CHESHIRE FIRE AUTHORITY

A Safer Cheshire

I.R.M.P 2

Integrated Risk Management Plan
Year Two – 2005/06

Introduction

Cheshire Fire Authority (CFA) have produced this action plan, which represents year two of the **Integrated Risk Management Plan (IRMP)**.

It is a cornerstone of our medium and long-term business plans, within our corporate planning framework. The IRMP will continue to assist us to shape a modern, fire and rescue service, working increasingly harder to prevent emergencies from happening in the first instance; though we will also continue to respond quickly and deal effectively with emergency incidents. **We believe strongly, however, that prevention is better than cure.**

The plan explains the improvements we intend to make, to underpin our wish to make Cheshire, Halton and Warrington safer communities. It builds on the new approach and new philosophy for fire and rescue planning, and incorporates what we have done already and what we have learned from what we have done in our first year dealing with change.

NATIONAL FRAMEWORKS

Many of the changes we propose also encompass the Government's requirements for modernising the fire and rescue services of the UK, but particularly England[1]. These are based on, the **Fire and Rescue Services Act** (2004), the **04/05 National Framework** (which was published in July 2004) and the latest **05/06 National Framework**, which was published in December 2004.

These national frameworks identify specific and new responsibilities for fire and rescue services including, amongst other things, a duty to respond to road traffic collisions and to prepare for major emergencies and / or respond to acts of terrorism. The frameworks, however, also permit greater flexibility in how we identify, plan and respond to risk, and place the emphasis very much on finding the best, local solutions.

RISK MANAGEMENT

The risks facing a modern society have grown enormously, as a consequence of the development of society, and all that brings, as well as more natural phenomenon such as climate change. These new demands and changed world dictate that the business needs of fire authorities, in the future, need to be driven by the process of risk management.

This is in stark contrast to the old one-size fits all, fire cover approach.

The new method of assessing risk was initially set out in the first IRMP and supporting action plans. It described how resources will be used better in future, in terms of the prevention of fire and other emergencies; the protection of the community in the event of an emergency happening; and in providing an emergency response to a much wider spectrum of hazards.

This document reinforces and explains that methodology again, given its significance.

FINANCE

There is also a growing need to be realistic in relation to the costs of the fire and rescue service, and to co-ordinate the implementation of the IRMP, with a well assembled Medium Term Financial Plan (MTFP).

Fire and rescue services are not immune to the extraneous factors and financial constraints facing all public services. We recognise we must embrace the fact that extra costs must add value and realise tangible benefits for the community. The financial pressures facing fire authorities are significant and this, inevitably, also sets a background and context for year two of the IRMP work. Some of these benefits from IRMP 1, financial and non-financial, are identified in Appendix A.

IRMP 2

This document therefore is not a brand new IRMP, it is an evolution of the approach and change set out in the year 2004/05. It represents the logical development of our desire to see improvements in the services we deliver and our plans for change. Most importantly, it sets out a large part of the work we will undertake to deliver our vision of "…. zero preventable deaths, injuries and damage …."

The document defines the process of change for the Cheshire Fire and Rescue Authority within the following sections :

- ■ What are we trying to achieve?
- ■ How have we set about delivering our priorities?
- ■ What have we achieved to date?
- ■ What do we plan to do next?

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[1] Scotland and Wales modernisation agenda is a matter for their respective parliaments.

What are we trying to achieve?

Cheshire Fire and Rescue Authority must be clear in setting out exactly what we are trying to achieve, if we are to deliver our objectives and achieve better outcomes.

In other words, we must have a clear vision.

We must also be clear what are our high priorities, what are low priorities and what are not priorities at all. The determining factor will be how each activity contributes to the delivery of the Vision.

The new role of the Service, an integrated approach to safety and emergency response, must also be encompassed within the objectives, targets and priorities we set. All of these must be aligned to deliver change.

Government has a role in this and also determines a range of targets for public authorities, and this includes fire and rescue authorities. Many of these contribute to what people will recognise as fire and rescue core activities; some, however, reflect wider public policy matters.

The potential exists for confusion about targets and target setting, and it is important to be explicit and focused. Set out below therefore, are some of the key targets that relate to risk in the context of IRMP. Other targets sit more appropriately within our Corporate Plan, though we have identified what they are in Appendix B of this document.

NATIONAL TARGETS – PUBLIC SERVICE AGREEMENT

The new national targets that specifically relate to fire and rescue are set out in a new Public Service Agreement (PSA):

National PSA Target:

ACCIDENTAL FIRE-RELATED DEATHS IN THE HOME: to reduce the number of accidental fire-related deaths in the home by 20%, averaged over an eleven year period to the 31st March 2010, equivalent to 280 fire-related deaths per annum, compared with the average recorded in the five year period to the 31st March 1999 of 350 fire-related deaths.

PSA Sub Target 1:

No local fire and rescue authority having a fatality rate, from accidental fires in the home, more than 1.25 times the national average by 2010.

PSA Sub Target 2:

To achieve a 10% reduction in deliberate fires by the 31st March 2010 to 94,000 from the national baseline of 104,500.

For delivery of these in Cheshire, the national targets must be simplified and translated.

CHESHIRE CONTEXT FOR NATIONAL PSA

PSA Target (Cheshire):

The baseline, taken from the period 1994 – 1999, produced an annual average figure of 6.2 fire deaths. A 20% reduction, gives an annual target reduction figure of 1.24, which means we have to achieve an average of no more than 5 fire deaths per year, over the period. This means a maximum of 55. As we are already 6 years into the reference period, and so far had 31 fire deaths, this means we have achieved an average of 5.2 by the end 2004/5. Therefore, to meet the target, we must achieve an average of no more than 4.8 (24 fire deaths) over the remaining 5 years.

Sub Target 1

If, nationally, the fire service is to achieve the target of not more than 280 fire deaths, then Cheshire will beat this target by achieving the main target.

Sub Target 2

The baseline activity level is 5775 incidents. Therefore, we need to reduce this level by 578 incidents.

PROGRESS AGAINST NATIONAL TARGETS

As stated, we are slightly above the required national target. This is primarily due to an unprecedented series of fire deaths at the end of the 2004/05 period, which are the subject of on-going examination, to improve our understanding of what happened. This will enable us to direct our efforts towards future prevention techniques, because it is important to reiterate our vision of "...*zero preventable fire deaths*...". We are determined to achieve and exceed the national requirements.

Arson (deliberate fires) on the other hand is a different picture. When the national target was set, it was understandably seeking an overall reduction.

However, this was against a background of a rising trend. In areas such as this target setting is notoriously difficult. This is because the first step is to stop the rising trend and then, secondly, to seek to reverse the trend.

A number of extraneous factors have also compounded the issue. For example, a change in legislation resulted in extra costs for consumers for disposal of scrap cars and led to a significant rise in derelict car fires. The sub target, therefore, represents a real challenge.

CHESHIRE'S VISION

Self evidently, this single PSA and even its two sub targets, fall considerably short of reflecting the totality of activity that is undertaken by the Fire and Rescue Authority and the Fire and Rescue Service at a local level.

Consequently, in Cheshire, and in this IRMP 2, we have sought to extend our approach to target setting.

In doing so, we have ensured that the targets flow from the Vision of the Authority to provide continuity – a golden thread - for all activity.

The Cheshire Vision, consequently, is for:

…"*a Cheshire where there are no preventable deaths, injuries or damage from fires and other emergencies……*" [2]

This leads us to set a series of new targets to help us build safer communities.

CHESHIRE TARGETS

It is important to emphasise that the targets below are not sterile and have been set, very much, in the context of local issues. Most especially, they reflect the concerns of elected members of the Fire and Rescue Authority, to ensure the Service is a responsive and improving Service.

It is our aim, therefore, to achieve upper quartile performance or better. (In simple terms we want to be in the top 25 percent of all fire and rescue authorities, against all indicators.)

The targets are based on existing and validated data but, should national performance improve, we will also adjust our targets to meet the need. Unless otherwise stated, all targets are aligned to achievement by no later than 2008.

At present, this means:

Emergency Response

- *reducing hoax calls (malicious false alarms) to 0.4 per 1,000 head of population, from our present position of 0.6;*

- *achieving the Cheshire standards of emergency response, overall, on 90% of occasions;*

- *reducing the number of fires in dwellings which spread beyond the room of origin to not more than 5%, from our present position of 7%;*

Community Risk Reduction

- *reducing unwanted calls to Automatic Fire Alarms to 100 per 1,000 non-domestic properties, from our present position of 120;*

- *reducing accidental fires in people's homes to 13 per 10,000 dwellings, from our present position of 17.5;*

- *ensuring that, by 2010, we achieve a level of smoke alarm ownership/ installation of at least the national average (80%) in all domestic properties. (We know from analysing data from the real fires we have attended, that only fifty-five percent of homes where fires currently occur have a smoke alarm fitted);*

- *reducing injuries from accidental fires in dwellings to 6 per 100, 000 head of population, from our present position of 8.2;*

- *reducing the number of people killed or seriously injured in road traffic collisions (excluding motorways) by a total of 21* [3]

Corporate Services

- *reducing sickness to an average of 6 days per person, from our present position of 9.75* [4]

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[2] Preventable means an occurrence where the activities of the fire and rescue service could have made a material difference and so excludes, for example, suicides, natural distasters or terrorism.

[3] Stretch targets as part of LPSA2 for the Cheshire partnership. At the time of going to press they are being negotiated with the Department of Transport.

[4] The majority of Corporate Services targets can be found in the Best Value Performance Plan.

PRIORITIES

Our priorities, on the other hand, need to be broader, in order to shape the many hundreds of decisions that managers need to take daily, and can never be written down in any action plans.

Nevertheless, these decisions must reflect the key elements or concepts of integrated risk management planning, as well as supporting and enhancing the delivery of the Fire Authority's Vision.

The priorities must also reflect the changing nature of the service and particularly the changing demands facing the personnel who make up the Service. It is readily acknowledged by the Fire and Rescue Authority that our staff are our greatest asset.

INTEGRATED PERSONAL DEVELOPMENT SYSTEM (IPDS)

The fire and rescue service has recently adopted a new, holistic approach to the training and development of our staff – the Integrated Personal Development System (IPDS) – to support this programme of change. This is a fundamentally different approach to training and development centred around roles that people perform. IPDS will ensure that the consideration of managing risk is encompassed within the people of the Service.

IPDS also provides a vehicle for the new pay and reward mechanisms of the fire and rescue service.

OUR SIX PRIORITIES

If we are truly to be successful in reducing risk and providing for safer communities, then, we must ensure we get the:

- right **people** in the
- right **place** at the
- right **time** with the
- right **equipment** and the
- right **skills** achieving the
- right **outcome**.

These six concepts, therefore, become our six key priorities.

How have we set about delivering our priorities?

INTEGRATED RISK MANAGEMENT

The concept of integrated risk management, at its heart, encompasses the:

prevention of fire and other emergencies;

protection of people in the event that an emergency occurs; and

provision of an emergency response that is appropriate and proportionate to the anticipated risk.

CHESHIRE IRMP MODEL

However, the model is incomplete and not truly integrated if there is no recognition that front line services cannot be delivered without effective governance, support arrangements and facilities. This more rounded approach is the model that has been adopted in Cheshire.
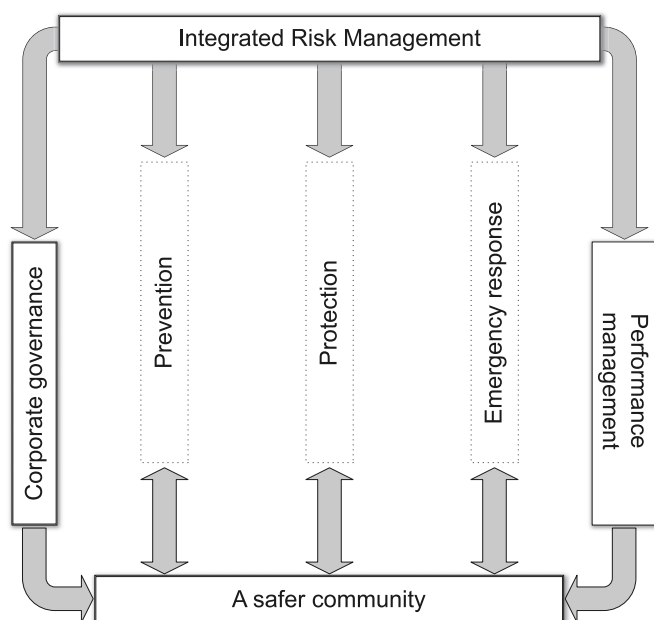

Figure 1: *IRMP (Cheshire Model)*

Accordingly, the Fire Authority has extensively restructured the organisation to reflect this approach. We have now appointed dedicated, senior officers to lead the strands of integrated risk management.

