



Shropshire Fire & Rescue Service Integrated Risk Management Plan 2015 - 2020



Consultation Document

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Foreword by the Chair and Chief Fire Officer



A handwritten signature in black ink, appearing to read 'Stuart West'.

Councillor Stuart West

**Chair of the Fire
Authority**



A handwritten signature in black ink, appearing to read 'John Redmond'.

John Redmond

Chief Fire Officer

The public of Shropshire is safer than ever before. The last ten years have seen a reduction in accidental fires, deliberate fires and other types of emergencies. This plan sets out how we aim to continue keeping the public of Shropshire safe in their homes, workplaces and on our roads.

There are new challenges for the Fire and Rescue Authority. The continuing threat of terrorism, the impact of climate change, an ageing population, all set against the need to cut the national budget.

Fire and Rescue Authorities need to have a thorough understanding of the risk profile in their area. They need to prioritise the use of their resources to reduce or ideally, eradicate the risks identified. This remains the fundamental basis of our approach to delivering a first class fire and rescue service as we strive for constant improvement. As a result of the government austerity programme Shropshire Fire and Rescue Service (SFRS) has seen a significant cut in its budget. This Integrated Risk Management Plan (IRMP) re-iterates our commitment to attending life risk incidents as quickly and as safely as we can, to working with partners whenever possible to achieve our mutual aims and reflects the public's desire for us to report our performance against our published response standards. It describes a dynamic Service delivered in the most effective and efficient way. We are proud of the achievements we have attained in past years and will endeavor to maintain this level of service, however with the current economic situation and the difficulties facing our communities, we accept this will present a constant challenge.

In light of this it is more important than ever that our prevention and protection work is the foundation of our activity. We will need to use the money available to us to target our resources in the areas of greatest risk, to stop fires and other emergencies from occurring in the first place.

Finally, we would like to reassure you that we will continue to respond effectively to emergencies when we are needed. We have worked hard to anticipate the impact of the financial reductions and reduce the effect they will have on our communities by identifying options that will provide a sustainable service. We remain absolutely committed to providing our communities with a first-class Fire and Rescue Service.

Introduction

In 2004 the Government produced guidance which was issued to all Fire and Rescue Authorities requiring them to produce Integrated Risk Management Plans (IRMPs). This is Shropshire Fire and Rescue Services IRMP for 2015 – 2020. This Plan complements the Corporate Strategic Plans and will be reviewed and refreshed on an annual basis.

What is Integrated Risk Management Planning?

Integrated risk management planning plays a key role in identifying, assessing and mitigating the risks faced by the communities of Shropshire. The requirement for Fire and Rescue Authorities to develop IRMPs has been included within the Government's Fire and Rescue National Framework for England (published July 2012):

“Each fire and rescue authority must produce an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analysis as appropriate.”

To achieve this, the Service must identify, analyse and prioritise the existing and potential risks within Shropshire. It is also necessary to have a knowledge of what is happening at a national level, as this may also impact on the County. Integrated Risk Management Planning is an ongoing process which can be summarised by the following chart (Figure 1):

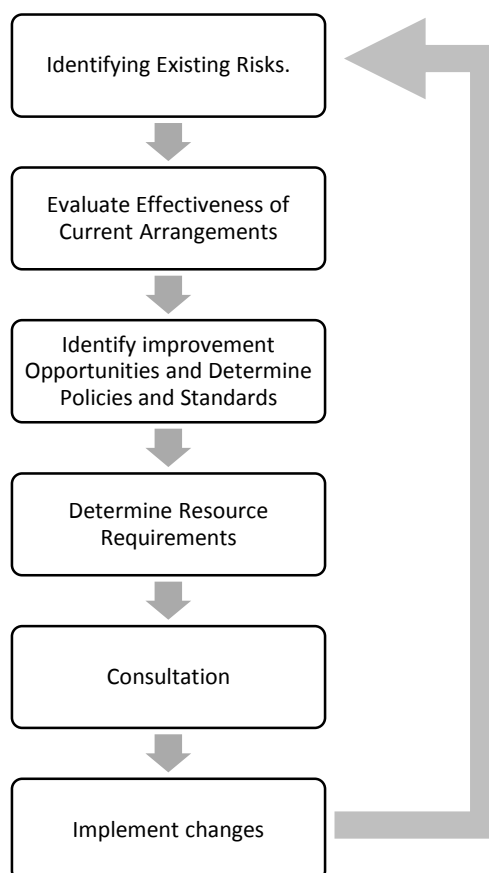


Figure1 - IRMP Process flowchart

SFRS record and analyse the number, type, geographical location and time of day of all incidents (fires, road traffic collisions, other special services e.g. flooding, water rescue, rescue from height, and other assistance to the public or other agencies). By doing this the Service can understand what type and number of resources it needs to provide, and establish in which areas and at what times (of the day, week, month or year) they are required.

Although the risk to property, infrastructure, environment and heritage are of significant importance in the work the Service does, it is risk to life that is given the highest priority. The IRMP must clearly demonstrate how the Service will use its Prevention, Protection and Response resources to best effect, to combat these risks:

- Prevention – involves educating people about the risks from fire and other emergencies in an effort to stop incidents occurring
- Protection – ensuring buildings have appropriate means of escape and other safety features that improve public safety in the event of a fire
- Response - dealing with the effects of an incident, on those unfortunate occasions when they occur.

The ongoing review of this IRMP will ensure SFRS will continue to protect a growing and changing population from the extant, new and changing risks to which Shropshire is exposed. The IRMP therefore demonstrates how the Service is focused on its mission of 'Putting Shropshire's Safety First'.

The structure of this plan is based on the methodology outlined in the 2004 IRMP guidance document, as depicted in the diagram above (Figure 1).

Putting Shropshire's Safety First

Shropshire Fire and Rescue Service - Our purpose

Shropshire and Wrekin Fire and Rescue Authority sets out its objective to reduce the risk experienced by the communities of Shropshire via the Service's Mission Statement, which is to;

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

The organisation's vision and mission is most readily identifiable through its motto –

**Putting Shropshire's
Safety First**

Our aims

In working towards the mission, the Service aims to:

- Be there when you need us in an emergency with a professional and well equipped team
- Reduce the number of fires in our community
- Reduce the number of fire related deaths and serious injuries
- Deliver a fire and rescue service, which provides value for money for our community now and into the future

Our core values underpin all of our activities, clearly outlining the expectations we have of our staff, but also how the Service does its business:

Service to the community

We value service to the community by:

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

People

We value all our employees by practicing and promoting:

- Fairness and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

Diversity

We value diversity in the Service and the community by:

- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the Service
- Challenging prejudice and discrimination

Improvement

We value improvement at all levels of the Service by:

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting others

The Fire and Rescue Authority has a set of public value measures that are linked to each of its aims and ensure that the Service is constantly striving for service improvement across all of its activities.

Regional Collaboration Statement of Intent

In implementing any change required by this document, SFRS will be cognisant of the need to work jointly with other Services, with particular regard to the principles outlined in the West Midlands Fire Services' Regional Collaboration Statement.

West Midlands Fire Services' Regional Collaboration Statement

The five Fire and Rescue Services of the West Midlands region have committed to closer working for the benefit of their communities future. The following statement details the nature of that working relationship and has been adopted by the five Fire and Rescue Authorities.

The communities within the West Midlands Region are served by the five Fire and Rescue Services of Shropshire, Hereford & Worcester, Warwickshire, Staffordshire, and West Midlands.

These five Services operate as distinct operational, legal and local government led entities in accordance with the Fire and Rescue Services Act 2004.

Despite these separate local identities, the elected members and principal officers recognise the clear operational and organisational benefits that arise from close collaboration between the Services and that by working together the outcomes delivered to local communities will be better. In addition to working together more closely, all services will continue to explore opportunities of working with external agencies, where appropriate, for the benefit of their communities.

The five Services are committed to working together and sharing resources wherever possible to secure the delivery of the very best prevention, protection and response services to their communities, the safest possible working environment for their staff, and securing improvements in the health, safety and well-being for local people as efficiently and effectively as possible.

This statement serves to confirm the commitment of each of the five Fire and Rescue Authorities and their services to actively seek to identify, develop and implement new ways of working, based on the premise that the Services will work collaboratively unless there is a compelling, evidenced based and justifiable reason not to. This approach will be managed through the regional structure of the Chief Fire Officers Association and its associated workstreams.

This commitment will be incorporated within each Authority's respective IRMP and promoted by the political and professional leaders of the Services, who will meet regularly to ensure progress is made and that the commitment to this pledge is demonstrated by the delivery of new, collaborative ways of working and improved outcomes.

Identifying Existing Risks

This section outlines the risks identified across the Service area. The prevention, protection and response resources of the Service are tailored and deployed in a way that attempts to meet these risks in the most effective way.

Shropshire in Context

Shropshire is England's largest inland county, although for administrative purposes the county is split into two unitary authority areas; Shropshire Council (SC) and Telford & Wrekin Council (T&WC).

Covering an area of approximately 3,487 km² (1,347 sq. miles), the county borders Wales to the west, Cheshire to the north, Staffordshire to the east, Worcestershire to the south-east and Herefordshire to the south. Although the county contains numerous small towns and villages, the population and economy is mainly centered on the five towns of Shrewsbury, Telford, Oswestry, Bridgnorth and Ludlow.

The risks faced by the Service range from the challenges in providing a first class fire and rescue service in a predominately rural, sparsely populated community, through to the potential impact of international terrorism.

SFRS priority will always be the preservation of life and the protection of property from fire and other emergencies. Shropshire is home to approximately 473,000 people, living in 214,000 residential dwellings. Its communities present many challenges and risks, such as an increasing elderly population which poses particular issues for the fire and rescue service; analysis shows that elderly people are one of the most vulnerable groups to fire. The county also experiences the impact and consequences of social deprivation in both the rural areas and in the towns.

In addition to the resident community, the Service protects over 18,000 commercial premises and in excess of 10,000,000 visitors who come to Shropshire each year to visit for leisure, business or study purposes.

The Service is very clear on the importance of a thriving business sector to the local economy and to the general social wellbeing of the community at large. As such, the Service has developed a proactive prevention and protection strategy, which specifically aims to reduce the incidence and impact of fire on the local business sector. This strategy extends to all societal risks within the county including hospitals, education establishments and the numerous heritage sites, many of which are of national, and in the case of Ironbridge Gorge, of global importance.

The Service also recognises the risks presented to it from the natural environment. These can range from the county wide impact of flooding, especially to the towns and villages that follow the course of the River Severn and its tributaries, through to the grass and moorland fires that have occurred at sites such as Grinshill and the Stiperstones following long periods of dry weather.

Risks to which the Service and its partners are tasked to address are recorded within local and national risk registers.



Map 1 – Location of fire stations in Shropshire and surrounding Fire and Rescue Services

Population

Historical analysis of fire incidents has shown that there is a strong correlation between the density of population, in a given area, and the number of fires. Having an understanding of the population and its profile is therefore an important element of risk assessment used in planning the IRMP for Shropshire.

According to the 2011 Census the total population of Shropshire is 472,740. This is an increase of approximately 31,240 (7.1%) in comparison to figures taken from the 2001 census. This figure is only marginally below the 7.9% rise seen for the population of England during the same period. In T&WC the increase in population was approximately 5.3%, which was 2.6% below the national average. This increase is considerably lower than that seen in the previous decade with growth in the T&WC area of 11.9% between 1991 and 2001.

Area	Population 2001 census	Population 2011 census	Increase	Increase %
Shropshire Council	283,173	306,129	22,956	8.1%
Telford & Wrekin Council	158,325	166,641	8,316	5.3%
Shropshire as a whole	441,498	472,741	31,243	7.1%
England	49,138,831	53,012,500	3,873,669	7.9%

Table 1 – Population of Shropshire

Demographic Profile: Shropshire Council (SC) Area

The age profile for the population in the SC area is getting older with 49.1% of the population aged 45 and over. This is an increase of 4.4% since the 2001 Census. Within this increase the proportion of people aged 65 years and over has risen to 20.6%, whilst the proportion of those aged 85 plus has risen to 2.7%, an increase of 0.5%.

In contrast to the over 45 age band, the proportion of young people within the SC area has fallen. The 0-14 year age group now accounts for only 16.1% of the population in comparison to 17.8% recorded in 2001, a fall of 1.7%. Within this fall, children aged 0-4 now only represent 5.1% of the SC population, a reduction of 0.3%.

Demographic Profile: Telford & Wrekin Council (T&WC) Area

The age profile for the population in the T&WC area has changed since 2001 with 40.2% of the population aged 45 and over, compared to 36.6% in the 2001 Census. Within this increase, the proportion of people aged 65 years and over has risen to 12.8%, since 2001, whilst the proportion of those aged 85 plus has risen from 1.3% in 2001 to 1.6%, an increase of 0.3%.

Historically, T&WC has been home to a much younger population than nationally and this trend continues with 20.5% of the population aged under 16 compared to 18.9% nationally, however this still represents a decrease of 1.8% on the figure of 22.3% recorded in 2001.

Population density

The county of Shropshire is one of the country’s most rural and sparsely populated counties with a population density of just 1.36 persons per hectare (ha) or 351 persons per square mile.

Area	Resident Population 2011 census	Area		Density	
		Hectares (ha)	Square miles	Persons per hectare	Persons per square mile
Shropshire Council	306,129	319,736	1,235	0.96	248.0
Telford & Wrekin Council	166,641	29,031	112	5.74	1486.3
Shropshire as a whole	472,741	348,767	1,347	1.36	351.0
England	53,012,500	13,042,300	50,357	4.06	1,052.7

Table 2 – Population density of Shropshire

Index of Multiple Deprivation (IMD)

The Indices of Multiple Deprivation (IMD) 2010 is a nationally recognised measure of deprivation within a defined geographical area, termed a Lower Layer Super Output Area (LSOA). It measures deprivation in its broadest sense by assessing indicators relating to seven domains; income, employment, health and disability, education, skills and training, barriers to housing and services, crime and the living environment. These domains are weighted, according to importance, to produce a consistent score which can then be compared with the whole of England. The Overall Index is used to rank the Lower Super Output Areas from 1 (most deprived) to 32,482 (least deprived). Although the indices are designed for small areas, one way of summarising relative deprivation at local authority level is by calculating the average

rank of the LSOA's within the local authority according to the average rank of their LSOAs, from 1 to 326 where 1 is the most deprived.

