Integrated Risk Management Plan

2009 / 2012

Tyne and Wear Fire and Rescue Authority

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Alternative Formats

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Translated Summary

توجد نسخة مترجمة من ملخص الخطة. للحصول على تفاصيل أكثر الرجاء
الاتصال مع هاتف: 0191 4441546

Farsi

اس پلان کے ترجمے کا خلاصہ دستیاب ہے۔ مزید معلومات کے لیے 0191 4441546 پر فون کریں۔

Urdu

এই প্ল্যানের (পরিকল্পনার) সারাংশ অনুবাদ করে দেয়া যাবে। এই ব্যাপারে বিস্তারিত জানার জন্য ফোন করুন: 0191 4441546

Bengali

我們提供此計畫的簡要翻譯版本。欲知詳情請致電:0191 4441546。

Mandarin

ਇਸ ਯੋਜਨਾ ਦਾ ਤਰਜਮਾਂ ਕੀਤਾ ਹੋਇਆ ਸੰਖੇਪ ਰੂਪ ਮਿਲ ਸਕਦਾ ਹੈ।
ਹੋਰ ਜਾਣਕਾਰੀ ਲਈ ਟੈਲੀਫ਼ੂਨ : 0191 4441546

Punjabi

इस प्लान का संक्षिप्त ब्यौरा आपकी भाषा में भी उपलब्ध है।
ज्यादा जानकारी के लिये 0191 4441546 पर सम्पर्क करें।

Hindi

1 Foreword

Welcome to Tyne and Wear Fire and Rescue Authority's second Integrated Risk Management Plan (IRMP), which will cover the period April 2009 to March 2012.

Our first IRMP represented a major shift in how we plan and deliver our services, specifically setting out how we would be proactive in preventing fires and other emergencies and how we would use our resources to strike a balance between effectiveness and efficiency.

The initiatives that were introduced were designed to improve our prevention, protection and response services by reducing the number of fires and other emergencies we attend. This, in turn, made a significant contribution to the reduction of casualties and serious injuries in accidental dwelling fires and demonstrated the success of such planning.

However, we acknowledge that we cannot rest on our laurels and we must continue to build on our success. The IRMP supports our vision of 'creating the safest community' by introducing further initiatives designed to effectively address local risks to life and how we deploy our resources to tackle these risks and improve the safety of all sections of the community of Tyne and Wear.

This means we will continue to invest in our workforce to ensure they are well equipped and highly skilled in order to respond to the wide range of risks they encounter.

It is acknowledged that some of these risks are very broad and that we cannot address them as a single organisation, we have aligned our districts with local authorities and we will explore ways of working in partnerships with other organisations to contribute towards safer, stronger communities.

Our aim is to have the right resources in the right place at the right time and your opinion on our plans is valuable, therefore if you feel you would like to comment on this publication please contact us via our website: www.twfire.gov.uk

Councillor Tom Wright
Chairman
Tyne and Wear Fire and Rescue Authority

2 Executive Summary

The Fire and Rescue Services Act 2004 supported by the Fire and Rescue National Framework introduced new legislation to ensure that communities are provided with a modern, efficient and effective fire and rescue service.

Central to this process is integrated risk management planning, a national approach that saw Tyne and Wear Fire and Rescue Authority publish its first Integrated Risk Management Plan (IRMP) in April 2004, covering the years 2004/2009. This plan aimed to drive down the risks that communities face. It was a major shift in how services were planned and delivered, particularly focussing on preventing fires and other emergencies.

The draft 2009/2012 IRMP continues to identify and assess the existing and potential risks within our community and develop ways in which further improvements can be made with regard to prevention and response to fires and other emergencies and is influenced by a number of external factors.

The objectives of the 2009/2012 IRMP were determined by detailed analysis of the changing risks that our diverse community faces. The use of the Fire Service Emergency Cover (FSEC) model and other computer programmes have enabled risk profiles to be developed, in which a range of data including socio-economic, fire and other emergency incident reports are considered.

This information is used as part of the process for developing our response to these risks and allows us to plan how to deploy our resources in the most effective manner; this includes striking a balance between proactive community safety activity and emergency response provision. This is because we acknowledge that keeping people safe from fire cannot just be assured through the provision of fire engines. The 2004/2009 IRMP had a number of successes in this area and we intend to continue to build upon this achievement.

Our 2009/2012 IRMP objectives for the next three years are briefly outlined on the following page.

To summarise, our IRMP objectives for the period 2009 to 2012 will cover the following:

IRMP Objective 1

In developing our IRMP we acknowledge that we must continue to reduce the number and severity of preventable fires and other emergencies and their consequences on all the communities we serve.

IRMP Objective 2

To help us achieve this objective we need to ensure we have an appropriate, trained, competent workforce representative of the community we serve and who are capable of performing the challenging roles in a high performing Fire and Rescue Service.

IRMP Objective 3

We recognise that we have a responsibility for responding to the challenge of climate change and we will take all necessary steps to protect the environment.

IRMP Objective 4

Work in partnership with key stakeholders to prevent the incidence of fire and other emergencies to make strong, safe and prosperous communities.

3 The Purpose Of Integrated Risk Management Planning

What is Integrated Risk Management Planning?

Integrated Risk Management Planning (IRMP) is a holistic and flexible process used to identify, measure and reduce the social and economic impact that fire and other emergencies can have on individuals, communities, commerce, industry, the environment and heritage.

This is achieved by assessing the risks that our communities face and then, through a combination of prevention, protection and response measures setting in place strategies to improve community safety whilst also ensuring the safety of firefighters.

The statutory basis for the IRMP process is found within the Fire and Rescue Services Act 2004, which places a duty on Fire and Rescue Authorities to produce an Integrated Risk Management Plan that sets out its strategy, in collaboration with other agencies, for:

- Reducing the number of fires and other emergency incidents;
- Preventing loss of life and injury from fires, road traffic accidents 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).

The statutory basis for Integrated Risk Management Planning is supported via the Fire and Rescue Service National Framework (2008 – 2011). This document outlines the following:

- The Government's expectations for the Fire and Rescue Service.
- What Fire and Rescue Authorities are expected to do.
- The support the Government will provide in helping to meet these objectives.

The Framework essentially provides a flexible basic structure upon which Fire and Rescue Authorities can construct local solutions to meet the specific needs of their local communities.

The move to local risk assessment and Integrated Risk Management Planning over the preceding five years has proved to be a success.

Tyne and Wear Fire and Rescue Service has delivered real achievements during this time and Tyne and Wear Fire and Rescue Authority intends to continue seeking ways to build on these successes with the next iteration of the Integrated Risk Management Plan.

Building on the Success of the Authority's First IRMP

The Authority is now ready to consult on the introduction of its next IRMP, which, it is proposed, will cover a time span of three years rather than the previous five years. This will provide a more accountable framework and enable an even greater concentration of effort in respect of generating positive results. It will also align the IRMP with the other strategic documents that drive the Authority's work and which all have a three year time span.

The plan will continue to concentrate on providing a sharp focus to prevention activities, where work is undertaken to reduce the risk of the emergency occurring, whilst maintaining the same priority to response, that is, how we react to emergencies.

In particular, we intend to continue offering Home Safety Checks (HSC) to those most at risk in our communities. These risk based assessments aim to make people safer and reduce the incidence and consequences of fires in their homes.

A further key aim of the 2009/2012 IRMP will also be to provide value for money whilst continuing to deliver an excellent service to the public. This was certainly demonstrated in our first IRMP and it is expected that efficiencies will be made in the 2009/2012 plan.

The IRMP and the associated action plans will also be a key contributor to the delivery of the Authority's core functions as set out in the Fire and Rescue Services Act 2004. The primary core functions are to:

- Provide community safety (including legislative fire safety).
- Provide resources for fighting fires and dealing with road traffic collisions (including road traffic collision prevention).
- Make provision for other major emergencies such as urban search and rescue and mass decontamination.

In addition the plan will also take into account guidance issued in 2008 by the Department for Communities and Local Government (CLG) through its IRMP Steering Group.

This guidance directs Authorities to ensure that they take fully into account the introduction of new legislation such as:

- The Fire and Rescue Service (Emergencies) (England) Order 2007.
- The Civil Contingencies Act 2004.
- The Regulatory Reform (Fire safety) Order 2005.
- Local Government and Public Involvement in Health Act 2007

Value for Money

As briefly indicated on the previous page the Authority is determined to ensure that it achieves value for money with regard to the services it provides. This is a key priority given the tight financial settlement that faces all Fire and Rescue Authorities under the Comprehensive Spending Review 2007 (CSR07). This review established Government spending priorities and expected efficiency savings over the three years from 2008/09 to 20010/11 and the results of the review were published in December 2007 as part of the provisional local government settlement.

The three key areas of the review that will influence Fire and Rescue Service efficiency and value for money agenda are:

- **Formula Grant**

  CLG announced its provisional increases in grant settlement for the next three financial years. This included the following for Tyne and Wear Fire and Rescue Authority:

  - 2.4% for 2008/09,
  - 1.26% for 2009/10,
  - 1.1% for 2010/11.

  These are undoubtedly tight settlements and the Authority must ensure that it is in a position to manage its services within them.

- **Efficiency Savings**

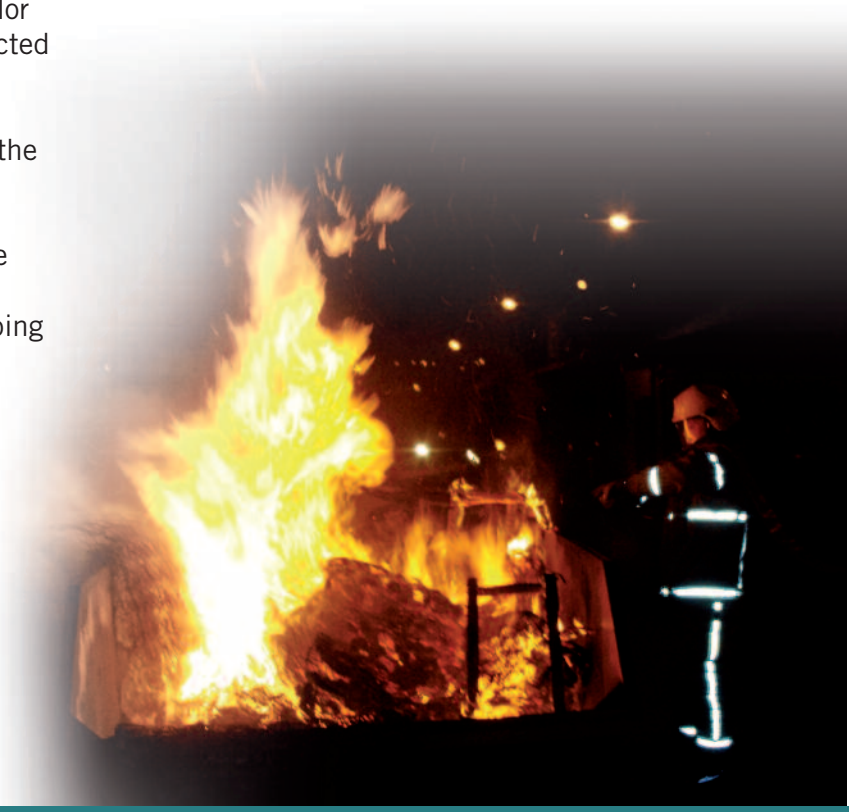
  An efficiency target of £110m (equivalent to 1.6% per year) over the next three years was also set for the Fire and Rescue Service as a whole. Whilst no specific targets have been set for individual services, it is expected that Tyne and Wear will realise efficiencies of nearly £1million per annum over the next three years.