This has resulted in a Deputy Chief Officer responsible for Emergency Response, a Deputy Chief Officer responsible for Prevention and Protection (Community Risk Reduction) and a Deputy Chief Officer responsible for Corporate Governance, Performance Management and a host of other support arrangements and activities (Corporate Services). We have also re-organised below this level, in particular in

the way we are seeking to address performance and service delivery at a local level. Similarly, we have restructured the Fire Authority. An overview of this new structure is included as Appendix C.

This integrated risk management approach also informs our corporate planning and prioritisation and the three arms of emergency response, community risk reduction and corporate services provide golden threads to the delivery of our key priorities.

Figure 2, overleaf, illustrates how this works.

VISION
Our vision is a Cheshire where there are no preventable deaths, injuries and damage from fires and other emergencies.

MISSION
Our mission is to help create safer communities, to rescue people and protect local economic, environmental and community interests.

AIMS
Our three key aims are to:

Improve community safety by risk reduction (PREVENTION & PROTECTION)	Respond effectively to emergency incidents (EMERGENCY RESPONSE)	Deliver effective Corporate Governance (CORPORATE SERVICES)

KEY PRIORITIES
Our six key priorities are:
The right people in the right place, at the right time, with the right equipment and the right skills, achieving the right outcome.

People — Place — Time — Equipment — Skills — Outcome

Community Risk Reduction objectives

Emergency Response objectives

Corporate Services objectives

Performance management Framework

- National indicators
- Local indicators
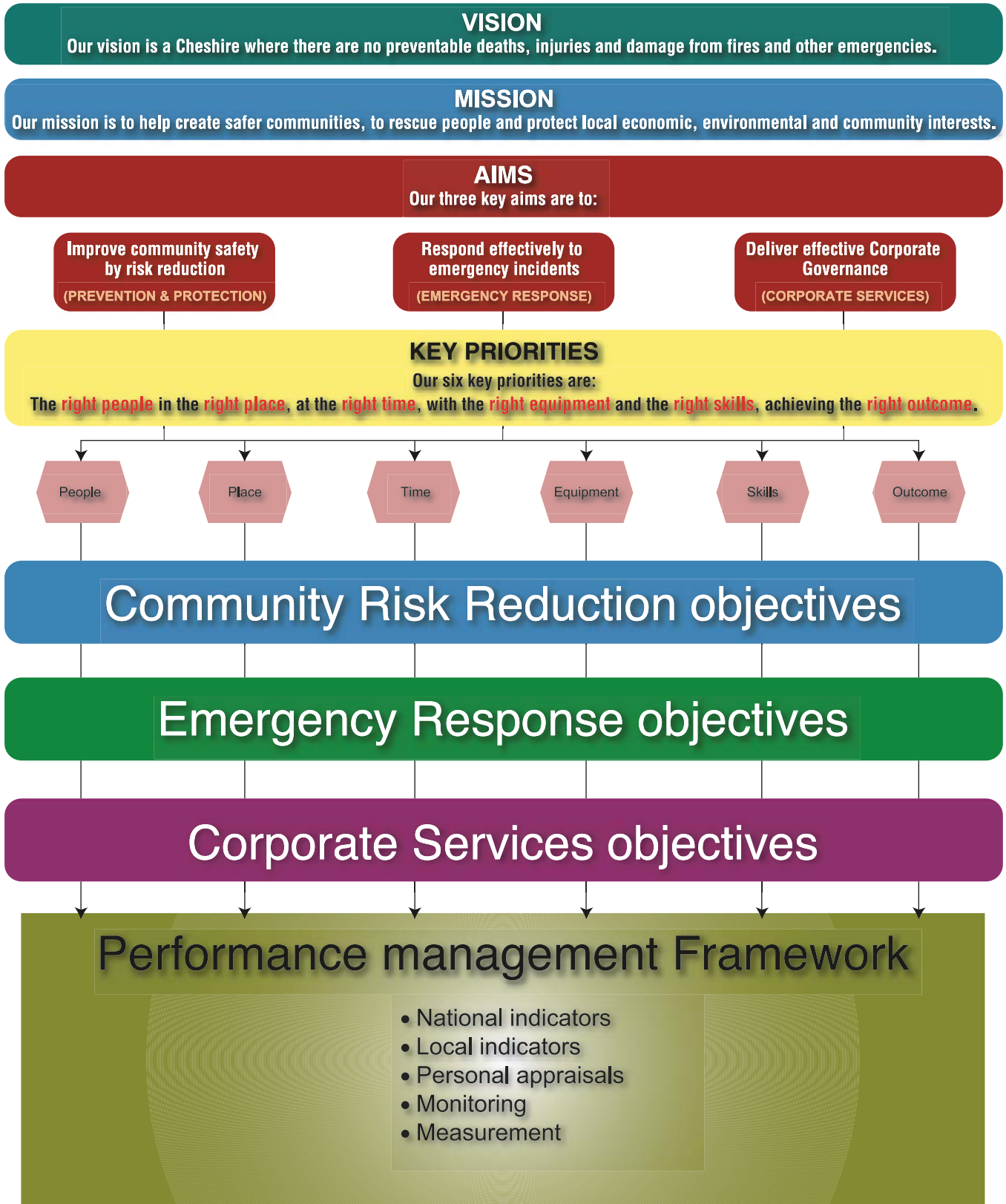- Personal appraisals
- Monitoring
- Measurement

Figure 2: Integration of Key Priorities

CHESHIRE STANDARDS

We have undertaken a root and branch review and changed our approach to setting standards of emergency response as part of modernisation. This reflects the fundamental nature of the change we face and we set out this new approach in IRMP 1.

Whilst, we are not compelled in this IRMP 2 to repeat the methodology, we have taken the view that it is so important, that we should reinforce how we have thought through this elemental change.

INTEGRATED RISK MANAGEMENT METHODOLOGY

Since April 2003 the Authority has been required to produce a local IRMP and to set out a strategy for:

- *reducing the number and severity of fires, road traffic collisions and other emergency incidents occurring in the area for which it is responsible;*

- *reducing the severity of injuries in fires, road traffic accidents and other emergency incidents;*

- *reducing the commercial, economic and social impact of fires and other emergency incidents;*

- *safeguarding the environment and heritage (both built and natural); and*

- *providing value for money.*

The IRMP also identifies the Fire and Rescue Authority's assessment of local risk and, in line with this analysis, how we will deploy our resources to tackle these risks and improve safety. Additionally, the IRMP establishes the targets we have set and the standards we will apply to meet the specific pattern of local risk.

The IRMP is a strategic, forward looking document with the detail contained within business and change management plans.

RISK

The handling of risk is, at heart, about judgement. Judgement, in the context of fire & rescue service decision making must be supported by analytical tools and good information. A number of these tools are now available to examine the implication of proposed changes and to assist decision making, and these tools are now being used (see discussion on the Fire Service Emergency Cover model later). But the tools cannot substitute for the act of judgement itself.

The risk based philosophy is completely different to the basis for planning adopted by the fire and rescue service in the past, and the significance of this change cannot be overstated.

In every area of Cheshire Fire Service's (CFS) work, effective risk handling depends on answering five broad questions:

- *what could happen? (identification).* Regular reality checks are needed, involving rigorous assessment of trends, possibilities, dangers, their likelihood and impact;

- *what matters? (assessment).* Having established what could happen, there is a need to make judgements about the desirability or otherwise of different outcomes;

- *what can be done? (action).* Having established what matters, there is a need to plan ways to anticipate, avoid, mitigate, and otherwise cope with the potential risk, and to plan for uncertainty. In some cases contingency planning will be essential. In others it may be important to put in place more resources to cope with unforeseeable events;

- *what happened? (review).* Having taken initial action, there is a need to assess whether it has had the intended effect, whether the assessment of risk needs to change and whether further action is needed; and

- *what has been / needs to be communicated? (effective communication).* Both with those potentially affected by the risks, and with those who can help manage and mitigate the risks.

RISK MANAGEMENT

It is important, given the significance of the change in philosophy to establish a baseline and to define what exactly is meant by the term, risk management.

Risk management covers all the processes involved in identifying, assessing and judging risks, taking actions to mitigate or anticipate them, and monitoring and reviewing progress. It can be defined as ensuring that the organisation makes cost-effective use of the risk process and it demands decision making processes that are supported by a framework of risk analysis and evaluation.

No fire and rescue service or public body, can eliminate risk, for almost all human activity involves risk. Indeed, the advancement of society inevitably involves new approaches and processes that mean new risks.

It is incumbent on all those who have a part to play in managing risk, including the fire and rescue service, therefore, to change and make continual progress. We must also find new and different ways of using our resources effectively to address these changes.

Much of the business of the fire and rescue service is inherently risky, since it involves complex systems, many unpredictable and potentially dangerous factors, and an expectation that the Service will be the last resort even in matters where it has no direct responsibility.

The preceding thinking and risk management approach has been used in the determination and development of Cheshire's Integrated Risk Management Plan (IRMP).

A fundamental component of the IRMP includes new Cheshire Standards of Emergency Response, which replaced the old (now defunct) Standards of Fire Cover (established around 1936).

Given the central role of the new emergency response standards, it is important in this evolution of the IRMP to expand on their development in the context of risk management.

EMERGENCY RESPONSE STANDARDS

We have embraced the opportunity to enhance our emergency response standards in two specific ways:

- firstly, we have been able to re-assess the deployment of our resources on a risk-based approach; and

- secondly, we have been able to establish completely new emergency response standards to also include incidents other than fire.

We were able to achieve this by asking and answering several key questions:

- *What happens when a fire or other type of incident occurs?*

- *How do we know what happens?*

- *What do we need to do?*

We have used extensive scientific research to inform this consideration.

FIRE DEVELOPMENT

We know that in the majority of cases, a fire within a building will generally follow a predictable fire development pattern or curve. This phenomenon has evolved as a consequence

of a modern society and the materials and methods used in building design and occupation. It means that the rate of fire development is relatively slow in the early stages, but at some point between eight and ten minutes after ignition, there is the strong possibility of very rapid fire development. This is known as the "flashover" stage.
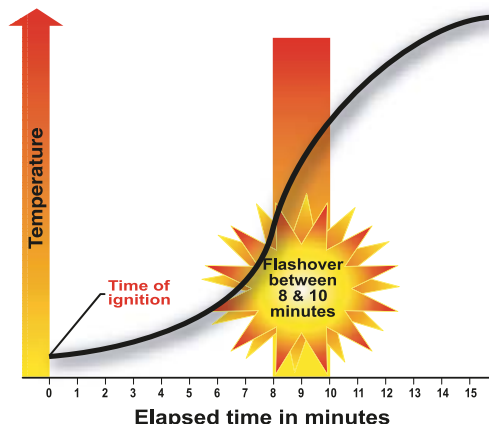

Temperature

Time of ignition

Flashover between 8 & 10 minutes

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

Elapsed time in minutes

Figure 3: A typical fire development curve

We know, therefore, that if there is anyone in the room with the fire, they are unlikely to survive beyond four to five minutes. It is important then that members of the public and fire fighters alike are not caught in the flashover stage. This knowledge provides the basis of the need to install smoke alarms to provide the earliest possible opportunity for people to make their own unaided escape.

The problem with the scenario above, is that we do not know how long the fire has been burning, when we receive the call, and in every case therefore, we must assume time as critical.

ROAD TRAFFIC COLLISIONS

However, fires are not the only type of emergency incident that we respond to. A similar analysis can be applied to Road Traffic Collisions (RTC).
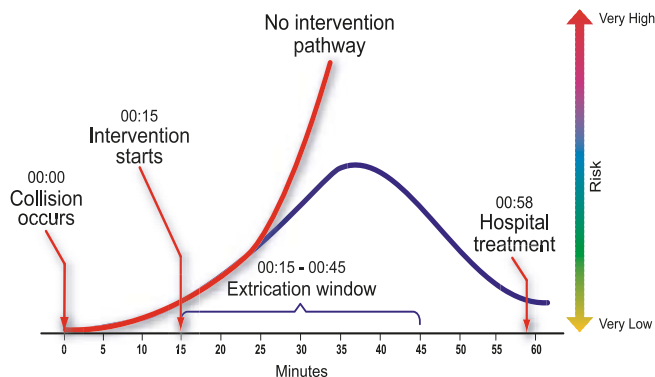

No intervention pathway

Very High

00:15 Intervention starts

00:00 Collision occurs

00:58 Hospital treatment

Risk

00:15 - 00:45 Extrication window

0 5 10 15 20 25 30 35 40 45 50 55 60

Very Low

Minutes

Figure 4: RTC development curve

From research carried out both here and in the USA, the principle of the "Golden Hour" is well established. Hence, we have been able to establish a new emergency response standard for Road Traffic Collisions.

Figure 4 shows an example of how the different time elements of typical incidents can be determined to establish the component parts of the "Golden Hour", and ensure we understand how a fire fighter's skills and equipment can make a difference.

SO WHAT DO WE NEED TO DO?

