

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 260225, Andy Johnson, Head of Performance and Risk, on 01743 260287, or John Harrison, Temporary IRMP Manager, on 01743 260182.

1 Purpose of Report

This report presents the proposed strategic Integrated Risk Management Plan, which clearly sets out and identifies the key priorities for Integrated Risk Management Planning (IRMP) over the next three-year period. In addition the report also presents the findings and recommendations from the recent reviews carried out in respect of water safety and the provision of aerial appliances within Shropshire.

Members are requested to approve the recommendations made by the IRMP Members Working Group (the Group) at their meeting, held on 7 April 2009. In addition, Members are requested to note the proposed timetable for developing the draft 2010/11 IRMP Action Plan and the subsequent consultation strategy.

2 Recommendations

The Fire Authority is asked to:

- a) Approve the Draft Strategic IRMP 2009 – 2012 and the proposed communication strategy;
- b) Acknowledge the recommendations, made by the aerial review team, and agree to explore further the implications from the option to co-locate aerial appliances within the County;
- c) Agree to approve a one-off virement of £51,000 required to implement the recommendations from the review of water rescue provision (if approved the funding would be available from reserves, see next report); and
- d) Note the proposed timetable to develop the Authority's 2010/11 Draft Action Plan and the subsequent consultation strategy.

3 Background

Members of the Group met on 7 April 2009 to discuss and approve the draft IRMP strategic plan and receive an update with regard to the key recommendations from the reviews carried out in respect of water safety and aerial provision. In addition the Group also received updates on the IRMP station risk analysis work and progress made by the IRMP staff forum.

4 Strategic IRMP April 2009 – March 2012

This Plan builds on the Fire Authority's previous strategic IRMP and sets out clearly, and in an easy-to-read format, the strategic priorities for the next three-year period. In addition it highlights the successes the Authority has achieved since the inception of IRMP in 2004.

The priorities are wholly aligned to the Authority's corporate priorities of improving:

- Communication
- Competence
- Capacity
- Community Focus

This focus will continue to assist the Authority in addressing the most significant challenges which include:

1. Maintaining and building on the Retained Service to ensure future resilience;
2. Developing and maintaining specialist roles for wholetime crews and other identified stations;
3. Preparing for, and responding to, all foreseeable risks within the County, including the impact from potential climate change;
4. Continuing to identify, and work with, key partners to reduce jointly risk within the communities we serve; and
5. Continuing to ensure best use is made of limited resources against a continuously changing risk profile

The Plan, once approved, will be made available on the Service website and its presence will be brought to the attention of the stakeholder organisations contained in the appendix to the Plan.

5 Ongoing Reviews

Aerial Provision

The Group received a presentation and brief summary of the work carried out by the review team. The team was tasked to revisit the review carried out in 2004 in order to assess current usage, new options available for the provision of aerial appliances and alternative methods for crewing such appliances.

The report concluded that there was no significant change in usage since the 2004 review and, as such, the findings and conclusions from that review were still valid. These were:

- Shropshire, with two aerial appliances staffed and operationally ready, is over provision of resources and costly.
- Shropshire requires at least one aerial appliance, operationally available at all times, which will adequately cope with current demand.
- Shropshire also requires a reserve aerial appliance un-staffed but operationally ready to cover down time.

However the team also acknowledged a number of opportunities to improve further on our current position. These include looking at alternative types of aerial appliances, considering alternative arrangements for crewing and looking at new ways of working with partners in the region and through the private sector.

As a result of the work carried out by the team, the following recommendations were presented:

1. Delay the purchase of a replacement appliance.
2. Staffing:
 - a) Maintain the existing appliance provision; or
 - b) Consider consolidation of aerial appliances to one station
3. Further investigate potential opportunities to enter into a total care agreement with appliance manufacturers or alternative providers in the future.

Water Rescue Provision

The Group received a presentation and a copy of the report produced following the review carried out in respect of water rescue provision within Shropshire. The report provides evidence to support the continuance and expansion of the existing provisions for water safety within Shropshire and makes seventeen recommendations for further improvements to the way we deliver that provision to the communities of Shropshire and how we support other authorities in times of need. The report takes full account of the findings of the Pitt review: “Learning lessons from the 2007 floods” and the Government’s response to that review published during 2008.

The financial implications from the recommendations made are summarised below:

Item	£
Intermediate level training for 46 personnel	17,520
Bi-annual refresher training (intermediate)	4,140
Water incident management training	4,760
Second boat	10,000
PPE Intermediate	14,744
Total	51,164

Following the presentation, the Group discussed if the work should form part of the IRMP consultation process for 2010/11 or if funding should be sought at the earliest opportunity to implement the recommendations in full. The Group agreed that the latter should be recommended to the Authority and that Members would be requested to give authority to direct officers to identify the funding required to implement the recommendations from this review.

Station Risk Profiles

Each station has conducted a comprehensive analysis of risk across their station turnout as part of this year's IRMP. To do this they have used a combination of informal local knowledge and more formal data provided via the Service's corporate geographical information systems.

This has enabled station-based staff to build upon, and further refine, a well-developed picture of the risks present across their station ground. The outcomes from this work serve to assure that each station, and therefore collectively the Service, can demonstrate mature awareness of such issues as heritage buildings, sleeping risks, flooding risks, environmental risks and access arrangements across their area. The work will continue to shape and inform current and future training, and equipment and procedural requirements, giving direction to the Authority's strategic IRMP over the coming years.

6 Draft Action Plan 2010/11

The Group discussed the proposed content of the draft IRMP Action Plan for 2010/11 and the timetable for the development of that Plan. Officers were given the direction to develop the proposals for consultation, along with a presentation and communication strategy to engage with all relevant stakeholders and staff.

It was proposed that the draft Action Plan will be presented to the Fire Authority for approval at its meeting to be held on 3 July 2009. Following approval, it is expected that the consultation process will begin on or around 17 July and continue through to October 2009.

7 Financial Implications

Should the Fire Authority approve the option to implement the recommendations from the review of water rescue provision, then there will be a one-off financial implication of £51,164. Options and approval for funding this amount will need to be sought. There would be ongoing revenue implications of about £5,000 a year and these would become committed growth in later years' budgets

8 Legal Comment

In 2003 the Office of the Deputy Prime Minister requested fire authorities to prepare IRMPs. This expectation has been further formalised by the Fire and Rescue Services 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 covering a minimum of a three- year period (Draft National Framework 2008 to 2011).

