

ROYAL BERKSHIRE FIRE AUTHORITY

**INTEGRATED
RISK
MANAGEMENT
PLAN**

"A SAFER BERKSHIRE"

Foreword by the Chairman of the Fire Authority

This is the first Integrated Risk Management Plan (IRMP) of the Royal Berkshire Fire Authority. It has been produced in response to a Government directive to modernise the Fire and Rescue Service to make it more responsive to the needs of local communities. The plan seeks to make a series of stepped improvements over the coming years, the main aim being to improve safety in the community of Berkshire.

Historically, the Fire and Rescue Service has been viewed as an organisation that is focused primarily on responding to emergency incidents. There seems to be less of an awareness of the work that takes place to actually prevent the emergencies occurring in the first place, but this will change. This preventative role has never been more important and is seen as the key to a safer community.

As will be seen from this document, Royal Berkshire Fire and Rescue Service (RBFRS) already has much in place which has been implemented over many years to help make Berkshire safer. It is interesting to note that the Government White Paper from which this modernisation process is driven gives recognition to the role of the Service under the title 'Our Fire and Rescue Service.' This is nothing new to Royal Berkshire, who moved from calling itself a 'Fire Brigade' to that of a 'Fire and Rescue Service' in 1985, some eighteen years ago.

But the plan is built on far more than just a name. Over the past few years RBFRS has engaged in a wide and diverse range of activities to protect and safeguard the people of Berkshire. These initiatives have concentrated on developing and improving our links with other partners and stakeholders who, despite differing responsibilities, share our interest in the benefits of a combined approach to community safety.

RBFRS is well placed to move forward and make even greater improvements to the service it delivers through the IRMP process. The changes will be gradual and focused on continuous improvement, with the benefits being a more efficient and economic service, with the opportunity for all stakeholders to contribute to its future direction.

A major part of this change process will be focused on the organisation's ability to consult with our stakeholders. This is an area where RBFRS has invested much time and energy over the past three years and has resulted in the setting up of the Partnership for Common Sense (PCS). This initiative seeks to promote open and frank discussion about the strengths and areas for improvement in the Service, to recognise the pressures on different parts of the organisation and to identify and implement actions to facilitate improvement. As a direct result of this initiative the RBFRS won an award from the Department of Industry.

The primary aim of this plan is to set out, in basic terms, the changes that will take place in moving to a more responsive, risk-based approach that is focused on prevention.

Jeff Brooks
Chairman
Royal Berkshire Fire Authority



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1 A NEW APPROACH

1.1 As part of the Government's drive to reform public services, the Deputy Prime Minister has instigated a modernisation programme of the framework within which the Fire and Rescue Service operates. A major part of the modernisation programme will be for Fire and Rescue Services to concentrate more on prevention activities and to embrace a wider role that encompasses an enhanced community focus. A key element in moving to this proactive approach will be the way in which RBFRS utilises its resources, the emphasis being on prevention.

1.2 This new approach is contained within the Government's vision for a modern and effective Fire and Rescue Service, which states that it should serve all sections of our society fairly and equitably by :

- Reducing the number of fires and other emergency incidents that occur
- Reducing loss of life in fires and accidents
- Reducing the number and severity of injuries in fires and other emergency incidents
- Reducing the commercial, economic and social impact of fires and other emergency incidents
- Safeguarding the environment and heritage (both built and natural)
- Providing value for money

1.3 One of the key elements of this reform programme is the need for Fire Authorities to produce Integrated Risk Management Plans (IRMPs).

Integrated risk management will provide a more objective assessment of the risk to life, property and the environment within Berkshire and will make the service more responsive to locally identified needs.

RBFRS will work in partnership at a local level with different parts of the public sector, as well as the private, business, community and voluntary sectors, to help ensure that the different community safety services and initiatives support each other. In this way RBFRS will be able to improve the well being of the community by contributing to the shared objectives for public services, including creating safer and stronger communities and improving the quality of life for older people, children and families at risk.

Maps of the local area (see Section 4 on Risk Mapping) will be prepared to identify the whole range of risks existing within Berkshire. These Risk Maps will help to create a clearer picture of the risks, both fire related and non-fire related, that exist within the community. Having determined the risks, it will then be necessary to consider whether current arrangements are effective in reducing the risk, and what improvements can be made. The primary focus will be on prevention, and it is intended that greater emphasis will be placed on this area of work.

1.4 The primary focus of the plan is to improve the safety of those who live, work and travel through the County of Berkshire. RBFRS already has strategic aims in place to deliver its vision of 'A Safer Berkshire', these being:

