

STRATHCLYDE
FIRE & RESCUE



INTEGRATED RISK MANAGEMENT PLAN

2010-2013





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JOINT FOREWORD

It gives us great pleasure to introduce Strathclyde Fire & Rescue's new Integrated Risk Management Plan (IRMP) 2010-13. This document details how we will ensure that the frontline service we provide over the next three years will help us achieve our vision of *making our communities safe places to live, work and visit.*

We have measured our current performance and predicted future developments to ensure that we have the right resources in the right location to provide the safe environment that we strive for.

We will train and equip our personnel to the highest possible standards in order that they can meet any existing and future risks they may face. Just as importantly, we will further develop our already extensive range of community safety initiatives with the aim of preventing fires, road traffic collisions and other emergencies where people may be injured or killed.

We will strive to provide opportunities for vulnerable groups and young people within our

society, offering positive educational and life experiences through programmes of experiential learning within community fire stations and other fire service facilities.

This plan will further develop Strathclyde Fire & Rescue (SFR) to ensure that we continue to be the best equipped, trained and resourced fire and rescue service we can be. We will provide the most effective possible response to emergency incidents, and at the same time, work proactively to educate our communities in the prevention of fires and other emergencies.

All of this will be achieved in the most cost effective way possible, working within the principles of Best Value and with a clear and transparent audit process.

And in this time of financial uncertainty we will, above all, strive to provide an efficient service based on a sound financial foundation, with accountability and transparency built in.



Brian Wallace

Cllr. Brian Wallace
Convener, The Board of Strathclyde Fire & Rescue

Brian P. Sweeney

Brian P. Sweeney
Chief Officer, Strathclyde Fire & Rescue



INTRODUCTION TO INTEGRATED RISK MANAGEMENT PLANNING

Integrated Risk Management Planning (IRMP) is the process by which a fire and rescue service assesses the risks to life and property within the area it serves, and shows how it will deploy its resources to tackle those risks and improve the safety of all sections of society.

This plan outlines the service delivery aspects of our Corporate Strategy, and is delivered within the context of continuous improvement and Best Value.

This IRMP outlines our proposals for the period 2010-2013 and will be supported by annual action plans that will help ensure our service can be further developed and adapted to meet the new situations and challenges of an ever changing environment.

Our IRMP highlights the challenges we face and the goals we have set to meet them, and our success will be measured by how well we deliver on the aspirations set out here.

Key to our success will be our Corporate Priorities, which are set out in more detail in the following section. These Corporate Priorities are the driving force behind everything we do and enable us to provide the best service possible for the **Community** we serve.

The single most important component of SFR is the **People** we employ; their dedication and professionalism make certain that we can provide the highest levels of **Protection** for our communities, responding appropriately to emergencies and to identified needs. We continually work to strengthen existing **Partnerships** and together with our colleagues in other agencies and groups, strive to provide a collaborative and comprehensive approach to safety in the community.

And finally, in recognition of our responsibilities to the **Environment**, we will do all we can to mitigate both the effects of our corporate actions and the impact of the incidents we attend.

OUR CORPORATE PRIORITIES



Community

We exist to make our communities safe places to live, work and visit. We work closely with the communities we serve to ensure that the service we deliver is tailored to their expectations and is targeted towards areas of greatest need.



People

Our personnel are our greatest asset. We believe that by investing in their future, we can make our organisation stronger, more efficient and more effective. We work hard to maintain our reputation as a good employer and provide a workplace where everyone is treated with dignity, fairness and respect.



Protection

Our role is to protect the communities we serve. We deliver a service that works proactively to reduce the incidence of fire and other emergencies and one that responds with dedication and professionalism whenever and wherever the need occurs.



Partnership

Strong, productive partnerships are central to our service. By co-operating closely with our partner agencies, we are able to deliver an integrated approach to safety in the community and the most effective service possible. We know that by working together, we have much to offer and much to gain.



