

Making Cheshire Safer

Cheshire Fire Authority Corporate Plan and
Integrated Risk Management Plan 2007/08



Station Map



KEY

- Wholetime Stations
- Day Crew Stations
- ▲ Retained Stations
- ✳ Control
- A box around the symbol indicates there are Retained personnel on Station

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Foreword

Our previous strategic plans have been clear about our commitment to making Cheshire a safer place for everyone who lives, works or visits here.

That commitment goes far beyond our traditional role of responding to fires and carrying out fire prevention work to cover our much wider responsibilities involving road traffic collisions and accidents, chemical emergencies, major accident hazards, rescues and large scale emergencies.

But helping to make Cheshire safer in the future will require us to work even more closely with a wide range of partners and, most importantly, with ALL the local communities we serve. We already have a good track record in this area but over the next few years it is critical that we explore every opportunity to reach out and involve the most vulnerable and isolated in our communities.

The terrorist plots in 2006 provoked a rise in tensions between communities in Cheshire and throughout the country. It is a graphic reminder that there is still much to be done to integrate the different cultures which make up today's society. That's why developing our links with the black and minority ethnic communities in Cheshire, Halton and Warrington will be a major priority for us over the next few years.

And if we are to truly understand these diverse communities and build up the trust needed, we have to ensure the make up of our workforce properly reflects the people we serve. We have already made good progress in our recruitment of volunteers and community safety advocates but we can and must do more.

The new Local Government Bill also provides us with more opportunities to demonstrate the major contribution our services make to improving the quality of life of local people.

We recently received the highest possible rating - 4 stars, performing strongly - for our frontline services following a major independent assessment. That review also strongly praised the way we use our resources and the improvements in service we have made in recent years. We believe that this high performance will be key when future independent reviews focus on the combined effectiveness of all public organisations in a local area.

Effective partnerships which deliver clear improvements to the safety of ALL communities in Cheshire are key to achieving our vision of **zero preventable deaths, injuries and damage from fire or other emergencies.**



Steve McGuirk
Chief Fire Officer



Tony Hooton
Chairman of Cheshire Fire Authority

1 Introduction

Cheshire Fire Authority's focus is on making our communities a safer place and delivering our vision of 'zero preventable deaths'.

This Plan is our key strategic document in achieving this, outlining our aims and objectives, the resources needed to deliver our priorities and the targets we will use to measure our progress.

As the public authority responsible for providing a fire and rescue service to the communities of Cheshire, Halton and Warrington, Cheshire Fire Authority must ensure its resources are used to maximum effect. Clearly, there is a limit to the public resources available to us, so risk assessment is critical in helping us to prioritise both our day-to-day management and in achieving our overall objectives.

Within this Corporate Plan, therefore, we have incorporated our Integrated Risk Management Plan (IRMP). This is a statutory document which all fire and rescue services are required to publish each year to explain how they have deployed their resources following an analysis of local risk.

In addition, we have also included our summary Best Value Performance Plan as this provides up to date information on how we are progressing against our targets and standards.

This single document, therefore, brings together all of our strategic planning framework so our staff, our communities and our partners can see clearly how we have prioritised our activities and resources and ensured they are delivered through effective performance and risk management.

National, regional and local influences

While this Plan highlights our increasingly sophisticated work on local risk analysis, there is a complex range of national, regional and other influences and constraints we need to consider as part of our strategic planning.

These range from the contribution we make to the many local partnerships which tackle issues such as anti-social behaviour, through to changes in Government policy and legislation. These varied influences can often require us to alter significantly how we organise and deliver our services.

The forthcoming Local Government Bill in particular has large implications for the Service, including:

- **Joint targets** - a new focus on measuring the combined impact of all public authorities on improving the quality of life for local residents, set out in Local Area Agreements
- **New council structures and leadership** - The Service's future relationships with local authorities will be affected by two major proposals within the Bill. The first will see all councils having to be run either by a directly elected mayor or a council leader with a clear four year mandate. The second could see changes to local political structures in Cheshire. This could either be as a result of some district councils taking up options to apply for more powers or as some areas of the county consider joining up with new "City regions" such as Greater Manchester or Merseyside. If any of these proposals move forward, then alternative arrangements will be required to both the structure of the Fire Authority and the way in which fire and rescue services are provided.
- **Community powers** - handing down the control of some services, such as street cleaning, parks, safety issues and youth facilities to a lower 'community' level
- **Local inquiries** - Councils and residents given the power to call the heads of local public services to account and to demand answers and action through a new 'Community Call for Action'
- **'Voice and choice'** - local councils and fire authorities will be required to involve and consult service users more fully and provide better information about standards.



Other key national issues which the authority will monitor and respond to accordingly include:

- **Lyons Review into Local Government** - recommendations on the future structure and funding of local government and possible council tax reform
- **Comprehensive Spending Review 2007** - will decide the future Government funding available for fire and rescue authorities and is likely to demand greater efficiency savings and more shared services
- **Police reform and mergers** - while initial proposals have been dropped, significant reforms to police authorities still seem likely in certain areas of the country
- **Changes in crime legislation** - new reviews into the Crime and Disorder Act and anti-social behaviour measures
- **Ambulance service reform** - the practical implications for joint working following the establishment of the North West Ambulance Service
- **Fire Service legislation** - the Regulatory Reform (Fire Safety Order) 2005 is now in place and will require closer working with the business community, while the Fire and Rescue Services (Emergencies) Order 2007 will extend the range of our statutory duties for emergency response to new areas including major flooding and removing chemical, biological or radioactive contamination from people
- **Resilience** - major incidents such as the Buncefield Oil Storage Depot fire have highlighted the need for robust back-up and support arrangements.

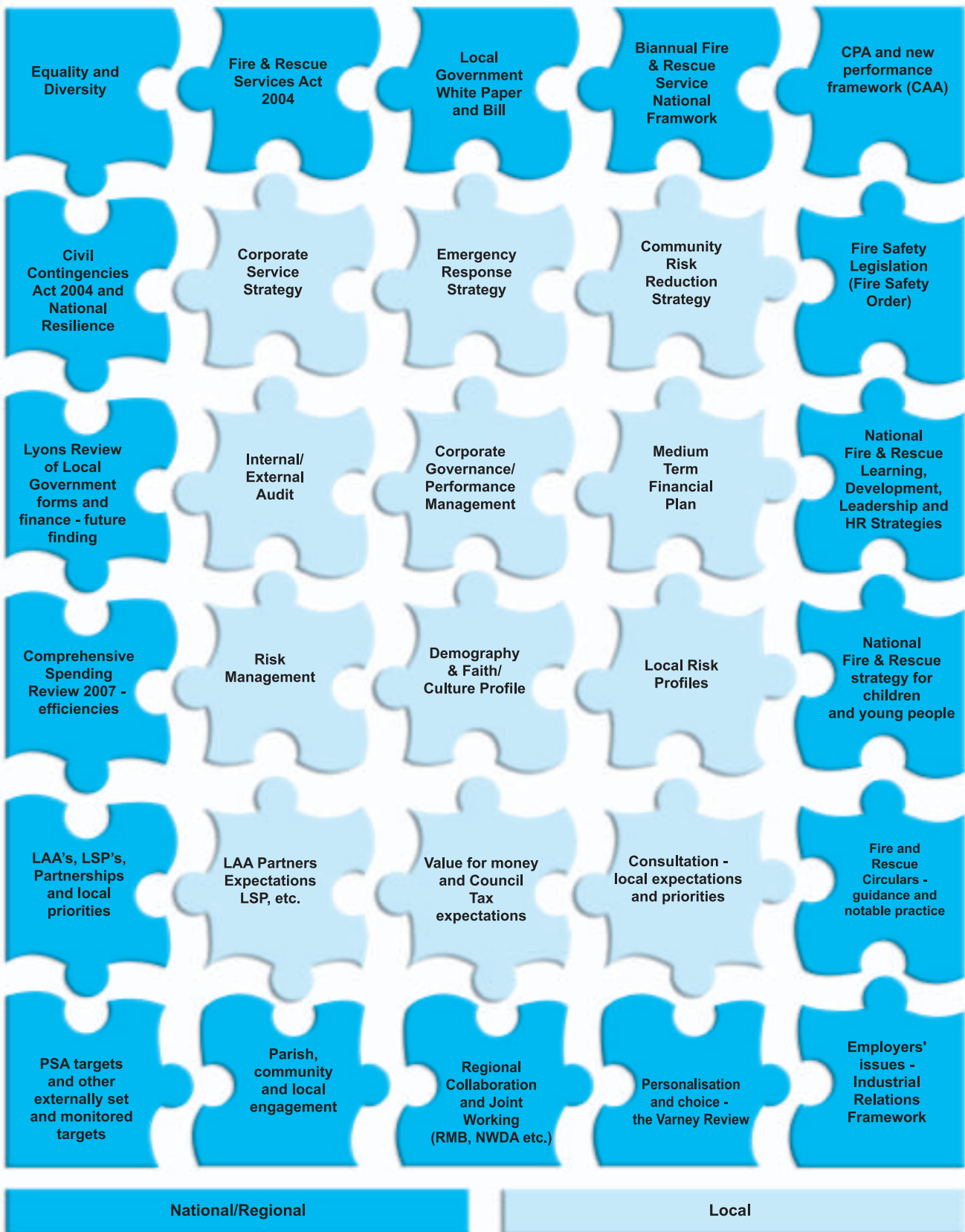
These and other factors piece together to make a 'jigsaw' of influences and drivers which are set out overleaf.

A more comprehensive Political, Economic, International, Social and Technological (PEIST) has been produced as an appendix to this plan and is available on our website - www.cheshirefire.gov.uk



Introduction

National, Regional and Local Influences



Our vision

Our vision is about where we want to be; our mission is about what we want to do; our objectives are the actions we will take; our values are about how we do it.

In determining our own vision and priorities we have assessed the local risks facing our communities and also taken into account many of the issues and influences highlighted in the previous jigsaw diagram.

So our communities, staff and partners are clear about the Service's vision and how that translates into our day to day work, we have established three key aims and seven organisational objectives.

The charts on pages 8 - 10 show the key targets which will be used by the Service's three functions of Community Risk Reduction (CRR) Emergency Response (ER), and Corporate Services (CS) to measure their performance in delivering these aims and objectives.

VISION

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

MISSION

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

AIMS

Our three key aims are:

Respond effectively to emergency incidents
(EMERGENCY RESPONSE)

Improve community safety by risk reduction
(PREVENTION & PROTECTION)

Deliver efficient and effective services underpinned by a robust governance framework
(CORPORATE SERVICES)

ORGANISATIONAL OBJECTIVES

Our seven organisational objectives are to:

ER1
Deploy emergency teams according to risk

ER 2
Deal effectively with emergency incidents

CRR1
Prevent dangerous anti-social and careless behaviour

CRR2
Protect life, property and other interests

CS 1
Develop a workforce competent and able to realise our vision

CS 2
Ensure services meet the needs of all local communities through inclusive consultation & communication

CS 3
Ensure value for money and maximise investment in front line services

Our values

Achieving our objectives and delivering our services requires everyone in the Service to understand what the organisation as a whole is trying to achieve.

Having clear and consistent values helps people to know instinctively how they should act and what is required of them in their everyday work. Values underpin the decisions people make, the priorities they choose and influence the behaviours and attitudes they adopt. Values are particularly important during times of major change, such as those which continue to face the fire and rescue service as it carries out the steps necessary to be more flexible and responsive to local communities in the wider community safety agenda.

Our Service has readily embraced the principles behind the new national Core Values for the Fire and Rescue Service:

- **Service to the community**
- **People**
- **Diversity**
- **Improvement**



These headline values are expanded upon below:

Community - We value service to the community by:

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Consulting, involving and responding to those we serve
- Aiming for excellence in everything we do

People - We value all our employees by practising and promoting:

- Fairness and respect
- Recognising and rewarding performance
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

Diversity - we value diversity in the service and the community by:

- Treating everyone fairly and with respect
- Adapting our services and policies to meet the differing needs and expectations of our communities
- Promoting equal opportunities in employment and development in the Service
- Challenging prejudice and discrimination



Improvement - We value improvement at all levels of the Service by:

- Taking responsibility for our own performance
- Being open-minded and encouraging constructive criticism and challenge
- Learning from our experience and those of others
- Consulting and involving others

These shared values, our vision and our shared goals give everyone a view of the “bigger picture” so they understand what our organisation as a whole is trying to achieve and the part they play.