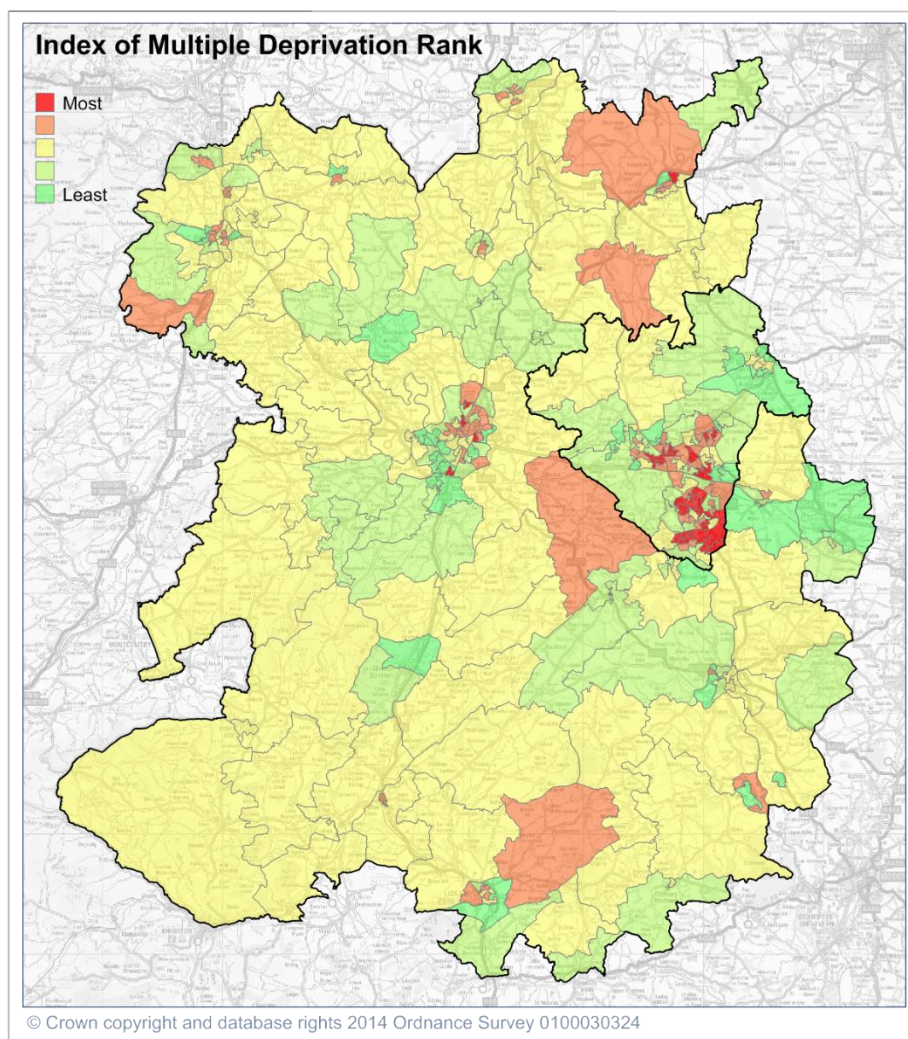
Shropshire Council

- There are 192 Super Output Areas (LSOA's) in Shropshire
- At local authority level Shropshire ranks 160 out of 326
- There are 17 Shropshire LSOA's ranked within the 30% most deprived in England. These LSOA's fall within the following areas of Shropshire:
 - 12 North Shropshire
 - 8 Central Shropshire
 - 3 South Shropshire
- One LSOA falls within the 10% most deprived in England, located within the Harlescott area of Shrewsbury.
- The five most deprived LSOA's in Shropshire are located within the district wards of Harlescott, Meole Brace, Monkmoor, Battlefield and Heathgates (all in the Central area of Shropshire) and Market Drayton East in the North of the County.
- Generally there are higher deprivation rates in urban areas than in rural areas

Telford & Wrekin Council

- There are 108 Super Output Areas (LSOA's) in Telford & Wrekin
- At local authority level Telford & Wrekin ranks 105 out of 326
- There are 14 Telford & Wrekin LSOA's ranked within the top 10% most deprived in England. These LSOA's fall within the following areas of T&W:
 - 3 Woodside
 - 3 Malinslee
 - 2 Cuckoo Oak
 - 2 Brookside
 - 1 Hadley & Leegomery
 - 1 Dawley Magna
 - 1 College and Donnington
- The most deprived wards are Woodside and Malinslee. All of Woodside's five LSOA's rank in the 20% most deprived nationally as do three of the four LSOA's in Malinslee.
- Levels of deprivation across the Borough have increased with 13% of the population living in the 10% most deprived areas nationally in 2010 compared to 5% in 2007.

Map 2 overleaf identifies the areas of Multiple Deprivation in Shropshire, in comparison to the rest of England, based on information drawn from The Index of Multiple Deprivation (IMD) 2010.



Map 2 – Areas of Multiple Deprivation in Shropshire

Significant Risks in Shropshire

Hospitals

There are over a dozen public and private hospitals located in Shropshire. These include the Princess Royal Hospital in Telford, The Royal Shrewsbury Hospital and The Redwood Centre in Shrewsbury and the Robert Jones and Agnes Hunt Orthopaedic and District Hospital in Oswestry.

Educational Establishments

Shropshire has over 280 schools and colleges catering for students ranging from the ages of three to eighteen. This figure includes Community Schools, Independent Schools, Academies, Free Schools, Foundation Schools, Voluntary Controlled or Aided Schools, Sixth Forms, Tertiary and Further Education Colleges.

There are also two institutions of higher education in Shropshire. These are the Telford campus of the University of Wolverhampton and Harper Adams University in Edgmond, near Newport.

Heritage

There are a number of historic properties and sites within the County, including the Ironbridge Gorge which is a United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage Site. Shropshire is also home to 7671 listed buildings and sites:

- 131 Grade I - These are classed as properties or sites of exceptional interest, sometimes considered to be internationally important.
- 536 Grade II* - These are classed as properties or sites particularly important with more than a special interest.
- 7004 Grade II - These are classed as properties or sites nationally important and of special interest.

Sporting Venues

Shropshire has two main football stadia, with Shrewsbury Town playing at the New Meadow and AFC Telford playing at the New Bucks Head. Other significant sporting venues include Lilleshall National Sports and Conferencing Centre, Ludlow Racecourse, Hawkstone Park Motocross Circuit and Park Hall stadium in Oswestry.

Site Specific Risks

With more than 18,000 commercial businesses within the County, a number pose risks significant enough to warrant a risk based plan to be prepared by the Service; this is done within the Site Specific Risk Information process. The planning undertaken for these properties is a requirement, placed on the Fire Authority, by the Fire and Rescue Services Act 2004, and is known by the relevant section of that Act – 7(ii)(d).

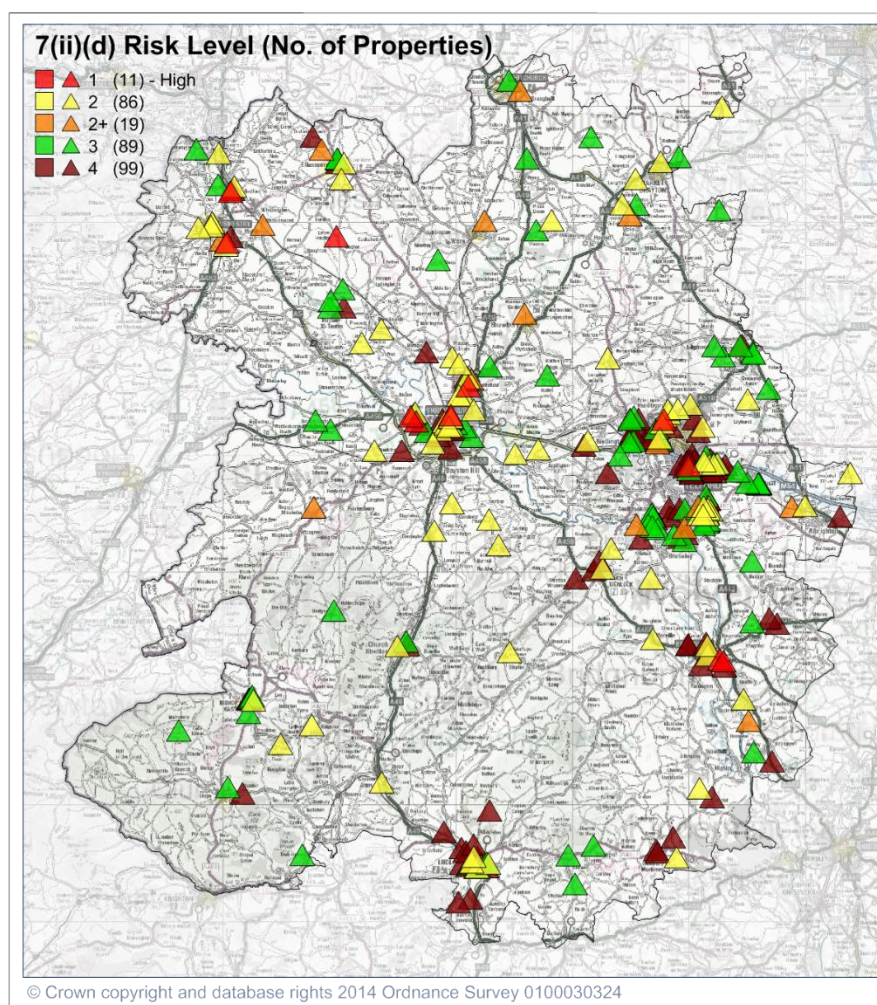
SFRS undertake a continuous process of identifying new risk information and updating existing information to support the operational effectiveness of the Service, to ensure the safety of the public and the protection of its Firefighters.

SFRS has a database that captures industrial, heritage and societal risks known as the 7(ii)(d) risk information database. This is invaluable in ensuring information is available to enable the swift resolution of emergency incidents and the safety of Firefighters.

Map 3 below shows the risk classification of the 7(ii)(d) risk sites located within Shropshire. The risk classification for a site is defined by using information gathered during an initial inspection, which then determines how often the site should be re-inspected by Service personnel. This is the maximum recommended period between inspections, however a shorter time span may be applied should the Service become aware of any changes to the site.

Risk Classifications:

- Class 1 - Inspected annually
- Class 2 - Inspected every 2 years
- Class 2+- Inspected every 3 years
- Class 3 - Inspected every 4 years
- Class 4 - Inspected every 5 years



Map 3 – Location and classification of 7(ii)(d) risk sites in Shropshire

Other risks not on specific sites

Transport Infrastructure

Although the River Sever runs through the heart of the county, the transportation infrastructure within the county relies predominantly on the road and rail network. There is a small section of motorway, with the M54 stretching approximately 22 Km from the west side of Telford to the county border with Staffordshire to the east. Whilst other parts of Shropshire can be traversed using a number of arterial roads (e.g. the A5, A49, A53, A41 and A442), the size and landscape of the county naturally lends itself to a large network of 'B' roads and unclassified lanes. Statistics taken from Road Casualties Great Britain 2012 indicate that although rural roads only carry approximately 42% of the road traffic they account for approximately 60% of the fatalities that occur in road traffic collisions (RTCs).

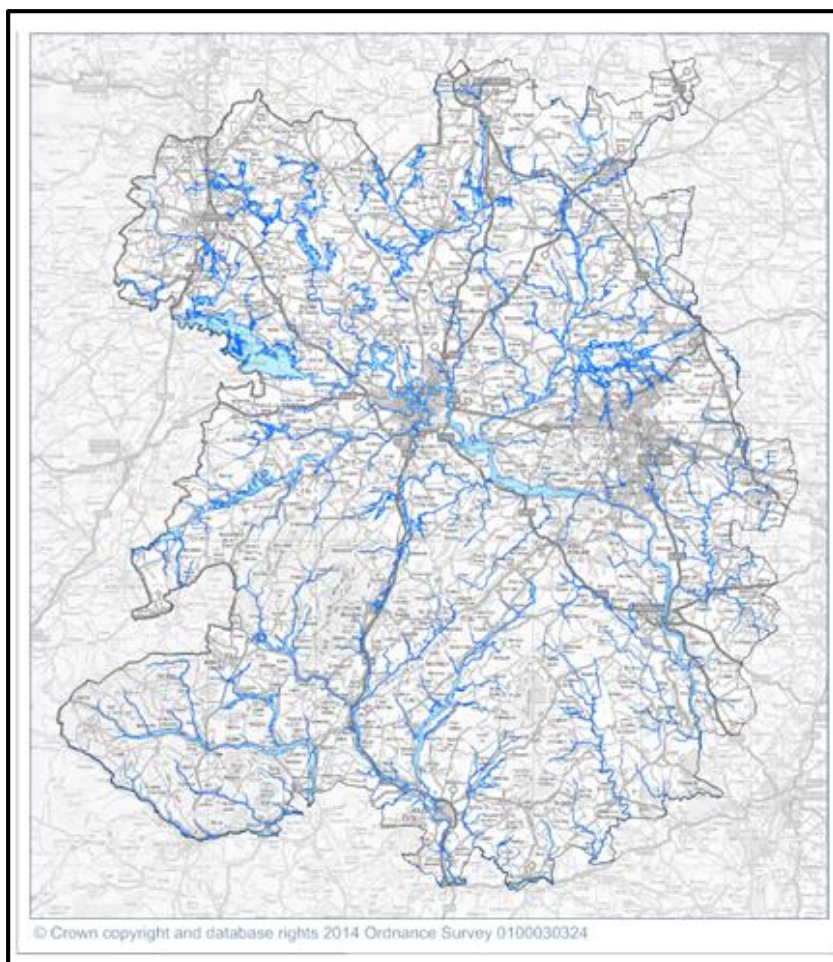
The rail links within the county offer a number of mainline routes to locations within England and Wales, including access to stations that offer further connections, such as Birmingham, Crewe and Wolverhampton. Whilst the waterways within the County, such as the River Sever and the 75Km of canals in north Shropshire, do carry commercial traffic, they are primarily used for leisure activities.

