

Making Cheshire Safer



Halton

UNITARY PERFORMANCE AREA PLAN 2017-18

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Unitary Admin Manager	Liz Thompson		
Locality Safety Manager:	Lorraine Page		
Unitary Protection Manager:	Ian Kay		
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	Q2	October 2017	(Mid Year)
	Q3	January 2018	
	Q4	May 2018	(End of Year)
Version:	1.1		

1. INTRODUCTION

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

VISION	<i>A Cheshire where there are no deaths, injuries or damage from fires or other emergencies.</i>
MISSION	<i>To help create safer communities, to rescue people and protect economic, environmental and community interests.</i>
Underpinned by our Aims and Objectives:	
	<p>To protect our communities and reduce local risks we will:</p> <ul style="list-style-type: none"> P1 Maintain a detailed understanding of our communities and carry out risk analysis and assessment to identify the people and property most at risk P2 Deliver campaigns and projects to reduce antisocial behaviour and increase awareness of fire and road safety P3 Ensure fire safety legislation is implemented effectively
	<p>To respond promptly and effectively to emergencies we will:</p> <ul style="list-style-type: none"> R1 Ensure plans and resources are in place to provide a flexible, efficient and resilient response to emergency incidents R2 Use intelligence and data to match resources to risk and demand R3 Ensure the safety of our people by providing them with the right equipment, training and skills
	<p>In developing an excellent organisation accountable to our communities we will:</p> <ul style="list-style-type: none"> S1 Ensure our workforce is competent and able to deliver our vision S2 Inform and involve our communities and our staff in developing services and policies which are open, transparent and accountable S3 Deliver value for money services which maximise community safety and minimise our impact on the environment

1.2 Story of Place and Community Profiles

Community Profile

Halton is a largely urban area of 126,500 people. Its two biggest settlements are Widnes and Runcorn that face each other across the River Mersey, 10 miles upstream from Liverpool. In the decade prior to 2001 the population of Halton was in decline however between 2001 and 2015 the population has increased by 7%. The Runcorn Widnes Bridge links the two towns that share a common heritage and further improvements are being made to link through the development of a second bridge named the Mersey Gateway. 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, new road networks and shopping centres were built to serve the influx of residents from the centre of Liverpool, many of whom were housed in new social housing. The new town offered less employment than was otherwise expected whilst globalisation caused a rapid contraction of the chemical industry resulting in a massive rise in unemployment for those members of the community with little or no skills. The recent 'worldwide credit crunch' has further added to the boroughs pressures as unemployment continues to grow.

Demographics

Area: 79.09 km²

Population: 126,500

Ethnicity

The 2011 census identified that only 2.2% of Halton's population recorded their ethnicity as non-white, compared with 14.6% for England and 9.8% for the North West.

Age

A mid year population estimate taken in 2015 estimates that Halton had a slightly higher proportion of young people than the UK average: 19.9% of all Halton residents were estimated to be aged under 16, compared with 19% for the UK (11.4% for the North West). In contrast, Halton was estimated to have a slightly lower proportion of older people aged 65+ than the UK average (17% for

Halton compared with 17.7% for the UK). In Halton 63.1% of residents were aged 16-64 (63.3% for England and 63.6% for the North West).

Health

Public Health England measures life expectancy at birth for people within each local authority area, based on current mortality rates. According to the latest data from 2011-13, the average life expectancy for men in England is 79.2 years (of which 63.4 years are expected to be healthy) and for women average life expectancy is 83.0 years (of which 64.1 are expected to be healthy). Compared with the England average, people in Halton tend to live shorter lives, and they live for less time in good health. Average life expectancy in Halton is 77.3 years for men and 80.4 years for women. The health of the people who live in Halton is generally improving, with life expectancy increasing each year and rates of people dying from heart disease and most forms of cancer are decreasing. However, this is not the case for all people in Halton and as a result, health of the population in Halton is below average compared to England as a whole.

Housing Tenure

There were 54,833 households in Halton in 2013, of which the majority are owned with a mortgage, however, 25% are socially rented.

Economic Activity

74.5% of working aged adults in Halton are economically active (Oct 2013 – Sept 2014). 1.2% are claiming unemployment benefits and a further 1.2% fall within the category of youth unemployment (aged 18-24). 12.5% of Halton residents are claiming out-of-work benefits.

Indices of Deprivation

Halton has inherited a number of physical, environmental and social problems as a result of its past. The Index of Multiple Deprivation (IMD) for 2015 indicates that Halton is ranked as the 27th (out of 326) most deprived Local Authority nationally (a ranking of 1 indicates that an area is the most deprived). Halton has 21 of its 79 Lower Super Output Areas (LSOAs) that fall within the top 10% most deprived nationally. This is around 26% of its population. The most deprived ward in Halton is Windmill Hill whilst the least deprived ward in Halton is Birchfield.

