

# Making Cheshire Safer

Proposals for 2013-14  
and beyond



# Integrated Risk Management Plan 2013–14

## Contents

1.	Introduction	1
2.	Our approach to risk assessment and analysis	5
3.	Projects and proposals	11
4.	Involving our staff and our communities	25
5.	Financial planning	27
6.	Performance management	31



Headquarters



# 1

# Introduction





Paul Hancock  
Chief Fire Officer

Cllr. John Joyce  
Fire Authority Chair

Cheshire Fire Authority is the publicly accountable body responsible for ensuring local communities are protected by an effective fire and rescue service.

To help it deliver that service while responding to the major cuts in public spending, the Authority has developed a four year strategy – Planning for a Safer Cheshire - available at [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk). This reviews the key risks and challenges facing both local communities and the organisation itself and sets out the approach and direction it will take in response.

The practical implementation of the strategy is supported by annual action plans which set out in more detail the projects and work scheduled for the following financial year. Taken together, the publications satisfy the Fire Authority's statutory requirement to produce an Integrated Risk Management Plan (IRMP) reflecting up to date risk information and outlining how resources will be used cost effectively to reduce the potential impact on local communities.

This plan is the most significant in the Fire Authority's history as it sets out the first steps in a major programme to fundamentally change the way in which its emergency response service will be provided in the future. The full programme will take a number of years to complete and has been developed following extensive consultation with residents, staff and partners. This has allowed the Authority to balance the views and expectations of local communities alongside risk and activity levels and the major cut in its central funding of around £6 million during the next four years.

The projects have been developed after extensive analysis and research carried out in line with the principle in the Authority's strategy that - "The Cheshire Fire and Rescue of the future will need to be more flexible and able to provide a faster, more innovative and weighted response to the risks and opportunities it faces."

The projects will see the Service have more fire stations in future than it does now, with virtually the same number of fire engines but significant changes in how many of them are staffed. The overall average time it takes to get to life-threatening fires and other emergencies will improve while these changes, together with significant efficiencies from back office services, will help the Authority meet its savings targets.

Cheshire is now a far safer place to live than it was a decade ago, with far less fires and injuries. We believe the emergency response review programme which gets underway in this plan, offers us the best opportunity to continue those improvements in the future.

It means significant change across our whole organisation and for some local communities but we are committed to working with residents, businesses, staff and partners in ensuring we can continue to make Cheshire safer for future generations.







# 2

## Our approach to risk assessment and analysis



# Identifying key risks

The Fire Authority has a responsibility to provide an efficient and effective service that protects the communities and infrastructure of Cheshire.

Legislation in 2003 removed national standards of fire cover set by the Government, but introduced a requirement for each fire authority to produce a local plan setting out how it would assess local risks to life and use its resources to protect local communities.

The National Framework for fire authorities was updated in 2012 to ensure that fire authorities engage with local communities, particularly around how they will deliver their prevention, protection, response and resilience activities. To support this, Cheshire maintains a detailed understanding of the local, sub-regional, national and international factors that impact upon the delivery of its services.

Each year a comprehensive and forward-looking analysis of these issues is produced, which highlights the most important political, economic, social, technological, legal and environmental (PESTLE) drivers for the Authority. A summary of this document is available on the Authority's website [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk).

The Service also uses a wide range of sophisticated tools and computer programmes



to actively monitor and assess the changing risk profile of Cheshire.

This process draws upon population and demographic information taken from the most recent 2011 Census, as well as a range of data obtained from partners.

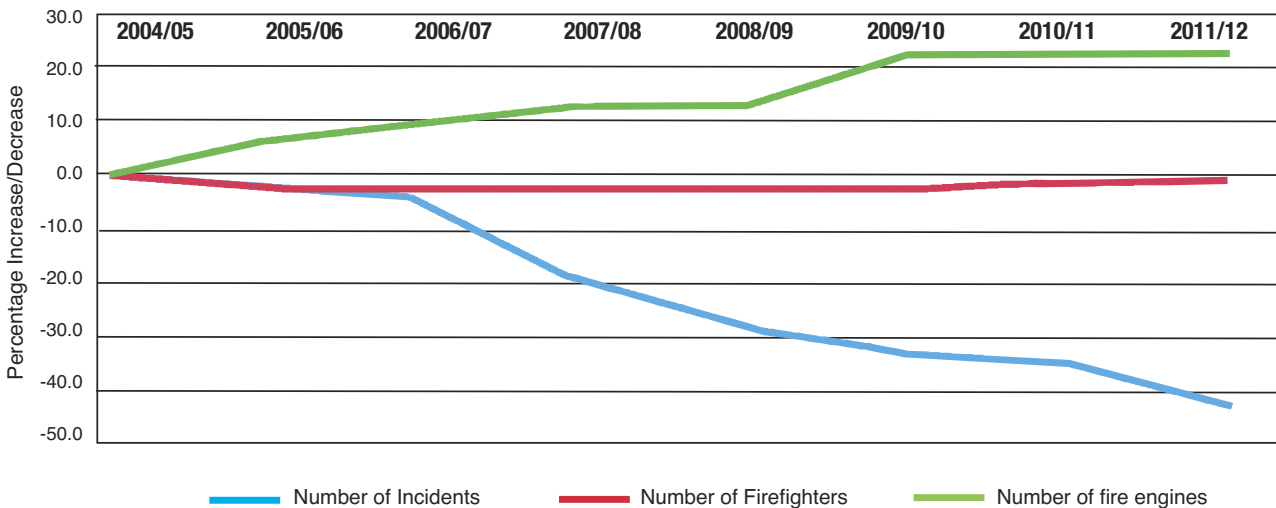
This year the Service has undertaken a complete and comprehensive review of its operational resources using a range of analysis and modelling tools and techniques and developed a suite of options to improve service delivery and meet required reductions in national funding.

The review incorporated research and analysis across all aspects of operational activity, from the use and location of fire engines, specialist vehicles and community fire stations, through to staff numbers, shift systems, and response times

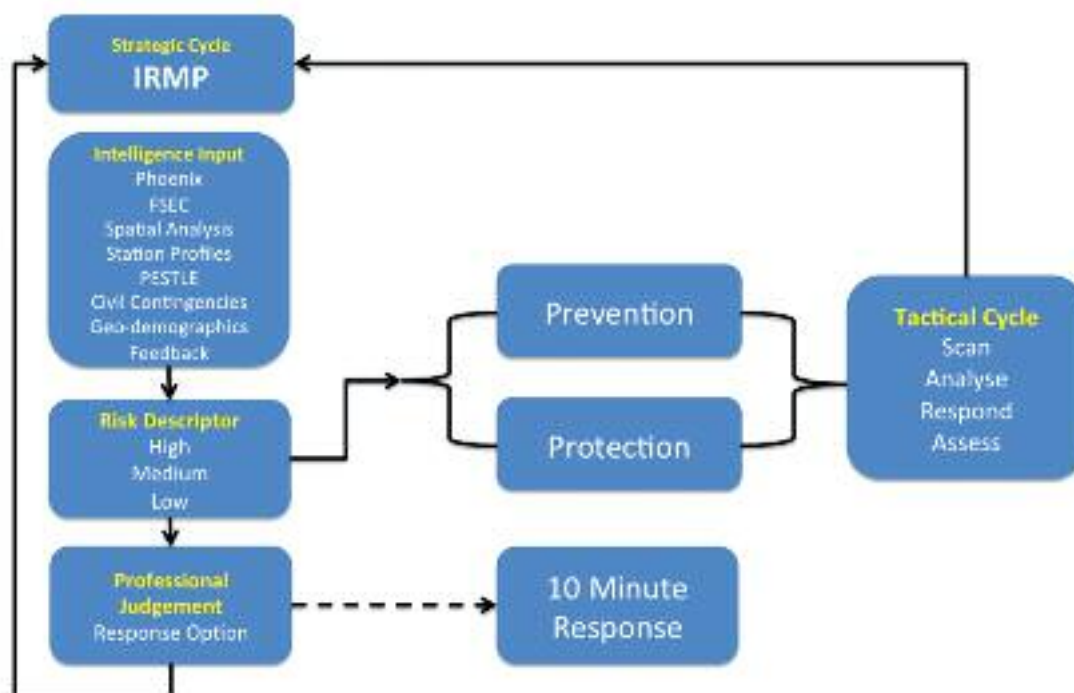
While funding is a key driver, this fundamental review of risk clearly showed the need to be more flexible and better match resources to likely demand, as the graph below clearly shows.

