

**INTEGRATED RISK
MANAGEMENT PLAN**
ACTION PLAN 2009/10



**ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE**

Royal Berkshire Fire and Rescue Service
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**ROYAL BERKSHIRE
FIRE AUTHORITY**

PREVENTING PROTECTING RESPONDING

Chairman's Foreword

As Chairman of the Royal Berkshire Fire Authority I am pleased to introduce the 2009/10 Action Plan for the Authority's Integrated Risk Management Plan.



In the last three years the significant risks to the people of Berkshire have been identified and plans have been made to improve our service provision by integrating the three areas of:

- Prevention – educating people to help them reduce fires and road accidents;
- Protection – enforcing fire safety standards in public buildings;
- Response – providing operational attendance at emergencies.

This year's plan largely concentrates on finalising many of the projects that are currently underway, however much has already been achieved, changes to shift patterns and agreements regarding overtime have already produced efficiency savings and our operational capacity has improved. The recent rescue of a man from a collapsed trench demonstrating how we can work with specialist teams from other fire and rescue services. Whilst, in turn, our water rescue team and fireboat have given assistance to several other fire authorities. This year's plan is just one part of an ongoing review process as we are always striving to improve the, already good, service we provide to the people of Berkshire.

COUNCILLOR DR. PAUL BRYANT

यदि आप यह जानकारी हिन्दी में चाहते हैं तो कृपया हमारा संपर्क करें
જો તમને આ માહિતી ગુજરાતી માં જાહેતી હોય તો અહેવાલી કરી અમારે સંપર્ક કરો
Jeśli Wy interesuje Cię informacja po POLSKU, proszę się z nami skontaktować
ਬਯਦ ਤਸੇ ਇਹ ਸਾਹਬਰੀ ਪਾਠਯੋਂ ਕਾਮਾ ਇਕ ਕੰਟਾ ਪਸਸ ਕਰੇਗਾ ਤਾ ਖਬਰਾ ਕਰਕਾ ਕਰ ਕਰਮ ਸੰਯਕਾ ਕਰੋ
اگر آپ کو یہ معلومات ضروری ہیں تو ہم سے رابطہ کیجئے



Contact Us

We welcome your comments on the Action Plan 2009/10 any time during the consultation period **20 October 2008 - 18 January 2009**. Please take this opportunity to make your views known and help us to develop strategies and policies to meet local needs. You are invited to comment on our plans using any of the following methods:

- In writing using the following Freepost envelope:
IRMP Consultation
Royal Berkshire Fire and Rescue Service
FREEPOST (RG2 669)
103 Dee Road
Reading
RG30 1BR
(Remember, no stamp)
- Email us at irmp@rbfrs.co.uk
- Visit our website at www.rbfrs.co.uk
- Telephone our Customer Services on 0118 951 2122
- Fax us on 0118 951 2122

The consultation period has now ended and the consultation report will be available on the RBFRS website at www.rbfrs.co.uk

consultation period will run from 20 October 2008 to 18 January 2009.

PREVENTING PROTECTING RESPONDING

1. Introduction

Welcome to the Annual Project Plan for 2009/10. The Annual Plan is directly linked to the Service's 5 year 2007/08 – 2011/12 Integrated Risk Management Plan (IRMP) and the Corporate Plan. As such it is necessary to review these documents in conjunction with this plan, in order to understand the Royal Berkshire Fire and Rescue Service (RBFRS) strategies to "Make Berkshire Safer". The other documents are accessible through RBFRS web site www.rbfrs.co.uk and available on request from Service Headquarters (address on Contact page).

The 2009/10 Action Plan is in a short format this year allowing the Fire Authority to consolidate the developments of the past three years and to align the action plan with key events, such as the date of the Judicial Review. It is anticipated that this approach will enable RBFRS to return to the agreed timing of the IRMP process and concentrate the capacity of the organisation to deliver on the significant projects already in progress.

It must be noted that the Royal Borough of Windsor and Maidenhead has challenged the five year IRMP consultation process and, at the time of writing, a Judicial Review is scheduled for 17 February 2009. Some aspects of the plan are therefore 'subject to Judicial Review'.

The Government's modernisation agenda for the fire service continues with the publication of a number of promulgations, the most notable being the "Fire and Rescue Service National Framework 2008-11". RBFRS will be considering the elements within the Framework Document and incorporating them where appropriate with its other plans to form an integrated approach.