Flooding Risks

The summer floods of 2007 and the winter floods of 2013/14 demonstrated how susceptible Shropshire is to extreme flooding events. Although these are infrequent, SFRS and its partner agencies plan for the potential for future flooding across the county. This planning has been informed by lessons learned locally, in conjunction with partners within the West Mercia Local Resilience Forum (see next section), in response to the 'Pitt Report' following the flooding of 2007, and more recent deployments to national flooding events where the Service provided mutual aid to other areas across the country.

Within the Local Resilience Forum risk assessment, flooding is one of the major risks identified. This partnership ensures that all partners have a coordinated response to incidents, ensuring the safety of the communities of Shropshire and the wider West Mercia area.

SFRS uses flood zone maps and the automated warning service provided by the Environment Agency to plan for response activities to known and anticipated flooding. Map 4 below shows that Shropshire is highly susceptible to this type of risk.



Map 4 – Flood zones in Shropshire

What happens with the risk information gathered?

SFRS makes all of its risk information available to its operational personnel, at fires and other emergency incidents, via mobile data terminals fitted to every front line fire appliance. The contingency plans held on each risk ensure that the Service is able to respond in the most effective way possible.

Managing serious incidents

Local Resilience Forum and the Local Community Risk Register

SFRS has a significant role in the West Mercia Local Resilience Forum (LRF). The LRF is a multi-agency partnership which was formed to meet the requirements of the Civil Contingencies Act 2004 (CCA 2004). The role of the LRF is to plan and prepare for localised incidents, catastrophic emergencies and malicious threats including terrorism. The LRF Emergency Responders (known as Category 1 Responders) compile a Community Risk Register which identifies the wide range of risks and emergencies it could potentially face. The Risk Register is then used, by the forum, to inform its priorities for planning, training and exercising.

The geographical area the forum covers is based on local police force areas. SFRS is a member of the West Mercia LRF. The Forum meets on a quarterly basis and its membership consists of the Chief Executives of all the agencies involved in West Mercia, with the Chief Constable of West Mercia Police sitting as the Chair.

The LRF produces emergency plans to either prevent or mitigate the impact of any incident/emergency affecting the local community. The Category 1 Responders, involved in the West Mercia LRF, are the four Unitary Authorities across Shropshire, Telford and Wrekin, Herefordshire and Worcestershire, West Mercia Police, Shropshire and Hereford & Worcester Fire and Rescue Services, West Midlands Ambulance Service, The Environment Agency, British Transport Police, Public Health and the National Health Service.

The LRF is supported by other organisations, classified as Category 2 Responders, such as the Utility Companies and numerous Charitable and Voluntary Agencies, who have a responsibility to co-operate with Category 1 organisations and to share relevant information.

In compliance with the requirements of CCA 2004, Members of the Fire Authority are made aware of their role and responsibilities, in relation to major incidents, through appropriate guidance and training provided through their constituent authorities.

National Resilience and the National Risk Register

The Fire Service National Resilience Programme is one part of the Department of Communities and Local Government (CLG) contribution to the Government's Civil Contingencies Capabilities Programme.

The strategic aim of the programme is to continue to enhance preparedness and resilience of the Fire and Rescue Services, across England and Wales, by maintaining and improving the capability of the National Assets that are owned by the Government, but operated by each Fire and Rescue Service. The programme consists of a number of distinct capabilities. These are:

- Chemical, Biological, Radiological, Nuclear and Explosives - CBRN(e)
- Urban Search and Rescue
- Water and High Volume Pumping
- Enhanced Logistical Control

The Government's National Risk Register of Civil Emergencies (NRR) is a reference document for individuals and organisations wishing to be better prepared for emergencies. It provides updated information on the types of civil emergency that people in the United Kingdom could face over the next five years. It is reviewed by various Government departments and is the basis upon which the LRF considers its local risks.

Risk Modelling

SFRS uses the Fire Service Emergency Cover (FSEC) software, as well as other risk analysis tools, to assist in its planning process. A methodology has been developed for assessing the risk to which the county is exposed and predicting the potential impact on life and property from the many different incidents the Service is required to attend. The Service has a statutory obligation to consider its response to local, regional and national incidents including new and emerging threats such as the increased threat of terrorism.

In addition to the various risk analysis work the Service has undertaken over the years since IRMP was introduced, the use of FSEC, which is a computer based modelling tool, supports the Service by enabling it to look at the possible consequences of making changes to the way it currently deploys its resources, assisting it to explore even better ways of “Putting Shropshire’s Safety First”.

Standards of Response

There are no nationally defined standards for the Fire and Rescue Service. Each Fire Authority is required to set its own standards, as it sees fit. Through the application of the FSEC software, based on the risk to life, SFRS has developed “response standards”. These response standards identify the geographical areas of greatest risk to life within the county and sets time limits to attend these areas for fire appliances. They also stipulate the number of Firefighters to arrive at life risk incidents in these defined areas. Together these are known as the Service’s Response Standards.

Having demonstrated a strong correlation between the incidence of fire and the level of population in a given area, the Service has classified every part of the county into various levels of risk:

- High Risk - those areas that have more than 10,000 population
- Medium Risk - those areas with less than 10,000 population, but more than approximately 1,000
- Low Risk - those areas with a pre-defined level of population density with less than 1,000 population

Map 5 overleaf shows the current IRMP life risk areas within Shropshire. The total property count, which includes all residential and commercial properties for each classification, is also displayed.

of emergency and which part of the county it occurs in. This overarching standard is shown in table 4, below.

	Public Value Response Standard
For all emergency incidents	The first fire engine will arrive with a minimum of 4 firefighters within 15 minutes
Target	87%

Table 4 – Public Value Response Standard

The Fire Authority has also put in place a ‘Resilience Standard’, which states that, even during very busy periods (e.g. due to a large single incident in the county, or multiple smaller incidents e.g. grass fires or flooding etc.) at least one fire appliance will respond to any call across the county within 20 minutes.

Evaluating the Effectiveness of Current Arrangements

Shropshire Fire and Rescue Service’s key strategies are based on Prevention, Protection and Response.

Prevention and protection activities have successfully reduced the number of emergency incidents the Service has been required to respond to (Figure 2). This proactive approach to risk reduction, through educating the public and businesses, has also allowed the Service to successfully reduce resources in line with the anticipated risk.

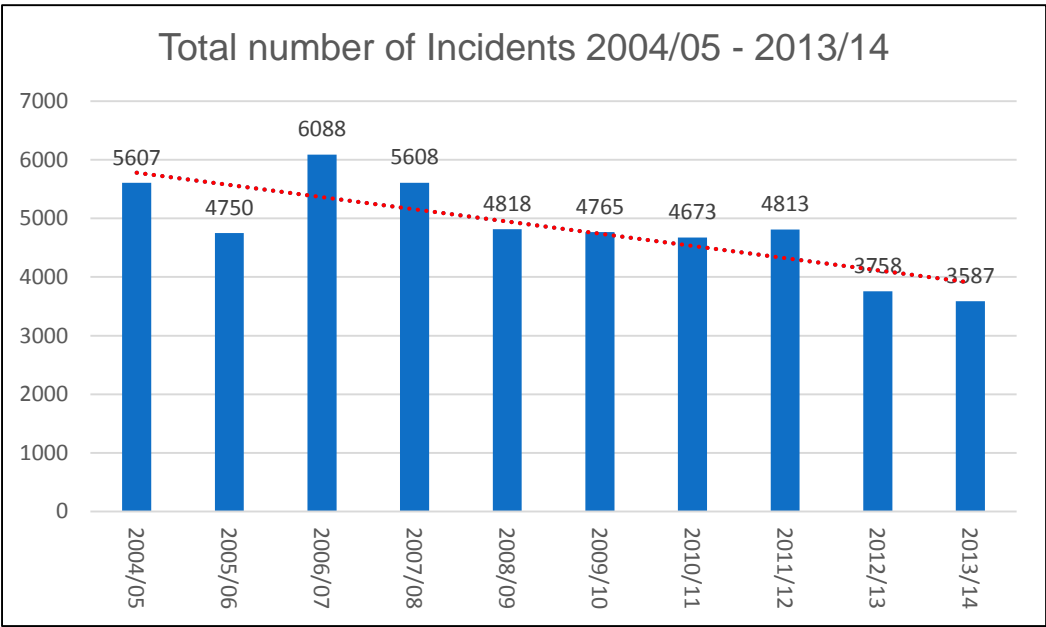


Figure 2 – Total number of Incidents 2004/05 – 2013/14

Prevention

Fire Safety in the Home

SFRS resources have been focused on providing a service to those most at risk. Fire statistics have shown a clear trend between the elderly and the severity of fire, resulting in serious injury or death.

Case histories have proved that the fire safety education received by children and young people has been instrumental in saving the lives of themselves as well as their families.

During 2012 and 2013 the Service carried out 5,325 successful Home Fire Safety Visits and fitted 3,749 detectors. As a consequence of its prevention work, the Service has seen a downward trend in accidental dwelling fires, especially over the last five years (Figure 3).

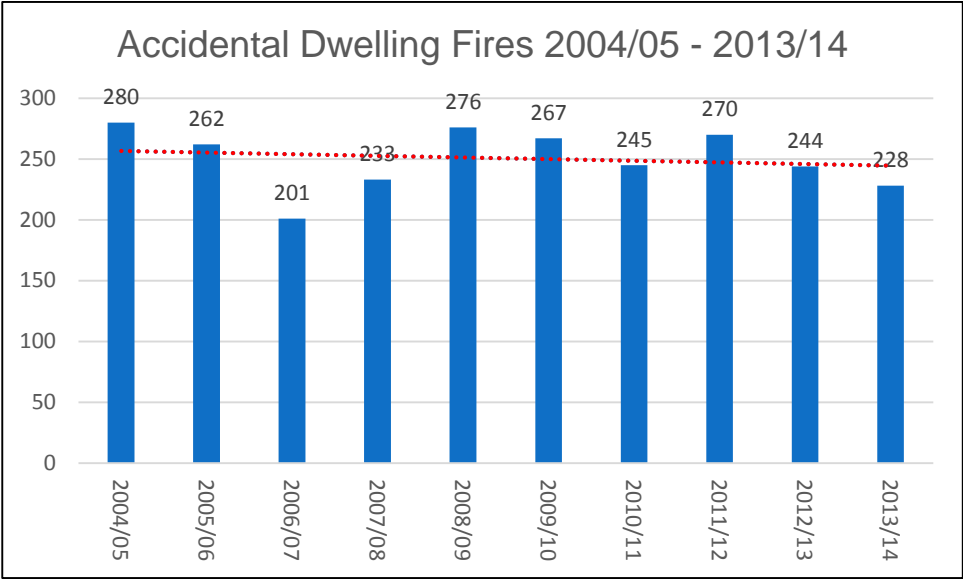


Figure 3 – Accidental Dwelling Fires 2004/05 – 2013/14

Safety in the Community

In addition to the work aimed at reducing the risk from accidental fires in the home, the Service also works to prevent deliberate fires in the home and businesses, as well as the significant risk that is experienced on Shropshire’s roads, in the form of road traffic collisions.

Arson has a devastating effect on individuals, businesses and communities. SFRS has delivered initiatives to reduce the number of deliberate fires. The Service has worked to ensure that those threatened, or intimidated, receive protection from potential arson attacks via partnership working. The Service has continued to target the risk of arson throughout Shropshire through both proactive and reactive interventions, resulting in a steady reduction in the number of deliberately set fires being experienced in homes and businesses across Shropshire (Figures 4 and 5).

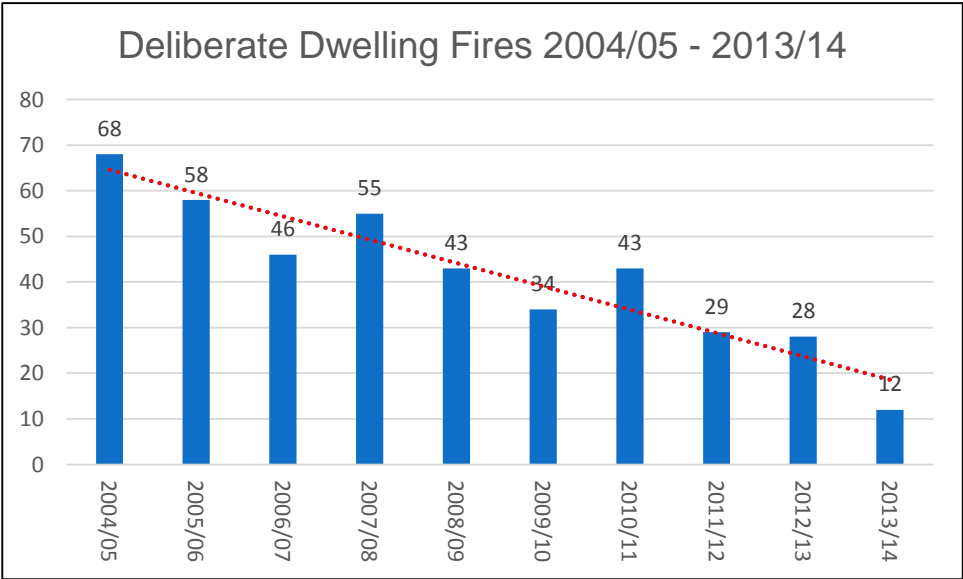


Figure 4 – Deliberate Dwelling Fires 2004/05 – 2013/14

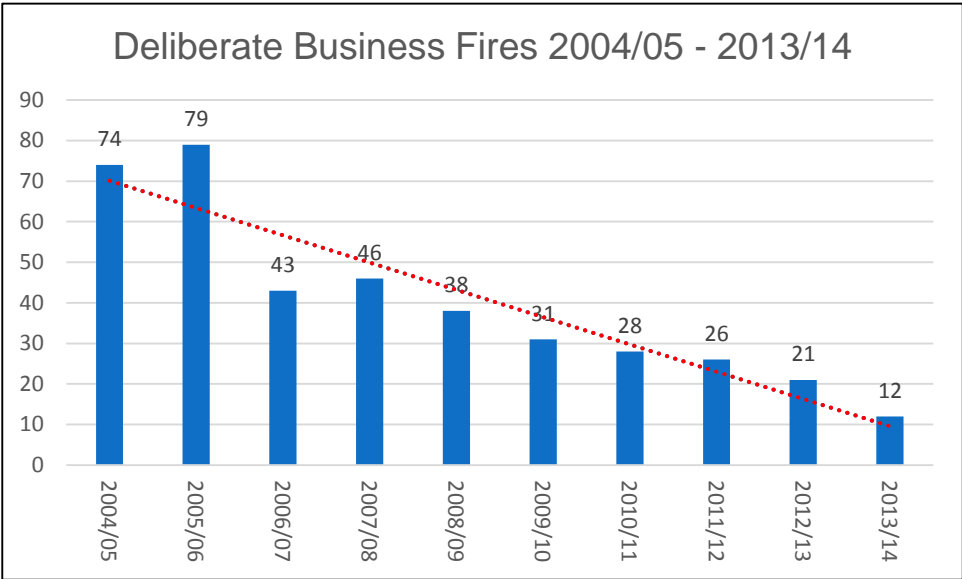


Figure 5 – Deliberate Business Fires 2004/05 – 2013/14

Although the impacts from smaller fires, perhaps only involving rubbish, bins or grass (known as secondary fires), is not as great as it is for those directly involving people’s property, the risk from injury to those involved in setting these fires, or others that may be in the vicinity, still exists. It is also the case that areas that bear the signs of previous fire damage are less appealing to those that either live or visit them and therefore the Service and its partners are also proactively involved in trying to reduce these types of arson incidents. Work in this area is again resulting in a downward trend in the number of these incidents (Figure 6).

