

Integrated Risk Management Planning Members' Working Group Update

Report of the Chief Fire Officer

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260201, Andy Johnson, Head of Performance and Risk, on 01743 260287, or Joe Whelan, IRMP Manager on 01743 260182.

1 Purpose of Report

To advise Members of the progress made by the Integrated Risk Management Planning (IRMP) Members' Working Group (the Group) towards the implementation of the improvements required by the Authority's IRMP Action Plan 2007/08. Also, to ask Members to approve the recommendations made by the Group at their meeting held on 28 June 2007. Additionally, to seek delegated authority for the Group to approve the draft Action Plan 2008/09 and commence this year's IRMP consultation process.

2 Recommendations

Members are requested to:

- a) Note the progress made towards implementation of the 2007/08 IRMP Action Plan;
- b) Approve the proposals put forward by the IRMP Members' Working Group for changes to the Service that should be consulted upon as part of the draft Action Plan 2008/09. Specifically:
 - i. Shrewsbury Fire Cover Review;
 - ii. Officers resilience; and
 - iii. Cultural Audit outcomes
- c) Delegate responsibility for the creation of the draft Action Plan 2008/09 to the Group;
- d) Delegate responsibility for the IRMP consultation process, to be conducted between August and November 2007, to the Group; and
- e) Note that all Members of the Fire Authority are invited to attend any of the IRMP consultation sessions.



3 Background

The Fire Authority agreed its IRMP Action Plan 2007/08 at its meeting in December 2006. Work then started on the implementation of the various projects that fell out of the Action Plan and the Action Plan itself was published on the Service's website on 1 April 2007.

Members of the Group met on 28 June 2007 and discussed the progress made to date on these projects as well as proposals for next year's Draft IRMP Action Plan. This report summarises the discussions and recommendations that came out of that meeting.

4 Progress in implementing Action Plan 2006/07

Members of the Group received progress reports from each of the Project Managers responsible for this year's IRMP Projects. This information is summarised below:

Action: 01/2007 - Relocation of one wholetime appliance from Telford Central to Tweedale fire station.

All selection and recruitment for the new positions at Tweedale are now complete. Further consultation meetings have taken place with the residents of the surrounding properties and the current Tweedale Retained Duty System staff, highlighting the way the project was being implemented and offering the opportunity for them to discuss any concerns they may have. Both meetings received a very positive response.

Meetings have also been held with the new Wholetime Watch Managers, the District Support Officer and the current Tweedale Officer in Charge. These meetings discussed the changes required to the layout of the station, which were then used to develop the plans required to obtain quotes. These plans involve the relocation of the Occupational Health Unit from Tweedale to another site operated by the contractor. An additional meeting with the ICT Department also discussed the IT, Communications and turn out arrangements required for the station in the future.

FSEC has been used to help redefine all of the station response areas impacted by this change. The results are being made available to all of the relevant stations for crews to add their professional judgement.

In view of the reduction in the number of firefighters based at Telford Central, after this project is complete, meetings are being arranged with Telford's Watch Managers to discuss any proposals for changes to the layout of the station that may help to improve their conditions into the future.

The project is well on track to be completed by the target date of 1 January 2008.



Action: 02/2007 - Small Fires Unit

The use of Tweedale's Landover Pump, as a pilot Small Fires Vehicle, went live on 2 April 2007. Robust monitoring procedures have been put in place to ensure any health and safety concerns raised by staff are adequately dealt with. These also capture any operational issues that arise, with the Head of Response ensuring any issues identified are quickly acted upon. The pilot project will be run for the remainder of the 12 month period, with variations in the way the vehicle is crewed and mobilised being explored throughout that period.

Action: 03/2007 - Response Standards for Water Incidents and response to non life risk incidents

Modifications to Brigade Orders and mobilising policies have been made to reflect the Authority's decision to change the use of blue lights and two-tone horns to certain incidents that have been assessed as not requiring an emergency response (domestic flooding, lock-ins and lock-outs). We have also modified the charging policy for attendance at incidents involving release from lift cars, again where there is no risk to life. The bill will of course be sent to the building owner, rather than the persons released. This will hopefully help to reduce the reliance some building owners place on the Service, rather than having appropriate maintenance schedules in place.

In relation to those incidents involving rescue from water, further detailed analysis of the location and response times to these incidents has now been completed. This has confirmed preliminary analysis which identified the greatest activity levels are within the Shrewsbury risk area.

