

**GWASANAETH TÂN AC ACHUB GOGLEDD CYMRU
ADRODDIAD AR GYFER YR AWDURDOD TÂN**

DYDDIAD:	18 ^{fed} Hydref 2004
ADRODDIAD GAN:	Y PRIF SWYDDOG TÂN
DIBEN YR ADRODDIAD:	Rhoi'r cynllun gweithredu ail flwyddyn drafft y Cynllun Integredig Rheoli Risg i'r Aelodau i gael eu cytundeb, er mwyn gallu cynnal yr ymgynghoriad gyda'r cyhoedd.

1. **CYFLWYNIAD**

- 1.1 Bydd yr aelodau'n gwybod bod y cyfarfod o'r Awdurdod Tân ym mis Medi wedi awdurdodi'r Panel Gweithredol i ddatblygu cynllun gweithredu ail flwyddyn yn gwneud y gwelliannau, yr ychwanegiadau a'r newidadau y teimlent oedd yn briodol, ac unwaith y byddent yn fodlon, yn ymgynghori â'r cyhoedd ar y cynigion.
- 1.2 Diben y papur hwn yw cyflwyno'r cynllun gweithredu ail flwyddyn i'r aelodau.

2. **GOROLWG**

- 2.1 Fel gyda'r Cynllun Integredig Rheoli Risg cyntaf, mae gofyniad i gynnal ymgynghoriad cyhoeddus ar y cynllun gweithredu. Fodd bynnag, disgwylir i'r cynllun gweithredu ail flwyddyn atgyfnerthu canfyddiadau'r Cynllun Risg cyntaf a mynd â nhw yn eu blaenau, nid eu newid na dod yn eu lle.
- 2.2 Mae'r saith maes sydd yn y cynllun gweithredu ail flwyddyn fel y maent yn yr adroddiad ar gyfer yr Awdurdod Tân ar 20^{fed} Medi 2004 eitem 9 ar yr agenda.

3. **CYNLLUN GWEITHREDU AIL FLWYDDYN**

- 3.1 Enw'r cynllun gweithredu ail flwyddyn yw "Eich Gwasanaeth, Eich Diogelwch, Eich Llais", ac mae'n dilyn diwyg tebyg i'r Cynllun Risg cyntaf.
- 3.2 Mae'r drafft yn cynnwys rhagair gan y Cadeirydd, canllaw i ddefnyddwyr, tabl o gynigion a chorff y ddogfen sy'n gosod allan y cynigion yng nghyd-destun yr hyn a gyflawnwyd gyda'r Cynllun Risg cyntaf, a'r hyn mae'r Awdurdod am ei wneud nesaf. Mae'r drafft yn cloi gyda manylion am sut gall y cyhoedd gymryd rhan yn yr ymgynghoriad.

4. **ARGYMHELLION**

- 4.1 Bod yr aelodau'n nodi cynnwys yr adroddiad.
- 4.2 Bod yr aelodau'n awdurdodi ymgynghori gyda'r cyhoedd ar y cynllun gweithredu ail flwyddyn.

North Wales Fire & Rescue Authority

Your Service Your Safety Your Voice

**Help to Shape Your
Fire & Rescue Service**

**Integrated Risk Management –
2nd Year Action Plan**

October 2004

Foreword by Councillor Trevor Roberts, Chairman of North Wales Fire and Rescue Authority.

In April 2003, the Office of the Deputy Prime Minister directed all Fire Authorities in England and Wales to produce an Integrated Risk Management Plan (IRMP). The main aim of the plan is to secure an increasingly productive fire and rescue service that is more responsive to local circumstances and therefore better able to provide protection against fire and other hazards. The emphasis is on proactively preventing fires, rather than reactively fighting them.

In April 2004, North Wales Fire & Rescue Authority was pleased to publish its first IRMP, entitled **Preventing, Protecting, Responding**, following a lengthy process of critical analysis taking a fundamental look at the way our Fire & Rescue service in North Wales carried out its day to day functions.