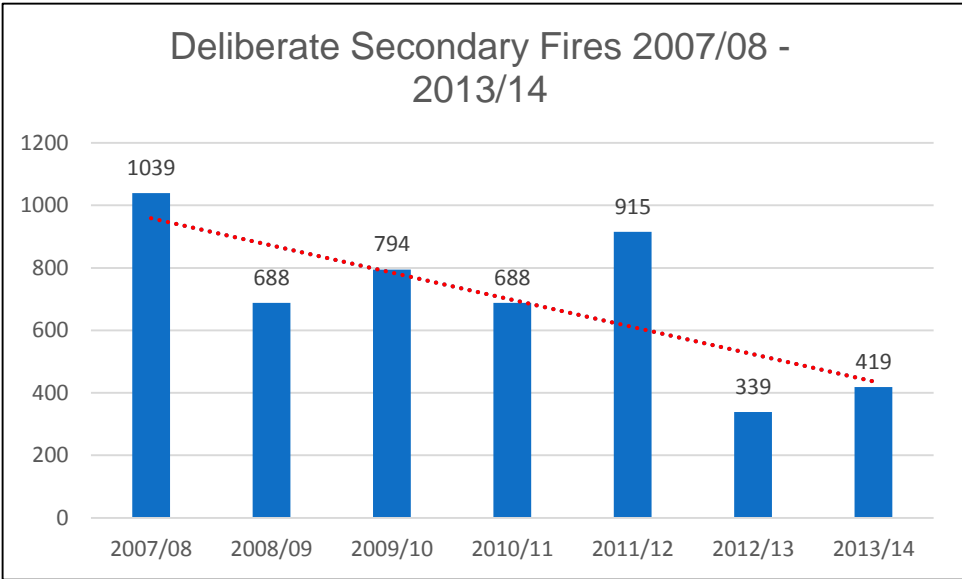


Figure 6 – Deliberate Secondary Fires 2007/08 – 2013/14

SFRS has worked with West Mercia Safer Roads Partnership through publicising and marketing road traffic collision (RTC) reduction strategies to reduce the number of people killed or seriously injured on the roads of Shropshire.

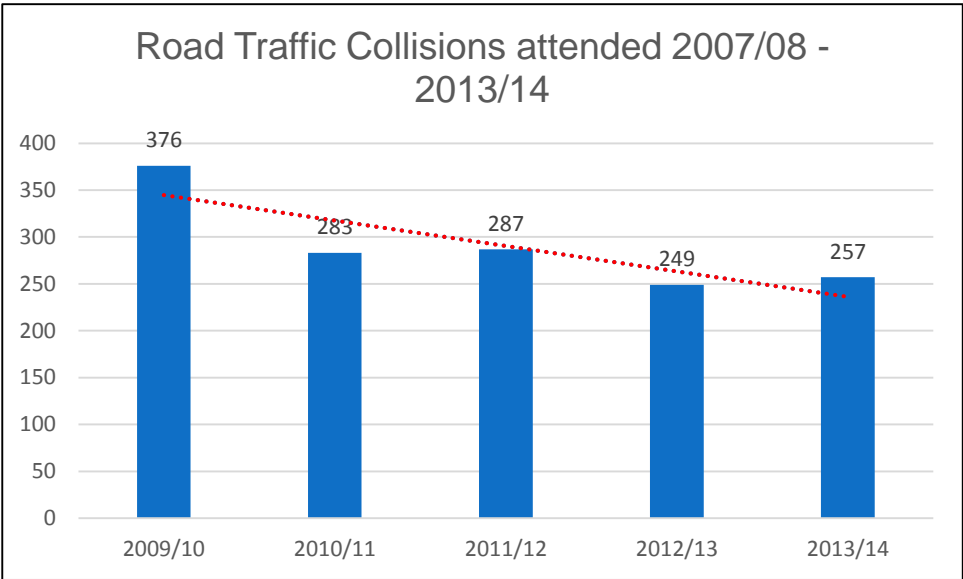
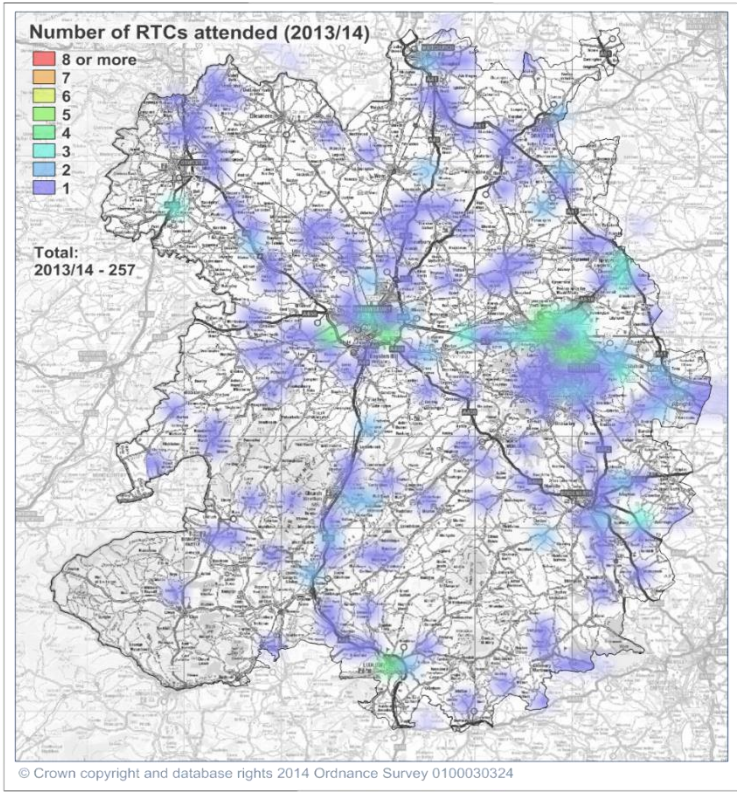


Figure 7 – RTCs attended 2009/10 – 2013/14

The graph above (Figure 7) shows the number of RTCs that the Service has been required to attend over the last five years and shows there has been a fairly steady reduction over that period. Map 6 below shows the density of RTCs attended by the Service, during the last twelve months. Work in the Safer Roads Partnership focuses on the areas with the highest density of incidents.



Map 6 – Location of RTCs attended by SFRS 2013/14

Protection

Safety at Work

The Service's aim is to keep businesses in business, whilst also ensuring they comply with the requirements of the Regulatory Reform (Fire Safety) Order (RRO) 2005. During 2013, of all of the businesses in the county, only one business (employing one person) was forced to permanently cease trading, following a fire at their property, and only three days trading was lost in all other commercial fires.

SFRS work with local businesses to ensure that "Responsible Persons" (i.e. the person in control of the premises such as the landlord, owner or employer) have the correct knowledge to keep their premises safe from fire. To do this the Service carries out Fire Safety Audits (FSA's) on all business premises within Shropshire, within the requirement of the RRO.

In order to do this effectively the Service operates a Risk Based Inspection Programme (RBIP) which utilises the Community Fire Risk Management Information System (CFRMIS). CFRMIS identifies the properties which are scheduled for an audit, based on their risk levels and dates of the last audit carried out. In 2013/2014 the Service carried out 1603 audits on businesses in Shropshire, and CFRMIS has identified a further 2000 premises to be audited in 2014/2015.

Fire Safety Audits will be carried out by both Fire Safety Inspecting Officers (FSIO's) and Area Command Operational staff based on fire stations. This approach ensures that the Service can visit a large number of premises in order to check general compliance. Higher risk properties or those demonstrating a lack of fire safety knowledge can be given a more in depth audit by an FSIO. SFRS operate the same policy when carrying out visits to 7.2(d) properties and work in conjunction with Area Command to achieve this.

As part of the RBIP the Service offer any person responsible for a business premise, identified as requiring an audit, attendance at a Business Education Seminar. The seminars are designed to educate and inform businesses on their responsibilities in order to minimise the number of issues which may arise through the audit process. This approach helps business owners and SFRS alike to help reduce the amount of enforcement action taken and the number of follow up audits required.

These procedures have helped reduce the number of accidental business fires which have shown a fairly steady decline over the last seven years (Figure 8).

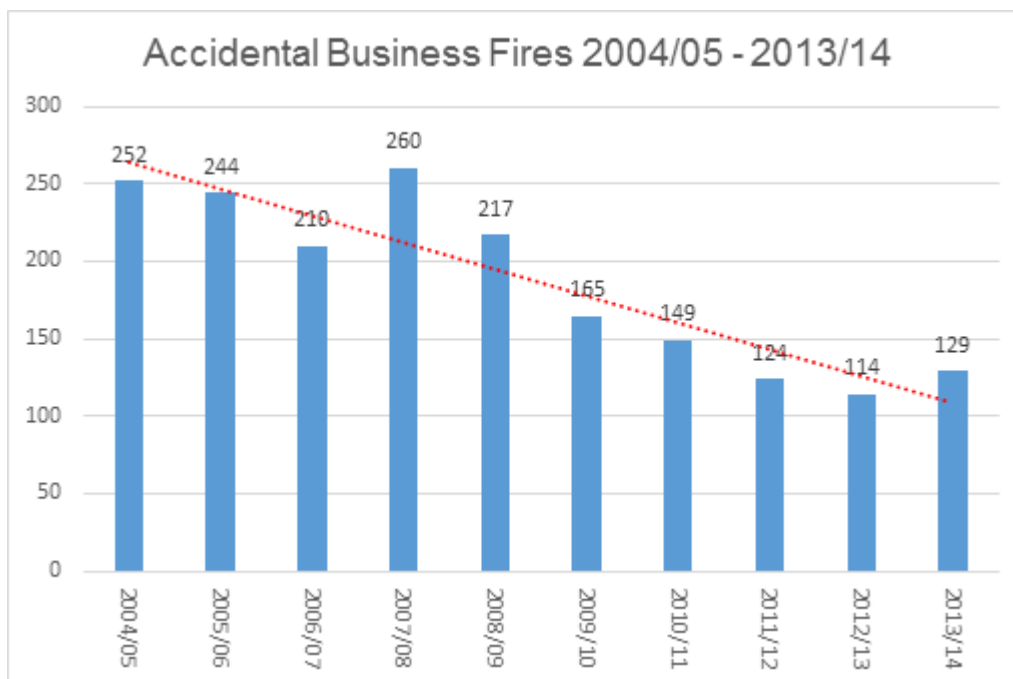


Figure 8 – Accidental Business Fires 2004/05 – 2013/14

Commercial Premises with Sleeping Accommodation

One of the risks the Service has identified, through working with businesses in Shropshire, is the threat posed by commercial premises where sleeping accommodation is provided above or within the property. It has been the Service’s aim to identify and audit these premises to ensure compliance with the RRO and reduce the threat to life they may pose. To do this the Service intends to produce a master list of the above premises not yet audited, using CFRMIS, thereby providing operational personnel with a list of premises that require a “short audit”. Workflows set up in CFRMIS in 2014 will automatically inform Business Fire Safety (BFS) of any audit which has identified a sleeping risk in order to identify the need for an inspecting officer to follow up.

During Performance Inspections

A During Performance Inspection (DPI) takes place whilst a premises is open and being used for its intended purpose. DPIs are carried out at selected public entertainment venues, with the results being recorded on CFRMIS. The Service informs partner agencies of DPI dates and invites them to attend these inspections. Once the inspections are complete the Service will inform partner agencies of any community safety issues identified.

Working with Partners

SFRS aspires to maintain and work within existing partnership arrangements, identify prospective partners and enter into dialogue with a view to developing partnerships arrangements. In order to do this the Service engages with Local Business Forums to explore opportunities for partnership that contribute towards economic growth and development. The Service continue to develop preliminary involvement in Primary Authority Partnerships, through the Better Regulations Delivery Office (BRDO), to ensure compliance with legislation.

The Service continues to explore opportunities for partnership working within the business community, to add to the existing memorandum of understanding it has with Private Sector Housing Shropshire and also Telford & Wrekin and review the application of the Local Authorities Coordinators of Regulatory Services (LACORS) agreement.

Enforcement

SFRS is empowered to undertake audits of any non-domestic premises in Shropshire and enforce the RRO. Currently there are 15,000 premises registered on the Community Fire Risk Management Information System (CFRMIS). Business Fire Safety continually undertakes data gathering of new premises to identify those which have no enforcement history. This is in order that those premises may then be introduced to the Service's database. Where officers identify high risk premises during data gathering they will undertake an audit. The aim of the audit is that the responsible person must comply with the requirements and prohibitions imposed by the legislation.