9 Equality Impact Assessment

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

10 Appendix

Draft Strategic Integrated Risk Management Plan 2009 - 2012.

11 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	*



Directorate	Performance Improvement	Department/ Section	Integrated Risk Management
Name of officers completing (minimum of 2)	J Harrison Andy Johnson	Job title	IRMP Manager Head of Risk
Name of Policy/Service/Activity to be assessed	Report to the CFA Members Working Group Update	Date of assessment	15/04/2009
New or existing policy	N / E		

1) Briefly describe the aims, objectives and purpose of the policy/service/activity (referred to as policy in document) and also consider the following:

Those that will benefit from the development of future IRMP strategic priorities are all communities in Shropshire, including its population, businesses and visitors to the county. All members of SFRS.

1 a) Who implements this policy?

The Fire Authority own the IRMP process, with the Chief Fire Officer being responsible for the implementation of any actual changes to service delivery as required.

2) How does your current policy meet the needs around age, disability, race, religion/belief, gender, sexual orientation and caring responsibilities?

Are there any obvious barriers to accessing the service? E.g. physical or other.

The IRMP process looks at the Service at the strategic level. It attempts to ensure that we have distributed our limited resources around the county in the most effective way to provide the most appropriate response.

This report does not therefore have any specific impact in terms of furthering or hindering equality of opportunity, nor does it have any impact on the Service's responsibilities as they relate to reinforcing or challenging stereotypes.

2a) Where do you think improvements could be made?

The outline strategic proposals, included in this report will be subject to a full EQIA at the time they are implemented as part of a formal project. Staff will be given the opportunity to comment at that stage.

2b) Have issues of equality been identified in this area of service delivery by SFRS?

No.

3) Have we had any specific feedback or complaints on this area?

No.

Is there evidence that this has come from any of these specific groups: race, gender, disability, religion/belief, age, sexual orientation, caring responsibilities?		
3a) Do we have any feedback from managers or frontline staff on this policy?	All proposals put forward will be subject to IRMP consultation and feedback will be available at an appropriate time.	
3b) Is there any feedback from voluntary/community organisations?	As with previous IRMP consultations feedback will be sought from all appropriate stakeholders.	
3c) Is there any research / models of practice that may inform SFRS view?	No	
<p>4) Detail the Actions / Improvement areas you have identified, or the need for further research. (These must be put onto the Action and Improvements Form FB 367 for consideration by Steering Group)</p> <p>If you have found considerable actions or research this will require you to proceed to a full assessment.</p>	<p>If the proposals for improved use of resources, outlined in the report, are taken forward as proposals for implementation, they themselves must be subject to EQIA.</p> <p>This assessment should make full use of the feedback obtained from IRMP consultation.</p>	
5) Should the policy now proceed to a full impact assessment?	No	This report does not have any specific impact in terms of furthering or hindering equality of opportunity, nor does it have any impact on the Service's responsibilities as they relate to reinforcing or challenging stereotypes.

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.

Line Manager		Date	
Please note that this impact assessment will be scrutinised by the Equality and Diversity Officer.			

Appendix D

Equality Impact Assessment Actions and Improvements Form

When you have completed the Equality Impact Assessment a number of actions or improvement areas will have been identified, it is important that these are captured and put into normal work activities. In some cases there maybe a few small actions required in other cases you will need to process to a full impact assessment, you will need to complete this form for both of these situations when you identify actions that need completing, or have identified that future investigation will require specific resources that need to be put into the business planning process.

This form is to allow you to record the outcome from your impact assessments so that the actions or improvements can be carried out by your Department and monitored and in some cases approved by the Equality and Diversity Steering Group. Please ensure that this form is given to your line manager for discussion at your team or one to one meetings for incorporation into individual work plans.

Directorate: Performance Improvement	Department: IRMP
Brigade Order/activity that has identified need, issue/objective: Outline proposals for Strategic IRMP priorities (as outlined in the CFA IRMP report – 17 th December 2008)	EQIA No:

Action	Comments inc. Details of Consultations required/carried out	Resources / Finances allocated to this objective/target	How will this be monitored to ensure it is effective	Responsible for this action	Due Date	Progress
If the proposals for improved use of resources, outlined in the CFA IRMP report, are taken forward as proposals for implementation, they themselves must be subject to EQIA.	This assessment should make full use of the feedback obtained from IRMP consultation.					

Head of Department		Date completed	
--------------------	--	----------------	--

This form must be sent to Management Support when completed for monitoring and/or consideration by the Equality & Diversity Steering Group



Shropshire Fire and Rescue Service

Appendix to report 13 on
Integrated Risk Management Planning
Members' Working Group Update
Shropshire and Wrekin Fire and Rescue Authority
29 April 2009



Strategic Integrated Risk Management Plan 2009 - 2012

Shropshire and Wrekin Fire Authority



Putting Shropshire's Safety First
www.shropshirefire.gov.uk

If you would like this information in an alternative language or format such as large print or audio please contact us on 01743 260200 or email enquiries@shropshirefire.gov.uk

如果您希望获得这份资料的中文译本或其他各式（例如大字体版本或录音磁带），请与我们联系。电话：01743 260200，或电子邮件：enquiries@shropshirefire.gov.uk
(Chinese)

Jeśli chcieliby państwo otrzymać informacje w innym języku lub formie, np. w formie audio lub napisane dużą czcionką, prosimy o kontakt pod numer 01743 260200 lub na adres e-mailowy: enquiries@shropshirefire.gov.uk
(Polish)

ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਜਾਂ ਰੂਪ ਜਿਸ ਤਰ੍ਹਾਂ ਕਿ ਵੱਡੀ ਛਪਾਈ ਜਾਂ ਸੁਣਨ ਵਾਲੀ ਟੇਪ ਵਿੱਚ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕ੍ਰਿਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ 01743 260200 ਤੇ ਸੰਪਰਕ ਕਰੋ ਜਾਂ enquiries@shropshirefire.gov.uk ਤੇ ਈਮੇਲ ਕਰੋ।
(Punjabi)

