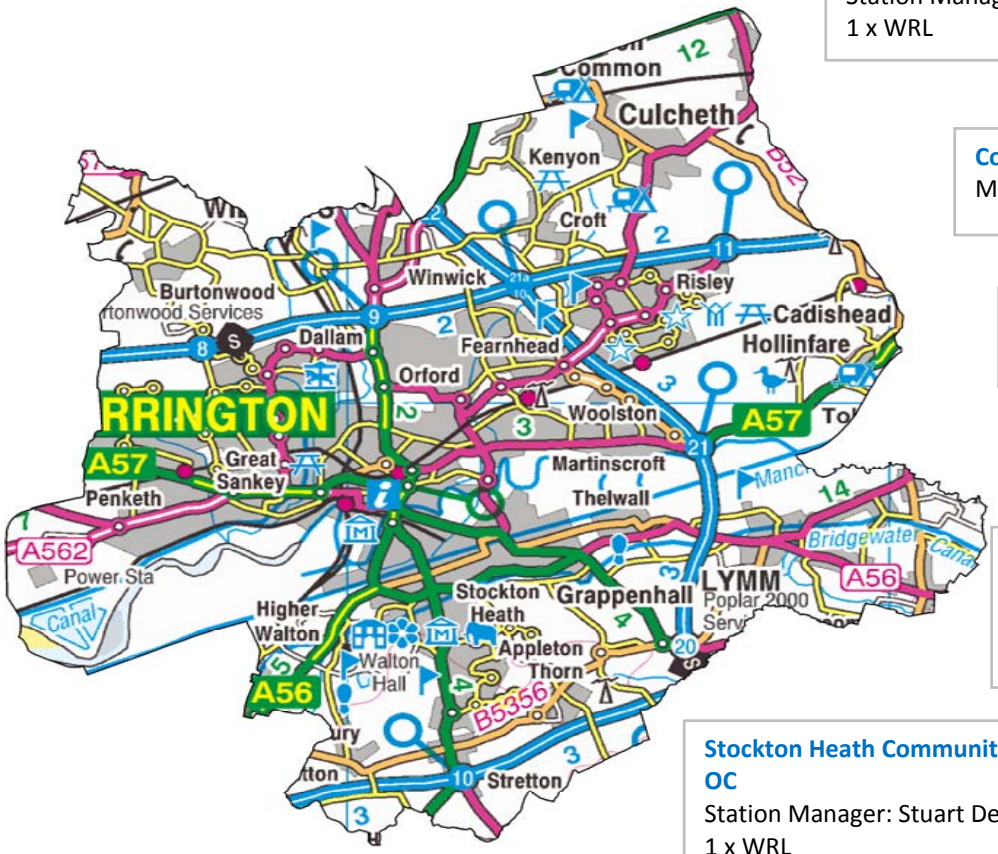
Cheshire Fire & Rescue Service (CFRS) is the publicly accountable body responsible for ensuring the communities of Cheshire West & Chester, Cheshire East, Halton & Warrington are protected by an effective and efficient Fire & Rescue Service (FRS). This remit extends to carrying out road safety activity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

There were 438 KSI casualties including 36 fatalities in the CFRS area during 2016 of which 79 KSI casualties occurred in Warrington including 4 fatalities.

Cheshire Fire and Rescue Service Resources in Warrington Unitary Performance Area

Warrington Community Fire Station: WT
Station Manager: Tony O'Dwyer
1 x WRL
1 x S/Boat

Penketh Community Fire Station: WT
Station Manager: Tony O'Dwyer
2 x WRL (1WT & 1 OC)



Birchwood Community Fire Station: N/OC
Station Manager: Mike Clark
1 x WRL

Community Safety
Manager: Lorraine Page

Community Fire Protection
Manager: Ian Kay

Lymm Fire Station: WT
Station Manager: Mike Clark
1 x WRL

Stockton Heath Community Fire Station OC
Station Manager: Stuart Devereux
1 x WRL
1 x MIDI
1 x HP