SFRS aim to help businesses ensure compliance with the RRO with little need for enforcement action. It is the Service's aim to address issues before they become a risk to life or property. Sometimes this is not possible and there is a need to take action against the responsible people of these premises. If necessary the Service will carry out follow up audits at premises subject to enforcement action and those that fail to return completed self-declaration forms.

Relevant premises will be identified through CFRMIS and a follow up programme will be developed and implemented, with the result being documented on CFRMIS.

Post Fire Procedure

When a fire has occurred at a commercial premises the Service has a programme in place to record all relevant information such as cause, action taken and follow up procedures. This is our Post Fire procedure. This involves monitoring fires in commercial premises using the Service's 'notable events' e-mail and 'call to incidents' systems, carrying out post fire audit activities at commercial premises where a fire has occurred in accordance with fire safety internal guidance document notes and reviewing the content of the post fire returns, from fire station personnel who attended the incident, to assess requirement for further audit activity.

Building Regulations Consultation

SFRS undertakes building consultations and applies relevant British Standards and Approved Documents to ensure that premises are constructed within fire safety requirements and within inclusive fire safety engineered solutions.

In particular it is an opportunity for the Service to secure access and fire-fighting facilities for Firefighters in premises at the design stage. These help ensure the safety of members of the public, but also the safety of Firefighters when incidents occur at these premises. In 2013/14, SFRS carried out 451 building regulation consultations.

Licensing Applications

Under the Licensing Act 2005 SFRS receive licensing applications and variations to Licenses for all premises wishing to be issued with a premises license. As part of the consultation the Service makes representations to the local Council Licensing Authority when appropriate.

Response

SFRS analyses risks at a local, regional and national level and produces policies and procedures that have allowed the Service to respond successfully to various incident types including:

- Property fires – dwellings, significant buildings (schools, hospitals etc.) commercial and heritage buildings
- Wild land fires
- Transport incidents such as road traffic collisions, rail or air traffic incidents.
- Rescues – i.e. from water, collapsed buildings, and animal rescue
- Incidents involving hazardous materials such as chemicals
- Flooding incidents
- Protection of the Environment
- Terrorist activity

Some of these incidents, such as property fires and road traffic collisions, are regular occurrences, however others are less frequent. SFRS has developed policies and responses to deal with the more unusual and less frequent incident types.

Wild Land Fires

Wild land fires were recently added to the West Mercia Local Resilience Forum Community Risk Register. SFRS has started to identify and develop its capacity to deal with this risk.

SFRS has increased its capability to deal with these fires by acquiring off-road vehicles fitted with fire fogging units. The Service has also developed links to other agencies to ensure a more effective response. The effectiveness of these arrangements will be tested through joint exercises as well as real incidents.

In partnership with English Heritage, SFRS has publicised the risk of moorland fires with posters at moorland access points to advise and inform the public. Fire Plans for specific risks are produced and updated annually which provide information about available water supplies, access roads onto sites and information about landowners, land managers and gamekeepers etc.

Transport Risks

SFRS plays a key role in the protection of the public using the road transport infrastructure. RTCs provide the highest number of life risk incidents, significantly more than those involving fire. Fire and Rescue Services have a statutory duty to prepare, train and respond to this type of incident.

SFRS also respond to other transport incidents within Shropshire, including Rail and Aircraft.

Whilst uncommon, Rail incidents are significant and present a specific set of risks and challenges. SFRS risk information, Standard Operating and Specific Incident Procedures, along with incident command assessments, ensure that SFRS are prepared for this type of incident. The Command and Control Centre is connected to the Rail Operator to ensure that SFRS have the most up-to-date information on who and what is travelling, or being carried on the rail network.

Aircraft incidents are very infrequent, however are still a foreseeable risk, therefore SFRS prepare and train for emergencies involving aircraft both on and off the airfield.

The airfield risks in Shropshire are predominantly military owned. In order to prepare effectively for potential incidents on these sites, SFRS works closely with the Ministry of Defence. SFRS has Standard Operating and Specific Incident Procedures, along with incident command assessments, developed to ensure that SFRS are prepared to respond appropriately to any type of aircraft incident.

Rescues

The Service gets involved in many different types of rescue incidents, including:

- i. Water
- ii. Floods
- iii. Collapsed buildings
- iv. Animal Rescue

The following section highlights how the Service currently deals with these type of incidents.

i. Water

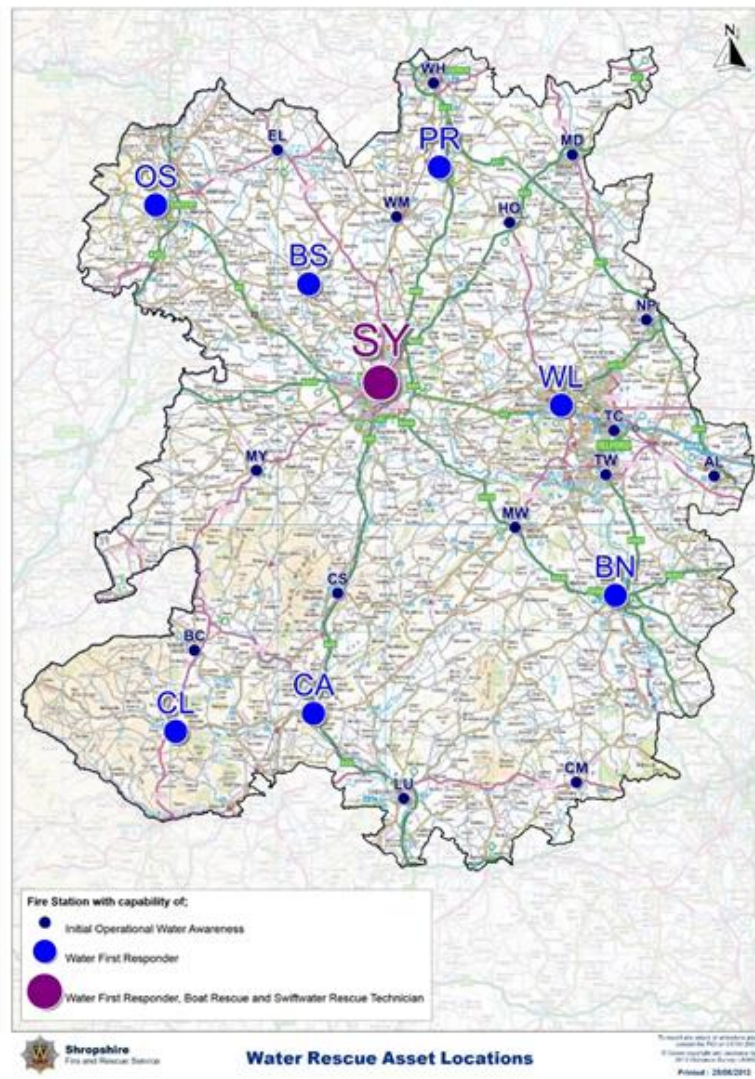
SFRS recognises that as a rural county, open water in the form of lakes, meres, pools, streams and rivers can present a risk to life should a person enter the water. In 2013/14 the Service attended 17 incidents involving either flooding or rescues from water incidents.

SFRS currently has eight strategically positioned Water First Responder teams and a fully qualified Swiftwater Rescue team and two boats based at Shrewsbury (Map 7 below). The SFRS water rescue response capability is structured to align with guidance issued by the Department for Environment, Food and Rural Affairs (DEFRA), Flood Response National Enhancement Project. SFRS's two boats are registered as Type B assets and are also available to support national incidents.

ii. Floods

The summer floods of 2007 and the winter floods of 2013/14 demonstrated how susceptible Shropshire is to extreme flooding events. Although these are infrequent occurrences, in 2014 SFRS successfully responded to flooding locally, regionally and nationally. SFRS continues to learn and develop its skills in response to flooding incidents as a result of these events and shared intelligence through attendance at multi-agency debriefs.

Within the Local Resilience Forum flooding is one of the major risks identified. This partnership ensures a coordinated response to this type of incident for the communities of Shropshire and the wider West Mercia area.



Map 7 – Location of SFRS Water Rescue assets

iii. Collapsed Buildings

The communities of Shropshire have the benefit of access to highly proficient Urban Search and Rescue (USAR) capabilities, located in both Hereford and Worcester and West Midlands Fire and Rescue Services, as a consequence of the Fire Service National Resilience Programme. They provide comprehensively trained teams, supplied with the latest equipment provided by the Government, to respond to any major incidents which require this type of response, such as a collapsed building or transport incident. The firefighters and search and rescue dogs of the USAR teams are available 24hrs a day and ready for deployment anywhere in the country. Within SFRS, resources are available to manage small scale building collapses and to stabilise the scene at the initial stage of larger incidents, with specialist equipment and training for this type of incident based at Wellington Fire Station.

iv. Animal Rescue

In a rural county like Shropshire the need to rescue large animals is a foreseeable risk e.g. In 2013/14 SFRS attended 39 animal rescue incidents. SFRS has Standard Operating and Specific Incident Procedures, along with incident command assessments, developed to ensure that SFRS are prepared to respond appropriately to this type of

incident. Within SFRS all operational personnel are trained on basic animal awareness with additional specialist training and equipment for this type of incident based at Wellington Fire Station.

Health, Safety and Welfare for the Operational Environment

In planning, organising and preparing for the safe resolution of incidents, SFRS comply with legal requirements to ensure the health, safety and welfare of Firefighters and others whilst ensuring an effective emergency response.

Site Specific Risks and Operational Risk Information

SFRS undertake a continuous process of identifying new risk information and updating existing information, to support the operational effectiveness of personnel, to ensure the safety of the public and protection of its Firefighters.

SFRS proactively monitors the site specific risks across Shropshire. It shares information with partner agencies and liaises directly with larger risk sites. SFRS has a database that captures industrial, heritage and societal risks which are created by proactive inspections carried out by Firefighters, who inspect, identify and record the risks for specific properties to which they may be called. The 7(ii)(d) risk information database is invaluable in ensuring information is available for the swift resolution of emergency incidents and the safety of Firefighters.

All SFRS front line appliances have an on-board computer which gives them access to all of the 7(ii)(d) risk information collected by the Service.

If there is no risk information available for a property involved in an incident (either because it does not warrant that level of planning, or because the planning is not complete e.g. a new property) then Firefighters have a range of Standard Operating and Specific Incident Procedures which, in conjunction with their training and experience, act as guides to the safe resolution of whichever emergency incident they are called to attend. These Standard Operating and Specific Incident Procedures are produced in line with national and regional documents and in conjunction with subject matter specialists where necessary.

Information, training and pre-planning are key elements in the safe and successful resolution of any fire service incident.

Training for Operational Effectiveness and Safety

SFRS operate on the principle that the Service will train to reflect the emergencies it attends or may be called on to attend. This training is as realistic as possible in terms of time constraints, confined spaces, training at specific times of the day or night, training in heat and smoke, working at height or on water and include, as far as is reasonably foreseeable, all incident types the service would be expected to attend.

The Health and Safety Executive's (HSE's) guidance document 'Striking the Balance between Operational and Health and Safety Duties in the Fire Service' clarifies how the Fire and Rescue Service should comply with health and safety at work duties within their operational work. The guidance is intended to acknowledge that FRAs must give due regard to:

"... balancing risks, particularly in their wider role to protect the public and property, while meeting their health and safety at work duties to protect their staff and others."

SFRS use this guidance as the ethos for the design and delivery of training within the Service. Almost all Fire Service operational incidents involve an element of risk. This risk must be controlled if the safety of Firefighters is to be ensured. Training is a key element of controlling risk along with the provision of the correct personal protective clothing and operational equipment.

In June 2013 the Government published The Health, Safety and Welfare Framework for the Operational Environment to provide strategic level guidance for planning health, safety and welfare in an operational environment. SFRS continues to use the information within this framework in the planning and implementation of training and operational activities.

Joint Emergency Services Interoperability Programme

SFRS has worked with its partners through the Joint Emergency Services Interoperability Programme (JESIP) to improve the ways in which the Service, along with its other emergency service partners, responds to major and complex incidents, feeding into regional and national policy.

Improving efficiency

The effectiveness of SFRS prevention and protection strategies to reduce risk, and the appropriate distribution of new equipment, have allowed the Service to reduce its resources whilst continuing to deliver the same level of service to the communities of Shropshire.

Since 2012 SFRS has reduced its wholetime firefighter establishment, from 200 to 181, and has also made a significant reduction in the number of Officers, down from 29 to 22.

Following a risk analysis and a review of equipment requirements, SFRS has devised and implemented an alternative way of crewing the Rescue Tender. This has allowed the Service to continue to provide a high level of response to RTCs and other rescues, whilst providing a further reduction in the number of wholetime personnel based at Wellington.

Identifying Improvement Opportunities and Determining Policies and Standards

Our performance against the Response Standards

In order to ensure delivery of the best emergency response to the people of Shropshire, the Service manages its performance against published response standards. Through the measurement of performance the Service is able to identify the effectiveness of its existing strategies and identify opportunities for improvement.

Our performance against the Response Standards for 2013/14

The outcomes of SFRS’s performance against the standards are published every year. Tables 5 and 6 below, shows the performance achieved against the Fire Authority’s Life Risk Fire Response Standards and the more strategic Public Value Response Standard.

Risk Areas	Life Risk Fire Response Standard	
	Time to get a minimum of 5 Firefighters to an incident	Time to get a minimum of 8 Firefighters to an incident
High	10 minutes	13 minutes
Medium	15 minutes	18 minutes
Low	20 minutes	20 minutes
Target	85%	85%
Actual Performance 2013/14	82%	72%
Actual Performance 2012/13	82%	68%

Table 5 – Performance achieved against the Life Risk Fire Response Standards 2012/13 – 2013/14

For all emergency incidents	Public Value Response Standard
	The first fire engine will arrive with a minimum of 4 firefighters within 15 minutes
Target	87%
Actual Performance 2013/14	89%
Actual Performance 2012/13	89%

Table 6 - Performance achieved against the Public Value Response Standard 2012/13 – 2013/14

The results for the last two years demonstrate that performance against the second element of the Life Risk Fire response standard has improved over the last two years, however it remains below the target of 85%, as does the performance against the first element. The Service has recently improved its ability to measure against this standard and is looking to identify reasons for failure that can assist it in driving further improvements in this area.

