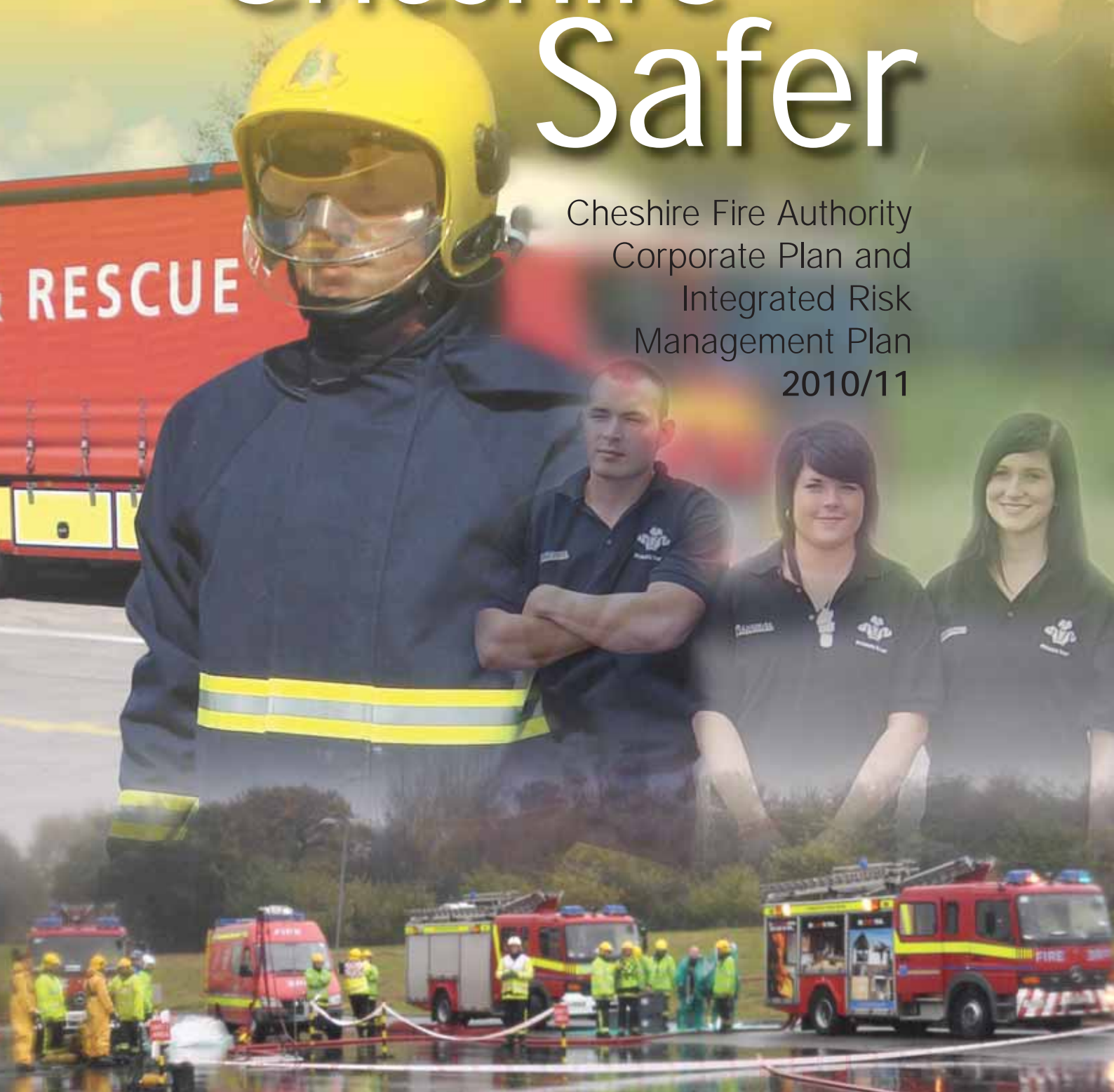
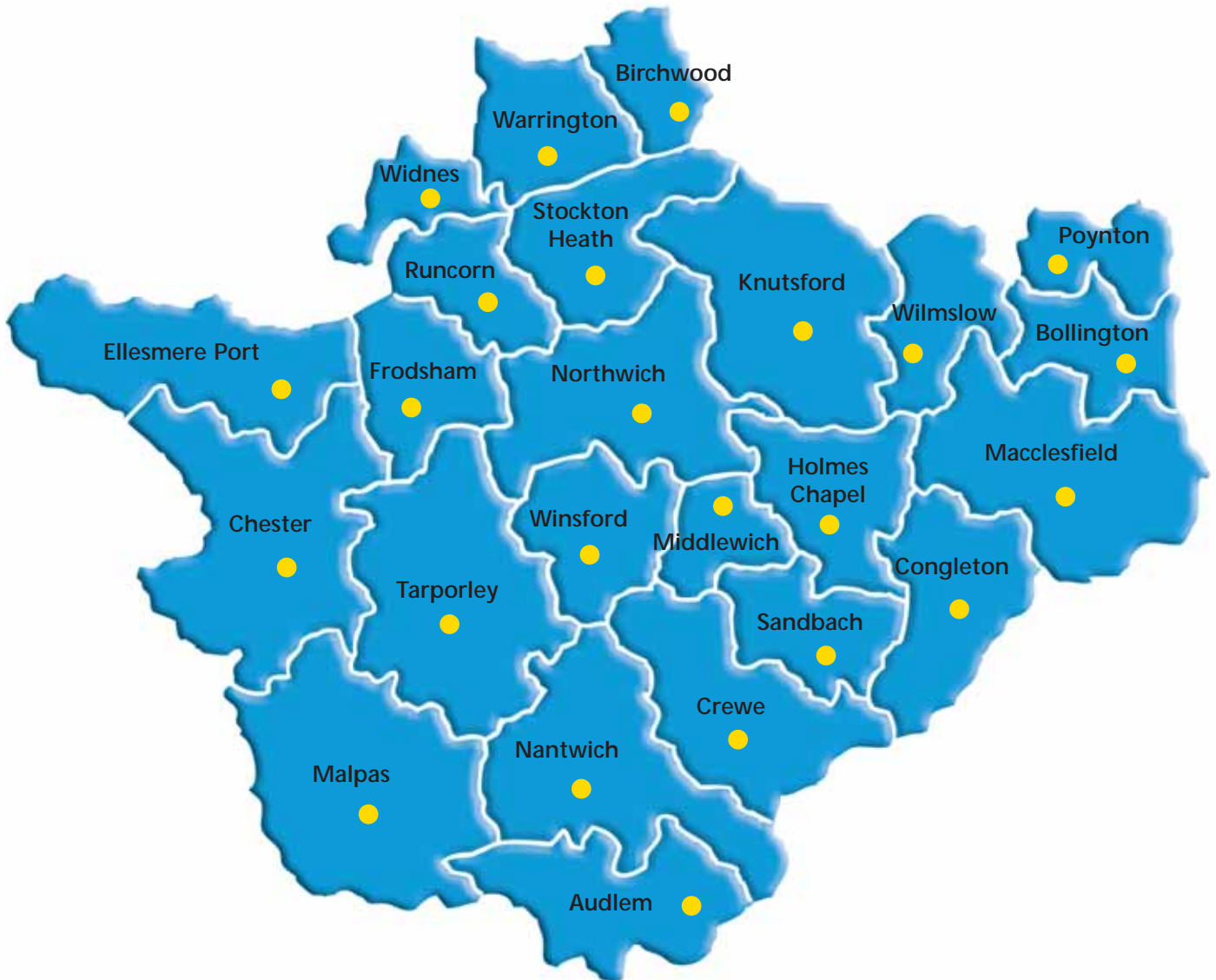


# Making Cheshire Safer

Cheshire Fire Authority  
Corporate Plan and  
Integrated Risk  
Management Plan  
2010/11



## Location of the Service's community fire stations



## Foreword

---



Paul Hancock  
Chief Fire Officer



David Topping  
Fire Authority Chair

**C**heshire Fire and Rescue Service continues to make significant progress in protecting local communities, with major reductions in the numbers of house fires and injuries.

These improvements have been achieved despite the organisation going through a period of major change in 2009. This included the appointment of both a new Chief Fire Officer and a new Chair of Cheshire Fire Authority. The Fire Authority is the body responsible for delivering an effective fire and rescue service on behalf of the communities of Cheshire East, Cheshire West and Chester, Halton and Warrington.

In addition, the Service has had to start preparing for the inevitable budget restrictions it will face in the wake of the global financial crisis.

This Integrated Risk Management Plan (IRMP) / Corporate Plan 2010/11 sets out how the Fire Authority aims to respond to the changing risks facing local communities during a time of major pressure on its funding. While that inevitably involves proposals to make the most effective use of the Service's own resources, it also requires even further development of the organisation's already extensive joint working with partners.

This plan is the seventh annual IRMP to be produced by the Authority and it is intended to provide a firm base on which the Service can then develop a longer term strategy for facing up to the severe challenges on resources over the next few years.

Many of the proposals within this Plan are part of an ongoing programme of improvement and efficiency which was outlined in previous IRMPs and developed following extensive consultation with residents, businesses, partners and staff.

## Contents

<b>1</b>	Introduction	Our vision, aims, objectives, values and targets	<b>1</b>
<b>2</b>	Assessing the risks	National, regional and local issues Our role in responding to regional and national risks A review of our approach to risk analysis Our approach to local risk assessment and prevention	<b>5</b>
<b>3</b>	Our response to risk	Protecting our communities Protecting businesses and their staff Responding to emergencies Supporting the regional and national response	<b>11</b>
<b>4</b>	Corporate Plan	Tackling the corporate challenges to the Authority	<b>23</b>
<b>5</b>	Finance and performance	The budget for 2010/11 Medium Term Financial Plan Corporate Performance figure Unitary Performance Profiles	<b>27</b>
<b>6</b>	Glossary of terms		<b>37</b>



## 1

# Introduction

Our vision of 'no preventable deaths' is clearly understood by everyone connected with our Service.

**M**aking progress towards a safer Cheshire requires the commitment and dedication of Fire Authority members, firefighters, managers, support service staff, volunteers and partners.

That is why this single publication includes details of both the organisation's statutory annual Integrated Risk Management Plan (IRMP) together with information on the full range of resources needed from across the organisation to support its delivery.

The document includes:

- The Service's key aims and objectives
- An assessment of the local, regional and national challenges facing the organisation
- The Service's approach to local risk analysis and assessment
- Proposals to develop the organisation and to respond to the risks and issues facing local communities
- Headline objectives and targets for 2010/11
- Details of the Service's latest performance and financial figures.