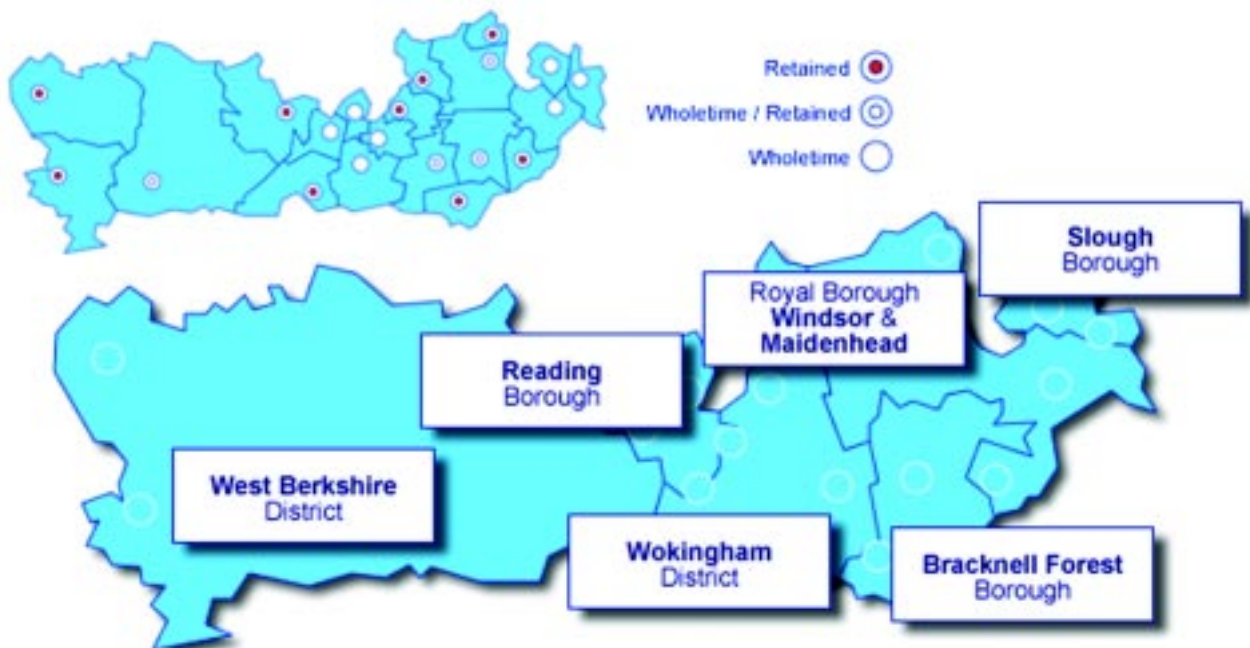
- Minimise loss of life, injury and damage from fire
- Reduce the number of deaths, injuries and damage caused by hazards other than fire and to render appropriate humanitarian services
- Deliver community safety education tailored to users' needs, to reduce the number of fire calls and to minimise the consequences of fire
- Apply fire safety legislation, without bias, to maximise compliance and minimise loss of life, injury and damage from fire
- Demonstrate continuous improvement in service delivery, based upon consultation and partnership, working within a Best Value framework
- Be a good employer and be recognised as such.

Direct links can be made between these strategic aims and the Government's vision for a modern Fire and Rescue Service as detailed previously in Section 1.2.

2. Current Situation

How your Fire and Rescue Service is organised

2.1 Berkshire's diverse communities are served by six Unitary Authorities: Wokingham (population: 150,229); Windsor and Maidenhead (133,626); West Berkshire (144,483); Slough (119,067); Reading (143,096) and Bracknell Forest (109,617). Responsibility for the Fire and Rescue Service lies with the Royal Berkshire Fire Authority which consists of elected councillors drawn from each of these Authorities. The make-up of the Fire Authority reflects the political balance within the county and the current membership is 10 Conservative Members, six Labour Members and nine Liberal Democrat Members. The Chair of the Fire Authority is a Liberal Democrat councillor and the vice-Chair is a Conservative councillor.



Standards of Fire Cover

2.2 Fire appliances are currently despatched to incidents in accordance with nationally prescribed standards. These standards stipulate the number of appliances and the times within which they should arrive, by way of risk categories. Their origins date back to 1936 and were last reviewed in 1985. The level of cover depends principally on how built-up the area is and focuses on the risk to property rather than to life. The standards do not take significant account of the effect of safety measures that may be present. RBFRS currently provides a service guarantee that enhances the response over and above these national standards under certain circumstances.

2.3 RBFRS current attendance times are based on the first fire appliance arriving:

- Within 5 minutes for major town centres and industrial complexes
- Within 10 minutes for suburbs and built-up areas of smaller towns
- Within 20 minutes for all other areas

RBFRS guarantees to send at least two fire appliances to any property fire unless it is known to be small (eg a chimney or grass fire) or to an automatic fire alarm (AFA).

2.4 It must be emphasised that the response times detailed above are standards relating to fire incidents only. There are no standards for other types of emergency incidents, such as road traffic accidents and chemical spills, which form a large part of the Fire and Rescue Services workload. Furthermore, this system of fire cover concentrates on emergency response when the problem has occurred with no reference to any preventative measures.

2.5 Under the proposed IRMP process, RBFRS will adopt a more flexible approach, giving greater priority to life risk, with resources targeted to meet local needs and with the emphasis being focused on prevention as well as intervention.

3. The Future

3.1 The Fire and Rescue Service's role will change from one focused on intervention, to one in which prevention becomes the key activity. The organisation will plan for and respond to emergencies based on risk assessment and risk management, taking into account the principal mechanisms available to manage the risk within the community it serves. Note: Risk is the chance, great or small, that damage or an adverse outcome of some sort will occur as a result of a particular hazard. A hazard is defined as something with the potential to cause harm.

