

Integrated Risk Management Planning

Report of the Chief Fire Officer

For further information about this report please contact Alan Taylor, Chief Fire Officer, on 01743 260225, Paul Raymond, Chief Fire Officer Designate, on 01743 260205 or Andy Perry, Integrated Risk Manager, on 01743 260182.

1 Purpose of Report

This report advises Members of the progress made towards implementing the Integrated Risk Management Planning (IRMP) Action Plan 2009/10. It also asks Members to approve the IRMP Proposed Actions 2010/11 document and to consider and, if appropriate, approve the IRMP Consultation Strategy 2010/11.

2 Recommendations

The Fire Authority is asked to:

- a) Note the work being progressed towards implementing the IRMP Action Plan 2009/10;
- b) Discuss and approve the IRMP Proposed Actions 2010/11 document (Appendix 1);
- c) Consider and if appropriate approve the IRMP Consultation Strategy 2010/11 (Appendix 2); and
- d) Note that all Members of the Fire Authority are invited to attend any of the IRMP presentations.

3 Background

Members of the Group met on 15 May 2009 and discussed the progress made on the implementation of the IRMP Action Plan 2009/10. This report briefly summarises the progress made to date on the four actions.

The Group also 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. This report presents the draft IRMP Proposed Actions 2010/11 document to Members for their consideration and approval.

4 Implementing Action Plan 2009/10

At their meeting on 17 June 2009, Policy Group approved the IRMP Action Plan 2009/10, which included work in the following areas:

- Specialist Operational Functions
- Resilience Station Activities
- Risk Analysis
- Water Safety Provision

A brief outline of the progress made in each of these actions is given below.

Specialist Operational Functions

This action involves a complete review of the most appropriate location and resources to provide all specialist functions throughout the County. The Head of Operational Response has been tasked with the production of a Project Initiation Document for this project.

Resilience Station Activities

This action involves a complete review of the way the Service currently uses its resilience stations to meet its statutory duty, whilst also ensuring all staff maintain their competence. The Head of District and Performance has been tasked with the production of a Project Initiation Document for this project.

Risk Analysis

The risk analysis work undertaken by all of our stations has ensured that the Service has a clear and accurate picture of risks across the County and has enabled us to assure the information contained within the Service's Corporate Information Systems. This work will be used to refine and shape current and future training, equipment, procedures and procedural guidance required at local, district and Service level, thereby reducing the risk and hazards to the community and our staff. The Head of Operational Response has been tasked with the production of a Project Initiation Document for this project.

Water Rescue Provision

A previous IRMP action was a review of the Water Rescue Provision within the County. The outcome of this review, and subsequent report, concluding on 19 February 2009, identified 17 recommendations to improve the way we deliver water rescue services to the community of Shropshire.

A summary of the recommendations and how they will be measured are listed below:

1. More rapid intervention to all water rescue incidents by specialist water safety operatives (Recommendation 1)
Measure: time to attendance of swift water rescue crew and boat
2. More rapid intervention by initial first attending crews in the high risk area (Recommendation 2)
Measure: time for first appliance to attend in high risk area
3. All personnel to receive basic water awareness training (Recommendation 4)
Measure: number of personnel trained
4. Personnel at Wellington, Bridgnorth, Craven Arms and Prees shall receive Intermediate Level training to perform rescues from water (Recommendations 5-9)
Measure: number of personnel trained
5. Personnel at Bridgnorth, Craven Arms, Prees and Oswestry shall benefit from the training to Intermediate level to provide additional personal safety when deploying larger volume pumps or water carriers (Recommendations 5-10)
Measure: number of personnel trained, number of accidents and/or near misses reported
6. Declaration of team-typed assets (Recommendations 11 and 12)
Measure: assets declared
7. Increased command capability (Recommendation 13)
Measure: number of Level 1 Incident Commanders trained in command of water related incidents
8. Additional boat will provide additional capability particularly during widespread flooding (Recommendation 14)
Measure: number of mobilisations for alternate boat
9. Additional Personal Protective Equipment (PPE) (Recommendation 15)
Measure: amount of appropriate PPE provided to station personnel
10. Firefighter decontamination unit mobilised to incidents (Recommendation 16)
Measure: number of mobilisations, number of illnesses related to water rescue, near misses reported
11. Amended mobilising protocols to be introduced (Recommendation 17)
Measure: appropriate appliances mobilised to incidents

At its meeting on 29 April 2009, Members approved funding of £51,000 to enable the Service to implement these recommendations. The Head of Operational Response has developed a Project Initiation Document, which has been approved by the Service's Policy Group.