The graph highlights that the number of incidents attended by the Service over the last

**Activity / Resources**



## The Community Risk Model



seven years has reduced by over 40%. Over the same period the number of firefighter posts has reduced by just over 1% while the number of fire engines and other specialist response vehicles increased by over 20%.

### Targeting those most at risk

The Community Risk Model (CRM) is the Service’s way of monitoring risk levels to effectively identify strategic priorities and target resources in the most appropriate areas.

The Service’s historic approach was comprehensive but complex and did not take full account of improvements to local risk levels and the impact of a range of community safety, prevention and protection activities.

These activities include community work, much of it undertaken with partners, targeting the most vulnerable and fire protection work focussed on enforcing national fire safety legislation within commercial and non-domestic premises.

The Service is adopting a new model - summarised in the flow chart above - which ensures that the Authority is intelligence-led in terms of both setting its strategic priorities and planning tactical initiatives. This involves a number of strands, including:

- Major Incident Risk Analysis
- Deliberate Fire Analysis (arson)
- Road Traffic Collision Analysis
- Home Safety Assessment Targeting

Each of the strands informs different Service activities such as home safety assessments, school visits/youth engagement and road safety initiatives and helps our staff to understand who, where and when to target for the best results.

What makes the CRM more advanced than previous models is the ability to identify problems and target them at an extremely local level.



To do this the Service uses a variety of specialist tools including Geographic Information Systems (GIS), demographic information and historical fire and rescue incident data to paint a vivid picture of the risks to the community. This allows the Service to prioritise its prevention and protection work effectively to reduce overall levels of risk and activity.

## Response standards

The legislation that removed national standards of fire cover also introduced a new requirement for each fire authority to set its own suite of response standards, outlining the time for a fire engine to respond to an incident.

Previously, Cheshire maintained a suite of varying response times, dependent on historic levels of local risk. Recent improvements to the safety of communities, including targeting community safety and fire protection activity at those most at risk and increased smoke alarm ownership, has seen the number of house fires and the levels of risk reduce significantly.

Most areas across Cheshire were broadly categorised as medium or low risk and so the majority of homes - nearly 97% - attracted an emergency response standard of over 10 minutes. In practice, most attendances are usually quicker. The historic response standard for road traffic collisions (RTCs) was 11 minutes.

From 1 April 2013, the Authority will move to a new 'blanket' response time of 10 minutes for all house fires and RTCs. The new Community Risk Model will ensure that preventative activities are used pro-actively and are focussed on the highest risk communities, as well as achieving a better spread of operational resources across the Fire Authority's area in order to further drive down levels of risk and activity.

## Community Safety targeting methodology

The new Community Risk Model is also a key element in shaping the Authority's future approach to community safety and preventative activities, such as targeting Home Safety Assessments (HSAs).





After surpassing a target of over 60,000 home safety visit per year for three years up to 2010, the 2011-12 annual action plan set out a revised targeted approach to ensure the most vulnerable individuals are visited.

The Service is now committed to undertaking a minimum of 20,000 Home Safety Assessments each year in the most vulnerable households, based upon a revised targeting methodology and enhanced data obtained through partner agencies.

This new approach centres on enriching our existing data on vulnerable people, with data that the NHS and local authorities share with the Authority, by including;

- Personal risk
- Socio-demographic risk, and
- Operational response

The Authority has access to further intelligence which helps identify groups, other than those over 65, who might also fall into the high risk category. These come from sources such as local authority social care and mean those with the overall highest risk scores can be prioritised for receiving an HSA visit.

Low risk households are targeted through other routes, such as through targeted local and national campaigns, such as Fire Kills, undertaken throughout the year and online approaches through the Authority's website – [www.cheshirefire.gov.uk/5mins](http://www.cheshirefire.gov.uk/5mins).

## Fire Safety enforcement work

The Authority also uses the same risk based and intelligence-led approach to the regulation of businesses, commercial and other non-domestic premises. This is achieved through a business safety team, routine enforcement, fire investigation and arson reduction.

Premises with a history of good fire safety practices benefit from extended periods between audits, such as every three years. Those with poor management standards receive closer attention, such as annual checks.

Fire Protection officers adhere to the best practice approaches and principles of better regulation set out in the Statutory Code of Compliance for Regulators and seek to minimise the regulatory burden on businesses.

The Service is certified to the ISO9001 quality standard and the flexible approach to reducing fire risk is responsive to variations in activity within local communities and even to notable fire incidents, nationally and globally.

The Service also works closely with key partners to protect communities and businesses from fire e.g. Housing Authorities, HM Prison Service, the Police, Cheshire and Warrington Local Enterprise Partnership (LEP), United Kingdom Border Agency, Care Quality Commission and others.

## Response and resilience

The National Framework also requires that the Fire Authority has plans in place to reduce the commercial, economic and social impact of fires and other emergencies on national resilience and security.

This is achieved through collaborative arrangements between the Service and other local emergency responders, through Local Resilience Forums (LRFs) – bodies set up to coordinate the plans and activities of emergency responders, as well as with neighbouring fire and rescue services and national agencies.

The Service is also now required to identify any local gaps in national resilience arrangements to the Government and to address these collectively by working with other fire and rescue services and through the newly established Fire and Rescue Strategic Resilience Board.

The Service will also adhere to national guidance agreed between the Government and the fire and rescue service in terms of providing assurance to Ministers and communities on financial, governance and operational matters in an annual statement of assurance.



# 3

## Projects and proposals



As outlined in previous annual action plans, the Authority's projects and proposals are presented under the following three headings:

- Developing the organisation
- Protecting local communities
- Responding to emergencies.

## Developing the organisation

As the Fire and Rescue Service of the Year 2011–12 and one of the first to achieve Excellence in the national Equality and Diversity Framework, the organisation is committed to continuous improvement.

To maintain clear leadership and direction, a fundamental review of the Service's senior management structure was carried out and new arrangements put in place from the start of the 2012-13 financial year. This involved

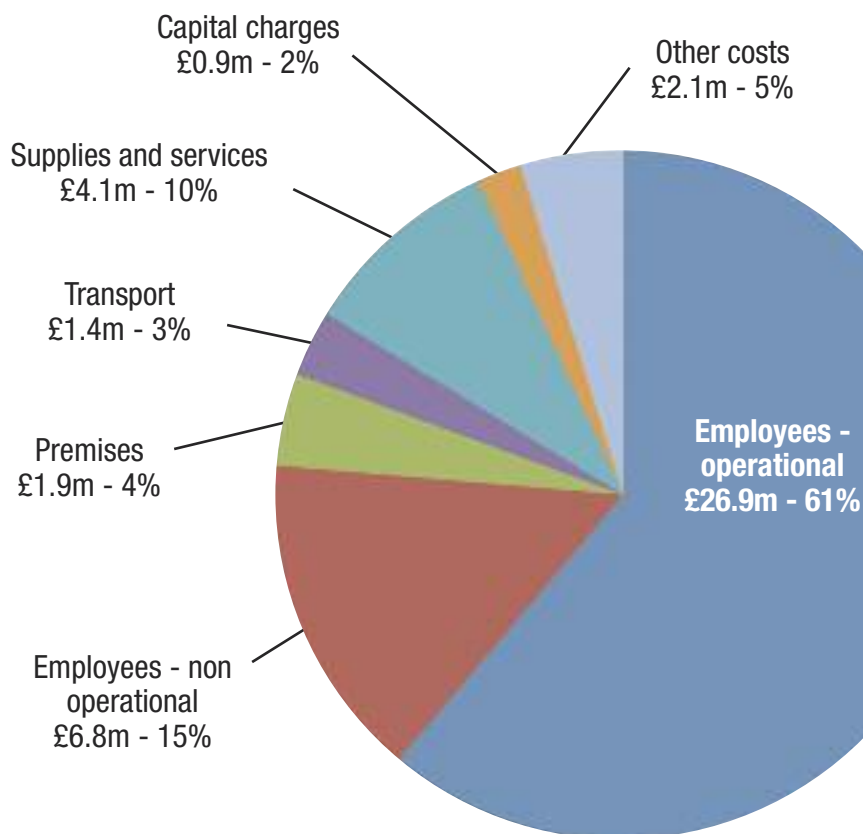
removing director-level posts and changing the responsibilities of other senior roles to establish a more efficient and effective structure which produced savings of over £100,000.