- **Precepts**

  In his statement on the CSR07, the Chancellor made it very clear that the Government expected council tax increases in England to be substantially below 5% in 2008/09, with no sign of any relaxation of this expectation for the next two years. It is therefore clear that the increase in our precept on the constituent authorities of Tyne and Wear also needs to be less than 5%.
  Whilst no decisions have been made on capping principles, Government has made clear indications that it will be prepared to use its capping powers to protect council taxpayers from excessive increases.

Overall, the combination of these three elements means that in order to make continuing improvements and reduce risk within our community, without placing the burden on the council taxpayers, we will need to increase efficiency.

We will use a number of strategies to achieve this aim, including the Value for Money Review Framework and the IRMP.



4 Our Successes In IRMP (2004 / 2009)

The 2004/2009 IRMP, launched in 2004, was an ambitious plan that delivered significant efficiency savings whilst also delivering improvements in service. The plan was challenging as it brought significant changes to the way our services were delivered.

To realise the savings necessary to implement the key IRMP proposals we rationalised crewing on our emergency response vehicles.

The new initiatives were designed to drive down the number of accidental fires by creating capacity for the delivery of community safety and fire prevention work, including the introduction of home safety checks.

The impact of these initiatives is demonstrated in this section.

Reduction of Deaths and Injuries from Accidental Fires

Our education and prevention programmes have maintained a low number of deaths from accidental fires in homes, as demonstrated in Table 1.

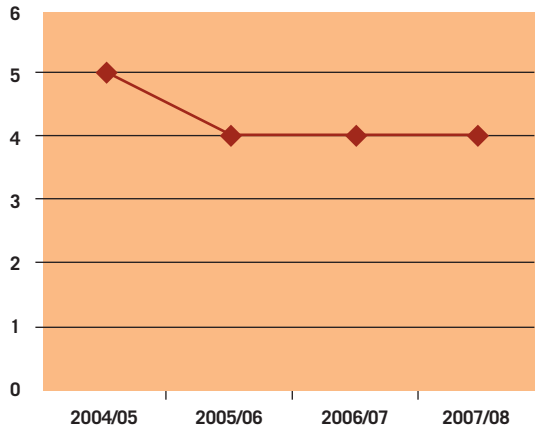


Table 1 - Number of deaths from accidental fires

However, any fire related death is deeply regrettable and it is our ambition to have no fire deaths at all within Tyne and Wear in the future.

The success of our work is also reflected in Table 2, which shows how we have driven down preventable injuries from accidental dwelling fires over the period of the IRMP.

Nevertheless we readily acknowledge that, whilst celebrating the success of these actions, we must concentrate on further improving our performance.

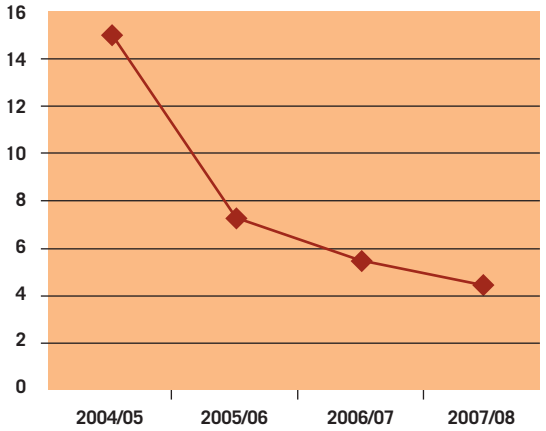


Table 2 - Number of injuries from accidental fires in dwellings per 100,000 population (BV143ii)

Accidental Fires

The 2004/2009 IRMP introduced Home Safety Checks that have been instrumental in driving down the number of accidental fires in the home.

Recent results have indicated that advice offered during these checks is beginning to significantly contribute to the reduction of accidental fires in the home, this is illustrated in Table 3.

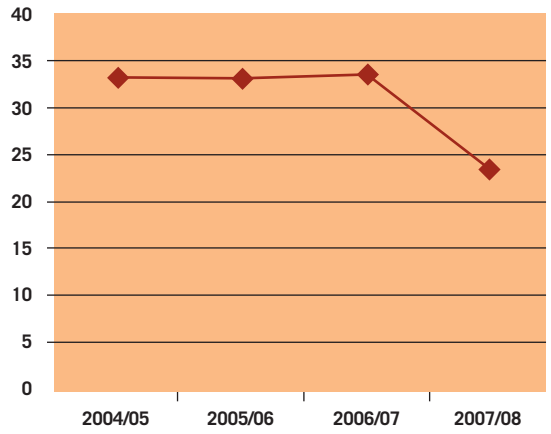


Table 3 - Number of accidental fires in dwellings per 10,000 dwellings (BV142iii)

Deliberate Fires

Deliberate fires continue to be a major concern for the Service and a menace to the community.

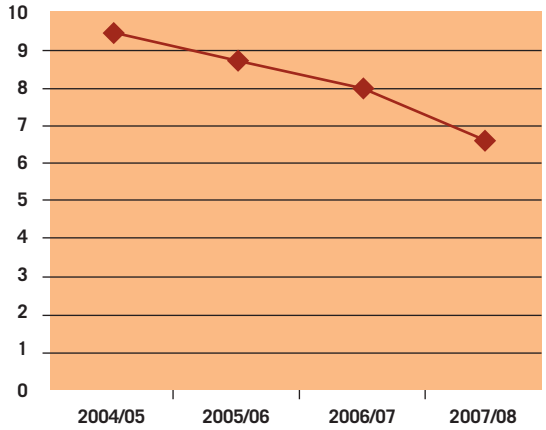


Table 4 - Number of deliberate primary fires (excluding vehicles) per 10,000 population (BV206i)

Work in conjunction with partners to track, monitor and reduce deliberate primary fires has proven to be a success, as shown in Table 4. Over four years we have seen a 30% reduction.

Unfortunately we have not been as consistently successful with deliberate secondary fires. These are fires not involving property, structures, vehicles or injuries. Despite early success in reducing deliberate secondary fires in 2006/07 there was a 22% increase.

As a result work was refocused to address this through a number of initiatives and, as Table 5 demonstrates, we have started to see a positive impact. However, we cannot afford to be complacent and work will continue to reduce these incidents further.

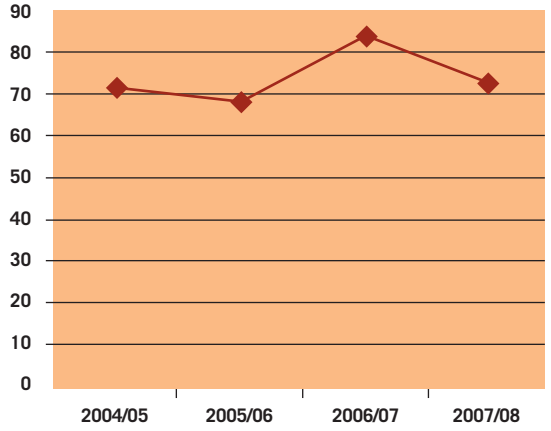


Table 5 - Number of secondary fires (excluding vehicles) per 10,000 population (BV206iii)

Fires in Non-domestic Properties

Our Protection and Technical services target non-domestic properties (typically shops, hotels, schools and licensed premises such as pubs and clubs), which pose the greatest risk to life, in terms of structure, occupancy and the management of premises.

The aim is to reduce the numbers of fires in such properties and any consequent deaths and injuries, and to ensure that our resources are more effectively utilised.

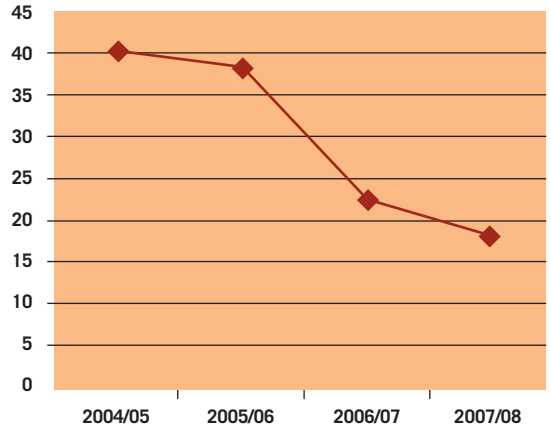
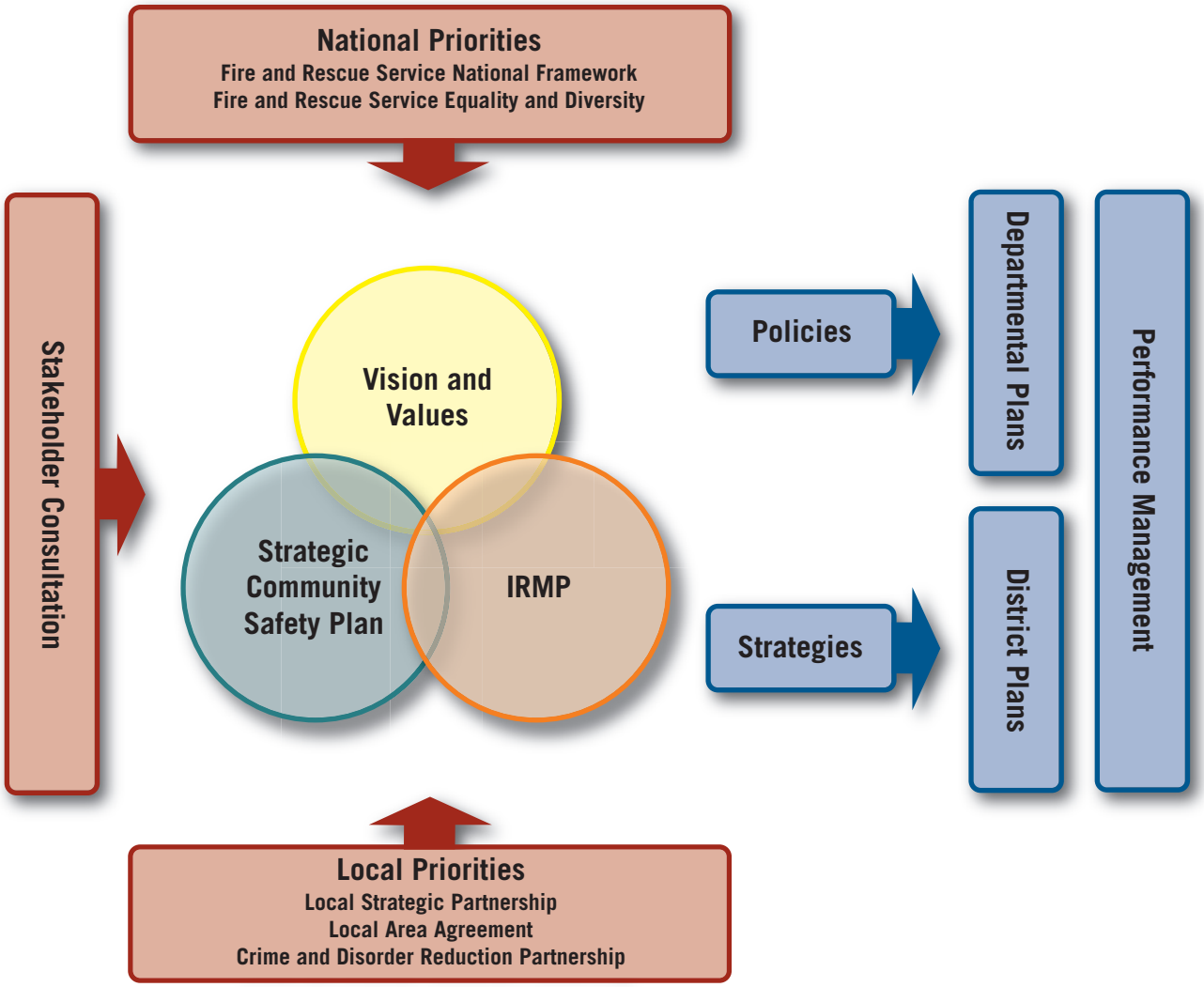


Table 6 - Number of fires in non-domestic premises per 1000 non-domestic premises (BV207)

Table 6 shows that we continue to be successful in reducing the number of fires in such properties.