5 Improvements under consideration in the IRMP 2010/11 Proposed Actions

At its meeting on the 22 May 2009, the Members' Working Group required officers to develop an IRMP Proposed Actions 2010/11 document to include the following proposals:

- a) District Development Teams;
- b) Changes in Ridership Factor; and
- c) Aerial Ladder Platform Location.

This document has been created and is attached at Appendix 1. Details about each proposal are contained within this document. Members are asked to consider and, if appropriate, approve the document for consultation with all appropriate stakeholders, as detailed below.

6 IRMP Consultation Strategy

Officers consider that this year's IRMP Proposed Actions may have an impact across the County as a whole. The IRMP consultation process has, therefore, been developed to ensure that feedback is encouraged from all stakeholder groups from across the County. Members are asked to consider and, if appropriate, approve the IRMP Consultation Strategy 2010/11, attached as Appendix 2.

7 IRMP Members' Working Group

The Fire Authority is asked to approve the delegation of responsibility for undertaking the 3 month consultation on the IRMP Proposed Actions 2010/11 with all staff, members of the public and other stakeholder groups.

This year's consultation will take place from July 2009 to October 2009 at various locations throughout the County. Members will be informed of the timetable for the consultation and are encouraged to attend any of the IRMP presentations.

Members are also requested to support this process by raising awareness within the community and businesses, with whom they come into contact on a daily basis.

8 Financial Implications

The financial implications for the District Development Teams are spread over four years with an estimated cumulative total growth cost of approximately £513,000.

This project has received kick-start funding in 2009/10 of £107,000 with future growth requirements of:

Year 2	2010/11	£169,000
Year 3	2011/12	£214,000
Year 4	2012/13	£23,000

The financial implication relating to the changes to ridership factor is likely to provide a financial saving of £293,000 with the reduction of 8 firefighter posts.

The financial implication of the aerial ladder platform location is related to the conversion of the operating controls, which is estimated to be £500.

The feedback from the IRMP consultation and the budget planning process will be brought together at the Fire Authority's meeting in December 2009. This will ensure that IRMP and financial planning activities are fully integrated into the strategic planning process.

9 Timetable for IRMP – 2010/11

As stated above, in order for the IRMP process to inform the Authority's Budget Planning process, any changes proposed for the 2010/11 financial year must be known by December 2009. The Authority therefore has to complete its consultation on the IRMP Proposed Actions 2010/11 by November 2009. The timetable below will enable the Authority to meet these objectives.

Date	Action
3 July 2009	Fire Authority approves the contents of the IRMP Proposed Actions 2010/11
10 July 2009	IRMP Members' Working Group approves the IRMP consultation process
July to October 2009	IRMP consultation is conducted
November 2009	IRMP Members' Working Group consultation feedback meeting. The Group will make recommendations on IRMP progress to the Fire Authority
December 2009	Fire Authority considers budgetary constraints and the improvements it would like to implement during 2010/11. The Authority agrees its IRMP Action Plan 2010/11
January to April 2010	IRMP Action Plan 2010/11 is published and implemented

10 Legal Comment

In 2003 the Office of the Deputy Prime Minister (ODPM) requested fire authorities to prepare Integrated Risk Management Plans. 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.

11 Equality Impact Assessment

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

12 Appendices

Appendix

IRMP Proposed Actions 2010/11

Appendix 2

IRMP Consultation Strategy 2010/11

13 Background Papers

Shropshire and Wrekin Fire and Rescue Authority

29 April 2009, Report 13 - Integrated Risk Management Planning Members' Working Group Update

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	*



Initial Equality Impact Assessment Form

EQIA Number

Directorate	Performance Improvement	Department/ Section	Performance and Risk
Name of officers completing (minimum of 2)	Andy Johnson Andy Perry	Job title	Head of Risk Integrated Risk Manager
Name of Policy/Service/Activity to be assessed	IRMP Proposed Actions 2010/11	Date of assessment	12 June 2009
New or existing policy	N/A		

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

- What are the key performance indicators?
- Who is intended to benefit or be affected by it? (is this positive or negative)
- What outcomes do you want to achieve from this policy?

There are three IRMP proposed actions for 2010/11 which will go out for consultation in July – October 2009. Each action may result in a project which will also have an EQIA when more details are known. The proposed actions are:

- District Development Teams
- Changes to Ridership Factor
- Aerial Ladder Platform Location

The benefit of these actions is an increase in operational competence, capability, capacity and response throughout the county. There will be no detrimental impact on access to our service for any of our communities, and especially in terms of a detrimental impact on any of the 7 strands.