Corporate Performance Outcomes 2007/08

Aims

Emergency Response - Respond effectively to emergency incidents

Objectives

Deploy emergency teams according to risk (ER 1)

Deal effectively with emergency incidents (ER 2)

Headline performance targets

Ensure that 95% of the time we meet our standard for the optimum number of emergency response vehicles available

Achieve the Cheshire standards of emergency response overall on 92% of occasions

Meet the Cheshire emergency response resilience standards on 95% of occasions

Reduce the incidence of malicious hoax calls by 20% by March 2008, based on the 2005/06 baseline

Increase the number of fires which are confined to the room of origin to 95% by March 2008

Effectively control 90% of property fires within one hour of receiving the initial call

By December 2008, create a pool of staff to provide resilience for major incidents or spate conditions

Run a pilot project in the Halton Borough to increase our resources to three main appliances and two Targeted Response Vehicles by March 2008



Corporate Performance Outcomes 2007/08

Aims

Community Risk Reduction - Improve community safety by risk reduction

Objectives

Prevent dangerous,
anti – social and
careless behaviours
(CRR 1)

Protect life, property
and other interests
(CRR2)

Headline performance targets

Reduce the number of accidental fire deaths in the home by 20% averaged out over the period 1999-2010 (Public Service Agreement 3 target)

Reduce the numbers of people killed or seriously injured on the roads of Cheshire, Halton and Warrington in line with national targets

Reduce the number of injuries in accidental dwelling fires by 20% compared to 2006/07

Target and support elderly and disabled people in their own homes, through partnership working and achieve 4,000 referrals by March 2008.

Target and deliver over 40,000 home safety assessments each year and ensure smoke detectors are fitted to all homes identified as at greatest risk

Reduce the number of deliberate primary fires by 10% in 2007/08 and deliver the national target of a 10% reduction by 2010 from the baseline of 2001/02 (PSA3)

Reduce the numbers of unwanted fire signals (UWFS) from automatic fire alarm systems by 10% based upon 2006/7 figures

Reduce the numbers of small fires caused by behaviour anti-social and youth nuisance by 5% compared to 2006/7

Ensure that 100% of premises identified as very high or high risk under the Fire Safety Order, are audited within the prescribed timescale

Reduce the numbers of fires within non domestic properties to no more than 17 per 1000 properties in 2007/8

How we assess risk

Corporate Performance Outcomes 2007/08

Aims

Corporate Services – Deliver effective services underpinned by a robust governance

Objectives

Develop a workforce competent and able to realise our vision (CS 1)

Ensure services meet the needs of all local communities through inclusive consultation and communication (CS 2)

Ensure value for money and maximise investment in front line services (CS 3)

Headline performance targets

Increase public satisfaction with the Authority from the level recorded in 2006/07

Reduce the incidence of staff sickness to 6 days lost per person per annum during 2007/08

Ensure Cheshire is in the top 25% of all Fire and Rescue Services in all national performance indicators that demonstrate the workforce is representative of the community it serves

Achieve a 10% reduction in accidents and injuries in the workplace compared to 2006/07

Maintain or improve upon the Authority's Comprehensive Performance Assessment 2006/07 rating

Ensure 80% of the Authority's procurement is completed online by the end of 2007/08 and that 85% of invoices are paid within 30 days

Achievement of £0.75 million savings and efficiencies to be redeployed into frontline service provision

Achieve a 10% reduction in paper consumption from 2006 baseline

Attain Level 3 of the Local Government Equality Standard by December 2007

Achieve 100% compliance with the national E-government performance target

Achieve a Plain English crystal mark for the Authority's website in 2007/08

How we assess risk



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2 How we assess risk

For over 50 years the way in which fire brigades responded to emergencies was determined by standards laid down by national Government. These set out both how quickly fire crews were expected to arrive, the number of people that made up a “fire crew” and the number of appliances which needed to be sent. The main focus was on reducing the damage to commercial premises rather than on people in their homes - where the majority of fire deaths and injuries occurred.

An independent review of the fire service in 2002¹ highlighted the need for fundamental changes to the way fire and other risks were assessed and responded to. It also called for more to be done on fire prevention and community safety rather than just responding to emergencies - something which Cheshire Fire Authority had already highlighted in its own report - “Striking the Balance”² - three years earlier.

This major shift in national policy and guidance was enshrined in law through the Fire and Rescue Services Act (2004) which removed the national standards of fire cover. Since then, each fire authority has been required to analyse the risks facing their local communities and to set out the standards, policies and resources they will use to protect residents and properties. To make sure this risk analysis is robust and looks to embrace the needs of all sections of the community, each authority has been required to consult on and then publish an annual Integrated Risk Management Plan (IRMP).

While the emphasis is on finding the best local solutions, there are still requirements on each authority to play its part in ensuring that national targets for the reduction of fire deaths and deliberate fires are achieved. Government expectations about the contribution from individual fire and rescue services are contained in a number of guidance documents. The most significant of these is the National Framework³ for the Fire and Rescue Service, the current version of which runs until 2008.



This sets out the following core functions of local IRMPs:

- **To reduce the number and severity of fires, road traffic accidents and other emergency incidents**
- **To reduce the severity of injuries in fires, road traffic collisions and other emergency incidents**
- **To reduce the commercial, economic and social impact of fires and other emergency incidents**
- **To safeguard the environment and heritage (both built and natural)**
- **To provide value for money**

The National Framework also recognises that as well as responding to risks in their own areas, fire authorities also need to contribute to major emergencies which transcend local boundaries and are often the result of climate change or the increased terrorist threat.

¹Independent Review of the Fire Service (2002), Professor Sir George Bain.

²“Striking the Balance”, Cheshire Fire Authority, 1999.

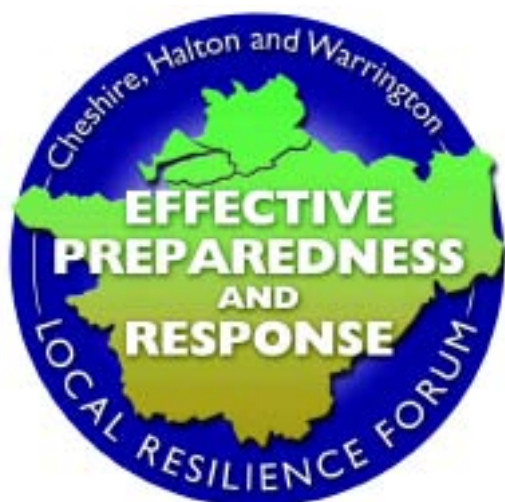
³The requirement for the relevant Minister to publish a national framework is set out in the Fire and Rescue Service Act (2004) and there have now been three versions - the first two spanning one year and the latest covering two years.

How we assess risk



Tackling such large scale incidents can involve extensive resources over a protracted period and requires a co-ordinated response on regional, national and, potentially, even international level. To do so effectively requires all of the emergency services to work together in a structured way, and through the Civil Contingencies Act 2004 (CCA) the Government established local resilience forums.

Cheshire Fire Authority has already grasped this opportunity and has played a leading role in the establishment of the Cheshire, Halton and Warrington Local Resilience Forum (CHWLRF).



Cheshire's approach to risk

Following extensive consultation, Cheshire Fire Authority published its first IRMP in 2004, setting out in detail the way in which it had evaluated the risks facing local communities and businesses. In particular, it explained how it had drawn up new Cheshire Standards of emergency response and safety response to replace the former national models.

The second and third IRMPs in 2005 and 2006, continued to refine and improve the organisation's approach to risk and this latest document sets out how local knowledge and new technology are being used to take analysis to a more sophisticated local level.

Our approach to risk management covers all the steps involved in identifying, assessing and judging risks, taking actions to reduce or anticipate them, and monitoring and reviewing progress.

Handling risk is ultimately about professional judgement. However, a robust framework of analysis and evaluation is essential so that the Authority is fully informed when it considers altering how it delivers its services in response to changing risks in the local community.

The key objectives in our approach to risk management, therefore, seek to:

- prevent fire and other emergencies through our own efforts and those of our partners
- secure a safe, built environment that protects people and property when emergencies occur
- provide an emergency response that is appropriate and proportionate to the expected risk.

The Authority looks at risk by:

1 Using our local knowledge and examining incidents over a number of years. These incidents are grouped into the eight most common types to assess the levels of risk and predict future trends - helping to plan our emergency response, protection and prevention activity. While we cannot say precisely where and when incidents will occur, we can identify clear patterns and by bringing in other factors we can also produce what we call risk planes as a way of applying and measuring our response standards in each station area.

2 Using community profiling and associated research to look in detail at social, economic and other factors to help us predict what might happen in the future. Through specialised computer software which combines a range of data about our communities, we know, for example that:

- Children in the lowest socio-economic group have a death rate 16 times higher than children in the highest group
- People in the poorest 10% of wards are 5 times more likely to be injured in a fire than those in the wealthiest 10%
- The rate of arson is 31 times higher for those on lowest incomes

How we assess risk

We can then concentrate our prevention and protection activity on the issues and areas where and when we know they will have most impact.



These two aspects of our approach to risk were outlined in detail in IRMPs 1, 2 and 3 - copies of which are available from the “key documents” section on our website - www.cheshirefire.gov.uk.

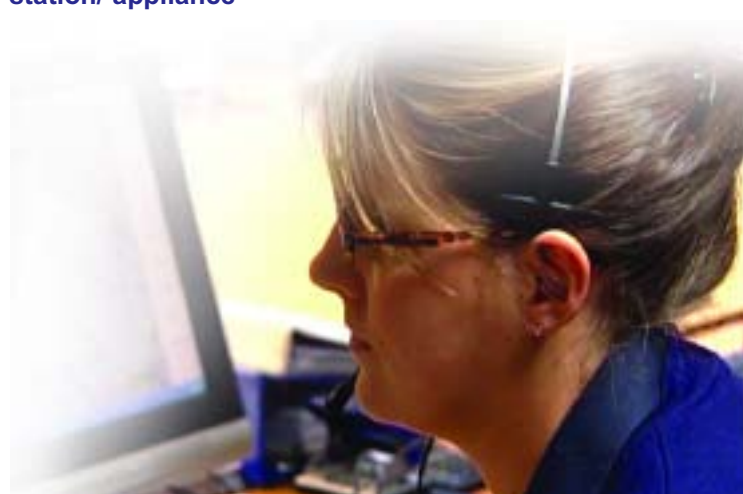
The plans also show how the development of our new call handling, mobilising and Emergency Response standards was based on a wide range of influential national and international research into the factors which influence the speed and impact of fire on people and property.

Our Cheshire Standards of Emergency Response are as follows:

- **Where risk is Very high:** We will respond to an emergency and aim to arrive within 1 to 5 minutes of being mobilised on 92% of all occasions
- **Where risk is High:** We will respond to an emergency and aim to arrive within 6 to 10 minutes of being mobilised on 92% of all occasions
- **Where risk is Medium:** We will respond to an emergency and aim to arrive within 11 to 15 minutes of being mobilised on 92% of all occasions
- **Where risk is Low:** We will respond to an emergency and aim to arrive within 16 to 20 minutes of being mobilised on 92% of all occasions
- **Where risk is Very low:** We will respond to an emergency and aim to arrive within 21 minutes of being mobilised on 92% of all occasions
- **Our target for answering all “999” calls is 6 seconds**

⁴ We reserve the option for our control operators to determine whether a call constitutes an emergency. This avoids unnecessary risk and danger for the public and our personnel in driving under blue light conditions when life or property is not at risk.