اگر آپ کو یہ معلومات کسی متبادل زبان یا طریقہ مثلاً بڑے سائیز یا آڈیو میں درکار ہوں تو برائے مہربانی فون نمبر 01743 260200 یا ای میل enquiries@shropshirefire.gov.uk پر رابطہ کریں

(Urdu)

Haddii aad doonaysid dokumentigan oo ku qoran luqad kale ama qaab kale sida far waaweyn ama maqal ah, fadlan nagala soo xiriir 01743 260200 ama iimayl enquiries@shropshirefire.gov.uk
(Somali)

Os hoffech chi gael y wybodaeth hon mewn iaith neu ar ffurf wahanol fel print bras neu sain cysylltwch â ni ar 01743 260200 neu drwy'r e-bost enquiries@shropshirefire.gov.uk
(Welsh)

The Fire Authority welcomes comments on this document. Please use the questionnaire sheet at the end of this document or visit our website on www.shropshirefire.gov.uk to print a copy from the PDF version.

Foreword – Chairman and Chief Fire Officer

We are delighted to welcome you to Shropshire’s second Strategic Integrated Risk Management Plan which outlines our strategic priorities for the forthcoming three year period April 2009— March 2012. Although one of the smallest fire services in the UK, Shropshire Fire and Rescue Service is known as an innovator and we are justifiably proud to be one of the best performing out of England’s 46 fire services and one of only five improving at the highest possible level.



*Stuart West, Chairman
Shropshire & Wrekin
Fire Authority*

Integrated Risk Management Planning continues to be incorporated within the Authority’s Corporate planning process. Through this strategic IRMP and our annual Integrated Risk Management Action plans we clearly set out how we intend to continue to ensure we make best use of our limited resources to most effectively reduce risk from and respond to, fires and other emergencies within the county of Shropshire and beyond.

Firmly underpinning this process is our ability to accurately identify and analyse the risks present within the county, enabling us to continue targeting those individuals and communities most at risk. This enables us to continue to reduce even further the distress and misery caused by fire and other emergencies.

We have a strong track record over recent years of carefully considered improvements to our Prevention, Protection and Response measures which we will continue to build on throughout the life of this plan in order to support our vision of.



and our mission to

"Save life, protect property and the environment and reduce the risks from fire and other emergencies"



*Alan Taylor QFSM,
Chief Fire Officer
Shropshire Fire & Rescue
Service*

1. Contents

Foreward—Chairman and Chief Fire Officer.....	Page 3
2. Introduction.....	Page 5
3. What is Integrated Risk Management Planning?.....	Page 6
4. Progress to Date.....	Page 7
- What were our IRMP Strategic Priorities?	
- How have we delivered against these priorities?	
5 Developing our new Integrated Risk Management Priorities.....	Page 18
- What are our Corporate Priorities?	
- New Corporate Priorities/New IRMP priorities?	
- IRMP into the future	
6. How do we do Integrated Risk Management Planning in Shropshire?.....	Page 22
- How do we identify areas for review?	
- How we carry out our reviews?	
- Data, Tools and Processes used	
7. IRMP Consultation.....	Page 24
- How and who do we consult with	
8. Feedback.....	Page 25
Appendix—List of Stakeholder organisations.....	Page 26

2. Introduction

Since the introduction of Integrated Risk Management Planning in 2004, Shropshire and Wrekin Fire and Rescue Authority has fully embraced the concept of holistic countywide risk management. The cornerstone of this being a full and comprehensive review of risk within the county and the implementation of risk reduction measures resulting in changes to prevention, protection and response measures that demonstrate proven and sustainable long term benefits to the communities that we serve.

Building on the improvements to service provision made to date, this document presents the Fire Authority's future strategy, outlining its vision and ambitions and its policy for achieving those ambitions. In simple terms;

“what we intend to do and how we intend to do it”

The Strategy covers a 3 year period and whilst it will naturally be reviewed each year, due to its strategic nature, it is unlikely to see significant change through that period. It has been developed taking account of all available local authority strategic plans and periodic reviews will take full account of local, regional and national changes from, for example, Local Area Agreements, National Framework documents and other Government guidance.

The plan also takes a look back at what we have achieved in collaboration with our elected Members, staff and partners over recent years.

This document, as in previous years, is supported by individual IRMP Action Plans, developed annually, which present the detailed proposals for change under consideration at that time.



3. What is Integrated Risk Management Planning?

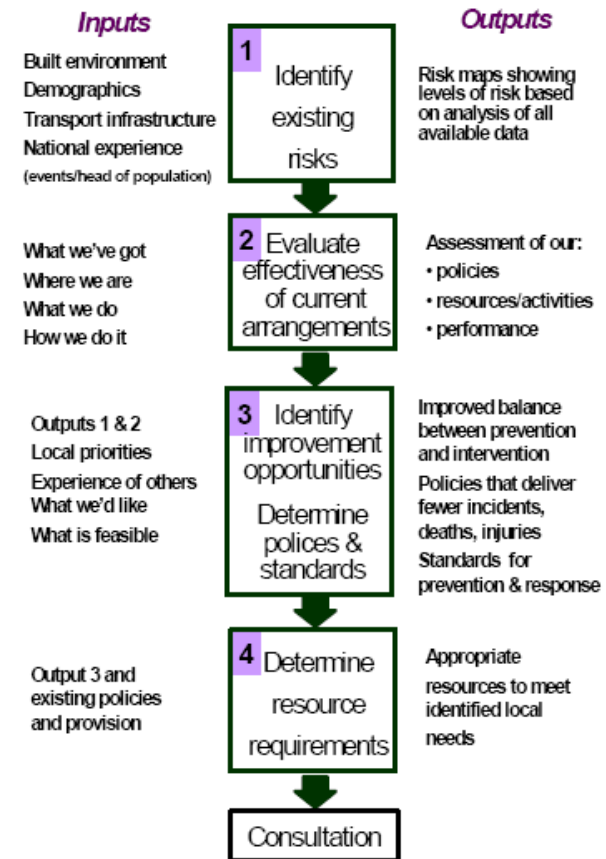
Following changes made by Government in 2003, all Fire and Rescue Authorities continue to be required to produce Integrated Risk Management Plans (IRMP's), in accordance with the outline process depicted in the diagram below.