The three proposals are internal operational changes to procedures and do not have a direct impact on the 7 E+D strands as any recruitment and transfers of personnel will be in accordance with existing HR policies and procedures, which have undergone an EQIA.

1 a) Who implements this policy? The responsibility for the implementation of each proposed action has not been determined.

<p>2) How does your current policy meet the needs around age, disability, race, religion/belief, gender, sexual orientation and caring responsibilities?</p> <p>Are there any obvious barriers to accessing the service? E.g. physical or other.</p>	<p>The documentation and presentations used in the consultation process comply with the Service's corporate identity guidelines and will therefore be made available to all communities in an appropriate format.</p> <p>The proposals relating to the creation of a District Development Team and Changes in Ridership Factor could have an impact on recruitment over the next two to three years.</p> <p>The District Development Teams would require an increase in number of staff which could come from either efficiency savings or an increase in the establishment. If the latter was chosen this would provide an additional opportunity for the brigade to meet the recruitment targets for BME and Women set by Government.</p> <p>However, the proposed action of Changes to Ridership Factor is a proposal to reduce the service by 8 wholtime firefighter posts. This proposal could also affect the brigade's recruitment opportunities in a negative way by reducing the number of new posts available for recruitment over the next two to three years.</p> <p>The Fire Authority is minded to accept both proposals at this time, although budgetary restraints may impact on their final decision. In the event that both proposals are accepted there will be no net impact.</p>
<p>2a) Where do you think improvements could be made?</p>	<p>N/A</p>
<p>2b) Have issues of equality been identified in this area of service delivery by SFRS?</p>	<p>No</p>
<p>3) Have we had any specific feedback or complaints on this area?</p> <p>Is there evidence that this has come from any of these specific groups: race, gender, disability, religion/belief, age, sexual orientation, caring responsibilities?</p>	<p>No</p>

<p>3a) Do we have any feedback from managers or frontline staff on this policy?</p>	<p>All previous IRMP proposals have included a questionnaire with questions on the consultation process. The feedback is generally positive, although all feedback is considered and improvements made each year.</p>		
<p>3b) Is there any feedback from voluntary/community organisations?</p>	<p>As above.</p>		
<p>3c) Is there any research / models of practice that may inform SFRS view?</p>	<p>Our consultation process follows Governmental best practice guidelines.</p>		
<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>In the event that any of these proposals are accepted by the Fire Authority, they will need to be subject to a full impact assessment prior to full implementation. This will use the feedback from the consultation process, as appropriate.</p>		
<p>5) Should the policy now proceed to a full impact assessment?</p>		<p>N</p>	<p>Please detail</p>

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:	Department:
Brigade Order/activity that has identified need, issue/objective:	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

Head of Department		Date completed	
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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 1 to report 17 on
Integrated Risk Management Planning
Shropshire and Wrekin Fire and Rescue Authority
3 July 2009



**Integrated Risk Management Plan
Proposed Actions 2010-11**

Version 0.3

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 formacie, np. w formacie 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 ਕਿ੍ਪਾ 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.

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Introduction

Welcome to Shropshire and Wrekin Fire Authority's 2010/11 Integrated Risk Management Planning (IRMP) Proposed Actions document which forms part of our consultation strategy on our proposed actions for next year. The document is divided into three main sections and identifies firstly what the Authority's corporate priorities are, the second section gives an overview of this year's Actions and finally the third section provides more detailed information on the proposed actions for our IRMP in 2010/11.

The IRMP Member's Working Group will again be involved in the three months consultation process with all parts of the Shropshire community on behalf of the Fire Authority. The Authority looks forward to receiving any comments and opinions you may have about the proposed actions or other items in this document.

The Authority believes these proposals are another significant step towards its stated mission of 'Putting Shropshire's Safety First'.