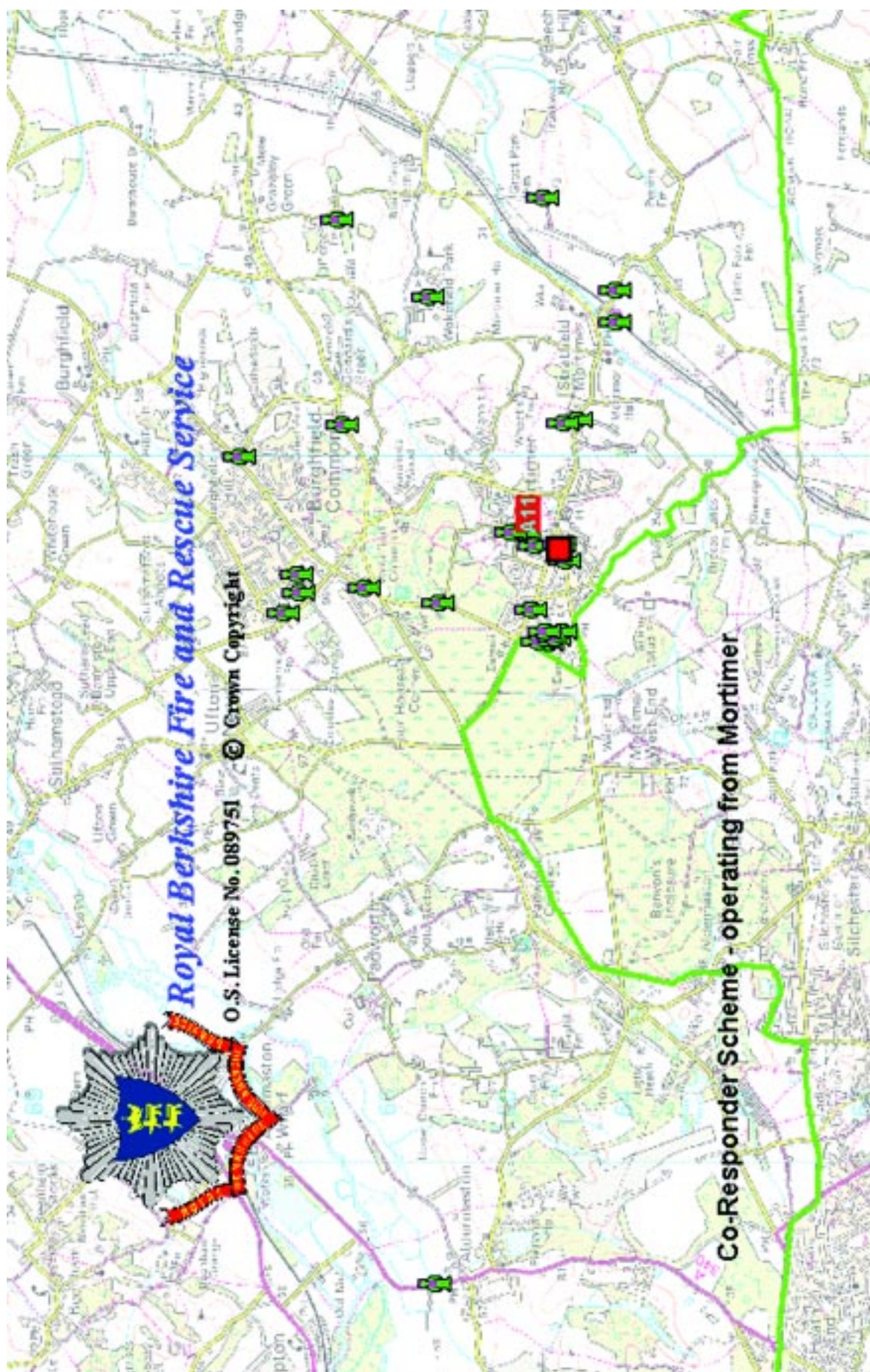
3.2 This new approach will be brought together in the Fire Authority's IRMP which assesses, analyses and evaluates the risks, and utilises one or more of the following controls to reduce them to an acceptable level:

- Community safety (public awareness and education)
- Enforcement (legislation applicable to buildings)
- Intervention (responding to emergencies)
- Collaboration (working with other agencies such as police, ambulance and local authorities)

- 3.3 This is the single greatest change in working practice in the Fire and Rescue Service for decades and will need to happen gradually and after extensive research and consultation. The IRMP process requires the Service to directly assess the life risks in their area, rather than indirectly assessing the risk from the types of property, as is the case under the present standards. This will allow RBFRS to use their resources more effectively in a proactive way and, by maintaining a high profile in the community, will help to reduce the level of fires, accidents, injuries and deaths. In those circumstances where a fire or other incident does occur, the Fire and Rescue Service will be able to respond with the most appropriate resources.**
- 3.4 As a dynamic and evolving system the IRMP will base its development on consultation with stakeholders. This will involve those who use or may have cause to use the range of services provided by RBFRS and those who work with and for RBFRS, in determining the level of services required.**
- 3.5 RBFRS will identify where the priority areas exist by analysing all available information in order to make more effective and economical use of resources to match local demands. A system of evaluating the risks in order to prioritise areas of greatest concern is currently being developed. It is anticipated that a combination of historical incident data, social indicators from the 2001 census, information from other agencies and details relating to property risk inspections will all be used to identify those areas at greatest risk.**
- 3.6 This information will make it easier to target specific areas and implement risk management initiatives to prevent incidents occurring. In those situations where they still occur, RBFRS will have crews and fire appliances in place ready to respond in timely fashion. This is intended to produce a more effective and efficient system than one that places resources in locations based primarily upon different types of property.**