It quickly becomes apparent that for all emergencies speed of response is very important, and we will strive to deliver continuous improvement in getting to emergencies as quickly as we can, with an open mind in relation to how we can secure that improvement.

However, the most effective way of making people safer is to prevent the fire / other emergency from occurring in the first instance. We recognise that total prevention is not practicable, so the next best solution is to make sure people are aware of the risks they face and offer advice and education to mitigate the effects. For example, if a warning is given of a fire in its very early stages, people can leave the affected property safely and wait for our arrival to deal with the fire.

This is why we have shifted our focus to include prevention as well as intervention.

DETERMINING THE RISK RESPONSE STANDARDS

We have also established our new emergency response standards based on:

- ☑ research undertaken both in the UK and USA; and

- ☑ we have performed an analysis of the last five years of our operational activity and the outcomes of those incidents.

In deciding on a suitable method to determine risk, we elected to adopt the tested Health and Safety Executive (HSE) methodology of multiplying the likelihood of an incident occurring, with a measure of the severity of the outcome.

A value of between 10 and 1 was assigned to both the "likelihood" and "severity" of outcome using an analysis of real incidents over the reference period of time.

The risk level was then also applied to each station area, for each type of incident to give an overall pattern of risk.

	Likelihood					
Severity	Certain	Very Likely	Likely	May Happen	Unlikely	Very Unlikely
Multiple Death	100	80	60	40	20	10
Single Death	80	64	48	32	16	8
Major Injury /Loss	60	48	36	24	12	6
Injury/Loss	40	32	24	16	8	4
Minor Injury Disruption	20	16	12	8	4	2
Disruption	10	8	6	4	2	1

Table 1: *Multiplication of Severity against Likelihood*

HOW DID WE DETERMINE THE LIKELIHOOD?

The Authority undertook further analysis of the data to determine the number of each type of incident attended, by each station and appliance.

Within each incident type, the station with the highest activity level received a 10, and the lowest a 1.

So for example, if a station had a large number of any specific incident type, e.g. residential properties, over an extended period, and this formed a trend, it scored a ten. Similarly, for all incident types.

HOW DID WE DETERMINE THE SEVERITY?

A value was also assigned to each of ten outcomes, that were then clustered under five main headings, as shown in table 2.

This means that during 2005/06 we will be continuing with the review and refinement of the risks planes within all of our station areas. At present, we have a good understanding of the risks posed, but as other outcomes emerge, we will continually bring greater clarity and therefore, understanding. We will then be able to make professional judgements, supported by the FSEC model, in relation to the levels and disposition of our resources for front-line intervention.

Level of Risk	Outcome
Very High	It is certain or very likely that there will be mutiple deaths or a single death
High	It is certain that there will be a major injury, very likely that there will be a single death and likely that there may be mutiple deaths
Medium	It is certain that there will be a major injury, very likely that there will be an injury and there may be a single death
Low	There will be some disruption with a moderate chance of an injury or loss occurring
Very Low	There is a reduced chance of disruption with a moderate chance of an injury or loss

Table 2: *Ranking or the Severity of the outcome*

How have we set about delivering our priorities?

Station or Wards	Population	Residential Property	Business Property	Small Fires	SSC - Life Risk	SSC - Non urgent	Road Traffic Collisions	Spillages Leaks	UWFDS
01 Warrington	110,750								
02 Birchwood	42,010								
03 Stockton Heath	39,040								
04 Widnes	55,410								
05 Runcorn	63,720								
06 Frodsham	19,180								
08 E'port & Neston	86,640								
09 Chester	95,140								
10 Tarporley	16,710								
11 Malpas	8,460								
12 Nantwich	20,270								
13 Audlem	4,320								
15 Crewe	94,640								
16 Sandbach	20,340								
17 Holmes Chapel	12,260								
18 Congleton	35,590								
19 Macclesfield	57,340								
20 Bollington	10,540								
22 Poynton	19,890								
23 Wilmslow	39,060								
24 Knutsford	21,390								
25 Northwich	64,440								
26 Middlewich	12,920								
27 Winsford	33,230								

Table 3: *Risk factor matrix used for 2004/05*

Station or Wards	Population	Residential Property	Business Property	Small Fires	SSC - Life Risk	SSC - Non urgent	Road Traffic Collisions	Spillages Leaks	UWFDS
01 Warrington	110,750								
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12 Nantwich	20,270								
13 Audlem	4,320								
15 Crewe	94,640								
16 Sandbach	20,340								
17 Holmes Chapel	12,260								
18 Congleton	35,590								
19 Macclesfield	57,340								
20 Bollington	10,540								
22 Poynton	19,890								
23 Wilmslow	39,060								
24 Knutsford	21,390								
25 Northwich	64,440								
26 Middlewich	12,920								
27 Winsford	33,230								

Table 4: Risk factor matrix used for 2005/06

So for example, if a station area had, tragically, experienced incidents where there had been a number of fatalities, either in fires or other emergencies, and this formed a trend then this would become "very high".

Tables 3 and 4 show how the risk factors relate to each station and incident type and they also identify the benefits of being able to consider risk in a more dynamic way. The risk profile for 04/05 is slightly different for 05/06. Table 5 identifies the actual response times.

It is apparent from table 3 and 4, that no station area in Cheshire has a risk rating of very high. Seven stations have a high risk status for residential property fires and so on.

This is because no station has a high likelihood of multiple fatalities, but there have been fatalities. The present trends within Cheshire would indicate that the likelihood of fire fatalities is, thankfully, on the decrease.

However, this does not mean that we have become complacent.

On the contrary, we have accepted and planned for the possibility there will be times that the response standards will not be sufficient to meet as yet unknown, but broadly foreseeable and increased risks. Climate change is foreseeable – its impact is still uncertain.

Therefore, should intelligence lead to the conclusion that the likelihood of fatalities has increased, or risk has changed, there is the facility and flexibility to realign our resources to meet the risk.

HAS THE RISK CHANGED FOR IRMP 2?

The answer is yes.

Figure 5, and Table 4, demonstrate that several risk factors have changed.

For example, the risk factor for RTC's in the Birchwood area has reduced, whereas, it has increased in Holmes Chapel.

This means that we must now investigate further what has caused the changes. Once we know exactly where the incidents occurred and what the outcome was, we will be able to make an assessment of what action needs to be taken, and whether we need to adjust the way we deploy our prevention, emergency response or community safety resources.

It is also obvious from tables 3 and 4, however that certain stations will be looked at as a matter of priority e.g. 02 Birchwood and 23 Wilmslow. They are at present staffed on a 24/7 shift basis, yet they have the same risk level for residential property, and indeed lower for road traffic collisions, as other stations which are at present "Day Crewed".

VALIDATION

In order to ascertain the validity of the Cheshire Standards, a validation test has been undertaken.

The validation has included incident mapping using specially designed computer software, the Fire Service Emergency Cover Model (FSEC) and an assessment of Service performance over the last five years.

The data has been checked by staff internally, validated by our auditors, then checked again to ensure its accuracy.

Additionally, a validation exercise has been commissioned utilising external risk assessment consultants.

Residential Property

2004   2005

Business Property

2004   2005

Special Service Calls
Life Risk

2004   2005

Road Traffic Collisions

2004   2005

Spills and Leaks

2004   2005

Special Service Calls
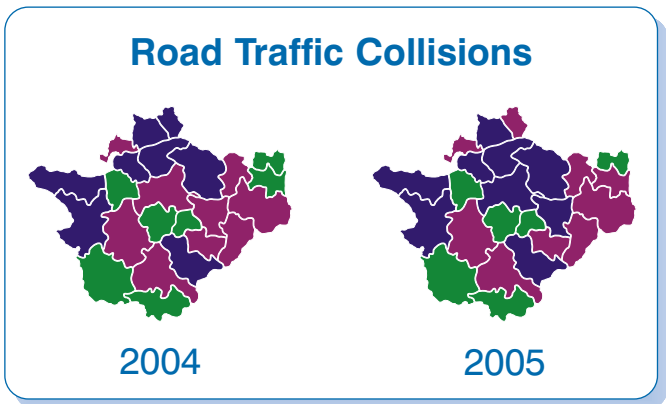## Non urgent

2004   2005
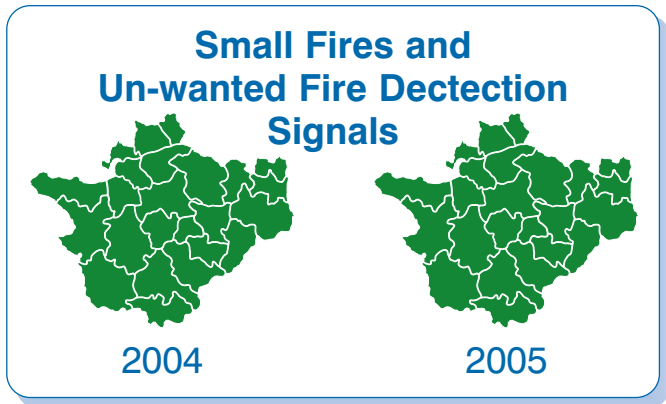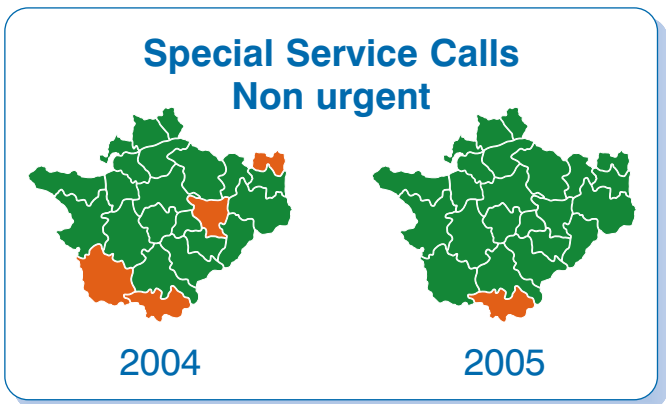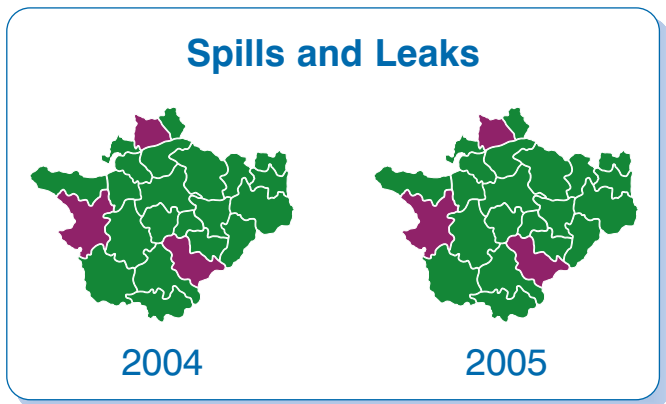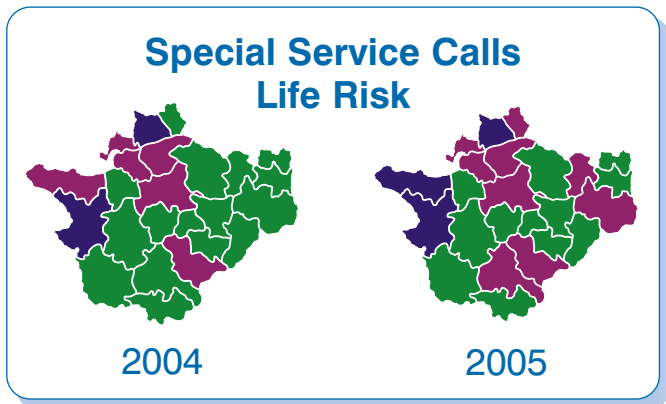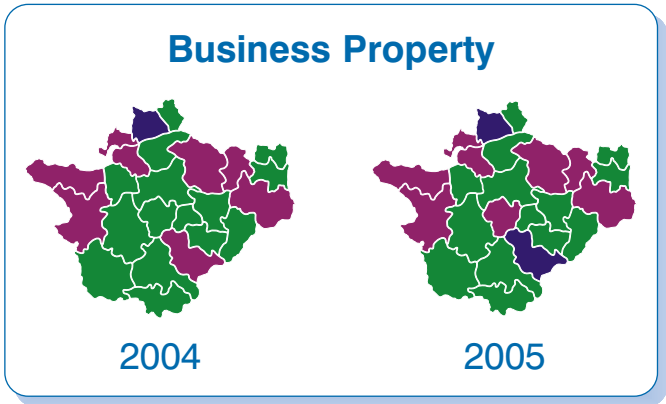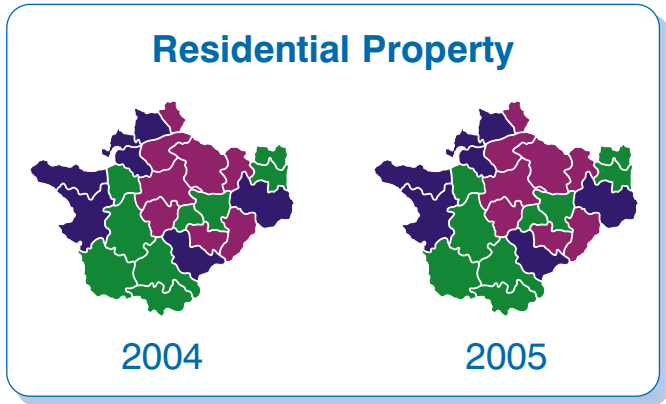
Figure 5: *Comparison of risk factor by station area and incident type*