A significant impact on the Service's plans to manage risk is the availability of adequate funding as a result of the three year financial settlement awarded to Fire Services. As such planned alterations and improvements to premises may be delayed.

2. Prevention and Protection

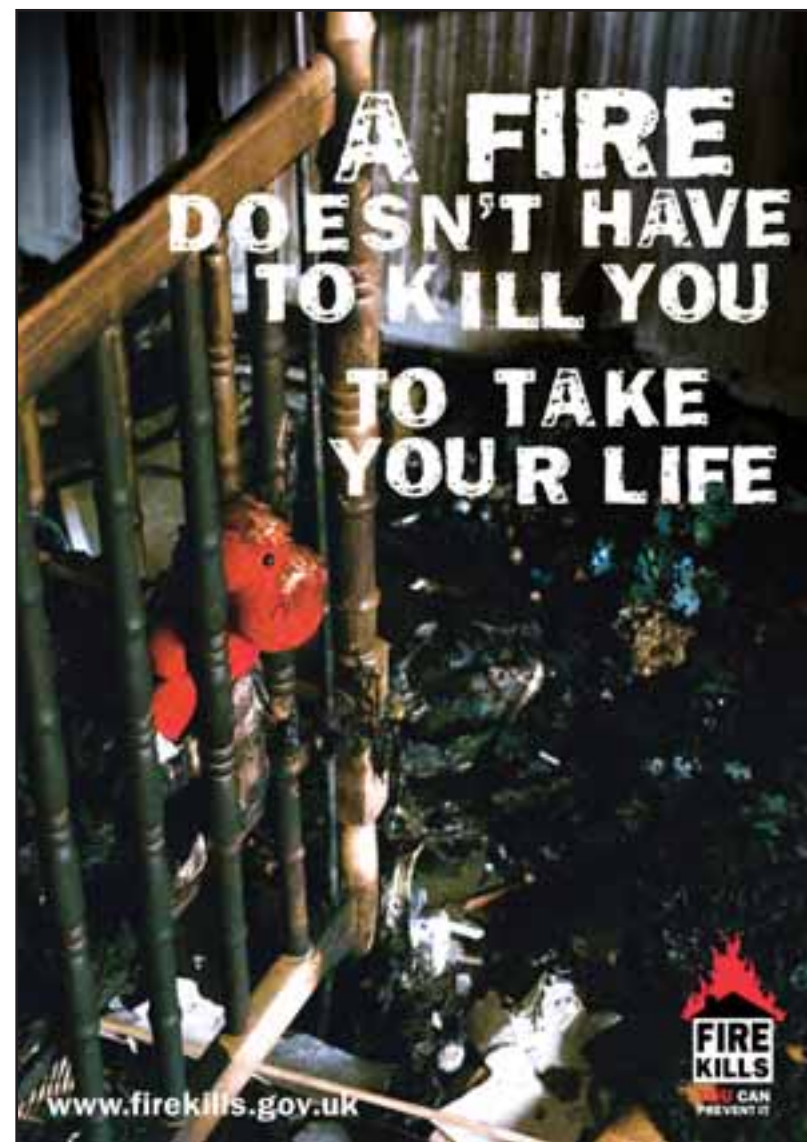
RBFRS 5 Year Plan primarily focuses toward making operational response more effective. However the Service has a very comprehensive Prevention and Protection strategy, which is incorporated in the Service's Corporate Plan. In order to ensure the continued well being of the community, RBFRS utilises two main statutory functions, that of Prevention (education) and Protection (making buildings safer e.g. installation of smoke alarms and fire doors).



RBFRS staff undertaking Home Fire Safety Check.

3. IRMP 2007/08 and 2008/09 Report

As the projects within the 5 Year Plan continue beyond the normal annual cycle of previous projects, the following update is provided against the 5 Year Plan, also see updated timeline in centre pages.



Road Traffic Collision (RTC) Response Standard - 1st appliance in 11 minutes.

The Fire Authority set a response standard for RTCs in June 2006 namely:

- To make an initial attendance to RTCs, with the necessary resources to commence extrication of casualties, within 11 minutes.

The standard is achieved on approximately 75% of occasions, with 2007/08 showing a slight improvement over the previous two years.



National road safety campaign targeting young drivers.

The projects identified for 2007/08 and 2008/09 were:

Sonning

Sonning Fire Station was closed on 31 December 2007 and the station site has been handed back to the owners.