Based upon the methodology used by the Service to set its response standards for life risk fires and road traffic collisions, it is proposed that the response standards for Life Risk Water incidents should comprise two elements;

- The first element will specify a target time for the initial attendance, comprising of crews who have sufficient training to be able stabilise the situation, or effect rescues without entering deep water;
- The second element will specify the target time for the attendance of specialist crews who are trained to swift water rescue standards and can therefore enter deep water to effect a rescue if required.

Following further consultation with various members of management, staff and their representatives, it is anticipated that the proposed standards will be brought to the Fire Authority, for consideration and approval, at the October meeting.



5 Improvements under consideration for Draft Action Plan 2008/09

The following areas were considered by the IRMP Members' Working Group for inclusion in the 2008/09 IRMP Action Plan:

- a) Shrewsbury Fire Station site relocation;
- b) Officer Resilience;
- c) Cultural Audit, outcomes and the way forward;

a) Shrewsbury Fire Station site relocation

In 2002/03 the Authority undertook initial investigations into relocating the current Shrewsbury site to two separate locations (Emstrey and Battlefield) in partnership with one of the other emergency services. The analysis that supported that project was based upon the previous national standards of fire cover, utilised relatively simple tools and was undertaken prior to the implementation of Integrated Risk Management Planning. For a number of reasons the project did not come to full fruition.

The strategic IRMP identifies that a review of fire cover in Shrewsbury is one of the Authority's two remaining priorities (having recently completed the Fire Cover Review for Telford). The Fire Authority has discounted any relocation of Shrewsbury prior to the move of Fire Control to the Regional Control Centre (possibly to be completed by May 2010). Any such project is likely to have significant financial and resource implications. Therefore it is appropriate that the Authority starts to review the current facilities within the Shrewsbury area, with a view to identifying any service delivery improvements possible from such a project. This review now has the benefit of better analysis tools, more relevant response standards and the learning experience gained from undertaking the Telford Fire Cover Review. There has also been an additional four years of community fire safety work, undertaken in Shrewsbury, which has had a significant impact on the levels of risk across the area. Unfortunately the project is also currently working within a very uncertain financial environment, due to the Government's Comprehensive Spending Review not reporting until later in the year.

Initial analysis of response performance has indicated that the expected benefits from operating from split sites may not be as great as initially predicted in the 'Emstrey' project. With the introduction of Life Risk Response standards for Shropshire, in April 2006, further analysis has been possible on actual incident data. This has shown that during this first year of monitoring, the Service only failed to meet those standards on 8 occasions in the Shrewsbury high risk area. With the Service having failed to meet these response standards on a total of 78 occasions, the failures in the Shrewsbury area account for



approximately 10% of all failures (compared to 36% in the Telford high risk area). This demonstrates that the any potential improvement in the Shrewsbury Area is likely to be far less than was possible in Telford.

Officers considered that whilst it is not possible to provide definitive options for all stakeholders to consider, it would be appropriate to consult on what stakeholders considered to be the greatest priorities as this project is further developed. This could include consideration as to whether finances, fast response, working conditions or many other issues were seen as the most important drivers for the review.

Following lengthy discussion, the Group agreed that it would be more appropriate if stakeholders were given various possible alternatives for the future against which they could frame their comments. The Group recognised that by quoting specific options for consideration by stakeholders, there was a potential risk of raising their expectations. They therefore stressed the importance of emphasising, throughout any consultation process, that the options given are exploratory and that much more work would have to be done before they could be turned into practical options.

Officers were therefore tasked with developing the consultation process around such options. The two options to be explored will consist of:

- 1 Refurbishment of the current site (essentially forming the base case)
- 2 Splitting the current site between two other optimum locations in the north and south of Shrewsbury

b) Officer Resilience

The issues of maintaining officer cover during a range of scenarios was discussed. In particular the impact that;

- large scale incidents;
- periods of peak activity;
- support to neighbouring fire and rescue services; and;
- support to regional and national incidents

has on the capacity of Shropshire Fire and Rescue Service (SFRS) to deal with additional incidents.

The Group discussed the costs and benefits obtained from providing additional officer cover during these busy periods. This would utilise four of the service's existing day duty station officers. These officers would change their working conditions to that of a flexible duty roster, which would be specifically designed to maintain their existing office hours, whilst also providing 'resilience cover' during periods of peak demand.



c) Cultural Audit

The Group discussed the outcomes of the service's recent cultural audit, carried out with all staff. It was proposed that this year's round of IRMP consultation presentations with staff would be an excellent opportunity to engage all staff in the development of an action plan to address the main issues.