1 to 5 mins	Very High
6 to 10 mins	High
11 to 15 mins	Medium
16 to 20 mins	Low
21 mins and over	Very Low

Table 5: *Risk factor matrix used for 2005/06*

Small Fires and
Un-wanted Fire Dectection
Signals

2004   2005

FUTURE DEVELOPMENT

The Fire Services Emergency Cover (FSEC) model is now proving to be a useful addition to the modelling tools within the Service. At present, it is still being developed and interrogated with a view to moving towards it, as the basis for our Cheshire Standard for fires in residential property. The FSEC model allows the examination of risk at a more local level, based on areas of similar demographic profiles.
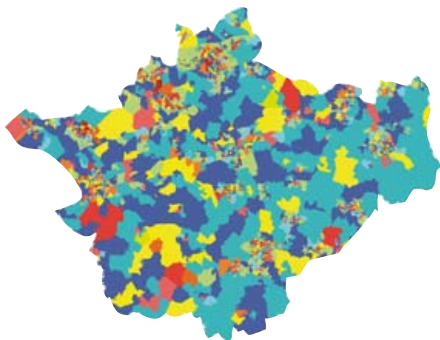

Figure 6: *An example of a FSEC risk map of Cheshire, Halton and Warrington*

FSEC and this approach are more aligned to "neighbourhoods" than Wards. This will allow us to enhance our risk profiles, as these areas align with other sources of data, such as the indices of multiple deprivation.
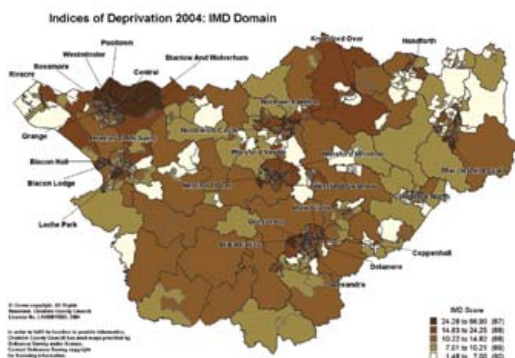

Figure 7: *An example of an Index of Deprivation (IMD) map of Cheshire.*[1]

HOW MANY FIREFIGHTERS DO WE NEED?

Under the old Standards of Fire Cover, there was a standard pumping unit (fire appliance) with standard crewing levels of between four and five personnel. The means by which this figure was arrived at evolved over years but was linked to an analysis of the tasks to be performed at "typical" incidents.

The research we have drawn attention to in this IRMP identifies that speed of response is critical but obviously getting the right number of people and equipment to an incident is equally important. We have moved away, therefore, from the old standardised approach of crewing levels to a concept of Optimum Crewing.

We have used the research and our own analysis to determine what tasks need to be performed at different incidents in the modern age.

We therefore now undertake to send an appropriate number of personnel and resources to reflect this analysis and risk assessment.

This means, largely speaking, the same number of personnel as we have sent in the past to property fires i.e., 8/9 personnel.

But it also means that we can now consider sending a smaller number of personnel on different vehicles to lower risk events, for example, rubbish fires, flooding etc.

The historical data used for compiling the Cheshire Standards also indicates that the greatest demand for operational resources occurs during the late afternoon and early evening. The demand at other times of the day and night does not justify maintaining all of our operational appliances for immediate response. Our risk assessment shows that we are able to utilise at least three or four appliances at a time on a delayed response during these off peak hours. Examples of what these will be used for in future include; delivery of targeted training to our personnel, and preventative community safety activities.

Paramount in all of this, of course, is both public safety and fire fighter safety. Consequently, we are taking an evolutionary approach to change in this area.

It is also true to say that in future – exactly as at present – because fire remains a complex phenomenon, there will always be occasions when the resources we send initially will always be insufficient to deal with the incident. Accordingly, we have developed back up and support plans to ensure we can send additional resources quickly.

ROBUST AND TRANSPARENT PROCESS

The risk assessed approach is a robust and transparent process, it is available to, and should be easily understood by all stakeholders and has a readily available audit trail.

Figure 5, over leaf is a representation of the risk factors as they appear geographically across Cheshire, Halton and Warrington.

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[1] The IMD map is for Cheshire only. We are in the process of sourcing the data for Halton and Warrington.

What have we achieved to date?

Year one of Cheshire's Integrated Risk Management Plan contained a route map of change that was required as part of modernising the Service. The following section gives a summary of progress against the year one route map. Greater detail and an outline of the benefits of these achievements may be found at Appendix A.

1. *Define new Cheshire standards* – including departmental performance. This work is now complete.

2. *Develop a Medium Term Financial Plan (MTFP)* – this is in final preparation to ensure it captures the financial implications of the IRMP year two, and take account of the Gershon [5] requirements.

3. *Introduce Mobile Incident Commanders (MICs)* – this is complete and proving very effective indeed. The role is already evolving to deal with audit and investigation into the causes of incidents as well as providing greater resilience for hazardous materials incidents.

4. *Develop community risk profiles* – this has now become known as the Community Profiling and Targeting (CPT) model. It is now entering the second stage of development to provide greater assistance to our performance delivery groups and partners e.g., Congleton Borough Council have adopted the model to assist them in their service delivery.

5. *Introduce changes to the work routines* – complete. This has created a 30% increase in productive hours. An audit is at present underway to assess the tangible impact in terms of additional work being carried out but we are already aware of a rise in, for example, home fire risk assessments.

6. *Develop a new staffing model* – complete. Ready to start implementation of Optimum Crewing in January 2006. The model will be populated through the Rank-to-Role assimilation as part of item 7, below.

7. *Introduce an Integrated Personal Development System (IPDS)* – ongoing. First stage of personal appraisals now complete. This process is critical to delivering our key priorities as determined from the IRMP.

8. *Best Value review (BVR) of Service accommodation* – this has reached the stage of declaring its emerging findings.

9. *BVR of shift working* – complete. Consultation is ongoing into changes to the 24/7 system for implementation in January 2006. Similarly, consultation is ongoing to changing the shift systems, before that date.

10. *BVR of Incidents that we respond to* – complete. Emerging findings have gone to the Authority, final conclusions will shortly be ready for public consultation.

11. *Review of overtime* – complete. It is unclear at this stage what benefits this can deliver for the Service. Should it prove advantageous in the future, the Authority will evaluate further.

12. *Review and develop the Home Fire Safety Check (HFSC) policy* – in final preparation.

13. *Develop a strategy to target communities that are farther away* – in final stages of completion. This will be based on information used to develop the CPT model. We have also highlighted a number of community officers positions to be converted in to a higher number of community safety advocates positions and these will be advertised shortly. We will particularly target hard to reach groups with the recruitment of these advocates.

14. *Develop and procure an outreach fire station* – first phase complete. The first of two units has been delivered and an order placed for the second unit.

15. *Develop a volunteer strategy* – complete. A "community safety team" comprising around 28 volunteers is now in operation in the Neston and Ellesmere Port area. A second team is in development.

16. *Develop a Road Traffic Collision (RTC) reduction strategy* – in final stages of completion. Targets being agreed as part of the new Local Public Service Agreement 2 [6] (LPSA).

17. *Develop an Arson reduction strategy* – complete.

18. *Develop policy for installation of hard wired smoke detectors* – complete.

19. *Develop a policy to meet the introduction of the Regulatory Reform Order (RRO)* – complete based on current national timetable.

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[5] The efficiency review report of Sir Peter Gershon formed part of the Spending Review 2004 (SR04) and established the aim of ensuring frontline staff of all public services get the resources they need to do their job better, and that the bureaucracy that can get in their way is removed. To be delivered in the form of 2.5% efficiency savings, required year on year.

[6] LPSA 2 is another funding mechanism that Government uses to encourage enhanced performance by the establishment of very challenging targets.

20. *Develop a policy for installation of residential sprinklers* – complete.

21. *Develop a policy for the reduction of Un-Wanted Fire Detection Signals (UWFDS)* – complete.

22. *Introduce a cardiac co-responder scheme in partnership with Mersey Regional Ambulance Service (MRAS)* – all preparatory work complete, but not yet implemented, pending further discussions with representative bodies.

23. *Develop new emergency response standards* – complete. They were introduced on the 1st April 2004. At present they are being evaluated, based on the most current five years of data.

24. *Develop the Fire Services Emergency Cover (FSEC) model* – complete and evolving.

25. *Develop resource deployment* – work now well underway. Initial delays caused by problems with the original FSEC model.

26. *Review policy and procedures for Control of Major Accident Hazards (COMAH)* – complete.

27. *Develop our Urban Search & Rescue (USAR) team* – complete. The team were deployed twice during the year to Glasgow and Carlisle to great effect.

28. *Develop the effectiveness of Local Performance Delivery Groups (PDGs)* – ongoing.

29. *Develop a system of staff development based on job rotation* – in final stages of completion.

30. *Review and develop our Integrated Communication & Technology (ICT) strategy* – complete.

31. *Evaluate and enhance our Partnership working* – survey and audit of partnerships nearing completion. Greater emphasis on Section 17 Crime and Disorder Work.

32. *Seek sources of external funding* – an Invest to Save bid has failed, however, we intend to implement some elements from our existing resources.

33. *Implement a new Integrated Management System (IMS)* – ongoing.

34. *Develop a performance management framework* – internal consultancy complete. National framework in development.

35. *Introduce an employee recognition policy* – new policy agreed around both reward and recognition.

36. *Develop delegated budgets* – will be delivered as part of MTFP.

37. *Implement new audit and review arrangements* – complete.

38. *Introduce improved levels of administrative support on fire stations* – new posts being graded.

39. *Restructure Corporate Services* – complete.

40. *Fully participate in the Regional Management Board (RMB)* – Chair of Cheshire Fire and Rescue Authority is Chair of the Regional Management Board and CFO of Cheshire is the lead officer in the Regional Control project.

41. *Develop a communications strategy* – in final stages of completion.

SECTION FIVE OF YEAR 1 IRMP
(Future Projects)

Year one of the Integrated Risk Management Plan also contained a section which looked at other areas to be considered. It is important to realise that priorities alter as the Authority works through the process of change. What follows, therefore, is a summary of what was proposed for consideration in section five of IRMP 1, and how the Authority will deal with them in the future.

It is important to note that some areas are now being dealt with as a lesser priority.

1. *The disposal of day crewing housing (it is undesirable that the Fire Authority continues, in a time and resource consuming, landlord role) and the capital realised is redistributed into fire cover capital projects* –

Options are now available to remove the landlord role from the Authority which will be considered in more detail during the BVR into accommodation. The realised savings will be redeployed to support other IRMP capital issues. Savings may also be used to offer better value for money. We realise this is very sensitive to our staff who currently live in these houses, many of whom have children in schools etc., so we see this being phased over an extended period.

2. *Change the way we crew our special appliances, with staffing positions redeployed or realised as savings –*

The way we crew our special appliances[7] has been reviewed. The outcome is that we will continue to crew the aerial appliance at Chester with a dedicated crew of 2, as a consequence of the unique risk posed by the construction of "the rows" in the city centre. The remaining aerial appliances and Hazardous Materials Units, plus the Foam Tanker in Ellesmere Port will be crewed with a dedicated driver operator. This has realised a number of posts which will contribute towards the Medium Term Financial Plan and build capacity to undertake community safety work.

3. *Review the provision of a third appliance at Ellesmere Port –*

As a result of the analysis of risk, the development of the Cheshire Standards and the introduction of optimum crewing, the third pump at Ellesmere Port is now no longer necessary and was removed in April 2005. The realised posts will be redeployed to meet shortfalls in staffing levels and build capacity in community safety work.

4. *Review the provision of a fire station at both Runcorn and Frodsham and evaluate the opportunity to realign to one full time fire station. The resultant savings and capital gains redeployed to new build and further capital projects; and review the provision of three stations in Northwich, Middlewich and Winsford, the resultant savings and capital gains realised –*

The review of these sites and station combinations will be put on hold until the full impact of local risk assessment is bedded-in and tested. Unlikely to be considered within the next two years.

5. *Review the type of appliances utilised as second appliances, in particular the use of smaller vehicles –*

Work on this area will continue throughout 2005, to ensure the most effective deployment of resources. Two new Targeted Response Vehicles (TRVs) have been procured and will be trialled during 2005.