## Aiming for excellence

To make sure we are progressing towards our target of making Cheshire safer, we continually monitor our performance in key areas such as the numbers of fires we attend, fire-related injuries and deaths and the level of arson.

Over the last three years the Service has seen:

- a 38% reduction in the number of primary fires - ones which involve casualties, rescue or escape, property, or where five or more fire engines were needed
- a 77% cut in fire-related injuries
- a 49% reduction in the number of deliberate primary and a 40% fall in deliberate small fires (rubbish, grass etc).

In addition, fire-related deaths are down from seven in 2005/06 to six in 2008/09, although the small numbers of incidents mean it is difficult to make significant reductions.

The same three-year period has seen a major expansion of the Service's Home Safety Assessment (HSA) programme which involves giving householders free safety advice and fitting free smoke alarms. To date we have completed over 243,000 HSAs, and achieved its target of 60,000 for 2009/10.

The numbers are among the highest of any fire and rescue service in the country and as well as improving fire safety, staff are also using the visits to signpost older and more vulnerable residents to other help and support.

This project, run in conjunction with Age Concern and other key partners, has already resulted in around £6 million of additional benefits being awarded to residents across the area. The project's success has seen the organisation win a partnership award at the national Fire and Rescue Service Equality and Diversity Awards, while the innovative use of data sharing and technology has also seen it win a category in the prestigious national E-Government Awards 2009.

Work with partners has also seen major falls in the number of people killed and seriously injured on Cheshire's roads. Figures for 2009 show a 31% cut in fatalities and 16% reduction in serious injuries.

## Improving performance

To ensure that communities across Cheshire continue to receive the most effective fire and rescue service, it is essential that the organisation's performance is compared with others.

While the Service does comparisons of its own as part of its day to day management of performance, it is also inspected and scrutinised by the Audit Commission, the national body which ensures public services deliver value for money.

These inspections, part of a programme called Comprehensive Area Assessment (CAA), include:

- an assessment on the quality of frontline services
- checks on 'value for money'
- a review to see if the organisation's performance is 'travelling in the right direction'.

The Commission has previously identified Cheshire as one of the top performing fire and rescue services in the country and its latest report classes the Service as "performing well."

The other part of CAA focuses on how well all public services in a specific area work together in tackling key issues which affect local communities, such as crime and the number of deliberate fires. Staff in the Service have supported each of the four local area assessments, with several of the Service's partnership projects to involve young people and tackle anti-social behaviour identified as good practice.

## Our vision

As Cheshire Fire and Rescue Service continues to adapt and improve its response to the changing risks facing local communities, it is vital that everyone involved has a clear and constant vision of what the organisation is trying to achieve.

We have therefore set out three key aims and seven organisational objectives to demonstrate how our overall vision and mission can be delivered by staff working throughout the Service. Values are also important during times of major change, to underpin the decisions people make, the priorities they choose and to influence the behaviours and attitudes they adopt. These are set out in detail on the next page.

The Authority continues to support the principles behind the national Core Values for the Fire and Rescue Service. These cover the four areas of valuing:

- Service to the community
- People
- Diversity in the Service and the community
- Improvement at all levels of the Service.

During 2010/11 it will be involving staff in refining these further and developing the Service's own set of supporting attitudes and behaviours.

The organisation's headline objectives and values are well understood and supported by employees with the 2009 staff attitude survey showing that:

- 94% understand their roles and responsibilities within the service - compared to 90% in 2007
- 90% can explain how their job contributes to the Service's aim and objectives (81%)
- 73% believe the vision, values and objectives are set out and communicated clearly (62%)
- 68% share the vision, values and objectives of the organisation.

Our vision sets out 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.



### 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 create safer communities, to rescue people and protect economic, environmental and community interests.

Our three key aims are to:

Respond effectively to emergency incidents

Improve community safety by risk reduction

Deliver efficient and effective services underpinned by a robust governance framework

Our seven organisational objectives are:

Identify the risks facing local communities and ensure plans and resources are in place to respond

Provide a flexible, efficient and resilient response to emergency incidents

Prevent dangerous anti-social and careless behaviour

Protect life, property and other interests through detailed risk analysis and assessment

Develop a workforce competent and able to realise our vision

Use inclusive consultation and communication to involve local communities in developing services which meet their needs

Ensure value for money and maximise investment in front line services



## 2

# Assessing risks



In this key section we set out how the Authority plans and manages its resources so that it can provide an effective and efficient fire and rescue service to address the risks facing its local communities.

The section includes:

- A step by step guide to our approach in identifying local and national risks
- An overview of the suite of standards for responding to incidents
- An overview of the key national, regional and local influences and pressures, which have an impact on the Authority's resources
- An outline of the role we have to play in responding to major risks with regional and national implications, such as the threat of climate change and terrorism.

## Identifying key risks – horizon and intelligence scanning

The Fire Authority's responsibilities are clear – to ensure there is an efficient and effective fire and rescue service to protect the communities of Cheshire. However, there are a range of regional, national and international factors which can affect the Authority's ability to deliver that local service.

In planning ahead, the Service uses a number of tools to actively monitor and assess the potential impact and influence of key issues and their likely impact on resources. These methods include the production of a strategic intelligence review, which maps the changing risk profile of the Service and drives the development of new policies and the positioning of resources.

This bi-annual report is fed by a wide number of internal and external data sources coming from a range of intelligence tools and networks. Similarly, a sophisticated and comprehensive analysis of the external political, economic, social, technological, legislative and environmental (PESTLE) drivers is used to map the external challenges. These intelligence gathering and risk identification processes effectively capture a comprehensive and evolving risk profile, using statistical evidence and other relevant information, to produce a risk profile which underpins our planning. A copy of the full PESTLE analysis is available on our website – [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk)

## A revised approach to risk mapping

Legislation in 2003 removed the national standards of fire cover previously laid down by the Government. Instead, it required every Fire Authority to produce an annual plan setting out how they had analysed the risks in their area and the standards, policies and resources they would use to protect local communities. The resulting publications are known as Integrated Risk Management Plans (IRMPs).

However, while the focus of an IRMP is on addressing local risks to life, there are still requirements on each authority to:

- help achieve national targets for reducing fire deaths and deliberate fires and to reduce the commercial, economic and social impact of fires and other emergencies
- safeguard the environment and heritage
- provide value for money
- contribute to major emergencies which cut across local boundaries, such as flooding and terrorist incidents
- support the work of local resilience forums - bodies set up under the Civil Contingencies Act 2004 to co-ordinate the plans and activities of all 'Category One' emergency response services and 'Category Two' public authorities. (We are a 'Category One' responder).

With the launch of its first IRMP in 2003, the Authority introduced a suite of local 'Cheshire' response standards, setting out how the Service would respond to incidents across the sub-region. As outlined in the last Plan (IRMP6), over the last two years the Authority has set out to reform, restructure and review this suite of Standards.

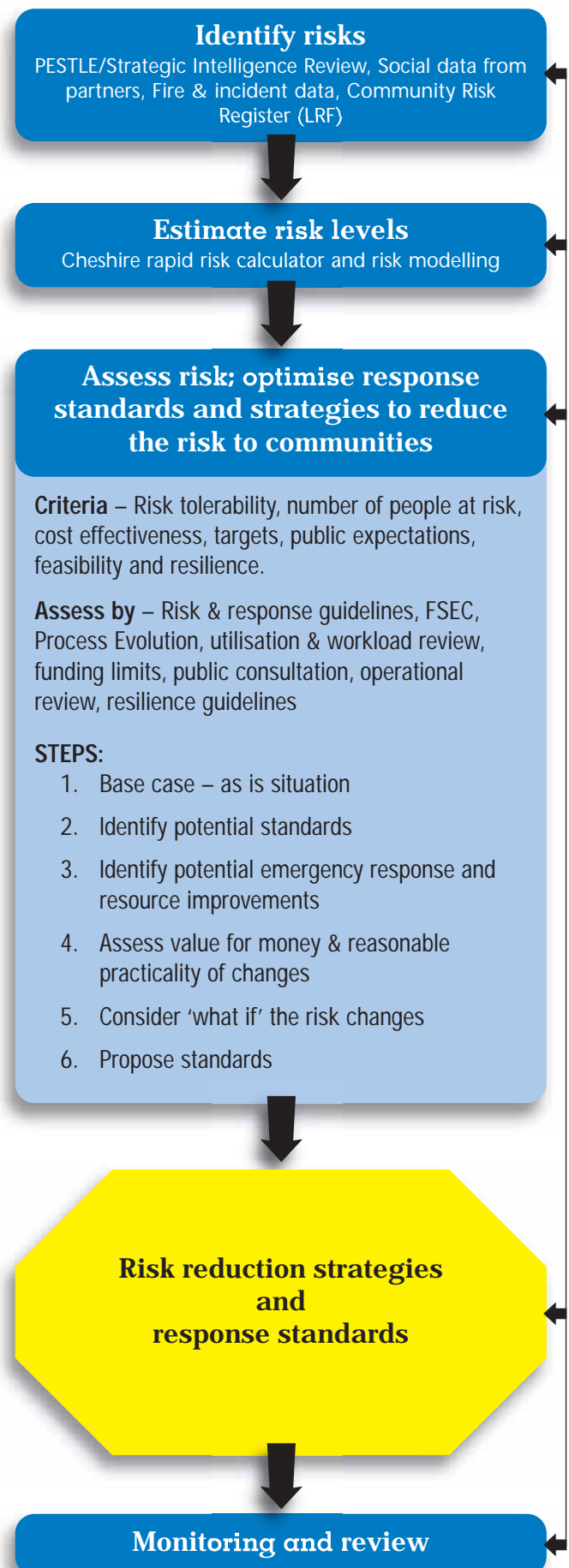
This work was undertaken by engaging the architect of the national Fire Service Emergency Cover (FSEC) Model, which already forms the basis of risk modelling in Cheshire, to undertake a review and devise a new methodology for local standards. This was based on a comprehensive assessment of local risk and a number of other modelling tools. Following IRMP consultation in 2009/10 these have now been adopted and are as follows:

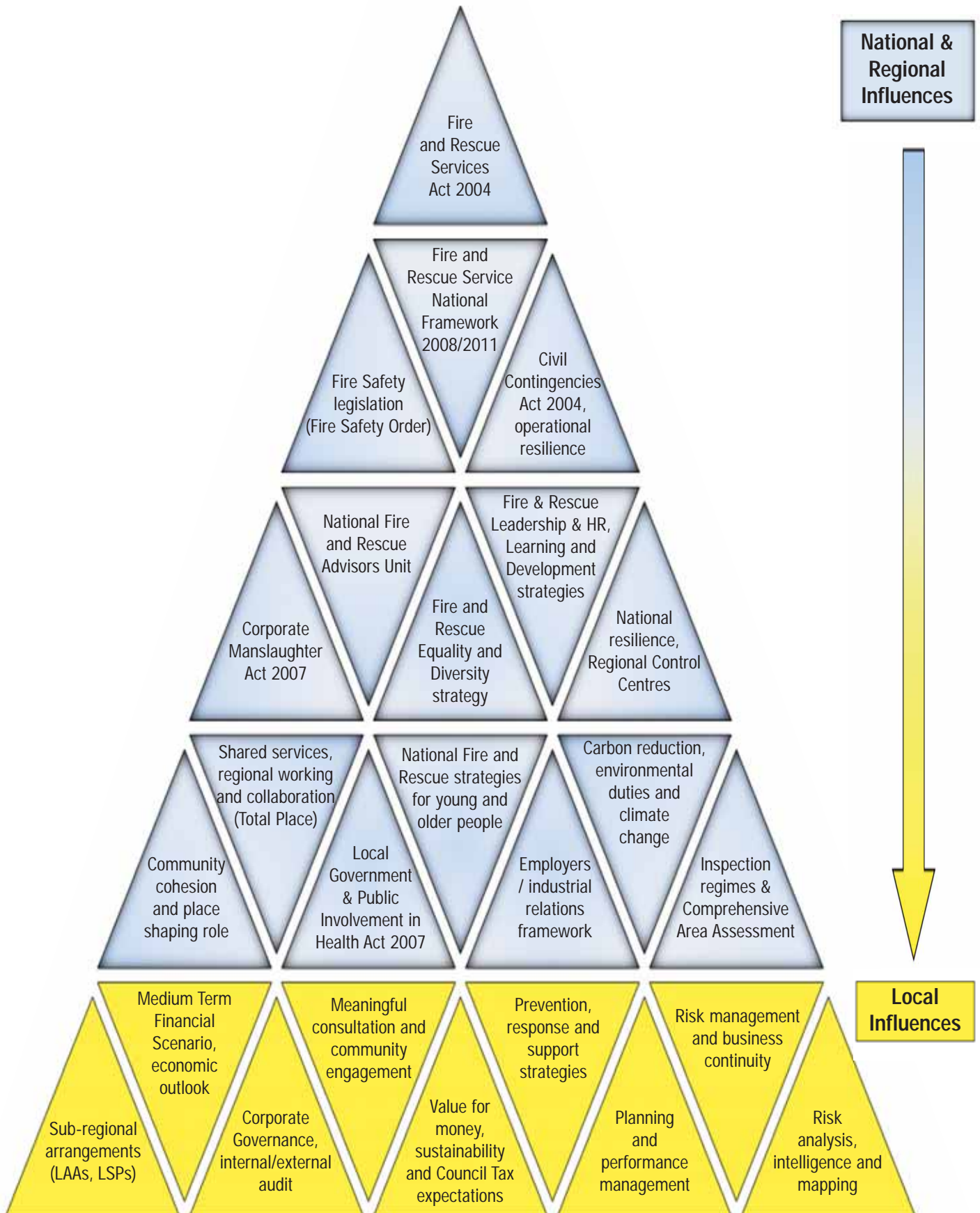
Risk Level	Response time
Very high	0 to 5 minutes
High	6 to 10 minutes
Medium	11 to 15 minutes
Low	16 to 20 minutes
Very low	within 21 minutes

The Service has also adopted a standard of a maximum 11 minute response to Road Traffic Collisions (RTCs), while a further standard sees the Service aiming to ensure 25 appliances are mobilised within an hour of us declaring a major incident. Our target is to achieve all our standards on 92% of all occasions.

The Service approach to assessing risk is set out in the graphic alongside and includes:

1. Identifying the principal risks to life, property and the environment which require an emergency response. These risks include:
  - Fires in the home.
  - Fires in other buildings such as businesses, hospitals, schools etc.
  - Life threatening incidents in the community, including incidents on transport networks, such as road and rail; and other incidents.
  - Major fires, floods, chemical risks and other incidents where the Fire and Rescue Service has a Category 1 Responder role within the Civil Contingencies Act 2004.
2. Assessing the various risks according to the level of risk they pose, so that proportionate response standards and strategies to reduce the risk to local communities are developed.
3. Ensuring that resource levels are assessed to deliver effective value for money, which is balanced against the risk to public safety.
4. Ensuring that response capabilities and operational demands take into account risks to firefighters, the environment and wider society. This ensures emergency incidents are responded to safely and effectively.
5. As far as reasonably practicable, projecting future trends and incorporating them into the risk assessment process.
6. Monitoring and reviewing outcomes and standards to ensure that they remain fit for purpose.







The result of that work now satisfies all of the requirements of the National Framework for the Fire and Rescue Service 2008/11 and embodies national best-practice guidance. Our strategy has already been identified regionally as good practice, and further collaboration is underway to share and apply the methodology elsewhere in the North West.

### National and regional issues

The next few years will see the Authority operating against the most challenging backdrop for a generation. The major downturn in the economy and the subsequent impact on public finances presents a huge challenge to all public authorities. In the short term at least, the impact of the recession will involve reduced government funding, a reduction in interest income, the increased risk of contractor failures, increasing bad debts and a reduction in capital receipts.

A continuing economic slowdown could see a more prolonged social impact such as more fires in empty industrial premises, an increase in arson and pressure to limit council tax increases, cut costs and restrict pay rises. The economic impact is also a key driver in forcing all public authorities to be innovative in their delivery and to explore the potential for shared services and collaboration across regional (North West) and local (Cheshire) boundaries

Continuing concerns about the threat of terrorism and the impact of climate change are also among the main external factors which will have a direct effect on the Authority's resources and planning.

The challenges and expectations around Equalities and Diversity remain a very high priority for the Service through the National Equality and Diversity Strategy and the achievement of national recruitment targets.

New facilities and equipment to meet the expanded rescue role of the Service,

particularly those relating to flooding, severe weather conditions and water rescue continues to be a key issue. Now that there is no military back-up available, the Authority also has to make contingency plans to ensure it can still deliver a fire and rescue service when affected by external events such as flu pandemics or industrial action.

The graphic on the previous page sets out these and some of the other pieces of the external Pyramid, which have to be pieced together to ensure effective future planning and use of Service resources.

### Influencing regional and national strategy

The Fire Authority is at the forefront of the debate around how Fire and Rescue Services should plan for and respond to regional and national risks. The Service is actively engaged with Government and other partners, at the national, regional and local levels, to ensure there are structures in place to address and mitigate these risks.

The Fire Authority is involved in a number of projects that are being developed as part of the Government's National Framework, such as:

- New Dimension
- Integrated Personal Development System (IPDS)
- Integrated Risk Management Planning (IRMP)
- Regional Control Centres (RCC).

The Fire and Rescue Service is working to ensure that these projects are sustainable, address key issues, maintain accountability and deliver value for money.

Our leading role in organisations such as the Local Resilience Forum has led to the creation and maintenance of a Community Risk Register, which highlights, identifies and assesses potential hazards, and puts in place plans to reduce and respond to these risks.



Similarly, our work on the North West Fire and Rescue Regional Management Board ensures co-ordination and capacity building across the regional fire and rescue services in a number of areas.

As a result it can be said that the Service is well positioned to take on an increasingly central role in many national programmes for safety, national resilience and civil protection, including a leading role in flood management, as outlined in the findings from the Pitt Review into the 2007 floods and the subsequent proposed legislation.

### Local influences

Local Government Reorganisation (LGR) within Cheshire remains a fundamental local issue facing the Service, with a number of council structures and partnerships still needing time to 'bed-in' following the creation of Cheshire East and Cheshire West and Chester in April 2009.

Over the course of the last year, the Fire Authority has restructured its local working arrangements to reflect the fact that it now manages a fire and rescue service on behalf of the four unitary councils of Cheshire East, Cheshire West and Chester, Halton and Warrington. This is an area likely to require considerable resources and flexibility from the Service over the next 12 to 18 months.

The Fire Authority has also played a key role over the last year in helping to establish new structures for the key public services across its area to work together and achieve common goals and objectives. The Cheshire Public Leaders Board and Management Committee bring together the four unitary councils, as well as the Police and Fire Authorities, with other partners, to address cross border issues, build capacity across boundaries and provide a strong voice for the Cheshire sub-region. These groups will be key to delivering a more seamless public service in the challenging economic times ahead.

While the Authority already has an excellent track record on partnership working, there will be an ongoing need to dedicate resources in support of the four Local Area Agreements (LAAs) in its area. These involve all public agencies in the local authority area agreeing with the Government a set of challenging targets to improve the issues which are of most concern to the local community.

Our work with partners also helps in ensuring we have access to the latest intelligence networks, which give access to information about changes in population and other data sets. Monitoring trends such as the significant rise over the next few years in the numbers of people aged 65 or over across Cheshire helps us plan the resources we need more accurately.

Sharing data and intelligence with partners is going to be a significant issue for the Service in the next few years. Equally important will be the need for the organisation to become more sophisticated in its profiling of local communities. This will help frontline staff identify key vulnerable groups and take action to limit the risks they face, ensuring the Authority's resources are used where they can have most impact.

## 3

# Responding to risk



Having analysed and assessed the changing risks facing local communities, this section sets out how the Service proposes to respond.

In particular, it focuses on how the organisation intends to make best use of its resources to:

- Prevent fires and emergencies from happening in the first place
- Protect people and property from fires
- Respond promptly and flexibly when emergencies occur.

To support this, the Fire Authority has taken the opportunity to streamline and simplify the management structure. New Chief Fire Officer Paul Hancock is now supported by a Deputy Chief Fire Officer (DCFO) with responsibility for service delivery and an Assistant Chief Fire Officer (ACFO) in charge of service support.

Service delivery covers all areas of the organisation which work directly with local residents and businesses including:

- Frontline firefighters and appliances
- Community safety advocates, fire cadets, youth teams and volunteers
- Business liaison, fire protection and fire investigation teams
- Public communication, safety campaign and consultation staff.

Service support includes areas such as:

- ICT
- Property and vehicle maintenance
- Policy development
- Operational training.

To help the Service plan for the extremely difficult financial challenges it faces over the next few years, the Authority has also established new roles of Director of Finance and Corporate Planning and Director of People and Organisational Development. Both report directly to the Chief Fire Officer.

## Protecting local communities

Our Home Safety Assessment (HSA) programme involves us giving householders vital safety advice and fitting free smoke alarms. Our innovative approach of using firefighters, community safety advocates, volunteers and partners to deliver HSAs has won national awards and recognition. More importantly it has meant that over 243,000 HSAs have been delivered to date. That's over half of all households in Cheshire and has coincided with major reductions in the numbers of domestic fires and injuries.