Whilst this reduction and the others mentioned in this section typify the valuable work that has resulted from our prevention and education programmes linked to IRMP, we must maintain our drive and focus to continue to meet the 2004/2009 IRMP objectives.

5 Planning For Further improvement



In constructing our IRMP we need to take note of a number of other influences that help us to shape how we plan to make a difference. These help to establish the Service's Vision and Values which determine our high level plans, namely the Integrated Risk Management Plan and also the Strategic Community Safety Plan.

These influences come from a variety of sources including Central Government (particularly Communities and Local Government), feedback from ongoing consultation with our stakeholders and direction from the Fire Authority.

Our high level plans are then used to develop policies, frameworks and strategies that, in turn, direct departmental, district and station annual plans. These plans include targets, which can be measured.

The monitoring of performance against these targets helps us to shape and refine current plans and from the lessons learned it assists in the development of future plans.

While planning for further improvement we must also consider further developments in the risks our communities face.

6 Developments In Risk Assessment

The identification of hazards and assessment of the risks posed by them, upon which the 2009/2012 IRMP is founded, requires a mechanism for examining such matters within our community and identifying ways in which further improvements can be made with regard to prevention and response.

In Tyne and Wear Fire and Rescue Authority the key mechanisms which this risk identification and assessment depends upon is computer software known as the Fire Service Emergency Cover Model (FSEC).

Fire Service Emergency Cover

FSEC identifies existing and potential risks and plans the response to these, whilst ensuring that service resources are best placed to respond to the risks they present. A significant part of the process is looking at the effectiveness of current arrangements with regard to prevention and response and identifying opportunities for improvement.

The FSEC model works by utilising a number of algorithms that are applied to the empirical data held in the database of the FSEC software programme. The results are used to predict the potential casualty rates which are grouped into pockets of potential demand. The following data is taken into account

- The socio-demographic profile from the 2001 census.

- Incidence of dwelling fire casualties based on historical incident data.

From here dwelling risk areas are created, each of which will be assigned a risk level according to four socio-demographic factors per output area:

- elderly,
- single parent families,
- people living in rented accommodation,
- people suffering from limiting long-term illness.

Once aggregated this information gives us the five risk areas that range from red to green, red being those most at risk from an injury due to fire and green being those least at risk. This information is currently used to target HSC. A map of Tyne and Wear is shown at Figure 1, on the next page, indicating where the areas are that we must concentrate our community safety initiatives.

This map has been expanded to show the risk information in Newcastle East Community Fire Station's area.

This area was chosen for a community safety campaign called 'Operation Early Warning 3' as we perceived that the residents of the Byker Ward were at greatest risk from injury due to an accidental dwelling fire.

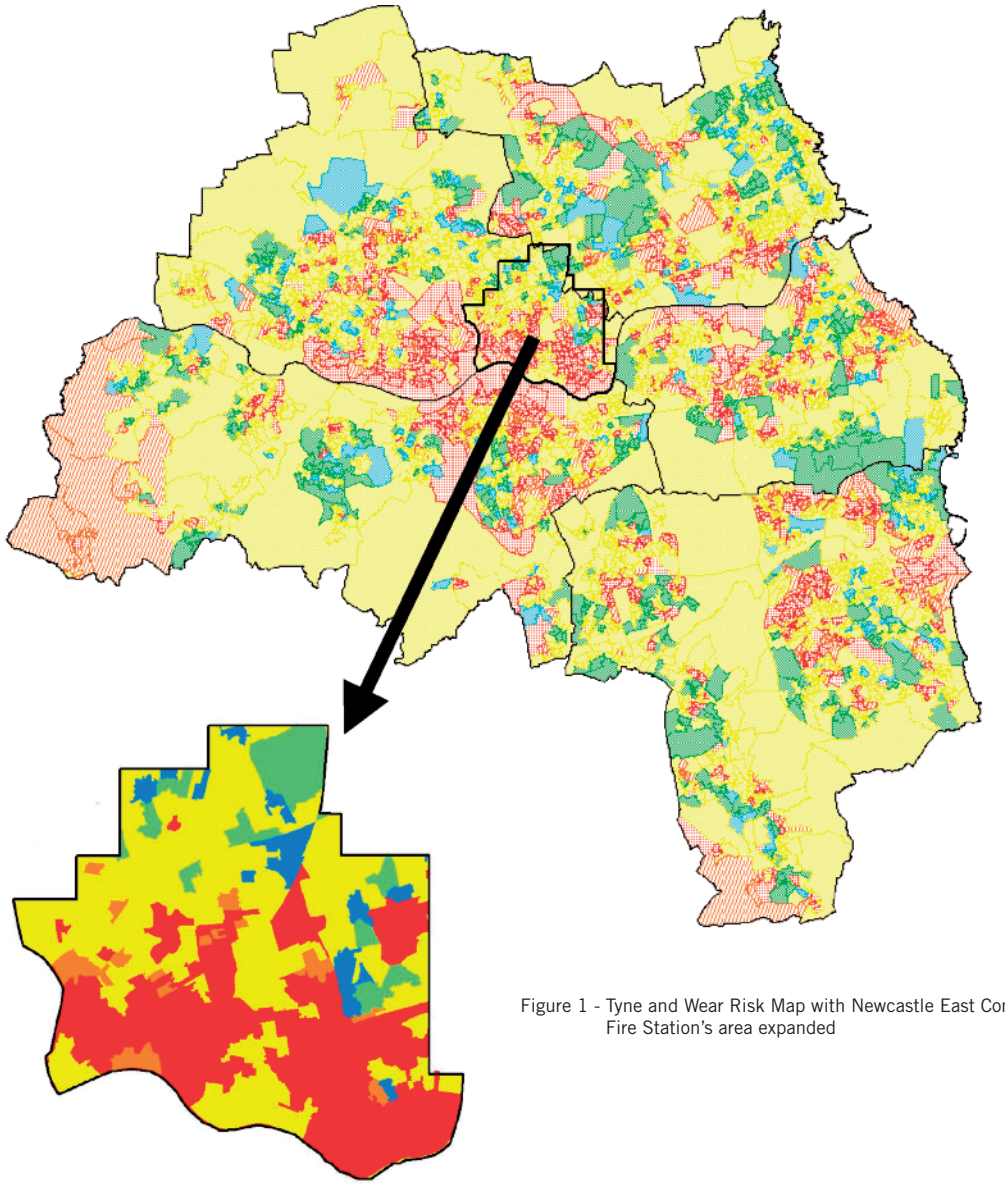


Figure 1 - Tyne and Wear Risk Map with Newcastle East Community Fire Station's area expanded

Because the occupancy of dwellings change it is important that the information upon which we base the risk analysis is updated to reflect those changes. In order to do this we aim to utilise additional software programmes which are updated annually and to enter into data sharing arrangements with key partners that will inform us of changes within the local population.

Through the use of these programmes we can more successfully target the members of our community who are statistically most likely to be at risk from a dwelling fire. Then, through education, we aim to drive down the number of injuries and deaths attributable to preventable dwelling fires.

The FSEC toolkit also uses this information to inform the placement of our resources. If a new Community Fire Station is to be built the FSEC toolkit is utilised to calculate, from the available sites, the optimum position to build in relation to predicted fatality rates. It is envisaged that this informed decision-making process will save lives by faster response times to those most at risk within the locality.

7 Other Means Of Assessing Our Risks

In addition to the use of the FSEC model the Authority also draws information from a range of other sources to ensure that an accurate picture of the risks facing society is identified.

For example, use is made of deprivation data for the area, which is particularly significant in Tyne and Wear. All of the Tyne and Wear districts display poverty higher than the national equivalent, ranging from 2% above the UK average in North Tyneside to 19% higher in Sunderland.

Additionally research conducted by the North East Public Health Observatory (NEPHO) in to social habits of the population suggests that smoking is more prevalent among people living in deprived areas. Further research by NEPHO also shows a high proportion of alcohol use in these areas.

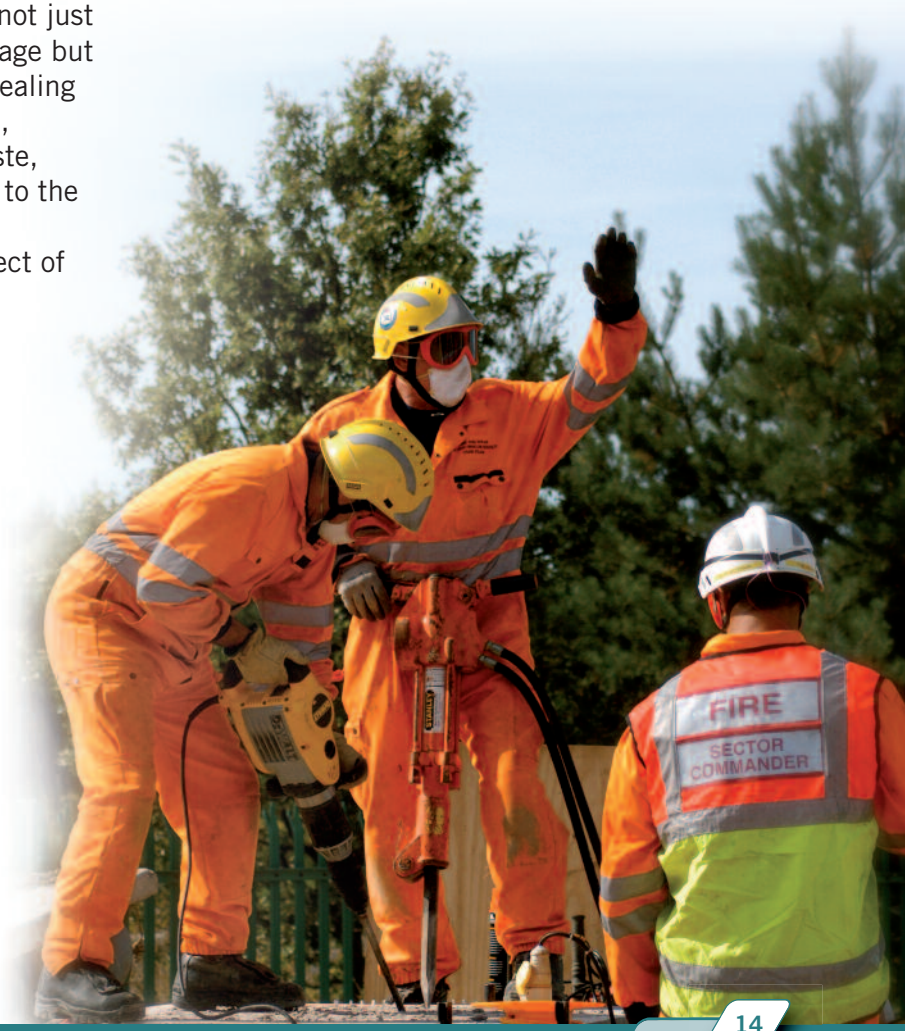
The significance of this research to the Authority is that it supports what has been suggested for some time, that smoking, alcohol consumption and measures of deprivation are strongly linked to the prevalence of fire and fire related casualties and injuries, hence the need to try and establish ways of effectively educating those most at risk of the dangers they face.