6. *As part of the emergency response standards and fundamental review of shift working, move from day crewing to nucleus crewing if appropriate –*

Before aligning to any one of the options identified in the Best Value Review into shift working, a business case is being developed station by station. This will ensure that the

holistic approach of emergency response and community activity in the area is taken into account and a suitable shift pattern then applied. Any resultant reduction of posts will contribute to the MTFP and build capacity to undertake community safety work.

7. *Review the type of 'Special appliance' utilised, the resultant savings realised or redeployed –*

This will involve an assessment of dual role appliances, which, for example, provide the capability of a structural fire fighting appliance with that of an aerial appliance.

8. *Review the full effect of pensions' burden in light of the Fire fighters' pay award (full effect) –*

This will be ongoing. Contingency planning has already begun to address the potential situation of pensions representing 25% of the Authority's total annual budget by 2009.

There was a consultation paper issued on proposals for a new pension scheme for new entrants in 2004, and we have responded to the consultation exercise.

9. *Review the number of supervisory officers necessary for managing operational incidents –*

The introduction of the Mobile Incident Command officers and a review of past operational activity in the context of officer usage under the Incident Command System (ICS), has enabled a reduction in the number of on-call (flexi-duty) officer posts on or shortly after April 1 2005. This optimum number of officers is sufficient to meet normal operation activity through IRMP, and to satisfy the requirements of the national Incident Command System. Resilience for spate and very busy conditions or significant incidents, has been catered for, in accordance with the recommendations of the National Framework, through mutual assistance on a regional basis and with our neighbouring brigades.

10. *Review local conditions of service in light of new National Framework and new pay agreement e.g. overtime, dual contracts –*

This will be ongoing. At present a package of proposals is being prepared for discussion with the representative bodies.

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[7] Special Appliances are not the pumping appliances people associate with fire fighting – and include control units, aerial appliances, foam tankers etc.

What do we plan to do next?

It has been identified previously, that there are three strands to the new structure of the Service, namely Community Risk Reduction, Emergency Response and Corporate Services.

This section, therefore, will identify the main points of our plans for the future within this approach. Further detail is available in the attached route map for 2005/06 and beyond.

COMMUNITY RISK REDUCTION

There are two elements to Community Risk Reduction: Community Safety which deals with the prevention aspects of our service delivery; and Technical Fire Safety which covers the protection aspects, particularly in the industrial and commercial sectors.

Community Safety covers a vast array of work and so has been sub-divided in the six themes of; Arson reduction, Youth initiatives, Safety in the Home, Reduction of Risk to the Community, Elderley Initiatives and Learning from Operational Experience.

Technical fire safety covers the seventh dimension of safety in the built environment.

COMMUNITY SAFETY

Community profiling and targeting

We believe one of the most important things for us to do is to identify more accurately who and where people are most at risk, and use this information as a basis to plan our activity. Over the last year we have developed new ways of looking at the risks that people in Cheshire face. In particular, the **Community Profiling and Targeting (CPT) model.**

We now know where we should focus our efforts in the most effective way. To do this, we have analysed data in relation to where we have responded to incidents over the last five years (2000/04). We have also combined this with research into other socio-economic factors that lead us to believe where people are more at risk.

We cannot pinpoint precisely where all these factors come together (like **exactly** where people smoke or drink). However, we can use the information that we have about housing, poverty, income, crime, health etc., combined with knowledge of real incidents to predict with some accuracy where people might be more at risk.

We have used this approach to create new 'risk planes', for example RTCs, for the whole of Cheshire which help us to decide where we should target our prevention and protection work and to review how we distribute our

emergency response across the area and at different times.

As well as fires in homes, we have looked at a wide range of other risks, including road accidents, flooding, and chemical spillages, mapping them in a similar way.

The first version of the CPT model was delivered in 2004. This has now been introduced to all stations and has formed the basis on which station action plans are being defined for 2005.

The corporate planning process has ensured that the CPT model has also become an important source of underpinning information for the development of other strategies, and for targeting interventions to deliver community safety.

This does not mean the job is done. Nothing stands still, so profiling is a dynamic and iterative process. As with the process to determine the emergency response standards, there is a constant need to re-evaluate the data on which the CPT model is based and constantly be exploring additional sources of data.

Outreach fire station

This is an exciting development about to come to fruition. The Service has recently taken delivery of the first of two vehicles which will be known as outreach fire stations.

We have commissioned these units design to be flexible and to move our work from the station into the community. The intention is also to allow our partners to use the vehicles. This will allow for a much more joined-up approach to delivering community based services in a one-stop-shop format. This could include matters as diverse as fire safety advice to benefits advice to health advice and anything in between. We recognise we cannot continue to expect the community to come to us – we must go to the community. We also recognise we can be a better partner and assist other agencies, who in turn, can support our objectives.

Deliberate fires

Deliberate fires outside of the home account for a much smaller number of deaths than fires in the home, and result mostly from crime.

However, the number of fires of this type is a problem. This is a waste of our resources and also has a negative impact on the environment in local neighbourhoods, encouraging other anti-social behaviour. We continue our efforts to prevent such crimes as part of Crime and Disorder Reduction Partnerships (CDRP - Section 17 duty). We also intend to explore further the concept of an extended fire family and, for example, how we might use community wardens / safety officers, as volunteers.

Youth

We will continue to expand our work with young people outside of school settings. This work will help them understand what happens if cars or property are set on fire and the impact of anti-social behaviour, on their communities.

Our diversionary initiatives provide an outlet for their curiosity and a vehicle for the development in a safe environment, and helps to develop sense of responsibility, citizenship and a sense of community cohesion.

Volunteering

We have successfully introduced a volunteer safety team into the Ellesmere Port and Neston area. Learning from that experience we intend to introduce similar teams to the Vale Royal and Chester / Blacon areas, during the life of this plan.

More teams will be introduced as identified from the CPT model where they can add greatest value.

Road traffic collision reduction

The Fire and Rescue Services Act 2004 now places a statutory duty on fire authorities to attend Road Traffic Collisions (RTC). In line with this, Cheshire (in partnership) has also accepted a moral obligation to contribute to the reduction in fatalities and injuries from RTC's. As part of this we have agreed to lead on a local PSA target to reduce death and injury from road collisions and have set appropriate targets to achieve this (see Section 1). We will also use our newly formed Road Safety Unit in support of this and extend the use of the country's first "fire bike."

TECHNICAL FIRE SAFETY

Technical Fire Safety is preparing itself for the introduction of the Regulatory Reform Order. We welcome the introduction of such an approach, that will simplify and rationalise fire safety legislation. We will, however, keep monitoring the situation to ensure that this new approach does not lead to increased fire and losses. Notwithstanding the future, we will continue to ensure that the current regulatory framework for fire safety is effectively managed and a transition to the new approach, is similarly, well managed, with the aim to assist business meet its obligations in this matter.

Automatic fire alarms

We believe that installing systems for the early detection and warning of fire is one of the most effective ways of reducing fire deaths and reducing consequential loss.

However, the number of false alarms from automatic fire alarm systems has been increasing, which has meant that there has been an increasing drain on our resources in responding to these often preventable false alarms.

We are working closely with building owners and occupiers, and with the fire alarm companies, to make sure the alarms are correctly installed and maintained, and to develop good building management practices to reduce the number of false alarms. We have assigned "portfolios" of premises to all fire safety officers to create a better "customer" relationship. We will monitor the effectiveness of our new policy and, if necessary, adjust our approach in light of our performance.

EMERGENCY RESPONSE

Working with other Fire and Rescue Services

We work closely with the neighbouring fire and rescue authorities to make sure that effective arrangements for cross border working are in place and that we can support each other where needed at major incidents.

This includes regular liaison with each of the four fire and rescue authorities, who, along with Cheshire, comprise the North West Regional Management Board (NWRMB). The Board now takes responsibility for decisions at a regional level in areas deemed to be appropriate. For example, training, procurement, human resources management, fire investigation and some specialist and support services. Probably, the most significant responsibility however, is the delivery of a new, regional fire control centre for the North West.

This new centre is one of nine interconnected control centres, the first of which is scheduled to go live in 2006. When all the centres are operational, the County will have a resilient communications network that will form part of the national infrastructure to address the terrorist threat. The North West is currently planned to go live in 2008 and elements of this fall within the lifetime of this IRMP 2 route map for action. Therefore, we will undertake all necessary actions and tasks to ensure a successful national / regional / local project.

Service Improvement Team

We will introduce a new team to continually improve service standards. This will be achieved through the application of rigorous performance audit. The Service Improvement Team will develop a robust suite of service standards to accurately record performance across all stations, performance delivery groups and functional departments.

Civil contingencies

The Civil Contingencies Act 2004 gives us <u>responsibilities</u> for:

- Assessing the risks of an emergency happening;

- Maintaining plans to enable us to continue to carry out our functions in the event of a disaster;

- Planning to prevent emergencies happening in the first place, and to minimise its effects if a disaster does happen.

In the last few months we have taken delivery of new equipment and trained our fire fighters to deal with incidents on a scale never foreseen before the 11th September, 2001. Whilst it has been designed to deal with the terrorist threat, it is obviously also available to deal with emergencies of a natural origin. For example, special high volume pumping units were used in the flooding in Cumbria, similarly, as we have mentioned some of our Search and Rescue team were also deployed to Cumbria and performed many rescues.

We will continue to develop this important new aspect of the fire and rescue role to ensure we are as prepared as we possibly can be in the event of a very major incident – whatever its cause.

Different types of appliances

Dual purpose high reach appliances combine the functionality of a conventional fire appliance with that of an aerial ladder platform. The latest generation provide effective levels of performance in both areas of operation. These appliances can, therefore, carry out the role of two vehicles and represent a saving in terms of capital and revenue.

We will consider the procurement of these vehicles.

Smaller, Targeted Response Vehicles (TRV) will also be introduced that will normally have a crew of two. They will have a fire fighting and rescue capability. Their primary use will be targeted to dealing with small fires and low risk incidents that present no risk to life. This will ensure that the larger structural fire fighting appliances remain available to deal with life safety incidents. Expanding their use will also be considered, but only on the basis of risk assessment and fire fighter safety is a primary factor.

Other emergencies

As well as road traffic accidents, we also attend a wide range of other incidents where there is no apparent risk of fire, known as other emergencies.

We will continue to attend a wide range of these other emergencies, although we may charge for our attendance, in some circumstances.

Looking across the whole range of incidents the Service attends, around half of all the non-fire incidents can be described as representing relatively low risk to the community. For example, people shut in lifts or locked out of their homes or workplace, are normally at little risk.

Helping people who are having a heart attack

In our first plan, we said we would carry out a pilot project in Crewe to work with the Mersey Regional Ambulance Service to provide a joint response to people reported as suffering a heart attack (Co-responder).

We were unable to implement the pilot in 2004 for a number of reasons. These included trade union reaction and a degree of ambiguity in the National Framework. The Framework encourages fire authorities to explore the issue, but it does not direct them to do so. We are also awaiting more scientific evaluation of schemes elsewhere.

Accordingly, we have not, so far, pushed the issue. That said we do believe many lives can be saved, so we will work together with the Mersey Regional Ambulance Service to investigate alternative methods for delivering this service to the community. This may still include using fire fighters to support ambulance personnel, but it may also encompass a range of other approaches, for example retained fire fighters and officers carrying defibrillators in their personal vehicles.

CORPORATE SERVICES

Developing our people and organisation

We can only deliver the improvements proposed in this plan, through the work of our staff, and we will continue to do all we can to develop and retain a high quality, professional workforce; one which continues to attract the respect of both the general public and the other agencies with which we work.

We will support them with an organisation that develops and values them, whilst providing high quality, good value services.

We will do this by maximising the opportunities presented by the implementation of IPDS and its extension to Support Staff.

Equalities and diversity

A key priority is to develop our services in a way which is sensitive to the differing needs and aspirations of Cheshire's diverse communities and to be exemplary employers. In order to engage with each of the communities effectively we must develop and maintain a workforce which is representative of the communities we serve.

We will continue to publish monitoring information by racial group about our staff and those who apply to join our organisation on an annual basis.

We will continue to build on the progress we have already made in increasing the number of black and minority ethnic and women fire fighters, through positive action, as appropriate. In doing so we acknowledge that the recruitment opportunities in 2005/ 06 will be limited as a consequence of the organisational changes outlined elsewhere in this plan.

As the Disability Discrimination Act now applies to the fire and rescue service, we will make changes to working arrangements, where this is practicable, to allow existing, and potential future, members of staff who have or develop some form of disability to work effectively.

We will ensure, through our procurement strategy, that contractors are sensitive to the needs and aspirations of Cheshire's diverse communities.

How our staff work

As of January 2006 we will change the duty systems which our operational staff currently work.

This enables:

- More flexible working patterns;

- Diversity in the work that our staff carry out;

- Increased productivity, for example, an active rather than passive staffing reserve.

The national agreement, reached in settlement of the pay claim in 2003, makes provision for staff to do duties other than responding to emergency calls at night, subject to certain conditions which include these duties being consistent with an Authority's Integrated Risk Management Plan. Having recognised there are opportunities for carrying out important work at night, we have already changed the work routines to generate an increase in productive time. We will continue to maximise the opportunities here.