Because of these significant improvements in public safety, we have been keen to drive the programme forward as quickly as possible and have set challenging targets of carrying out 60,000s HSAs a year. To ensure these are carried out in areas and with residents most at risk, we have used increasingly sophisticated



ways of identifying and targeting vulnerable groups and individuals.

Over the next few years we aim to develop this expertise even further to help us reach those who are most hard to reach such as those involved in substance abuse, isolated older people and those with mental health issues.

Our approach will include:

- more use of joint safety advocates – such as the D/deaf advocate currently employed with the support of the Deaf Support Network
- increased data sharing with partners in all four unitary council areas
- involving operational crews more to support individuals at high risk such as domestic violence referrals and hate crimes
- using the Service's website to deliver 'HSA direct' for low to medium risk households. These will be in addition to the 60,000 target.

As well as refining its own HSA programme, the Service also intends to increase its partnership arrangements with housing associations and other Registered Social Landlords (RSLs) to make tenants safer in their homes. This will include setting up a joint Home Safety Forum to:

- further reduce the numbers of deaths, injuries and fires in homes
- support the Service's HSA programme
- explore different options to pay for and fit smoke alarms and other fire safety products such as sprinklers or fire-proof



letter box covers so staff and funds can then go to support other risk critical work.

As part of the project, the Service will train staff from RSLs and other partner agencies on carrying out HSAs and also ensure their work meets recognised quality standards. In addition we will encourage RSLs to provide portable sprinkler systems in the homes of tenants at high risk of injury from fire.

## Road Safety

The Service's prevention work has traditionally focused on the key area of reducing fire deaths and injuries and the number of accidental house fires. The success of the HSA programme, the employment of dedicated community safety advocates and the use of high-profile safety campaigns have been a major success and reduced the risks in this area significantly.

At the same time, the Service has been working with partners and organisations such as the Cheshire Safer Roads Partnership (CSRP) to improve driver behaviour and reduce the numbers of Road Traffic Collisions (RTCs) it has to attend. While there have been some major successes in reducing the number of deaths and injuries on Cheshire's road, firefighters still

rescue many more people from vehicles than they do from fires.

As a result, therefore, over the next 12 months we will:

- review our approach and the balance of resources used for road safety and community fire safety
- review the structure of our road safety team and the impact of reduced national funding in the future
- investigate future use of the Service's fire bike in areas such as road safety education, responding to arson and small fires.

## Safety campaigns

High profile public campaigns can change people's behaviour and improve public safety and the Service carries out its own campaigns as well as supporting national initiatives. By using a full range of new and traditional communication and marketing techniques and technologies, we ensure key safety messages are received by people and groups at risk.

A recent student safety campaign run in conjunction with the University of Chester won the Partnership Initiative of the Year prize at the prestigious national Safety and Health Practitioner Institution of Occupational Safety





and Health Awards. This featured an online video which was circulated via social networking sites such as Facebook as well as posters, beer mats and teeshirts.

Over the next 12 months we intend to make increasing use of online social marketing techniques to raise safety awareness among specific groups.

We will also be continuing to promote the Service's core '6 Sense' safety campaign:

- **PLAN** – plan your easiest escape route.
- **TEST** – fit a smoke alarm and test regularly.
- **CHECK** – check all appliances before going to bed or leaving the house.
- **CARE** – never leave cooking unattended.
- **CLOSE** – close doors at all times – this can prevent fire spreading.
- **CALL** – get out and call 999 at the first sign of fire.

## Volunteers

The Service's volunteer programme has been extremely successful with over 350 people currently registered. Over the next 12 months it is proposed to develop the programme

further by:

- Increasing opportunities to support front-line services, including work to prevent small fires
- Involving volunteers in managing and co-ordinating their own work
- Linking the volunteers to the work of the teams operating out of the Service's four community safety centres.



## Working with young people

The Service has a strong track record of successful programmes with young people, ranging from counselling work with children who start playing with fire through to its





inspiring Prince's Trust courses and fire cadet units on stations and at community premises. Using the Service's positive image and reputation in the community, all of the work develops young people's personal and team skills. Specific projects also divert some young people away from getting involved in anti-social behaviour, making hoax calls and arson.

Over the next 12 months the Service will be implementing the results of a review of its children and young people programmes to ensure they support and complement projects and services delivered by partners. In addition, work will be carried out to make the services more self sufficient by:

- Obtaining commissions from partners to deliver projects on their behalf
- Increasing the amount of money raised by cadet units to support their own activities
- Finding new sources of external funding.

We will also be implementing the requirements of the Independent Safeguarding Authority's (ISA) vetting and barring scheme. This aims to prevent unsuitable people from working with children and vulnerable adults and requires potential

employees and volunteers to register with the ISA. In addition we will be reviewing how we implement our Criminal Record Bureau check policy across the organisation.

## Protecting businesses and their staff

As well as working to make people safer in their homes, the Service also has staff dedicated to reducing fire risks and improving safety in business and commercial premises. Key duties of the Community Fire Protection Department include:

- Advising businesses on how they can meet their responsibilities under fire safety legislation
- Ensuring fire safety protection measures are designed into commercial premises
- Inspecting businesses and taking enforcement action if owners repeatedly refuse to complete essential safety work
- Projects to reduce the number of false alarms from automatic fire detection systems which the Service has to attend
- Reducing the impact of arson on the business community
- Investigating the causes of fires.



As part of their work to reduce arson over the next 12 months, staff will be hosting a seminar for school property managers on how to reduce arson around their premises. The event will also be used to raise awareness about fire safety and reducing the number of false alarms at schools.

A further major seminar is planned on identifying best practice for alerting disabled people and ensuring they are able to escape easily in the event of commercial fires, particularly in hotels.

Other work to raise awareness includes developing a high-profile fire safety marketing campaign targeting the business community to complement the '6 Sense' home safety programme.

There will also be a series of projects using new technology to improve the Service's quality and co-ordination of business safety information. These include:

- Investigating opportunities for non-domestic premises data and intelligence sharing with other local authority regulators
- Reviewing joint working opportunities with the insurance industry with a view to sharing data, lobbying for sprinklers and promoting arson awareness
- Recording past and present fatal and serious fire investigation data into a fire investigation programme to improve future safety work and analysis

- Switching historic paper records on business fire safety into an electronic format to improve data security and accessibility
- Reviewing options for the Service to engage with consultees who submit planning and other applications online
- Following the national Heritage conference organised by the Service in Chester, ensuring all Grade 1 and 2 listed, non-domestic buildings are accurately recorded on the organisation's main fire safety database.

Over the next 12 months there will also be moves to involve other parts of the organisation in supporting business fire safety. The Service's volunteers will be offered opportunities to promote safety messages and advice, particularly in targeting surrounding premises immediately after a fire in an area.

In addition, front-line firefighters will be given training so that they can begin supporting the Service's programme of regular inspection of non-domestic premises in 2011/12.







The Service's new Rapid Response Rescue Units provide a fast response to RTCs on the M6. Options to extend the project will be reviewed over the next 12 months.

## Responding to emergencies

Our analysis of the local risks facing our communities and the national challenges and pressure facing the Service has highlighted that now, more than ever, we need to be flexible, efficient and effective in how we respond to emergencies. Over the next 12 months, therefore, we will be continuing our ongoing review of the traditional working arrangements for staff, appliances and premises.

If the Fire Authority is convinced that efficiencies can be made without compromising public safety, then any savings will be reinvested in new and existing projects to improve the safety of both the public and frontline staff. All proposals will involve further detailed consultation with staff and trade unions, while no redundancies would be necessary. Achieving these efficiencies will help to prevent the Authority from having to make some harsh choices on key services in the future as national cuts in public spending take effect.

### Introducing 12 hour shifts

After carrying out detailed research over the last 12 months, the Fire Authority is proposing to change the start and finish times of shifts on its wholetime stations. For the past 30 years these have remained fixed with staff

working two nine hour days and then two 15 hour nights, followed by four days off.

Changing the start and finish times to make day and night shifts both 12 hours long will not produce direct financial savings but will mean staff can be more productive. Across the organisation the increase in the working day will mean thousands more hours available for practical work such as operational training.

The change, which is scheduled for implementation from January 2011, will also provide more flexible working opportunities for staff. The current 15 / 9 shifts make job-sharing difficult – clearly having equal 12 hour shifts will improve this. It will also make it easier to consider requests from employees interested in working different combinations of days and nights.

The shift change would also ensure that the Service would be able to formally comply with the European laws on working hours. The current system breaches requirements over rest periods between shifts but so far, fire and rescue services have been allowed to opt out of complying with the legislation.

A range of other shift systems, including annualised hours, is also being considered and will be subject to discussions with staff and trade unions.

## Flexible rostering

While working arrangements for wholetime and day crew firefighters currently offer limited opportunities for flexibility, over the next 12 months the Service will review the potential for introducing flexible rostering with varying shift start and finish times. This could allow staff more freedom to organise their employment to fit in with other parts of their life as well as offering the Service the chance to organise staffing levels to match community needs and operational activity.



### Birchwood Station

The Service continues to review the crewing and response arrangements at Birchwood Community Fire Station in Warrington – currently one of eight stations which are staffed 24/7.

Our statistics show that Birchwood has the lowest number of incidents of all these wholetime stations. In fact, two of the Service's stations which only have staff on station during the day – because of lower risk levels - have considerably higher levels of activity than Birchwood.

The Authority is therefore intending to change the crewing system so that it is in line with the activity levels and risks in the area. It is proposing to have staff working a 12 hour day shift from the station, with evening cover provided by a new watch on the retained duty service.

An extra midi fire appliance will be provided for the station to give a more flexible response.

### Change crewing arrangements for hydraulic platforms at Stockton Heath and Macclesfield

There are eight extra wholetime posts based at Macclesfield Community Fire Station to staff the hydraulic platform based there. However, the specialist appliance attends a limited number of call-outs and the risks it is needed to respond to have reduced.

A more efficient way to crew the appliance would be to use staff from the retained duty system (RDS) instead who would be on call and able to respond within five minutes. The spare full-time posts can then be used in other areas or the money used to fund other operational projects.

Stockton Heath Community Fire Station operates on the Service's day crewing system and also has an hydraulic platform based there. As at Macclesfield, the savings from removing the six full-time posts at Stockton Heath can be reinvested in other frontline projects. The hydraulic platform is already crewed by an 'on call' arrangement at night and the proposal is to extend this to the period now covered by the day shift.