- **Our target for processing all “999” calls and sending a mobilising message to stations and/or appliances is as follows:**
 - 55% of all calls handled in < 45 secs
 - 75% of all calls handled in < 60 secs
 - 90% of all calls handled in < 90 secs
 - 99% of all calls handled in < 120 secs ⁴
- **Our target for turning out appliances on full-time stations is an average of 90 seconds from the time the call has been passed to the station/ appliance**



Risk levels

We continue to monitor local risk levels across Cheshire and have adopted the Health and Safety Executive (HSE) Risk Assessment Methodology of multiplying how likely an incident is to occur by the seriousness of the outcome. The charts below use data from the last few years to highlight how the risk levels for common types of incident vary across our station areas. The following table shows the colours used to indicate the level of risk - there are currently no red, ‘Very High’ levels in Cheshire.

Very High	It is certain or very likely that there will be multiple 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 multiple 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

How we assess risk

Risk planes for 2005/06 by station area

STATION OR WARDS	Population	Residential Property	Business Property	Small Fires	SSC - Life Risk	SSC - Non Urgent	Road Traffic Collisions	Spillages Leaks	UwFDS
01 WARRINGTON	110,760								
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								

Risk planes for 2006/07 by station area

STATION OR WARDS	Population	Residential Property	Business Property	Small Fires	SSC - Life Risk	SSC - Non Urgent	Road Traffic Collisions	Spillages Leaks	UwFDS
01 WARRINGTON	110,760								
02 BIRCHWOOD	42,010								
03 STOCKTON HEATH	39,040								
04 WIDNES	55,410								
05 RUNCORN	63,720								
06 FRODSHAM	19,180								
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24 KNUTSFORD	21,390								
25 NORTHWICH	64,440								
26 MIDDLEWICH	12,920								
27 WINSFORD	33,230								

How we assess risk

Risk planes for 2007/08 by station area

STATION OR WARDS	Population	Residential Property	Business Property	Small Fires	SSC - Life Risk	SSC - Non Urgent	Road Traffic Collisions	Spillages Leaks	UwFD
01 WARRINGTON	110,760								
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								
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22 POYNTON	19,890								
23 WILMSLOW	39,060								
24 KNUTSFORD	21,390								
25 NORTHWICH	64,440								
26 MIDDLEWICH	12,920								
27 WINSFORD	33,230								
TOTAL	983,300								

Improved risk analysis

These risk planes have been very useful in ensuring we plan and use our resources effectively to respond to local risk changes. We use the national Fire Service Emergency Cover toolkit (FSEC) to develop these risk planes, but in our last IRMP we committed to make even better use of new technology to analyse key trends and issues at a far more detailed local level. We also undertook to carry out a fundamental review of the position of our stations and appliances. We have, therefore, worked in partnership with a specialist computer modelling company to develop software which will help us to achieve these objectives.

Two programmes have been produced. The first of these is an "Incident Analyser" which allows us to be extremely sophisticated in how we examine all of the emergency calls we respond to. By analysing our data down to an area as small as one square kilometre - rather than the station level we used previously - we can readily identify where and how we can best use both our emergency response and fire prevention activities.

Examples of the type of analysis include the 'heat map' below, which is a pictorial representation of each square kilometre in Cheshire, Halton and Warrington and shows where fires and other incidents have occurred in relation to our existing stations.

How we assess risk

New software programmes allow the Service to carry out more detailed analysis to help in assessing risk. This 'heatmap' uses blocks representing one square kilometre to show the concentration of incidents from 2003 to 2006 - the 'hotter' the colour, the more incidents which have been attended.



How we assess risk



The second model is a “simulator toolkit”. This allows us to see the impact on our response times and standards if we varied where, when and how we used our resources. Combined with our community profiling work, it ensures we can be confident that all of our staff, from firefighters to community safety advocates and volunteers, are best placed to have the maximum impact on improving the safety of residents and property.

We have, therefore, used the Incident Analyser programme to carry out a fundamental analysis of the activity of our frontline services and how we have performed against our standards. Using data from 1 January 2003 to 30 September 2006, we have produced a full 35-page report which is available as an appendix to this plan and can be downloaded from our website - www.cheshirefire.gov.uk

Headline issues from the report include:

1. High volume of false alarms - Around 40% of overall incidents which require a response from the Service turn out to be false alarms. Policies and projects to reduce the occurrence of false alarms would make a significant impact on overall demand and free up resources to be proactive in the community rather than reactive.



2. High volume of small fires - Again, around 40% of overall incidents are small fires which can tie up resources and impact on the response to other emergencies.



3. Trends in incident numbers - There is no discernable trend in overall incident numbers, although last year saw a rise in what we call ‘Special Service Calls’, which feature a large number of road traffic collisions.

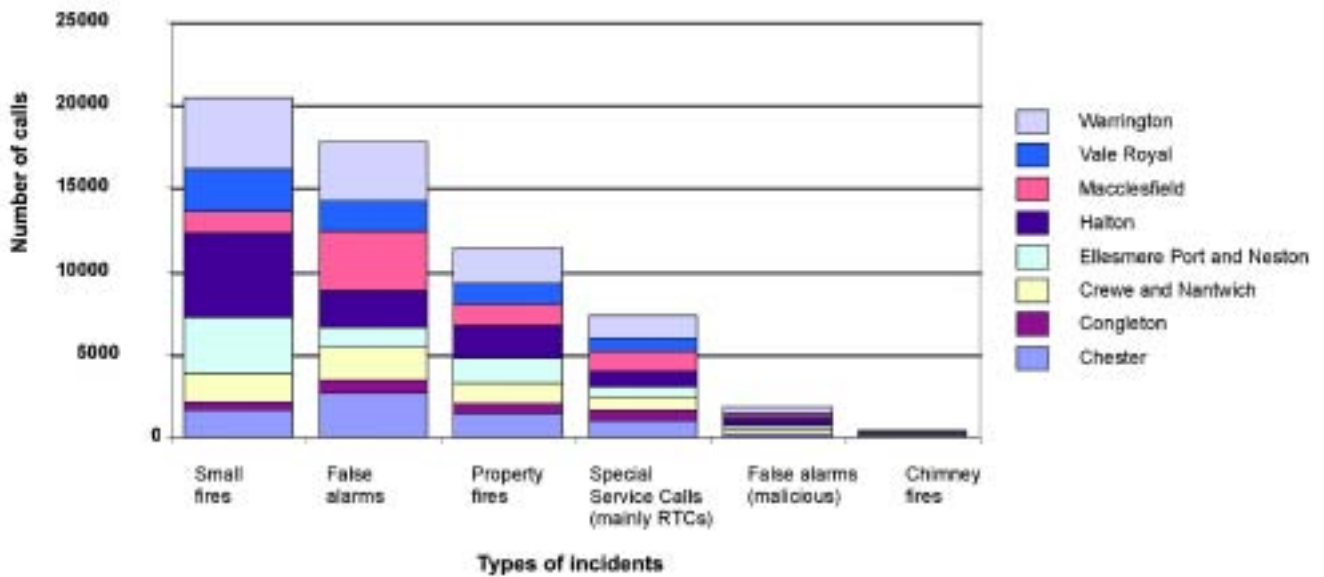
4. Seasonal influences on incident volumes There are seasonal trends in incident volumes - further analysis is required to see whether resources can be adjusted accordingly.

5. Variances in overall incident workload - There is a significant variance in overall incident workload through the day. Largely because of small fires, the Service attends nearly twice as many calls between 3pm and 10pm as it does during the rest of the day.

6. Emergency Response Performance - the Service’s performance against the 2006/07 Emergency Response standards is impressive. At a Service level it is an average of 98% attendance within the standard over the period.

7. Number of firefighters attending incidents - The conclusion of this analysis is that, based on average incident times alone, there is no discernable difference between incidents attended by 8 riders (firefighters) and those attended by 9 riders.

The following graph highlights the type and volume of incidents responded to by the Service over the last three years (January 2003 - September 2006) broken down by the local authority areas which make up Cheshire.



Policies and proposals to respond to the report's conclusions are contained in the next section of the Plan which sets out our response to the risks we have identified.

The next section also explains how we have used the new software programmes in helping to draw up options to honour a number of emergency response commitments from previous IRMPs.

These include:

- 1 The future development of the midi fire engines or Targeted Response Vehicles (TRVs)
- 2 The best use of staff and appliances at Birchwood and Wilmslow and the Northwich / Winsford / Middlewich group of stations
- 3 The future development of Aerial / Ladder Platform appliances.



Our response to risk



3 Our response to risk

National and regional response

As we have already outlined, our focus is clearly on making Cheshire safer and achieving our vision of zero preventable deaths from fire or other emergencies. But we also have a key role to play regionally and nationally in combating the increased risks posed by the twin threats of terrorism and climate change.

Following the events of September 11th, 2001, the Government committed significant funding for resources, training and equipment through a scheme called the New Dimension Programme. This was set up specifically to improve the capability of the UK to respond to the new terrorist threat and to other strategic risks such as climate change.

Each region of the country has been provided with a near identical range of hi-tech equipment which can be used to tackle major emergencies ranging from chemical contamination to major flooding. The various modules which make up the full set of equipment are located strategically within each of the fire and rescue services in a region. In Cheshire we have been provided with equipment including mass decontamination units and a High Volume Pump (HVP) capable of delivering 7,000 litres of water per minute.



Staff have been fully trained in the use of the decontamination equipment and the HVP has already been used in providing water to deal with major incidents such as a fire at a tyre recycling plant in Ellesmere Port in summer 2006 and the major blaze at Greenalls in Warrington in 2005.

The New Dimension programme has also involved setting up regional Urban Search and Rescue (USAR) Teams. We have 18 staff who work as part of a joint team with Merseyside Fire and Rescue Service and they have previously been deployed following the major factory collapse in Glasgow in 2004 and the floods in Cumbria the following year. Regular training events are staged using a range of locations and premises to provide real-life scenarios.



Local Resilience Forum

The Authority continues to take a leading role in the Cheshire, Halton and Warrington Local Resilience Forum (CHWLRF) - a new body set up following the Civil Contingencies Act 2004 to co-ordinate the plans and activities of all of the 'Category One' Emergency Response services and 'Category Two' public authorities. During 2007/08 the Service will be helping the Forum establish clear links with the Department for Environment, Food and Rural Affairs (DEFRA) who have the lead responsibility in responding to major flooding emergencies.

The Service also continues to host the Forum's Community Risk Register on its website - www.cheshirefire.gov.uk. The register also demonstrates to the communities of Cheshire, Halton and Warrington that potential hazards have been identified and assessed, and steps taken to reduce the risks or to put effective emergency response plans in place.

COMAH - Major risk sites

Cheshire has the second highest concentration of chemical and petrochemical sites in the country. These and similar high risk premises are covered by the COMAH (Control of Major Accident Hazards regulations) and there are currently 54 “top” and “lower tier” sites in the county.

The Service is currently reviewing the recommendations arising from the investigations into the Buncefield Oil Storage Depot fire in Hertfordshire in December, 2005. Several recommendations have implications for the Service and will be the subject of proposals during 2007/08, including the need to work collaboratively with regional partners on specialist equipment and foam supplies.



Actions from previous IRMPs

Virtual station - as agreed in our last IRMP, we have created the country’s first, virtual fire station - Station 29. This is a mixed crewed station, with a “station ground” covering the whole of Cheshire, providing a virtual base for a number of wholetime staff to carry out specific duties and to cover long term absences.

The development has helped backfill vacancies and support community safety projects. Proposals to strengthen Station 29 by providing an enhanced strategic reserve are set out later.



Attacks on firefighters and appliances - Based on risk, we have now installed CCTV cameras on a number of appliances in areas where our crews have been subject to attack, including Ellesmere Port, Widnes and Winsford as well as our smaller Targeted Response Vehicles (TRVs). Evidence obtained from these cameras will be provided to the police to help in any prosecutions.

We also supported the lobby for the introduction of the Emergency Workers (Protection) Bill which now makes it a specific offence to obstruct or impede firefighters or ambulance workers when they are responding to an emergency.

Inland water rescue - we have now purchased two new boats to assist us as we ensure we are better prepared to respond to emergencies involving inland waterways. The specification for the craft means they can be used in a wide range of situations including responding to flooding incidents and rescues. The Service will also be carrying out research to assess and prioritise the risks from waterways in Cheshire, Halton and Warrington and ensure staff receive appropriate training.