The Service has also been among the first in the country to put itself forward for a new system aimed at assessing the effectiveness of local fire and rescue services. The Operational Assessment and Peer Review involved an independent team visiting the Service to give their views on the organisation's past performance and future plans.

The six-strong team was made up of senior representatives from other fire and rescue services and local councils and they spent four days in July speaking to a range of frontline and support staff, as well as Fire Authority Members, partners and stakeholders.

In their subsequent report the team praised the way in which the Service operates, highlighting that there was "a strong ethos of

### Budget 2012-13 (£44.1m)





‘Team Cheshire’ throughout the whole organisation – from firefighters to Members.” They added that:

- The organisation’s data sharing agreements with key partners represented notable practice
- There was an excellent Member ‘buddy’ system and Member Champions for key areas which tied councillors firmly into the work of the Service
- There are robust local performance management structures, with Member involvement a further area of notable practice
- The proposed risk management model and emergency response review were thorough and well thought out
- Investment in training provided assurance on the competency of front line staff
- In taking the organisation through the difficult years ahead the Authority needs to show courage and resolve and present a vision for staff and others to aim for.

## Value for money

The chart on the previous page shows a headline breakdown of the Service’s £44.1 million budget for the 2012-13 financial year. It highlights the fact that 76% of the budget goes on staff costs, with the vast majority of that obviously on operational staff - firefighters and fire officers. It is clear that the bulk of the estimated £6 million savings needed over the next four years will inevitably have to come by reducing staff costs.

The fundamental review of the Service’s fire stations, fire engines and staffing systems has resulted in proposals aimed at ensuring the most efficient and cost-effective use of its emergency response resources in the future. To make sure all other areas of the organisation are also working efficiently and in line with the Service’s future needs, a comprehensive programme of value for money reviews began in 2011–12.

Those completed so far include:

- Corporate administration
- Community Fire Protection

- Community Fire Safety
- Transport and Workshops
- Corporate Intelligence Unit
- Health and Safety.

While these reviews did not have targets to save specific amounts of money or cut a certain number of jobs, the results will see savings of over £600,000, together with a reduction in post numbers and changes in responsibilities.

Other reviews scheduled for completion by the end of 2012-13 included the Service’s Facilities and Operational Policy and Assurance departments as well as Procurement and Stores. The Authority committed to completing value for money reviews of all departments over a three-year period and carrying out the following reviews during 2013-14 will complete that initial programme:

- Human Resources
- Finance
- ICT
- Legal and Democratic Services
- Planning, Performance and Communications.

The review of the structure of the ICT department is the final part of a three-phase programme of change which has seen a £500,000 investment to provide a new, faster and more resilient network linking together all of the Service’s stations. It has also included:

- Increasing the speed of the Service’s connection to the internet
- Installing wireless networks on all community fire stations
- Setting up a rolling five year programme to replace desktop computers and laptops
- Upgrading all key computer servers and system software
- Developing in-house systems which will allow information on different databases to be linked and shared more easily.

## Protecting local communities

During this financial year the Service will be fully implementing the outcomes of the value for money reviews into the Service's Community Safety and Community Fire Protection departments. Staff in the former work directly with local communities, delivering HSAs to premises across Cheshire, engaging with partners to protect those at greater risk of fire and running a range of programmes for young people.

Community Fire Protection staff work with businesses to ensure they are aware of their responsibilities under fire safety legislation and also prosecute in cases where the laws have not been followed and lives put at risk.

The reviews have streamlined systems and processes and resulted in the equivalent of a dozen posts being cut, with total savings of £368,000. Some of the efficiencies have been achieved by working with key partners to share the costs of employing specialist community safety advocates, such as with the Deafness Support Network.

Staff are also working with partners in Cheshire West and Chester on a project called "Altogether Better" aimed at improving the way local public services are provided. One of the proposals for the future is extending the Service's specialist Home Safety Assessment process for older people. This sees the normal visit which provides fire and home safety advice extended to signpost people to other specialist support they may be entitled to.

The Service's recognition of the significant increase in safety issues caused by the rising elderly population has seen staff lead on the fire and rescue service's national approach to the issue. At a local, practical level, collaboration with Age UK Cheshire has seen the employment of a specialist outreach worker to visit people affected by dementia. In partnership with local health services, visits are made to the homes of dementia sufferers and a range of practical fire and other safety advice and support is provided.



Other work with partners has seen the Service commissioned by Cheshire East Council to deliver road safety education on its behalf for the next three years. The income covers the cost of staff providing the service and builds on the existing programme of fire safety visits to key Stage II pupils across Cheshire with key "fire survival" messages.

Further opportunities for the Service to be commissioned to deliver some of its youth engagement projects are being developed with 'Primary Respect' courses for pupils in years 5 and 6 set up in Warrington, and additional Prince's Trust programmes for older teenagers running across Cheshire.

### Campaigns

During the next financial year the Authority intends to increase its support for two key long-term campaigns aimed at reducing fire deaths, injuries and damage in both homes and businesses.

The first involves campaigning to make it a legal requirement for private landlords to fit long life, linked smoke alarms in all their properties. Significant research and initial lobbying is already underway, while key tasks over the next 12 months include developing a scheme to recognise landlords in Cheshire who make a specific commitment to fire safety.

### Sprinklers

The other campaign will see the Service increasing its support and lobbying for the national fire and rescue move to make the fitting of sprinkler systems a requirement in all new buildings in England. The Welsh Government has already passed legislation requiring sprinklers to be fitted in all new and converted residential properties from September 2013.

The Service is already a member of the National Fire Sprinkler Network and recently held two major events to raise the profile of the campaign locally. The first saw a dramatic



live demonstration at an empty accommodation block in Crewe where two identical bedrooms were set on fire, one fitted with a sprinkler system and one without - see video section on the Service’s website.

A specially invited audience including MPs, local councillors, housing associations and the media were able to watch at close quarters as flames engulfed the unprotected room, destroying the contents in minutes and ensuring anyone inside would have been killed. In contrast, the sprinklers in the adjacent room started working just 30 seconds after the fire started, minimising smoke and fire damage.

The Service then joined forces with Staffordshire Fire and Rescue Service to stage a regional sprinkler conference where delegates were given information packs, including a DVD of the Crewe demonstration, to emphasise the case for sprinklers. Key messages from both events are to be used by staff and Members over the next 12 months to push the use of sprinklers with all of its key local partners.

## False alarms

In July 2012 the Service changed the way it handles calls from automatic fire alarm systems in a bid to halve the number of false alarms firefighters have to deal with each year.

During 2011–12, crews attended 2,757 calls as a result of systems being activated by accident or because of a fault. Just 47 of the calls were genuine fires and of those 47, only 17 required firefighters to take any action.

The new policy involves control operators trying to get confirmation from the premises or the alarm company that there is a genuine emergency before sending any fire crews. If they can’t get confirmation either way, one fire engine – instead of the previous two or more – is sent under blue lights to investigate. Calls from premises where there could be people sleeping, such as homes, hospitals, care homes, hotels, hostels and halls of residence are not challenged.

The policy was brought in after detailed consultation but it will be subject to formal review during the next 12 months to ensure it is meeting the expectations of both the Service and businesses.





## Responding to emergencies

The most significant of projects in 2012-13 was a review of the Service's front-line emergency response. This saw a dedicated team co-ordinate an in-depth analysis of past, present and future emergency response demands and requirements. The exercise involved:

- A review of the Service's existing standards for how quickly fire engines respond to fires and other emergencies
- An analysis of incidents attended by the Service over the last three years, including where and when they occurred and the types of emergencies involved
- A review of risk profiles across the Fire Authority
- The use of existing and new computer modelling programmes and consultants to analyse the impact of changing the location of some stations and how and when they are staffed.