Work has also been undertaken to identify heritage buildings and the risks that they face.
This information will be used to shape prevention, protection and response policies to these buildings.

Our activities can affect the environment, not just through the impact of energy and water usage but through the effect our activities, such as dealing with hazardous spillages, fire water run-off, radioactive substances and disposal of waste, can have. To this end we have strong links to the Environment Agency which provide for the exchange of information and ideas in respect of protecting the environment.

Further Information Regarding Risk

For further information about the risks facing our community or background information about the area or the Service please refer to our Context Document, available at www.twfire.gov.uk



8 Local, Regional And National Resilience

In addition to providing services to deal with local, routine incidents, Tyne and Wear Fire and Rescue Authority also has a vital role to play in providing the response capability against the largest risks such as terrorist attacks, chemical, biological, radiological or nuclear (CBRN) incidents or major disasters including flooding.

Risk analysis of these threats has identified a need for resilience at the regional and national level as well as the local level.

Resilience

Resilience is about being able to prepare, respond and recover from major disruptions to our everyday life. These major disruptions can be caused by natural disasters, industrial accidents or terror attacks on the UK mainland.

These incidents can have a serious impact on our communities and there is need for a high level of preparedness on the part of the Fire and Rescue Service, including the ability to operate effectively with other emergency services and agencies and in other parts of the country. In particular, one of our key aims is to ensure that, as far as practicable there is efficient and effective shared use of resources, with our neighbouring Fire and Rescue Services.

As a result of this commitment, it is necessary to identify risks outside of Tyne and Wear where we may be required to assist in the event of an emergency situation. We will work with our neighbouring Fire and Rescue Services to develop arrangements that ensure the most effective joint response is made and that relevant information on the likely risks to be met can be made available.

Consequently, this Authority aims to provide an effective, resilient capability able to respond locally to day-to-day incidents and also be able to assist with major, regional or national incidents. In this respect our firefighters are resourced and trained to respond to a wide range of threats including:

- CBRN incidents.
- Major industrial accidents
- Search and rescue from structural collapse
- Localised and wide scale flooding
- Natural disasters
- Major transport incidents

To ensure that we can plan and respond in mutual support with other services and agencies we are also members of both the Local and Regional Resilience Forums, details of which are contained below.

Local Resilience Forum

The Local Resilience Forum (LRF) covers Northumberland and Tyne and Wear. With our partners we have produced a Community Risk Register* which identifies important local risks and includes plans for how the Fire and Rescue Service will respond along with other agencies.

The LRF is attended by the emergency services, local authorities, primary care trusts, hospital trusts and other key organisations. There are a total of three LRF's covering the region.

Regional Resilience Forum

The Regional Resilience Forum (RRF) covers the North East Region and is led by the Regional Resilience Team at Government Office North East. This forum includes representatives from the three LRF and representatives from the emergency services and other key organisations.

The Regional Resilience Team coordinates the work of the forum to make sure that preparations are made to handle situations which may have a regional or national impact. There are nine Regional Resilience Teams covering England with additional arrangements in place for cooperation with the resilience structure in Scotland, Wales and Northern Ireland.

*Available from www.go-ne.gov.uk

Tyne and Wear Fire and Rescue Service's Specialist Resilience Response

Currently, this service supports a dedicated specialist Water Rescue Team based at the Newcastle East Community Fire Station.
This team comprises 36 water rescue technicians who are trained and equipped to respond to water rescue emergencies anywhere in the UK.

We have an Urban Search and Rescue Team based at Sunderland Central Community Fire Station to cover the regional area and who are able to rapidly deploy anywhere in the UK in the event of a major incident. This team of technicians are trained and equipped to locate and rescue trapped casualties from collapsed structures and serious transport incidents while maintaining a safe environment for emergency responders.

Our team is part of a network which covers the UK which have been trained and equipped to the same standard so that if necessary a number of teams from different areas could work together at a major incident.

We can also deploy a specialist team of officers who are equipped to respond to incidents involving chemical, biological, radiological and nuclear emergencies. These officers have the necessary expertise and technology to enable the detection, identification and monitoring of hazardous materials and substances.

In accordance with national resilience guidance our service has a full complement of both specialist equipment and trained personnel capable of providing either a local or national response to incidents where a large number or people would require to be decontaminated. Four separate station locations make up the full capability that includes disrobe, re-robe and decontamination modules.

We will continue to contribute to regional and national resilience and to provide the highest standard of response which is also available to respond to the needs of our own communities.

Regional Control Centres

In addition to the above the Authority is also working with the other North East Fire and Rescue Services and with CLG to implement the Regional Control Project. This project will ultimately result in nine Regional Control Centres (RCC) replacing the 46 existing control rooms within England, including the Tyne and Wear facility located at West Denton in Newcastle.

The North East RCC is based in Durham and is scheduled to be one of the first to go live. Once completed this improved network of RCC will increase resilience across England.

As preparations to cut over to the RCC develop it will be necessary to ensure that formal agreements are in place with:

- The North East RCC company for the delivery of the control service on our behalf,

- CLG and other fire and rescue authorities to provide national co-ordination of the RCC where necessary.

The work associated with this project is of such an involved nature that the project plan sits outside of this individual IRMP and is managed by a regional Project Board led by this Authority.

9 IRMP Objectives 2009 / 2012

The Authority believes that, in order to ensure that we can continue to provide first class services that are relevant to the public of Tyne and Wear, whilst also ensuring that support at the regional and national level is available, a sharp focus on the four high level objectives must be ensured. These objectives are:

Objective 1:

Continue to reduce the number and severity of preventable fires in the home and other emergencies and their consequences on all the communities we serve.

Objective 2:

Ensure we have an appropriate, trained, competent workforce representative of the community we serve and who are capable of performing the challenging role of a high performing Fire and Rescue Service.

Objective 3:

Protect the environment.

Objective 4:

Work in partnership with key stakeholders to prevent the incidence of fire and other emergencies to make strong, safe and prosperous communities.

Collectively these objectives address the risks identified previously in this document, while also linking to the overall Strategic Goals of the Authority, as set out in the Strategic Community Safety Plan.

Further details relating to the intent behind each of the four key objectives is set out below for information.

IRMP OBJECTIVE 1

Continue to reduce the number and severity of preventable fires and other emergencies and their consequences on all the communities we serve.

Link to Strategic Goals: 1, 2

To achieve IRMP Objective 1, over the next three years we intend to:

- **Design and implement policies and systems to enable a flexible response to risk.**
- **Improve the range of criteria on which we base risk identification.**
- **Continuously improve the effectiveness of the HSC process.**

Risk is dynamic, and management of it requires a flexible response to enable the service to manage and deploy assets at the right time and to the right place. Policies and systems will be developed to enable the service to provide dynamic solutions to support risk reduction strategies within an efficient and cost effective delivery framework.

The primary focus of the service is to reduce deaths and injuries from fires and the HSC programme is instrumental to our success.

Risk is determined by the circumstances of occupants and their lifestyle and therefore the HSC must be tailored to the individual and applied to a consistent standard. In addition to the fitting of smoke alarms this may also involve influencing the behaviour of people at risk.

Operational staff deal with the majority of homes through HSC. In specific areas of the community we deploy advocates, who have specialist skills, to support people who are at greatest risk.

The service is committed to the HSC programme and it is essential that future delivery is data led, performance managed and quality assured to reflect the risk.

IRMP OBJECTIVE 2

Ensure we have a trained, competent workforce that reflects the community that we serve and who are capable of carrying out the challenging roles in a high performing Fire and Rescue Service.

Link to Strategic Goals: 1, 2, 3, 4

To achieve IRMP Objective 2, over the next three years we intend to:

- **Have a workforce that reflects the diversity of the communities within Tyne and Wear.**
- **Recruit people with the appropriate potential and develop and support them; ensuring they are valued, respected and treated fairly.**
- **Further develop an individual performance management process linked to role.**
- **Embed a flexible working culture to ensure that we are prepared and able to cope with continuous change.**
- **Implement an integrated operational assurance approach to ensure our service delivery is safe and effective.**

Our Workforce Development and Learning and Development Strategies ensure that we recruit people with the appropriate potential. This allows us to develop and support them to ensure that our workforce is capable of carrying out the challenging role of a high performing Fire and Rescue Service. Our strategies are designed to ensure that all employees are valued, respected and treated fairly when gaining access to and undertaking development.

An integral element of our staff development is the Personal Development Planning (PDP) process. This enables individuals, in conjunction with their line manager, to ensure they are fully aware of their role and responsibilities.
It also provides a mechanism to identify and assess relevant learning and development needs, in order for the individual to fulfil their role and contribute fully to the organisational goals.

Over the next three years we will further refine this process to ensure that it both continues to meet the requirements of national legislation and also the development needs of all employees.

The development of the PDP process will actively support individual employees to improve their performance, achieving greater individual success, and enabling a more effective contribution to our organisational goals.

We also recognise that in delivering our service to the community, equality and diversity are key challenges for this Fire and Rescue Service.
We appreciate that we need to fully embrace the principles of equality and diversity in how we work together as members of the Service; how we treat each of our stakeholders and how we interact with our diverse communities. The Authority values its service to the community and seeks to work with all diverse groups to reduce risk. To be effective, our policies, practices and procedures must be fair, providing equality of opportunity to all employees and an appropriate and effective service to all parts of the community. In ensuring this we must understand the needs of all diverse groups within our area and have the right people, with the right skills and the appropriate knowledge to enable us to deliver.

Furthermore, we believe that our workforce should reflect the diversity of the communities we serve. We proactively promote equal opportunities in employment and we will take an incremental approach in increasing the proportion of staff from our under-represented communities. To achieve this, the Authority has agreed to set challenging targets and we will establish a team to lead this community engagement.

Evidence suggests that some areas of our communities are not fully aware of the Service as an employer of choice and therefore this team would be focused on breaking down those barriers and making the Service attractive to all who wish to assist the public. This Community Engagement Team will be externally focussed and will therefore require individuals who are able to genuinely engage with our diverse communities.

The Fire and Rescue National Framework 2008-11 and the National Equality and Diversity Strategy 2008-18 also shape our commitment to equality and diversity. These give us the responsibility to ensure that equality and diversity are fully integrated into our day-to-day activities and that we establish a culture of inclusion which enables the Service to meet the needs of our diverse communities.