Our response to risk



SOIC

Operational rigour and assurance - an operational audit and inspection system was established and has already helped the Service in complying with the national model of operational assurance and ensuring that all relevant officers are trained and experienced in the command of major incidents. This was critical in delivering our high performance in the Operational Assurance element of the Comprehensive Performance Assessment of the organisation in 2006.

Co-responder - the Service remains committed to the principle of providing First Person On the Scene training for frontline staff and has continued to develop training links with the North West Regional Ambulance Service. We will, however, continue to monitor the national developments and legal issues surrounding the implementation of co-responding schemes in fire and rescue services.

Support after a fire - we have now established a 12-month pilot project with a commercial company to provide an improved clean up service for occupiers affected by serious commercial fires. This will assist businesses in getting back to normal as quickly as possible.

Home Safety Assessments - Home Safety Assessments (HSAs) represent a central plank of our approach to reducing risk by visiting and engaging people in their own home.

Following commitments made in our last IRMP, we have established a £1.7 million community safety pot to finance our ambitious HSA programme for the next five years and we are on target to deliver our challenging target of over 40,000 HSAs in 2006/07.

To do so we have adopted a “mixed economy” approach by using the resources of our partners and by recruiting 70 more volunteers in 2006 - a 100% increase on the previous year. We have also recruited more specialist community safety advocates and volunteers specifically to assist engagement with disability groups, minority



communities and older people. We have established a clear process to assess the positive actions of our work, including the number of lives saved, injuries reduced and loss averted as the result of our work and through smoke alarms fitted by our programme.

The Post Incident Scene Management information system can highlight the number of occasions when a smoke alarm, fitted by Fire Service employees, initially raised the alarm. The system can also demonstrate how many people would have become fire casualties without our intervention. Audited figures for 2006 will be included in the final plan.

Working with Business and Commerce - The new Regulatory Reform (Fire Safety Order) 2005 came into force in October, 2006 and represented the most significant change in safety legislation for business and commerce in over 30 years.



A major publicity and promotion campaign was started by the Service to raise awareness of the new approach. This has an emphasis on risk assessment, with the responsibility resting with the owner/ occupier. In addition, a priority-based programme of inspection, audit and enforcement has been established to make sure the new legislation is being followed at the most risk critical premises.

A dedicated Business Liaison Officer has also been appointed to further improve the Service’s links with the business and commercial sector.

Road Traffic Collision (RTC) reduction - The Authority took the lead on this community priority through Cheshire's new Local Public Service Agreement (LPSA), employing a full time project co-ordinator to ensure the six strands of the accident and injury reduction programme are delivered. While the number of people killed and seriously injured on Cheshire's road is reducing overall, new innovative programmes have been launched to change attitudes and raise awareness among teenagers and young drivers - the most at risk group. Similar approaches have been carried out in Halton and Warrington.

Outreach fire stations - We have developed the use of our three units and there were a number of community impact events in 2006 when we worked out in communities, usually with partner organisations, to improve community safety. In November 2006 we also piloted "Whatever it Takes" in the Lache area of Chester - a multi-agency targeted event aligned to neighbourhood management.



Working with young people - A bid in conjunction with a number of partners won £1 million from the Government's Invest to Save Fund which is being used to develop a "Respect" programme of work with young people at risk of exclusion from school. Staff have been recruited and a package of proposals has been developed.

Young offenders cadet unit - We have continued to build on the success of our pilot project which set up a unique fire cadet unit inside the Thorn Cross Young Offenders' Institute at Warrington. The project is now run by a full-time post, funded through Thorn Cross, and has achieved national recognition, coming runner up in the Youth section of the 2006 Justice awards.



Fire Cadets - Our cadet units go from strength to strength - we now have 25 units with over 280 members. In 2007 a second group of cadets will be travelling to Ghana to continue the successful school building programme which started in 2005.

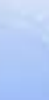
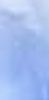
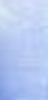
Shifting resources to meet new priorities - In line with previous commitments we have redirected staff resources into supporting our work with 'vulnerable people' and appointed an Advocate Manager and three specialist advocates. This team has been researching and developing ways of reducing the risks facing vulnerable people.

New risk changes and our response

In this section we set out proposals to address the key issues which our risk analysis has shown could limit our future ability to provide an effective fire and rescue service for the communities of Cheshire, Halton and Warrington. The first proposals set out our preferred options to ensure the ongoing effectiveness of our frontline emergency response services.

The second set of projects focus on the work of the organisation's community safety and community protection departments. These highlight a range of activities designed to protect the most vulnerable groups in our society and to drive down the numbers of relatively minor incidents which can prevent us reaching more serious emergencies.

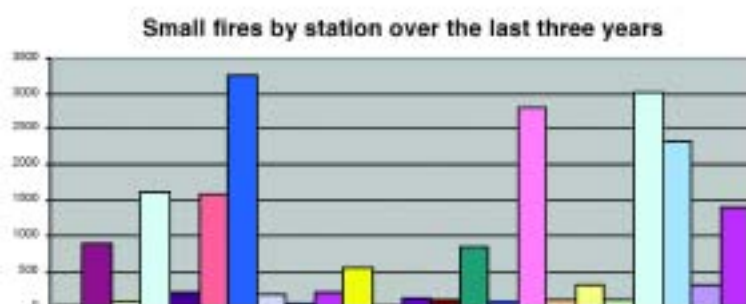
Our response to risk



Targeted Response Vehicles (TRVs)

We have already highlighted the fact that small fires account for approximately 40% of all incidents we attend. Responding to these incidents with our main structural fire fighting appliances means they are not available to respond to more serious, life threatening emergencies.

Effective use of our new, Targeted Response Vehicles (TRVs) crewed with three firefighters, in conjunction with our existing fleet of appliances, will mean we can provide a better service for our communities.



- Audlem
- Birchwood
- Bollington
- Chester
- Congleton
- Crewe
- Ellesmere Port
- Frodsham
- Holmes Chapel
- Knutsford
- Macclesfield
- Malpas
- Middlewich
- Nantwich
- Northwich
- Poynton
- Runcorn
- Sandbach
- Stockton Heath
- Tarporley
- Warrington
- Widnes
- Wilmslow
- Winsford

The chart above confirms that Chester, Crewe, Ellesmere Port, Runcorn, Warrington, Widnes and Winsford are the stations with the highest volume of Small Fires (chart covers the period January 2003 - September 2006). However, it is important to look beyond the immediate 'station' area i.e. Widnes /Runcorn (Halton), Warrington/Birchwood, Chester/Ellesmere Port, etc to encompass adjoining areas.

In addition, the statistics highlight that the key time for these fires remains between 3 and 10 pm. As well as tackling small fires, the presence of TRVs in these community 'hot spots' can act as a deterrent and free up staff for major incidents and community safety work.

Consequently we are proposing to use the TRVs in two ways:

1 As an extra resource at specified times and locations crewed by volunteer off duty staff on a paid basis as part of Station 29 - our virtual fire station.

2 To provide a more flexible and increased service in specific areas - eg Halton. This Borough is currently covered by four main appliances (2 at Runcorn and 2 at Widnes). This could be increased to five appliances (three main pumps and two TRVs) staffed by the same number of personnel - 4 on each of the main appliances and 3 on both TRVs.

We already have sufficient funds to begin implementing the first proposal and we intend to work with partners and staff on piloting the second proposal in Halton during the life of this IRMP.

If this pilot is successful, we intend to roll out this approach to other areas of the county where our analysis shows it will be effective. These locations are likely to include:

- Chester/Ellesmere Port
- Warrington/Birchwood/Stockton Heath
- Crewe/Nantwich

Strategic reserve enhancement

We have already highlighted the large number of high risk COMAH sites which exist in Cheshire. If there is a major incident at one of these sites, events such as the Buncefield Oil Storage Depot fire in Hertfordshire have shown the immense amount of resource needed to respond over a protracted period. While we have agreements for reinforcement and mutual assistance from neighbouring Services which have proved very effective, we are proposing a more robust and sustainable way of providing extra capacity within Cheshire.



We intend to develop a strategic reserve of both staff and appliances which can be brought in at short notice to supplement resources during major emergencies or in 'spate conditions'.

There is already a voluntary recall to duty scheme within the national agreement covering firefighters' terms and conditions of service - so we therefore now want to take advantage of this to offer staff an extra annual allowance to guarantee their availability. In return, we would want them to be on standby on a rota basis and available for a swift response to bring around five additional appliances back "on line" very quickly. We also intend to look at options for offering a similar recall scheme for staff in specific support roles.

Details of the allowance and the working arrangements will be the subject of consultation and negotiations with staff representative bodies.

We are proposing to develop a strategic reserve of appliances over a period of time by retaining vehicles scheduled for replacement and potential redeployment of others. When not used for the strategic reserve these could be used in work with our cadet units.

Birchwood Fire Station

The station was opened in 1981, when the New Town was starting to expand. It was assumed expansion would continue and so the station was established with one major structural appliance and crewed round the clock - even though the response standards at the time did not justify it.

In practice, and as time has moved on, activity levels at the station have been consistently below other wholtime stations and even below some areas where crews are only on the station during the day, such as Northwich and Winsford - see chart below for the period January 2003 - September 2006.

In addition, as outlined earlier, the risk planes for residential property in Birchwood are, in fact, also the same as the two day crewed stations, while the population levels are also broadly similar.

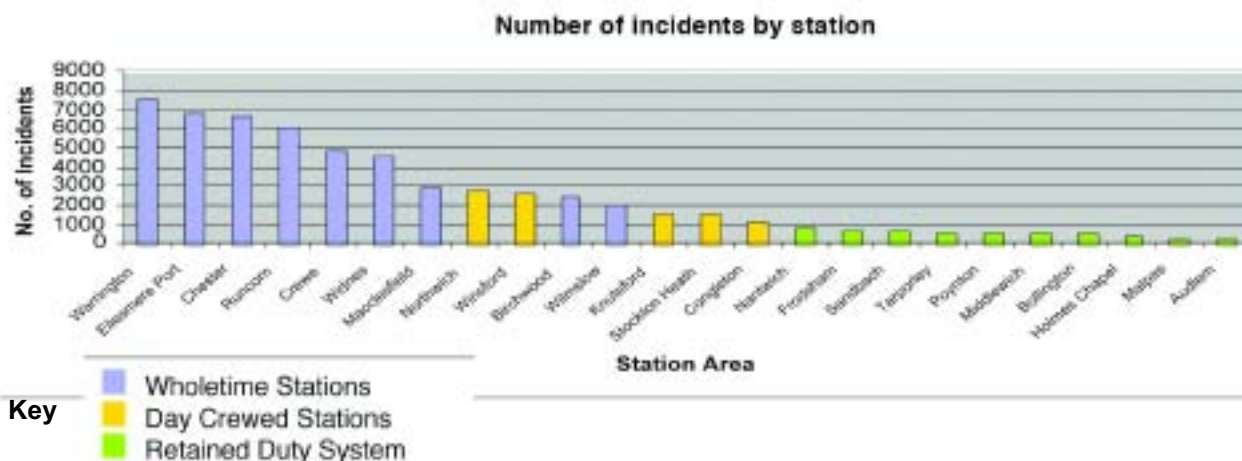
Further analysis shows that while the types of incidents attended by all three stations are broadly similar, in virtually every case Birchwood has fewer calls than the other two. In addition, the activity profile shows that these are very similar, with most activity between 8 am and midnight, with a peak between 3pm and 11pm.

We intend to continue providing 24-hour emergency cover for Birchwood but consult over a different duty system which better meets local risks and demands. Savings made from the proposals will be reinvested by the Authority in maintaining or developing other community safety or emergency response services. In addition, we will carry out a detailed review of all of our resources in the greater Warrington area, so we can provide a more effective and flexible emergency response service in the future.



Our response to risk





This approach, which we are proposing to introduce at the start of 2008/09, therefore, looks wider than an individual station area risk to one of a service risk response by having the right resources in the right location at the right time.