IRMP's should clearly state how they intend to ensure they use their limited resources most effectively, to reduce risk from fire and other emergencies in their area . In essence this represented a significant shift in emphasis from response to prevention.

This requires each Fire and Rescue Authority to take account of locally identified needs, rather than being governed by national prescription, as was used previously. Fire and Rescue Authorities are required to produce an annual IRMP Action Plan which must be developed, through consultation with all appropriate stakeholders, and which must include the improvements to the Service the Fire and Rescue Authority intends to make over the coming twelve months, in order for it to meet the ambitions stated in its IRMP.



This approach continues to be warmly welcomed by Shropshire and Wrekin Fire and Rescue Authority and is viewed as an opportunity to continue to reduce, even further, the distress and misery caused by fire and other emergencies in our communities.



4. Progress to Date

What were our IRMP Strategic Priorities?

Since IRMP's inception in 2004, the Fire Authority has been working towards the following priorities;

- To undertake a review of the county's emergency response resources;
- To drive improvement in the Retained Duty System, to ensure its long term viability; and
- To increase Community Fire Safety activity in the more rural areas of Shropshire.



How have we delivered against these priorities?

Over the years we have carried out a number of reviews against our Strategic Priorities, implementing where necessary some significant changes to service provision that have resulted in reduced risk to the communities we serve.

The driving force behind these reviews is always to explore:

- Opportunities for enhanced service delivery;
- Opportunities to explore flexible approaches to the use of existing resources; and
- Opportunities to identify increased efficiency and effectiveness.

The importance of the Fire Cover Review

An overarching priority has been the completion of a full review of emergency cover across the whole county. This represents a significant piece of work which has been completed over a number of years. The Fire Cover review underpins our decisions to;

Introduce our own county wide Response Standards

Covering all significant life risk incidents (Fires, Road Traffic Collisions and Water Rescue incidents). The Fire Authority has also put in place Resilience Standards, which help to ensure it continues to provide a good level of service, even when it is exceptionally busy.

Make changes to Emergency Cover in the Telford area

Relocation of one wholetime appliance from our Telford Central fire station on Stafford Park to south Telford, located at Tweedale fire station. This has led to a 1½ minute reduction in average response times to incidents in the South Telford area.

Maintain the current Emergency Cover in the Shrewsbury area

Following detailed analysis, the decision has been taken to maintain Shrewsbury fire station on the current site, rather than splitting its resources between two sites. A clear strategy for redevelopment of the whole site has now been developed.

Maintain a resilient service across the whole of Shropshire

Recognising the changing risks to which our society is exposed, and the fact that Shropshire has many small communities across what is the largest inland county in England, the Fire Authority has decided to maintain the number and location of all existing stations. This ensures that it is able to maintain, and where possible improve on, the current level of emergency response capability across all parts of Shropshire, as well as provide for a resilient service for those times when demand is greatest.

The following pages give a brief history of the IRMP outcomes, achieved in Shropshire, since 2004.

Improvements during 2004/05

Changes to our Policy for responding to Automatic Fire Alarms and other non-life risk calls –

- More than 1,600 fewer emergency response journeys;
- £61,000 reduction in turnout fees;
- More than 5,400 additional hours available for our fulltime staff to undertake community fire safety, training and contingency planning activities;
- Charges introduced for owners of lifts for lift rescues, in an effort to encourage them to maintain their equipment correctly.



Larger fire engines (XL Cabs) introduced across the county supported by smaller support vehicles

- £90,000 per annum reduced fleet costs;
- Ability for rural stations to respond with 8 firefighters which has led to;
 - Increased safety for our staff;
 - A better service to our more rural communities.



Improvements during 2005/06

Review of the Brigade Management and Incident Command Structure

Changes to the Brigade's management structure were identified and implemented, which resulted in a more flexible structure, which was better able to:

- Meet the demands of the Government's National Framework document;
- Provide support to staff working the Retained Duty system; and
- Improve on the level of partnership working the Fire and Rescue Authority is able to participate in, across the various political boundaries in the county.



County wide risk assessment work

This work progressed the Service's use of the Fire Service Emergency Cover (FSEC) tools provided by the Government to all Fire and Rescue Authorities. This work ensured that the Fire Cover Reviews, needed to be undertaken across the whole of the county, could be done based upon sound data.

Review of Aerial Appliance provision in Shropshire

Aerial Appliances enable firefighters to gain safe access to high places, as well as put water onto fires that would otherwise be inaccessible. They also provide an observation platform from which an Incident Commander can view larger incidents.

The review identified that two permanently staffed Aerial Appliances in Shropshire represented an overprovision. Options for change were put forward in the following year's IRMP process.

Improvements during 2006/07

Introduction of Shropshire's new Response Standards

Following the removal of the national response standards, used by all Fire and Rescue Authorities to measure performance up until 2004, the Fire Authority put in place locally developed standards which it uses to drive improvement in its emergency response work across the county.

Unlike the previous standards, which were focussed on the risk to property, the new standards focus on the risk to life. In 2006 the Fire Authority introduced standards that targeted the main life risk incidents to which the Fire and Rescue Service is required to respond - fires and road traffic collisions.

The Fire Authority also put in place its Resilience Standards, which state that at least one fire engine will respond to any call across the county within 20 minutes, even during very busy periods.

	Life Risk Fires		Road Traffic Collisions		
Risk Areas	Minimum of 5 firefighters in:	Minimum of 8 firefighters in:	Minimum of 5 firefighters in:	Minimum of 8 firefighters and Rescue Pump in:	Rescue Tender arrives within:
High	10 minutes	13 minutes	10 minutes	13 minutes	30 minutes
Medium	15 minutes	18 minutes	15 minutes	18 minutes	30 minutes
Low	20 minutes	20 minutes	20 minutes	20 minutes	30 minutes
Target 2008/09	75%	95%	77%	77%	85%

Changes to the provision of Aerial Appliance in Shropshire

Following full consultation with all stakeholders, the Service reduced the number of Aerial Appliances it kept fully staffed, from two to one resulting in the reduction of 8 fulltime firefighter posts. These posts were reinvested into the service to support Retained Duty stations through the creation of 8 Retained Support Officers. This has helped to ensure that the county's fire engines continue to be staffed and available throughout all times of the day and in no small way has assisted with and improved recruitment and retention of firefighters across the counties rural fire stations.