**Putting Shropshire's
Safety First**



Paul Raymond
Chief Fire Officer

Shropshire Fire and
Rescue Service



Stuart West
Chairman

Shropshire & Wrekin
Fire Authority

Section One – Corporate Priorities

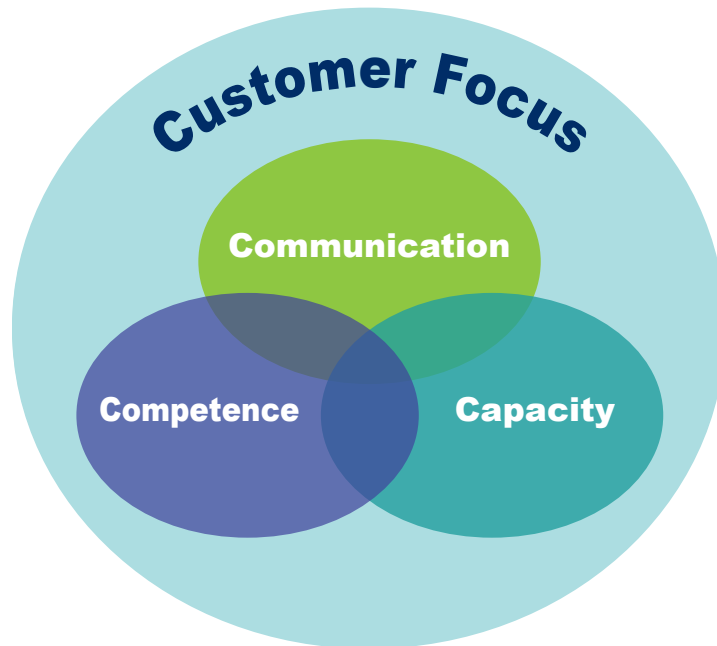
We are continually reviewing any changes that may affect the community of Shropshire at all levels, locally, regionally and nationally to ensure our priorities and any improvements are realistic and effective.

The Fire Authority has revised its corporate priorities for 2009 to enhance its Customer Focus and considers the following areas to be the main corporate priorities/ improvements to meet the core mission statement of “Putting Shropshire’s Safety First”.

- **Communication**
- **Competence**
- **Capacity**



**Putting Shropshire's
Safety First**



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.

Significant Challenges



To enable the Authority to achieve these priorities and improve community safety in Shropshire it will be necessary to bring our Integrated Risk Management Plan in line with these changes. The following are a summary of the most **significant challenges** the fire Authority sees for its IRMP process during the life of the new IRMP Strategic Plan;



- **Maintain and build on our Retained Service to ensure future resilience**
- **Develop and maintain specialist roles for our wholetime crews and other identified stations**
- **Prepare for and respond to all foreseeable risks within the county including the impact from potential climate change**
- **Continue to identify and work with Key Partners to jointly reduce risk within the communities we serve**
- **Continue to ensure best use is made of our limited resources against a continuously changing risk profile**

The Actions discussed in this document are all directed towards overcoming the challenges above.

Section Two – Overview of 2009/10 Actions

This section provides an update and information on the forecast benefits to the community of the actions currently being implemented as part of the 2009/10 Action Plan.

Code	Action		Forecast Benefits
01/2009	Specialist Functions		<p>The identification of the most appropriate location and resources to provide the specialist functions to support our operational function.</p> <p>Increased support at operational incidents with specific incident roles including:</p> <ul style="list-style-type: none"> ● Logistical Support at large incidents ● Fire-fighter Decontamination ● Mass Decontamination support ● Safety and Rescue (4 pumps and over) ● Water Safety
02/2009	Resilience Station Activities		<p>By defining the activities our quieter stations undertake, we will be able to maintain our operational capabilities during periods of high demand. For example, during:</p> <ul style="list-style-type: none"> ● Large and long duration incidents ● Cross border incidents ● Incidents that require us to meet our national and regional resilient commitments <p>This Action will help to ensure the Fire Authority continues to meet its response standards during busy periods.</p>

Code	Action		Forecast Benefits
03/2009	Risk Analysis (Station risk information)		<p>The risk analysis work undertaken by all of our stations has ensured that the service has a clear and accurate picture of risks across the county and has enabled us to assure the information contained within the services' Corporate Information Systems. This work will be used to refine and shape current and future training, equipment, procedures and procedural guidance required at local, district and service level, and therefore reducing the risk and hazards to the community and our staff.</p>
04/2009	Water Rescue Provision		<p>A review of our water safety provision in the County identified, and made recommendations on, ways to improve this important element of our service. The implementation of these recommendations are expected to bring the following benefits to the community:</p> <ul style="list-style-type: none"> ● More rapid intervention to all water rescue incidents by specialist water safety operatives ● More rapid intervention by initial first attending crews in the high risk areas ● Increased command at water rescue incidents ● Additional capability, particularly during widespread flooding ● Ensuring the service has the resources required to provide a robust service to the people of Shropshire ● All staff have the right skills and are competent to carry out their role ● The service provided to the community is cost effective and value for money

Section Three - Proposed Actions 2010-2011

This section provides details of our proposed actions for 2010-2011 and forms part of the consultation process. It is sub divided into the following:

Summary of the proposed benefits to community safety

The purpose of this section is to provide a quick reference summary of the forecast benefits to community safety through the introduction of the proposed actions.