### Review the number of Crew Managers on Stations

The Service currently employs 70 Crew Managers (CMs) - two per watch on each two-pump station and one per watch on one-pump stations.

Potential savings could be made by removing the second CM post on two pump stations to and replacing it with a firefighter post. This would need to be balanced against the extra management support and incident command support these posts provide. A detailed review of the issue will, therefore, be carried out by the Fire Authority during this IRMP.



## Supporting the regional and national response

As well as ensuring there is an effective emergency response service for Cheshire, the Fire Authority also has to ensure the organisation can support a number of key regional and national programmes.

The main programme – called FiReControl- involves the Government proposal to create nine Regional Control Centres which will manage all fire and rescue 999 calls in England in the future. Although the timetable has been rescheduled on a number of occasions, the Service continues to meet all of its deadlines set out in the preparation plan for the North West to date.

Key tasks completed so far include:

- Installing the digital radio aspect of the programme – Firelink – in all appliances, with handsets for all duty officers
- decommissioning the existing radio system and equipment
- transferring critical data from the Authority's existing databases to the main contractor for the control centre project.

The delays in the Regional Control Centre (RCC) project timetable has resulted in the Service replacing its critical 999 mobilising system. The new command and control technology is identical to that which is planned for the North West RCC near Warrington, which will make the transfer easier to achieve.

The Parliamentary Communities and Local Government Select Committee are carrying out an inquiry into the FireControl programme and this will be closely monitored by the Authority for any impacts it may have on the Service and its staff.

New Dimension – this Government programme provided fire and rescue services with specialist equipment to support any emergency response to major emergencies caused by terrorism and climate change. The Service has a received equipment including:

- a High Volume Pump – already used during major floods and to boost water supplies at major incidents
- Decontamination Units – mass shower facilities in the event of chemical incidents.

Negotiations are continuing with the Government over the future ownership and maintenance of this equipment.

Flooding – the Service is working closely with members of the Cheshire, Halton and Warrington Local Resilience Forum (CHWLRF) to ensure local flood plans are resilient and up to date. We will also be supporting a national exercise to test flood response in 2011 as well as updating our own flood response strategy to ensure it reflects the additional water rescue skills and equipment the organisation now has.





# Headline Targets 2010/11

## Responding to emergencies

- Ensure that 95% of fires are confined to the room of origin
- Achieve the Cheshire standards of emergency response overall on 92% of occasions
- Introduce 12 hour shifts for wholetime stations in January 2011.

## Protecting local communities

- Reduce the number of deliberate primary fires by 10% in 2010/11 compared to the previous 12 months.
- Reduce the number of injuries in accidental dwelling fires by 10% over the next 5 years compared to 2009/10.
- Target and deliver 60,000 home safety assessments in 2010/11 and ensure that 60% of those are to people in high-risk groups.
- Reduce the numbers of unwanted fire signals (UWFS) from automatic fire alarm systems by 5% based compared to the previous year.
- Work with partners to achieve a 33% reduction in the numbers of road deaths in Cheshire, Halton and Warrington by 2020.

## Developing the organisation

- Reduce the incidence of staff sickness to 6 days lost per person per annum during 2010/11.
- Work to meet the following national recruitment targets - at least 15% of new operational recruits to be female and recruitment of minority ethnic staff across the whole organisation to be representative of the local working population by 2013.
- Achieve "Excellence" in the new national Equality Framework by March 2011.
- Launch the first phase of a new computerised human resources system by September 2010.
- Improve the Authority's independent score on how well it uses its resources by March 2011.

- Introduce a new day shift system and recruit a new Retained Duty System watch for Birchwood Community Fire Station in 2010/11.
- By March 2011, launch new arrangements to staff the Service's specialist hydraulic platforms at Stockton Heath and Macclesfield using personnel on the Retained Duty System.

- Reduce the numbers of deliberate small fires by 10% compared to 2009/10.
- Reduce the numbers of fires within non domestic properties by 5 per cent in 2010/11.
- Complete a review into the resources the Service puts into increasing road safety and reducing the number of road traffic collisions it attends by December 2010
- Implement the Independent Safeguarding Authority's (ISA) vetting and barring scheme by March 2011
- Launch a high-profile fire safety marketing campaign targeting the business community by December 2010

- Align our final accounts and accounting systems to the recognised International Financial Reporting Standards (IFRS) by March 2011.
- Achieve the recognised international standard on environmental management (ISO 14001) for Service headquarters and three pilot community fire stations by March 2011.
- By January 2011 identify areas of the organisation where the Authority can improve efficiency by sharing services or collaborating with partners.
- Achieve a 5% increase in the number of unique visitors to the Service's website compared to 2009/10.

# Summary of key proposals

Community Safety – review the balance of resources between community fire safety and road safety and prioritise resources to target the highest risk groups in the community.

Volunteers – review and improve the co-ordination of volunteer activity across the Service and increase the range of activities that volunteers can become involved with.



Shared Services – investigate opportunities to increase working with partner organisations in a range of areas to ensure effective service delivery and demonstrate value for money.

Shift patterns – alter operational shift arrangements by introducing 12-hour shifts to increase the flexibility and capacity of the workforce and to maximise time available to carry out training activities.

Hydraulic Platforms – arrange for staff on the Retained Duty System to operate the specialist hydraulic platforms at Macclesfield and Stockton Heath Community Fire Stations.

Equality and Diversity – aim to become an 'excellent' Authority under the Equality Framework for Local Government.

Environment – reduce our environmental impact and by 2014 aim to cut the Service's carbon footprint by 30% compared to 2008.

Birchwood Community Fire Station – introduce alternative crewing arrangements at Birchwood to reflect the activity level at the station as it is the quietest full-time station.



Flexible Rostering – review working arrangements for firefighters to give staff more flexibility and to make the Service more responsive to the needs of the community during times of peak activity.

Review local management arrangements – explore the implications of replacing some Crew Manager positions with firefighter posts on full-time stations with two appliances.

Fire Protection inspections – train and develop operational crews to further assist in inspecting non-residential buildings to ensure the premises have appropriate risk assessments and fire protection measures.



## 4

# Corporate plan

---



To help the Authority address the significant financial and other challenges previously identified, major changes have been made to both the management structure of the Service and to its service planning systems.

The new streamlined structure provides a clear split between service delivery, managed by the Deputy Chief Fire Officer, and service support, managed by the Assistant Chief Fire Officer. In addition, finance and human resources expertise is now present at the top of the organisation, with the Director of Finance and Corporate Planning and the Director of People and Organisational Development reporting directly to the Chief Fire Officer.

Together these five posts form the Service's Leadership Team and ensure effective corporate management by chairing boards and groups which monitor the performance of key areas and issues such as:

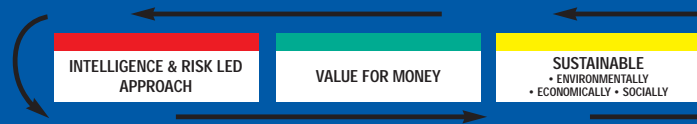
- Budgets
- Staff and training
- Risk
- Equalities
- The Environment
- IRMP projects
- Health and safety.

### Local support

The Service has also completed changes to the way in which it manages its stations, which are now grouped and performance managed in line with the new local government map of the Fire Authority's area. Each of the four unitary council areas has a dedicated Group Manager responsible for co-ordinating Service activity and ensuring the organisation supports the key unitary partnerships and neighbourhood management arrangements.

We also continue to be active members of the Local Strategic Partnerships in each of the four areas, and our targets for reducing arson are among the ways used to measure the performance of the partnerships in tackling anti-social behaviour.

In addition, we will be continuing to provide practical support in many of themes set out in each of the Local Area Agreements (LAAs). While the contribution we make to the safer and stronger communities theme is obvious, our projects also demonstrate the added value that fire and rescue support can bring to the other themes of children and young people, economic development and the environment and healthier communities and older people.



### Effective planning

The Service is also refining its approach to planning to ensure that it now uses a model which is best able to consider the complex challenges now facing the Authority and ensure new projects and services produce the outcomes needed by both local communities and the organisation itself.

The new business model ensures that all new proposals are:

- Intelligence-led – using current and accurate data and feedback
- Provide value for money – satisfy local and national policies and protocols

## Key corporate proposals

Equality and diversity continues to be a major theme both for Cheshire and for the fire and rescue service nationally. The Authority has continued to make real progress in this area, achieving Levels 3 and 4 of the Local Government Equality Standard within 18 months.

To demonstrate its commitment in this area, the Authority is now aiming to achieve "Excellence" in the new national Equality Framework by March 2011.



The Environment is another significant corporate challenge and the Authority has signed the Nottingham Declaration on Climate Change as well as signing up to reduce the carbon footprint of the organisation. The Service's target for 2014 is a 30% reduction compared to 2008 and a range of local and organisation-wide projects are being drawn up to support this. In particular, improvements to the organisation's premises will focus on schemes which







- Sustainable – both environmentally and financially
- Commissioned accurately – specified to meet the needs of the users and customers
- Improve community outcomes – with clear evidence of the benefits that have been produced.

Under each of the six elements there are supporting strategies to ensure issues are addressed consistently, corporate groups to monitor and review effectiveness, together with performance indicators and milestones to track progress and evaluate outcomes.

support environmental objectives such as replacement window programmes. In addition, the new training and office extension at the Service's Winsford Headquarters has incorporated a number of sustainability features including 'thermal excellence' within the fabric of the building. This will help to give the premises a high rating under the internationally-recognised environmental assessment method known as BREEAM.

Shared services – the current economic climate and the major drive for efficiencies across all public services mean a real emphasis on sharing services and avoiding duplication wherever possible. Already the Service has increased the capacity of its Internet connection through a joint project with the ICT team which supports Cheshire East and Cheshire West and Chester councils. Further partnership work is planned to take advantage of potential economies of scale.

Over the next 18 months the Authority will explore further opportunities for greater collaboration and shared back office services at both a local and regional level. In addition, opportunities to market some of the organisation's most effective services to other organisations will also be reviewed.

Proposals will need to be mutually beneficial and deliver better outcomes for local communities and the Service itself and will involve consultation with key stakeholders when relevant.

Developing our staff – a new computerised human resources system is being implemented which will ensure better quality information is available to support workforce planning and to improve the efficiency of analysis and the production of research reports.

A further key priority for 2010/11 will be providing and planning the human resources support required to enable many of the operational projects in this IRMP to be implemented. Most of the proposals have personnel implications and will involve detailed negotiation with staff and representative bodies throughout the next 12 to 18 months.