Our overall goal was to improve and modernise our services. Having undertaken this review we asked you, our communities in North Wales, what you felt about our proposals for the future. We did this by consulting through a booklet appropriately titled **Having Your Say**.

I would like to thank those of you who sent in your responses to the draft IRMP for your time and your interest in the services we deliver. Your comments were carefully considered, and changes were made to our plan as a result of your input.

Fire and Rescue Authorities are now undertaking their second year action plans. To maintain the momentum of identifying and reducing risks, we are issuing annual updates to take account of progress already made, changes that have happened in the meantime, and the resulting budget implications.

We continue to value and encourage involvement by our own staff in responding to our draft Action Plan. However, we would also like to see increasing participation by other people living in North Wales, or people who have an interest in what happens here. The wider the range of voices, the better our understanding of the services people wish and expect to receive.

We therefore invite you to consider our proposals for this second year, 2005 to 2006, and to send us your comments, opinions and ideas. We will then consider these before we finalise our work for next year.

We would like to thank you in anticipation of your response, and assure you that all contributions will be taken into account when we come to finalise our second year action plan. For additional explanation of the terms used in this document, please refer to the Jargon Buster sections of our original IRMP.

We look forward to hearing what you think of our proposals.

Chairman of the Fire and Rescue Authority.

ABOUT THIS DOCUMENT

This document should be read in conjunction with our original IRMP, which is available on our website. The actions planned for the second year (2005-06) are intended to carry forward our first IRMP, not to fundamentally replace or change it. The risks we identified in 2003 are still as valid now as they were then. The action points described in this document relate to our management of those risks.

Responses to our IRMP were received and considered earlier this year. If you wish to make comment on our proposed second year action plan, please refer to the last page of this document for details.

The 'Further Proposals' are exactly that – they are designed to carry forward and complement the existing IRMP. Actions are continuing from the first year action plan and will automatically be carried over into this second year.

The pages that follow the 'Further Proposals' section set out the risks that were originally identified, the first year action points, a commentary on how things are progressing, and a fuller explanation of our proposals.

Because of the timing of this second year action plan, we are not yet able to report on a full twelve months of activity associated with the IRMP. However, as this new risk management planning process becomes integrated into our normal annual reporting timetable, we will, in future, be able to look back over the previous complete year from 1st April to 31st March.

In addition to the risks specified in our IRMP, we also identified areas for research to enable us to come to an informed view on how best to progress in relation to a set of specific issues. This work continues.

Towards the end of the document you will find a short list of abbreviations, which we hope you will find helpful for reading this document. More detailed definitions and interpretations are included in the 'Jargon Buster' sections of our IRMP.

FURTHER PROPOSALS FOR OUR 2ND YEAR ACTION PLAN

<p>ACTION PLAN – POINT 1 YEAR 2</p> <p>To develop a tiered Community Fire Safety planning regime as part of the new management structure that focuses on life safety and specific risks and ensures tailor-made planning within each unitary authority area.</p>	<p>Financial Implications There are no additional cost implications to this particular action point. It is envisaged that having a more localised planning system will better direct resources.</p>
<p>ACTION PLAN – POINT 2 YEAR 2</p> <p>To develop the Fire Service Emergency Cover (FSEC) model provided by ODPM to build an intelligence base to inform strategic decision making, resource placement and deployment. FSEC was provided to fire & rescue services just prior to the completion of the first IRMP process.</p>	<p>Link to the Original IRMP</p> <p>Risks 1 & 8</p> <p>Financial Implications The FSEC model has been provided by the ODPM along with the computer hardware to complete the modelling. The Authority already supports the provision of two members of staff to operate the system.</p>
<p>ACTION PLAN – POINT 3 YEAR 2</p> <p>To seek opportunities for collaboration with our neighbouring fire & rescue services in order to maximise the extent to which current and future action plans and risk management within Cheshire, Shropshire and Mid & West Wales both inform and complement actions and risk management within North Wales. This is an area of activity generally highlighted by both ODPM and the Audit Commission.</p>	<p>Link to the Original IRMP</p> <p>Risk 4 & Risk 2</p> <p>Financial Implications There are no costs attributable to seeking collaboration opportunities. However, it is anticipated that successful collaboration will result in better resource management and subsequent efficiency improvements.</p> <p>Link to the Original IRMP</p> <p>Risk 4 & Risk 2</p>