4. Risk Mapping

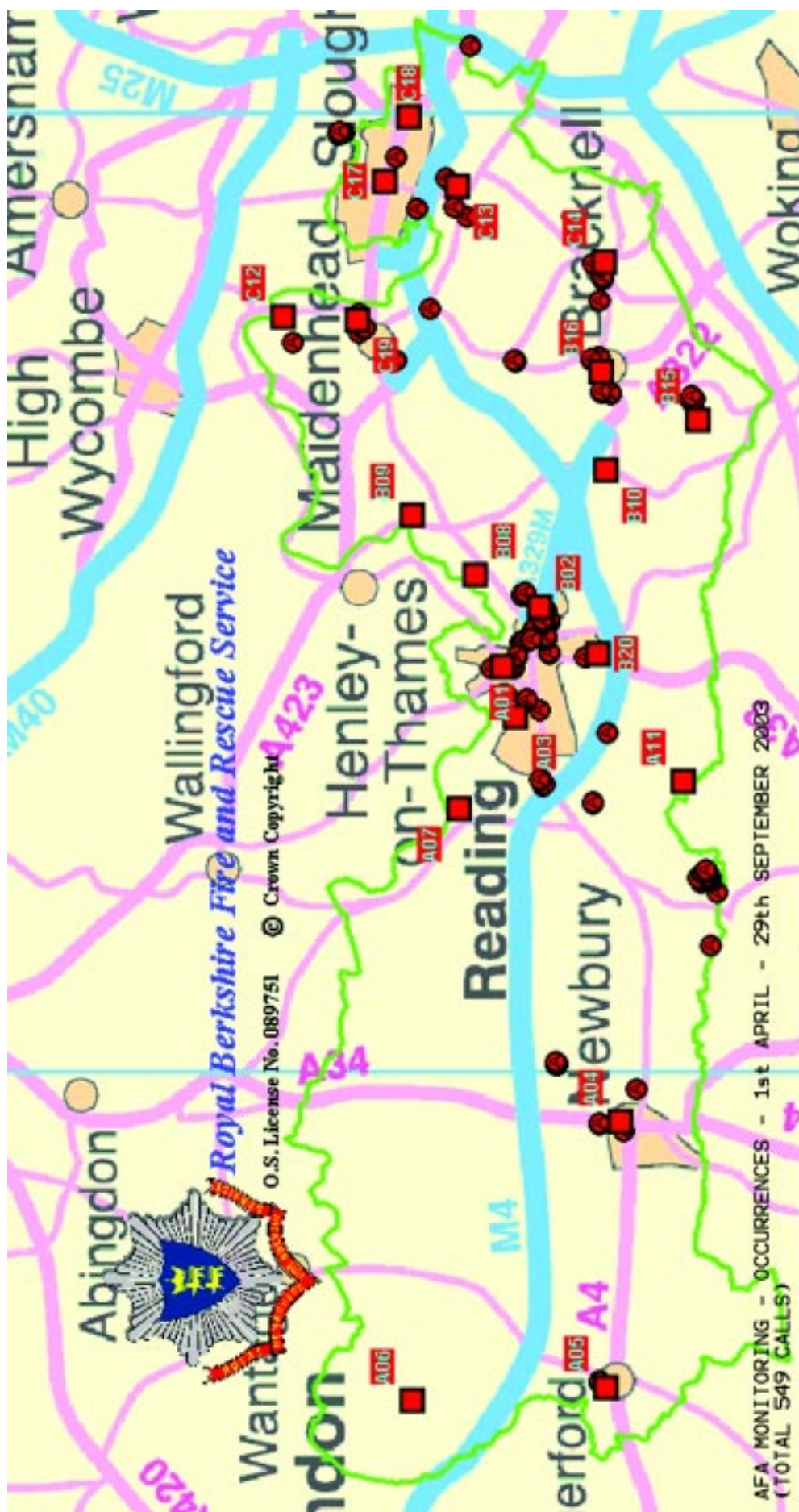
- 4.1 In order to effectively assess risks across the county, it will be necessary to analyse historical incident data over a five year period in order to identify any trends. Data from the 2001 census will also be used to build up a picture of the local community to identify areas containing those known to be more at risk, for example, houses in multiple occupation such as bedsits, and residential dwellings with very young or elderly occupants. Risk Maps will then be produced that show where the risks have resulted in emergency incidents and what other contributory factors may be present. This type of analysis will more accurately allow RBFRS to allocate resources in an effective, targeted way with the emphasis being on preventing the incidents happening in the first place.**
- 4.2 Existing data has already identified areas for attention in the Year One Action Plan. Maps 1 to 3 (overleaf) highlight three specific areas:**
- Co-responder attendance (where firefighters have provided emergency response to heart attack victims in the Mortimer area)
 - Responses to automatic fire alarms (AFA's) across Berkshire
 - Responses to hoax calls across Berkshire



Map giving examples of where RBFRS have attended suspected heart attack victims.