Environment

We have a duty to protect our environment. We are committed to taking positive steps to reduce the environmental impact of our business. We will strive to reduce our carbon footprint by increasing environmental awareness across all parts of our organisation and by doing all that we can to minimise and mitigate the effects our operations have on the planet.





OUR INTEGRATED RISK MANAGEMENT PLAN (IRMP)

The following points have been identified by us as being key to providing an efficient and effective fire and rescue service for the communities of the Strathclyde area.

They will help us to achieve our vision of making our communities safe places to live, work and visit and will support our five Corporate Priorities of:

Community; People; Protection; Partnership; and Environment.

Our Preventative Services

1. We will continually review the Community Safety function to ensure that our services meet the needs of our communities, partners and staff. Our aim is to deliver safety services that are relevant, effective and easy to understand. To achieve this position, we will take full account of national and other guidance, together with good practice from key partners from the private, public and voluntary sector.



2. We will make every effort to identify areas and members of the community who are at greatest risk. This will be achieved by closely examining historical data and by working in a co-ordinated manner with community planning partners.



3. Working with other agencies, we will actively pursue policies that reduce both the likelihood and impact of identified risks. This will be achieved through the provision of advice and education, and through preventative measures such as smoke alarms and domestic sprinklers. We will target our activities to ensure that assistance is made available to those groups most at risk in our communities, such as the provision of specialist alarms for people with impaired hearing.



4. We will ensure that risk critical information identified through post incident research and investigation is communicated to all staff groups. This information will provide us with an opportunity to develop improved operational tactics and associated training, and will make a significant contribution to firefighter and public safety.



5. To ensure our community safety approach is meaningful and effective, we will continue to develop our Partnership Unit. The unit consists of representatives from the range of relevant agencies who examine current working practices and propose remedial actions to increase our effectiveness. By working in this way we can ensure our resources are effectively deployed.



6. We will review our approach to engaging with minority groups to ensure appropriate levels of service can be delivered and to make certain that everyone can understand the range of services that we provide. We will particularly consider the needs of our new communities, and persons with sensory impairments, physical disabilities or additional learning needs.



7. We will consider the involvement of Volunteer firefighters in Community Safety duties.



8. We will devise and implement a new Community Safety engagement toolkit to assist our staff in recording and evaluating effective community safety initiatives.



9. We will conduct a full review of the current Home Fire Safety Visit policy. A range of issues will be examined, including the development of specific, targeted, risk-based advice for different types of dwellings and community groups. In addition we will provide an online self assessment facility and develop systems to allow a single shared assessment approach in the management of referrals involving at-risk people.



10. We will carefully examine and consider the causes of fire and the contributory factors involved, developing a process using case studies and case conferences for all fires that involve casualties, whether fatal or non-fatal. Other related issues will also be considered, such as the provision of risk-critical information for operational crews. Relevant partner agencies will be invited to participate fully in these processes, thus ensuring we maximise the opportunities for learning and for informing future service delivery.



11. We will create a means to consolidate all youth engagement activity, including our schools programme. This will be achieved through a revised Youth Engagement Plan which will identify examples of good practice and ensure that activities are fully evaluated and implemented to meet local needs across a range of age groups.



12. We will develop a suite of seasonal Community Safety initiatives to provide relevant and timely advice to the public and devise media advertising campaigns to support these initiatives.



13. We will establish and develop a new Fire Safety Enforcement Audit Strategy.

As part of this process, we will streamline the range of visits currently carried out in premises by all staff groups to reduce the burden of intrusion on external stakeholders and minimise the consequent impact on business activity.



14. We will monitor the Unwanted Fire Alarm Signal (UFAS) pilot scheme, and if it continues to be successful, will prepare policies and procedures for full service-wide implementation.

We will continue to work closely with stakeholders and will enforce fire safety legislation in a manner that is measured, proportionate and fully aligned with the principles of good enforcement.