Crowthorne

A detailed analysis has identified the areas where Camberley fire appliances will respond for a trial period. Initially the trial agreed with Surrey Fire and Rescue Service will be for three months, which commenced September 2008. It is expected that the trial will continue until sufficient data is available to analyse the success, or otherwise, of this cross border initiative.

Cookham

RBFRS Senior Management Team (SMT) received a report in July 2008 and an IRMP challenge day subsequently followed where a number of issues were identified. The service is considering the matters raised and will address them where appropriate.

Some key recommendations of the report are:

- Transfer of L4P (small off road fire-fighting appliance) to Cookham Fire Station and remove the current fire appliance.
- Transfer of L6P (another type of off road fire-fighting appliance) to Cookham.
- Training for Cookham fire-fighters to enable safe use of the L4P for building fires.
- Trial the changes for 1 year and evaluate effectiveness.

The new Incident Command Unit is currently undergoing its final installation of equipment. Once completed the crews from Cookham and Maidenhead will be trained in its use.

Environmental and Chemical Incident Response

The Senior Management Team (SMT) received a report in July 2008. Following the meeting an IRMP challenge day took place. A number of issues were identified, which will be considered in due course. One

significant matter identified is the imminent launch of the Fire Service Environmental Protection Manual, which is anticipated to have an impact on decisions relating to this project. As such the project implementation plan will be delayed. Some current key proposals of the report are:

- To remove the Chemical Incident Unit (CIU) from Whitley Wood Fire Station Reading
- To replace the current CIU with a new vehicle, the Chemical and Environmental Response Unit (CERU), equipped with enhanced communications facilities and supporting the four-stage environmental response approach adopted nationally.



Chemical incident exercise.

Percentage met 1st appliance in 8 minutes and 2nd appliance in 10 minutes.

The data indicates a reasonably steady state with approximately 68% achieved. It should be understood that the number of dwelling fires are relatively small (from a peak of 614 dwelling fires in 2003/04 down to 486 in 2007/08). The data for 2007/08 shows a slight drop in performance, which is being monitored by RBFRS officers on a case by case basis.

Percentage met 1st appliance in 10 minutes and 2nd appliance in 12 minutes.

Performance is fairly steady at approximately 82%. Over the past year prevention strategies have increased in areas where it is known the community tends to be at higher risk from fire and includes those areas outside the response standard times. The data for 2007/08 shows a slight drop in performance, which is being monitored by RBFRS officers and action will be taken where appropriate to improve performance.



RBFRS crews tackling a fire in a thatched dwelling.

5. Performance Data for High Risk Incidents

RBFRS is committed to reducing risk across Berkshire. To measure any improvements in performance standards from the implementation of the Five Year IRMP, it is necessary to have in place clear baseline data for comparison in future years. The necessary data is embedded within the RBFRS performance measurement software and reported in the Annual Report. The key indicators from the data source were first reported in the 2008/09 Action Plan and are referenced below. Current performance data is available from the RBFRS web site.

Total Number of Calls (Actual Incidents)

The total number of calls is defined as the number of actual incidents. That is, the number of calls where operational activity was required and therefore, does not include calls where no, or very limited, operational activity was required, eg calls to automatic fire alarms. The total number of calls has steadily decreased over the last 5 years.

Dwelling Fire Response Standards

The Five Year IRMP is designed to improve the response times of RBFRS to dwelling fires across Berkshire. In June 2006, following the demise of the National 'Standards of Fire Cover', Royal Berkshire Fire Authority committed to achieving response standards to all dwelling fires of:

- An optimum response standard of 8 minutes for the first appliance and 10 minutes for the second appliance for dwelling fires.
- A standard response of 10 minutes for the first appliance and 12 minutes for the second appliance for dwelling fires.
- The higher risk localities where it is predicted that appliances will not reach dwelling fires within the standard response time will be prioritised for community safety initiatives to drive down the risk.

Regional Fire Control Centre/FireLink

The Regional Control Centre (RCC) project was formally placed into the IRMP project management process, in RBFRS, for the 2007/08 Action Plan. This is part of the Central Government Resilience Agenda and is a significant project both in resources and risk to the Service. The project team manages the process with regular updates communicated to both staff and Authority Members. The Government has published the Part 1 Business Case for Regional Control Centres, which indicates savings in the South East Region to be approximately £1.5 million.

Another part of the Government resilience agenda is Firelink. The Firelink radio system is currently being implemented within the RBFRS fleet of vehicles and, on a transitional basis, into the current Control centre.