Note: The red box marked 'A1' shows the fire station number
 (Mortimer Fire Station)

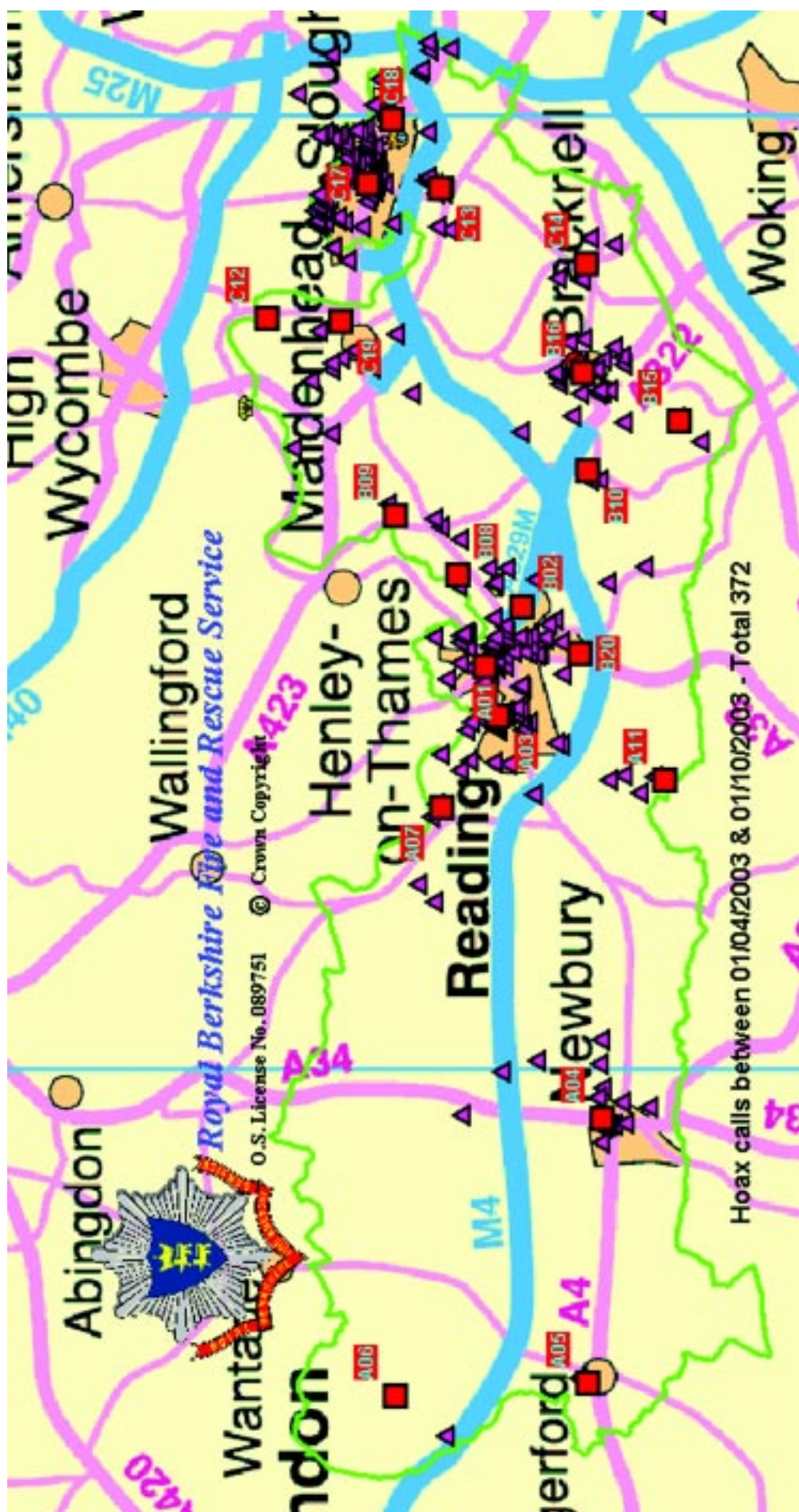
The red box outlined in black indicates the location of the fire station.



Map giving examples of AFA's RBFRS have attended during a six month period.

It highlights occurrences where RBFRS have attended on more than one occasion and demonstrates the impact on RBFRS and it's resources.

Note: The red boxes marked with numbers identify the fire station number. The red boxes outlined in black identifies the location of all fire stations in Berkshire.



Map giving examples of hoax calls attended by RBFRS during a six month period. It highlights the areas where these calls are directed and demonstrates the impact on RBFRS and it's resources.

Note: The red boxes marked with numbers identify the fire station number. The red boxes outlined in black identifies the location of all fire stations in Berkshire.