### Emergency response review

Officers then used professional judgement to develop a package of proposals which balanced value for money and practicality against the impact on risk levels and response standards. The key principles included:

- Replacing the current sophisticated but complex emergency response standards with a blanket 10 minute standard for life risks – house fires and road traffic collisions
- Building up to five new fire stations to improve response times in key areas, with two of them acting as operational hubs near key motorway junctions
- Urging partners to share facilities where practical, such as the joint project at Poynton Community Fire Station
- Reducing the number of Wholetime firefighter posts on fire stations which have two fire engines
- Bringing in 12-hour day shifts on some stations and increasing the number of part-time or 'on-call' firefighter posts.



The options were subject to an extensive three month consultation which was formally assessed by the Consultation Institute for compliance with its best practice criteria.

The outcomes of the consultation have been considered in detail by Fire Authority Members who then agreed in principle the outline projects and timetable set out on pages 19-23. The timetable and projects will be reviewed as part of the Authority's annual integrated risk management process. There will be further local consultation as projects involving the building of new stations and changing duty systems are developed and implemented.

As has already been highlighted, implementing these projects will take a number of years. While preparations will get under way in 2013-14, no practical changes will take place until the following financial year.

One of the principles behind the proposals, however, is a new blanket 10 minute response standard for all incidents where someone's life might be at risk i.e. house fires and road traffic collisions. This replaces the existing variable



emergency response standards and is effective from April 1st 2013.

In addition, a new community risk model comes into effect from the same date which aims to allow the Service to take into account the impact of its community safety work on local risk levels.

This model is outlined on page 7 of this plan and will ensure prevention and protection work is targeted on people and communities most at risk and in those areas where it would be impractical for the Service to achieve the 10 minute response standard.

Another key element of the emergency response review programme is to make greater use in future of "on-call" or part-time firefighters. This system operates in mainly rural areas with staff who live or work within five minutes of the station alerted via a pager day and night. To ensure the Service can recruit and retain sufficient On-call staff in future, options to review payments are being explored.

Following concerns raised during the consultation, however, the Authority has decided to significantly restrict an option to extend the 'catchment area' for on-call stations. The flexibility to increase the travel to station time from five minutes up to six or seven, can only be used at specified stations where the alternative would be a significant reduction in emergency response cover for the local community.

During 2013-14 the Service will also be implementing the outcomes of a number of reviews carried out during 2012-13 into its frontline staffing and crewing arrangements.

These include:

- **Task analysis** – evaluating the minimum number of firefighters needed to safely carry out key tasks at incidents such as house fires
- **Shift systems** - keeping the current whole-time system (two days, two nights and four days off) but reducing staff on stations with two fire engines to four firefighters on each vehicle - and pay staff extra to provide additional support when needed.
- **Flexible crewing** – at present a fire engine cannot be sent to an incident if less than four firefighters are available, however, options to allow two or three firefighters to respond to specific types of incidents are being explored for On-call stations.

In addition, the Service will also be implementing the recommendations from a review carried out into the range of specialist vehicles and appliances it uses. These include foam tankers, hazardous materials units and aerial appliances - fire engines with hydraulic booms so fire crews can work at height.

It also involves removing some vehicles which are hardly used and making more use of containers or 'pods' to store specialist equipment and supplies so these can be carried easily on flat bed lorries.

## Fire Control

In June 2012 Cheshire took over the handling of 999 calls for Cumbria Fire and Rescue Service and the mobilising of their fire engines and officers to emergencies. The move followed an approach by Cumbria which wanted to ensure it had a modern, cost-effective and resilient control system which it could rely on until the North West Fire Control Centre opens in 2014.

The project saw staff from both Services working closely together to ensure the technology and emergency procedures were operating effectively before the formal handover. In addition, a small number of staff from Cumbria transferred to Cheshire and are working in the Service's current control room at its Winsford headquarters.

Lessons learned from the project are being used to help the implementation of the North West Fire Control Centre at Lingley Mere - scheduled to be fully operational by the Spring of 2014. The project is supported by four out of the five fire authorities in the North West - Cheshire, Cumbria, Greater Manchester and Lancashire, after they all approved the final business case. This specified how the project would deliver a more effective, efficient and resilient system than current arrangements.

Cheshire's Chief Fire Officer Paul Hancock is the overall Project Director and considerable progress has already been made, with the main technology contractor appointed and the majority of staff positions filled.



# Emergency response review – proposals

The following pages set out the Authority’s preferred options for providing its response to fire and other emergencies in the future and were agreed after an extensive 12 week consultation programme. The proposals, particularly those in the later stages of the programme, will continue to be scrutinised through the Authority’s annual risk management processes to ensure they continue to meet its objectives and financial challenges.

While a number of the projects are linked, they are set out under local council areas for easy reference. A key element is changing how some fire stations are crewed in future, so this page outlines current crewing systems, station running costs and a graph showing the busier day time for the main stations.

## Duty systems overview

The Service currently has 24 community fire stations which are staffed according to local risk and activity levels. There are:

- **Seven wholetime stations** in the main urban areas with crews working 9 hour day

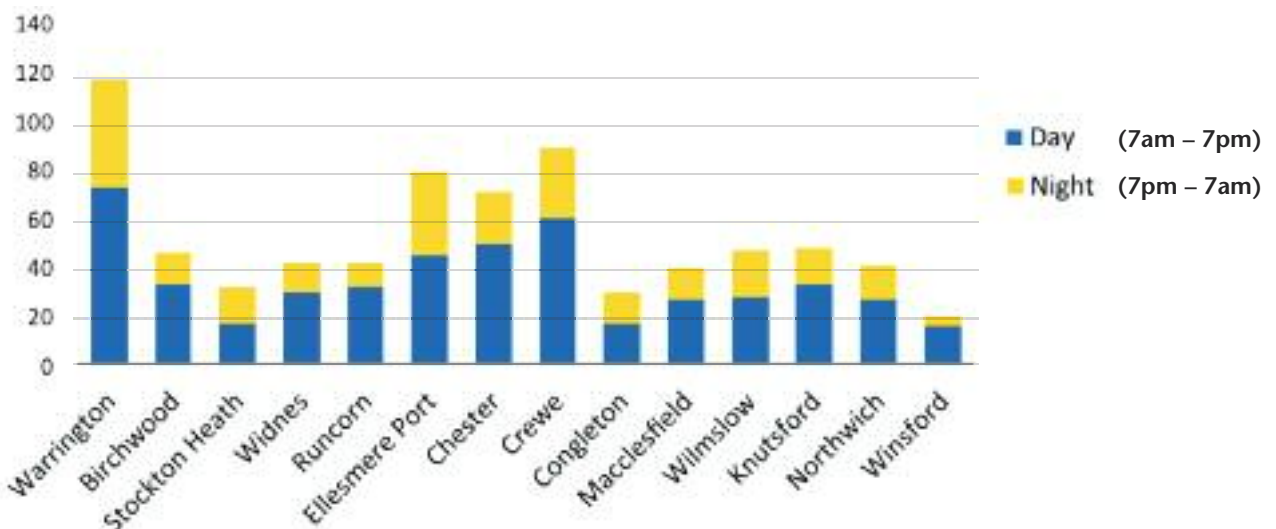
and 15 hour night shifts to provide 24/7 cover.

- **Five day crewing stations** in smaller urban areas with firefighters living in Authority-owned houses alongside the stations. They are on duty in the day but respond from home through a pager at night.
- **Two ‘nucleus crewed’ stations** - here firefighters work 12 hour shifts covering the period of peak activity, with “on-call” staff who live within five minutes of the station covering the rest.
- **Ten on-call stations** – these are in mainly rural areas and staff – formerly known as retained firefighters - who live or work within five minutes of the station are alerted via a pager day and night.

## Costs

It currently costs between £1.6 and £2 million a year to run each of the six Wholetime stations with two fire engines and £1 million a year for Macclesfield which has one Wholetime fire engine. Day Crewing stations cost around £700,000 a year, current Nucleus Crewing £740,000 and On-call approximately £150,000.