Wilmslow Fire Station

Wilmslow Fire Station, like Birchwood, has a single appliance staffed by 24 personnel operating on the 'wholtime' 24/7 duty system. This decision was taken under the old 'national standards of cover model, rather than the new 'risk assessed' approach, with actual activity levels not taken into account.

As can be seen in the chart above, over the last three years Wilmslow has also had lower activity levels than both Northwich and Winsford which are Day Crewed stations.

Risk planes for residential property are also the same in the three station areas and have been since we moved to our new standards in 2004/05.

An analysis of incidents shows that Wilmslow has the lowest activity levels of all three stations between the hours of midnight and 7 am, while Wilmslow's total incident call profile is lower than both Northwich and Winsford.

This suggests that the present working duty system is excessive when compared with activity levels at Day Crewed stations. As such, it is considered not 'fit for purpose' and a more efficient and effective system should be considered.

As at Birchwood, we intend to continue providing 24-hour emergency cover but consult over a different duty system which better meets local risks and demands. Again, any savings from the proposal will be reinvested by the Authority in maintaining and developing other community safety or emergency response services.

Northwich / Winsford / Middlewich Fire Stations Reconfiguration

Northwich and Winsford Fire Stations are staffed by personnel on the 'Day Crewed' duty system (14 at each location divided into two watches of 7 staff) providing one appliance available 24/7 for each station. They each have a second appliance staffed by personnel on the Retained Duty System (RDS).

Middlewich Fire Station is staffed wholly by personnel on the (RDS) based around 15 personnel who forecast cover to provide one appliance to be available 24/7. Again, the original decision to operate these duty systems at these stations was based on the old 'national standards of fire cover', rather than the new 'risk assessed' approach.

Detailed analysis shows that Winsford, Northwich and Middlewich are located in the right position within their station areas. However, the Small Fires profile suggests that the present use of resources could be improved and this is especially true of the two Retained Duty System appliances at Winsford and Northwich.

The tying up of resources on small fires, impacts on our ability to respond effectively to life risk (residential properties) with structural units. It also impacts on our community risk reduction activities based around prevention and protection.

It would be far more efficient if we were to target this resource proactively rather than reactively.

We are proposing to change the RDS appliances at Winsford and Northwich and operate TRVs on a flexible time scale to suit local demand.

We are also proposing to carry out further research and work with our partners to ensure the most appropriate long term solution to provide emergency fire cover and increase community safety in the Vale Royal area.

Aerial / ladder platform deployment

The service currently has three hydraulic platforms based at Macclesfield, Stockton Heath and Chester. Developments in technology mean that it is now possible to purchase dual use appliances which can operate as both a hydraulic platform and as a normal appliance. Further in depth research is now proposed to assess the impact if the Service switched to this approach and to examine the most suitable locations. Because of the long lead-in time in acquiring these appliances, it is likely to be 2008 before firm proposals can be agreed. In addition, however, we intend to also look at the effectiveness of the duty systems covering aerial appliances, particularly at Macclesfield.



Community Risk Reduction

Community Fire Protection

Following our own local risk analysis and research into the key national and regional community fire protection themes, work in 2007/08 and beyond will focus on the following main areas:

- Cutting the number of unwanted fire alarm calls the Service has to respond to
- Reducing the number of small nuisance fires
- Working with others to provide an improved, joined-up regulation service for businesses
- Developing and improving the use of the information we obtain after fires and through fire investigations

Unwanted fire signals (UWFS)

The Service receives an average of 10-15 UWFS per day - 98% of these are false alarms! In 2005 the Service attended over 3,100 such calls and of these only 62 were actually set off as the result of a fire.

Further, most of these fires were relatively minor and caused by short circuits in wiring, etc, although clearly, the Service recognises that some alarms have helped to ensure a prompt response to potentially significant fires.

Our response to risk

Responding to UWFS is both dangerous and wasteful:

- it means we are not available for genuine emergencies
- it puts the lives of our staff and the public at more risk as we respond under blue light conditions
- it wastes time and money as firefighters often have to stop some of their community safety work to respond
- it also disrupts the work of local businesses



We are proposing to reduce our attendance to UWFS by;

- Developing a policy to attend as a matter of course only those premises designated as high risk by specialist Fire Safety Officers. For other premises we will adopt a risk-assessed approach
- Using technology to help identify individual premises on multi building sites
- Educating site owners not to expect an automatic response from the Service every time the fire alarm goes off
- Training staff on UWFS sites to investigate first instead of automatically calling the Service

As part of the process we will research experiences from elsewhere and examine the risks and issues involved in implementing a more robust policy. We will ensure that we inform and involve businesses and other key stakeholders as we develop the new policy and procedures. In addition, we will look at attending without using blue lights - 'drive to arrive'.

Small fires and arson

Our main target is to achieve a 10% reduction in deliberate fires by 2010

We are determined to reduce the numbers of small fires and incidents involving arson and anti-social behaviour. In doing so, we recognise that the frequency and impact of small fires can vary dramatically between different areas. The causes are usually one of the following:

- Youth nuisance/ anti social behaviour
- Disguising a crime - usually car fires, but buildings as well
- Insurance claims
- Revenge
- Mental health problems

The vast majority fall into the first three categories with a significant number falling into the first category.

We intend to establish profiles of the types of incidents for each area and then develop further specific local strategies for those affected by youth-related arson. We will use the local fire station to determine the approach and to work with the Service's Youth team and other agencies as required.

Where suitable, we will also aim to target activities in the areas used by local young people, using mobile outreach working where appropriate.



Better regulation for business

The Government has announced that it is bringing forward the implementation of the Local Better Regulation Office (LBRO) by two years to 2007. The Office intends to join together the different regulation services which affect businesses and we intend to support this by:

- Developing better local links to other regulators within the guidelines of the LBRO
- Reviewing how we carry out our regulatory and enforcement role under the new Regulatory Reform (Fire Safety Order) 2005



Fire investigation

We will improve the way in which front line staff receive intelligence and information following fire investigations. The central team responsible for co-ordinating information and intelligence will focus on highlighting positive outcomes of prevention work and on quickly identifying emerging themes so resources can be targeted accordingly.

We will also build on the collaboration into fire investigation which is already underway between the North West fire and rescue services.

Sprinkler policy

School fires have a devastating effect not just on the staff and children but on the surrounding community. We will continue to work locally, regionally and nationally to encourage the use of sprinkler and other automatic water suppression systems in high risk premises, particularly schools.

Special Premises Regulations

The Service's new responsibilities for special premises, such as COMAH sites, poses significant challenges. We are working within draft national guidelines to ensure the transfer of responsibilities from the Health and Safety Executive is effective and has minimal impact on the premises affected.

Community Safety

Our main target is to reduce the number of accidental fire-related deaths in the home by 20% averaged over the period 1999 to 2010.



The key way we intend to achieve our target is continuing our programme of delivering over 40,000 home safety assessments (HSAs) per year.

The employment of full and part time advocates has been one of the real successes in giving us the capacity to deliver HSAs and other essential safety work out in our communities. As a result, we have ensured our budget for 2007/08 includes sufficient funds to employ a further seven full-time advocates and to increase the number of hours available for our part time advocates.



Our response to risk



They will play a key role across the whole of Cheshire, Halton and Warrington but particularly in our rural areas, where we face our greatest challenge in delivering the HSA programme. On each of our 10 stations staffed by personnel on the Retained Duty System, we intend to create a pool of community staff. Each station will have approximately four part-time advocates and ten volunteers available to carry out work to reduce risks and improve community safety within their local area. Over time we intend to adopt this approach to whole-time stations as well.

Other action to improve the delivery of our HSA programme includes:

- Targeting where we carry out HSAs more effectively by greater use of the Fire Service's Emergency Cover (FSEC) and the Incident Analyser toolkits. This will allow us to make sure we are focusing on both the residents most at risk from fire and the areas where house fires are most likely to occur.
- Developing and rolling out the "Whatever it Takes" multi-agency project, piloted in the Lache area of Chester, across each of our eight Performance Delivery Group (PDG) areas.



The development of Local Area Agreements means that the voice of the local community will have a greater influence over the services we deliver. To support this we intend to review the location and management of our Community Safety Centres so they are more in line with the current eight Local Authority areas and better aligned to the level of risk in those areas. We also intend to increase the numbers of volunteers working on community risk reduction issues to 200 by March 2008.

Road traffic collisions

Our target is to reduce the number of people killed or seriously injured on Cheshire's roads (excluding motorways) by 44% by 2008.



While in previous years there has been a downward trend in the number of people killed and seriously injured (KSI) on the roads in Cheshire, the rate of decline has slowed. We are working hard to reverse this by:

- Developing and delivering a multi agency safety road show, based on a recent pilot in Halton. This will be delivered in each of the eight Local Authority areas
- Delivering the Drive Survive programme to young people who have been referred to us
- Continuing to work with our partners in the achievement of a reduction in KSI based on the Local Public Service Agreement (LPSA2) and through the Cheshire Safer Roads Partnership.

Using Youth Engagement to open up opportunities in employment for under represented groups



Our cadet units are made up of young people between the ages 13 to 18, with a high proportion of females. We intend to make better use of these units to educate young women and other under represented groups about job opportunities in the Service in both operational and non operational roles.

4 Corporate Plan

Corporate management

Cheshire Fire Authority has continued to fully embrace the drive to modernise the fire and rescue service and provide the necessary balance between emergency response and prevention and protection, underpinned by a sound framework of corporate support and governance.

To ensure everyone who works or engages with the Service recognises the importance of this balanced approach, we have set up our structure accordingly. The organisation comprises the following three functions, each of which is led by a Brigade Manager - Deputy Chief Officer to emphasise their significance:

- Community Risk Reduction (CRR)
- Emergency Response (ER)
- Corporate Services (CS)

In previous sections we have focused on the activities of the ER and CRR functions. This part of the plan looks at both the work of the Corporate Services function and cross-cutting projects which have an impact across the whole organisation.

The Corporate Services function has been transformed over the last few years to make sure it can provide a professional, focused service able to help the organisation meet the challenge of the modernisation agenda.

As well as providing formal legal and monitoring services to the organisation, Corporate Services also includes Human Resources, Finance and Governance, Communications and Consultation, ICT, Property and Asset Management. Each department is headed by professionally qualified staff at the equivalent uniformed role of Area Manager, again highlighting the significance the organisation places on these services.

Corporate Services' key objectives are to:

- Develop a workforce competent and able to realise our vision
- Ensure services meet the needs of all local communities through inclusive consultation and communication
- Ensure value for money and maximise investment in front line services



Comprehensive Performance Assessment (CPA)

The Authority has made significant progress since it achieved a 'Good' rating in its first Comprehensive Performance Assessment (CPA) which was carried out in 2005 by the Audit Commission, the national body which ensures public services deliver value for money.

In that report independent inspectors said the organisation had "strong leadership driving change at every level of the service." It added that Cheshire's strengths included:

- Realistic plans and an innovative approach to delivering services
- Thorough and reliable financial and risk management
- Strong partnership working

We drew up an action plan to address a number of areas for improvement highlighted in the report and believe this progress will be reflected in our second CPA report which is due to be published in April 2007.

This inspection was the biggest ever independent review of the Service and has involved a detailed look at the effectiveness and performance of both frontline services and the organisation's governance, management and leadership.



The first phase of the assessment looked at the following five areas critical to the delivery of frontline services:

- Risk Analysis
- Preventative and Protection Services
- Operational Preparedness
- Call Management and Incident Support
- Emergency Response

The results of this first phase were published in February 2007 and have seen the Authority achieve the highest possible rating - 4 stars, improving strongly.

In awarding Cheshire the top score, the Audit Commission said: "The Service is performing strongly in its prevention and protection work, and uses a wide range of flexible resources to deliver an extensive programme of community safety.

"The Service is also performing strongly in emergency response, and has undertaken a significant amount of research to ensure that safe systems of work are maintained at operational incidents."

The report concluded: "The Service has a clear understanding of its community and is very focused on meeting its needs."