Crime

Total recorded crime and key crimes such as burglary and car crime have been reduced in recently years however this still remains the most pressing problem for most people in Halton, and fear of crime remains at unacceptable levels and impacts upon too many lives. Recent figures indicate 69.1 residents per 1000 are affected by crime in Halton.

CFRS Priorities

At the end of the 2016/17 planning year **Halton** saw a decrease in accidental fire in the home when compared to the same period in 2015/16 (**32** incidents in 2016/17 compared to **48** incidents in 2015/16). The majority of the incidents have a low severity rating indicating that they are relatively minor. We aim to further reduce incidents of fire in the home further through our targeted approach to Safe & Well visits.

The reduction of deliberate fire activity is a key priority for the Service in Halton

During the last 12 months there were a total of **234** deliberate fires in Halton (22.3% reduction from 2015/16 Q4), **62** (26.5%) of these were primary fires (55% increase from 2015/16 Q4) and **172** (73.5%) were secondary fires (34% reduction from 2015/16 Q4).

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

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

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

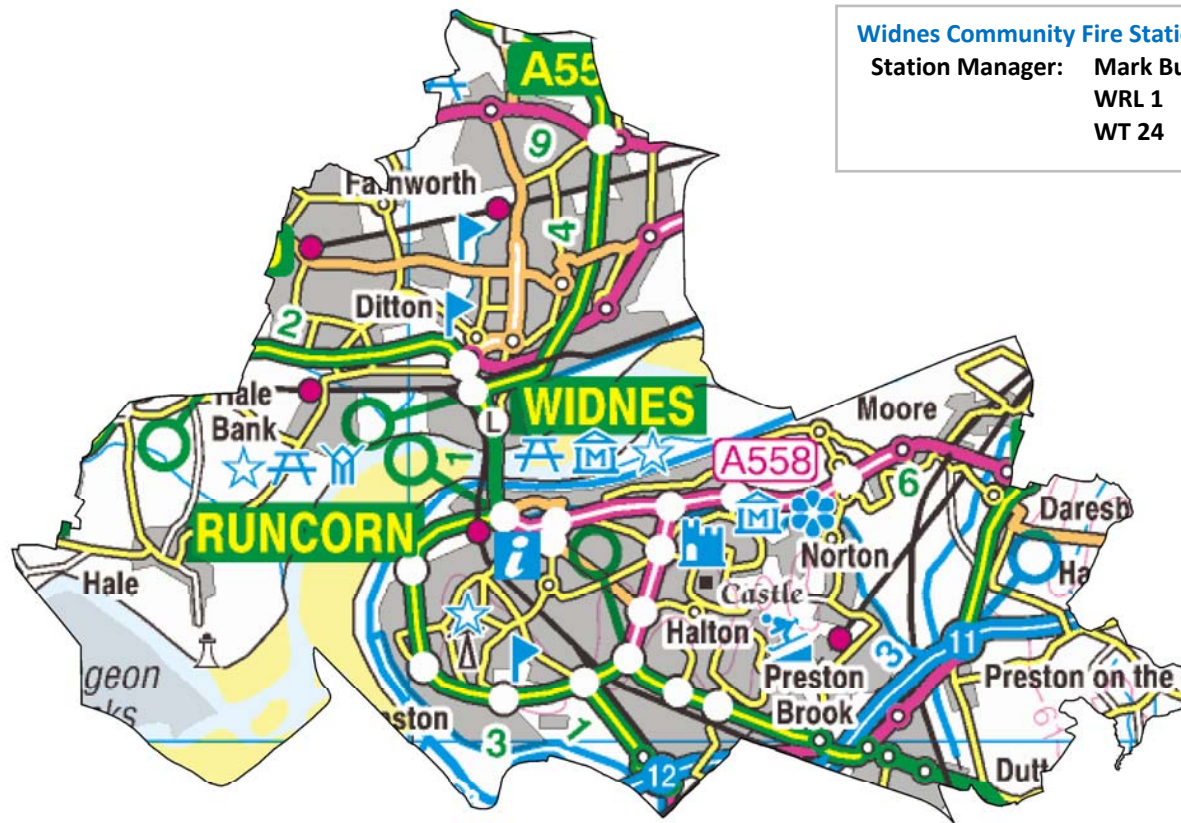
There were **438** KSI casualties including **36** fatalities in the CFRS area during 2016 of which **45** KSI casualties occurred in Halton including **1** fatality.