Performance against the more strategic Public Value measure has remained consistent over the last two years.

Proposed New Response Standards from 2015

Following discussion with the public, as part of the Risk Analysis stage of the IRMP Process, members of the public and local councilors registered their concerns about the terminology used in the Life Risk Response Standards. They specifically felt that the term ‘Low Risk Area’ was a poor descriptor and did not reflect the fact that the risk experienced by anyone involved in an emergency incident could not be differentiated into different levels i.e. high, medium and low.

In addition, the risk levels were based on population (see “Identifying Existing Risks”) and, with the detailed results now available from the 2011 national census, it is possible for the Fire Authority to revisit the risk classification of the county, taking into account the changes in population that have occurred since the original standards were put in place in 2005.

The Fire Authority have therefore considered the current Life Risk Response Standards and are suggesting changes to the terminology used, as shown below (Table 7).

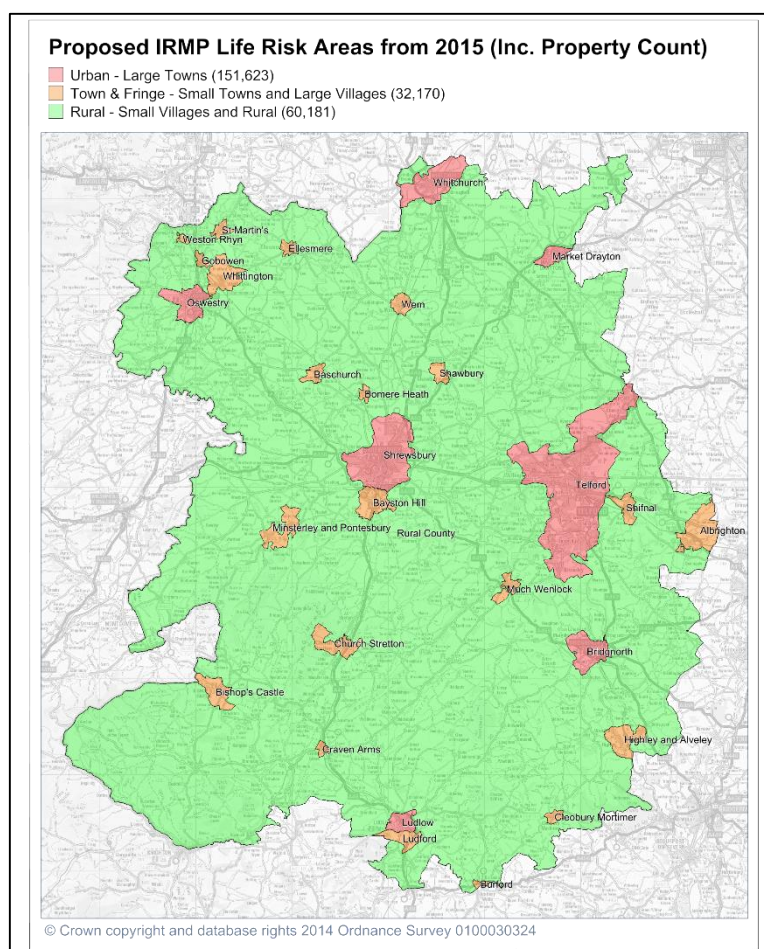
Previous Terminology	New Terminology	Definition
High Risk	Urban	Large Towns: Areas that have more than 10,000 population
Medium Risk	Town & Fringe	Small Towns and Large Villages: Areas with less than 10,000 population but more than approximately 1,000
Low Risk	Rural	Small Villages and Rural: Areas with a pre-defined level of population density with less than 1,000 population

Table 7 – Proposed new terminology for Life Risk Response Standards

Map 8 below shows the proposed IRMP Life Risk areas within Shropshire from 2015. The total property count, which includes all residential and commercial properties for each classification, is also shown.

Whilst the proposed change has not impacted on many parts of the county, there are two notable exceptions. First of all, due to the amount of growth that has occurred within parts of the Telford area, especially in areas such as Lawley, this has broadened the area within the Telford conurbation that is classified as ‘Urban’ and therefore attracts a 10 minute response target.

Similarly, due to the population growth in the Baschurch and Ruyton-XI-Towns area, this area has now changed from being classified as ‘Rural’, attracting a 20 minute response standard, to now being ‘town and Fringe’, thereby attracting a 15 minute target time.



Map 8 – Proposed IRMP Life Risk Areas from 2015

Improvements to Prevention, Protection and Response

This IRMP looks to build on previous success and further drive down the number of fires and other life risk incidents within Shropshire. This proactive approach to risk reduction will continue through targeting resources at those most at risk, to ensure service delivery is maximised for the benefit of the public, whilst aligning resources with new risks and meeting these demands with a reduced budget.

In order to achieve this the Service will focus on targeted improvements in the following key priority areas:

1. Safety in the Home
2. Safety in the Community
3. Fire Safety at Work
4. Operational Response

This section outlines the work the Service is intending to progress, in each of these areas, over the life of this plan.

1. Safety in the Home

SFRS resources will be focused on providing a service to those most at risk e.g. fire statistics have shown that elderly persons are at particular risk of death and injury from fires in their home.

Case histories have proven that the Fire Safety education, received by children and young people, have been instrumental in saving lives. Although there is clear evidence that some groups of people are more vulnerable to the risk of fire than others, fire does not discriminate and anyone from any background can potentially have a fire. Many fires occur due to lifestyle choices or people's lack of awareness of the dangers of fire. It is the aim of SFRS to work in partnership with organisations to educate and inform where it is identified that people are most at risk.

SFRS has set a stretch target of 5% reduction per year in the number of accidental dwelling fires during the lifetime of this document.

The targets for the Service has set for 2014/15 are:

- To reduce accidental domestic fires to no more than 260
- To reduce accidental injury and deaths from fires to no more than 19

In order to achieve these targets the 'Safety in the Home' department will carry out visits and provide advice and support to the elderly and vulnerable in their homes. These visits are often identified through the Service's work with partner agencies, such as Shropshire Towns and Rural Housing and other local organisations.

SFRS also take requests from members of the public who request Home Fire Safety Visits, however free smoke alarms are only fitted as part of the visit if the occupants meet any of the SFRS vulnerable person's criteria. These criteria are:

- Over 75
- Disabled
- Long term sick
- Unable to physically fit a smoke alarm for themselves

A re-fit service is offered where a fault has been identified with smoke detectors previously fitted by SFRS, or for those whose smoke detectors have come to the end of their natural life.

The Service will continue to promote eight targeted campaigns annually to raise awareness of some of the common causes of fire. The campaigns are programmed in to run in line with the seasonal threats of fire. These campaigns include Child Safety Week, Summer Safety, Electric Blanket Campaign and Chimney Safety. In addition to these campaigns, contact is made with a range of local organisations to carry out talks in order to raise Fire Safety Awareness. These talks target groups such as the elderly and vulnerable. The Safety in the Home Department will build on the success of its existing partnerships and continue to explore new partnership opportunities in order to further refine our targeted prevention work.



Another role of the 'Safety in the Home' department is to provide reassurance following a serious fire or fatality in the local area. SFRS do this via 'Quick Strike' campaigns, where a larger number of houses are visited, within the area surrounding the incident, in order to capitalise on people's interest to raise fire safety awareness.

SFRS will continue to work in schools in the local area, which will comprise of visits to 138 Key Stage Two (KS2) schools and delivery of Crucial Crew – a multi-agency education initiative structured for KS2 which reaches 3,500 children. SFRS offer 'Qwizdom' and 'I

Learn' visits which comprise a structured education programme for children setting fires, under the age of 16, and will continue to work in partnership with the Youth Offending Service to deliver a structured education plan.

2. Safety in the Community

The Service's Safety in Community strategies focus on the two areas of 'Arson Reduction' and 'Road Safety'.

i. Arson Reduction

Arson has a devastating effect on individuals, businesses and communities. SFRS aim is to reduce the number of deliberate fires, by ensuring that resources are targeted and that the delivery of risk reduction is realistic and measurable. It will continue to reduce the risk of arson throughout Shropshire by both proactive and reactive interventions.

SFRS has set a stretch target of 5% reduction per year in the number of deliberately set fires during the lifetime of this document.

SFRS targets for 2014/15 (refreshed on an annual basis through the lifetime of this document) are:

- To reduce the number of deliberate primary and secondary fires to no more than 943.
- To reduce the number of deliberate fire deaths and injuries to no more than 5.



To enable the Service to achieve its Arson Reduction targets the Safety in the Community department will also carry out Arson Prevention campaigns as well as Home Fire Safety Visits/Advice and to 'Target Harden', where appropriate, those identified through partnership liaison as being at risk or threatened. This includes the Sanctuary Project, Threatened Persons/Dangerous Persons, Multi Agency Public Protection Arrangements (MAPPA), Event planning (marches, rallies etc.), Witness protection and Hate Crime Targets.

SFRS's work with young people will involve working in partnership with the Youth Offending Service to deliver a structured education plan, Fire Safety Education delivered to Key Stage 3 (KS3) pupils in Schools (Backfire based on Consequences) and to deliver a Youth Quiz, an interactive competition in raising fire safety awareness in identified high risk areas of social deprivation (13 schools have been identified).

In cases where arson has occurred the Service will ensure effective Fire Investigation Management, perform patrols, direct community intervention work and carry out joint analysis of the Incident Reporting System (IRS) Fire Crime data by Police and SFRS to ensure accuracy.

ii. Road Safety

Each year across the West Mercia area road traffic collisions result in the deaths of more than 40 people and serious injury to a further 400. SFRS will support the work of the West Mercia Safer Roads Partnership through publicising and marketing road accident reduction strategies to reduce the number of people killed or seriously injured on the roads of Shropshire.

SFRS will be working with partner agencies such as Shropshire/Telford & Wrekin Council Road Safety Liaison, West Mercia Safer Roads Partnership and Institute of Advanced Motorists Young Drivers Scheme (IAM) in order to achieve its road safety targets. SFRS support Safer Roads Partnership which is vital to ensure coordination of road safety publicity and marketing strategies; providing data, research and intelligence services in support of joint and independent road safety activities and supporting West Mercia Police in delivering their road safety strategy. The Safety in the Community department aims to tackle the high motorcycle collision rate by attending the annual “Bikefest” events. During the summer and Christmas SFRS will support “Drink Drive” campaigns and promote and signpost other campaigns through the SFRS website and other new media as appropriate.

3. Fire Safety at Work

Every employer has a responsibility to keep their workforce safe. Shropshire and Wrekin Fire and Rescue Authority are the enforcing authority for the Regulatory Reform (Fire safety) Order 2005. SFRS will maximise the effective and efficient use of resources by carrying out fire safety audits of business premises identified through a ‘risk based’ inspection programme (RBIP), ensuring that those buildings that pose the greatest risks are prioritised for inspection, to ensure compliance with the order. Where compliance with the regulations is not achieved SFRS will look to educate and inform, agree action plans or, when necessary, take enforcement action. Through these inspections SFRS safeguards life, protects property and enhances firefighter safety.

SFRS will continue to develop new and existing partnership arrangements to further enhance effectiveness and increase capacity to manage risks within the workplace.

SFRS has set a stretch target of 5% reduction per year in the number of accidental fires in businesses during the lifetime of this document.

SFRS targets for 2014/15 (refreshed on an annual basis through the lifetime of this document) are:

- Accidental business fires (non-residential) will be maintained to not more than 118
- Accidental business fires (other residential) will be maintained to no more than 14
- Arson business fires (non-residential) will be maintained to no more than 20
- Arson business fires (other residential) will be maintained to no more than 7
- Fire related deaths and serious injuries, in accidental business fires, will be maintained to not more than 3



In order to achieve these targets SFRS will strive to ensure the effective and efficient use of resources. Business Fire Safety target audit activities around high risk premises in order to reduce the number of fires in business premises, reduce the number of deaths and serious injuries in business fires and reduce business loss from fire and promote business continuity. Through its Business Education seminars the department will provide fire safety information and advice to the business community.

4. Operational Response

SFRS will utilise the FSEC modelling tool and other statistical analysis to maintain and update this IRMP on an annual basis.

SFRS will use this information to review and monitor its operational resources to ensure it has the right equipment and appliances to meet the changing risks in Shropshire, taking into consideration future local developments. In order to achieve this the Service has a number of priorities it will undertake in the area of response:

- i. Information for Safe and Effective Incident Management
- ii. Positive Pressure Ventilation (PPV) of fires
- iii. New and Emerging Risks
- iv. Review of the Services Training Strategy
- v. Effective Performance Management
- vi. The 2020 Programme and beyond



This section outlines the work to be undertaken in each of these areas.

- i. Information for Safe and Effective Incident Management

SFRS are committed to ensuring the safety of its Firefighters. A significant contributory factor to the safe and effective management of operational incidents is having the right information in regard to the risks faced and effective procedures to protect personnel and resolve the incident. To this end SFRS will review its current local procedures against new national guidance and procedures and consider the adoption of two new nationally recognised programmes 'The Provision of Operational Risk Information System' and 'Collaborative Partnership – National Operational Guidance Programme (NOGP)'

a) The Provision of Operational Risk Information System

The Provision of Operational Risk Information System (PORIS) seeks to provide a common approach to operational planning and management of risk. It has been developed to assist Fire and Rescue Services to:

- Meet their legislative responsibilities
- Maintain and where necessary improve their effectiveness and efficiency in managing the risks to their personnel
- Maintain interoperability with neighbouring Fire and Rescue Services and other Category 1 and Category 2 responders. More information regarding Category 1 and 2 responders can be found in the Glossary.
- Manage and mitigate other risks in the communities that they serve.

The Service is looking to modify its existing risk information systems, policies and procedures in order to adopt the PORIS approach.