Timetable of Proposed actions




This table summarises the timetable for the proposed actions. In particular it shows when the work is expected to be completed or, if the work will not be completed in a single year, the progress during the year and how and when the proposals will be monitored and reviewed.

Action Summary Sheets

This section contains specific details relating to each of the proposed actions.

Summary of proposed benefits to community safety

The table below provides a summary of the forecasted benefits to community safety through the introduction of the proposed Actions.

Code	Proposed Action		Forecast Benefits
01/2010	District Development Teams		The teams will support and compliment the introduction and delivery of structured development programs for all new retained duty system entrants and managers to ensure competence in their role. They will also improve support for retained duty system station management teams, further develop local and county exercises and provide specialist training. These teams may also conduct the initial retained duty system recruit training, previously carried out by the training department. This will benefit our wholtime staff through greater capacity being available from the training department. District Development Team members will, where necessary, be used to cover wholtime operational deficiencies.
02/2010	Changes to Ridership Factor		Improvements to the efficiency of our full time service in Shrewsbury and Telford will ensure the staffing levels throughout the year are effectively managed and are at optimum levels. These efficiencies will ensure we maintain our response standards whilst making the best use of our resources. Any efficiencies accrued, could be reinvested into other service delivery priorities or realised as financial savings.
03/2010	Aerial Ladder Platform Location		The consolidation of the Aerial Ladder Platform at Telford Central would result in only requiring specialist operating staff at one station, thereby balancing the skills burden across all our stations.

Timetable of proposed actions

The table below summarises the timetable for each proposed action

Action Code	01/2010	02/2010	03/2010
Action	District Development Teams	Changes to Ridership Factor	Aerial Ladder Platform Location
Fire Authority Proposed Action Approval	July 2009	July 2009	July 2009
Consultation	July 2009 – October 2009	July 2009 – October 2009	July 2009 – October 2009
Options Modifications	November 2009	November 2009	November 2009
Fire Authority Final Approval	December 2009	December 2009	December 2009
Implementation	April 2010 – 2013	April 2010	January 2010
Monitoring Period	April 2010 – March 2013	April 2010 – March 2012	April 2010 – December 2010
Audit and Review	April 2014	April 2013	January 2011

Proposed Action Summary Sheets

This section contains the details on each proposed Action. Each Action Sheet contains the following 9 sections in a standard format so you can find the relevant piece of information.

- Action Code — Action
- Proposal
- Benefits to Community Safety
- Financial Implications
- Control Measures
- Consultation
- Monitoring
- Audit and Review

Action Code	01/2010	Action	District Development Teams
Proposal			
<p>Building on the work already undertaken through the Retained Review Project, it has been identified that there are differences in our ability to assure the competence of our retained duty system staff. This contrasts to the way we currently develop and support our wholetime staff. To enable this to be addressed, specific training and development programmes are to be implemented throughout the county with the proposed introduction of District Development Teams.</p>			
Benefits to Community Safety			
<p>The teams will support and compliment the introduction and delivery of structured development programs for all new retained duty system entrants and managers to ensure competence in their role. They will also improve support for retained duty system station management teams, further develop local and county exercises and provide specialist training. These teams may also conduct the initial retained duty system recruit training, previously carried out by the training department. This will benefit our wholetime staff through greater capacity being available from the training department. District Development Team members will, where necessary, be used to cover wholetime operational deficiencies.</p>			
Financial Implications			
<p>The proposal is for the implementation of District Development Teams. The costs associated with the teams is estimated to be a cumulative total growth cost, over four years, of approximately £513,000.</p>			
<p>The funding for this proposal could come from efficiency savings from other service delivery areas; an increase on the charge to the average household of approximately 7 pence per week; or a combination of both.</p>			
Control Measures			
<p>This project will be run in accordance with the Fire Authority's PRINCE 2 project management procedures. Staff relocation and recruitment will be managed in accordance with the Shropshire Fire and Rescue Services Human Resources policies and procedures.</p>			

Consultation

The Fire Authority will seek the views and comments on this proposal from a broad range of stakeholders as part of its consultation process.