Achievements to date

Equality and recruitment

The Service fully subscribes to the philosophy that "a firefighter is a firefighter" and in 2006 we established a process which has seen 10 staff on our Retained Duty System (RDS) take up duties as whole-time firefighters.

A review of the RDS was carried out during 2006 and we intend to begin implementing some of the findings during 2007/08. The focus of the review has been to ensure the RDS continues to provide an effective service to the community which delivers value for money and offers flexible and accessible employment opportunities.

During 2006 we also carried out our first recruitment to wholtime positions in over three years. To encourage interest from across all of our communities, a series of awareness sessions were held at different venues, dates and times across Cheshire, Halton and Warrington. We also took positive action to promote interest among women by carrying out promotional work with specific clubs and venues.



In addition, we have also been successful in seeing both male and female cadets gain posts in our RDS.

Equality and the community

To ensure we are consistent in the way we approach and engage with our harder to reach communities, we published a new community engagement strategy during 2006/07. We also developed closer links with the Cheshire, Halton and Warrington Racial Equality Council (CHAWREC), using their dedicated focus group for two consultations.

We also reviewed the information we provide for communities and our home safety assessment forms are now provided in different languages, while we sent out cards to promote fire safety during the Eid and Diwali celebrations.



- ensure there is leadership and corporate commitment in delivering and progressing our equality and diversity agenda,
- fully integrate equality and diversity into all aspects of our service delivery,
- involve service users through community consultation, community engagement and scrutiny to effectively influence our decision making processes, and
- ensure that equality and diversity is integrated into all employment and training practices and procedures, and that these are compliant with legislation and best practice.

We consider ourselves to be operating at Level 2 of the Local Government Equality Standard and have renewed our commitment to achieving Level 3 by the end of 2007.

Data Sharing

We believe better sharing of data among public sector organisations is critical to reducing the risks facing some of the most vulnerable people in our communities. We have continued to lobby locally, regionally and nationally for emergency services to be given the necessary powers to allow better, practical data sharing in the future and we are confident of signing our first official protocol with Cheshire Police in 2007. We have also played a leading role in the Cheshire, Halton and Warrington Information Consortium (CHWIC), the public service partnership formed to deliver joined up services for residents across Cheshire, Halton and Warrington areas.



In addition, we established our own fire and rescue service consultation panel - Response - to help us get representative feedback as we develop our services and policies. The Panel has already helped us to review how people access our services and they will also be providing us with annual feedback on our strategic plans and our budget.

During 2006 we also appointed a dedicated Equality and Diversity Officer, a Fire Authority lead Member for this area and published a new Equality and Diversity Strategy. This has four main aims. These are to:

Corporate Plan

Best value review of accommodation

In November, 2006 the Authority accepted a package of proposals arising out of a comprehensive review of all of the organisation's accommodation. Many of these proposals support the organisation's commitment to provide a modern fire and rescue service with staff based, whenever possible, in the communities they serve.



Key parts of the programme include using receipts from the sale of fire stations in Chester and Runcorn to fund a building and refurbishment programme. The proposals will provide:

- a replacement station in Chester city centre
- a community facility in the Blacon area of Chester
- a new community fire station at Runcorn
- new facilities at the Winsford headquarters

In addition, the programme will include the refurbishment of facilities at a number of stations including Ellesmere Port, Widnes, Wilmslow and Birchwood. As the station improvement programme is rolled out further, those premises with commercial kitchens will have them replaced with self service facilities and dormitories converted into rest/training areas. In addition, community facilities will be included where practical.

Integrated Management System (IMS)

We have implemented the first phase of a major new ICT system which is helping to improve the efficiency and effectiveness of our business processes.



Implementation of the second phase of the project will see us introduce online ordering and will be a major step forward in helping us to improve the efficiency and control of our procurement activities.

Business Continuity Planning (Civil Contingencies Act 2004)

In line with our responsibilities under the above Act, we published and tested our new Business Continuity Plan during 2006. Our Plan is critical in ensuring that the Authority can continue to deliver an emergency response service in the event of a major incident affecting our own organisation.

In November 2006 we tested our plan with "Operation Shockwave", which looked at our response in the event of a flu pandemic. Lessons learned from the debrief session following the exercise will be used to refine the plan during 2007/08, when a further tabletop exercise is planned.

In addition, we began discussions with key staff to ensure we would be able to provide frontline services if industrial action has an impact on our own resources. We now believe that in the event of industrial action we would be able to continue to provide an emergency response service to the communities of Cheshire, Halton and Warrington without external support from the military.

Embedding Corporate Governance

The fundamental principles of Corporate Governance are integral to the values of the organisation and crucial to ensure our future success.

To embed corporate governance throughout the organisation's policies, practices and codes of conduct we devised and implemented our own bespoke management development programme involving everyone from Watch to Group Manager (or equivalents).

Specific topics covered during the sessions included:

- Introduction to corporate governance
- The political environment
- Human resources management
- Communications and consultation
- Legal
- Finance
- Risk Management
- Comprehensive Performance Management

Feedback from the sessions was extremely positive, with over 83% of attendees rating the programme as "Excellent" or "Good". In addition, this programme is to be recommended as national best practice by our external auditor.

Further sessions will be carried out during 2007/08 with topics including audit and performance standards, information and project management.

Asset Management

During 2006 the Authority published a new Asset Management Strategy which outlines the organisation's approach to the full life cycle management of land, property, plant and equipment to maximise their advantage in delivering its Corporate Plan / IRMP.

The strategy reflects the Authority's commitment to deliver a modern, flexible and responsive service and sets out a fundamental rethink of the way the Service procures and uses its assets to help deliver this new agenda while achieving value for money.

One of the principles behind the strategy is to develop fire stations more as community facilities, not simply workplaces. In addition, it reflects the need to provide a range of different types of vehicles, plant and equipment to address our wider range of responsibilities and our work in communities with our partners.



The key areas of the strategy cover:

- Research & Development
- Asset Management
- Asset Tracking
- Capital & Revenue
- Procurement

Implementation of the strategy will be a key priority for our new Head of Asset Management during 2007/08 and beyond, while work has already been completed on a revised procurement strategy.

Communications and Technology

Our website and Intranet were both relaunched during 2006 and are already helping to improve communications both within the organisation and with our communities and partners.



Both sites were developed to meet internationally recognised accessibility standards and also allow automatic translation into a number of common languages. In addition, residents and businesses can now register with the website - www.cheshirefire.gov.uk - say which issues they are interested in and then receive email alerts whenever information is added in those areas.

Corporate Plan

The website also features special software which means people with vision problems can have the information read out to them. Further developments in 2007-08 will incorporate the setting up of a system which will allow residents to request information and services by text message.

The Service has also ensured the website integrates directly with the "E-Fire Portal" - a nationally-developed site which is aimed at joining up access to a number of core services provided by fire and rescue authorities.



Actions for 2007/08

Equality and diversity

During 2007/08 we intend to make equality and diversity a key theme for the organisation - both as an employer and as a service provider.

To help us achieve our equality and diversity objectives and to ensure we comply with our legal obligations, we are supporting our overall Equality and Diversity strategy with individual schemes covering the following six areas - Race, Disability, Age, Gender, Faith/Belief and Sexual Orientation.

The first two of these have already been completed and each includes a detailed action plan with performance milestones and we aim to achieve Level 3 in the Local Government Equality Standard by December, 2007.

During 2007/08 we will complete schemes and action plans to cover the four remaining areas of Age, Gender, Faith/Belief and Sexual Orientation.

Over 100 staff have already received training in how to identify what action needs to be taken so that our policies and services do not unfairly discriminate against different sections of the community. During 2007/08 we will carry out a prioritised impact assessment of all our key policies. We will also introduce systems which will allow us to monitor the impact of our personnel policies on all sections of the workforce to ensure they are consistent.



Further training will also be provided on individual aspects of the equality and diversity strategy during 2007/08, including a programme of sessions on stations with crews and managers.

We are continuing to refine our Corporate Induction programme and every session now features a specific section on equality and diversity. A new Corporate DVD will be produced in 2007/08 to ensure consistency during future inductions and Equality and Diversity training sessions.

We are also embedding equality and diversity into our performance planning activities and each one of our Performance Delivery Group Plans in 2007/08 will feature specific local actions.

Training and developing our staff

A fundamental independent review of the Service's in-house training and skills development services was carried out in 2006 and its findings agreed by the Fire Authority in November.



This set out a number of proposals to improve the delivery of in-house training and learning development services and these will be implemented during 2007/08.

The focus of the new training and development strategy is to:

- maintain, update and assess basic skills for all front line staff
- support continuing professional development for all staff
- develop leadership and management skills and capability at all levels of the organisation.

A new management structure has been agreed which involves bringing together staff working in a number of different areas into a new Learning and Development Centre to provide a one-stop shop for the organisation's training and development needs.

The Centre will be led by a training and development professional supported by a uniformed Station Manager responsible for embedding workplace assessment at station level and integrating it with operational training.



During 2007/08 we will also continue to ensure the Service works closely with the national fire and rescue service Integrated Personal Development System, particularly over the use of Assessment Development Centres for recruitment.

National decisions have seen the end of the long service increment payment for uniformed staff and the introduction of a Continuous Professional Development scheme (CPD). The Authority will be implementing this scheme locally through the use of its personal appraisal system and will look to further reward exceptional commitment through additional responsibility payments.

Internal communications

During 2006/07 we embedded a system of forums at Area, Group and Station Manager levels to improve understanding and involvement in the corporate management of the organisation. These forums meet on a regular basis and carry out corporate projects to help the organisation respond to key cross-cutting issues.

Membership of these forums comprises managers from across all areas and departments of the organisation, both uniformed and non-uniformed.

In addition, in December 2006 we held our first joint management conference during which all managers were able to play their part in taking forward the organisation's culture and future strategic thinking.

As part of a programme to embed the organisation's culture and values throughout the organisation, in 2007/08 we will complete and respond to consultation with all of our staff on cultural and employment issues.

Workforce harmonisation

Following on from the major project to convert all of our existing uniform ranks into the new nationally agreed fire and rescue service roles, our ultimate aim is to achieve harmonisation of as much of our workforce as is legally permissible or reasonably practical. During 2007/08 we will identify the necessary resources to commence the first phase of a programme to standardise working terms and conditions.

In addition, we will draw up options to extend access to uniformed managerial vacancies to applicants from outside the Service. Any proposals will be supported by a dedicated training programme to ensure successful candidates become fully competent in all aspects of their role.

Member training

As the complexity of the Fire Authority's responsibilities continues to increase across all of its service areas, it is vital that Members have the necessary knowledge and awareness to enable them to make informed decisions.

A Member-led working group is examining the current and future training needs of councillors and in 2007 / 08 we intend to start a tailored training programme which will meet the quality standards set out by the North West Employers Organisation (NWEO) Charter.

Developing online services

New technology continues to provide significant opportunities to improve the efficiency and the effectiveness of the services we provide both to residents and to our staff.

In 2007/08 we will publish and start to implement a new three-year Information Technology Strategy setting out a vision of how the organisation intends to maximise the use of technology in delivering its corporate objectives.

As a first step we intend to commit funding over the next 12 months to ensure our that our networks and equipment are capable of providing staff at all of our locations with effective access to the online services we provide. We will also use this investment to help deliver the e-learning packages identified in our independent Training Review.



Customer care

We intend to complete a number of projects focussed on improving the way in which the organisation responds to both its internal and external customers:

- We will implement and monitor corporate standards for our response to telephone calls and correspondence from residents, businesses and partners.
- We will use new technology to make it easier for all sections of the community to contact us
- We will develop a project to introduce a 'one-stop shop' for Corporate Services inquiries with flexible opening hours

Procurement strategy

During 2007/08 the Service will be implementing a new Procurement Strategy which will be crucial in ensuring the organisation can maximise its efficiencies for reinvestment in frontline services.

The key themes of the strategy are:

- Customer focus
- Consistent systems
- Choice and convenience
- Consolidated services

Actions planned over the next 12 months include:

- Ensuring the Service uses regional and national procurement processes when appropriate, such as Firebuy
- Maximising the use of new technology such as an online purchasing catalogue, an electronic tender register and barcoding for stores control.