15. We will engage with our partner agencies in planning for the International Children's Games 2011, Olympics 2012 and Commonwealth Games 2014 to ensure that all fire safety arrangements comply with current standards and that detailed emergency response plans are in place to deal with all foreseeable incidents.



16. As building design becomes more innovative, our fire engineers will continue to provide detailed, technical assistance to ensure safety standards are maintained across the built environment. This will include consultation with, and the provision of advice to, architects and other building professionals, as well as fire safety officers. Our fire engineers will also engage with operational fire crews to provide instruction and training in related matters, as appropriate.



17. We will continue to consider innovative methods and new technologies to prevent fire and mitigate damage to buildings and the environment. We will actively promote sprinklers and other fire suppression systems based on risk.



18. We will continue to do all we can to reduce the number of people killed or seriously injured on our roads, aligning our strategies with the national road safety framework for 2020. We will maintain and develop a suite of road safety initiatives, including our award winning “Cut It Out” programme, a dynamic package of safety information and guidance aimed specifically at young drivers.





Our Emergency Response

1. We will continue to develop and equip our firefighters to ensure they have the necessary skills and resources to successfully deal with the diverse range of incidents they may face.



2. As part of our constant review and forward planning of resources, we will produce a corporate asset management document examining the suitability of our stations in terms of activity, location, resources, condition, and life risk. We will utilise the Fire Service Emergency Cover (FSEC) toolkit provided by central government, to provide evidence to support our strategic decision making process. The FSEC toolkit gives us confidence that we are prepared for existing and emerging risks and changes within our communities.



3. We will complete a review of our high reach vehicle capability, taking into account risk and population density to determine the type, number and location of vehicles required.



4. We will develop and introduce a dedicated line rescue resource to allow us to effect rescues at height safely, complementing our existing rescue capabilities and building on our Safe Working at Heights policy. Before implementation, a bespoke training package will be developed to ensure the competence of crews undertaking these duties.



5. We will review all of our water rescue assets to make certain that we have sufficient resources, located strategically, to service the increasing demand for water rescue services on our lochs and rivers, and to meet the challenges presented by the changing environmental landscape. The effects of climate change have been evidenced already and are predicted to have an even greater impact over coming years.

We have strategically placed resources to assist at flooding incidents, and we will make certain that we have highly trained personnel in place to transport and operate equipment at times of need. This will involve close partnership working with the Scottish Environmental Protection Agency and other Fire and Rescue Services nationally.



6. We will further enhance our staff skills and equipment provision for dealing with emergencies other than fire. We will continue to train and equip our staff to deal with fires, which remain our area of greatest demand. However there is a growing emphasis on other civil contingencies and emergencies such as Urban Search and Rescue (USAR) and incidents involving hazardous materials.

Recent legislation has placed greater responsibility onto fire and rescue services to deal with these incidents, and SFR will make certain that as an organisation, we are well placed to resolve any such incident, protecting our communities, and the environment we live in.



7. We will review our operational policies and procedures to ensure their continued effectiveness and to identify possible improvements and developments which can be made in the face of rapidly changing technology and infrastructure. Specifically, procedures for dealing with rail incidents, procedures for dealing with air incidents and procedures for dealing with road incidents will be reviewed.

This will facilitate the enhancement and development of our current safe operational systems of work for all incidents of this nature, allowing us to secure the safety of our communities, whilst maintaining the safety of our firefighting crews.



8. We will maintain our partnership with the Marine and Coastguard Agency as one of the 15 FRS in the UK that have a specialist team of firefighters trained to tackle fires and other emergencies on board ships and structures at sea.

The Maritime Incident Response Group (MIRG) provides emergency cover for such incidents, and we will continually review our commitment to this partnership within the context of the changing financial and political situation. We will ensure that our MIRG team have sufficient training and resources available to them, to allow them to carry out this vital role safely and effectively.