It will specifically seek feedback from those stakeholders it has identified as being particularly affected. These include:

- All Shropshire Fire and Rescue Service operational staff
- Their representative bodies
- The communities of Shropshire

Monitoring

The Fire Authority will be kept fully informed of progress on this Action through the use of various methods required by the PRINCE2 process, including a Senior Responsible Officer, IRMP Working Group, Policy Group and the provision of various project reports.

Audit and Review

The Fire Authority will audit and review this Action as part of the PRINCE2 process. There will be a specific audit, of this Action, 12 months after its completion.

Phase	Period
Fire Authority Proposed Action Approval	July 2009
Consultation	July 2009 - October 2009
Options modifications	November 2009
Fire Authority Final Approval	December 2009
Implementation	April 2010 - 2013
Monitoring Period	April 2010 - March 2013
Audit and Review	April 2014

Action Code	02/2010	Action	Changes to Ridership Factor
Proposal			
<p>As part of our continuing review to improve our service delivery, it has been identified that the service could reduce its wholetime staffing levels, in the Shrewsbury and Telford areas, by 8 firefighters without any impact on our current response capability, taking into account our response standards, resilience requirements, training, leave, and absences from work.</p> <p>Any reductions that are implemented will be through natural wastage, rather than through redundancies.</p>			
Benefits to Community Safety			
<p>Improvements to the efficiency of our full time service in Shrewsbury and Telford will ensure the staffing levels throughout the year are effectively managed and are at optimum levels. These efficiencies will ensure we maintain our response standards whilst making the best use of our resources. Any efficiencies accrued, could be reinvested into other service delivery priorities or realised as financial savings.</p>			
Financial Implications			
<p>This action is an efficiency saving of 8 firefighter posts which equates to approximately £293,000.</p> <p>The Fire Authority will consider whether these efficiency gains will be used to drive improvements in its other priority areas, or reduce future service budgets. This equates to approximately 4 pence per week for the average household in Shropshire.</p>			
Control Measures			
<p>The reduction in staff would be phased in over a period of at least two years, to ensure the impact on our staff is minimised.</p> <p>This project will be run in accordance with the Fire Authority's PRINCE 2 project management procedures. If appropriate any staff relocation will be managed in accordance with the Shropshire Fire and Rescue Services Human Resources policies and procedures.</p>			

Consultation

The Fire Authority will seek the views and comments on this proposal from a broad range of people and communities as part of its consultation process.

It will specifically seek feedback from those stakeholders it has identified as being particularly affected . These include:

- All Shropshire Fire and Rescue Service wholetime operational staff
- Their representative bodies
- Public and Stakeholder organisations

Specific consultation has already commenced with Operational Staff and recognised representative bodies, in an IRMP staff forum, bringing this Action to its current status.

Monitoring

The Fire Authority will be kept fully informed of progress on this Action through the use of various methods required by the PRINCE2 process, including a Senior Responsible Officer, IRMP Working Group, Policy Group and the provision of various project reports.

Audit and Review

The Fire Authority will audit and review this Action as part of the PRINCE2 process which will include an audit 12 months after full implementation.

Phase	Period
Fire Authority Proposed Action Approval	July 2009
Consultation	July 2009 - October 2009
Options modifications	November 2009
Fire Authority Final Approval	December 2009
Implementation	April 2010
Monitoring Period	April 2010 - March 2012
Audit and Review	April 2013

Action Code	03/2010	Action	Aerial Ladder Platform Location
Proposal			
To consolidate the provision of our primary crewed aerial ladder platform operators at Telford Central fire station, which would require the transfer of 4 staff from Shrewsbury. We will continue to maintain a reserve aerial ladder platform which will be stored at Shrewsbury fire station. This proposal will ensure the continued availability of an aerial ladder platform in Shropshire.			
Benefits to Community Safety			
The consolidation of the Aerial Ladder Platform at Telford Central would result in only requiring specialist operating staff at one station, thereby balancing the skills burden across all our stations.			
Financial Implications			
There will be a cost associated in changing one of the aerial ladder platform control units which is approximately £500.			
Control Measures			
This project will be run in accordance with the Fire Authority's PRINCE 2 project management procedures. Staff relocation will be managed in accordance with Shropshire Fire and Rescue Services Human Resources policies and procedures.			
Consultation			
The Fire Authority will seek the views and comments on this proposal from a broad range of people and communities as part of its consultation process.			
It will specifically seek feedback from those stakeholders it has identified as being particularly affected . These include:			
<ul style="list-style-type: none"> ● All Shropshire Fire and Rescue Service Operational Staff ● Public and Stakeholder organisations 			
Monitoring			
The Fire Authority will be kept fully informed of progress on this Action through Policy Group reporting procedures.			
Audit and Review			
The Fire Authority will audit and review this Action 12 months after its implementation.			