Members also discussed what involvement the public should have on this particular issue. It was agreed that this was predominantly a staff issue and therefore the consultation process should be limited to staff.

6 Public/Stakeholder Consultation

Previous public and stakeholder IRMP consultations have been achieved by means of focus groups in Shrewsbury, Telford and Ludlow and stakeholder forums in Shrewsbury and Telford. The existing Shrewsbury and Ludlow groups have built up a level of experience and understanding working with the Service; it is therefore considered advantageous to maintain them. This year's IRMP proposals do not have a significant impact beyond the Shrewsbury and immediate surrounding areas. Members therefore agreed that the two focus groups in Shrewsbury and Ludlow would be sufficient.

Members asked that every effort should be made to ensure other stakeholders, particularly the business communities in and around Shrewsbury, should be encouraged to participate in the Authority's IRMP consultation process. Whilst this would largely be achieved through notification to various business and commerce forums, Members should also note that they can support this process by raising awareness to those businesses they come into contact with on a daily basis.

7 IRMP Members Working Group recommendations to the Fire Authority

Based upon the work outlined above, the Members of the Group agreed on the following recommendations to the Authority:

Improvements to be consulted upon, between August and November 2007, as part of the Authority's Draft IRMP Action Plan 2008/09, should include;

- 1 Options for the provision of fire cover in the Shrewsbury area;
- 2 Additional Officer Resilience utilising existing Station Managers.
- 3 Development of an Action Plan to meet the outcomes of the Cultural Audit (consultation with staff only)

Members are asked to approve these recommendations.



8 Proposed contents of the Draft Action Plan for 2008/09

The Fire Authority is also asked to approve the delegation of responsibility to the IRMP Member's Working Group, for the following activities:

- 1 The development of the Authority's Draft IRMP Action Plan 2008/09, incorporating the areas for improvement detailed in section 7 above; and
- 2 The undertaking a 3 month consultation, on the Draft IRMP Action Plan 2008/09, with all staff, members of the public and other stakeholder groups.
- 3 Consultation Strategy

9 Financial impact

It is impossible to accurately state the financial implications of the Shrewsbury Fire Cover Review. This year's consultation process will inform future decisions that have to be made in this area. There is therefore likely to be no financial implications on next year's budget from this proposal.

The proposal relating to increased Officer Resilience is likely to be in the region of £45,000 per year revenue costs and no capital costs.

The financial implications of the Cultural Audit Action Plan will not be known until the feedback from this year's consultation process has been duly considered. Members will be advised of any financial implications of this Action Plan when details about its contents are known.

The feedback from the IRMP consultation and the budget planning process will be brought together at the Fire Authority's December meeting. This will ensure that IRMP and financial planning are effectively integrated.

10 Timetable for IRMP – 2008/09

As stated above, in order for the IRMP process to be able to inform the Authority's Budget Planning process, any changes proposed for the 2008/09 financial year must be known by December 2007. The Authority therefore has to complete consultation on its Draft Action Plan 2008/09 by November 2007. The timetable given in the table below will enable the Authority to meet these objectives.



| Date | Action |
|----------------------------|--|
| 18 July 2007 | Fire Authority approves the proposed contents of the Draft Action Plan 2008/09 |
| 23 rd July 2007 | IRMP Members' Working Group approves Draft Action Plan and the IRMP consultation process |
| August to November 2007 | IRMP consultation is conducted |
| November 2007 | IRMP Members' Working Group consultation feedback meeting. The Group will make recommendations on IRMP progress to the Fire Authority |
| December 2007 | Fire Authority considers budgetary constraints and the improvements it would like to implement during 2008/09. The Authority agrees its IRMP Action Plan 2008/09 |
| January to April 2008 | IRMP Action Plan 2008/09 is published and implemented |

It is intended that at least one member of the IRMP Group will attend all of the sessions conducted during the consultation process. A complete list of all planned consultation meetings will be made available to all Members of the Fire Authority prior to it commencing. Member's attendance at these meetings would be welcomed and encouraged.

11 Legal Comment

In 2003 the ODPM requested fire authorities to prepare IRMPs. Although this request does not have the force of statute, there was a clear expectation that the request would be complied with. This expectation has been further formalised by the Fire and Rescue Service Act 2004, which states that fire and rescue authorities must 'have regard' to the Government's National Framework Documents, which in turn state that fire authorities 'must' have an IRMP in place.