9. Working with all other Scottish Fire & Rescue Services we will review our Scottish Resilience assets such as High Volume Pumps, Mass Decontamination Units and USAR resources. We will also review the skills and training required to successfully operate these resources, ensuring that we have sufficient numbers of trained personnel to effectively deploy the resources both within SFR and nationally.



10. We will review our incident command arrangements, introducing Risk Based Response Areas, making certain that our officers are strategically placed throughout Strathclyde, in order to provide the appropriate level of support for fire crews at emergency incidents.

We will also review the weight of response which follows an assistance message from an incident, in order to provide the resources required by our firefighting crews to safely and effectively deal with the incident, whilst continuing our policy of minimising unnecessary emergency mobilisations and making the best use of our resources.



11. We will introduce an operational mentoring policy which will provide guidance and support for newly promoted officers. Having already demonstrated competence in incident command within a training environment as part of the selection process for promotion, further support will be made available to newly promoted officers on the fireground during the early stages of their new role. This will ensure overall safety for firefighting crews, and the maintenance of high standards at operational incidents.



12. Linked to our Unwanted Fire Alarm Signal (UFAS) review, we will introduce a revised policy in select Areas within SFR. This will examine the current size and weight of our operational response to those premises where UFAS events are a frequent occurrence and will also allow a review of our Fire Safety Enforcement actions. This will only happen where a number of repeat incidents take place at a single address, and our investigations show that poor management and ineffective or badly maintained alarm systems are the root cause of the continual false alarms.

As part of this policy, SFR may stage the number of appliances it dispatches to these addresses and will only send the full response should we receive a 999 call confirming that an actual fire has occurred. We will also determine whether responding crews should proceed under “blue light” emergency conditions, or at normal road speeds.

This policy relates only to automatic fire alarms. No reduction to our attendance will be considered if any call is received which confirms that there is a fire or that life is at risk.

Through our Operations Support Centre call challenging policy and our Community Safety Directorates education program, we will reduce the number of appliance mobilisations to malicious 999 calls. Reducing the number of unnecessary blue light journeys will cut the potential risks to fire crews and other road users and will also assist us in achieving our long term CO2 reduction target.



13. We will review and update our fleet of emergency vehicles, making certain that we achieve an effective and efficient front line delivery service. An environmental impact assessment of all aspects of our red fleet vehicles will be conducted and will help determine our vehicle replacement programme.



14. We will continue with the process of fitting new Firelink communications equipment to all of our front line appliances, officers' vehicles, and in our Operations Support Centre (OSC). This new system will dramatically increase the speed and efficiency of our fire ground communications and make deployment of resources more effective due to the “positioning” technology associated with it, allowing OSC to reliably determine the most appropriate resources to deploy to any incident.



15. We will conduct a review of our Breathing Apparatus equipment, supply contract and support procedures, to ensure that our front line appliances are operationally ready, with the best possible Breathing Apparatus systems available to keep our firefighting crews safe.



16. Our Incident Research and Investigation Section (IRIS) will continue to investigate all appropriate incidents in order to identify and fully understand the circumstances of each case. This evidence will allow SFR to develop new firefighting tactics and related training courses to better protect the public and firefighters.

IRIS will also provide Fire Investigation training for operational personnel including senior officers, using presentations based on case studies which can be utilised by staff. In addition, the section will link with other establishments and partner agencies to exchange information and good practice, working collaboratively with police and forensic services.



OUR CORPORATE PLANNING FRAMEWORK

Strathclyde Fire & Rescue exists to make our communities safe places to live work and visit.

Our Corporate Planning Framework is the structure which links every aspect of our planning process from an individual Personal Development Plan to our Corporate Strategy, ensuring that every action we take is in pursuit of our Corporate Priorities and helps achieve our vision.

This IRMP is one of a suite of documents which outline the way in which our service operates and the direction we are taking for the future.

The IRMP represents the service delivery aspect of what we do to minimise and control risk in the community from fire and other emergencies.