The Service also introduced structured overtime into the full-time Service, to ensure that the 5 fire engines and various special appliances in the Shrewsbury and Telford areas are always available.

Improvements during 2007/08

Relocation of a fire engine from the centre of Telford, to Tweedale fire station in the south of Telford

Following a detailed review, and full consultation, the Service moved one of the two fire engines based at its fire station on Stafford Park in Telford, down to the south of Telford in Tweedale. The review had shown that this would result in better fire cover provision for the Telford and surrounding area and has already resulted in a 1½ minute reduction in the average time it takes the Service to respond to incidents the south Telford area.

Small Fires Unit—12 month pilot study

With many Fire and Rescue Services around the country looking at new ways of staffing its appliances, Shropshire undertook a 12 month pilot study looking at the benefits to be gained from mobilising one of its smaller support vehicles to small fires in the open, rather than a full sized fire engine.

The study found that, due mainly to the small number of incidents to which these appliances could be safely mobilised, there was very little benefit to be gained by using these vehicles in Shropshire.



How we respond to other incidents



Recognising that, after fires and road traffic collisions, the other type of incident to which the Fire and Rescue Service responds, that involves greatest risk to life are Water Rescue Incidents, in 2007 the Fire Authority put in place its Water Rescue Response Standards.

The suite of Response Standards the Fire Authority has put in place are now helping the Service to prioritise areas for improvement in its emergency response activities.

Improvements during 2008/09

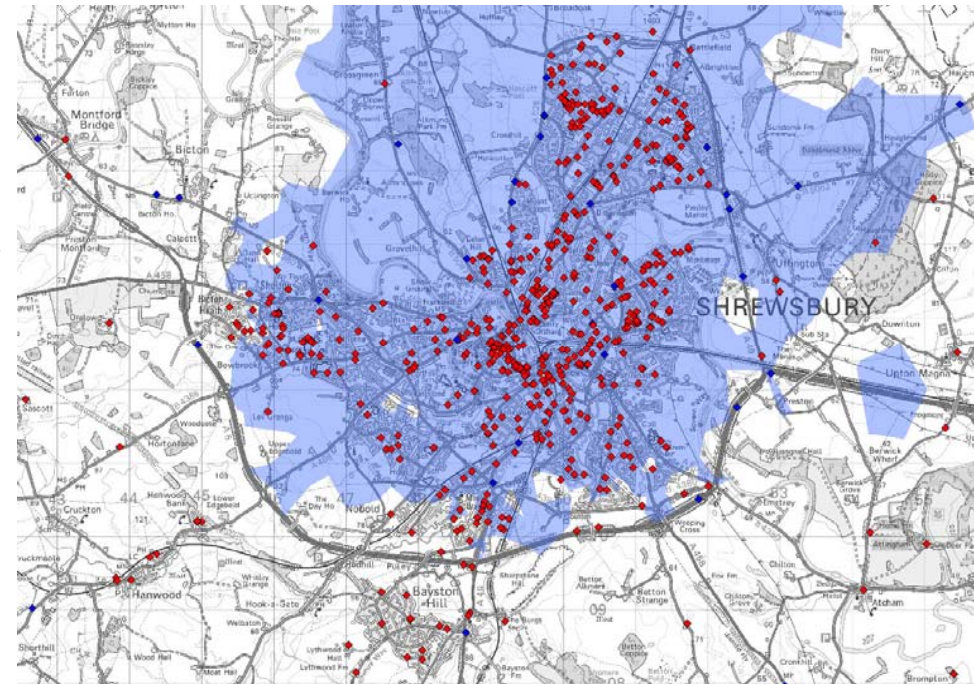
Shrewsbury Emergency Cover Review

Previous work, in partnership with Shropshire Ambulance Service, had looked at the possibility of splitting Shrewsbury's current fire station resources between two sites - one to the north and one to the south of Shrewsbury.

With the risk assessment tools now available to the Service, this initial work was further progressed and resulted in the Fire Authority deciding that Shrewsbury is best served if the fire engines stay in their current central location.



As well as ensuring service provision is appropriate, this study will result in the Service incurring reduced costs for the development work that is now progressing at its Shrewsbury fire station and Headquarters site.



Officer Cover Resilience

The Service continues to prepare for and respond to a wide range of potential incidents including Terrorist threats, chemical, biological and radiological incidents, industrial and domestic accidents, collapsed buildings and flooding.

The Fire and Rescue Authority has reviewed and where required made improvements to its officer provision ensuring appropriate incident command and support is available at incidents within Shropshire and at incidents where our staff respond outside of the county.

How has Shropshire benefited from these changes?

Financial gains

The changes brought about through IRMP have resulted in reduced costs. The table below shows how the Fire and Rescue Authority has gained more than one million pounds through efficiency savings as a result of the IRMP improvements introduced over the last five years.

Improvement	Cost saving 2004 –2008
Introduction of XL Cabs onto five stations Reduced lease and maintenance costs	£360,000
Aerial Appliance Project 8 fewer Wholetime staff	£518,000
Telford Fire Cover Review Additional CFS and contingency planning work	£8,000
Changes to the AFA Response Policy Reduced RDS turnout costs Additional Wholetime capacity	£61,000 £120,000
Total saving	£1,067,000

The Fire Authority has invested these savings into

1. Driving improvement in the Retained Duty System (RDS), to ensure its long term viability; and
2. Increasing Community Fire Safety (CFS) activity in the more rural areas of Shropshire.