5. The Regional Dimension

- 5.1 The Government's White Paper also sets out a regional perspective for the future of the Fire and Rescue Services in the UK. It suggests that improved collaboration across larger areas is necessary to unlock the benefits of reform, and to realise more efficient and effective use of resources. At the same time, it is recognised that service delivery and targeting of resources are best carried out at local level.
- 5.2 As a consequence, a Regional Management Board will be set up in the south-east to promote collaboration between Fire and Rescue Services. This Board will be looking at various issues, for example, ensuring resilience to emergencies such as terrorist attacks, developing regional training strategies, introducing procurement standards, and assessing the need for regional control rooms. These issues may subsequently impact upon the IRMP and Action Plans.

6. Our Position

- 6.1 RBFRS is held in high regard as a provider of an excellent public service and strives for continuous improvement. The organisation is in a strong position to apply Integrated Risk Management, as much work has already been implemented in areas specific to improving the service to the public. The following are examples of how RBFRS has improved the delivery of service to the community in line with the principles of risk management:

Prevention

Partnerships are being developed with Unitary Authorities to ensure home risk assessments are carried out and smoke detectors are fitted where appropriate. [During 2002/2003 almost a thousand smoke detectors were installed through the new partnership arrangements.](#)

Community safety advertising campaigns via television, radio and on public transport to heighten awareness of the dangers and consequences of accidental fires in the home, deliberate fire setting and making hoax calls. [Each radio advertising campaign is expected to reach approximately 300,000 people and different radio stations are used to ensure maximum coverage. A recent survey conducted by RBFRS personnel indicated that the most memorable adverts are those that are carried on local transport. The community safety department will continue to utilise a variety of advertising media to carry the safety message.](#)

RBFRS Community Safety Department works with various partners to deliver junior citizen programmes throughout Berkshire. [The programmes are organised to provide safety education for school children aged between 10 and 11 years of age. Approximately 4,000 schoolchildren attend junior citizen programmes each year.](#)

In partnership with local authorities, RBFRS offers an electric blanket testing service for the communities of Berkshire. [Each year an average of 150 electric blankets are tested and RBFRS is working to increase awareness of this valuable service.](#)

The firesetters team provides counselling and support to the families of children who have an affinity with fire and have shown a tendency for deliberate fire setting. [On average, 30 children receive counselling from RBFRS staff each year.](#)

A young firefighter unit is in operation at Crowthorne Fire Station. This aims to guide young people into developing responsible behaviour by promoting teamwork, self discipline and risk awareness. [The young firefighters support RBFRS community safety activities such as promoting the installation of smoke detectors and attending fire station open days and community events. Since 1999, 40 young people have been members of this unit.](#)

The following three partnership initiatives are just being developed and currently no data exists against which to measure performance:

- In partnership with Wokingham District Council, an abandoned car clearance scheme is in operation. A similar scheme is being developed in Reading. These initiatives aim to remove abandoned vehicles before they become the target for deliberate firesetting.
- Increased resources in the RBFRS Community Safety Team has also meant involvement in the Road Runners scheme aimed at promoting safe driving and road safety, projects involving Youth Offending teams, the Pitstop project in Slough that provides alternative education for those with learning difficulties, and a structured programme of community safety presentations at schools.
- Partnerships have been developed with Reading Borough Council and The Royal Borough of Windsor and Maidenhead to reduce arson and hoax calls, and in West Berkshire to reduce accidental fires. Work is also currently being undertaken to forge partnerships with private sector companies, focusing on working with young people to reduce crime and disorder.
- The introduction of a risk based fire safety inspection programme has ensured resources are directed to where they are most needed. During 2002 it was decided to allocate the minimum number of Inspecting Officers to Certification work and the remainder to the inspection of high risk premises. The introduction of the Regulatory Reform (Fire Safety) Order in 2004 and the subsequent repeal of the Fire Precautions Act 1971 will ensure that all of our resources are directed to inspecting those premises that pose the greatest risk to life.

Intervention

- A complete revision of our water safety strategy has been completed, resulting in additional specialist training and equipment on all front-line appliances. In addition, the purchase of a new Fire and Rescue boat will greatly improve firefighting and rescue capability at water-borne incidents. [During 2002/03 the RBFRS Water Rescue Team attended 61 incidents. The team also rescued 43 people during a particular spell of flooding in January 2003.](#)
- The Incident Control Unit was re-located to the eastern end of the county after statistical analysis showed that the majority of the 41 incidents requiring 5 or more appliances were occurring within this area (63% 2002 – 2003). [Shorter travelling distances have improved operational effectiveness and have had a positive effect on fleet costs, giving best value to the community.](#)
- A trial of two rescue pumps (front-line appliances with additional rescue equipment) has commenced at stations in Reading and Bracknell. [This trial focuses on improving response to road traffic accidents by getting crews with higher performance equipment to the incident quicker, rather than awaiting the arrival of a specialist appliance.](#)

- Since 1999, a co-responder unit that comprises firefighters who can attend heart attack victims using a defibrillator, has been operating out of Mortimer fire station in partnership with the Royal Berkshire Ambulance Trust. [During the past 18 months this unit has been mobilised on 18 occasions to suspected heart attack victims and has successfully administered emergency treatment 10 times.](#)