We acknowledge and accept our role in supporting the implementation of the Strategy, and to date, the Authority has progressed well within this area. In recognition of our development; the Authority was awarded level 3 of the Equality Standard for Local Government (ESLG) in February 2008. Whilst we are proud of this achievement, we recognise we can do more. During the next twelve months the Authority will set out a clear action plan to achieve level 4 of the Equality Standard and seek to deliver this by engaging with our employees and partners to further embed equality and diversity in our day to day activities.

As we strive for excellence, we have identified equality and diversity as a key priority in realising our vision. Over the coming three years as the Authority works towards achieving level 5 of ESLG we will demonstrate our commitment and ensure the service we provide is delivered to meet the needs of all in our communities. We will develop specific annual action plans to layout how we will achieve this. Our plans will be formulated to take in to account the changing guidance of the ESLG and will be realised through strong and visible leadership and commitment at all levels within our service.

As a Fire and Rescue Service we need to be flexible in our response to the community. To cope with our continuously changing environment we will review our existing working arrangements and embed a flexible working culture to ensure that we are prepared and able to respond to all known risks within our communities. Within the next three years we will evaluate our existing staffing arrangements and consider how this can be shaped to best meet the demands we face.

Our highly trained staff continuously strive to serve the community, using a wide range of specialist equipment in the most efficient and effective way. We will ensure that these operational personnel continue to be developed with the most appropriate skills, knowledge and understanding, so they can undertake their role and maintain the highest possible levels of service to our diverse communities. Central to this is Operational Assurance, which will be further supported with the establishment of our Incident Command Facility. Here, all operational personnel will be further developed to undertake their role and ensure our service to the public continues to be safe and effective.

We are confident that this service meets all current health and safety obligations in how we respond to operational incidents. To ensure continuous improvement in this area, we aim to further enhance our operational assurance.

An independent review team will evaluate all aspects of operational performance throughout the Service. This team will validate our performance during operational incidents, verifying the level of compliance with our standard operating procedures. Furthermore, we will enhance our validation of performance during training activities, drawing both elements together to ensure that, when we need to respond, we provide a safe and effective service to the community.

IRMP OBJECTIVE 3

Protect the environment.

Link to Strategic Goals: 2, 3, 4

To achieve IRMP Objective 3, over the next three years we intend to:

- **Improve understanding of sustainability issues within the FRS.**
- **Reduce our Carbon Footprint.**
- **Develop a data collection system to measure the impact on the environment of Fire and Rescue Service activity.**

Environmental climate change affects us all, at home, at work and within the community we serve.

We are aware that the consequences of our business and emergency activities do have an impact on the local and global environment. We also have a responsibility for responding to the challenge of climate change.

The Fire and Rescue Services Act 2004 and Fire and Rescue Service National Framework 2008-11 gave us the authority and responsibility to act where harm may be caused to the environment, including the life and health of plants and animals.

Our activities are complemented by a long-standing arrangement with the Environment Agency when dealing with hazardous spillages, fire water run-off, radioactive substances and disposal of waste that ensures effective co-operation.

As we are often the first emergency service to arrive at an incident, equipment is available on all Emergency Response Vehicles (ERV) to initially contain hazardous pollutants, until removed by a specialist contractor. Provision has also been enhanced by heavy duty High Volume Pumps, and a specialist dedicated Hazardous Detection Identification and Monitoring team with equipment.

To become more environmentally friendly, we will undertake a baseline assessment of our Carbon Footprint (carbon dioxide emissions) enabling targeted programmes of reduction to meet the Government commitment of 60% fewer Carbon Dioxide emissions by 2050. Energy consumption, procurement policy, building design, fleet movement, recycling, along with numerous other practices and policies will all contribute to a reduction in our carbon footprint.

We will therefore develop our current activities, increase environmental awareness and embed an Environment Strategy within our service. This will ensure we can fulfil our current needs without compromising the ability of future generations to meet their own.

IRMP OBJECTIVE 4

Work in partnership with key stakeholders to prevent the incidence of fire and other emergencies to make strong, safe and prosperous communities.

Link to Strategic Goals: 1, 4

To achieve IRMP Objective 4, over the next three years we intend to:

- **Work in partnership to drive down the risks facing our communities.**

We will continue to develop our work within Crime and Disorder Reduction Partnership and look to improve our performance within Local Strategic Partnerships to contribute to our performance within the Comprehensive Area Assessment process.

We will work to:

- **Reduce the number of deliberate fires** by working with our partners to reduce the incidence of deliberate fires, through education and removal of potential sources of fire, such as abandoned vehicles and wheelie bins.

- **Reduce the number of accidental fires** in dwellings by focussing on reducing the number of dwelling fires by improving fire safety behaviour at home, particularly in kitchens, and installing smoke alarms where appropriate. As a result we would expect that there are fewer injuries and deaths from dwelling fires.

We will also engage with the local authorities to achieve clear plans on how we will contribute to their targets and National Indicators.

Through this local involvement with partners and the effective allocation of resources, the Authority is confident that work in each of its districts will achieve lasting improvements for the local community.

10 Summary Of Our Improvement Actions For 2009 / 2010

The previous sections of this document have discussed the risks we face and how the objectives that we have developed will be used to prevent the risks of occurring, or should they occur lessen their impact

This section introduces the actions that we are proposing to carry out to implement our objectives.

The actions are intended to produce a wealth of benefits ranging from resources to be redirected to community safety initiatives to improving the services we already provide.

All actions will be managed in accordance with the Service's Project Management Framework and progress will be regularly reported to the Authority.

The outcomes will be monitored and managed within our Performance Management Framework to determine their contribution to the Authority's Strategic Goals.

Individual improvement action plans can be found at Appendix A. These actions underpin the IRMP objectives, to see how they cross refer with the objectives please refer to Appendix B.

The actions proposed for completion between April 2009 and March 2010 are detailed below:

1. Introduce a Community Engagement Team.

To enable us to engage with all of the community we believe that our workforce should reflect its diversity. We promote equal opportunities in employment and we will take an incremental approach in increasing the proportion of staff from our under-represented communities. To achieve this we are going to establish a team to lead this community engagement.

Evidence suggests that some areas of our communities are not fully aware of the Service as an employer. The team will focus on breaking down barriers and making the service attractive to all as an employer. Initially a Community Engagement Coordinator will be appointed. A Community Advocate will support the Coordinator. These roles will be externally focussed and require individuals who are able to genuinely engage with our diverse communities.

2. Conduct a quality assurance audit of the Home Safety Check process.

To achieve our Strategic Goal of reducing deaths and injuries from fires and other emergencies we must ensure that HSC are delivered in a way to address risk.

Risk is determined by the circumstances of occupants and their lifestyle and the HSC must be tailored to the individual and applied to a consistent standard. In addition to the fitting of smoke alarms this may also involve influencing the behaviour of people at risk.

To ensure a consistent approach is applied across Tyne and Wear we intend to complete a comprehensive review of HSC. The findings of the review will be implemented to ensure the prevention of fire and fire related deaths and preventable injuries in the home.

3. Review our current working relationships with local authorities.

In order to establish the Service's identity as a high profile and effective partner within key partnerships we will provide clear strategies for partnership and community engagement to ensure that resources are efficiently targeted towards people at risk.

4. Review of crewing levels on and location of Special Emergency Response Vehicles (ERV).

To respond appropriately to the emerging risks we face as our region develops we must ensure we deliver our services in an efficient and effective manner. A review of our Special ERV, such as Aerial Ladder Platforms and Emergency Tenders, will be carried out to determine how often such vehicles are mobilised and used. The review will also investigate where incidents occur against the location of the Special ERV. All of this information will be used to help to determine if the Special ERV are ideally located and if staffing levels are appropriate.

5. Review equipment carried on and the type of Emergency Response Vehicle.

To ensure we achieve part of our IRMP objective of ensuring we have a workforce that is capable of carrying out the challenging role of a high performing Fire and Rescue Service we aim to review the equipment carried on our ERV (Pumping Appliances) to ensure that we are most appropriately equipped to address the risks that our crews face when responding to emergencies.

As a Fire and Rescue Service we need to be flexible in our response to the community. To cope with our continuously changing environment we will review our ERV to ensure they are appropriate for the incidents that our crews encounter.

We will continue to evaluate new ERV that are available within the Fire and Rescue Sector. This will enable us to keep abreast of all advances in technology and feed into the procurement process. The procurement process will focus upon the risks within Tyne and Wear and the most appropriate ERV to best meet those risks.

6. Review of Personal Development Planning Process.

To enable all staff to carry out and record individual performance reviews in accordance with the requirements of the National Framework 2008-11 we will review and amend the current Personal Development Planning (PDP) process.

7. Design and implement policies/systems to enable us to respond dynamically to risk.

The management of risk requires a flexible response to enable us to manage and deploy assets as we strive to reduce the number, severity and consequences of fires in the home. Policies and systems will be developed to enable the service to provide dynamic solutions to support risk reduction strategies within an efficient and cost effective delivery framework.

8. Embed Operational Assurance across the Service.

As a Fire and Rescue Service we need to be flexible in our response to the community. To ensure we can respond effectively to operational demands we have established an Operational Assurance Team.

The team will undertake an independent audit of operations by attending a cross section of incidents and simulations in order to determine the level of compliance with standard operating procedures and ensure our service to the public continues to be safe and effective.

The Operational Assurance Team will review all aspects of operational performance throughout the service, including operational training. Such a review process will both validate the information gathered on operational performance and verify compliance with standard operating procedures.

9. Collect data to enable the measurement of the impact on the environment of fire and rescue service activities.

We take Corporate Social Responsibility seriously. Broadly speaking this is the way we manage our core business to add social, environmental and economic value in order to produce a positive, sustainable impact for our community, our partners and the service.

In order to plan how we can reduce our negative impact on the environment we are going to develop a system to enable the measurement of the impact on the environment of our fire and rescue activities.

10. Gain recognition for implementing an Environmental Management System.

To ensure that we are operating in a responsible, ethical and caring way in respect of the environment we intend to reduce our Carbon Footprint and seek recognition for implementing an Environmental Management System (BS8555).

11 Financial Implications

The Fire Authority is committed to using its resources in ways which maximise the reduction of risks in the community. In achieving this aim, however, due regard will always be paid to the impact on the people of Tyne and Wear, of the funding of fire and rescue cover.

The 2009/2012 IRMP has been developed to enable new initiatives to be implemented in line with the Authority's Medium Term Financial Strategy and the national context arising from the Comprehensive Spending Review 2007.
Each of the 10 actions within the plan has been considered in respect of the financial implications and each has been appraised to determine the costs or savings which will arise from their implementation.

The aim is to ensure implementation of the Plan over the three-year term with a clear intention that there should be no additional financial burden borne by the people of Tyne and Wear in delivering the 2009/2012 IRMP.

The financial implications arising from the IRMP have been fully taken into account in the Fire Authority's Medium Term Financial Strategy. Close monitoring of the IRMP will be undertaken to ensure that implementation of the IRMP actions has no negative impact on the Authority's overall financial position.

12 Measuring Our Performance

In 1999, the Government introduced a wide range of Best Value Performance Indicators (BVPI) for local authorities to enable them to demonstrate continuous improvement in the delivery of their services. Local Authorities were required to report performance against them. With the introduction of the Local Government and Public Involvement in Health Act 2007, BVPI were abolished and replaced by a suite of 198 national indicators with two relating explicitly to fire:

National Indicators:

- **NI 33 (Arson Incidents) Number of deliberate primary and secondary fires.**
- **NI 49 Number of primary fires and related fatalities and non-fatal casualties excluding precautionary check ups.**

From a central government point of view these are the only indicators against which fire and rescue services will be formally required to report from 2009.