FURTHER PROPOSALS FOR OUR 2ND YEAR ACTION PLAN

<p>ACTION PLAN – POINT 4 YEAR 2</p> <p>To fully adopt and utilise the Fire Safety inspection guidance provided by ODPM which focuses on life risk and the introduction of the Regulatory Reform Order which will fundamentally change legislation on fire safety. The introduction of a new supplementary internal audit process would promote consistency and quality in the fire safety function across the whole of North Wales.</p>	<p>Financial Implications</p> <p>There is no cost associated with this process improvement for a responsibility the fire and rescue authority will necessarily be required to undertake.</p>
<p>ACTION PLAN – POINT 5 YEAR 2</p> <p>To utilise IT software available to the Service to enhance operational service delivery by adopting street mobilising rather than the current system of locality-based mobilising. This will ensure the nearest most appropriate resource is sent to an incident.</p>	<p>Link to the Original IRMP</p> <p>Risk 4</p>
<p>ACTION PLAN – POINT 6 YEAR 2</p> <p>To review the allocation of operational personnel to ensure a consistent approach across North Wales to the crewing of front line and specialist appliances.</p>	<p>Financial Implications</p> <p>No identified costs.</p>
<p>ACTION PLAN – POINT 7 YEAR 2</p> <p>To further develop collaborative work with the other emergency services in North Wales and investigate areas that would benefit from joint initiatives and management to secure shared outcomes.</p>	<p>Link to the Original IRMP</p> <p>Risk 4</p>
	<p>Financial Implications</p> <p>Depending on the outcomes of the review, there may be an increase or decrease in costs related to the provision of operational personnel to ensure consistency across North Wales.</p>
	<p>Link to the Original IRMP</p> <p>Risk 6</p>
	<p>Financial Implications</p> <p>Developing collaborative work should lead to more efficient and effective use of resources with the potential for some long term cost savings.</p>
	<p>Link to the Original IRMP</p> <p>Section on 'Future challenges'</p>

Risk N^o.1

People continue to die in fires, and yet the warning signs are often very clear

We recognise that our single highest priority has to be to reduce the incidence of deaths from accidental fires in North Wales.

We also recognise that one of the most effective ways of keeping people safe from fire is to equip them with the knowledge and support they need to manage their own safety.

With modern technology we are becoming increasingly proficient at distinguishing which groups of people are most likely to experience a fire, which helps us to target our efforts at the most vulnerable members of society.

We will continue with this profiling work, and at the same time we will plan our work so that our limited resources are used to best effect.

Actions to Manage the Risk

As a way of reaching more people more effectively, we intend to expand and reorganise the way we provide fire safety advice to our communities by:

- Increasing the amount of Community Fire Safety work undertaken by the Service by introducing a new structure to enable closer working within local authority areas. (1-1/1/1)
- Assessing the potential for employing non-operational staff for Community Fire Safety work. (1-1/1/2)
- Utilising retained personnel to undertake Community Fire Safety work in their own local community. (1-1/1/3)
- Researching the effectiveness of existing shift times at 24 hour shift fire stations to find ways to accommodate additional Community Fire Safety work alongside intervention duties. (1-1/1/4)

SUMMARY OF PROGRESS ALREADY MADE

Steady progress has been made in appointing personnel to posts in readiness for the introduction of the new management structure. County safety managers have been nominated and will shortly take up post with the management structure scheduled to operate fully from 1st December 2004.

The fire authority sees tremendous potential in using non-operational staff for carrying out CFS work across the new County structure. Job descriptions and person specifications for the post holders have been developed and a job evaluation process is currently underway prior to the jobs being advertised.

Retained personnel have already been nominated and trained to deliver CFS at twelve of the thirty-six retained stations, with plans to extend this to another six stations by 2005.