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

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2. UNITARY PERFORMANCE TEAM

Fire Authority Members	Councillors: Steve Wright, Karen Mundry, Allin Dirir, Morgan Tarr, Mike Biggin		
Unitary Performance Manager	Lynsey McVay		
Locality Safety Manager	Lorraine Page		
Unitary Protection Manager	Ian Kay		
Unitary Admin Manager	Liz Thompson		
Unitary Communications Representative	Sarah Dornford-May		
Unitary Human Resources Representative	Phil Mobbs, 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 Chris Storey WM Lee Marland WM Damian Wight
	Birchwood:	Station Manager Charlie Watch Delta Watch	SM Mike Clark WM Mark Pollard WM Graham Davies
	Stockton Heath:	Station Manager On Call WM	SM Stuart Devereux WM Nick Holmes

	Lymm:	Station Manager	SM Mike Clark
		Red Watch	WM Rick Aldous
		White Watch	WM Alex Hayes
		Blue Watch	WM Jon Woolley
		Green Watch	WM Tony Taylor
	Penketh:	Station Manager	SM Tony O'Dwyer
		Red Watch	WM Jason Fletcher
		White Watch	WM Gary Simpson
		Blue Watch	WM Paul Rostance
		Green Watch	WM Steve O'Neil

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 (CAPs) 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 2017-18 'Safe and Well' visits will be targeted on two tiers: Very high risk households through referrals from partnerships agencies and targeted households based on risk from the HRD set (total 40,000 (Platinum, Gold, Silver, Bronze). The Service has devised a targeting methodology to identify high risk households taking account of personal risk; socio-demographic risk and emergency response risk.

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2017/18
1.1	We will deliver 1,344 per whole time pump, 1,008 per Nucleus station 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 accordance with our partnerships with Age UK.	SD Pre	16/17 Total Accidental Dwelling fires = 68 (17/18 target 82) 16/17 Total number of primary fire injuries = 10 (ADF Injuries = 1) The majority of ADFs occurred in the kitchen, with cooking and electrical appliances being the most frequent ignition sources. People within this "Platinum" risk category are more likely to be older, living alone in	Number of Safe and Well Visits completed from the HRD data set and partner referrals.	5,040
				By 01/04/2018 - Visit 100% of Gold households to offer a Safe and Well visit.	100%
				100% of the over 65's will be offered a Contact Assessments	100%
				Safe and Well visits completed in Platinum and Gold addresses	65%
				Injuries in ADFs (BV143ii)	7
				Reduction in BV142iii Accidental Dwelling Fires	82
				BV143i Deaths in Accidental Fires	0
				Deaths in Primary Fires (NI49ii)	0

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2017/18
	We deliver Key Stage 2 educational visits to all primary schools within the unitary area (69 KS2 visits)		demographic areas that are known to have more fires. The risk for males aged 85+ is twice that of males 65+. Our targeting of Safe & Well visits is aimed at the over 65s, prioritising the Gold, Silver and Bronze households taken off the HRD data set. Other Safe & Well visits are completed following agency referral and post incident.	Reduction in NI49iii Non-fatal casualties (excluding precautionary check)	
1.2	Operational Crews to support the delivery of national and local planned Road Safety Programmes to ensure the provision of suitable educational information is delivered in conjunction with the Locality Safety Manager and as detailed in the Road Safety Delivery Plan 2017/18.	Pre		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 12%

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 2017/18
2.1	In support of the 2017/18 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 each Local Policing Unit and officer appointed as a Single Point of Contact for arson related matters within their areas, evidence/information gathering at incidents will be shared in a timely manner with local Police and other partners through the Problem Solving Groups and Neighbourhood Meetings in order to target and reduce activities.	SD P&P	16/17 Deliberate Primary Fires = 66 16/17 Deliberate Secondary Fire = 230 The hotspots are mainly concentrated in the centre of Warrington and moving out north along the A49 towards Dallam, Winwick Quay & Hulme The main areas to focus on are around Radley Common in the Poplars & Hulme Ward, particularly around the community centre and playing fields just off Grasmere Avenue as well the residential areas around Poplars	NI33i Deliberate primary fires	60
				NI33ii Deliberate Secondary	225
				Deliberate Primary Fires excluding Vehicles (BV206i)	36
				Deliberate Secondary Fires excluding vehicles (BV206iii)	224
				Deliberate primary vehicle fires (BV206ii)	25
				Deliberate secondary vehicle fires (BV206iv)	1
				NI 21 Anti-Social Behavior	0
				Reduction in arson over the bonfire period or for periods identified through local intelligence and increased activities.	100%