Despite these changes, effective organisations need to monitor performance to ensure that objectives are being met and progress is reported to stakeholders.

To meet these requirements authorities have developed indicators that will reflect success, or otherwise, in respect of local ambitions.

We will work closely with the five constituent councils and other partners to agree the priorities for a local area and to deliver improved prosperity and improved outcomes for that area.

Local Area Agreements (LAA) are the vehicle for delivering these improvements. They are the agreement between central government, local authorities and their partners to improve services and the quality of life in a place. Each LAA has up to 35 targets drawn from the national indicators.

To support this, the Audit Commission are developing a risk based Comprehensive Area Assessment (CAA) process, to be introduced from April 2009, to assess the effectiveness of the LAA and the outcomes delivered.

FRS Managers working within each local authority area will facilitate our involvement in this process. These officers will work closely with local authorities, the police and other agencies. They will use previous incident data to assess the occurrence of specific incident types in each district and identify improvement targets.

In addition we will maintain our own set of internal performance indicators that will enable us to monitor our progress and to respond to any negative results.

13 Consultation Plan

Background

In achieving our vision of 'Creating the Safest Community' we recognise the importance of delivering quality services to the community. These services not only meet the needs of these diverse communities but also represent efficiency and Value for Money.

We are committed to continuously improving our services and ensuring they meet the needs of the community. In order to do this effectively we need to understand the issues that are important to you and listen to your views regarding the way we operate and manage our services. To develop this understanding we will closely engage and communicate with all our communities.

Consultation

Accordingly, we ensured all interested parties are consulted on the development of this draft plan.

The consultation was carried out over a 12 week period from 22 September 2008 to 15 December 2008. This ensured that the widest possible audience had the opportunity to comment on our draft plans. This represents the best possible response to local needs.

During the consultation we engaged stakeholders on three levels:

- **General External**

Consultation took place throughout the Tyne and Wear area and nationally, with external stakeholders such as the general public, service users and external organisations.

- **Specific External**

On specific issues we consulted with external stakeholders such as hard to reach groups.

- **Internal**

We consulted with internal stakeholders including employees and representative bodies.

Communication

A range of methods were used to consult on the draft plan. The draft document was made available and was further supported by face to face consultation. The consultation was publicised to ensure the whole community were aware of it and able to contribute to the process. All feedback was considered, and if appropriate, included in the final plan.

14 Glossary

AFA Automatic Fire Alarm

Algorithm A procedure that if correctly applied identifies the solution to a problem.

CFRMIS Community Fire Risk Management Information System

CLG Communities and Local Government, it sets policy on local government and the fire and rescue service

Consultation The process of collating the views of appropriate stakeholders

CSR Comprehensive Spending Review

Deprivation A measure of economic, social and environmental conditions against specific criteria from census information

District A specific area controlled by a Local Authority

Empirical Data Information derived from experience rather than theory.

ERV Emergency Response Vehicle - e.g. pumping appliance or specialist vehicle such as an aerial ladder platfrom

Fire Authority Local Authority Constituted Group, which oversees the Fire and Rescue Service

FRS Fire and Rescue Service

FSEC Fire Service Emergency Cover – Government sponsored risk-modelling software

HFRA Home Fire Risk Assessment

HSC Home Safety Check
Intervention An operational response to an incident

Intervention An operational response to an incident

LAA Local Area Agreement

Precept The part of the Fire Authority's funding that is collected from Council Tax payers by the five local authorities on the Fire Authority's behalf.

Prevention Community safety actions to prevent fires and other accidents

Primary Fire Fires involving buildings, vehicles and injuries

Secondary Fire A fire not involving property, structures, vehicles and injuries by fire

Stakeholder A person, group or organisation who may have an interest in a subject

Action Item	IRMP Objective				Delivery	
	Continue to reduce the number and severity of accidental fires in the home and other emergencies and their consequences on all the communities we serve.	Ensure we have a trained, competent workforce representative of the community that we serve and are capable of performing the challenging role of a modern Fire and Rescue Service.	Protect the environment.	Work in partnership with key stakeholders to prevent the incidence of fire and other emergencies to make strong, safe and prosperous communities.	Accountable Officer	Responsible Officer
1. Introduce a Community Engagement Team		■		■	Deputy Chief Fire Officer HR	Area Manager HR
2. Conduct a quality assurance audit of the Home Safety Check process	■	■	■		Assistant Chief Fire Officer Community Safety	Area Manager Community Safety
3. Review our current working relationships with local authorities	■	■	■	■	Assistant Chief Fire Officer Community Safety	Area Manager Community Safety

Action Item	IRMP Objective				Delivery	
	Continue to reduce the number and severity of accidental fires in the home and other emergencies and their consequences on all the communities we serve.	Ensure we have a trained, competent workforce representative of the community that we serve and are capable of performing the challenging role of a modern Fire and Rescue Service.	Protect the environment.	Work in partnership with key stakeholders to prevent the incidence of fire and other emergencies to make strong, safe and prosperous communities.	Accountable Officer	Responsible Officer
4. Review of crewing levels on and location of Special Emergency Response Vehicles		■			Assistant Chief Fire Officer Community Safety	Area Manager Community Safety
5. Review equipment carried on and type of Emergency Response Vehicle	■		■		Assistant Chief Fire Officer Community Safety	Area Manager Community Safety

Action Item	IRMP Objective				Delivery	
	Continue to reduce the number and severity of accidental fires in the home and other emergencies and their consequences on all the communities we serve.	Ensure we have a trained, competent workforce representative of the community that we serve and are capable of performing the challenging role of a modern Fire and Rescue Service.	Protect the environment.	Work in partnership with key stakeholders to prevent the incidence of fire and other emergencies to make strong, safe and prosperous communities.	Accountable Officer	Responsible Officer
6. Review of Personal Development Planning process.		■			Deputy Chief Fire Officer HR	Area Manager HR
7. Design and implement policies/systems to enable us to respond dynamically to risk	■	■	■	■	Assistant Chief Fire Officer Community Safety	Area Manager Community Safety
8. Embed Operational Assurance across the Service	■	■	■	■	Assistant Chief Fire Officer Strategy and Performance	Area Manager Corporate Support

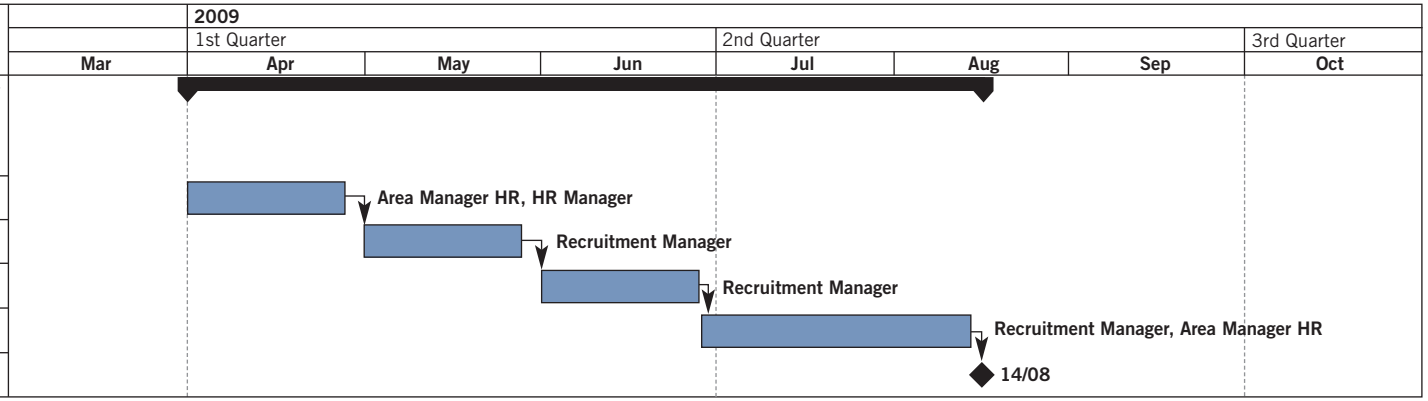
Action Item	IRMP Objective				Delivery	
	Continue to reduce the number and severity of accidental fires in the home and other emergencies and their consequences on all the communities we serve.	Ensure we have a trained, competent workforce representative of the community that we serve and are capable of performing the challenging role of a modern Fire and Rescue Service.	Protect the environment.	Work in partnership with key stakeholders to prevent the incidence of fire and other emergencies to make strong, safe and prosperous communities.	Accountable Officer	Responsible Officer
9. Collect data to enable the measurement of the impact on the environment of fire and rescue service activities			■		Assistant Chief Fire Officer Strategy and Performance	Area Manager Corporate Support
10. Gain recognition for implementing an Environmental Management System (BS8555)			■		Assistant Chief Fire Officer Strategy and Performance	Area Manager Corporate Support

Introduce a Community Engagement Team that will work with our diverse communities to develop strong links and make this Service an employer of choice.

Why? **Break down barriers and raise awareness to make the service attractive to all diverse communities.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Select the right people to carry out the key role of Community Engagement Co-ordinator and Community Advocate	• Suitably skilled applicants applying for the posts • Identify opportunities to engage, and forge links with, BME and other hard to influence communities • Increase awareness of career opportunities within the fire and rescue service • Increase in the number of applications from under represented groups • Work in partnership to reduce risk within diverse communities	Area Manager HR and Learning and Development	1 and 4

iD	Task Name
1	Introduce a Community Engagement Team that will work with our diverse communities to develop strong links and make this Service an employer of choice
2	Compile Job Descriptions
3	Advertise Posts
4	Recruitment Process
5	Role Related Interviews
6	Appoint Co-ordinator and Advocate

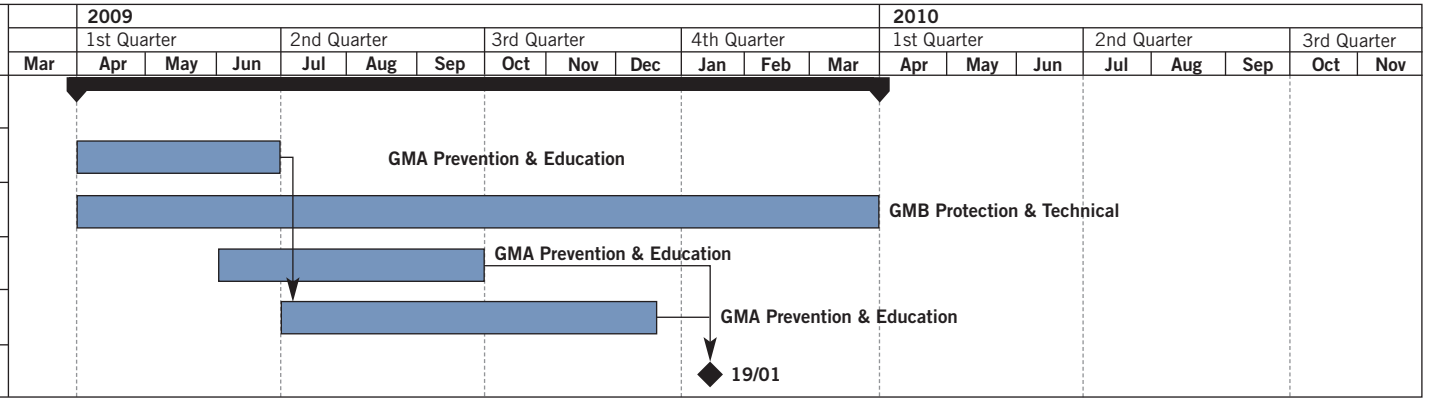


Conduct a detailed quality assurance audit of Home Safety Check process.