Following the recent industrial dispute, work on the effectiveness of the current shifts was deferred, but this will now be prioritised to ensure the most efficient use of resources.

WHAT WE INTEND TO DO NEXT

We are continuing with those elements of the first year's action plan that are still outstanding or in progress, and moving ahead with the development of a tiered Community Fire Safety planning regime as part of the new management structure.

This is an internal organisational change that will result in improved central co-ordination and a clearly defined planning structure that supports the seven county-based areas. This will deliver local improvements in CFS planning and delivery. 1-2/1/5

Risk No. 2

“Out of sight, out of mind” – that’s the risk

The Fire and Rescue Service is called to help deal with a wide range of incidents, but all too often the time we spend at the incident is the only contact we have.

Rather than racing in to deal with emergencies, we really need to be building relationships with a whole range of people and organisations to try to tackle some of the contributory factors that lead to many of these emergencies in the first place.

By raising our profile in the community and participating in decisions at strategic level, we hope to reduce the demand on the service to react.

Actions to Manage the Risk

- Develop fire station facilities and adopt the concept of community fire stations. (1-1/2/1)
- Adopt an organisational structure that will allow us to work more closely with Local Authorities, the voluntary sector and other emergency services, to bring about safer, more inclusive communities. (1-1/2/2)
- Extend the YFA scheme across North Wales to engage youth and act as a role model to the youngest members of our society. (1-1/2/3)
- Work closely with Atal Tân Cymru to develop new and innovative programmes of community based fire prevention education. (1-1/2/4)

SUMMARY OF PROGRESS ALREADY MADE

Some initial exploratory work has been undertaken in relation to planned capital projects for developing fire stations and other easily accessed buildings for the purpose of raising our profile and contact with the local community.

The work of re-organising the service so that it is better focussed on smaller areas is now well under way, with the three old 'divisions' being replaced by seven districts (two in Gwynedd and one in each of the other five counties of North Wales). We are optimistic that we will be able to achieve far more by working so closely with our partners in each county.

We have been seeking to generate more interest in the Young Firefighters Association Scheme, and were very pleased with the opening of a new branch of the YFA at Holyhead.

We are also optimistic that the progress being made through Atal Tân Cymru in relation to arson reduction and Community Fire Safety will continue to have a positive effect.

WHAT WE INTEND TO DO NEXT

We want to continue with those elements of the first year's action plan that are still outstanding or in progress.

We will develop the Fire Service Emergency Cover (FSEC) model provided by ODPM to build an intelligence base to inform strategic decision making, resource placement and deployment. FSEC was provided to fire & rescue services just prior to the completion of the first IRMP process. 1-2/2/5

We will also seek opportunities for collaboration with our neighbouring fire & rescue services in order to maximise the extent to which current and future action plans and risk management within Cheshire, Shropshire and Mid & West Wales both inform and complement actions and risk management within North Wales. 1-2/2/6

Risk N^o.3

Repeated False Alarms Generated by Automatic Fire Alarms are Dangerous

Although an essential fire safety measure in many buildings, around 98% of actuations from automatic fire detection systems turn out to be false alarms.

Repeated attendances at non-existent fires exposes the rest of the community to additional risk by placing an unnecessary demand on our resources.

Actions to Manage the Risk

- To develop a clearly understood policy relating to our response to automatic fire alarms in buildings. The main aim of this new policy would be to increase the availability of our resources to respond to genuine calls for assistance. 1-1/3/1
- To introduce a Call Management System into our Control Room to enable us to respond intelligently and appropriately to calls for assistance. 1-1/3/2
- To advise and work with organisations or establishments in order to manage problem systems and when determining responses, to differentiate between individual systems within one organisation to better tailor our response. 1-1/3/3 and 1-1/3/4

SUMMARY OF PROGRESS ALREADY MADE

Progress on developing our policy for responding to automatic fire alarms has been intentionally slow and measured. Some interesting new national guidance has been issued on automatic fire alarm policies, which has prompted us to consider and explore new areas of what is evolving into recognised good practice.