Investment in the Retained Duty System



Improvement Activity	Investment 2005—2008
Introduction of 8 Retained Support Officers	£324,000
Increased training for all RDS Staff	£187,000
Introduction of XL Cab appliances onto all retained stations – increased staffing levels from 11 to 14	£272,000
Additional funding for RDS to undertake CFS activities	£100,000
Finance all RDS Stations for admin, equipment maintenance and cleaning	£76,000
Total per annum	£959,000



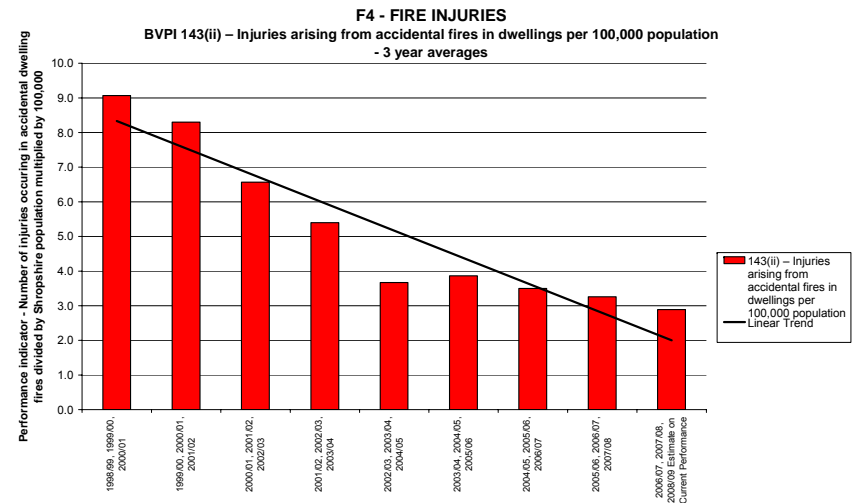
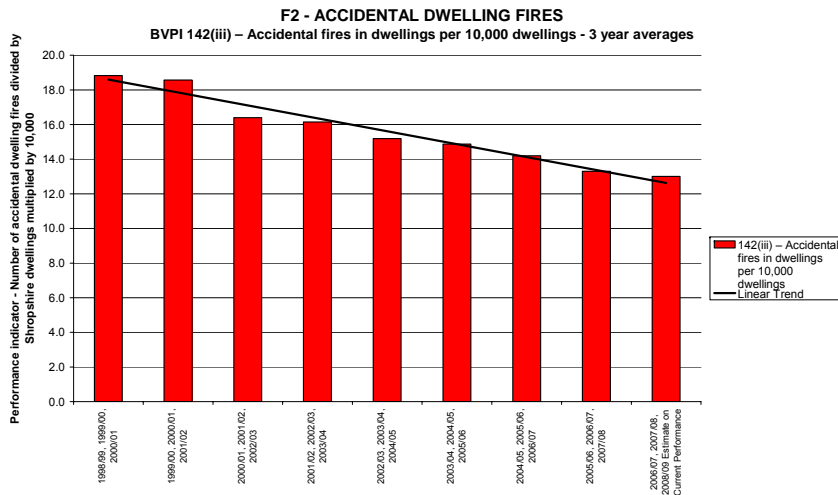
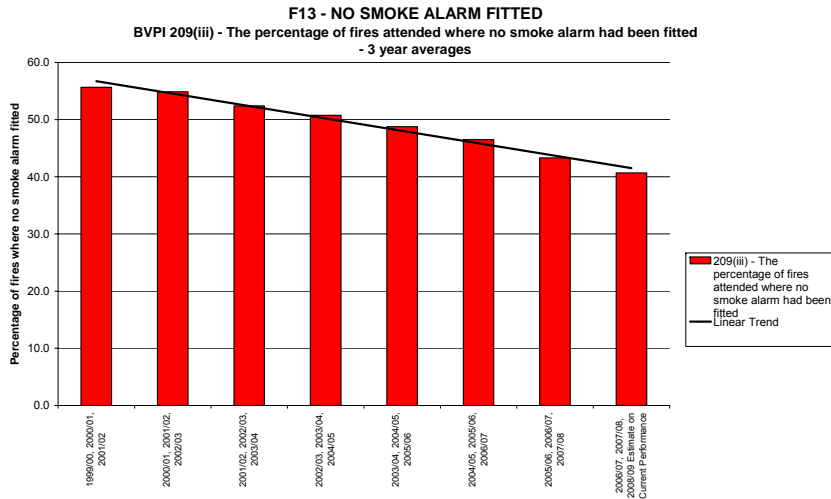
which has helped to

Reduce the risk ...

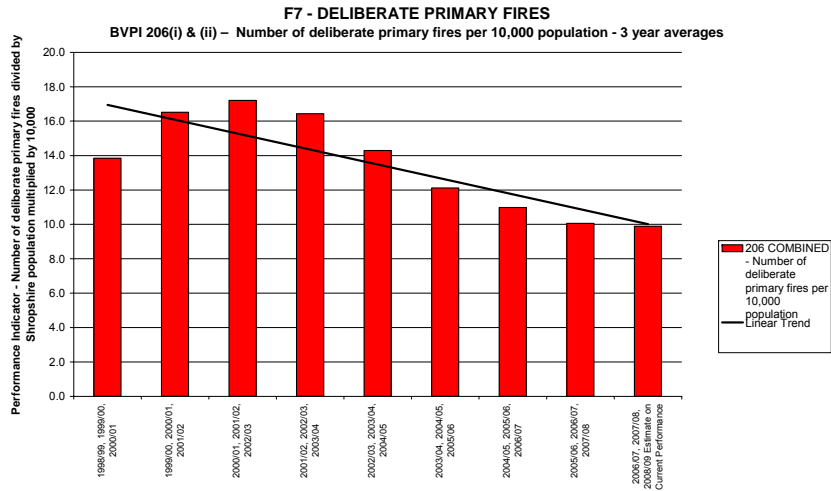
More smoke alarms fitted

Fewer accidental house fires

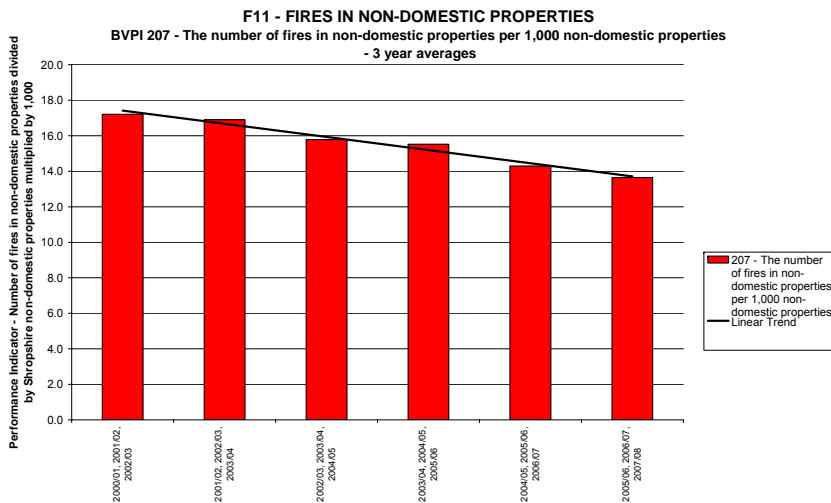
Fewer fire injuries



Reduce the risk ...