Cheshire Fire and Rescue Service Resources in Halton Unitary Performance Area

Community Fire Protection
 Manager: Ian Kay

Runcorn Community Fire Station
 Station Manager: Mark Bushell
 WRL 2 (1WT; 1OC)
 WT 20
 OC 16

Widnes Community Fire Station
 Station Manager: Mark Bushell
 WRL 1
 WT 24



Key
 WRL Water Ladder Appliance
 WT Whole Time Staff
 OC On Call System

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2. UNITARY PERFORMANCE TEAM

Fire Authority Members	Councillors: Rob Polhill, Stef Nelson and Phil Harris		
Unitary Performance Manager	Lynsey McVay		
Locality Safety Manager	Lorraine Page		
Unitary Protection Manager	Ian Kay		
Unitary Admin Manager	Liz Thompson		
Unitary Communications Representative	Sarah Dornford-May		
Unitary Human Resources Representative	Phil Mobbs, Ursula Corcoran		
Stations and Relevant Station or Watch Managers where appropriate	Runcorn:	Station Manager	SM Mark Bushell
		Red Watch	WM Rob Everson-Hart
		White Watch	WM Gavin Hanson
		Blue Watch	WM Andy Clarke
		Green Watch	WM Mark Sopp
		On-call	WM Ben Sanderson
	Widnes:	Station Manager	SM Mark Bushell
		Red Watch	WM Gary Raper
		White Watch	WM Dave Jones
		Blue Watch	WM David Rutter
		Green Watch	WM Stuart Saunders

3. DELIVERY PLAN

Service Delivery Key Objectives

Ref	Key Objective
1	Improve Home Safety
2	Reduce deliberate fires and anti-social Behaviour
3	Improve Road Safety
4	Improve Fire Safety in Non Domestic premises
5	Improve the operational preparedness
6	IRMP & Sustainable Communities Strategy

Monitor & Review

All whole time stations will develop community action plans (CAP's) aligned to the above priorities. These will include SMART objectives and milestones all of which will be reviewed on a quarterly basis. The report will be presented to local Unitary Performance Groups, the Unitary Performance Management Team, before formal submission to Performance Management Group.

All the activities delivered on station through the Community Action Plans (CAPS) will be subject to an Equality and Environmental Impact Assessments.

Positive Action:

As concerns recruitment, and in particular firefighter recruitment, the Service is actively encouraging applications from diverse groups, such as women and members of the LGBT and BME communities, as part of an ongoing programme of positive action. All departments and crews shall support and/or facilitate positive action events together with HR and the Equality and Inclusion Team, as and when appropriate.

Delivery Plan

1. Improve Home Safety

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

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2017/18
1.1	<p>We will deliver 1344 per whole time pump stations from the HRD set. (Including partner referrals). We will visit all Platinum and Gold Addresses to offer a Safe and Well visit and aim to complete a visit in 65% of the addresses.</p> <p>In addition we will deliver when required adhoc risk based Safe & Well visits from other sources. (E.g. after the fire etc.)</p> <p>We will offer Contact Assessments to over 65s in accordance with our partnerships with Age UK.</p>	SD Pre	<p>16/17 Total Accidental Dwelling fires = 32 (17/18 target 40) 16/17 Total number of primary fire injuries = 3 (ADF Injuries = 0).</p> <p>The peak times are consistent with the wider Cheshire picture with incidents increasing during afternoon and evening meal times.</p> <p>The majority of ADFs occurred in the kitchen, with cookers being the most frequent ignition source.</p>	Number of Safe and Well Visits completed from the HRD data set and partner referrals.	2688
				By 01/04/2018 - Visit 100% of Gold households to offer a Safe and Well visit.	100%
				100% of the over 65s will be offered a Contact Assessments	100%
				Safe and Well visits completed in Platinum and Gold addresses	65%
				Injuries in ADFs (BV143ii)	2
				Reduction in BV142iii Accidental Dwelling Fires	40
				BV143i Deaths in Accidental Fires	0
				Deaths in Primary Fires (NI49ii)	0

Ref	CAP	Lead	Key Intelligence	Outputs & Outcomes	Target 2017/18
	We deliver Key Stage 2 educational visits to all primary schools within the unitary area (51 KS2 visits – Runcorn 31, Widnes 20)		People within this "Platinum" risk category are more likely to be older, living alone in demographic areas that are known to have more fires.	Reduction in NI49iii Non-fatal casualties (excluding precautionary check)	
1.2	Operational Crews to support the delivery of national and local planned Road Safety Programmes to ensure the provision of suitable educational information is delivered in conjunction with the Locality Safety Manager and as detailed in the Road Safety Delivery Plan 2017/18.	Pre	The risk for males aged 85+ is twice that of males 65+. Our targeting of Safe & Well visits is aimed at the over 65's, prioritising the Gold, Silver and Bronze households taken off the HRD data set. Other Safe & Well visits are completed following agency referral and post incident.	BV 144 Percentage of accidental fires in dwellings confined to room of origin	95%
				BV 209iii percent of dwellings were no smoke alarm was fitted.	No more than 12%