Having developed new procedures for dealing with calls from automatic systems, our Control operators are incrementally changing the way they handle these calls. These changes are encouraging, but we have some way to go before we can claim to have made significant inroads into the number of times we turn out to these false calls. This is where we believe new national guidance and good practice examples will be able to assist us in reaching our goals of releasing more of our resources to respond to genuine calls for assistance.

We are already identifying 'problem systems' and methodically contacting owners to try to assist in rectifying the situation. We envisage making more progress following the change to the county-based service structure and in line with our new policy on responding to automatic systems.

Our internal mechanisms for identifying separate systems (often in entirely separate buildings) are gradually being amended in accordance with national guidance on dealing with unwanted signals.

WHAT WE INTEND TO DO NEXT

We want to continue with those elements of the first year's action plan that are still in progress. This will begin with a thorough review of the latest guidance and advice on automatic fire alarm policies and a cross comparison with our own policy to ensure that as an Authority we are implementing model procedures. We would also consider the option of charging fees for attending false alarms in some circumstances, should the Welsh Assembly authorise such charging under the Fire and Rescue Services Act 2004.

Risk No. 4

Standards of Fire Cover are Deceptive

The recent withdrawal of national 'standards of fire cover' has been generally supported as a sensible move. The old thinking that the level of risk should be based on the density of buildings had become increasingly out of step with the more modern emphasis on assessing risk according to life risk.

There were other problems with the old standards in that they only applied to fires, not to other emergency incidents (such as car crashes); and in areas such as North Wales there was the added drawback that the old standards did not apply to remote rural areas.

There was therefore a need to take a fresh look at the way we assess our own performance.

Actions to Manage the Risk

- Whilst ensuring that our current average response time to emergency incidents does not deteriorate, our commitment to the people of North Wales is

"That we will respond to fire and other emergencies which threaten life or property by the quickest means possible, using the most appropriate resources at our disposal, without any compromise to current response times or to the scale of our response." (1-1/4/1)

- To make sure that we are, in fact, meeting this commitment, we will measure and monitor our performance, analyse the results to identify deficiencies and continually seek ways to improve. By publishing this information, we will be making our performance available for public scrutiny. (1-1/4/2)

SUMMARY OF PROGRESS ALREADY MADE

We have developed a system of monitoring our response to emergency incidents in three measurable areas. The first area relates to the time it takes for our control operators to handle an incoming emergency call and to mobilise the nearest most appropriate resource. The second area relates to the time between sending an instruction to mobilise to the crew, and getting the vehicle on its way to an incident. The third relates to the period between the time of the incoming emergency call and the time of arrival of the resource at the incident. These three areas of performance can be measured, monitored and, as appropriate, improved

WHAT WE INTEND TO DO NEXT

We want to continue with those elements of the first year's action plan that are still in progress.

Developing the Fire Service Emergency Cover (FSEC) model provided by ODPM will allow us to utilise technology to build an intelligence base to inform strategic decision making and look closely at our current resource placement and deployment. 1-2/4/3

By seeking opportunities for collaboration with our neighbouring fire & rescue services we hope to maximise the extent to which current and future action plans and risk management within Cheshire, Shropshire and Mid & West Wales both inform and complement the actions and risk management being undertaken in North Wales. This could lead to the better use of both physical and human resources between neighbouring Fire and Rescue Services. 1-2/4/4

We will fully adopt and utilise the Fire safety inspection guidance provided by ODPM which focuses on life risk and the introduction of the Regulatory Reform Order. This legislation will fundamentally change the way we carry out our fire safety obligations. The introduction of a new supplementary internal audit process would promote consistency and quality in the delivery of the fire safety function across the whole of North Wales. 1-2/4/5

By utilising the latest IT software available, the Service will enhance operational service delivery by adopting street mobilising rather than the current system of locality-based mobilising. This will have a significant impact in ensuring the nearest most appropriate resource is sent to an emergency incident. 1-2/4/6

Risk No. 5

Our working days don't match our busy times

Fire stations in North Wales are at their busiest in the afternoons and evenings. This is as true for quiet villages as it is for the more heavily populated towns.