Fewer deliberately set fires



Fewer fires in commercial properties

5. Developing our new IRMP Priorities

What are our Corporate Priorities?



Through our strategic Planning process the Fire and Rescue Authority has identified and developed its strategic priorities for the Service over the next 3 years. These are aimed at continuing to deliver our vision of 'Putting Shropshire's Safety First' and delivering our Corporate Aims;

Aim 1: Reduce the risk to life and material loss from fires, road traffic collisions and other emergencies in the community.

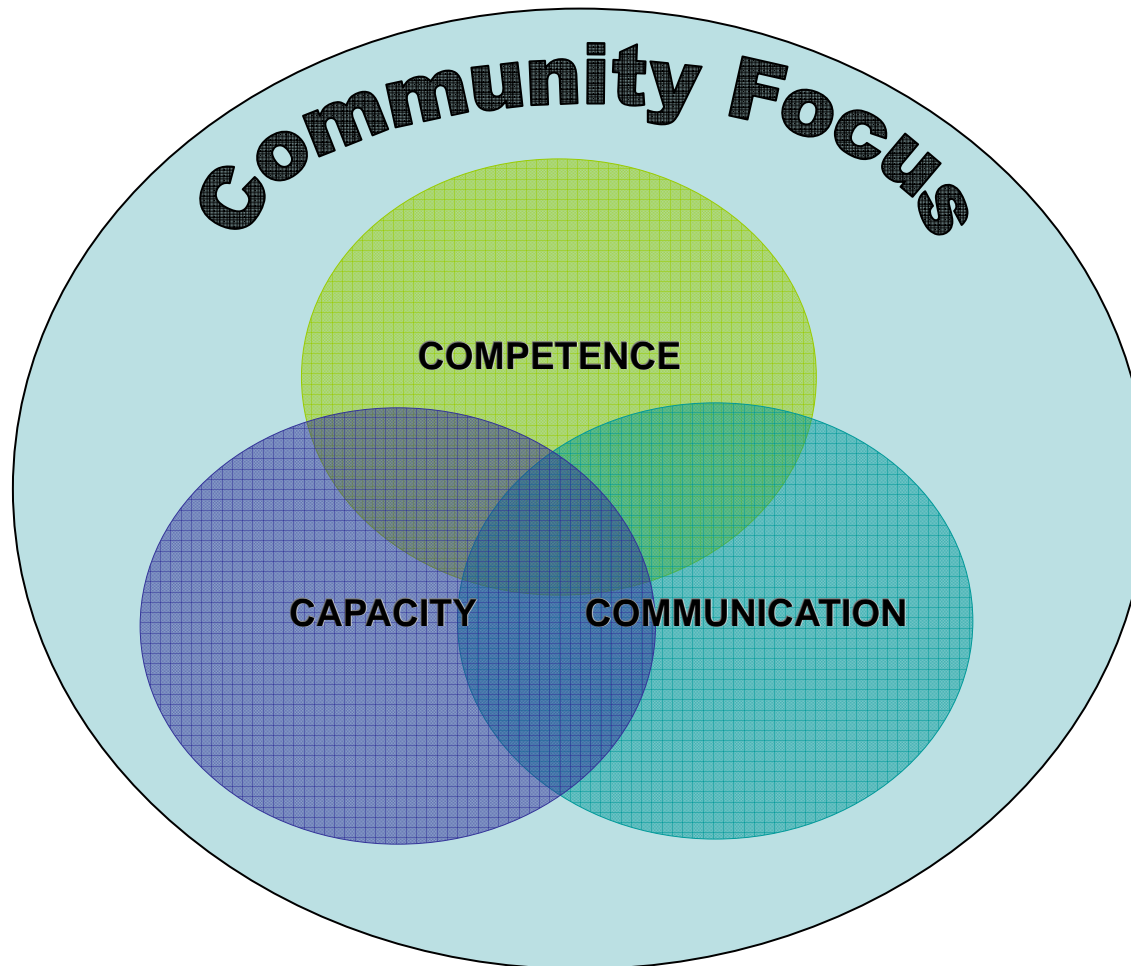
Aim 2: Protect life, property and the environment from fire and other emergencies.

Aim 3: Secure the highest level of safety and welfare/ wellbeing for all staff and Authority Members.

Aim 4: Provide a sustainable service that demonstrates quality and best value in service provision

Aim 5: Provide a service committed to the highest levels of equality and diversity

New Corporate Priorities = New IRMP Priorities



Our priorities explained

We will improve the way we communicate by:

- Improving our internal communications
- Improving our external communication
- Increasing the time we have to communicate effectively

We will improve our competence by:

- Developing our managers and leaders
- Improving our core and specialist skills
- Improving our performance

We will improve our capacity to do things by:

- Balancing our available resources to meet demand
- Maintaining our Service under all circumstances
- Reducing bureaucracy

By focusing on the three areas above we believe this will improve our Service to all our communities and partners.

IRMP into the future

The IRMP process will continue to help the Fire Authority to address some of our most significant challenges;

1. Maintaining and building on our Retained Service to ensure future resilience;
2. Developing and maintaining specialist roles for our whole time crews and other identified stations;
3. Preparing for and responding to all foreseeable risks within the county including the impact from potential climate change;
4. Continuing to identify and work with Key Partners to jointly reduce risk within the communities we serve;

and

5. Continuing to ensure best use is made of our limited resources against a continuously changing risk profile.

We intend to continue to address these challenges working closely with our key partners, including the Local Strategic Partnerships, the West Midlands Regional Management Board and the West Mercia Local Resilience Forum.