Life risk incidents - house fire and road traffic collisions in 2011-12

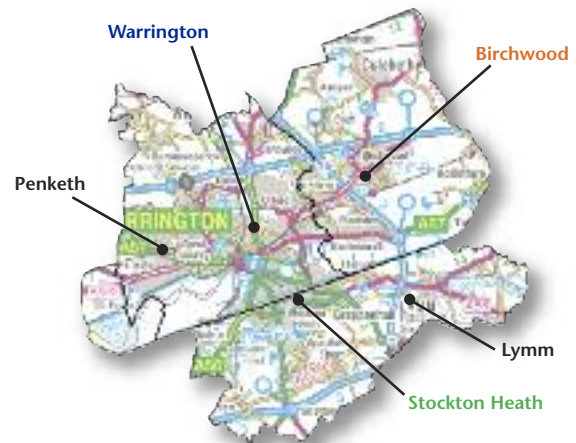




## Warrington

The Warrington area currently has three fire stations, which are staffed as follows:

- **Warrington** is Wholetime, with two fire engines and other specialist vehicles providing 24/7 cover
- **Stockton Heath** has two fire engines and an aerial platform with staff on the Day Crewing system. The second fire engine is crewed by On-call staff
- **Birchwood** has one fire engine staffed through a Nucleus Crewing system.



### Proposals

1. **Penketh** - build a new Wholetime community fire station with two fire engines, the first transferred from Warrington and the second operated by On-call staff
2. **Stockton Heath** - change the station from Day Crewing to On-call, with support from the new Wholetime station at Lymm

3. **Stockton Heath** - transfer the existing aerial appliance to Warrington and operate it using existing staff
4. **Lymm** - build a new Wholetime station crewed by transferring existing Day Crewing staff from Stockton Heath and Knutsford. Use it as an "operational response hub" to store specialist vehicles.
5. **Birchwood** - keep the current nucleus crewing arrangement

## Halton

Halton currently has two Wholetime fire stations, one in **Runcorn** and one in **Widnes**. Both fire stations have two fire engines, staffed Wholetime providing 24/7 cover. Halton's future proposals are dependent on support from the new station at Penketh.



### Proposals

1. **Widnes** - remove the second fire engine and provide additional cover from the new Wholetime station at Penketh.
2. **Runcorn** - change how the second fire engine is crewed from Wholetime to On-call (24/7)

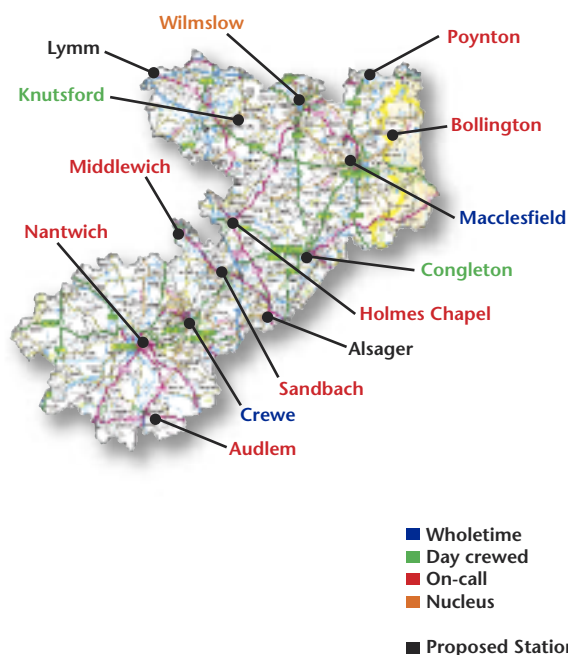
- Wholetime
- Day crewed
- On-call
- Nucleus
- Proposed Station



## Cheshire East

The area has a total of 12 fire stations, which are currently crewed as follows:

- **Crewe** is Wholetime, with two fire engines and other specialist vehicles providing 24/7 cover.
- **Macclesfield** is Wholetime, with one fire engine, one On-call fire engine and an aerial appliance
- **Knutsford** has one fire engine and a specialist vehicle, with staff working the Day Crewing system
- **Congleton** has two fire engines one operated by the Day Crewing system and the second by On-call staff
- **Wilmslow** - has one fire engine operated by a Nucleus Crewing arrangement
- **Audlem, Bollington, Holmes Chapel, Nantwich, Middlewich, Poynton** and **Sandbach** are staffed by On-call staff.



### Proposals

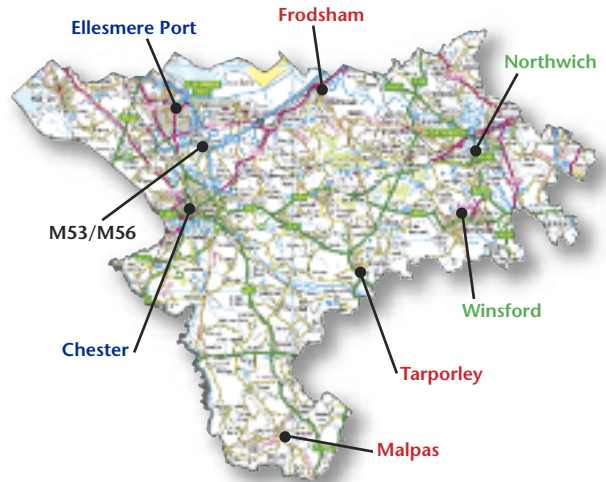
1. **Alsager** - build a new On-call fire station and transfer the second fire engine from Congleton.
2. **Congleton** - change the current Day Crewing duty system to a Nucleus Crewing system (Monday to Friday - 8 hour day shifts) with evening and weekend cover being provided by the existing On-call staff
3. **Crewe** - change how the second fire engine is crewed from Wholetime to On-call (24/7)
4. **Macclesfield** - change the current Wholetime duty system to a Nucleus Crewing system to maintain two fire engines and crew the aerial appliance with On-call staff at all times.
5. **Knutsford** - change the current Day Crewing duty system to On-call with support from the new Wholetime station at Lymm.
6. No changes are proposed at **Wilmslow, Audlem, Bollington, Holmes Chapel, Nantwich, Middlewich, Poynton** or **Sandbach**.



# Cheshire West and Chester

The area has seven fire stations, which are currently crewed as follows:

- **Chester** is Wholetime with two fire engines and other specialist vehicles providing 24/7 cover
- **Ellesmere Port** is Wholetime with two fire engines and other specialist vehicles providing 24/7 cover
- **Northwich** and **Winsford** both have two fire engines, one operated by Day Crewing staff and the second by On-call staff
- **Frodsham**, **Malpas** and **Tarporley** are staffed by On-call staff.



- Wholetime
- Day crewed
- On-call
- Nucleus
- Proposed Station

## Proposals

1. **Chester** - transfer the second fire engine from Chester to a new Wholetime station near the M56/M53 motorway interchange. Use the new station as an "operational response hub" to store specialist operational vehicles
2. **Chester** - Maintain the existing fire engine and operate the aerial appliance using existing staff
3. **Ellesmere Port** - change how the second fire engine is crewed from Wholetime to On-call (24/7)
4. **Neston** - continue to explore the feasibility of proposals for a new on-call station while monitoring ongoing support agreements from Merseyside FRS
5. **Winsford** and **Northwich** - change the duty system for the first fire engine from Day Crewing to a Nucleus Crewing arrangement (Monday to Friday - 8 hour day shifts) with evening and weekend cover provided by existing On-call staff. Maintain current On-call crewing for the second fire engines.
6. **Frodsham**, **Malpas** and **Tarporley** – no change.



## Timetable

The Fire Authority has set out the indicative timetable below for the implementation of the emergency response review proposals. Given the scale and complexity of the projects, the programme will be reviewed and updated annually to reflect local consultation and land development issues.