We recognise that public holidays are distinct from normal working days or weekends, and that this will affect what work can be done by staff on duty on those days. However,

we will seek to make full use of the particular opportunities which public holidays provide for work other than responding to calls for help. To be clear, our staff are available for work as normal on bank holidays; though they will be paid at a premium rate.

We said in our draft IRMP in year 1 that we would move to a "wakeful watch". We agreed with trade unions to undertake more detailed analysis of the implications of this in the context of the need to ensure a speedy response, at the same time as secure the health and safety of fire fighters working a long night shift.

This work concludes shortly, and if, as we anticipate, the results identify that we can improve our response time at night, we will then move progressively to a "restful watch" during the middle of the night. This means that fire-fighters will be able to take rest periods but will be available for immediate response to emergencies. (see earlier discussion on fire development curve)

Finance and resources

The Medium Term Financial Plan (MTFP) will take full account of the cost of year one and two of the Integrated Risk Management Plan and the ongoing revenue implications. This will also see a shift from baseline budget setting to Activity Based Costing (ABC) budget setting. This will allow a far more flexible and targeted allocation of resources to where they are needed most, to deliver our corporate objectives.

Communication

Each year we will consult key stakeholders and members of the community (in accordance with ODPM guidance on consultation) on the priorities in our Integrated Risk Management Plan and our proposals for making Cheshire a safer place. We will look for the most effective channels for communicating our proposals to people living and working in Cheshire, Halton and Warrington.

Business improvement and performance management

We will refocus our attention onto the development of a Business Improvement and Innovation Unit. This will pull together existing staff with the necessary skills to advise the Authority on; process improvements, collection of data, change management, quality management and performance management issues.

This team will collate and present data for managers to interpret and determine actions and will also provide research and development support.

BEYOND 2005/06 WE WILL CONTINUE WORK TO DEVELOP OTHER PROPOSALS.

We want to develop our service as a focal point within the community and we will work in partnership with local communities and agencies to develop and deliver a programme which meets local needs and recognises diversity in the community.

We will use our new and improved modelling capacity to look at the best places for fire stations and the different ways of deploying appliances, if we are to deliver the best possible response to the risks. We will compare these with our current pattern of fire stations, and develop a strategy for building new fire stations, or changing their base, where this will help us to provide a better service overall.

We will determine how / if we send crews to incidents where there is no significant public risk.

We will meet and exceed our commitments in the government's plans to develop national co-operation between fire and rescue authorities and most especially on a regional level. We are committed to co-operation and collaboration with colleagues.

It is worth emphasising again that the safety of our fire fighters will remain of paramount importance. We will continue to ensure that safe systems of working are always in place.

HAS THE AUTHORITY CHANGED?

There is no doubt that the Authority has started to change, in some ways quite radically, both in its structure and its ethos to deliver an integrated risk management approach.

The focus is definitely on better prevention and protection (Community Risk Reduction) with an efficient and effective emergency response, and new, effective Corporate Services. IRMP 2 seeks to embed the changes we started in IRMP1 whilst keeping in touch with community expectations.

CONSULTATION

The Authority acknowledges that it has produced this document later than some other fire authorities.

However, this has been a deliberate decision, based on the following reasons:

- To align with the production of the Corporate plan;

- To ensure we use what we have learned from additional data sources e.g., the Fire Services Emergency Cover Model (FSEC);

- To ensure we use what we have learned from others;

- To enable us to use another years validated data;

- Because public and staff consultation is already well advanced in areas that have a direct impact on local communities e.g., the removal of the third appliance from Ellesmere Port fire station and changes to shift patterns.

It is also important to change the culture of the organisation, away from the idea of cyclical change, based wholly on budget setting and production of annual action plans; to change being a day-to-day feature of a performance management culture.

We would, nevertheless, welcome any views you may have on our proposals and our thinking, and will commit to taking these into account before finally adopting this plan.

If you have any comments, please send them to:

> IRMP team
> Cheshire Fire Service Headquarters
> Winsford
> Cheshire
> CW7 2FQ

E-mail to: **irmpteam@cheshirefire.co.uk**

Issue	Comment	Completion Date	Person Responsible
Community Risk Reduction - Chris Turnock			
Road Traffic Collision reduction in deaths and injuries	Deliver the LPSA2 targets, based upon engineering, education, enforcement and emergency response	Completion by 2008	Geoff Shephard
Community Profiling and Targeting	Deliver version 2 Investigate new mapping software Targeted campaigns	October 05 June 05 ongoing	Geoff Shephard Geoff Shephard Geoff Shephard
Development of Community Fire Risk Management Information System database – phase 3	Integrate CS activity	October 05	Geoff Shephard
Introduction of Regulatory Reform Order	Maintain overview of effects, based on injuries and levels of damage. Establish what the effect is on the IRMP. Introduce new policies in support Ensure effective communication is maintained with the Crown Premises Inspection Group.	ongoing	John Redmond
Reduction in unwanted calls to automatic fire alarms	Continue to work with building owners and occupiers, based upon "portfolio" holder methodology	ongoing	John Redmond
Volunteering (wider fire family)	Develop "Safety Team" programme Vale Royal Blacon Development of community warden fire awareness. Pilot with Crewe & Nantwich BC community wardens.	May 05 September 05 September 05	Geoff Shephard
Continue work with Local Authorities etc.	Installation of hard-wired smoke detectors Installation of Residential sprinklers	ongoing ongoing	Geoff Shephard Peter Howard
New vehicles	Outreach Fire Station 2	August 05	Geoff Shephard
Arson reduction	Building upon Arson Task Forces in Performance Delivery Group areas.	ongoing	John Redmond
Youth Initiatives	Diversionary tactics in support of our and our partners community safety initiatives (Section 17 Crime and Disorder Act)	ongoing	Joe Allen
Emergency Response - Keith Newnes			
Evaluate and where relevant introduce new vehicles	Dual purpose aerial appliances Targeted Response Vehicles Rescue 1 Fire bike	August 05 July 05 August 05 August 05	Alan Ellis Alan Ellis Alan Ellis Alan Ellis
Other emergencies	Continue with BVR and consultation to establish what we will and will not attend and what services will be chargeble. Report to Fire Authority	May / June 05	Geoff Shephard
Road Traffic Collision – casualty centred emergency response	Introduce and develop the Road Safety Unit in partnership with CRR	May 05	Alan Ellis
Civil Contingencies	Develop a strategy to work effectively with Local Authorities and other agencies to ensure co-ordination across Cheshire, Halton and Warrington.	October 05	Alan Ellis
Helping people who have had a heart attack	Investigate alternative methods of delivery – develop strategy	January 06	Alan Ellis
Introduction of the Service Improvement Team	To monitor performance and standards throughtout the organisation, to include the national strategy	June 05	Alan Ellis

Issue	Comment	Completion Date	Person Responsible
Emergency Response - Keith Newnes			
Further development of the Cheshire Standards	To ensure the correct location of resources to ensure effective deployment. Will be part of the work to move to night shifts which incorporate rest periods.	June 05	Alan Ellis
Further development of Fire Service's Emergency Cover model	Will be used in assessment of Service provision throughout Cheshire, Halton and Warrington	ongoing	Alan Ellis
Further development of the Mobile Incident Commanders' role	Will move under the remit of the Service Improvement Team. Will evaluate relocation and realignment of activities	May 05	Alan Ellis
Continue development of USAR teams	Accommodation and mobilisation	October 05	Alan Ellis
Review of risk planes	This will encompass all station areas. Birchwood and Wilmslow will be dealt with as a priority, due to their present levels of risk.	December 05	Alan Ellis

Issue	Comment	Completion Date	Person Responsible
Corporate Services - Kathryn Foreman			
Regional Management Board	In particular, delivery of a Regional Control Centre (with ER)	ongoing	Kathryn Foreman
Staff Development	Personal appraisal system	April 05	Gill Thornton
Equality and Diversity	Assessment development centres and recruitment policy review. Point of entry selection tests	April 05	Gill Thornton
Organisational development	Change whole time shift patterns	January 06	Gill Thornton
	Change flexi-duty shift patterns	June 05	Gill Thornton
	Complete Rank to Role assimilation	June 05	Gill Thornton
	Make arrangements for officers to work over-the-border for incident command resilience – develop legal agreement	June 05	Jane Nixon
	Introduce the Business Improvement Team	July 05	Kathryn Forman
	Create a Central Reserve of personnel (with CRR)	June 05	Gill Thornton
	Introduce a new performance management team and system	July 05	Shendi McGreen
	Introduce a new Integrated Management System (IMS)		
MTFP & Gershon	Build effective budget and factor in efficiencies	ongoing	Shendi McGreen
Consultation – ongoing	Develop more efficient internal/external communications	ongoing	Tim Bevington
Implement Business Improvement and Innovations Team	Develop revised performance management methodology	May 05	Shendi McGreen
	Develop a change management board	September 05	Andrew Norton
	Refocus data collection and presentation – will also support CPT model	September 05	Andrew Norton
	Develop business process review and improvement	January 06	Andrew Norton

The following appendices are attached to bring detail, that would have compromised the ease of understanding this document strives to achieve, had the information been included in the main body of the text.

A - What we said we would do in year 1, what we have achieved and what we continue to work towards – along with headline benefits.

B - Targets and terminology

C - New structures

This section gives more detail to the issues outlined in Section 3. The left-hand column states what we said we would do in the first year of our Integrated Risk Management Plan. The right-hand column gives our progress to date and indicates some of the benefits this work has achieved.

What we said we would do	What we have achieved / and are working towards
Home Fire Safety We will seek to prevent the incidence of fire and reduce the number of fire deaths, injuries and losses by raising fire safety awareness and initiatives to confine the fire to the room of origin; fit all homes with a smoke detector; promote the use of domestic sprinklers; enhance home fire safety checks, and introduce risk assessment to target at risk groups including use of volunteers.	A new strategy has been produced to ensure an effective use of resources and prioritisation of risk to the occupier. The targeting will be achieved using the Community Profiling and Targeting (CPT) model. This will ensure we are able to offer our services to those most at need. We are now able to enhance this role due to: the £256k we will receive over the next four years from the Office of the Deputy Prime Minister (ODPM) targeted to fitting smoke detectors; and the piloting of our "Safety Team", comprising of local volunteers in Neston. **Benefit** We know from recent analysis that Home Safety Checks are having a great impact. We have evidence that we have fitted alarms in over 40 homes where we have subsequently had fires, and over 60 people have made their way to safety as a consequence. This also represents a major financial saving to society as a whole. Further, we also know that as fire fighters undertake home risk assessments the overall fire activity in an area goes down and there is a demonstrable effect on the community, in terms of community well being and sustainability.
Road Traffic Collision Reduction We will contribute to the reduction in road traffic collisions, the number of deaths and injuries, by being pro active in road safety initiatives and partnerships. We will work closely with the Cheshire Area Strategic Road Safety Partnership and ensure the sharing of collision information.	We have created a Road Safety Unit (RSU) within the Service, to deal exclusively with the risks faced by the road users in Cheshire, Halton and Warrington. The CFA have committed to significant reductions under Local Public Service Agreement (LPSA 2), which include additional stretch targets. A new strategy will underpin this shift in resources. **Benefit** Death and injury on the roads is a major risk in Cheshire. A reduction in this tragic toll has an obvious benefit with regard to the trauma people suffer, but also represents a huge financial saving. If we deliver the PSA targets, this is equivalent to saving for the community of between £7-14 million.

What we said we would do	What we have achieved / and are working towards
Arson Reduction	We have created an Arson Task Force (ATF) within each of the 8 Borough Council areas. The ATF link with the local Crime and Disorder Reduction Partnerships and in most cases the police Tasking and Co-ordination group. This is already having a proven effect in tackling the perpetrator of this insidious crime. All initiatives are subject to evaluation to determine their effectiveness. A central team also analyses all incidents to predict trends and influence targeted interventions.

We will seek to reduce the number of deliberate fires and consequential loss through arson prevention initiatives, delivered by effective partnership approaches. We will consider use of other parties and agencies to tackle small fires and consider providing basic, first aid fire-fighting training to assist this policy.

Benefit

As with any fire, a reduction in frequency of occurrence will have a major financial benefit as well as an emotional one.

Commercial premises can sometimes be a target for arson attacks. Disruption to business continuity and viability is critical for the local economy and employment levels. Therefore, minimisation of these risks is critical to helping create sustainable communities.

A further issue is the level of arson in educational establishments.

It is impossible to raise educational standards without a school to teach in. The need to absorb children in surrounding schools in the event of an arson attack places an enormous strain on their individual education and the education system.

Community Cohesion

We will contribute to a safer community in partnership with others by producing an increased feeling of well-being through a sense of community cohesion, social inclusion and supporting a reduction in anti-social behaviour. In particular, we will work with youth groups, "community groups" and partnerships. The use of volunteers and a mobile outreach unit will make the Service and its facilities more accessible.