6. How we do IRMP in Shropshire?

We are rightly proud of our achievements to date through our IRMP process. These achievements, built on a solid foundation of robust risk analysis, are demonstrated in the wide range of innovative solutions developed in consultation with elected members, staff, partners and the public outlined in this document. This approach enables us to deliver improved services to the communities of Shropshire. But how does this work in practice?

How we identify areas for review?

Driven by the Fire Authority’s IRMP priorities, we use the following processes to identify new opportunities for change:

- Staff groups are consulted on priorities through the Annual Strategic Planning Process;
- Our Performance Management processes identify potential areas for improvement; and
- The Service constantly reviews improvements made by other Fire Authorities, both in the UK and around the world, to identify alternative ways of working and best practice.

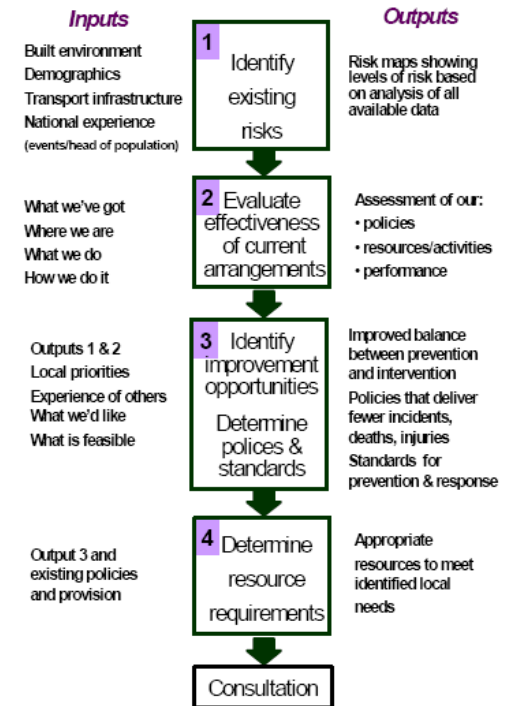
How we carry out our reviews?

Our reviews have risk assessment methodology firmly at their core.

- They are designed to balance risk/benefits to drive improved use of resources;
- They consider and reflect on the diverse nature of our communities; and
- Identify and target those most at risk in these diverse communities.

All reviews are managed using PRINCE2 Project Management methodology.

Shropshire’s IRMP Process has been accredited to ISO 9001.



Data, Tools and Processes used to do IRMP

We use a wide range of data sources, depending on the individual review being conducted. This includes;

- Census and demographic data;
- Our own Performance and incident data;
- Local Authority and other local partners data; and
- Data from other Fire and Rescue Services and Central Government.

All data is subject to stringent data quality measures.

We also use a wide range of tools to assist us in manipulating and analysing the data collected. These include;

- Fire Services Emergency Cover Software (FSEC) provided by Government;
- Various statistical and geographical tools; and
- Our Corporate Geographical Information System (Planweb) which enables our staff to evaluate their local risk profiles.

Our Geographical Intelligence Unit is staffed by a highly trained and competent team, who work closely with the Head of Performance and Risk and the IRMP Manager to ensure the latest risk assessment techniques are developed and employed throughout the IRMP process.



7. IRMP Consultation

How and who do we consult with?

- Our consultation process is an integral part of our Integrated Risk Management process;
- All consultation is conducted following best practice government guidelines and lasts for a minimum period of three months;
- Exactly who we consult with will vary depending on the proposals under consideration;
- In general we aim to consult with the various communities that make up Shropshire, our partners and other interested stakeholder groups as well as our staff (see appendix).



The Fire Authority uses all of the feedback, obtained from its IRMP consultation process, to inform their final decisions and solutions.

8. Please give us your feedback

We are always looking to improve what we do.

Please take a few moments to consider the questions below and give us your views on this document

1. Did you find the document easy to understand Yes No

If not, how do you feel it could be improved?

.....
.....

2. Do you understand the Integrated Risk Management Planning process? Yes No

If not, what is it about the process that you do not understand?

.....
.....

Please feel free to make a comment on any other aspect of this document in the space provided below.

.....
.....

All feedback should be forwarded to:

**The Integrated Risk Manager,
Shropshire Fire and Rescue Service Headquarters, St Michael's Street, Shrewsbury, SY1 2HJ**

Appendix - List of stakeholder organisations

Shropshire County Council
Borough of Telford & Wrekin
Audit Commission
District Auditor
Shropshire Health Authority
Shropshire Community & Mental Health
Royal Shrewsbury Hospital NHS Trust
Princess Royal Hospital NHS Trust
The Robert Jones & Agnes Hunt Hospital
Shropshire Ambulance Service
West Mercia Constabulary
Staffordshire Fire and Rescue Service
Cheshire Fire Brigade
Mid and West Wales Fire Brigade
North Wales Fire Service
Hereford and Worcester Fire Brigade
West Midlands Fire Service
Office of the Deputy Prime Minister
Chief Fire & Rescue Service Advisor
National Trust
English Heritage
Environment Agency

Defence Fire Services
RAF Shawbury
RAF Cosford
Defence Storage and Distribution Centre Donnington
Her Majesty's Prison Shrewsbury
Her Majesty's Prison Stoke Heath
Mountain Rescue, Shropshire Hills Rescue Team
Local Members of Parliament
Shropshire Information Service
Shrewsbury Business Club
Shrewsbury and District Chamber of Commerce
Shropshire Council's Economic Development Team
Trading Standards Departments
Shropshire Federation of Small Businesses
Shropshire Chamber of Commerce, Training & Enterprise
Shropshire Women's Institute



Shropshire
Fire and Rescue Service

In Shropshire somebody will be left devastated today



**Don't let it be you!
Don't leave cooking unattended**

For Free Smoke Alarms and a Home Fire Safety Check 01743 260298

Brigade Headquarters
St Michael's Street
Shrewsbury
Shropshire
SY1 2HJ

Telephone: 01743 260 200
Website: www.shropshirefire.gov.uk
Email: enquiries@shropshirefire.gov.uk

Community Fire Safety

Telephone: 01743 260 260

Shropshire and Wrekin Fire Authority



Putting Shropshire's Safety First
www.shropshirefire.gov.uk