### 2013–2014

1. Implementing recommendations from the review of specialist vehicles, their location and crewing
2. Introduce the new Community Risk Model and the 10 minute operational response time for life risk incidents
3. Start riding with four firefighters on each fire engine at Wholetime stations with two fire engines and pay staff extra to provide additional support when needed
4. Extend the current Flexible Crewing Arrangements across all On-call stations
5. Allow the On-call recruitment catchment area on specified stations to be increased by up to 6 minutes or 7 minutes where the alternative would be a significant reduction in emergency response cover for the local community
6. Start recruiting for On-call staff at Alsager, Macclesfield, Penketh and Runcorn
7. Consider introducing a salary scheme for On-call firefighters

### 2014–2015

1. New fire station at Penketh (12 hour shifts) – “go live”
2. Remove the second fire engine from Widnes
3. Introduce new crewing arrangements for the second fire engine at Runcorn
4. Introduce new shift system at Macclesfield
5. Start riding four firefighters across all stations
6. Start recruiting for On-call staff at Congleton, Knutsford, Northwich, Stockton Heath and Winsford

### 2015–2016

1. New fire station at Lymm (12 hour shifts) – “go live”
2. Transfer Technical Rescue Unit from Knutsford to Lymm and Incident Response Unit from Winsford to Lymm
3. Transfer the hydraulic platform from Stockton Heath to Warrington
4. Introduce On-call model for Stockton Heath and Knutsford
5. Implement new crewing arrangements at Congleton
6. New On-call fire station at Alsager – “go live”
7. Introduce new crewing model for Winsford and Northwich
8. Start recruiting for On-call staff at Crewe and Ellesmere Port

### 2016–2017

1. New fire station at M53/M56 interchange (12 hour shifts) – “go live”
2. Introduce new crewing arrangement for second pump at Ellesmere Port
3. Introduce new crewing arrangement for second pump at Crewe
4. Transfer Foam Unit from Ellesmere Port and Incident Response Unit from Chester to M53/M56 station
5. Transfer High Volume Pump from Congleton to Ellesmere Port





# 4

## Involving our staff and our communities



## Consultation and engagement

The Authority recognises that the future changes it needs to make so it can continue to protect local communities during a time of major funding cuts are significant and raise issues for both its staff and the people they serve. As a result, the emergency response review proposals set out in this plan have been subject to the Authority's most comprehensive consultation and engagement programme to date.

The three month consultation was also overseen by the Consultation Institute to ensure it followed nationally accepted best practice through its Compliance Assessment scheme.

Face to face briefings and presentations were carried out to all key stakeholders, as well as 21 community consultation roadshows for residents and five senior management roadshows for staff. These were supplemented by comments and views obtained from six workshop sessions held with residents and



businesses in different parts of the Authority's area. Extensive promotion and publicity of the consultation included:

- sending a summary of the proposals to all 488,000 homes and mixed businesses in Cheshire
- a press conference and press releases to all local media with coverage by all key Cheshire media
- extensive use of the Service's website and social media channels as well as online advertising.

The outcomes saw a 24% increase in responses from residents compared to the previous year, nearly 80% more staff surveys completed and 80 stakeholder responses – a third more than in 2012-13.

The feedback was considered by Fire Authority Members at a series of meetings in agreeing their preferred options from the emergency response review.

Future consultation will focus on the updated review timetable in the annual action plans and on land development issues as new stations are built. Residents and partners are encouraged to use the website – [www.cheshirefire.gov.uk](http://www.cheshirefire.gov.uk) - and social media channels to give feedback on any aspect of the Service throughout the year.

Copies of the full consultation report about the 2013-14 Integrated Risk Management Plan have been published on the Service's website and Intranet. The contact details for further information are as follows:

e-mail: [consultation@cheshirefire.gov.uk](mailto:consultation@cheshirefire.gov.uk)

tel. 01606 868408

post: Communication and  
Engagement Officer  
Cheshire Fire and Rescue Service,  
Sadler Road,  
Winsford,  
Cheshire  
CW7 2FQ



# 5

## Financial planning



## Medium Term Financial Plan 2013–14 to 2016–17

	2012-13 £000	2013-14 £000	2014-15 £000	2015-16 £000	2016-17 £000
<b>Base Budget pre additions and savings</b>	<b>44,328</b>	<b>44,729</b>	<b>43,623</b>	<b>42,755</b>	<b>41,618</b>
<b>Additions:</b>					
Revenue Growth	524	503	500	500	500
Capital Financing Charges	0	0	0	0	0
Inflation (pay 1.5%, non pay2%)	242	702	695	693	688
Council Tax Freeze grant from CLG	-751	751	0	0	0
Allocation of additional Council Tax (second homes)	39	1	1	1	1
Efficiencies and savings	-1,013	-1,694	-1,434	-1,699	-1,026
Transfer to IRMP pump priming reserve	760	231	-629	-632	-631
Repayment of loans	600	-1,600	0	0	0
<b>Revised Total Budget Requirement</b>	<b>44,729</b>	<b>43,623</b>	<b>42,755</b>	<b>41,618</b>	<b>41,150</b>
<b>Base Funding b\ fwd</b>					
Council Tax	25,029	25,064	22,917	23,325	23,742
Start Up Funding	19,295	19,665	20,706	19,430	17,876
<b>Total Base Funding</b>	<b>44,324</b>	<b>44,729</b>	<b>43,623</b>	<b>42,755</b>	<b>41,618</b>
<b>Add Increases\ (Decreases) in Funding:</b>					
Council Tax					
Increase in council tax (1.99%)	0	449	458	467	476
Reduction in taxbase	29	-2,496	0	0	0
Surplus / deficit on collection fund	6	-100	-50	-50	-50
Start Up Funding Assessment	370	1,041	-1,276	-1,554	-894
<b>Total movement in funding</b>	<b>405</b>	<b>-1,106</b>	<b>-868</b>	<b>-1,137</b>	<b>-468</b>
<b>Total Available Funding</b>	<b>44,729</b>	<b>43,623</b>	<b>42,755</b>	<b>41,618</b>	<b>41,150</b>
<b>Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



To help manage its budget effectively, the Fire Authority produces a Medium Term Financial Plan (MTFP) which looks up to four years ahead. This financial overview makes a number of informed assumptions about pay, inflation and other costs as well as anticipating expected income from central Government grants and from the Council Tax precept set by the Authority itself.

Over the last two financial years the Authority has made savings of nearly £3 million to offset a virtual freeze in central government funding and to allow investment in key operational areas. Those savings were made from corporate budgets and support service departments without any impact on fire stations and the organisation's emergency response service.

Clearly, a key focus of the latest plan is the significant cut in central funding which the Government recently confirmed for the next two financial years. It is difficult to be precise about the percentage reduction in this central funding because of new, radical changes in the financing of local government. Compared to existing arrangements, however, there is a cut equivalent to 8.9% for 2013-14 and 6.2% for 2014-15.

The Government has indicated that reductions in central funding will continue after that and while no figures have been confirmed, the Authority's MTFP assumes cuts of 8% in 2015-16 and a further 5% the following year.

Other assumptions included in the plan are:

- a 1.99% annual increase in the Authority's Council Tax precept
- a 1.5% annual increase in staff pay
- a 2% allowance each year for inflation.

This still requires savings of just under £6 million over the next four years and the emergency response review proposals confirmed by the Authority will deliver a significant amount of those savings. Further efficiencies will still be needed, however, from ongoing value for money reviews and reductions in back office and support services.



For the 2013-14 financial year savings of nearly £1.7million are required and the key savings include:

- £656,000 by riding with four firefighters on each fire engine at wholtime stations which have two vehicles
- £418,000 as a result of value for money reviews into a number of corporate support departments
- £288,000 by staffing the Service's specialist vehicles more efficiently
- £80,000 from reducing the number of managers receiving flexible duty allowances.

## Capital programme

A key part of the emergency response review programme is the building of four (potentially five) new fire stations to improve average response times and to allow more efficient crewing systems to be introduced on some existing stations. The money needed to build



these new fire stations comes from the Authority's capital spending programme, not its day to day revenue budget.

The Service has just won a one-off £4.5 million capital grant from the Government after submitting a bid outlining how the emergency response review programme will generate future efficiencies. Combined with its existing capital grant, it means the Authority has £6.6 million over the next two years which can mostly be used on the projects to build new fire stations and limit the need to take out any loans.

The Authority has a capital programme of £3.4 million for 2013-14, with the key projects including:

- £2,730,500 on the Emergency Response Review proposals
- £290,400 for a new vehicle to improve the storage and delivery of foam in fighting chemical and fuel fires
- £150,000 on specialist kit which helps firefighters monitor and maintain water supplies at fire
- £86,900 on refitting out a command and control unit for use at major incidents
- £29,500 on replacing thermal image cameras which identify hotspots at fires

The Authority believes that the expectations in the MTFP together with the approach set out in its four year strategy and its capital programme will enable it to deliver its objectives of continuing to protect the public while aiming to avoid compulsory redundancies of firefighters.