Over the next 12 months a number of critical personnel support contracts will need to be reviewed, including payroll, pensions, occupational health, recruitment and job evaluation. Work is underway to draw up detailed specifications to ensure any new contracts meet the organisation's needs and also provide value for money services

Staff satisfaction survey – the Service has just completed its second comprehensive opinion survey which gave employees the opportunity to give their views on issues from their working environment to job satisfaction. The 2009 results showed improvements in every area compared to 2007, with overall satisfaction with the Service at 59% - compared to 46% in 2007.



The biggest improvements were in communications (a 19% improvement) and training (15% up on 2007). An action plan is being drawn up in conjunction with staff to address areas where improvement is still needed and this will be monitored by the Fire Authority during 2010/11.



Online services – the Service has just revamped its staff Intranet, while its external website will be revamped early in 2010. Both have been developed to allow staff and residents to personalise the information they receive and to increase the amount of services and information available online.

In particular, the Intranet will be used to deliver e-learning packages and improve access to information. It will also provide access to a new electronic document management system which will be implemented in phases from 2010/11. This will ensure key policies and documents can easily be stored, searched for and controlled.

Development of the website will also allow residents recognised as being at low risk to carry out their own DIY Home Safety Assessment. These will be in addition to the 60,000 HSAs completed by the Service. The Service will also ensure that the website continues to meet Plain English and detailed accessibility standards.

Other areas of the organisation aiming to maximise the use of online services include procurement where there are proposals to further develop electronic catalogue purchasing and electronic tendering and quotation. In addition, the organisation's workshops will be developing the Service's existing electronic asset management programme to help with fleet management and service scheduling.

Delivery of these online projects will put increased emphasis on strong and effective ICT services and support. Over the next 12 months the Authority will, therefore, be reviewing arrangements to ensure they can meet the future needs and objectives of the organisation.

Improving and sharing data – the increased fire risk facing some people with disabilities is clear. However, research continues to highlight the fact that many black, minority and ethnic communities also face greater fire safety risks. Over the next 12 months we will be working to ensure front-line staff have better quality, more localised risk information and up to date intelligence about the make-up of their communities. Breaking this information down to a local level will help local issues and risks to be identified and responded to more quickly.



Further collaborative work is planned with our public sector partners in Cheshire over the forthcoming year to build a data and intelligence gathering hub. This will ensure that vital data from all partners is accessible and useable, as well as helping to reduce the demand on staff resources.

Improving standards – during 2010/11 we will be working to align our final accounts and accounting systems to the recognised International Financial Reporting Standards (IFRS). Our in-house legal services team is playing an increasingly important role and as part of moves to modernise and professionalise the service, we will be making an application for accreditation with Lexcel - the Law Society's practice management standard over the next 12 months.

## 5

# Finance and performance



Like other public bodies, the Fire Authority expects that future years will bring funding challenges as the Government responds to the economic crisis and attempts to address the level of public debt. While the Authority will maintain its well established principle of truly integrated service and financial planning, it is accepted that there is an unparalleled level of uncertainty inherent in current plans.

Each year an action plan is produced and prioritised in line with the objectives set out in the IRMP. A range of national and local performance targets are used to monitor progress and trends. Underneath the IRMP there is a planning hierarchy that allows individuals to understand how the objectives set and monitored at individual appraisals contribute through team and department plans to the delivery of the IRMP.

# Cheshire Fire and Rescue Service Financial Plan 2010/11 to 2013/14

	2010/11	2011/12	2012/13	2013/14
<b>Base Budget pre additions and savings</b>	£000	£000	£000	£000
	<b>42,066</b>	43,415	43,049	42,746
<b>Additions:</b>				
Revenue Growth	1,300	550	500	500
Capital Financing Charge	97	0	0	0
Inflation	707	539	651	657
Allocation of add'l Council Tax (second homes)	46	46	46	46
Reinstate Service contingency				
<b>Savings:</b>				
Efficiencies and savings Removal of temporary growth	-801	-1,500	-1,500	-1,500
Revised Total Budget Requirement	<b>43,415</b>	<b>43,049</b>	<b>42,746</b>	<b>42,449</b>
<b>Base Funding b/fwd</b>				
Council Tax	24,074	24,794	25,462	26,226
RSG\NDR	18,035	18,621	17,225	15,933
Use of Reserves	0	0	0	0
Total Base Funding	<b>42,109</b>	<b>43,415</b>	<b>42,687</b>	<b>42,159</b>
<b>Add Increases\Decreases) in Funding:</b>				
Council Tax (inc surplus and second homes income) (2.94% 10-11, 3% future years)	720	669	764	787
RSG\NDR (based on CSR07 settlement and -7.5% 2011/12, 2012/13 and 2013/14)	586	-1,397	-1,292	-1,195
Total Increase in funding	1,306	-728	-528	-408
<b>Total Available Funding</b>	<b>43,415</b>	<b>42,687</b>	<b>42,159</b>	<b>41,751</b>
<b>ANNUAL REQ'D (SAVINGS) / GROWTH</b>	<b>0</b>	<b>(362)</b>	<b>(587)</b>	<b>(698)</b>
<b>% OF REVISED BASE BUDGET</b>	<b>0.00%</b>	<b>-0.84%</b>	<b>-1.37%</b>	<b>-1.64%</b>

## Performance

Strategic monitoring of progress against key targets and objectives is carried out by the Members of the Fire Authority, while the Performance Management Group and local Unitary Performance Groups scrutinise performance at a very detailed level and ensures that best practice is identified and shared.

The Corporate Intelligence Unit exists to ensure risk, planning and performance data is collated, quality assured, interpreted and reported effectively. The ongoing monitoring of data is critical to ensure that the Authority can respond dynamically to an ever changing environment and make best use of its resources.

## Financial Management

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

The current MTFP is set out alongside and identifies the following key facts about the 2010/11 budget:

- Budget £43.4m
- Capital budget £1.4m
- Planned efficiency savings £0.8m
- Value of fixed assets at 31.3.09 £34.7m
- Average Band D Council Tax increase 2.94%
- Planned expenditure per head £43.01

As a result of sound financial management over a number of years, the Authority is in a strong position to meet the financial challenges that the current financial challenges. The Authority holds a General Reserve of £5.6m and a Community Safety Reserve of £0.6m. These reserves allow the Authority to budget with greater confidence and as well as earning interest, they provide a financial cushion against the risk profile that the Authority manages e.g. the cost of major incident, etc.

The precept increase for 2010/11 was 2.94%. For 2011/12, the MTFP models a Council Tax increase in 2010/11 of 3%, although this is set in the context of a series of financial risks that may affect the budget.

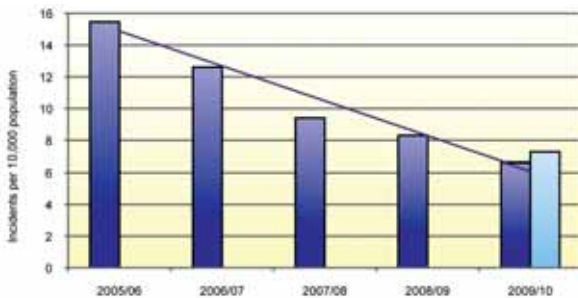
To help achieve our vision and to recognise our responsibility to local taxpayers, the Service will seek to identify efficiency savings from all areas of the business. However, it is important that all stakeholders recognise that the Authority is likely to have to make some very difficult decisions in the future in response to reduced levels of funding. While we are committed to minimising the effect that this will have on the delivery of front line services, it is recognised that this will involve some difficult decisions.



## Summary Performance 2009/10

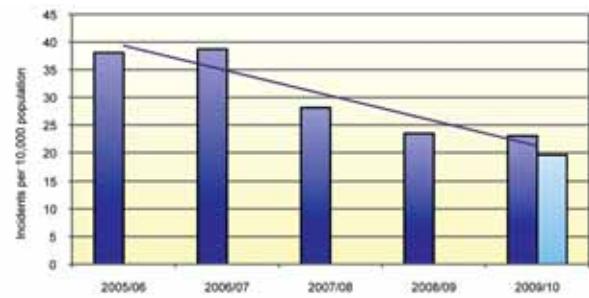
This section provides information on Cheshire Fire Authority's performance against a range of key indicators which are used to judge and compare all Fire Authorities in the country. The National Indicators (NI) and the Best Value (BV) indicators are subject to national guidelines to ensure consistency in how they are measured. In publishing the information as part of this Corporate Plan/IRMP, unaudited data has been used for 2008/09 and projected figures for 2009/10. A full Annual Performance Report will be produced in October 2010.

NI33i: Deliberate Primary Fires per 10,000 population



↓ Good performance

NI33ii: Deliberate Secondary Fires per 10,000 population



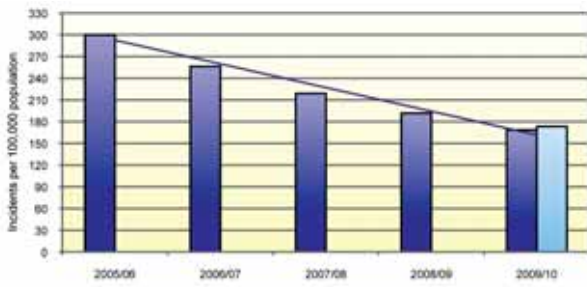
↓ Good performance

Key: ■ Actual ■ Target — Trend

Over the last five years, there have been significant reductions in the numbers of deliberate fires. Whilst deliberate fires are a significant problem for some of our communities, targeted partnership initiatives such as Whatever It Takes have brought these numbers down and continue to do so.

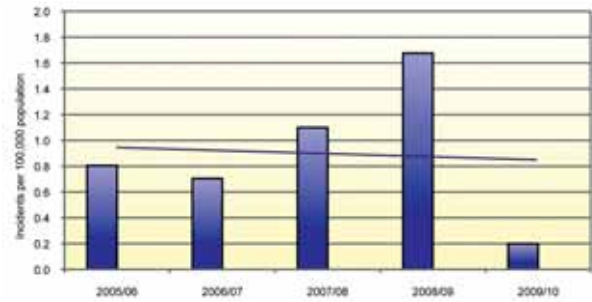


NI49i: Primary Fires per 100,000 population



⇩ Good performance

NI49ii: Deaths in Primary Fires per 100,000 population

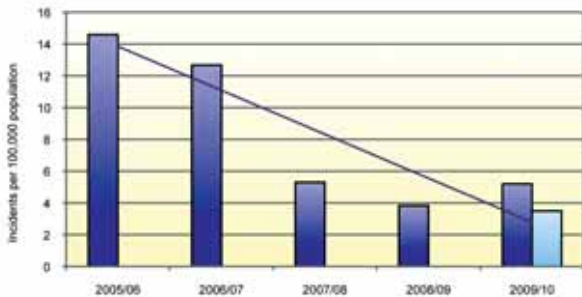


⇩ Good performance

Key: Actual Target Trend

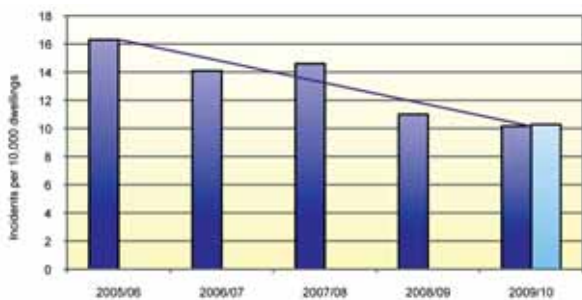
During 2009/10, there has only been one fire related death. This is the lowest level for over 10 years and takes us closer to our vision of 'a Cheshire where there are no preventable deaths, injuries or damage from fires and other emergencies'. There has been a recent slight increase in injuries but this is due in part to the change in the way injuries are categorised. The completion of over 243,000 Home Safety Assessments (HSAs) in recent years has contributed to reducing the number of accidental dwelling fires and associated injuries. Through this targeted prevention programme and increased partnership working, we continue to help improve the safety of the local communities we serve.