SFRS will also develop a corporate gazetteer which will pull together all information on a risk, based on its address, and provide access for Firefighters in one single location. SFRS will also enhance its ability to provide information for Officers attending operational incidents through increased investment in mobile working and provision of additional tablet devices for Incident Commanders.

b) Collaborative Partnership – National Operational Guidance Programme (NOGP)

NOGP is a collaborative partnership between Fire and Rescue Services, to improve inter and intra-operability by developing and adopting common operational ways of working. When fully implemented, it will break down the technical and procedural barriers that prevent or hinder firefighters from neighbouring fire authorities from working efficiently, effectively and safely together. SFRS intends to take full advantage of this national approach.

ii. Positive Pressure Ventilation (PPV) of Fires

Following the successful introduction of post fire ventilation techniques, which utilised positive pressure fans operated only by SFRS Wholetime personnel, the Service is committed to increasing the number of available fans and trained personnel on specific Retained Duty System stations, to ensure that every two pump property fire will have a fan available. The benefit that has been realised through the use of post fire PPV, has been a reduction in damage to property as a result of the rapid expulsion of smoke from buildings, once a fire has been extinguished.

iii. New and Emerging Risks

SFRS will consider how the provision of specialist teams to respond to incidents can be best achieved. This will either be through training staff in these skills, or using external teams of people who have the experience, knowledge and equipment to do the job on its behalf. This will include considering opportunities for expanding the services currently provided and look at areas such as:

- Climate Change
- Co-responding/medical service provision
- Marauding Terrorist Firearms Attacks (MTFA)

iv. Review of the Services Training Strategy

SFRS will review its training strategy and policy, in line with this IRMP and identified risks, and reinforce its objective to ensure that training be as realistic as possible. It will review all training in light of operational learning from incidents that other Services attend, including consideration of training in confined spaces, at specific times of day or night, in heat and smoke, working at height, on water and any other realistic reflection of operational incidents.

v. Effective Performance Management

The introduction of Balanced Scorecards will allow the Service to manage and review its performance against targets set out in its business plans.

SFRS will review its approach to benchmarking performance against others within the Fire Sector, to ensure comparison with 'like' Services, against a number of key indicators. This will include identifying appropriate tools and resources to achieve this, for example exploring the benefits of the new Local Government Association (LGA) online 'LG Inform Tool' for public sector benchmarking.

vi. The 2020 Programme and beyond

SFRS will continue to review its internal structures to identify more efficient ways to provide frontline services, whilst aiming to maintain the highest levels of service delivery. This will include continued review of Work Patterns, business processes and driving efficiencies in all budgets including considering opportunities for shared support services to support its frontline services.

The priorities outlined here will be widely publicised and reinforced within the Service. This ensures that all members of staff are aware of them and are able to take individual responsibility for their own contribution to the range and quality of the service they provide, regardless of the specific role they perform. These are based on current and future risks and resource requirements. The detailed actions to meet the priorities are contained within the IRMP Action Plan (see Appendix A).

Determining Resource Requirements

Fire Cover Review

As part of the ongoing IRMP process the Service continually reviews its fire cover provision. In doing this, due consideration is given to new and emerging risks, as well as ensuring compliance with the requirements of the CCA and National Resilience expectations placed upon the Service. An assessment of the county demographics feeds into any proposed change to IRMP Response Standards, which are then consulted on prior to implementation. SFRS will seek to validate any changes through a consultation process with independent consultants prior to adoption.

In undertaking the review of this strategic plan, the Service has explored various options for ensuring the level of fire cover matches the level of risk within its boundaries. Following detailed risk assessment, including seeking comment from the public and their elected representatives on such proposals, the Fire Authority is not currently planning to make any reductions to the number of fire appliances in order to meet the potential financial challenges that face the Service between now and 2020, however this situation is under constant review.

In the meantime the Service is exploring the possibility of modifying the current work patterns, operated within the Service, in order to attempt to improve efficiencies, through reducing the costs incurred in staffing the fire appliances and Fire Control.

This section details the current shift systems operated in the Service, and starts to explore possible alternatives that could support a more efficient service.

Current Duty Systems and Crewing Options

This section explains the various crewing systems which are, or could potentially be utilised by SFRS to staff either front line pumping appliances or specialist resources.

Watch Based Crewing (Wholetime)

Where the level of risk is considered to be high, with the possibility of simultaneous incidents occurring, the Service aims to have a rapid emergency response at all times.

The 2/2/4 Watch based model is operated on four of the Services 23 fire stations, providing 24/7 cover on five of the Service's 28 fire engines. The system consists of a number of whole-time Firefighters equally divided between 4 Watches. Each Watch provides 2 periods of day time duty (09:00 – 18:00hrs), 2 periods of night time duty (18:00 – 09:00) followed by 4 days rota leave (off-duty) in a cyclical manner. Only one Watch is available for duty at any time therefore 75% of the fire station establishment is predominantly unavailable for duty. The 2/2/4 system provides continual and unvaried fire and rescue cover and is not economically viable for areas where the risk is low and operational activity levels are consequently very low.

Over the last ten years, SFRS has gradually adopted a system of 'Switch Crewing' the Special Appliances based at its Wholetime Fire Stations. Switch Crewing operates on the basis that if a Special Appliance is required, two staff 'switch' between one of the permanently crewed fire engines to staff the Special. This system is used at Shrewsbury to Crew the Aerial Ladder Platform (ALP) and the Water Rescue Unit (WRU), at Wellington to crew the Rescue Tender (RT) and Telford Central to crew the second ALP when required.

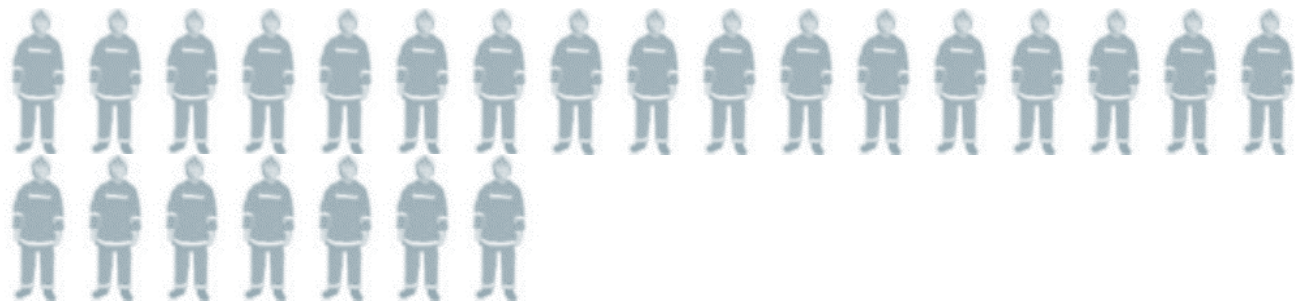
The following illustrates the typical number of staff on duty and off duty whilst they are conditioned to a 2/2/4 Watch based system (single pump fire station).

Single Fire Engine with a Switch Crewed Special Appliance Establishment

On Duty Firefighters



Off Duty Firefighters



Two Fire Engines with a Switch Crewed Special Appliance Establishment

On Duty Firefighters



Off Duty Firefighters



Retained (On-Call) Duty System (RDS)

There are currently 22 fire stations within SFRS that are staffed utilising the Retained (On-Call) Duty System. These stations are typically located within areas where the operational activity levels are predominantly low and are, therefore, usually situated in rural locations.

An RDS station typically consists of between fourteen and eighteen personnel working a flexible rostering system in order to ensure at least five personnel are available when required. Staff conditioned to the RDS are required to provide a minimum number of hours per week (personal availability) and are mobilised to incidents from their home or work locations via a pager. To provide a reasonable response time to emergency calls, they are generally required to live, or work within a five minute response time of their respective RDS fire station.

RDS firefighters are paid an annual retaining fee, which is equivalent to 10% of a whole-time employee’s salary, together with additional hourly payments for training, maintenance, risk reduction and turn outs to incidents.

RDS firefighters are required to attain the same levels of competence as whole-time Firefighters and are contracted to attend weekly training sessions, averaging 3 hours per week.

The following illustration indicates a typical example for the establishment for an RDS fire station, together with the number of employees required for duty (bold firefighters) at any point in time based on the requirement to fully crew an eight seat fire engine.



Flexible Duty System

Fire officers within SFRS, with a role of Station Manager or above, provide a command and managerial capability by working a flexible duty system which enables a minimum number of officers to be available at all times. This involves officers working within a function or department, with a commitment to provide operational cover outside of normal working hours for which an additional payment is made. The number of officers varies each day with a minimum of one Brigade Manager, one Area Manager, one Group Manager and three Station Managers being required to be on duty at any one time. To achieve this the Service currently employs three Brigade Managers, four Area Managers, four Group Managers and 12 Station Managers.

Command and Control Centre (Fire Control)

Watch Based Crewing

The 2/2/4 Watch based model is also used within Fire Control, with whole-time Fire Control Operators equally divided between 4 Watches. Each Watch provides 2 periods of day time duty (08:00 – 18:00hrs), 2 periods of night time duty (18:00 – 08:00) followed by 4 days rota leave (off-duty) in a progressive and cyclical manner. Only one Watch is available for duty at any time therefore 75% of the fire control establishment is predominantly unavailable for duty. The 2/2/4 system provides continual cover.

Wholetime Fire Control Establishment

On Duty Fire Control Operators



Off Duty



Retained Fire Control (On-Call) Duty System (RDS)

SFRS utilises the Retained (On-Call) Duty System to provide a resilient back up to its Wholetime Fire Control Operators.

The RDS establishment consists of eight personnel providing variable personal availability on a part time basis. Staff conditioned to the RDS are required to provide a minimum number of hours per week (personal availability) and are mobilised to Fire Control from their home or work locations via a pager. RDS personnel are generally booked in advance to cover deficiencies in staffing numbers or, when required, are expected to provide a reasonable response time when they are required to enhance existing staffing numbers during busy periods of incident activity.

RDS Fire Control Operators available for duty



Alternative Shift Systems

Other Fire and Rescue Services have already adopted alternative shift patterns for Wholetime Firefighters and Fire Control staff. SFRS is committed to reviewing its current ways of working to look for efficiencies into the future.

Examples of alternative shift systems that SFRS are likely to explore include:

- i. Annualised Hours
- ii. Day Crew Plus (DCP)
- iii. Peak Activity Crewing (PAC)

i. Annualised Hours

Annualised Hours is a flexible working option where the employee is paid for the total number of hours worked over the whole year, and the actual weekly contractual hours

vary to account for busy and quiet periods. Employees with an Annualised Hours working arrangement work a longer day when the service is busy and work shorter hours when there is less demand, but are paid the same amount each month.

SFRS is currently trialling an annualised hour's shift pattern for one employee within Fire Control and this trial will inform the Service of the benefits and challenges associated with this duty system.

ii. Day Crew Plus (DCP)

This crewing system provides cover at all times of the day with Firefighters working an average of 42 positive hours per week, as well as up to an additional 42 of 'on-call' hours. Firefighters would work 12 positive hours per day, covering the busiest periods of the day, generally followed by 12 hours 'On-call' duty. During positive hours, Firefighters would be expected to undertake all activities similar to the current Wholetime Firefighters, with immediate callout to incidents. During the 'On-call' hours, Firefighters would be required to stay at facilities, provided on or near the station, so that they are able to respond to incidents within a short time.

Firefighters working this system will work more than the European Working Time Directive limit of a maximum of 48 hours per week and the Service would need to use its current exemption from this requirement, if it was to adopt this type of system.

The following illustrates the typical establishment number of staff on duty and off duty whilst they are conditioned to a DCP system.

On Duty Firefighters



Off Duty Firefighters



iii. Peak Activity Crewing (PAC)

This crewing system provides cover at times of the day when activity is at its highest and is not currently used within SFRS. Although specific crewing arrangements have not been developed by SFRS, or agreed by the representative bodies for this crewing system, it is likely that the (PAC) crewing system would be variable depending on risk and demand, from a relatively fixed pattern providing 5/6 Firefighters working a 12 hour shift at times of peak activity, through to a variable approach with duty periods from 4 hours up to 12 hours.

This system would not provide 24 hour fire and rescue cover but would be suitable as an additional resource in areas where operational activity levels vary significantly in a 24 hour period.

This system could also be employed at multi-pump fire stations in tandem with a traditional 2/2/4 duty system with fire and rescue cover being provided on a continual basis by one pumping appliance (staffed by the 2/2/4 system) and this being supplemented during times of increased operational activity by a Small Fires Unit being crewed using the PAC system. The system can also be used in a pre-planned way, during periods of known high activity e.g. Bonfire Night.

The following illustrates the typical establishment number of staff on duty and off duty whilst they are conditioned to a PAC system.

On Duty Firefighters



Off Duty Firefighters



SFRS Appliance Resources and Specialist Teams.

SFRS has a broad range of appliances, equipment and personnel with specialist skills, including Fire Control, that can be deployed individually or as part of a team to any incident the Service is requested to attend. The following section provides a brief overview of some of the resources that the Service possess. Further information on individual stations can be found in the SFRS Station Profile document available at www.shropshirefire.gov.uk

- **Fire Control**

SFRS Fire Control is based in the Headquarters building in Shrewsbury. It consists of 4 operating terminals, with the SEED Command and Control mobilising system and an integrated telephony system that enables Fire Control Operators to receive all emergency calls, requiring a Fire Service response, and then mobilise all of SFRS resources, as well as contact other agencies that are also required to deal with the incidents.

SFRS, in conjunction with Hereford and Worcester Fire and Rescue Service, operate a mutual fall-back arrangement, where each has the capability to receive and mobilise to any overspill calls to the neighbouring Service, when they are experiencing a high volume of calls or during any business continuity event that may arise. Fire Control personnel also undertake a number of other, non-emergency related, administrative tasks for the Service.

- **28 x Frontline Fire Appliances**

Standard response vehicle allowing the transport of up to 9 operational personnel to emergency incidents. Standard firefighting equipment will include a minimum of 1800 litres of water along with hose to deal with the majority of incidents. The appliance also carries ladders and rescue equipment to deal with road traffic collisions and other entrapment related incidents.