# 6

## Performance management



# Performance management

Strategic monitoring of the organisation's performance is carried out by the Fire Authority, including quarterly reports to the Performance and Overview Committee.

More detailed scrutiny is carried out by an internal performance management group and through the Service's unitary council performance groups which involve both local councillors and staff.

A mixture of nationally accepted fire and rescue service performance indicators together with local targets are used to track progress and monitor trends. Dedicated staff ensure risk, planning and performance data is collated, checked, interpreted, reported and scrutinised effectively.

## Summary performance 2012-13

This section provides the latest information on some of the headline indicators used by the Authority to monitor progress in achieving its vision of 'a Cheshire where there are no deaths, injuries or damage from fires or other emergencies.'

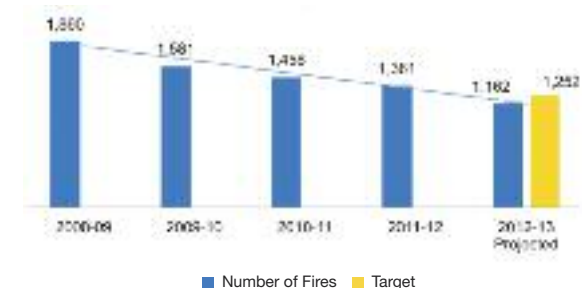
Annual and longer term targets are set and a key principle of our approach is aiming for continuous improvement to achieve the best outcomes for our communities. The trend analysis shown here is based on five years' worth of data and illustrates the impact over time of our efforts to drive down the numbers of fires, deaths and injuries.

So far this year there have been five fatalities recorded in fires, four of which have been in house fires. The long term trend is consistently in single figures meaning that annual changes are volatile given the low numbers relative to a population of over one million. Similarly, fire-related injuries are consistently below 60 each year, which means that changes in reporting definitions and a single incident with several people injured can skew the annual figure.

In the following information and graphs the figures for 2012-13 are projected from data as at 28th February 2013. A full annual report with final performance figures will be produced in October 2013.

It is clear that the Service is maintaining the overall downward trend in the number of fire incidents. As numbers reduce, continuing that improvement becomes ever more challenging and we need to be increasingly sophisticated in both our approach to targeting our safety work with communities and businesses, as well as setting realistic performance goals.

## Primary Fires



The number of primary fires in 2012-13 - those involving homes, businesses, cars, injuries and incidents attended by more than five fire engines - is on course to be the lowest ever. The figure is expected to show a 38% reduction compared to 2008-09.

## Home Safety

### Accidental Dwelling Fires



Accidental dwelling fires are on course to have reduced by 8% since 2008-09. The programme of targeted Home Safety Assessments continues to have an impact but as over 50% of these fires are cooking related, there is scope to reduce these further through campaigns and other community engagement work.

### Business Safety

There is set to be a 41% reduction in non domestic property fires compared to 2008-09. Around 25% of these have been caused deliberately and staff in the Community Fire Protection department work closely with businesses to provide advice and guidance to help limit the risk and impact of fires.

### False alarms

While attendance of fire crews to false alarms has reduced by around a third over the last five years, the number of such incidents is still significantly higher than the number of property fires we attend. The introduction of a new attendance policy in July 2012 aims to reduce these numbers further and its impact remains under review.

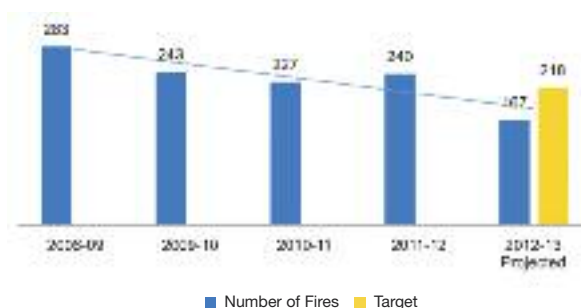
### Arson

Overall, deliberate fires have reduced by 51% since 2008-09 based on the projected year end data. The successful partnership working between the Service and the Police has seen the arson conviction rate rise in Cheshire to 14% - above the national rate of 6-8%.

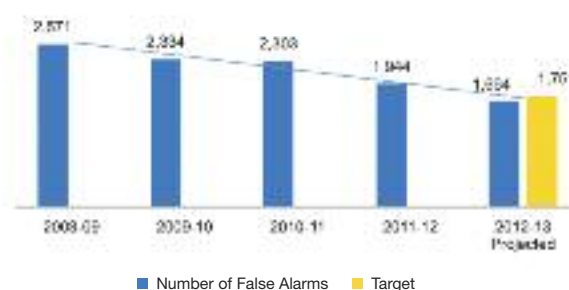
Of the small deliberate fires, three quarters are generally refuse related, and of these around a quarter involve domestic wheelie bins. Whilst adverse weather conditions may have had some impact on the strong improvement during 2012-13, continued partnership working with the councils, schools and other agencies with a concerted focus on 'hotspots', raises awareness and helps to drive these nuisance fires down further.

More detailed local performance information is contained in the unitary council area profiles set out on the following pages, while overleaf is a table with headline performance targets and standards.

### Fires in Non-Domestic Premises



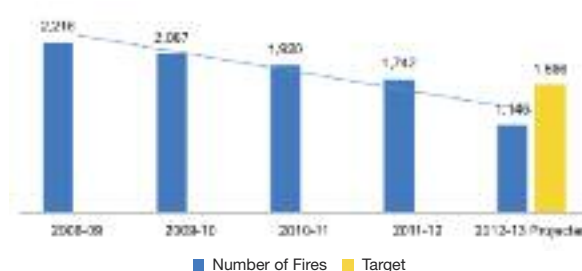
### False Alarms caused by Automatic Fire Detection



### Deliberate Property Fires



### Deliberate Small Fires





Headline performance indicators	Future target	Projected performance for 2012–13
<ul style="list-style-type: none"> <li>Emergency response to life risk incidents within 10 minutes</li> </ul>	80%	New standard
<ul style="list-style-type: none"> <li>Reduce the number of accidental house fires by 5% compared to the previous 12 months</li> </ul>	400	422
<ul style="list-style-type: none"> <li>Reduce the number of injuries in accidental house fires by 10% by the end of 2014–15 compared to 2009–10</li> </ul>	19	45
<ul style="list-style-type: none"> <li>Deliver a minimum of 20,000 Home Safety Assessments to high risk households</li> </ul>	20,000	23,531
<ul style="list-style-type: none"> <li>Reduce the numbers of false alarms from automatic systems by 13% compared to the previous 12 months</li> </ul>	1,447	1,664
<ul style="list-style-type: none"> <li>Reduce the numbers of deliberate small fires by 5% compared to 2012–13</li> </ul>	1,088	1,146
<ul style="list-style-type: none"> <li>Reduce the numbers of fires within business premises by 5% over the next three years</li> </ul>	158	167
<ul style="list-style-type: none"> <li>Limit staff sickness to no more than 5.5 days lost per person per year</li> </ul>	5.5	5.7



# Unitary Performance Area Profiles

## Cheshire East



Cheshire East has a population of 370,700 and an area of 116,638 hectares, making it the third largest unitary council in the North West. Approximately 40% of the population live in rural areas and the remainder 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 national and international communications by rail from Crewe Junction on the renewed West Coast line, by road on the M6 and M56 and by air from Manchester Airport on its northern edge. In Cheshire East, there are 47 grade I listed and 179 grade II\* listed buildings, giving it a rich and valuable historic heritage.

While the north area of Cheshire East is one of the most prosperous parts of the country with low unemployment, a thriving economy and well-educated workforce, it does have small pockets of deprivation. In the south of the unitary area, 10 of the most deprived areas are within Crewe.

Cheshire East has a higher than average older population, with 19% of residents aged over 65 compared with 16.4% nationally. The issue is most significant in Nantwich and Knutsford, while Crewe and Middlewich have a higher than average proportion of children and young people.

National Indicator	10/11	11/12	12/13*
Primary Fires per 100,000 pop	125.0	133.6	104.5
Deliberate Primary Fires per 10,000 pop	3.6	3.7	2.6
Deliberate Secondary Fires per 10,000 pop	9.2	9.3	5.5
Accidental Dwelling fires per 10,000 dwellings	10.3	10.1	9.1
Fires in Non Domestic Properties per 1,000 non domestic properties	6.6	7.4	4.2
All Home Safety Assessments Completed	17,035	8,995	7,828

\*Projected as at 28th February 2013

### Station activity from 1/4/09 – 31/3/12

**Crewe** – there has been an 8.7% reduction in the number of incidents in the station area. The station has an average of 15.01 calls per week, equivalent to 2.14 calls per day, with 63% dealt with by one fire engine.