NI49iii: Injuries in Primary Fires per 100,000 population



⇩ Good performance

BV142iii: Accidental dwelling fires per 10,000 dwellings

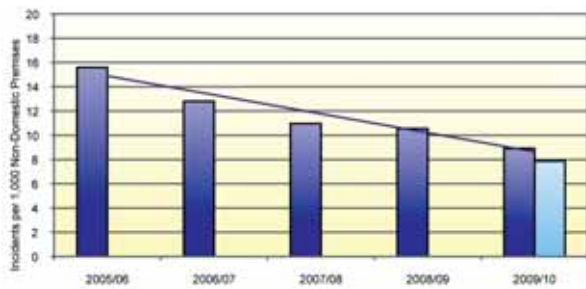


⇩ Good performance



The number of fires in non-domestic premises has remained at a similar level to last year and through the Arson Risk Assessments Strategy, we have started to address the impact that deliberate fires can have on businesses and organisations. The strategy outlines the actions that companies can take themselves, the benefits of including sprinkler systems in school extensions, refurbishments and new buildings, and proposals to limit arson attacks on buildings that are empty, derelict or under construction.

**BV207: Fires in Non-Domestic premises per 1,000 Non-Domestic premises**



↓ Good performance

Key: ■ Actual ■ Target — Trend





# Unitary Performance Area Profiles

## Cheshire East

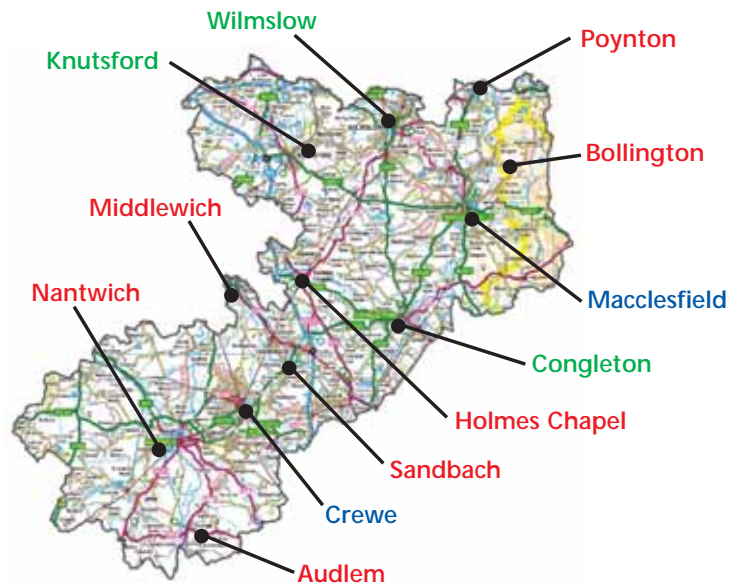


Cheshire East is the third largest Unitary Authority in the North West. Approximately 40% of the population live in rural areas and 60% in the two major towns of Crewe and Macclesfield and smaller towns of Wilmslow, Congleton, Sandbach, Poynton, Nantwich, Middlewich, Knutsford and Alsager.

The area has excellent communications - by rail from Crewe Junction, by road on the M6 and M56 and by air from Manchester and Liverpool Airports. It has a rich heritage with 40 grade I listed buildings and 119 grade 2\* listed building and a plethora of major public attractions and areas of interest. Quality of life is very good overall but six per cent of the population live in neighbourhoods classified as being in the 20% most deprived nationally. The older age profile is higher than the national average with the fastest growing older population in the North West.

Accidental fires in the home continue to be a key issue with 151 occurring in 2009. Our Home Safety Assessment campaign has helped reduced these significantly with around 30% fewer incidents than in 2007.

There were 537 arson incidents in the area last year. These cause significant damage and cost to the local economy and affect public satisfaction with the local area. Again, our reduction campaigns have been hugely successful over the past couple of years with 32% fewer incidents since 2007.



Key statistics	07/08	08/09	09/10
Deliberate primary fires per 10,000 pop	6.71	5.59	4.54
Deliberate secondary fires per 10,000	13.75	11.12	12.12
Primary fires per 100,000	192.68	172.06	146.06
Fatalities from primary fires per 100,000	2.22	0.28	0.00
Non-fatal casualties per 100,000	4.71	5.53	4.43

Work to reduce the number of those killed and seriously injured (KSI) on the roads is a top priority and the Fire & Rescue Service is the lead agency in Cheshire East. The government's target for a 40% reduction in KSI numbers has been exceeded consistently every year since 2001 in Cheshire East and the average is around 300 per year.

Despite this success, the numbers are still above the more stretching locally set target so the Service and its partners will continue to focus on the three main areas of education, enforcement and highway engineering.

- Wholetime
- Day crewed
- Retained duty system



## Cheshire West & Chester



Cheshire West and Chester (CW&C) has a population of around 330,000 and an area of 350 square miles. The Borough includes the historic City of Chester, the industrial and market towns of Ellesmere Port, Northwich, and Winsford, together with Neston, Frodsham, Helsby and Malpas. A third of Cheshire West & Chester's population live in the rural wards.

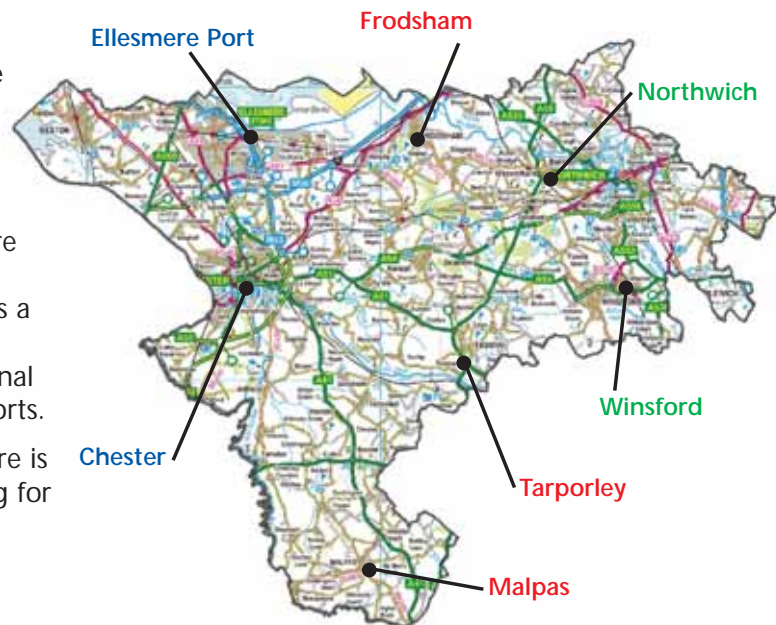
CW&C has a complex mixture of risks including major petro-chemical and nuclear industry, a national heritage site (Chester City), numerous Sites of Special Scientific Interest (SSSI) most notably the Marshes of the South Mersey, Dee Estuary at Burton and Parkgate and Ince. In addition, Delamere Forest is a Forestry Commission park, attracting many visitors. CW&C also has a major transport infrastructure including motorways, railways, and a shipping canal and is on the flight paths for three airports.

The conflict between industry and nature is a difficult balance, and our pre-planning for incident response has to consider the impact on both the natural and built environments.

In 2009, there were 195 people killed or seriously injured on CW&C roads. The Service continues to work in partnership, to educate, enforce and re-engineer highways to reduce such incidents, focusing on the six designated 'Red Routes' and intelligence led initiatives.

Around 18% of CW&C's population is aged 65 or above (higher than the England average of 16%). Population forecasts suggest that the number of older people in this age group could increase by 28% by 2017, which equates to an additional 15,800 older persons in this potentially vulnerable group.

Accidental fires in the home continue to be a key issue, especially with an ageing population. However, through our community educational and Home Safety Assessment programmes, a significant reduction in such incidents has been achieved (29% reduction in comparison to 2007).



Key statistics	07/08	08/09	09/10
Deliberate primary fires per 10,000 pop	9.97	7.76	7.79
Deliberate secondary fires per 10,000	27.46	21.45	22.82
Primary fires per 100,000	231.64	177.42	187.46
Fatalities from primary fires per 100,000	0.30	0.61	0.00
Non-fatal casualties per 100,000	6.71	1.52	4.26

■ Wholetime  
 ■ Day crewed  
 ■ Retained duty system

## Halton



Halton is an urban industrialised area with two large towns, Runcorn and Widnes, found on either side of the river Mersey, however, nearly half of the borough is green space. A total of 119,800 people live in Halton, with more young people and fewer older people than the national average.

The local economy has changed in recent years with less reliance on the chemical industry. Other major companies have moved to the area, however, there remain challenges. Halton has a low percentage of adults with further education qualifications. There are many people who have been unemployed for 12 months or longer and currently 21% of the Halton population are claiming key out-of-work benefits compared with 13.5% for Great Britain as a whole.

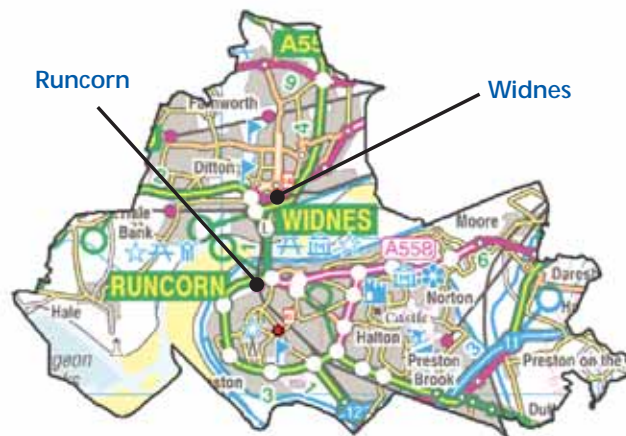
The Halton Strategic Partnership, which includes the Service, the Borough Council, Cheshire Police and the Primary Care Trust and Voluntary Sector, was developed in 2001. The partnership has received more than £40 million in funding to improve services and the quality of life for local people in Halton over the last nine years.