The problem is that the existing shift patterns were never developed with this in mind. What happens now is that many of our firefighters leave work at 6 p.m., just as the number of calls is beginning to rise.

Actions to Manage the Risk

- To introduce a later start and finish time for wholtime firefighters on day crewed stations.

The morning standby hours from home will be worked between 10.00 and 12.00, and the time on duty from the station will be from 12.00 until 22.00. (1-1/5/1)

- To assess the effectiveness of offering new part-time contracts for firefighters so that their income is not dependent on the number of incidents that they attend during their contracted working hours. (1-1/5/2)

SUMMARY OF PROGRESS ALREADY MADE

The long drawn out industrial dispute had a considerable impact on the fire and rescue service and caused many of our plans involving a change to the terms and conditions of employment of our personnel to be delayed.

With the dispute at an end progress is now being made to implement the change in starting and finishing times for operational personnel on the day crewing system. It is envisaged that this change will take place at the beginning of the new year, 2005.

Analysis is currently being undertaken of policies developed in other fire and rescue services offering part time contracts that do not link pay to attendance at emergency incidents. Once complete, proposals for change will be considered by the Authority.

WHAT WE INTEND TO DO NEXT

We want to continue with those elements of the first year's action plan that are still outstanding or in progress.

Risk No. 6

Have we got the balance right?

The right vehicles and the right number of people to crew them might not be available in the best place to respond to calls for assistance.

In some cases, even the fire stations themselves might not be in the best locations.

Sending too many firefighters or vehicles would be costly, and could leave other areas vulnerable. On the other hand, sending too few resources could be ineffective, or even dangerous.

Actions to Manage the Risk

- To undertake a review of the disposition of special appliances. (1-1/6/1)
- To initiate a project to examine the routine mobilisation of second fire engines, especially with regard to introducing alternative means of transportation of crews to incidents. (1-1/6/2)
- To require Control Operators to manage the way we mobilise to incidents, using a Call Management System, and to give effective survival guidance where appropriate. (1-1/6/3)
- To continuously monitor our performance under the new standards, and to review the performance of our fire stations against these new standards by December 2005. (1-1/6/4)

SUMMARY OF PROGRESS ALREADY MADE

The review of the disposition of our special appliances is now well advanced and is being integrated into other areas of analysis incorporating the routine use of our emergency vehicles. Once the results of this work have been validated, proposals will be made as to the number, type and ideal location for our specialist appliances.

We are looking at different innovations in the use of a second fire engine to transport firefighters to incidents; this includes utilising a single fire engine that is able to carry ten personnel, four more than the current conventional capacity.

We have already been able to develop call management, and, through continual refinement and training, our Control operators are employing a new methodology for the mobilisation of our resources. This has already changed the mobilisation of some thirty standard emergency incident categories. Our Control room personnel continue to evaluate their procedures and take the opportunity to update their methods whenever appropriate.

A timetable for the review of performance at fire stations will be put into place early in 2005 so that a thorough monitoring process is undertaken with results available from December 2005.

WHAT WE INTEND TO DO NEXT

We want to continue with those elements of the first year's action plan that are still outstanding or in progress.

We also plan to review the allocation of operational personnel to ensure a consistent approach across North Wales to the crewing of frontline and specialist appliances. This will redress the current anomalies whereby two separate fire stations with the same vehicle provision as each other may have been allocated a different provision of operational personnel. This review will integrate the results of the special appliance review to come to informed conclusions. 1-2/6/5

Risk No. 7

Arson an Increasing Menace

Much of our work relates to preventing accidental fires and the injuries associated with them.

Frustratingly, however, we increasingly have to cope with deliberate and unlawful destruction or damage to property through fire. Last year, that averaged out at about ten incidents every day.

Vandals, insurance fraudsters, wilful fire-raisers, child fire-setters, joy-riders, whatever they are called, they are all guilty of putting lives, property and heritage at risk and of generally having a negative impact on the community.

While the fire service is out dealing with these intentionally started fires, people will be at greater risk from accidental fires.