**Macclesfield** –there has been an 18.2% drop in the number of incidents in the station area, with an average 9.76 calls per week, or 1.39 a day, and 65.7% are dealt with by one fire engine.

**Knutsford** – there has been a 1.6% increase in the number of incidents in the station area, due to road traffic collisions, while the station attends a high number of other special service calls. The station has 4.98 calls per week on average, equivalent to 0.71 per day, with 68.3% dealt with using one fire engine.

**Congleton** – there has been an 11.7% reduction in the number of incidents in the station area and there are an average of 4.23 calls per week, or 0.6 per day, with 72% dealt with by one fire engine.

**Wilmslow** – there has been a 6.2% reduction in the number of incidents in the station area. The station deals with an average 6.94 calls per week or just under 1 a day. Of the incidents attended, 78.1% were dealt with using one fire engine.

## Cheshire West & Chester



Cheshire West and Chester (CW&C) covers an area of 350 square miles and has a population of 329,500 with the number of residents aged over 65 years to increase by over 50% by 2029.

It holds a complex mixture of risks, with a significant transport network comprising motorway, mainline railway and the shipping canal all over flown by the approach to three airports. There are major chemical, oil and nuclear risks as well as international manufacturing companies servicing the car industry. Chester has become a banking capital for the north of England and the city is a significant national heritage site. The retail centre at Ellesmere Port (Cheshire Oaks) and Chester Zoo are both national attractions, with thousands of visitors each year.



CW&C also has several Sites of Special Scientific Interest (SSSI) and this conflict between industry and nature means our pre-planning for responding to incidents has to take into account the impact on the environment.

Flooding is a major risk to our communities with the Sealand Estuary, Dee Valley, Elton, Ince marshes, Weaver Valley and areas around Northwich all built on flood plains.

National Indicator	10/11	11/12	12/13*
Primary Fires per 100,000 pop	145.1	116.1	114.2
Deliberate Primary Fires per 10,000 pop	4.9	3.4	3.0
Deliberate Secondary Fires per 10,000	19.4	17.6	11.2
Accidental Dwelling fires per 10,000 dwellings	10.5	8.8	8.8
Fires in Non Domestic Properties per 1,000 non domestic properties	6.8	5.6	4.9
All Home Safety Assessments Completed	19,929	9,505	9,560

\*Projected as at 28th February 2013

### Station activity from 1/4/09 – 31/3/12

**Chester** – there has been a 9.2% reduction in the number of incidents in the station area. The station deals with an average of 21 calls per week, equivalent to just under three a day, with 57.8% dealt with using one fire engine.

**Ellesmere Port** – there has been a 12.4% drop in the number of incidents in the station area. The station has an average of 15.9 calls per week, or 2.27 per day, with 69.5% dealt with by one fire engine.

**Northwich** – there has been a 22.2% reduction in the number of incidents in the station area and there are 7.56 calls a week on average, or 1.08 per day, with 68.1% dealt with using one fire engine.

**Winsford** – there has been a 28.8% reduction in the number of incidents in the station area. The station has an average 6.75 calls per week, equivalent to 0.96 per day, with 87.1% dealt with by one fire engine.



# Halton



Halton is a largely urban area of 125,700 people with two large towns, Runcorn and Widnes on either side of the River Mersey, 10 miles upstream from Liverpool. The Runcorn Widnes Bridge links the two towns which share a common heritage. Widnes is regarded as the birthplace of the chemical industry and its development spread to Runcorn in the 19th century.



At the end of the 1960s Runcorn was designated as a new town with new road networks and shopping centres built to serve the influx of residents from the centre of Liverpool, many of whom were housed in new social housing. Fewer jobs were available than expected and globalisation saw a rapid contraction of the chemical industry resulting in a massive rise in unemployment. The recent economic crisis has further added to the borough’s pressures as unemployment grows.

Halton has inherited a number of physical, environmental and social problems as a result of its past. The Index of Multiple Deprivation for 2010 ranked the area as the 27th most deprived nationally. Evidence shows the gap in prosperity between the richest and poorest neighbourhoods is widening and local partners are attempting to ‘close the gap’ through locality working in the most deprived areas.

Following national and regional trends, Halton’s population continues to age with older people making up an increasing proportion of the population. Halton’s 65 plus population is set to increase by 33% by 2021. This is in contrast to the working age population which is set to decline by 5% over the next ten years.

National Indicator	10/11	11/12	12/13*
Primary Fires per 100,000 pop	169.5	166.8	125.0
Deliberate Primary Fires per 10,000 pop	8.3	7.0	5.7
Deliberate Secondary Fires per 10,000 pop	44.8	39.8	29.6
Accidental Dwelling fires per 10,000 dwellings	10.0	10.3	9.9
Fires in Non Domestic Properties per 1,000 non domestic properties	7.9	10.2	6.5
All Home Safety Assessments Completed	12,753	5,286	4,939

\*Projected as at 28th February 2013

## Station activity from 1/4/09 – 31/3/12

**Runcorn** - there has been a 5.6% reduction in the number of incidents in the station area. The station deals with an average of 15.98 calls per week, equivalent to 2.28 calls per day, with 70.5% dealt with using one fire engine.

**Widnes** – there has been a 24.7% reduction in the number of incidents in the station area. The station deals with an average 12.52 calls per week, or 1.78 calls per day, with 68.3% of attendances dealt with by one fire engine.

# Warrington



The borough of Warrington covers 176 square kilometres and has a population of 202,700.

It lies at the centre of the North West of England’s communications network, with the M6, M56 and M62 motorways all intersecting within the borough. Two significant waterways serve the main urban area, the River Mersey and the Manchester Ship Canal. The role as a crossing point of both river and canal is an essential part of the town’s character. The presence of these motorways, rail routes and waterways means that the Service has to ensure local firefighters have the specialist skills and equipment to respond when there are incidents involving these risks.



Warrington has historically enjoyed high levels of employment, growth and prosperity driven principally by a strong manufacturing base and its key strategic location in the region. Recently a shift from manufacturing to a service-based economy has resulted in financial services being the largest sector providing employment in Warrington (27%) followed by distribution (24%).

Despite a recent growth in unemployment, the Warrington catchment area still records an unemployment rate similar to the national average. Current estimates highlight that Warrington has a slightly younger population than national and regional averages and a smaller proportion of over 65s.

National Indicator	10/11	11/12	12/13*
Primary Fires per 100,000 pop	166.6	148.8	118.9
Deliberate Primary Fires per 10,000 pop	6.2	5.5	3.6
Deliberate Secondary Fires per 10,000 pop	21.1	17.7	10.1
Accidental Dwelling fires per 10,000 dwellings	11.9	10.8	10.0
Fires in Non Domestic Properties per 1,000 non domestic properties	7.6	9.0	6.7
All Home Safety Assessments Completed	13,425	5,451	5,497

\*Projected as at 28th February 2013

### Station activity from 1/4/09 – 31/3/12

**Warrington** –there has been a 12.7% reduction in the number of incidents in the station area. The station deals with an average of 23.4 calls per week, equivalent to 3.35 calls per day, with 65.6% of attendances dealt with by one fire engine.

**Stockton Heath** – there has been a 25.8% reduction in the number of incidents in the station area. The station deals with an average of 4.65 calls per week, or 0.66 calls per day, with 61.1% dealt with by one fire engine.

**Birchwood** – there has been a 10.5% reduction in the number of incidents in the station area and there were 6.69 calls per week on average, equivalent to 0.95 calls per day, with 66.1% dealt with by one fire engine.





# Home Safety

“

*I can't stop thinking about what would have happened. If it wasn't for the fact we had a smoke alarm I would not have known there was a fire. The whole experience has left me shaken, never leave a tumble dryer on while you are out or asleep it is just not worth it. I would also encourage everyone to have a smoke alarm installed in your home – it could save your life.*

”



**Life  
SAVING**