Phase	Period
Fire Authority Proposed Action Approval	3 July 2009
Consultation	July 2009 - October 2009
Options modifications	November 2009
Fire Authority Final Approval	December 2009
Implementation	January 2010
Monitoring Period	January 2010 - December 2010
Audit and Review	January 2011

Consultation

These proposed actions will be subject to three months consultation with the Fire Authority's staff and their representative bodies, members of the public and other stakeholder organisations likely to be impacted by the changes proposed. The feedback received from the consultation process will be reported to the Fire Authority during December 2009. After giving full consideration to the feedback received, the Fire Authority will decide upon any changes required to the proposed actions before publishing them in the IRMP Action Plan 2010/11. They will then be implemented as detailed in this document. You can make your comments on the proposed actions contained in this document in several ways:

- By completing the questionnaire contained in this documents appendix
- By completing the online questionnaire on the IRMP pages of the Service's website at; <http://www.shropshirefire.gov.uk>
- By writing to the IRMP Team at the postal or email addresses given below; or
- By telephoning the IRMP team on the contact number given below

Please note that all comments should be received by the Fire Authority by no later than 17 October 2009.

If you would like more details about Shropshire and Wrekin Fire Authority's Integrated Risk Management planning process, please visit our website at <http://www.shropshirefire.gov.uk> or contact us using any of the methods given above.

Thank you for taking the time to read our IRMP Proposed Actions 2010-11. We look forward to receiving your comments.



IRMP 2010—2011 Proposed Actions Consultation Questionnaire

Closing date – 17 October 2009

1. Did you consider the proposed actions document is;

Please tick the appropriate box					
	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree
Easy to read					
Informative					

2. Do you agree with the Fire Authority's revised Strategic IRMP Priorities?

Please tick the appropriate box					
	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree
Communication					
Competence					
Capacity					

3. Do you agree with the Fire Authority's proposed actions?

Please tick the appropriate box					
	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree
District Development Teams					
Change in Ridership Factor					
Aerial Ladder Platform Location					

4. Are you satisfied with the Fire Authority's IRMP Consultation Process?

Please tick the appropriate box					
	Strongly Agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree
I am satisfied with the IRMP Consultation Process					

If you have any suggestions for improvement in our IRMP consultation process please enter details in the comments section below.

Comments:

.....
.....
.....
.....
.....
.....
.....
.....

Please note that all responses must be received by the Fire Authority by no later than 17 October 2009.

Please provide your contact details in the space below. This will enable the Fire Authority to inform you of the decisions it makes, including any changes to the proposals, after considering all of the feedback received as part of this consultation process.

Name
Address
.....
.....
.....
Postcode

Thank you for your comments and time to complete this questionnaire

Please detach your completed questionnaire from the proposed actions and return to:

IRMP Team
Shropshire and Wrekin Fire Authority
FREEPOST SY1046
Shropshire Fire and Rescue Service Headquarters
St Michael's Street
Shrewsbury
Shropshire
SY1 2HJ

The results of this consultation process will be posted on the services website at www.shropshirefire.gov.uk

Single Equality Scheme

Shropshire Fire and Rescue Service are currently in the process of developing our new 'Single Equality Scheme' which will cover the following areas:

- Age
- Disability
- Gender
- Race
- Religion and belief
- Sexual orientation
- Transgender

This single equality scheme will then replace our current equality schemes which cover; Disability, Gender and Race.

In order to create this new scheme we would like involvement from all members of the public to tell us if they have any feedback about improving service delivery or employment in the 7 strands as detailed above. When we have collated this information we will then use this to create our single equality scheme 3 year action plan.

Details of the feedback and our draft single equality scheme, when published for consultation, will also be available for viewing on our website:

<http://www.shropshirefire.gov.uk/engine/careers/equality-and-diversity/single-equality-scheme.htm>

If you would like to get involved please contact:

Natalie Hill

Equality and Diversity Officer

Telephone: 01743 260236

Email: natalie.hill@shropshirefire.gov.uk

Address: Brigade Headquarters
St Michael's St
Shrewsbury
SY1 2HJ



Shropshire

Fire and Rescue Service

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
Fire and Rescue Service



District Development Teams

Ridership Factor



ALP Location

IRMP Consultation Strategy 2010/11

Version 0.1



Introduction.