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
			Avenue, Statham Avenue and Sandy Lane The Service Corporate 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.	PNRs to be completed for all Level 1 deliberate fire incidents.	
2.2	Deliver bonfire; firework and safety campaigns	SD Pre & Pro		**Bonfire Reduction Plans and Report.** Local SMs to produce the plans in conjunction with local partners, LPU's and the Arson Reduction Manager.	
2.3	Continued delivery of our youth engagement programmes, including cadet units, RESPECT, Key Stage 2 school visits & Princes Trust Teams	Pre		RESPECT Teams completed and supported by Service Delivery Teams	TBC
					TBC

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
				Princes' Trust Teams	
				NI117 NEET Young People	TBC

3. Improve Road Safety - NI47

There were 438 KSI casualties including 36 fatalities in the CFRS area during 2016 of which 79 KSI casualties occurred in Warrington including 4 fatalities. This is comprised of children, young adult road users, car occupants, pedestrians, pedal cyclists, and powered two-wheelers. Whilst the KSI figures is over 40% less than it was a decade ago, it is still unacceptably high and its impact devastates families and puts significant strain on the public services that deal with the incidents and help put lives back together.

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
3.1	In support of the 2017/18 CFRS Road Safety Plan;		There were 438 KSI casualties including 36 fatalities in the CFRS area during 2016 of which 79 KSI casualties occurred in Warrington including 4 fatalities.	A reduction in KSIs (NI47)	TBC
	The Service will support Summer Road Safety Week planned for 15th to 30th July 2017	Pre		Summer Road Safety Week – 1 event per whole time / Nucleus station.	4
	Each Whole time watch will deliver at least 1 additional road safety in conjunction with Corporate Communication Team.	SD		Each Whole time / Nucleus watch will deliver at least 1 additional road safety event	14
	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2017.	Pre		1 event per whole time / Nucleus station.	4
	In liaison with the Local Road Safety Partnership each wholetime watch to deliver a specific event during Brake Road Safety week 20th to 26th November 2017.	Pre		One event per whole time / Nucleus watch to support the theme of the Brake Road Safety week.	14

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
3.2	Support regional and national FRS road safety activity by effectively engaging with other FRS Road Safety Practitioners through the CFOA Prevention, Protection & Road Safety Directorate.	Pre	The Service Business Intelligence Unit will analyse RTC/KSIs based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform RTC reduction activity.	1 per whole time / Nucleus station.	4
3.3	Represent CFRS on local road safety delivery groups (including LAPS and CSP) to ensure activity is integrated into each local authority's statutory road safety plan.	SD Pre		Representation on local authority boards and strategic delivery and support of CSP priorities identified through Strategic Assessment.	

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

We will improve the standards of fire safety within the non domestic built environment and reduce the occurrence of Non Domestic fire related incidents and safeguard heritage. In 2016/17 there were 225 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. During 2016/17 there were 38 fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead		Outputs and Outcomes	Target 2017/18
4.1	Implement proactive initiatives to reduce the impact of UWFS. This will include monitoring all UWFS's and responding in accordance with NEW UWFS policy	Pro	16/17 Fires in Non Domestic Premises: 38 The most frequent property type for non domestic fires is HM Prison. 16/17 False Alarms in Non Domestic Premises: 225 The most common causes are Faulty Equipment, accidental/carless and Cooking/burnt toast.	Reduction in non domestic property fires (BV207)	38
				Reduction in Uwfs	241
4.2	WT and DC watches will receive 1 day's technical scene preservation training from Protection.	Pro		WT & Nucleus personnel to complete 2 day technical fire safety (Protection) 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-Christmas visits)	Pro		One themed inspection per watch per tour (to include Fire works, pre-Christmas visits)	1 per watch per tour
4.4	P&P to organize two business safety events in each Unitary Area.	Pro		Completed Business Liaison events	1