12 Equality Impact Assessment

An Initial Equality Impact Assessment has been completed and is attached to the report.

13 Appendix

IRMP Draft Action Plan 2008/09 – Consultation Strategy

14 Background Papers

There are no background papers associated with this report.



Implications of all of the following have been considered and, where they are significant (i.e. marked with an asterisk); the implications are detailed within the report itself.

| | | | |
|--|---|---|---|
| Balanced Score Card | | Integrated Risk Management Planning | * |
| Business Continuity Planning | | Legal | * |
| Capacity | | Member Involvement | * |
| Civil Contingencies Act | | National Framework | * |
| Comprehensive Performance Assessment | | Operational Assurance | |
| Efficiency Savings | * | Retained | * |
| Environmental | | Risk and Insurance | |
| Financial | * | Staff | * |
| Fire Control/Fire Link | | Strategic Planning | |
| Information Communications and Technology | | West Midlands Regional Management Board | |
| Freedom of Information / Data Protection / Environmental Information | | Equality Impact Assessment | |



Shropshire and Wrekin Fire Authority



IRMP Draft Action Plan 2008/09

Consultation Strategy

Version 1

Introduction

The purpose of this document is to log how information will be disseminated to, and recovered from, all stakeholders during the consultation period. It identifies the means and frequency of communication between the different parties. The intention is for it to be used to establish and assist in managing the ongoing communications concerning the consultation.

Appendix A contains the “Stakeholder Map” which documents all stakeholders (individuals and groups) who may have an interest in the outcomes of the Fire Authority’s proposals outlined in their IRMP Draft Action Plan 2008/09.

Although all stakeholder groups will be able to comment on the proposals, the table identifies what the Authority considers to be proposals that are of most significance to each stakeholder groups. In this way the table can be used to ensure that all stakeholder interests are catered for, including keeping stakeholders informed, up to date and accepting their feedback.

Appendix B shows all of the dates for the various presentations to be delivered as part of the Authority’s consultation process.

Appendix A - Stakeholder Map

| Stakeholders | Date of face to face meetings | Proposals considered to be of greatest significance to each stakeholder group | | | Communication methods | | | | | | | | |
|---|-------------------------------|---|-------------------|----------------|-----------------------|---------------------|----------------------|-----------------|--------------------|---------|----------|---------|-----------------|
| | | Shrewsbury Fire Cover | Officer Provision | Cultural Audit | Presentation | Paper Questionnaire | Online Questionnaire | Scrutiny Panels | Stakeholder forums | Website | Leaflets | Letters | Press and media |
| Staff Representative Bodies | End Aug | √ | √ | √ | √ | √ | | | | | | | |
| Operational Staff | Various | √ | √ | √ | √ | √ | | | | | | | |
| Support Staff | Various | √ | √ | √ | √ | √ | | | | | | | |
| Fire Control staff | Various | √ | √ | √ | √ | √ | | | | | | | |
| General Public | StakeHolder Forum | √ | √ | | | √ | | √ | √ | √ | √ | | √ |
| District Councils | StakeHolder Forum | √ | √ | | | | | √ | √ | | | √ | |
| Parish Councils | None | √ | √ | | | √ | | √ | | √ | | √ | |
| Shrewsbury and Atcham BC | StakeHolder Forum | √ | √ | | √ | √ | √ | | √ | √ | √ | √ | |
| Parish Council Area Committee's | Various | √ | √ | | √ | | | | | | | | |
| Local Strategic Partnerships | If Requested | √ | √ | | √ | | √ | | √ | √ | √ | √ | |
| Regional and neighbouring Brigades | StakeHolder Forum | √ | √ | | | √ | √ | | √ | √ | √ | √ | |
| Members of Parliament | StakeHolder Forum | √ | √ | | | √ | √ | | √ | √ | √ | √ | |
| Government Offices | StakeHolder Forum | √ | √ | | | √ | √ | | √ | √ | √ | √ | |
| West Mercia Constabulary | StakeHolder Forum | √ | √ | | | √ | √ | | √ | √ | √ | √ | |
| West Midlands Ambulance Service NHS Trust | StakeHolder Forum | √ | √ | | | | √ | | √ | √ | √ | √ | |
| Shropshire Diversity Group (DEF) | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| MOD Forces | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Environment Agency | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Environmental Health | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Health Authorities | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Auditors | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Library and Information Services | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| English Heritage | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Business Community | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Shropshire Small Buisness Forum | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Superstores and Post Offices | None | √ | √ | | | | √ | √ | | | √ | √ | |
| Housing Departments | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Citizens Advice Bureaus | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| WI | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| RNIB | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| RNID | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| Red Cross | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |
| St. John's Ambulance | StakeHolder Forum | √ | √ | | | | √ | √ | | √ | √ | √ | |