The purpose of this document is to demonstrate how the Fire Authority intends to consult on its Integrated Risk Management Plan (IRMP) Proposed Actions 2010/11. The process used by the Authority to develop its consultation strategy is summarised below:

- Consider the effect each Proposed Action could have on the community
- Identify those Stakeholders likely to be most significantly affected
- Identify the most suitable method of communication with each group

Additional details on each stage of the process is given below, with this years strategy presented in the appendix.

How do we assess what the impact is?

Each proposal undergoes an assessment, which looks at its potential impact on the conditions of employment of our staff, as well as the possible effect on our service delivery to the communities of Shropshire. This looks at both the positive and negative impact of the proposal and takes into account all seven Equality and Diversity strands.

Who do we consult with?

Having conducted the impact assessment, the results are used to inform on which stakeholders will be most affected. Although all stakeholder groups will be able to comment on the proposals, a “Stakeholder Map” identifies which proposal the Fire Authority considers to be the most significant to each stakeholder group. The Authority is committed to seeking particular feedback from those groups most affected by their proposal and will look for ways to encourage feedback from them.

As well as enabling the Authority to prioritise who it receives feedback from the stakeholder map also ensures the Fire Authority is keeping the right groups informed and up to date about how the proposal is progressing.

How do we consult?

To ensure the Fire Authority can get information to all of the community, and receive feedback on the consultation process, various methods of communications are used. These include:

◇ Presentations

These are normally PowerPoint presentations given at group meetings to our staff and other groups in the community

◇ **Questionnaires**

Questionnaires are available to complete online and in paper format to collate feedback on the proposed actions, documentation and the consultation process

◇ **Scrutiny Panels**

These are made up of members of the public who attend meetings to provide feedback on the proposed actions, documentation and the consultation process. This format of consultation is considered to be extremely useful because it enables those involved to look into the proposals, and ask clarifying questions of the Fire Authority, thereby enabling the panels to provide fully informed feedback

◇ **Stakeholder forums**

As each proposed action may affect or be of significance to different groups of people within the community the Fire Authority arranges forums with these Stakeholders. Stakeholder forums enable the Fire Authority to consult with these groups, and in some instances, provide more detailed information about specific proposed actions

◇ **Website**

All of the IRMP proposed actions and consultation documentation is available on our website www.shropshirefire.gov.uk for comment by all stakeholders in the community of Shropshire

◇ **Leaflets**

Leaflets providing information on how to get involved in, and respond to, the proposed actions are used as a method of increasing awareness throughout the county

◇ **Letters**

Letters are normally used as part of the invitation process to groups, individuals and stakeholders

◇ **Press and media**

To ensure we inform as many people in the community as possible about our proposed actions we use various press and media formats including radio, newspapers, local newsletters and static/mobile displays

The consultation process lasts for a minimum period of three months to enable the community to respond to our proposals.

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

The Appendix contains the “Stakeholder Map” which summarises the results of the process outlined above, as it relates to the proposals contained in IRMP Proposed Actions 2010/11 document.

When will we consult?

Our consultation on the proposed actions for 2010/11 will take place from July 2009 to October 2009 at various locations throughout the county.

The table below summarises the timetable for each proposed action.

Action Code	01/2010	02/2010	03/2010
Action	District Development Teams	Changes to Ridership Factor	Aerial Ladder Platform Location
Fire Authority Proposed Action Approval	July 2009	July 2009	July 2009
Consultation	July 2009 – October 2009	July 2009 – October 2009	July 2009 – October 2009
Options Modifications	November 2009	November 2009	November 2009
Fire Authority Final Approval	December 2009	December 2009	December 2009
Implementation	April 2010—2013	April 2010	January 2010
Monitoring Period	April 2010 - March 2013	April 2010 - March 2012	April 2010 - December 2010
Audit and Review	April 2014	April 2013	January 2011

What do we do with your feedback?

Following the consultation process all feedback, not just that received from the stakeholder groups indicated in the appendix, will be considered as part of the IRMP process. Once all the feedback has been collated and, where appropriate, used to amend the proposed actions, a final proposal will be put to the Fire Authority for approval. If agreed the actions will be implemented inline with the timetable above.

All outcomes of the feedback received will be published on the website at www.shropshirefire.gov.uk