Why? **To provide the most effective use of resources to drive down fires in the home.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Determine the appropriate level of delivery appropriate to the risk • Ensure consistency across the service • Collect and disseminate appropriate data from the visits to inform future programmes • Identify training needs for operational staff and Prevention Education staff including advocates	• Produce a program to support the accurate measurement of life risk from fire • Provide appropriate solutions to reflect the risk	Area Manager Community Safety	1, 2 and 4

iD	Task Name
1	Conduct a detailed quality assurance audit of Home Safety Check process
2	Develop and issue revised Home Safety Check form
3	Establish CFRMIS as the data collection hub for all relevant risk data.
4	Complete a cross service audit of delivery standards
5	Implement training programme for operational and P&E staff
6	Report to Authority

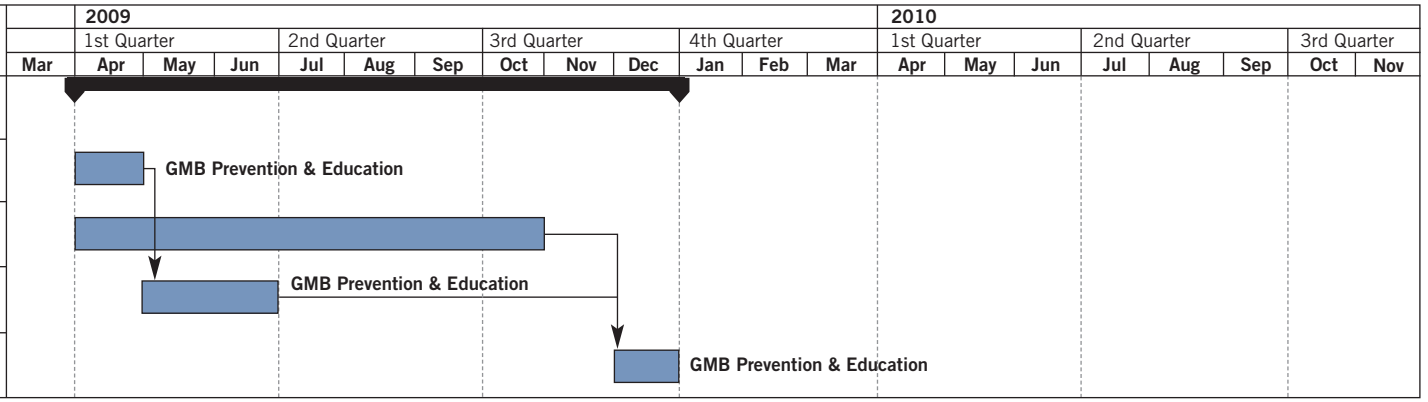


Review our current working relationships with local authorities.

Why? **To maximise the impact of service resources.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Clearly establish the Service's identity as a high profile and effective partner within key partnerships • Provide clear strategies for partnership and community engagement to ensure that resources are efficiently targeted towards people at risk • Provide a clear focus for service delivery through the districts directed from their performance plans • Allocate appropriate levels of funding to support local delivery and neighbourhood risk reduction • Fully implement project start up and evaluation to support performance managed delivery	• Development of targeted programmes to address local community safety problems • Devolvement of budgets to district level • Contribute to Comprehensive Area Assessment as a key partner	Area Manager Community Safety	4

iD	Task Name
1	Embed the goals of the service within the local authority delivery framework
2	Project startup
3	Implement devolved budget process
4	Devise and implement district partnership policy
5	Evaluation and review

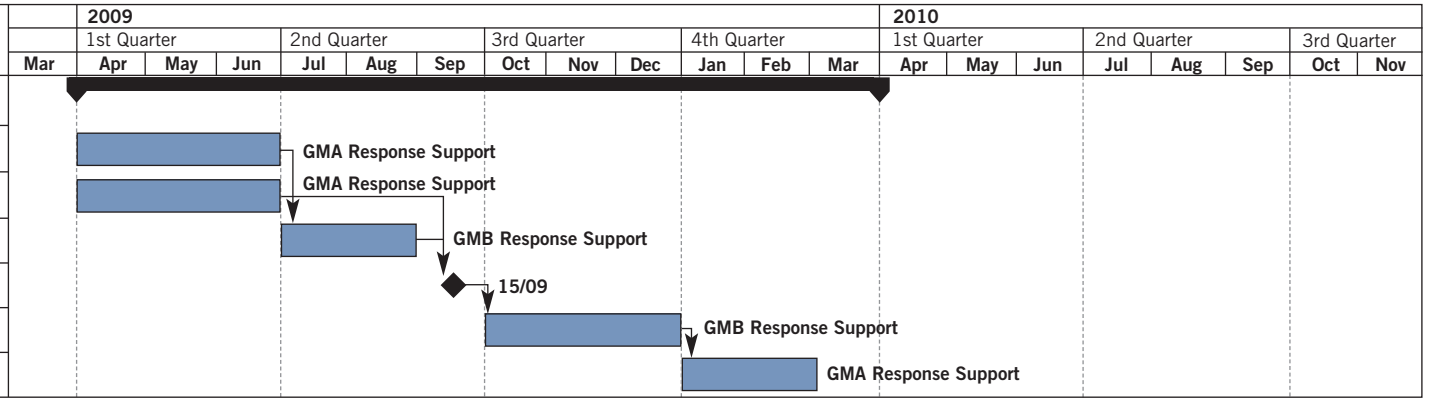


Review of crewing levels on and location of Special Emergency Response Vehicles (ERV).

Why? **To maximise efficient, effective and economic use of resources.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Complete a comprehensive review of existing Special ERV provision • Determine future Special ERV requirements • Redefine provision into an Operational Response implementation plan	• Update of Special ERV provision • Rationalise crewing protocols • Effective, economic and efficient disposition of Special ERV	Area Manager Community Safety	1, 2, 3 and 4

iD	Task Name
1	Review of crewing levels on and location of Special Emergency Response Vehicles (ERV)
2	Collect and collate special ERV attendance data
3	Complete Service Response Risk Assessment
4	Construct Response Profile
5	Report to Authority
6	Complete staffing realignment
7	Monitor and review impact assessment

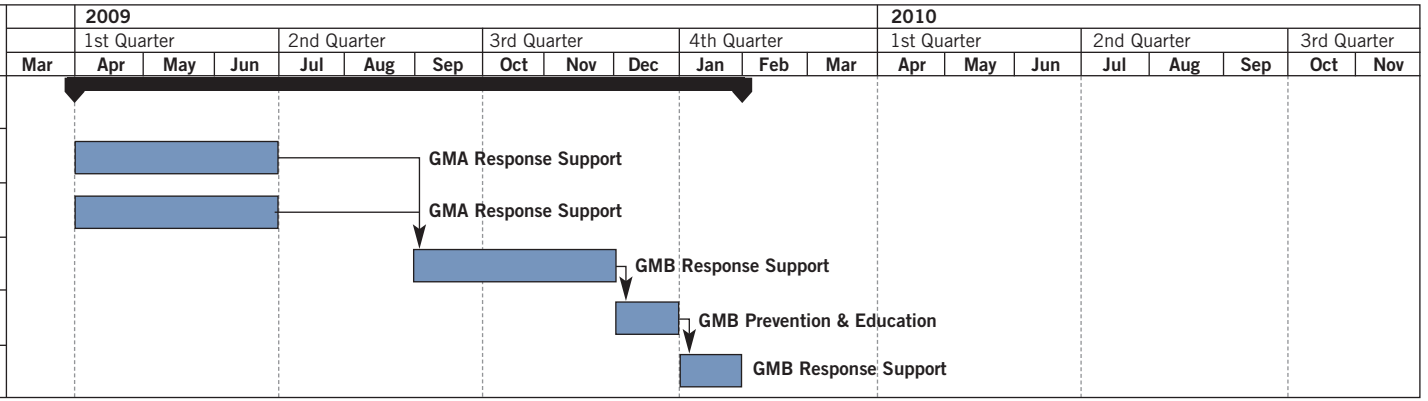


Review equipment carried on and type of Emergency Response Vehicle.

Why? **To maximise efficient, effective and economic use of resources.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Conduct a risk analysis of key items of equipment with regard to frequency and impact on operations • Identify future stowage requirements appropriate to risk e.g. flooding equipment • Consider safety, efficiency and diversity and equality issues an integral elements of the process • Consult and engage with operational staff and other interested parties to promote ownership of the action across the service • Engage with operational staff to consult on proposals and encourage shared ownership of change	• Implement a process to support the continuing analysis of equipment usage relative to risk • Efficient, economic and effective disposition of special appliances and equipment	Area Manager Community Safety	1, 2, 3 and 4

iD	Task Name
1	Review equipment carried on and type of Emergency Response Vehicle
2	Collection and analysis of data relating to equipment usage
3	Assessment of incident of risk data
4	Establish relevant task and finish groups
5	Collate findings of task and finish groups
6	Complete report and agree follow up actions

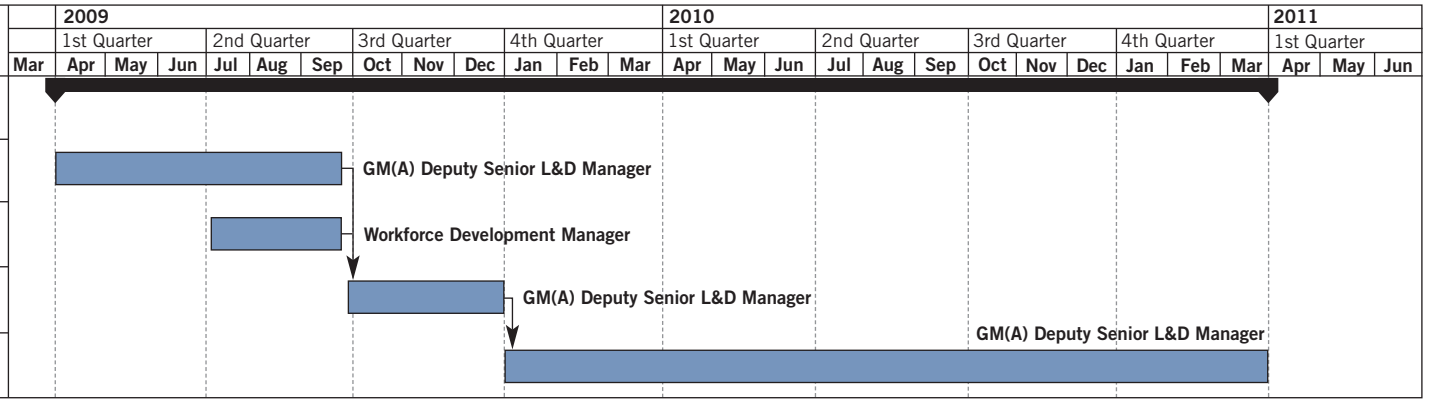


Review of Personal Development Planning process.