The initial phase is completed and has been successfully tested. There have been some delays, however the rest of the programmed phases will continue over the following months until completion. At that time RBFRS will be using this new digital radio communication system.

Windsor

The Royal Borough of Windsor and Maidenhead challenged the decision made by the Fire Authority on 25 July 2007 to alter the shifts at Windsor Fire Station at night and a date has been set for the Judicial Review process of 17 February 2009.

Wokingham

Some initial scoping work has been undertaken to ascertain, against the risk profiles of the areas, the best times for shift changes of any new shift system. Also, following consultation of the 2008/09 IRMP Action Plan and a Fire Authority decision, the Wokingham station is now to receive 11 wholetime fire-fighters to staff Wokingham during the day as an interim stage to the proposed process.

A project team has been set up to manage this 'interim Wokingham' work. The full Wokingham project relies on significant premises project work and the outcomes of the Judicial Review for Windsor. Outline planning permission has been submitted for both temporary and longer term schemes at the station.

Twyford/Wargrave

Some initial work has been undertaken scoping for possible sites for a Twyford Fire Station. This work is ongoing and part of a significant premises project.

Caversham Road

The 5 Year IRMP projected that the Dee Road fire appliance and crew members will transfer to Caversham Road Fire Station. The relocation will occur at a time to align with the premises strategy (subject to planning and finances).

Lower Risk Incident Response Standards

The IRMP team has reviewed and re-assessed the risk posed by incident types. The work confirmed that Road Traffic Collisions and Dwelling Fires remain the most public life risk critical incidents dealt with by RBFRS.

The following incident categories are being addressed for response standards and where appropriate will combine risk types referenced in the National Incident Categorisations:

- Other buildings.
- Chemical incidents / spills and leaks.
- Aircraft incidents.
- Railway incidents.



Railway incident exercise.

Project	Objective(s)	Team
Prevention Strategy	RBFRS to work in partnership with key stakeholders to ensure identified joint community initiatives are delivered.	Area Manager (Prevention and Protection).
Local Area Agreements	To deliver the Local Area Agreements with partners.	RBFRS Directors and Area Managers. (Note - Area Manager Prevention and Protection will ensure a co-ordinated approach across the service area.)



The water rescue team attending an incident during the local flooding. Photo courtesy of Nick Townsend.

Project	Objective(s)	Team
Lower Risk Incident Response Standards	The team will review and confirm the recommended response standards and combine where appropriate the risk types referenced in the National Incident Categorisations: <ul style="list-style-type: none"> • Other buildings. • Chemical incidents / spills and leaks. • Aircraft incidents. • Railway incidents. • To ensure that any project activity considers the Optimal Resource Location (ORL) work. 	Area Manager (Response) and IRMP team.
Dynamic Standby Moves	Assess systems to assist RBFRS Control Room staff to ensure fire appliances are located in the most effective area to respond to emergency calls in areas of high risk.	Area Manager (Response) and IRMP team.
High Risk Inspection Programme	Ensure policy and procedures are in place, to appropriately prioritise and inspect Houses in Multiple Occupation located above or below business premises, to ensure the occupants are safe from fire.	Area Manager (Prevention and Protection).
Protection Review	Review RBFRS systems and structures to ensure effective and economical compliance with statutory duties imposed by the Regulatory Reform (Fire Safety) Order 2005.	Area Manager (Prevention and Protection).

4. Action Plan 2009/10

The 2009/10 Action Plan is to continue the projects referenced in the 5 Year IRMP. An updated timeline is provided, however, this remains subject to adjustment as projects progress and the Judicial Review process.

Dynamic Standby Moves

Due to dynamic changes in resources available to respond to areas of risk, an additional project will be incorporated in the 2009/10 Action Plan.

RBFRS Control Room staff constantly monitor the disposition of appliances across Berkshire and make cover moves with other fire appliances as an area becomes depleted of cover. For example, due to a large incident necessitating the use of a number of fire appliances in one particular location. Recent IT based mapping developments suggest the gaps in cover may be modelled, minute by minute, such that the gaps in appliance cover can be identified and cover moves made in areas of risk. This modelling should assist Control staff in maintaining appropriate cover and thereby, potentially, improve response standards to risk areas. The IRMP team will lead on this project and will take account of the potential implications of the Regional Control Centre, that have recently included work on an 'Optimal Resource Location' (ORL) tool. This may affect the project.