Ref	CAP	Lead		Outputs and Outcomes	Target 2017/18
4.5	As and when requested by industry CFRS will take part at exercises at COMAH sites.	SD		Protection Team complete 300 audits across the Service area.	
4.6	Undertake health Check/ “during performance” (peak activity) type inspections of sleeping risk premises.	Pro		Following any notable fires in commercial premises all relevant premises; either within the immediate vicinity or similar business sector visited.	
				Prevention and Protection to complete a minimum of 300 initial premises audits	300 audits

5. Improve Operational Preparedness

Despite successful prevention activities our core role remains one of responding to emergencies; these emergencies are today much broader in range to reflect the changing risks that face our community. The terrorist threat and climate change are key examples of this, although, there are many more inherent risks in the way we now live on a day to day basis. We will reduce the risk at Operational incidents for our firefighters and the community.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target 2017/18
5.1	Maintain skills matrix to ensure operational staff resilience/competence and prioritise training needs	OTG SD	.	All Operational Personnel to attend a two day BA/Fire behavior training 30% of operational personnel will attend the following course: RTC/BTACC (2 day), Height Safety (1day), Hazmat (1day), along with any specialist training course/s required by the station/s operational capability required, as per Policy and guidance	

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target 2017/18
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	SD		Qualitative & quantitative reports by SM. (see: PDRPro Reports) Complete 100% of Cluster and short notice exercises. Training events validated by SM. One heritage theme operational exercise or simulation. High performance on PDRPro relating to Service Training Forecast.	
5.3	Ensure full compliance to the Station Management Framework as per policy. Update risk register	SD		Compliance with standards with SMF policy (SMF eDocs 1391)	
5.4	Maintenance of the Station Risk Footprint as per the SSRI policy (SSRI validation and quality assurance completed)	SD		100% of SSRIs (low & high level) to have plans attached on Fire Core. All Low Level SSRIs recorded on FireCore include initial considerations and a plan drawing of the site applying new risk methodology.	

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target 2017/18
5.5	All Appraisals to be completed on time. To ensure resilience, each watch should have a minimum of one fire fighter suitably qualified to act to crew manager.	SD		100% of appraisal to be completed before the deadlines Minimum of one fire fighter qualified to act to crew manager per watch (ICA) Ensure appliance availability and resilience	100%
5.6	**Hydrant Inspections** Each station will complete their High Risk SSRI Hydrant Route as per policy.	SD		Hydrant Inspections completed as per policy.	100%

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

We will implement the objectives set out in the Integrated Risk Management Plan (IRMP14). This will include those objectives applicable in all Unitary areas and those specifically relevant to the CWAC Unitary. We will also support delivery of the SCS/Health & Wellbeing Strategy.

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
6.1	The Service Delivery Department will be involved in the delivery of various IRMP (10 -14) Objectives. We will continue to support the Emergency Response Programme.	SD			N/A
6.2	Expand and roll out the programme of Cardiac Response Pilots to all Fire Stations.	OPA SD			

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
6.3	**Engaging Diverse Communities.** Each station will participate in events relevant to community risk and the community diversity profile within their station area. 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.CSP, AP's, CDRP etc.)	SD Pro & Pre			1 per station 100%

4. WORKFORCE PLANNING

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 are 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 tool to record any workforce planning considerations identified for your department Select the guidance document to provide you with more detail in how to complete this tool but if you need further help please Contact your HR Business Partner in People and Development

Workforce Planning Guidance

Retirements	It is anticipated that **22** person will retire in Warrington over the next year. Evidence supports that over recent years that more people have retired or have left the Service than were forecast to leave. Through the Service Establishment Meeting and Human Resources Management Team Meeting (HRMT) we have identified that in the next 5 year period 2016-2021 there is a potential continuous shortfall of staff to meet the funded establishment.
Recruitment	We will consider the requirement to address staffing shortfalls through recruitment (transfers, migration, wholetime recruitment, cross boarder promotions and apprentices). We will continue to manage on-call recruitment through the Recruitment Project Task Group.
Skills and competencies	All requirements will be assessed prior to the annual appraisal process to ensure that training course are arranged to meet local needs. For each of the new stations a Skills Gap Analysis will be completed to ensure we have the people with the right skills in the right place to deliver an effective service.
Managers/ICs	We have set a target to ensure at least one ICA firefighter is available on every watch. This year will see a series of promotion boards for Watch and Crew Managers which should stimulate development in this area along with a newly designed development programme.
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.