Why? **To enable all staff to carry out and record individual performance reviews in accordance with the requirements of the National Framework 2008-11.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Review and amend the current Personal Development Planning (PDP) process • Identify and secure a suitable electronic PDP recording system • Pilot amended process and recording system • Roll out revised process to all staff	• A revised Personal Development Planning process is introduced • A pilot is conducted to validate the revised PDP process • The revised PDP process is rolled out to all staff	Area Manager HR and Learning and Development	3 and 4

iD	Task Name
1	Review of Personal Development Planning process
2	Review and ammend the current PDP process
3	Identify and secure electronic PDP recording system
4	Conduct a pilot of the revised PDP process and electronic recording system
5	Roll out revised PDP process and electronic recording system to all staff

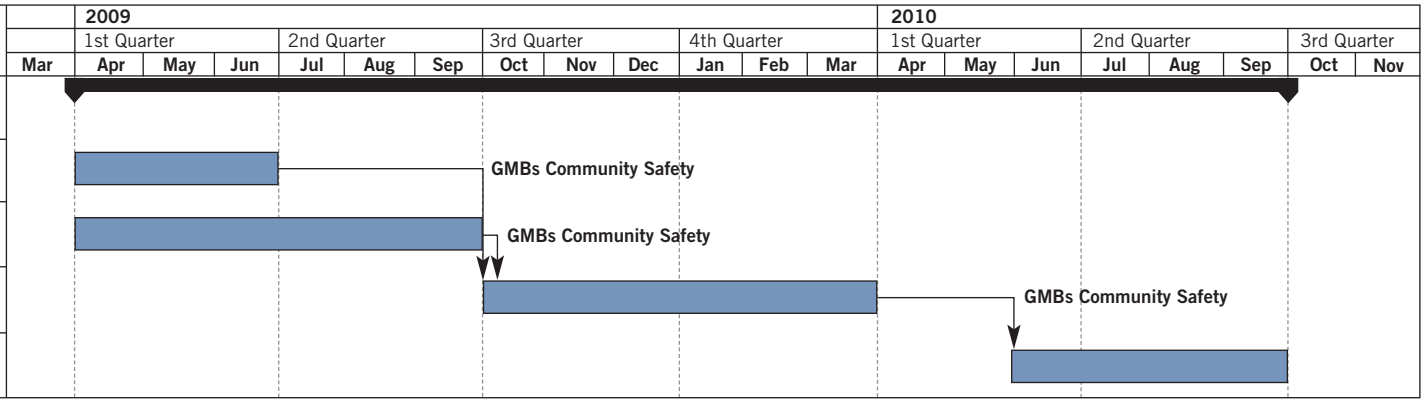


Design and implement policies and systems to enable the service to respond dynamically to risk.

Why? **To promote efficient, effective and economic use of resources.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Introduce a more flexible approach to resource management • Mapping of resources to support a service wide approach to appropriate deployment of assets • Improvement of information technology systems to support the integrated management of risk information to risk e.g. CFRMIS, FSEC etc.	• Implementation of policies and programmes to support flexibility • Provision of a dynamic response to risk and disposition of resources 24/7 • Work towards an overarching MIS to direct resources	Area Manager Community Safety	1, 2, 3 and 4

iD	Task Name
1	Design and implement policies and systems to enable the service to respond dynamically to risk
2	Project startup
3	Agree resource management policy
4	Introduce support processes to ensure consistent implementation of policy
5	Evaluation and review

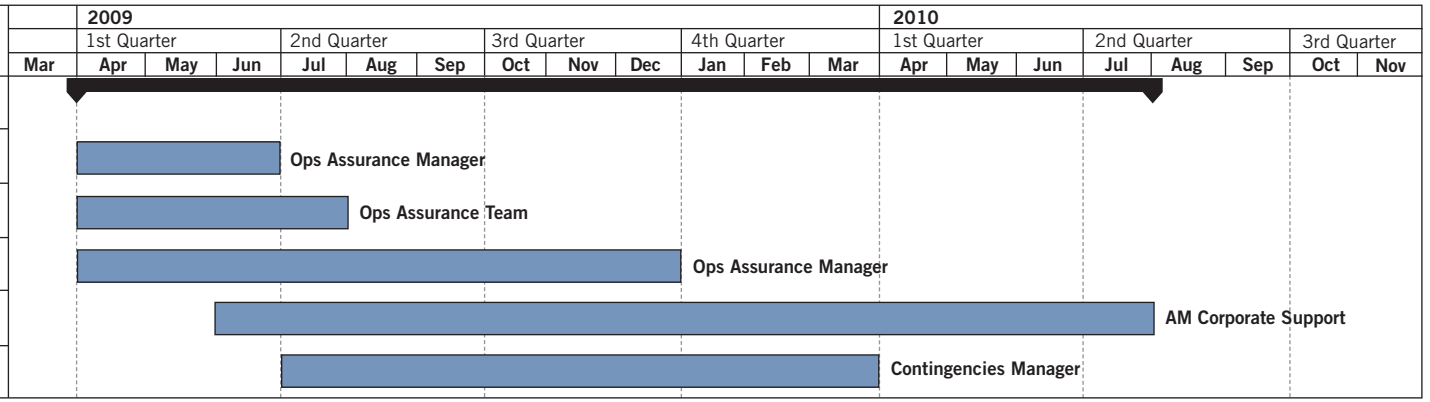


Embed Operational Assurance across the Service.

Why? **To confirm that our operations conform to standards.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Complete year one 3rd party review of the Operational Assurance evaluation and report to Authority • Collect Operational Assurance data and build into the Performance Management system • Test station based Business Continuity Plans	• Engage all operational staff • Analyse data • Confirm existing standards	Area Manager Corporate Support	4

iD	Task Name
1	Embed Operational Assurance across the service
2	Align all relevant procedures
3	Complete Communications Plan
4	Fuly evaluate 'Redkite' recording
5	Report to Operational Assessment Group and SMT
6	Conduct BCP exercise

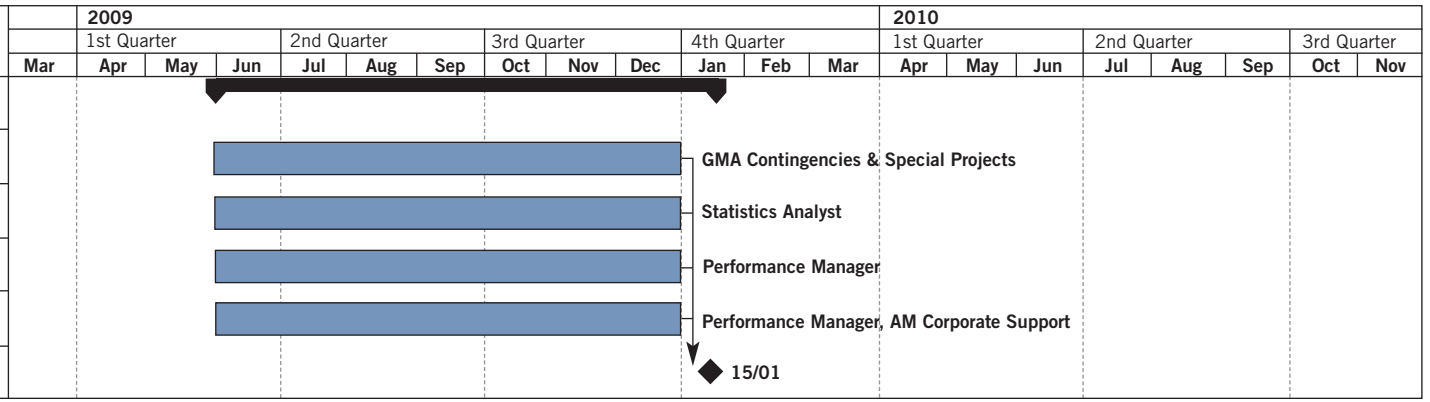


Collect data to enable the measurement of the impact on the environment of fire and rescue service activities.

Why? **To demonstrate the Authority's commitment to protecting the environment.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Research Data collation from other FRS • Select incident information (i.e. incident type / duration) • Collate incident information to apply the Carbon Weighting Formula (CWF) • Investigate how to display CO2 Emission information utilising the performance management process	• Greater understanding of the environmental implications associated with fire	Area Manager Corporate Support	1 and 4

iD	Task Name
1	Profile CO2 emissions produced by incidents
2	Research data collation from other FRS
3	Select incident information (i.e. itype and duration)
4	Collate incident information to apply the Carbon Weighting Formula (CWF)
5	Investigate how to display CO2 emmission information utilising the performance management process
6	Report to SMT on result of investigations

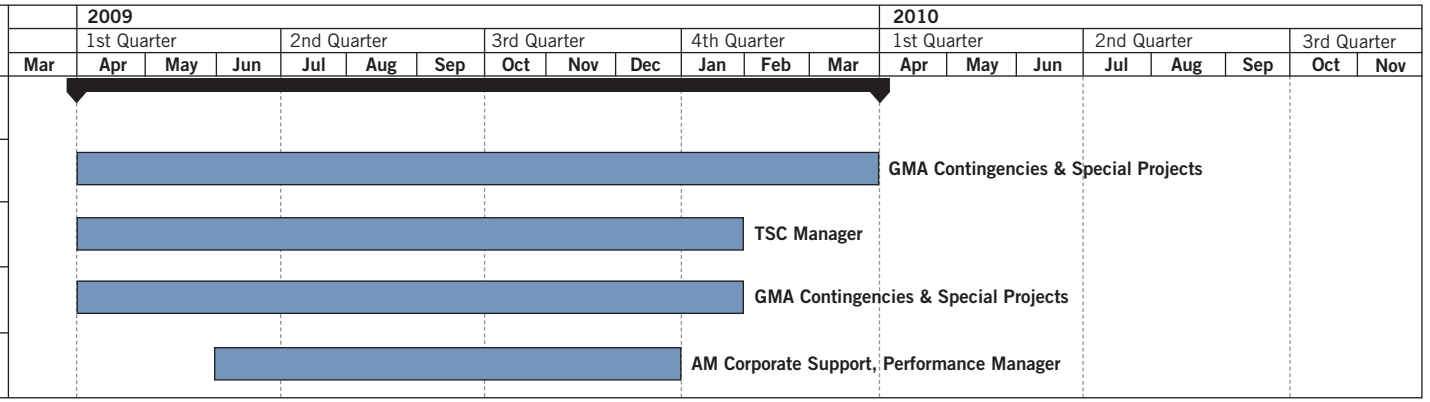


Gain recognition for implementing an Environmental Management System (BS8555).

Why? **To demonstrate the Authority's commitment to protecting the environment.**

What we will do	What we expect to happen	Responsibility	Link to Strategic Goals
• Embed Sustainability within the FRS • Produce a vehicle fleet carbon emission profile • Gain recognition for implementing an Environmental Management System (BS8555) • Aim to reduce CO2 emissions by working with local authorities	• Develop TWFRS Policies, Procedures, Protocols etc. to recognise 'Sustainability' and the consequential effects this may have on the environment	Area Manager Corporate Support	2 and 4

iD	Task Name
1	Gain recognition for implementing an Environmental Management System (BS85555)
2	Embed sustainability within the FRS
3	Produce a vehicle carbon emission profile
4	Aim to reduce CO2 emissions by working with local authorities
5	Gain recognition for implementing an Environmental Management System (BS85555)



Integrated Risk Management Plan

2009 / 2012

Tyne and Wear Fire and Rescue Authority