Other documents within this suite are:

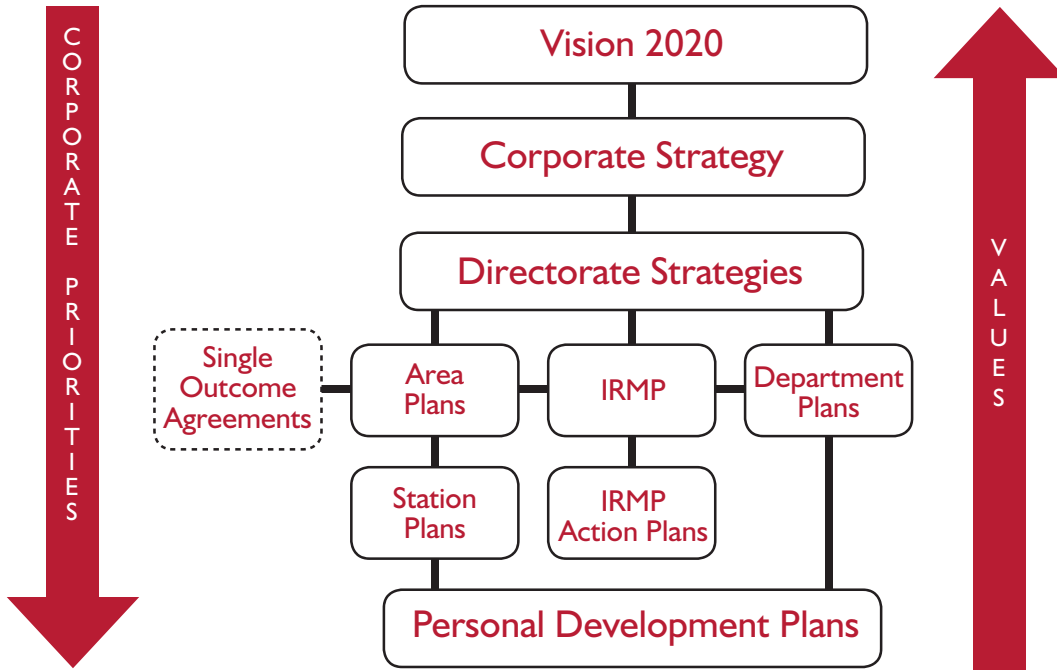
Vision 2020

This document details our vision and aspiration for the communities we serve. It defines our Corporate Priorities, identifies our values and shows how they underpin everything that we do.

Corporate Strategy

This document details who we are and what we do. It gives more information about our Corporate Priorities, our values and the vision we have for our service and our communities.

The Corporate Strategy gives more detail about what we intend to achieve within a specific time, and how we will be able to measure our performance.



CONTACT US

Feedback

We provide a vital public service for the people of Strathclyde. The impact our activities have on the local community is enormous and we know that if we are to meet our goal of continuous improvement, we need to keep in touch with the public we serve.

If you have something you'd like to share with us, or would like to comment on any aspect of the service we provide, you can get in touch in a number of ways:

- Use the feedback form on our website to send an email.
- Contact your local community fire station - details are listed on our website or in your local telephone directory.
- Contact your local Area HQ - details are listed on our website or in your local telephone directory.

Or contact us at:

Strathclyde Fire & Rescue,
Corporate Development,
Bothwell Road, Hamilton ML3 0EA
Tel 01698 300999 Fax 01698 338444

or alternatively visit our website at

www.strathclydefire.org

You may wish to leave your contact details in order that we can reply to your comment. If you prefer to make your comment anonymously then please do so. All comments are appreciated, and will be treated in the strictest confidence.

If you would like a copy of this document in a different format or a version in another language please contact:

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Strathclyde Fire & Rescue, Corporate Development, Bothwell Road, Hamilton ML3 0EA. Tel 01698 300999



making our communities safe places to live, work and visit



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