The Service has recently launched its Safety Team initiative in Neston and Ellesmere Port area. A recent bid under the invest to save funding stream to expand this initiative wider, has failed. However, the Service will seek to role this initiative our further as there are clear societal benefits to be made.

The outreach fire stations are due to go online and, following training, will be fully utilised by ourselves and partners especially in areas where there are needs from our perspective but also the perspective of others.

The best way to contact 'hard to reach' communities is to operate from within these communities.

Benefit

The fire and rescue service still enjoys high esteem, confidence and trust in local communities and can penetrate areas where other agencies struggle. The Service can provide the access channel for other partners and agencies to deliver their services on a much broader basis than just fire and rescue. The fire and rescue role as a catalyst for social inclusion should not be underestimated.

What we said we would do	What we have achieved / and are working towards

Community Risk Profiling

By using known or yet to be identified social data and historical operational activity, we will generate a better understanding of the changing risk faced by our communities. We will use this understanding to influence prevention, protection and future emergency responses, and, identify those most at risk to ensure appropriate agencies and other bodies are made aware.

This has been renamed the Community Profiling and Targeting (CPT) model. This was done to better reflect the nature and use of the information contained within the model. The CPT model transposes the wide sources of data into meaningful information for stations to be able to target their resources to the highest risk areas. This model is now being shared with our partners in the Local Authorities and police force.

Benefit

Resources can be targeted more effectively on the basis of knowledge. This will ensure more dramatic improvements in performance than would otherwise have been achieved.

We can also improve the service delivery of others, for example our community safety teams (volunteers) are also providing crime prevention advice, health advice, benefits advice and so on.

Fire Safety Strategy

We will provide timely and appropriate advice and guidance to the commercial and business community to facilitate their responsibilities under legislation. We will provide training and awareness for industry and enforce the relevant legislation and regulations as required.

Strategy and policy documents are nearing completion. There is a slight delay pending the introduction of the Regulatory Reform Order.

The Service is ready to proceed when the Order is announced.

Benefit

Business and commerce can maintain its competitiveness on that basis of a proportionate and risk based approach to fire regulations.

Assisting business to meet its obligations will reduce the risk of prosecution or arson attack. Also there is uncertainty about how the removal of prescriptive fire safety measures will impact on future fire / losses and trends. We intend to monitor this.

Unwanted Fire Signals

We will reduce the number of unwanted fire signals by working with industry to manage out the problem. We will develop an appropriate and proportionate emergency response, to such calls determined through a risk assessed approach.

A two stage strategy is being implemented. The first phase is complete. This involves the Technical Fire Safety Officers being targeted on problem premises. They work with the occupier to stop unwanted fire signals. This is already having a discernable impact on activity levels. The second stage is being finalised. This relates to the operation response options. This will be implemented in-line with guidance from the Chief Fire Officers Association (CFOA).

Benefit

Reduced disruption to business, reduced risk to firefighters when mobilising, reduced risk to the community from appliances attending incidents under blue light driving conditions, and our resources being kept available for 'real' incidents and community safety activities.

What we said we would do	What we have achieved / and are working towards
Mobilising We will respond to requests for assistance at emergency incidents with an appropriate and proportionate response based upon risk assessment and in line with the Cheshire Standards on at least 90% of occasions.	The new Cheshire Emergency Response Standards have been in use since April 2004. The standards are constantly being monitored to ensure they are being achieved and that they are relevant as risk patterns change. **Benefit** We have demonstrated a more appropriate emergency response, freeing up resources for re-deployment to community safety.
Deployment of Resources We will deploy appropriate and proportionate resources as identified and required by the risk assessment of the given area and meet performance standards.	The Fire Services Emergency Cover (FSEC) model is completed for the road traffic collisions and dwelling fires. The baseline comparison is being validated. It will be used to comprehensively re-evaluate the risks in Cheshire, Halton and Warrington. **Benefit** The FSEC model has already been used a part of the review of the third appliance at Ellesmere Port. As well as benefits to the community, there are also financial benefits as demonstrated in the Medium Term Financial Plan (MTFP). The predicted precept increase in Cheshire for the next three years is between 4 – 5%, but this is only possible by planning to deploy resources in a more flexible way than we have been able in the past. Future deployment models will deliver the most appropriate crew size and equipment to deal with the 'tasks' associated with dealing with a given incident size – this will ensure efficient use of our resources.
Co-responder (Heart Attack) Based upon the community and business case need, we will seek to provide a co-responder care service to pre-hospital medical emergencies in partnership and agreement with Merseyside Regional Ambulance Service.	People have been confused over terminology so we have simplified it to "helping those who have a heart attack". Given the size of the wider change agenda, the Authority has re-ordered the priority and will look at other ways to deliver this service. Additionally, we await scientific evaluation of other schemes. **Benefit** Heart attacks claim a huge number of victims and much of the research suggests that the application of an easy to use defibrillator as early as possible can have a dramatic effect on these figures. Fire-fighters skills and culture as emergency responders lend themselves to being able to enhance community safety in this way.

What we said we would do	What we have achieved / and are working towards
Command, Intelligence And Hazmat Teams We will deploy Officers in specialist teams to provide incident command and hazardous materials advice, carry out post event investigation and provide intelligence to the Service. The Service will develop its capability to deal with and reduce the number of such incidents occurring.	Now known as the Mobile Incident Command (MIC) officers. The teams are fully deployed. They have provided an increase in resource and capacity to deliver our service. This will continue to improve as their roles and skills develop. **Benefit** The introduction of the MIC Group has freed up considerable time for other officers, who would have previously been distracted from their managerial and supervisory roles by tasks such as accident investigation. It has increased the level of specialist skills for key areas of risk. The MIC officer roles will now develop to provide audit of operational effectiveness and efficiency.
Performance Management We will manage the way the Service responds to emergency incidents and provides the appropriate and proportionate resources to do so. We will ensure that operational and other related standards, protocols and procedures are effective in delivering a 'Safer Cheshire', through performance standards and measures.	Personnel are now seeing the benefits of a much broader use of performance management. This will continue to improve as the emphasis of effort is now shifting to the development of meaningful Local Performance Indicators (LPIs), which will be used as part of the personal appraisal process. **Benefit** As identified by Peter Drucker – "what is measured, can be managed".
Urban Search and Rescue (USAR) Team Working within the regional, national and international approach we will provide an appropriately trained, equipped and responsive urban search and rescue response.	Skill development continues. The team have already successfully been deployed to the recent tragedies in Scotland, and Carlisle in Cumbria. **Benefit** The use of a team of trained volunteers allows sustained deployment without dramatic depletion of resources to deal with day to day matters, and is cost effective. The skills of the team are also being used to enhance overall Service delivery and safety of our other frontline personnel, in such areas as water safety, for example.

What we said we would do	What we have achieved / and are working towards
Working Conditions Through the integrated risk management approach and use of the national framework and locally determined conditions of service, we will maintain an effective, efficient and flexible workforce to deliver the aims and objectives of the organisation. We will review duty systems to ensure that future shift working and other working patterns meet the objectives of the organisation, the requirements of the working time directive, provide a work life balance and are as family-friendly as possible. We will review the numbers of fire-fighters required to crew fire appliances, undertake training, cover for leave and absence and provide opportunities to deliver new ways of working and efficiencies. We will review the types of "fire appliances" we deploy in light of the Cheshire Standards.	Two efficiency and economic issues have emerged : a. Altering the work routine on stations (what people do at work), and b. The shift patterns employed. The work routine changes have already been made, and negotiations are now ongoing with regards to the options for change as identified from the Best Value Review into shift working, which reported in October 2004. **Benefit** a. Work routine changes have realised a efficiency gain of 30% more productive time. A survey in January 2005 has demonstrated more community safety work is being undertaken. b. Changes, adaptations and improvements to the shift patterns have been identified that will realise significant savings and redeploy staff from areas of over provision into areas of under provision.
Management Information Systems (MIS) We will seek to integrate better, the data and information for intelligence based decision making, to assist management to deliver the organisation's objectives.	This has been renamed to better reflect the required outcome of providing an Integrated Management System (IMS). System specification and development is ongoing. It is anticipated the roll out will commence in 2005. **Benefit** At the present time, the Service delivers its support services management information over a range of disparate systems, some of which are provided by external agencies. The integration of these systems to an entirely internal operation will realise: greater reliability, due to a reduction of process steps; savings, both in time and cost; improved management information.

What we said we would do	What we have achieved / and are working towards
External Funding Options We will explore, identify and secure additional and external funding to assist the Service to deliver its mission, vision and objectives, and, to work in partnerships with others to deliver a 'Safer Cheshire'.	Cheshire Fire Service is now working in partnership with Cheshire County Council's 'External Funding and European Unit' to develop an external funding strategy; and a fundraising plan. This will be targeted at community cohesion initiatives. At the present time Cheshire Fire Service is receipt of significant funding from the Arson Control Forum. The Service has recently committed to reducing deaths and injuries from road traffic collisions. This attracts funding from the second year of Local Public Service Agreements (LPSA 2). **Benefit** We have been able to attract significant external funding to deliver innovative programmes (Car Clear, Arson Liaison Officer, Outreach fire stations etc). This has the benefit of increasing our capacity to deliver community safety initiatives and reduces the burden on local taxpayers. This also includes government funding which is provided to ensure effective preparation to deal with the terrorist threat.
Assets We will provide and maintain physical assets to enable the Service to deliver its corporate objectives, and enable the assets of the Authority to be used by our partners in the delivery of a 'Safer Cheshire'. We will undertake a fundamental review of the Service's assets, use, disposition and suitability to deliver the objectives of the organisation and its partners.	There are several examples of where this is happening e.g., the use of Community Safety centres by our partners. This process will blossom with the introduction of the new "Smokebusters" vehicle and "Outreach fire stations". They will be available for use by all our partners, either in conjunction with our activities or for their sole benefit. **Benefit** Outreach work can only engage those vulnerable communities and work towards making them safer with all the associated societal savings that can be realised.

What we said we would do	What we have achieved / and are working towards

Regional Working / Collaboration

We will influence the strategic direction and delivery of regional collaborative initiatives through the establishment of a Regional Management Board with North West Fire and rescue services and the establishment of regional fire control by 2007.

This is developing in several areas: Regional controls, which will be completed by 2008; Procurement will enable the standardisation of equipment and the benefits of larger scale purchasing; Training is critical to the future development of the rescue role of the fire and rescue services; Specialist skills and appliances such as Fire Investigation and Ariel Ladder Platforms (ALP) will benefit from the additional resources that will become available and therefore will need comprehensive rationalisation across the region ; Resilience for large scale emergencies is an ever growing need and capability to deal with this type of incident continues to be enhanced with the provision of additional equipment from central Government; Human Resource functionality will be crucial as the separate fire and rescue services work ever closer; Principal officer provision is now coming under greater scrutiny as the Regional Management Board (RMB) develops its own role. There has already been an example of this in action whereby the Chief Fire Officer of Cheshire was asked to temporarily also take charge of the South Yorkshire Fire and Rescue Service. This proved to be a success, with the CFO heading and leading both services through a period of significant change, supported by his respective management teams.

Benefit

General collaboration has been demonstrated to deliver efficiencies. For example, the use of officers across borders allows individual services to provide sufficient officer cover for day to day activities and rely upon its neighbours to cover 'spate' or unusual conditions, thereby negating the reason to hold specific reserves.

Employee Recognition

We will devise and implement an employee recognition and reward scheme.

This work is nearing completion. The CFA are looking at the various options.

Benefit

The professionalism and dedication of our staff is beyond doubt and is recognised in their pay and conditions of service. However, there are a number of staff who provide skills above and beyond those recognised within their role, such as our search and rescue team. Where individuals or teams perform 'above and beyond', there is now an opportunity to recognise or reward their dedication. This also acts as an incentive for people to push the boundaries, with an enhancement in service delivery being the result.