6.2 These initiatives, in particular those relating to the prevention of incidents, have resulted in an improved community safety performance, with the 2002/2003 end of year statistics showing significant reductions in the following:

	2001/2002	2002/2003	REDUCTION
Number of emergency calls	17,612	17,181	491
Number of accidental dwelling fires	546	485	61
Number of injuries from accidental dwelling fires	84	77	7
Number of deaths from accidental dwelling fires	3	1	2
Number of hoax calls	962	690	272

6.3 Consultation is seen as a key element of IRMP, and RBFRS already has a robust internal consultation process through the Brigade Charter, which states:

- We should build trust with integrity and in a manner that holds loyalty and mutual respect
- We would expect and give honest and open communication
- Everyone should have the opportunity to be engaged in the work of the Brigade and should be involved in the decisions that affect them
- Different groups' own requirements for change should receive equal consideration
- We should be honest about the implications and risks of the decisions we make
- People should be listened to, however tough the message
- All parties should understand the constraints and pressures on the Brigade, but positive and constructive challenges should be welcomed
- These principles should be maintained and monitored

6.4 In addition to the Brigade Charter, RBFRS has invested in the Partnership for Common Sense (PCS). PCS aims to give every employee and elected member of the Fire Authority a voice in the future development of the Service. PCS seeks to promote open and frank discussions about the strengths and areas for improvement in the Service, recognising the pressures on different parts of the organisation, and then attempts to identify and implement actions to facilitate improvement. The intended outcome of the PCS process is an improvement in the way in which the different groups within RBFRS communicate and work together which, if achieved, will represent a fundamental change in working culture. This could, in turn, act as a role model for the Fire and Rescue Service nationally.

- 6.5 Consultation on IRMP will not be confined to those who work within the Service. The guiding principles will be that any person or organisation who has a legitimate interest in the proposals under consideration, or who may be affected by those proposals, should have the opportunity to express their views.
- 6.6 The breadth of consultation will generally be in proportion to the nature and extent of any changes proposed.

7. Comparisons

7.1 In order to bench mark performance, RBFRS compares its activity levels against 12 other fire and rescue services. The members of this “Family Group” are broadly of equal geographical size and have similar populations.


- Malicious false alarms – RBFRS attends 32% more hoax calls than the rest of the family group. Hoax call challenge, together with community safety work with young people and educational establishments, is expected to reduce this figure in line with our family group.
- False alarms caused by AFA's - RBFRS attends 58% more false alarms than the rest of the family group. The review of response to automatic fire alarms is aimed at reducing this in line with our family group.
- Confining fires to the room of origin in D risk areas, which are the more rural areas in Berkshire where the reliance is on part-time fire stations to provide operational cover. During 2002/2003, 18% of part-time fire appliances were unavailable during the day due to a shortage of part-time firefighters.

These three issues are seen as a priority to RBFRS and appear in the Year One Action Plan.

RBFRS COMPARISONS TO FAMILY GROUP		RBFRS	Group 2	
		2002/3	2002/3	
BVI42i	emergency calls (excluding false alarms) per 10,000 population	52.28	51.88	Yellow
BVI42ii	Fires involving properties and vehicles per 10,000 population	26.84	28.51	Green
BVI42iii	Accidental Fires in dwellings per 10,000 population	14.84	12.28	Yellow
BVI43i	Number of deaths in dwellings per 100,000 population	0.125	0.33	Green
BVI43ii	Number of casualties in dwellings per 100,000 population	9.12	8.52	Yellow
BVI44ii	Fire in dwellings confined to room of Origin Risk B (Large cities and towns)	87.5	91	Yellow
BVI44iii	Fire in dwellings confined to room of Origin Risk C (Suburbs and built-up areas)	91.2	91.3	Yellow
BVI44iv	Fire in dwellings confined to room of Origin Risk D (Remote rural areas)	76.3	83	Red
BVI45a	% of times that appliance attendance standards were met	99.9	99.3	Green
BVI45b	% of times that crewing levels on appliances attending fires were met	99.2	88	Green
BVI45c	% of the times that attendance times standards were met	94.6	94.8	Yellow
BVI46	Malicious false alarms per 1000 population	0.78	0.59	Red
BVI49	False alarms caused by AFA's per 1000 non domestic properties	189	119	Red

KEY

BVI - Best Value Indicator Number

Better than average 

Average 

Worse than average 

8 Working towards Integrated Risk Management

8.1 The IRMP is a strategic document that, although reviewed and revised regularly, will remain valid for a number of years. It will be accompanied by annual action plans, linked to the Fire Authority's business and financial planning process, which will set out in detail the planned changes.

8.2 There are several areas that need to be addressed to enable the plan to be developed. These will form the basis of the process and will create the environment and structure for risk management to function effectively. Improvements in community safety outcomes will be the key measures of good performance and success. The following areas will be addressed under the risk management strategy:

- **Changes in culture**

Making basic changes to the way in which the Service works. The focus will be on those who work for RBFRS right through to the Fire Authority's elected members who ultimately make the decisions arising from IRMP. The outcome will be a change to the organisation focused on areas determined by risk assessment which, in turn, will dictate the actions of those front-line staff who engage with the community. As part of this process of change, a review team will be established to lead and complete each phase of the project, where each member of the review team will have the necessary skills, knowledge and understanding that are vital to the success of the process.