While improvements are certainly being made, Halton remains one of most deprived areas in England. There are some key issues that contribute to increased risk of fire-related incidents such as poor health, high crime levels and over a quarter of the population living in social rented housing.

Halton has a particular problem with arson, although we have made significant progress in reducing the number of incidents over the past few years (34% reduction from 2007 to 2009). Over half of these incidents are deliberate car fires.

We have identified hot spot areas where there are repeated occurrences and are working with partner agencies to patrol 'arson' routes and target other prevention work and improve intelligence about criminals.

Some of the social problems evident in Halton make it the highest risk area for accidental fires in homes in Cheshire. We have already achieved reductions in the numbers of such incidents through our prevention work in communities. Through a multi-agency approach which includes data sharing, we can make sure that we offer strongest support to those households that are most vulnerable.



Key statistics	07/08	08/09	09/10
Deliberate primary fires per 10,000 pop	18.08	15.36	12.85
Deliberate secondary fires per 10,000	77.91	60.27	60.77
Primary fires per 100,000	296.23	260.43	222.04
Fatalities from primary fires per 100,000	1.67	1.67	0
Non-fatal casualties per 100,000	7.53	5.84	3.34

- Wholetime
- Day crewed
- Retained duty system

## Warrington



For the last three decades, Warrington has enjoyed significant economic success and has been a driver for regeneration in the North West. At the same time, the town has transformed from one which was dependent upon traditional industry into a modern, forward-looking place.

However, this economic success has also produced a growing gap between those communities that have benefited from this prosperity and those communities that have not and now find themselves in significant disadvantage.

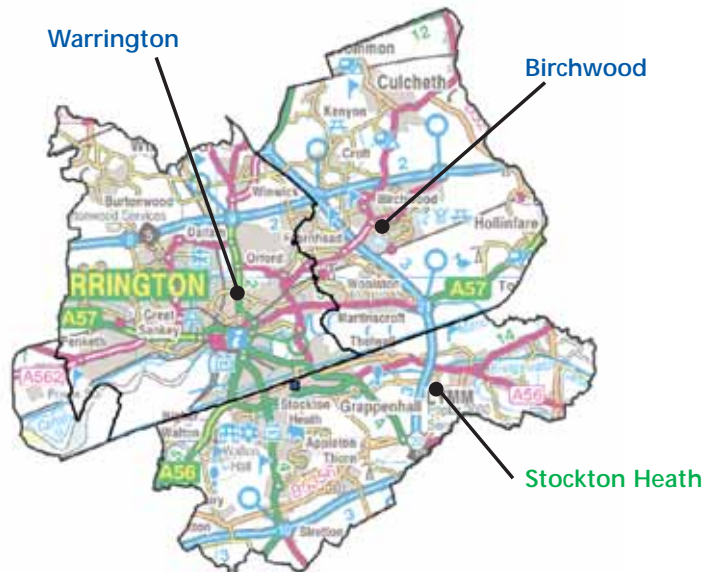
In Warrington, as elsewhere in the country, fear of crime continues to limit people's quality of life and there are some parts of the borough that are experiencing higher levels of crime and antisocial behaviour. The common issue of primary concern identified by residents across the borough is anti-social behaviour.

The overall trend over the past few years for deliberate small fires in the Warrington area has been downwards, however, in 2009 we saw a slight increase compared to the previous year. We are increasing our use of intelligence to help target our initiatives to drive down the number of such incidents.

For example, we have found that around 35% of small deliberate fires have involved wheelie bins. We are now working with partners to find new ways of dealing with the problem.

Our Community Safety initiatives, including our extensive roll out of Home Safety Assessments across Warrington, have helped drive down the number of accidental fires in people's homes. We are continuing to refine the way we identify the most vulnerable dwellings to ensure that the people who need assistance the most are helped to live safely and independently in their homes.

Another key area of work is Road Safety. Warrington sees very heavy traffic on a daily basis coming into the area and passing through on the motorways. It will be important to work with partner agencies and across boundaries to target education initiatives at those sections of the population most at risk.



Key statistics	07/08	08/09	09/10
Deliberate primary fires per 10,000 pop	7.94	7.65	4.89
Deliberate secondary fires per 10,000	24.85	19.72	21.41
Primary fires per 100,000	195.18	174.82	158.00
Fatalities from primary fires per 100,000	0	1.02	0.51
Non-fatal casualties per 100,000	2.56	1.02	9.17

- Wholetime
- Day crewed
- Retained duty system

# Glossary

---



**ASBO** – Anti-social behaviour orders

**ATF** – Arson Task Force

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

**BREEAM** – The Building Research Establishment Environmental Assessment Method

**CAA** – Comprehensive Area Assessment

**CARP** – Combined Aerial Rescue Pump

**CCA** – Civil Contingencies Act 2004

**CFOA** – Chief Fire Officers Association

**CFRMIS** – Community Fire Risk Management Information System

**CHAWREC** – Cheshire, Halton and Warrington Racial Equality Council

**Cheshire Standards** – locally determined standards of emergency response



**CHWLRF** – Cheshire, Halton and Warrington Local Resilience Forum

**CLG** – The Department of Communities and Local Government

**CM** – Crew Manager

**COMAH** – Control of Major Accident Hazard sites

**CRB** – Criminal Records Bureau

**CSOs** – Community Safety Officers

**CSRP** – Cheshire Safer Roads Partnership

**CWIEP** – Cheshire and Warrington Improvement and Efficiency Partnership

**D/deaf** – The word D/deaf is used to indicate all people with a hearing loss; Deaf, deaf, deafened, hard of hearing and Deafblind.

**DEFRA** – Department for Environment, Food and Rural Affairs

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

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

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

**HATOs** – Highways Agency Transport Officers

**HP** – Hydraulic Platform

**HSAs** – Home Safety Assessments

**HSE** – Health and Safety Executive

**IDeA** – Improvement and Development Agency

**IFE** – Institution of Fire Engineers

**IFRS** – International Financial Reporting Standards

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

**IPDS** – Integrated Personal Development System

**IRMP** – Integrated Risk Management Plan

**IRS** – Incident Recording System

**IRUs** – Incident Response Units

**ISA** – Independent Safeguarding Authority

**LAAs** – Local Area Agreements, initiative to join up a number of agencies in the delivery of services against a series of agreed local indicators

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

**LRF** – Local Resilience Forum, body which brings together all key agencies for responding to major emergencies

**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

**NWAS** – North West Ambulance Service NHS Trust

**NWDA** – North West Development Agency

**NWIEP** – North West Improvement and Efficiency Partnership

**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

**PESTLE** – an analysis of Political, Economic, Social, Technological, Legal and Environmental 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

**RDS** – Retained Duty System

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

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

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

**RSLs** – Registered Social Landlords

**RTCs** – Road Traffic Collisions

**Total Place** – A government initiative to map all public spending in a geographic area in order to reduce duplication and redesign services

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

**UPAs** – Unitary Performance Areas, four geographical areas based on the boundaries of the four unitary councils and used by the Service to monitor performance at local level

**UPMs** – Unitary Performance Managers, four Service Officers who each manage one of the UPAs





Requests for copies of this publication in other languages or formats should be made to the Corporate Communications Department, Cheshire Fire and Rescue Service, Tel. 01606 868700 (Language Line translation services are available) or email [feedback@cheshirefire.gov.uk](mailto:feedback@cheshirefire.gov.uk)

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

চেয়াশার ফায়ার এন্ড রেসক্যু সার্ভিস করপোরেট কমিউনিকেশন্স ডিপার্টমেন্টকে 01606 868700 নম্বরে ফোন করুন (ল্যাঙ্গুয়েজ লাইনের সুবিধা পাওয়া যাবে) অথবা [feedback@cheshirefire.gov.uk](mailto:feedback@cheshirefire.gov.uk)-তে যোগাযোগ করুন

Niniejsza publikacja może być udostępniona w różnych językach i formatach.

Prosimy się skontaktować z działem komunikacji (Cheshire Fire and Rescue Service Corporate Communications Department) pod nr. tel. 01606 868700 (dostępne jest tłumaczenie telefoniczne przez Language Line) lub pod adresem e-malowym: [feedback@cheshirefire.gov.uk](mailto:feedback@cheshirefire.gov.uk)

આ પ્રકાશનની નકલો વિવિધ ભાષાઓ અને રચનાઓમાં ઉપલબ્ધ કરી શકાય.

ચેશાયર ફાયર અને રેસ્ક્યુ સર્વિસ કોર્પોરેટ કમ્યુનિકેશન્સ ડિપાર્ટમેન્ટનો (Cheshire Fire and Rescue Service Corporate Communications Department) 01606 868700 ઉપર (લેંગ્વેજ લાઇનની સગવડતા મળી રહેશે) અથવા [feedback@cheshirefire.gov.uk](mailto:feedback@cheshirefire.gov.uk) ઉપર સંપર્ક સાધો.

Podemos disponibilizar cópias desta publicação em várias línguas e formatos.

Contacte o Departamento Fire and Rescue Service Corporate Communications (Cheshire Fire and Rescue Service Corporate Communications Department) através do número 01606 868700 (há disponível o serviço de interpretação Language Line) ou envie um email para [feedback@cheshirefire.gov.uk](mailto:feedback@cheshirefire.gov.uk)

نسخه هانی از این نوشته می تواند در زبانهای مختلف و در فرمتهای گوناگون در دسترس قرار بگیرد.

با بخش ارتباطات شرکت خدمات آتش و نجات با شماره تلفن: ۰۱۶۰۶۸۶۷۰۰ تماس بگیرید (امکانات ترجمه تلفنی موجود است) یا اینکه به این ایمیل آدرس بنویسید:

本刊物可以製作成其他不同的語文版本及格式，以供索取。

請聯絡 Cheshire 消防及拯救服務處公司通訊事務部 (Cheshire Fire and Rescue Service Corporate Communications Department)，電話：01606 868700 (備有 Language Line 口譯服務)，或發送電郵到 [feedback@cheshirefire.gov.uk](mailto:feedback@cheshirefire.gov.uk)。

Cheshire Fire Authority has made every effort to ensure the accuracy of this document, but will not be held accountable for any error or omission due to the printing process