SHROPSHIRE FIRE & RESCUE SERVICE
INITIAL EQUALITY IMPACT ASSESSMENT FORM

| | | | |
|---------------------------------------|-------------------------------------|--------------------|--------------|
| Directorate | Integrated Risk Management Planning | Department/Section | IRMP Team |
| Name of officer | Joe Whelan | Job title | IRMP Manager |
| Name of Policy/Service to be assessed | IRMP Draft Action plan 2008/09 | Date of assessment | 5 July 2007 |
| New or existing policy | Existing | | |

| | | | |
|--|---|----|---|
| 1. Briefly describe the aims, objectives and purpose of the policy/service | To ensure the Authority is reducing the risk to the communities of Shropshire, by making the most effective use of its limited resources. | | |
| 2. Are there any associated objectives of the policy/service? | <ol style="list-style-type: none"> 1. The review of fire cover provision in Shrewsbury and associated implications for the Shrewsbury site. 2. The resilience of officer cover to deal with operational incidents. 3. Addressing the outcomes of the services recent cultural audit. | | |
| 3. Who is intended to benefit from the policy/service and in what way? | All communities in Shropshire, including its population, businesses and visitors to the county. SFRS staff (3) | | |
| 4. What outcomes are wanted from this policy/service? | <ol style="list-style-type: none"> 1. Inform the planning process and options that are available for the review of Fire Cover in the Shrewsbury area. 2. A more resilient provision of officer cover during periods of high operational activity. 3. Involvement of staff in developing the action plan to address the outcomes of the cultural audit. | | |
| 5. Who are the main stakeholders in relation to the policy/service? | Members of Staff All members of the public Businesses in Shropshire. | | |
| 6. Who implements the policy/service and who is responsible for this? | The Fire Authority is responsible for the policies, with the Chief Fire Officer being responsible for the actual delivery of the proposals. | | |
| 7. Are there any concerns that this policy/service could have a differential impact on the following groups and what existing evidence do you have for this? | | No | <p>General statement</p> <p>—The improvements are expected to impact on those that live and work in the Shrewsbury area. The impacts are therefore of a geographical rather than a group basis, with no significant differential in a particular group being advantaged or disadvantaged.</p> <p>The proposals do not have an impact in terms of furthering or hindering equality of opportunity. They also do not have any impact on reinforcing or challenging stereotypes.</p> |
| 8. Age | | No | See above statement. |
| 9. Disability | | No | See above statement. |

| | | | |
|---|-----------------|----|--|
| | | | |
| 10. Gender | | No | See above statement. |
| 11. Race | | No | See above statement. |
| 12. Religion or belief | | No | See above statement. |
| 13. Sexual orientation | | No | See above statement. |
| 14. Dependant/caring responsibilities | | No | See above statement. |
| 15. Could the differential impact identified in 7-14 amount to there being the potential for adverse impact in this policy/service? | | | Not applicable. |
| 16. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? | | | No applicable |
| 17. Have you consulted those who are likely to be affected by the policy/service? | Yes | | Consultation will be conducted with all communities potentially impacted by the proposed improvements. As stated previously, this is based upon a geographical, rather than a demographical, analysis. |
| 18. Should the policy proceed to a full impact assessment. | | No | The assessment has indicated that there will be no differential impact in relation to Equality of Opportunity. Therefore a full impact analysis on is not required. Consultation and appropriate consideration of the returns from that consultation process, will be undertaken as per the IRMP process stipulated in the Authority's IRMP Plan, following national best practice guidelines. |
| 19. Date by which full impact assessment to be completed | Not applicable. | | |

I am satisfied that this policy has been successfully impact assessed.

I understand the Impact Assessment of this policy is a statutory obligation and that, as owners of this policy, we take responsibility for the completion and quality of this process.

| | | | |
|--|------------|------|-------------|
| Signed (Assessing person) | Joe Whelan | Date | 5 July 2006 |
| Signed (Head of Section) | | Date | |
| Please note that this impact assessment will be scrutinised by the E&D Officer | | | |