- **Corporate Governance**

To move to an organisation based upon the principles of corporate governance, the outcome of which should achieve the underlying principles of good governance which are:

- Openness and inclusiveness
- Integrity
- Accountability

The principles of governance adopted by RBFRS will be translated into a framework, that can be fully integrated into the conduct of the Fire Authority's business, and must demonstrate that the Brigade's system and processes comply with the principles by:

- Monitoring and auditing their effectiveness in practice
- Reviewing them on a continuing basis to ensure they are all up to date

In achieving this, RBFRS will comply with all applicable legislation.

8.3 The above changes will provide RBFRS with the organisational framework in which to develop and implement IRMP.

8.4 The key stages of the process are:

- **Identify existing Risks**

Identify, characterise and prioritise the existing and potential risks within the Fire Authority area using all available data. This will enable RBFRS to develop dynamic strategic risk maps. While risk to property, the environment and heritage will continue to be of importance, the risk to life will, in future, be given the highest priority.

- **Evaluate the effectiveness of the current arrangements**

Assess existing policies, resources, activities and performance against the identified risks.

- **Identify improvement opportunities and determine local policies and standards**

Identify opportunities for improving safety in the community to an acceptable risk level. The Fire Authority will set challenging but realistic standards against which our performance will be judged.

- **Determine resource requirements**

Determine the resources needed to meet the goals, policies and standards. Changes will only be made where it is clear that the overall net effect will be to improve community safety.

- **Consultation**

Consultation is seen as a key element of IRMP, and RBFRS will engage with external and internal stakeholders to ensure that the process is widely understood and that a proper exchange of views can take place. This will help to ensure that the plan draws on the widest possible range of data and views, and represents the best possible response to local needs and wishes.

8.5 Improvements in community safety will be the key measures of good performance and success. The outcomes that RBFRS intends to achieve are:

- A reduction in the number of fires and emergency incidents
- A reduction in loss of life and injury from fires and other emergency incidents
- A reduction in the commercial, economic and social impact of fires and other emergency incidents
- A better value service

8.6 Early Improvements

It is appreciated that IRMP will take a considerable time to implement fully. However, there are several areas that will produce immediate benefits based on existing knowledge and data (as shown in Section 7). These will be addressed in the Year One Action Plan and will focus on improvements in community safety by:

- Assessing ways of reducing the unnecessary use of resources
- Assessing ways of using existing resources more effectively
- Amending current working practices

8.7 These objectives are all focused on freeing up more time to devote to community safety initiatives in order to prevent emergency incidents from happening in the first place.

8.8 The Royal Berkshire Fire Authority is committed to identifying improvements and will seek to provide the evidence to implement new ways of making the County of Berkshire a safer place.

9. Implementation

9.1 Changes will be made in incremental stages, and systems already exist within RBFRS to ensure that the safety of the public and firefighters is not compromised.

9.2 IRMP is a dynamic process that will evolve to meet the ever-changing needs of local communities. What may be appropriate to insert in the plan at the outset may in future prove inappropriate when further evidence comes to light. In such circumstances the emphasis would change to reflect the emerging priorities.

9.3 The success of RBFRS in achieving change will depend on its ability to identify, manage and divert its resources to where they are most needed at any given time.

9.4 A key element of IRMP will be RBFRS working in partnership with other agencies and neighbouring Fire Authorities, with the emphasis on sharing information, avoiding unnecessary duplication and making the most effective use of resources to improve safety in the community.

10 Next Steps / Annual Action Plans

Further details on the implementation of next year's initiatives are contained in the attached Action Plan. Subsequent Action Plans will be published annually.

This document has set out the proposed IRMP agenda for the Royal Berkshire Fire and Rescue Service. Consultation with all stakeholders is a vital part of this process and your views and responses are welcomed via the following email address :

IRMP@rbfrs.co.uk

OR

Visit our Website at www.rbfrs.co.uk where you can register your views.

OR

Phone our help line number: 0118 932 2122

OR

Write to us at the following address

**IRMP feedback
Royal Berkshire Fire and Rescue Service
103 Dee Road
Tilehurst
Reading
RG 30 4FS**

Your views are important to us. We will publish the results of the consultation during March 2004 on completion of the process.

**Des Tidbury
Assistant Chief Fire Officer
22 October 2003**

GLOSSARY OF TERMS

IRMP	Integrated Risk Management Plan.
RBFRS	Royal Berkshire Fire and Rescue Service.
PCS	Partnership for Common Sense.
AFA's	Automatic Fire Alarms.
Appliance	Fire Engine.
RTA's	Road Traffic Accidents.
Incident Control Unit	Specialist Fire Engine used as a mobile administrative and command centre for large incidents.
Malicious False Alarms	Call made on the 999 system that are classified as deliberate hoax calls.
BVI	Best Value Indicator number. A nationally recognised method of comparing performance of Fire and Rescue Services.