What we said we would do	What we have achieved / and are working towards
Integrated Personal Development System IPDS is a vehicle for introducing a comprehensive human resource development programme. Where staff will be developed from their point of entry to exit from the Service or 'cradle-to grave' approach. IPDS requires staff to have set standards of performance which they can be measured against and support the 'safe person concept'. Standards are aligned to nationally recognised bodies. To ensure continuity and fairness, the provision of competent assessors and verifiers will support the requirement for Quality Assurance. The ultimate aim is to ensure that the right people are selected, developed and appointed with the right skills in the right place at the right time.	The CF&RA received a green indicator for the implementation of IPDS. (Audit Commission – pay verification exercise) The final stage is to integrate IPDS into every day activity. There is a slight pause, whist final guidance is awaited from the IPDS centre, which is based at the Fire and Rescue Service College, Moreton-in-Marsh. **Benefit** Motivated staff will help meet the Authority's aim to have the right people, with the right skills and the right environment in the right place at the right time, focused and aligned to the Corporate Plan.
Job Rotation Enable flexible and effective management of the organisation to reduce the impact of managers becoming too close to the workforce. Officers will be developed by the introduction of structured job rotation between roles in the organisation.	Work continues to develop an effective system. Full completion is dependent on the completion of personal appraisals to identify future development needs. **Benefit** Removal of 'stale' working environment will keep the Service 'fresh' and 'agile'.
Performance Management We will implement a framework to deliver corporate objectives, through workforce performance management, including an appraisal scheme.	Work continues in collaboration with Nottinghamshire Fire and Rescue Service and PricewaterhouseCooper (PwC). **Benefit** A 'smart' and effective performance system designed to ensure an organisation which can be positively benchmarked with other similar organisations.
Code of Corporate Governance The Code of Corporate Governance sets out the standards that the Authority will meet whilst governing its business. These standards are based on the principles of openness, inclusion, accountability and integrity, within the five dimensions of: • Community Focus; • Service Delivery Arrangements; • Structures and Processes; • Risk Management and Internal Control; • Standards of Conduct. By adopting the code, the Authority will provide assurance to external stakeholders that the organisation is fulfilling its responsibilities to them in its stewardship, leadership and control.	Done **Benefit** An Authority that takes a holistic view on community needs is better able to deliver against those needs. Everything we do is designed to be aligned to the outcomes of the organisation and our partners.

What we said we would do	What we have achieved / and are working towards
Communication We will seek to communicate changes resulting from the IRMP process, that have a direct or indirect impact, to internal and external stakeholders in as effective way as possible. Using a variety of means to ensure the messages are received, understood and provide feedback.	The internal Intranet and external web site will have question and answer facilities. This will enhance internal and external communications. We continue to develop links with Local Strategic Partnerships (LSP) and other local forums, to ensure the consultation can be spread to the widest possible, but relevant audience.

Benefit

Good communications with internal and external stakeholders is key to an efficient and effective organisation and to ensure that we focus our efforts on 'what matters'.

TARGETS AND TERMINOLOGY

At this point it would be of value to explore some of the terminology we will be using in this document:

Vision : a vision should also be grounded in current experience, relying on an accurate assessment of what we are really like now, not just how we like to think of ourselves but more importantly how we want to be or how we want to see this.

Mission : points to the reason Cheshire Fire and Rescue Service exists.

Aims : set out what our definition of "prevention, protection and corporate governance" are based upon.

Objectives : are statements of the approach we will take to achieve our aims.

Measures : are the means by which we know what indicators we are achieving.

Targets : are the results we want to achieve. They should describe the change that will happen, the end result and when it will be achieved.

TARGETS

Equality and Diversity targets:

To increase the percentage of women amongst uniformed operational staff to 15% by 2009.

To increase the percentage of minority ethnic representation within the fire service to 7% by 2009.

Spending Review 2000, Service Delivery Agreements:

To reduce sickness absence and sustain improvement thereafter, by 2005 to a level consistent with, or better than those presently achieved by the best quartile of employees - an average of 6.5 shifts for fire fighters and 5.4 shifts for control staff;

To operate so that levels of ill-health retirement are reduced by 2005, and are consistent with, or better than the best quartile of 6.9 retirements per 1,000 employees for the Fire Service.

Spending Review 2002 PSA Target 4 on local government services:

Improve delivery and value for money of local services by:

- introducing comprehensive performance assessments and action plans, and securing a progressive improvement in authorities' scores;

- overall annual improvements in cost effectiveness of 2% or more; and

- assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use.

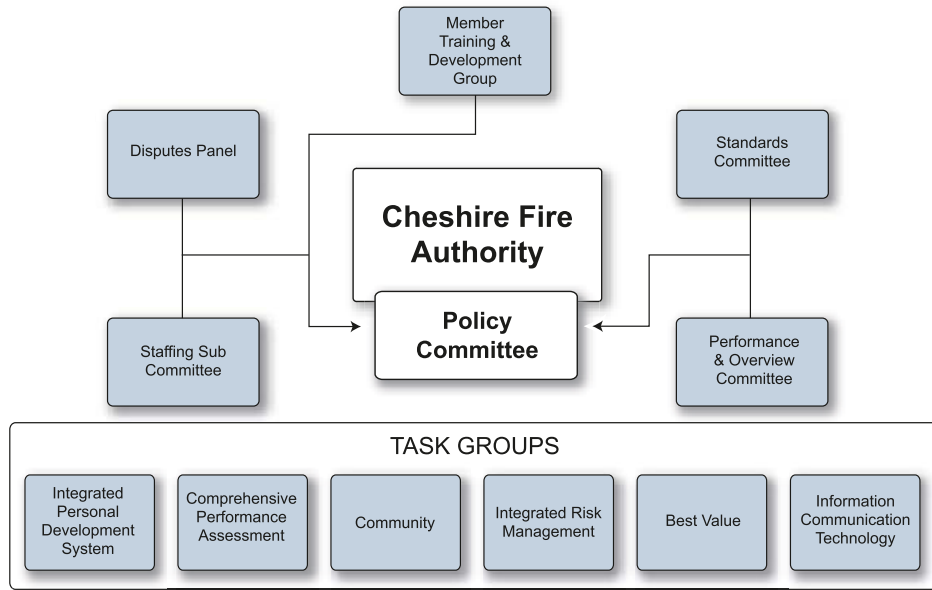| Best Value Performance Indicators 2005/06	
BVPI 142	ii) primary fires per 10,000 population; iii) accidental fires in dwellings per 10,000 dwellings.
BVPI 143	The number of - i) deaths; ii) injuries (excluding precautionary checks), arising from accidental fires in dwellings per 100,000 population.
BVPI 144	The percentage of accidental fires in dwellings confined to room of origin.
BVPI 146	i) Number of calls to malicious false alarms not attended per 1,000 population; ii) Number of calls to malicious false alarms attended per 1,000 population.
BVPI 149	i) False alarms caused by automatic fire detection per 1,000 non-domestic properties; ii) Number of those properties with more than 1 attendance; iii) The % of calls which are to a property with more than 1 attendance.

BVPI 150	Expenditure per head of population on the provision of fire and rescue services.
BVPI 206	i) Number of deliberate primary fires (excluding deliberate primary fires in vehicles) per 10,000 population; ii) Number of deliberate primary fires in vehicles per 10,000 population; iii) Number of deliberate secondary fires (excluding deliberate secondary fires in vehicles) per 10,000 population; iv) Number of deliberate secondary fires in vehicles per 10,000 population.
BVPI 207	The number of fires in non-domestic premises per 1,000 non-domestic premises.
BVPI 208	The % of people in accidental dwelling fires who escape unharmed without FRA assistance at the fire. ii) a smoke alarm was fitted but did not activate; iii) no smoke alarm was fitted.
BVPI 209	The % of fires attended in dwellings where: i) a smoke alarm had activated; ii) a smoke alarm was fitted but did not activate; iii) no smoke alarm was fitted.

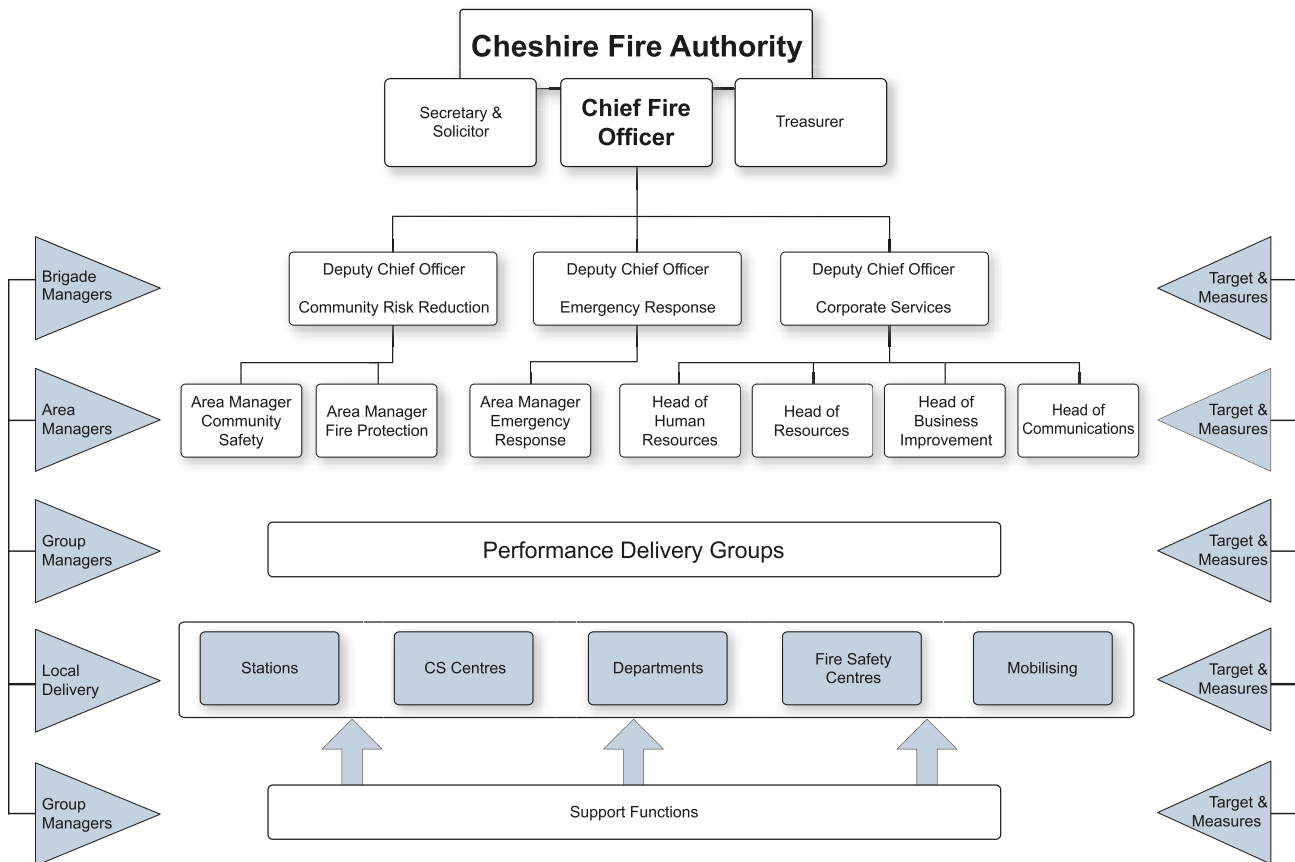| Corporate Health BVPIs	
BVPI 2	i) The level of the Equality Standard for Local Government to which the authority conforms. ii) The duty to promote race equality.
BVPI 8	% of undisputed invoices which were paid in 30 days.
BVPI 11	i) The percentage of top 5% of earners that are women. ii) The percentage of top 5% of earners from black and minority ethnic communities. iii) The percentage of top 5% of earners that are disabled.
BVPI 12	i) Proportion of working days/shifts lost to sickness absence by whole time uniformed staff. ii) Proportion of working days/shifts lost to sickness absence by all staff.
BVPI 15	i) Wholetime firefighter ill-health retirements as a % of the total workforce. ii) Control and non-uniformed ill-health retirements as a % of the total workforce.
BVPI 16	The % of employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area.
BVPI 17	% of ethnic minority uniformed staff of ethnic minority population of working age in brigade area.
BVPI 157	The number of types of interactions that are enabled for e-delivery as a % of the types of interactions that are legally permissible for e-delivery.
BVPI 210	The % of women firefighters.

LOCAL PERFORMANCE INDICATORS

The Service has developed a suite of local performance indicators, to ensure management measurements are focused on service delivery.

IRMP 3 will set these out once they have all been validated and we are confident they contribute to better outcomes.

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                              Member
                              Training &
                              Development
                              Group

   Disputes Panel                                        Standards
                                                         Committee

                          Cheshire Fire
                            Authority

                             Policy
   Staffing Sub             Committee          Performance
   Committee                                   & Overview
                                               Committee
```

TASK GROUPS

Integrated Personal Development System	Comprehensive Performance Assessment	Community	Integrated Risk Management	Best Value	Information Communication Technology

New Cheshire Fire Authority structure

Cheshire Fire Authority

Secretary & Solicitor	Chief Fire Officer	Treasurer

Deputy Chief Officer Community Risk Reduction	Deputy Chief Officer Emergency Response	Deputy Chief Officer Corporate Services

Brigade Managers → | Area Manager Community Safety | Area Manager Fire Protection | Area Manager Emergency Response | Head of Human Resources | Head of Resources | Head of Business Improvement | Head of Communications | ← Target & Measures

Area Managers ← → Target & Measures

Performance Delivery Groups

Group Managers ← → Target & Measures

Stations	CS Centres	Departments	Fire Safety Centres	Mobilising

Local Delivery ← → Target & Measures

Support Functions

Group Managers ← → Target & Measures

New Cheshire Fire Service structure