2. Reduce Deliberate Fires and Anti-Social Behaviour

Arson is a particularly destructive crime, which impacts on both the individual victim and on society as a whole. It is now the largest single cause of major fires in the UK. At its worst, arson leads to loss of life and significant financial damage. Even minor arson, where it is persistent and pervasive, sets a strongly detrimental (and visually harmful) tone to deprived communities, contributes to social exclusion, and effects public confidence in the Police and Local Partners ability to tackle crime and ASB. Arson is inextricably linked with other forms of ASB and requires a holistic inter-agency response based around 4 E's: Education, Engagement, Elimination & Enforcement.

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
2.1	<p>In support of the 2017/18 CFRS Deliberate Fire Reduction Plan specific plans will be developed to respond to peak activity and reduce all deliberate fire setting including bonfires.</p> <p>We will continue to develop relationships with each Local Policing Unit and officer appointed as a Single Point of Contact for arson related matters within their areas, evidence/information gathering at incidents will be shared in a timely manner with local Police and other partners through the Local Tasking & Co-ordination Group (T&C) and PNR IRS interface process, so risk reduction activities can be implemented.</p>	SD P&P	16/17 Deliberate Primary Fires = 62	NI33i Deliberate primary fires	49
			16/17 Deliberate Secondary Fire = 172	NI33ii Deliberate Secondary	259
			The main hotspot areas towards the end of Q4 were; Hough Green and Lower House both in Widnes	Deliberate Primary Fires excluding Vehicles (BV206i)	23
			Other areas to continue to monitor will be in Halton Lodge, Runcorn and another possible emerging location of interest was within the Appleton Ward in Widnes.	Deliberate Secondary Fires excluding vehicles (BV206iii)	257
			The Service Corporate Intelligence unit will	Deliberate primary vehicle fires (BV206ii)	28
				Deliberate secondary vehicle fires (BV206iv)	1
				NI 21 Anti-Social Behavior	0
				Reduction in arson over the bonfire period or for periods identified through local intelligence and increased activities.	100%

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
			analyse deliberate fire activity based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform arson reduction activity.	PNRs to be completed for all Level 1 deliberate fire incidents Attendance at local meetings	
2.2	Deliver bonfire; firework and safety campaigns	SD Pre & Pro		Bonfire Reduction Plans and Report. Local SMs to produce the plans in conjunction with local partners, LPUs and the Arson Reduction Manager.	
2.3	Continued delivery of our youth engagement programmes, including Cadet units, RESPECT, Key Stage 2 school visits, Phoenix Project & Princes Trust Teams	Pre		RESPECT Teams completed and supported by Service Delivery Teams	TBC
			Princes' Trust Teams	TBC	
			NI117 NEET Young People	TBC	

3. Improve Road Safety - NI47

There were 479 KSI casualties including 38 fatalities in the CFRS area during 2015 of which 174 KSI casualties occurred in CWAC including 13 fatalities. This is comprised of children, young adult road users, car occupants, pedestrians, pedal cyclists, and powered two-wheelers. Whilst the KSI figures is over 40% less than it was a decade ago, it is still unacceptably high and its impact devastates families and puts significant strain on the public services that deal with the incidents and help put lives back together.

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
3.1	In support of the 2017/18 CFRS Road Safety Plan;		There were 438 KSI casualties including 36 fatalities in the CFRS area during 2016 of which 45 KSI casualties occurred in Halton including 1 fatality.	A reduction in KSIs (NI47)	TBC
	The Service will support Summer Road Safety Week planned for 15 th to 30 th July 2017	Pre		Summer Road Safety Week – 1 event per whole time station.	2
	Each Whole time watch will deliver at least 1 additional road safety in conjunction with Corporate Communication Team.	SD		Each Whole time watch will deliver at least 1 additional road safety event	8
	Undertake events to support the National CFOA led Tyresafe / Winter Driving campaign during October 2017.	Pre		1 event per whole time station.	2
	In liaison with the Local Road Safety Partnership each wholtime watch to deliver a specific event during Brake	Pre		One event per whole time watch to support the theme of the Brake Road Safety week.	8