Environmental strategy

As a major employer with premises and staff working across Cheshire, Halton and Warrington, our activities can have a major impact on the local environment.



In 2007/08 we will produce our own Environmental Strategy setting out the actions we will take to demonstrate our commitment to providing a more sustainable community.

The strategy will include targets and milestones to measure our progress and cover areas such as:

- Minimising waste and pollution
- Reducing energy and water consumption
- Limiting the environmental impact of our actions at operational incidents

Regional collaboration

Regional management boards are a fundamental part of the Government's modernisation agenda for the fire and rescue service and Cheshire Fire and Rescue Service continues to play a leading role in the ongoing work of the North West Regional Management Board.

The Authority chairs the Management Board and the Chief Fire Officer leads the key project to establish a regional control centre based in Warrington and serving all five services in the region. We have already identified some of the preparatory work needed to enable us to link in with the new centre and this will continue during the life of this IRMP.

We are also developing a timetable so that we will be able to co-ordinate our integration with the national Firelink radio project which will form the backbone of the control centre project.

The other key work areas include:

- integrating common and specialist services
- effective resilience plans for large scale emergencies
- human resource functions
- training
- procurement

A detailed collaboration log is maintained highlighting progress and planned efficiencies.



Corporate Plan

5 Financial and performance planning

The Authority now looks to plan up to five years ahead, with each of the organisation's three functions having a long term vision of the emerging issues which need to be addressed.

These five year plans are reviewed annually and an updated action plan is produced and prioritised in line with the objectives set out in the Corporate Plan / IRMP. A range of national and local performance targets are used to monitor progress and trends.

Underneath these functional plans sits a hierarchy of more detailed plans down to the individual objectives set and monitored at individual appraisals.

Performance

Strategic monitoring of progress against key targets and objectives is carried out by the Authority's Performance and Overview Committee, while the Performance Management Group ensures progress against local and national performance indicators remains on track.

A dedicated corporate intelligence unit is currently being established which will bring together staff and systems from different areas of the organisation to ensure risk, planning and performance data can be collated, quality assured and distributed more effectively in the future.

Budget management

To help with future planning and to limit the impact of known peaks and troughs of expenditure, the Authority produces a Medium Term Financial Plan (MTFP) which looks up to five years ahead. This provides a strategic overview of the Authority's main areas of spending against the amount of income it is likely to get both in Government grants and from the anticipated Council Tax precept level it sets.

The current MTFP is set out overleaf and makes the following assumptions:

- Annual inflation increases in both salary and non-pay budgets of 2.5%
- Government grant increases of 4.4% and Council Tax precept increase of 1% in 2007-08
- Government grant increases of 2% and Council Tax precept increases of 3% a year up to 2011-12



As a result of some financially prudent decisions in recent years, the Authority is now in a strong financial position. It currently has a General Reserve of £4.16m and a Community Safety Reserve of £1.7m. These reserves allow the Authority to budget with greater confidence and as well as earning interest, they provide a financial cushion against the costs of major emergencies, for example the Buncefield oil storage depot fire.

The precept increase for 2007-08 was 1.5% and was the lowest of all fire authorities in the country. Subject to unexpected external pressures, the Authority will strive to keep increases over the next two years to at or below 3%.

To help achieve this, the Service will again ensure that proposals involving increased spending are funded by efficiencies or savings elsewhere. The package of proposals contained in this IRMP will take a number of years to complete, however, any money from reserves used to "pump prime" the programme will be replaced from savings in future years.

Cheshire Fire and Rescue Service Financial Scenario: 2007/08 to 2011/12

	2007-08	2008-09	2009-10	2010-2011	2011-2012
	£000	£000	£000	£000	£000
<u>Base Budget pre additions and savings</u>	37,650	38,884	39,939	41,001	42,064
Additions:					
Revenue Growth (5 year visions)	1,053	513	525	538	552
Capital Financing Charges	88	89	92	94	96
Inflation	947	946	945	944	945
Allocation of add'l Council Tax (second homes)	25	25	25	25	25
Reinstate Service contingency		125			
Savings:					
Efficiencies and savings	-504	-513	-525	-538	-552
Savings	-250				
Use of Service contingency	-125				
Removal of temporary growth		-130			
<u>Revised Total Budget Requirement</u>	38,884	39,939	41,001	42,064	43,129
Base Funding b\ fwd					
Council Tax	21,881	22,413	23,130	23,870	24,634
RSG\NDR	15,770	16,471	16,800	17,136	17,479
Use of Reserves	0	0	0	0	0
Total Base Funding	37,651	38,884	39,931	41,007	42,113
Add Increases\ (Decreases) in Funding:					
Council Tax (inc surplus and second homes income) (1.5% inc in 2007-08, 3% future years)	532	717	740	764	788
RSG\NDR (assume 2% increase except where known)	701	329	336	343	350
Total Increase in funding	1,233	1,047	1,076	1,107	1,138
<u>Total Available Funding</u>	38,884	39,931	41,007	42,113	43,251
ANNUAL REQ'D (SAVINGS) / GROWTH	0	(9)	6	50	122
% OF REVISED BASE BUDGET	0.00%	-0.02%	0.01%	0.12%	0.28%

Next steps

This plan has been developed and revised following extensive internal and external consultation. In addition, there are a number of proposals programmed where further specific consultation will take place with relevant stakeholders before implementation.

A broad timetable has been developed setting out dates for the implementation of the main projects within the Plan:

TRVs	June 2007
Strategic reserve enhancement	December 2007
Birchwood / Wilmslow new duty systems	April 2008
Aerial / hydraulic platforms	November 2008

A more detailed action plan has also been produced which sets out all of the projects within this plan together with information about responsibilities and milestones. Copies of the action plan are available on our website - www.cheshirefire.gov.uk - or call 01606 868700. All of the authority's corporate documents are available in different formats on request.

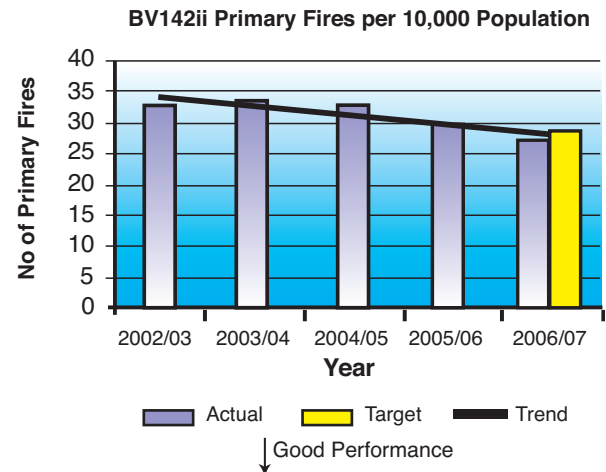
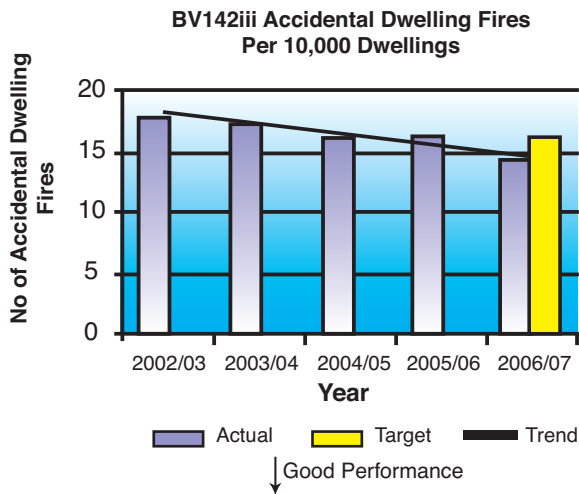
Residents and businesses are urged to visit our website and register so they can receive regular news and information from the Service.

To give your comments on this Plan or any aspect of our consultation service, please email corporatecommunications@cheshirefire.gov.uk or call 01606 868700.

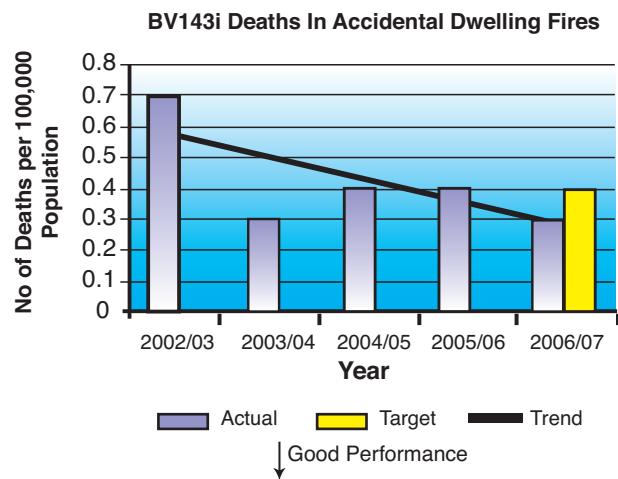
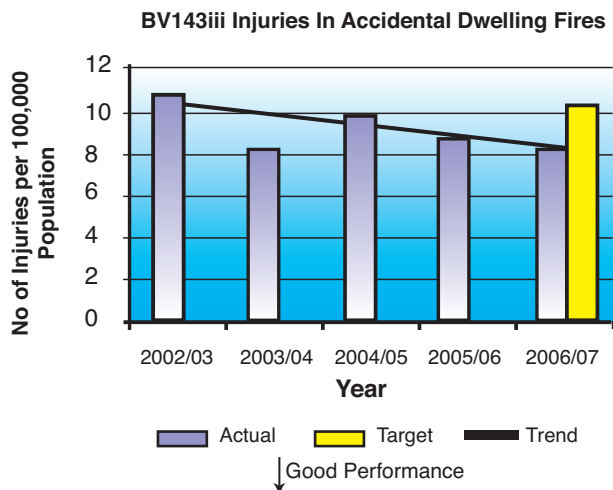


Best Value Performance Plan Summary Document 2006/07

This Plan shows Cheshire Fire Authority's performance against eight key indicators which are used to judge the performance of all Fire Authorities in the country. To comply with our statutory publication timetable, we have had to use unaudited data for 2005/06 and projected figures for 2006/2007. The full Best Value Performance Plan will be produced electronically in June 2007.



Since 2002/03 Cheshire has seen a reduction of 19.7% in the number of Accidental Dwelling Fires. In 2006/07 we attended a total of 603 accidental fires in dwellings - equivalent to 14.2 per 10,000 dwellings. We have reviewed our Home Safety policy against our Home Safety Assessment (HSA) standards (Outlined in the IRMP 2006/7). We have put in place the finances and staff needed to ensure we can achieve our standards and our objective of offering a HSA to every household in Cheshire over the next five years. We have completed over 40,000 HSAs this year and have adopted a mixed economy approach by using the resources of our partners alongside our own. We aim to continue with this HSA target for the next four years to maintain this downward trend in both accidental and primary fires.

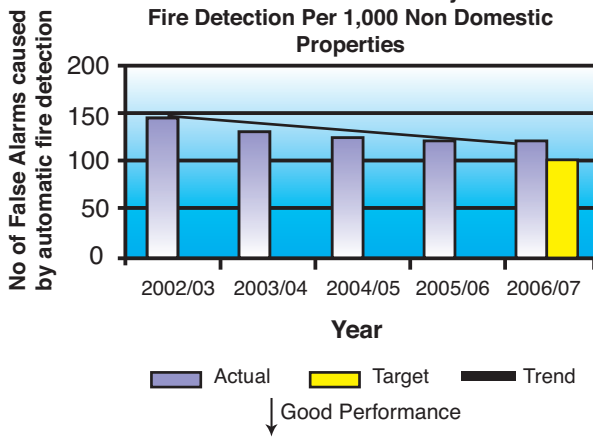


Since 2002/03 there has been a reduction in injuries in accidental dwelling fires by 23%. This equates to a reduction from 10.56 per 100,000 population to 8.13. Targeted prevention and protection will reduce these numbers further in future years.