- **10 x Incident Support Units (ISU's)**

Toyota Hilux vehicles with off road four wheel drive capability. These vehicles have the ability to carry a variable load and are used to support incidents involving fire, road traffic collisions, environmental protection and chemicals.

- **3 x Prime Movers (PM's)**

Large vehicle capable of carrying different loads using a special 'pod' system. This allows one appliance to perform different roles dependant on what is required. The Foam Pod or Environmental Protection Unit outlined below are carried on a Prime Mover.

- **2 x Aerial Ladder Platforms (ALP's)**

Special high reach platforms which enable ladder access above the height of the ladders carried on front line fire appliances (up to 32 metres). In addition this appliance has the capability to deliver water from a height, be used for as an observation platform or as a working platform from which personnel can work safely at height for extended periods of time.

- **2 x Incident Command Units (ICU's)**

Mercedes Vito vans modified to become mobile control units to enable the Service to deal with large and/or complex incidents. They carry additional communications equipment and planning facilities used for command support

- **1 x Rescue Tender (RT)**

Specialist vehicle carrying a broad range of 'heavy rescue' equipment allowing it to support incidents such as Large Good Vehicle accidents, building collapse or large animal rescue. The vehicle is also fitted with a Hi-ab crane and winch.

- **1 x Water Rescue Unit (WRU) consisting of 2 boats**

Specialist vehicle containing equipment to support personnel who operate the Service's boats for water rescue. Allows four personnel to be carried and will tow one of the two boats depending on the requirement of the incident.

- **1 x Water Carrier (WC)**

A large tanker vehicle allowing the bulk carrying and delivery of water to the incident where water from other sources such as hydrants isn't sufficient or available.

- **1 x Landrover Pump (L4P)**

Land Rover Defender with a four wheel drive off-road capability allowing the delivery of water to locations where front line firefighting appliances are unable to go due to restricted access.

- **1 x Pinzgauer (L6P)**

Specialist six wheel drive off-road vehicle with the capability to deliver water and limited equipment to very remote and difficult to access areas where front line firefighting appliances cannot operate e.g. remote rural areas.

- **1 x Light Pumping Unit (LPU)**

Specialist unit designed to deliver water from open water such as rivers and lakes to the incident. Is carried on a dedicated prime mover and has its own specialist personnel.

- **1 x Foam Pod (FP)**

Carries both foam concentrate and associated equipment designed to fight fires where water is not suitable. This pod requires a Prime Mover to deliver it to the incident.

- **1 x Environmental Protection Unit (EPU)**

This unit carries a variety of equipment to protect the environment and carry out salvage operations. This includes the ability to make dams, cover drains and mop up oil spills. Most of the equipment on this pod is provided by the Environment Agency and it requires a Prime Mover to deliver it to the incident.

- **1 x Heavy Pumping Unit (HPU) and Hose Layer**

A specialist pump designed to deliver water from a water source, such as a river or lake, to a destination that may be several kilometres away. This can also be used to remove water from areas of flooding as well as supply water for firefighting. Requires a specialist crew and a prime mover.

- **1 x Welfare Unit (WU)**

A purpose built toilet unit on a trailer

SFRS National Resilience Assets

SFRS has been provided with the following appliances by the Government. These are operated by specialist personnel from Shropshire to be used locally, regionally or nationally as part of the National Resilience project.

- **1 x High Volume Pumping Unit (HVPU) and Hose Layer**

A specialist pump designed to deliver water from a water source, such as a river or lake, to a destination that may be several kilometres away. This can also be used to remove water from areas of flooding as well as supply water for firefighting. Requires a specialist crew and a prime mover. This unit has been used to support regional and national operations such as the 2014 flooding in the south of the UK.

- **1 x Incident Response Unit (IRU)**

Specialist appliance designed to support operations at a local, regional or national level. Primarily it can allow the mass decontamination of the public following a terrorist attack or industrial accident.

- **1 x Re-robe Unit (RRU)**

Specialist appliance designed to support members of the public and SFRS personnel at incidents where people may have been contaminated. It carries large amounts of clothing to assist members of the public who may have been affected as well as decontamination facilities.

SFRS Specialist Teams and Roles

- **Firefighter Assistance and Safety Teams (FAST)** – Wholetime Firefighters who support the safety of personnel at large, complex or extended incidents. They allow the Service to carry out and record risk assessments to help make incidents as safe as reasonably practicable. Normally only mobilised when four or more front line firefighting appliances are needed.
- **Water First Responders (WFR's)** - Firefighters who are trained for wading rescues, self-rescue and defensive swimming techniques.
- **Swift-water Rescue Technicians (SRT's)** – Firefighters who are trained for dynamic water rescues and searching of rivers and open water areas. They are trained to swim to rescue casualties as well as wading rescues.
- **DEFRA declared Type B Water Rescue Team** – 6 SRT trained personnel and a motorised boat that is capable of travelling against the flow of water up to 10 mph. The team would also have a welfare officer or team manager. This team has been registered with the Department for Environment, Food and Rural Affairs (DEFRA) and can be used to support incidents locally, regionally and nationally
- **Water Incident Managers (WIM's)** – Officers who have completed a course on water incident management and are equipped with the skills to carry out incident appraisal, management and resource allocation.
- **Subject Matter Advisors (SMA's)** - for flooding incidents, high volume pumping and flood rescue. Tactical advisors for use at operational, tactical and strategic level, who can provide detailed information about teams and personnel capabilities and types of equipment suitable for use at incidents. They can also be used to help plan and run communications and operations at wide scale flooding events and other large incidents.
- **Animal Rescue teams (AR2's/AR3's)** – Firefighters who are trained in specialist techniques and procedures for use at incidents involving large animals.
- **Line Safety teams** – Firefighters trained to use lines and equipment for Work Restraint, Work Positioning or Fall Arrest techniques for rescuing or working at an incident.
- **Hazardous Materials and Environmental Protection Officers (HMEPO's)** – Officers who are trained to advise on the tactical decisions and protective clothing required to deal with a chemical type incident. They liaise with the Environment Agency for environmental protection, advice and instruction.
- **Scientific Advisors** – On call resource used by the HMEPO's and others to give specialist advice on chemical type incidents.
- **National Inter–Agency Liaison Officers (NILO's)** – A tactical advisor that has been security cleared and received input and training from a wide range of agencies to enable them to give sufficient information to deal with any multi agency incident. They can also provide detailed information on fire service capabilities and requirements at an incident. They can also be used in pre planning events.
- **Fire Investigation Officers (FIO's)** – Officers who are equipped with additional knowledge and training to investigate the cause of a fire.
- **Fire Crime Officer (FCO)** – An officer who works in conjunction with partner agencies on Arson Reduction strategies and techniques.

Consultation

This plan has set out what the Service is intending to do over the next few years to make sure that it continues to deliver its services effectively and efficiently. The plan looks at current and future risk and what the Service is doing to protect people, buildings and the natural environment from fire and other emergencies. It also looks at how the Service is going to deliver its fire and emergency response services by matching the risks it has identified to the resources it deploys, for the benefit of the local community.

Consultation & Engagement

The Fire Authority will comply with the “Code of Practice on Written Consultation”, issued by the Cabinet Office (November 2000) as well as the Office of the Deputy Prime Minister’s “IRMP Guidance Note 2 – Consultation” (July 2003).

Within these documents it states that “the guiding principle in deciding how extensively you consult is that any person or organisation that might have a legitimate interest in the proposals under consideration, or who may be affected by those proposals, should have the opportunity to express their views”.

The Fire Authority, therefore, considers that all parts of the community should have the opportunity to comment on these proposals.

To simplify this process it has been decided to look at the consultation process in terms of three distinct groups:

- Public
- Partners and Stakeholders
- SFRS personnel

Public Consultation

SFRS is a community service, paid for and provided for the community largely from local taxes e.g. Council tax.

The public can have their say and influence in how the Service is managed and delivered. The meetings of the Fire Authority and its relevant committees are open for the public to attend. Reports and minutes arising from these meetings are published on the Service website and feedback is always welcomed.

In addition, you can also provide comments, be these complaints or compliments via our website, by phone or in person. Equally, you can request information or data, concerning the Service.

Specifically in relation to this IRMP, SFRS has created a dedicated website which explains all you need to know about all of the proposals for change and invites your comments on some of these changes. This is available at www.shropshirefire.gov.uk.

You can also email IRMP.Team@shropshirefire.gov.uk or phone 01743 260200 for alternative ways to comment.

Strategic Partner and Stakeholders Consultations

A list of the organisations, the Service will consult with, is included in Appendix B. These organisations will also be able to provide feedback using the tool within the website above.

Staff consultation

The Chief Fire Officer and his management team regularly engage with all members of staff during face to face briefing sessions carried out at various SFRS locations.

These sessions have been provided to small groups of staff allowing them to receive the most accurate information on SFRS plans and also for them to question the officers in a more relaxed environment. Subjects covered during these sessions have included dealing with the current budgetary position, discussions on a review of the duty systems as well as the ongoing review of Fire Control options.

Appendix A – Action Plan

This action plan outlines the changes the Service is intending to implement throughout the life span of this IRMP. The changes have been divided into two clearly defined areas. Table 8 identifies the proposals for change the Service is looking to implement in order to improve efficiency. Table 9 indicates where the Service plan to invest to bring about improvement in performance, safety and service delivery.

Table 8. Improving Efficiency

Proposal	Description	Potential Annual Revenue Budget Savings
1	Fire Control The possible merger of the Service's Fire Control function with that of at least one other service	£300,000
2	Wholetime Changes to the current wholetime shift system	£400,000
3	Business Fire Safety Convert all grey book posts, in Business Fire Safety, into green book posts	£50,000
4	Support staff Reduce the support staff pay budget	£105,000
5	Changes to the current IRMP Response Standards Review and amendments to the IRMP Response Standards will be made throughout the life span of this document to reflect new and emerging risks.	£0
Total		£855,000

Table 9. Improving Performance

Plans	Description	Total Potential Capital Budget Investment
1	The Provision of Operational Risk Information System The adoption of the new national standards for Fire and Rescue Services gathering site specific risk information.	£25,000
2	Collaborative Partnership – National Operational Guidance Programme (NOGP) The adoption of the new national standards for Fire and Rescue Services operational procedures.	Grant Funded
3	Corporate Gazetteer A system that provides a single point of access to all information held by SFRS on that site.	£65,000
4	Enhanced mobile working capabilities for Incident Commanders The identification and provision of Information Technology solutions to ensure Incident Commanders have access to all relevant and up to date information, to assist in resolving operational incidents.	£40,000
5	Positive Pressure Ventilation (PPV) of Fires The increase in the number of Positive Pressure fans and trained personnel to ensure a fan is available at all property fires requiring a minimum of two fire appliances	£30,000
Total		£160,000

Appendix B - Stakeholder Organisations

The list below shows the stakeholder organisations that SFRS will consult with during the IRMP 2020 Phase 3 process.

Shropshire Council
Telford & Wrekin Council
Shropshire Association of Local Councils
Audit Commission
District Auditor
Shropshire Health Authority
Shropshire Community & Mental Health
The Shrewsbury and Telford Hospital NHS Trust
The Robert Jones & Agnes Hunt Orthopaedic Hospital NHS Foundation Trust
West Midlands Ambulance Service
West Mercia Constabulary
Staffordshire Fire and Rescue Service
Cheshire Fire and Rescue Service
Mid and West Wales Fire and Rescue Service
North Wales Fire and Rescue Service
Hereford and Worcester Fire and Rescue Service
West Midlands Fire and Rescue Service
Cleveland Fire Brigade
Communities and Local Government Department
Chief Fire and Rescue Advisor
National Trust
English Heritage
Environment Agency
Defence Fire Services
RAF Shawbury
RAF Cosford
Defence Storage and Distribution Centre Donnington
Her Majesty's Prison Stoke Heath
Mountain Rescue, Shropshire Hills Rescue Team
Local Members of Parliament
Shropshire Information Service
Shropshire Chamber of Commerce
Economic Regeneration Departments, Shropshire Council and Telford & Wrekin Council
Trading Standards Departments, Shropshire Council and Telford & Wrekin Council
Shropshire Federation of Small Businesses
Shropshire Women's Institute
British Approvals for Fire Equipment (BAFE)
British Red Cross - FESS

Appendix C - Glossary

Collaborative Working

Working jointly or co-operating with others.

Co-responding

Accompanying another in the delivery of services, or providing first response for another organisation (i.e.: Fire Service personnel trained in basic life support to assist the Ambulance Service).

Establishment

This is the measure of the number of people employed by the Service. This includes posts that are filled and/or currently vacant.

Fire Appliance

This is a generic term for any responding fire service vehicle.

Fire and Rescue Authority Members

These are Elected Councillors from each of the two administrative districts in Shropshire who sit on the Fire Authority.

Mobilisations

Where a rescue pump/appliance has been sent to an incident (even if they are turned back before arrival).

Personal, Protective Equipment (PPE)

Equipment used by Firefighters to protect their safety during an incident, this could be breathing apparatus or clothing for example.

Primary Fires

Primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

Response Standards

A risk based target for response times and number of personnel the Fire Authority aims to deliver to all relevant emergency incidents in Shropshire.

Retained Duty System 'On call' Firefighters

Retained Duty System 'On call' Firefighters work on a 'standby' basis, for responding to emergency calls. They are paid both an annual retainer and fees for attending training, emergencies and giving fire safety advice. Retained Duty System Firefighters usually live or work within five minutes of their local fire station. This enables them to quickly respond to emergency calls.

Risk Analysis

This is the process of examining in detail the risks in our community.

Road Traffic Collision (RTC)

This is an accident involving vehicles on the roads.

Secondary Fires

A Secondary fire is a fire involving items or objects that do not have any financial value (e.g. rubbish or grass fires)

Shift Pattern

The working hours or rota that personnel and Watches work to.

Watch

One of four shift groups who provide cover 24/7 cover. This could be Firefighters or Control operators.

Wholetime

Permanent contract operational staff e.g. Firefighters.

Alternative Formats

We can provide information, on request, in other formats including large print, audio and in community languages other than English. Please be aware that it may take a short time to produce a copy to your exact requirements.

Please contact the Equality and Diversity Officer on 01743 260 236