Protection

In 2009/10, along with its role in statutory consultation functions, RBFRS will carry out inspections of high risk premises under the Regulatory Reform (Fire Safety) Order 2005 (RRO). Hospitals and Houses in Multiple Occupation (HMOs) form the highest risk for loss of life, as identified in the RBFRS risk based inspection programme. Current legislation in relation to hospitals supports the Service's current inspection programme. However HMOs that are subject to licensing under the Housing Act 2004 and are co-located in business premises will be inspected as a priority, due to the potential risk posed by the business to the sleeping risk. The programme will ensure that the Service fulfils its duty to manage the fire risk within the community.

To support the Risk Based Inspection Programme the Service has identified and will use national best practice, principles, expectations and methodology from the Health and Safety Executive's Enforcement Management Model. By adopting this approach inspectors will further support the policy of making fair enforcement decisions.

In 2006 RBFRS reviewed the organisational structure to address the demands of the RRO. As the Service has been operating with its current structure since that time, a further review of the implementation of the RRO will be undertaken in 2009/10 to ensure that the Service can continue to fulfil its statutory duties in the most efficient manner.

Prevention

The Fire and Rescue Service has a major part to play in the community. The Local Government Association has set out a number of shared priorities for public services:

- Promoting healthier communities and narrowing health inequalities.
- Promoting the economic vitality of localities.
- Meeting local transport needs more effectively.
- Transforming our local environment.
- Creating safer and stronger communities.
- Raising standards across schools.
- Improving the quality of life of older people and of children, young people and families at risk.

RBFRS will work in partnership with other stakeholders to ensure that the different services and initiatives support each other. RBFRS Community Safety Strategy outlines the measures planned over a five year period to achieve its vision for the people who live, work or travel in Berkshire. To achieve its vision of "A Safer Berkshire" RBFRS will concentrate its activities around four main themes:

- Preventing accidents and accidental fires.
- Reducing deliberate fires and antisocial behaviour.
- Working with young people.
- Increasing community involvement.

Project	Objective(s)	Team
Initiate Twyford / Wargrave Project	Prior to closing Wargrave, the possible Twyford Fire Station must be researched. Outcomes here are: <ul style="list-style-type: none"> • To research and finalise possible sites. • To have building plans and contracts in place (that conform to all appropriate standards). • To have budget plans in place. • To report, alongside the evolving premises strategy. 	Brigade Manager (Support Services) and Procurement and Facilities Department, in association with a cross functional team.
Initiate Caversham Road Project	Major building works will be required at the Caversham Road, Reading site. Objectives for 2009/10 are: <ul style="list-style-type: none"> • To have building plans and contracts in place (that conform to all appropriate standards). • To have budget plans in place. • To report, alongside the evolving premises strategy. 	Brigade Manager (Support Services) and Procurement and Facilities Department, in association with a cross functional team.

Action Plan 2009/10

Project	Objective(s)	Team
Regional Control Centre (National Initiative)	<p>To maintain progress towards safe and robust transfer of control functions to the Regional Control Centre (RCC).</p> <p>To ensure the Firelink radio communication phases are safely and robustly completed in 2009/10, and as directed by the Regional and National strategy.</p>	<p>Area Manager (Support Services) is identified as the senior user.</p> <p>A cross functional team has been established to oversee this project and, under this team are three sub-groups for: Fire Control, Firelink and Human Resources.</p>
Windsor / Wokingham	<p>Any work here will be subject to the Judicial Review outcome. However, initial research to investigate opportunities has commenced. The premises strategy will have a major impact on the project.</p> <p>Initial outcomes:</p> <ul style="list-style-type: none"> • To consider long term premises issues at Wokingham. • To research possible shift systems required at Wokingham and Windsor. 	<p>Brigade Manager (Support Services) and Procurement and Facilities Department, in association with a cross functional team for premises related issues.</p> <p>Area Manager (Response) for interim Wokingham shift systems.</p>

Local Area Agreements

Local Area Agreements (LAAs) represent a new approach to improving coordination between Central Government, local authorities and their partners, working through local strategic partnerships. RBFRS is a partner in all LAAs throughout Berkshire and is playing its part in the delivery of locally agreed outcomes through sharing information with partners, identifying common themes and formulating joint intervention strategies. Further information on LAAs can be obtained from the RBFRS Corporate Plan and from Berkshire unitary authority partners.



RBFRS attending local community Vaisakhi Festival.

FIVE YEAR IRMP TIMELINE