In 2006/07 there were 3 'preventable' fire deaths arising from accidental fires in dwellings, a decrease of 1 on the previous year. The overall trend continues to be downwards and since 2000/01 Cheshire has seen a 50% reduction. We continue to work towards our vision of "zero preventable fire deaths" through our community safety agenda.

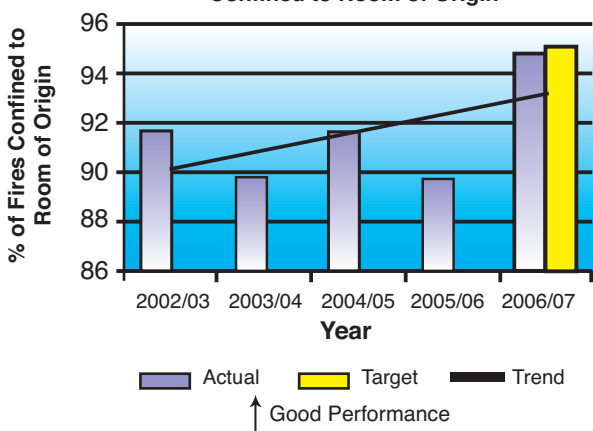
Targeted prevention and protection activities will reduce these numbers further in future years. We are on target to meet our key Public Service Agreement 3 target which is to reduce by 2010 the number of deaths in accidental dwelling fires by 20%.

BV149i False Alarms Caused by Automatic Fire Detection Per 1,000 Non Domestic Properties



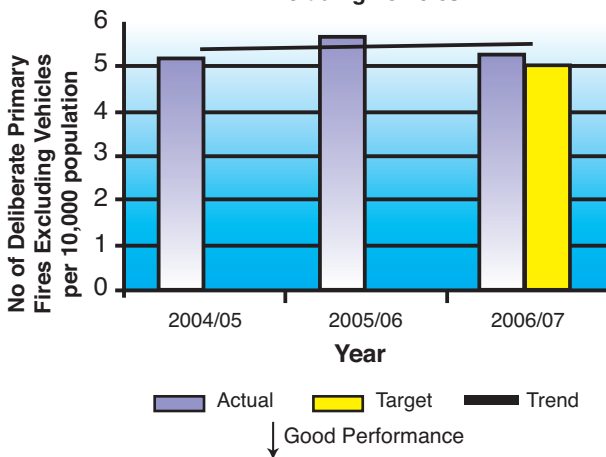
BV149i was introduced in April 2005 but for comparison purposes unaudited historic data has been produced based on the parameters of the current data. Since 2002/03 there has been a 20% reduction in this type of false alarm due to the introduction of a policy which involves a staged approach to dealing with re-occurring instances of false alarms. False alarms continue to account for a significant amount of our workload, however, further policies will be implemented in 2007/08 to drive this down further.

BV 144% of Accidental Dwelling Fires Confined to Room of Origin

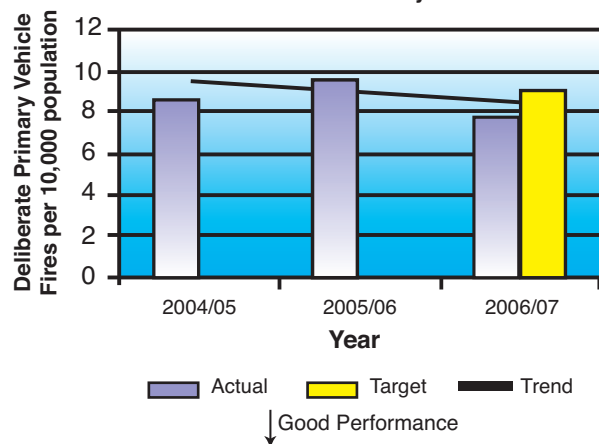


Stopping fires from spreading is a key way or reducing fire injuries and damage in homes and businesses. Since 2002/03 the number of fires confined to the room of origin has improved from 91.6% to 94.9%. The 2006/07 figure is marginally below the target of 95% but with continuing efforts to ensure prompt detection and rapid response, we aim to exceed this target. However, factors such as weather, traffic and the time taken to make an emergency call mean that achieving this target can sometimes be outside the control of the Service.

BV206i Deliberate Primary Fires Excluding Vehicles



BV206ii Deliberate Primary Vehicle Fires



The data for BV206i and BV206ii has only been collected in this format since 2004/05. The target for BV206i for 2006/07 was 5.12 per 10,000 population and the actual number for 2006/07 is just over target at 5.3. However, there has been a 7% decrease in the number of incidents from last year. BV206ii is showing a 9% decrease from 2004/05 and has performed well against the 2006/07 target. Cheshire Fire and Rescue Service is on target to meet the Public Sector Agreement of reducing the number of deliberate fires by 10% by 2010.

Glossary of terms and abbreviations

ASBO - anti-social behaviour orders

ASC - anti-social behaviour contracts

ATF - Arson Task Forces

Business Continuity Plan - sets out what the Service needs to do so it can continue in the event of a major emergency

CAST - Critical Attendance Standards, developed by the Fire Brigades Union (FBU) to highlight the resources needed to tackle incidents safely

CCA - Civil Contingencies Act 2004

CFOA - Chief Fire Officers Association

CHAWREC - Cheshire, Halton and Warrington Racial Equality Council

CPT - Community Profiling and Targeting model to help target resources to at risk areas

CRR - Community Risk Reduction, the Service's function with the key role of reducing community risk

CSOs - Community Safety Officers

CPA - Comprehensive Performance Assessment

COMAH - Control of Major Accident Hazard sites

CS - Corporate Services, the function which manages the organisation's support services

CWHIC - Cheshire, Warrington and Halton Information Consortium

DCLG - The Department for Communities Local Government

E-Fire Portal - a national project to provide online access to certain core services provided by fire and rescue authorities

ER - Emergency Response, the function which manages the Service's frontline emergency response staff and appliances

Firelink - the new national radio project to support the regional control centre programme

FSEC - the Fire Service Emergency Cover toolkit, specialist software to help assess risk and the best use of resources

Flashover - the term used to describe the phenomenon of the contents of a room simultaneously bursting in to flame

Get Up and Get Out - one of the Service's programmes which works with disaffected young people

HATOs - Highways Agency Transport Officers

HSAs - Home Safety Assessments

HSE - Health and Safety Executive

IDeA - Improvement and Development Agency

IFE - Institution of Fire Engineers

IMS - Integrated Management System, computer system to co-ordinate financial and other support information

IPDS - Integrated Personal Development Scheme

IRMP - Integrated Risk Management Plan

IRUs - Incident Response Units

Kooldown - one of the Service's programmes which works with disaffected young people

LAA - Local Area Agreements, new initiative to join up, measure and monitor the delivery of local services

LPSAs - Local Public Service Agreements, pacts between local and central government which guarantee extra funds provided key targets are met

LSPs - Local Strategic Partnerships, bodies responsible for bringing together public, private, voluntary and community groups to join up and improve local services

NFPA - National Fire Protection Association

NWDA - North West Development Agency

NWRA - North West Regional Assembly

Outreach fire station - mobile units used by the Service which can be set up in the heart of a local community to help deliver safety projects

PDGs - Performance Delivery Groups, used by the Service to monitor performance at local level

PEIST - an analysis of Political, Economic, International, Social and Technological issues facing an organisation

PISM - Post incident scene management, project to ensure lessons learned from fires and other emergencies are used to reduce risk in the future

RCC - Regional Control Centre, the national project for nine regional fire control centres

Regulatory Reform (Fire Safety Order) 2005 - new Order brought together 100 separate pieces of safety legislation into one, with the emphasis on risk assessment

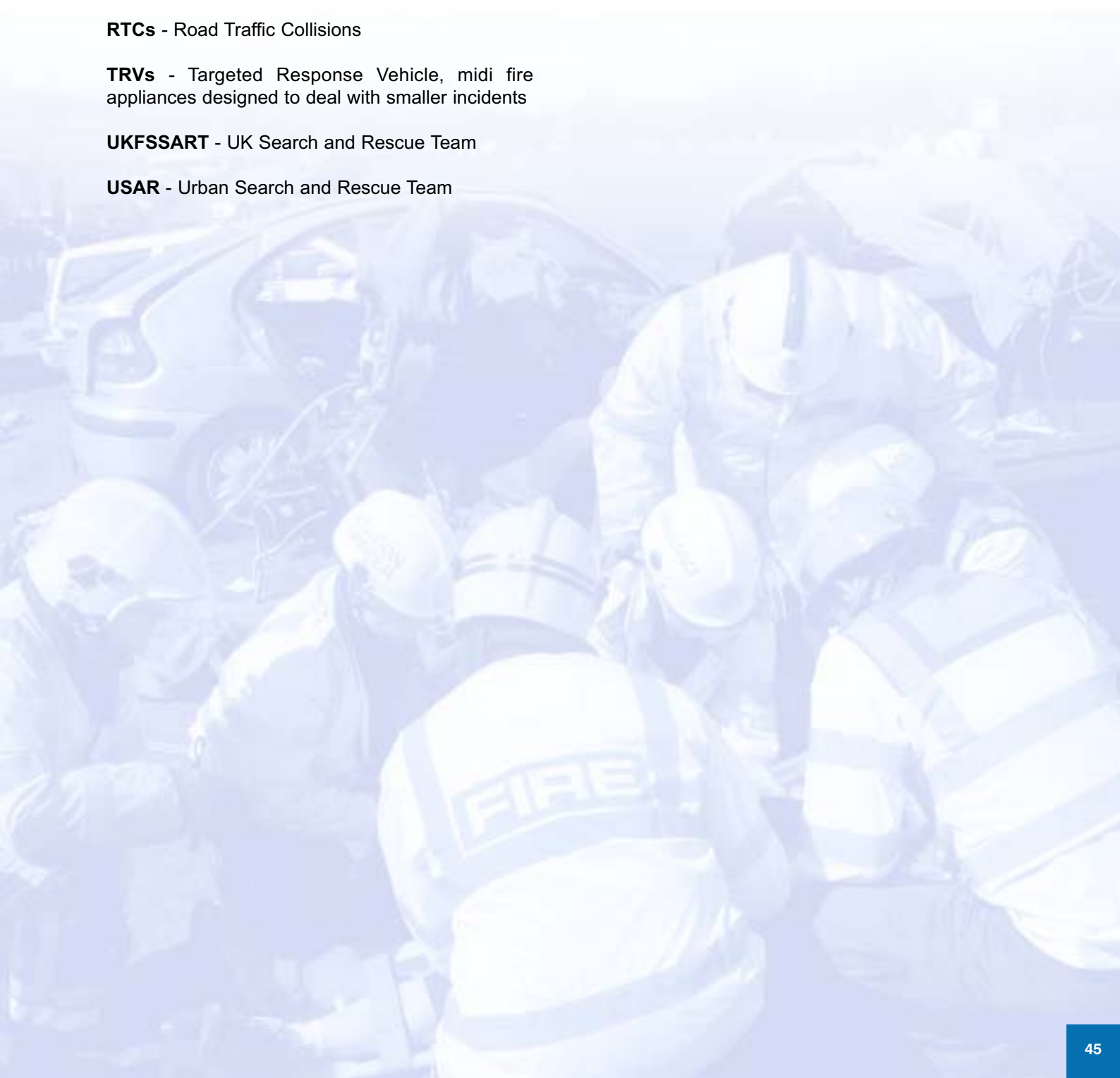
RMB - Regional Management Board - The National Framework requires all Fire Authorities to establish RMBs to assist collaboration and to deliver regional priorities.

RTCs - Road Traffic Collisions

TRVs - Targeted Response Vehicle, midi fire appliances designed to deal with smaller incidents

UKFSSART - UK Search and Rescue Team

USAR - Urban Search and Rescue Team



A S A F E R C H E S H I R E
THE RIGHT PEOPLE IN THE RIGHT PLACE AT THE RIGHT TIME
WITH THE RIGHT EQUIPMENT AND THE RIGHT SKILLS
ACHIEVING THE RIGHT OUTCOME

এই প্রকাশনার কপি বিভিন্ন ভাষায় ও ধরনে পাওয়ার ব্যবস্থা করা যেতে পারে।

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