Ref	CAP	Lead	Key Information	Outputs & Outcomes	Target 2017/18
	Road Safety week 20th to 26th November 2017.				
3.2	Support regional and national FRS road safety activity by effectively engaging with other FRS Road Safety Practitioners through the CFOA Prevention, Protection & Road Safety Directorate.	Pre	The Service Business Intelligence Unit will analyse RTC/KSI's based on the SARA model and will provide quarterly intelligence reports for each Service Delivery Area. Where necessary these reports will inform RTC reduction activity.	1 per whole time station.	2
3.3	Represent CFRS on local road safety delivery groups (including LAPS and CSP) to ensure activity is integrated into each local authority's statutory road safety plan.	SD Pre		Representation on local authority boards and strategic delivery and support of CSP priorities identified through Strategic Assessment.	

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

We will improve the standards of fire safety within the non domestic built environment and reduce the occurrence of Non Domestic fire related incidents and safeguard heritage. In 2016/17 there were **111** false alarms which is a significant drain on resources and therefore we will robustly implement service policies to ensure significant reductions in this type of incident. During 2016/17 there were **20** fires involving non-domestic premises which affected local businesses and the economy.

Ref	CAP	Lead		Outputs and Outcomes	Target 2017/18
4.1	Implement proactive initiatives to reduce the impact of UWFS. This will include monitoring all UWFS's and responding in accordance with NEW UWFS policy	Pro	16/17 Fires in Non Domestic Premises: 20	Reduction in non domestic property fires (BV207)	20
			The repeat property types for non domestic fires were schools (primary/secondary & colleges) and EPHs.	Reduction in Uwfs	125
4.2	WT watches will receive 1 day's technical scene preservation training from Protection.	Pro	16/17 False Alarms in Non Domestic Premises: 111	WT personnel to complete 2 day technical fire safety (Protection) course	1 day
4.3	Operational crews undertake fire safety audits, peak activity inspections, thematic visits with a commitment based upon; one inspection per watch per tour (to include Fire works, pre-Christmas visits)	Pro	The most common causes are Faulty Equipment and Accidentally/carelessly set off	One themed inspection per watch per tour (to include Fire works, pre-Christmas visits)	1 per watch per tour
4.4	P&P to organize two business safety events in each Unitary Area.	Pro		Completed Business Liaison events	1

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

5. Improve Operational Preparedness

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

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

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

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

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

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

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
6.1	<p>The Service Delivery Department will be involved in the delivery of various IRMP (10 -14) Objectives.</p> <p>We will continue to support the Emergency Response Programme.</p>	SD			N/A
6.2	Expand and roll out the programme of Cardiac Response Pilots to all Fire Stations.	OPA SD	Under the scheme, both NWS and firefighters respond and whoever reaches the casualty first, starts providing life-saving treatment.	It is hoped that the scheme will be extended to all stations by December 2017, subject to review and the agreement of staff.	

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
6.3	<p>Engaging Diverse Communities. Each station will participate in events relevant to community risk and the community diversity profile within their station area.</p> <p>We will support the delivery of objectives within the Sustainable Communities Strategy and integrate CFRS activities by contributing to key partnerships / local delivery plans. (e.g.CSP, AP's, CDRP etc.)</p>		<p>The SM will decide which events to target. (See Key Information - list of community events) All events to be added to the CAP. SM to ensure Individual watches design and implement relevant activities with outcomes recorded on the CAP.</p> <p>SM must liaise with Locality Safety Manager and Corporate Communications to ensure activities are coordinated Note * - All Stations must deliver activities for these events. A further event must be completed based on local demographics/risk</p> <p>The activities should predominantly focus on engaging diverse communities with the ultimate aim of reducing the following: Accidental Dwelling Fires, Fire injuries, Deliberate Fires, Non</p>	<p>Number and type of events delivered.</p> <p>One station open day per station.</p> <p>100% attendance at identified strategic and local meetings. (See CAP).</p>	<p>1 per station</p> <p>100%</p>

Ref	CAP	Lead	Key Information	Outputs and Outcomes	Target
			domestic Fires & killed and seriously injured on the roads		

4. WORKFORCE PLANNING

People – Workforce Planning Considerations

Workforce planning has a significant role in delivering improved services and helping to achieve priorities.

- **What is workforce planning?** – It is a key planning tool for ensuring the right number of people with the right skills, experiences and competencies are in the right jobs, at the right time, at the right cost.
- **Why consider workforce planning?** – It demonstrates a more planned approach and allows Managers to anticipate change rather than being surprised by events, as well as providing strategic methods for addressing present and anticipated workforce issues.

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

[Workforce
 Planning
 Guidance](#)

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