Actions to Manage the Risk

- To engage fully in recommendations for arson reduction put forward by the Welsh Assembly Government following the publication of the "Up in Flames" report. 1-1/7/1
- To improve inter-agency data and intelligence sharing for the joint aim of reducing the total number of incidents attributed to acts of arson. 1-1/7/2
- To increase our in-house monitoring of incidents attributed to arson in order to improve our own ability to react quickly and intelligently to problem areas, and to allow us to identify how and why we have been successful. 1-1/7/3
- To identify funding opportunities for continued partnership working for the reduction of arson in our local communities. 1-1/7/4

SUMMARY OF PROGRESS ALREADY MADE

In line with the recommendations of the "Up in Flames" report the Welsh Assembly Government has recently provided the finance to set up an Arson Reduction Team in North Wales. We are currently in discussions with North Wales Police in this joint drive against arson and arson related crimes.

Since publication of our original IRMP, North Wales Fire & Rescue Service has signed an inter agency data sharing agreement instigated by the North Wales Community Safety Chief Officers Group. This has allowed secure access to a range of data that will assist us in targeting and reducing the incidence of arson.

Using a variety of tools, we are developing our expertise in analysing the profile of arson incidents so that we are better able to take positive action to reduce the numbers of these incidents. This of course will be further enhanced by the work of the Arson Reduction Team once they are established.

We believe that closer local co-operation and partnership will inevitably come about with the introduction of the new structure for the Service, resulting in further opportunities to make a positive impact in our local communities

WHAT WE INTEND TO DO NEXT

We want to continue with those elements of the first year's action plan that are still outstanding or in progress.

Risk No. 8

The Service wasn't set up for this – Our structure can't support it.

The amalgamation of the former Gwynedd and Clwyd Fire Services in 1996 produced an overall organisational structure for the North Wales Fire Service.

By now, of course, circumstances have changed, and the modernised fire and rescue service for North Wales needs the new organisational structure to support its new objectives.

The old structure had become too cumbersome and top heavy, and stifled innovation at lower levels. The modernised fire and rescue service needs to be flexible, responsive, and capable of redirecting resources from one area of activity to another.

Actions to Manage the Risk

- To adopt the principles of the new organisational structure as recommended in the report "Review of the Management Structure of the North Wales Fire Service" which was published in 2002. 1-1/8/1

SUMMARY OF PROGRESS ALREADY MADE

As previously reported, the long drawn out industrial dispute had a considerable impact on the fire and rescue service, and caused many of the plans involving a change to the terms and conditions of employment of our personnel to be delayed.

However, the Service is now in a position to adopt the structure and is currently putting in place the final plans to ensure a smooth transition to a more locally focussed delivery of services. This will link into our proposals to adopt a planning process for community fire safety that is based on smaller areas, to better target our resources at the relatively higher risks in the community.

WHAT WE INTEND TO DO NEXT

We want to continue with those elements of the first year's action plan that are still outstanding or in progress.

By introducing this internal organisational change, we will improve the flexibility and responsiveness of the Service to the various requirements of the seven county based areas. .

1-2/8/2

Challenges for the Future

During this process of integrated risk management, we identified areas of possible risk about which we could not gather sufficient information in the time available to enable us to develop clear recommendations about the way ahead.

Nonetheless, these issues are significant, and we did not want to ignore them. We are therefore still proposing to include them in our second year action plan as areas for further investigation. 1-2/FC/1

- 1) Co-Responding
- 2) Control Room
- 3) Proportionate Response
- 4) Road Safety

Progress to Date:

1. Initial contact has been made with the Welsh Ambulance Service, and information exchanged as to how existing co-responding schemes work and the impact they have on the agencies taking part in them. This information will be analysed, and the findings incorporated into a joint proposal setting out how we might progress with co-responding.
2. Our strategy for the control room function will depend on the strategic direction the Welsh Assembly Government adopts in relation to control rooms in Wales following the devolution of fire and rescue service matters from the ODPM to the National Assembly.
3. Proportionate response has already begun, with a number of our pre-determined attendance criteria being re-evaluated and adjusted to make better use of our resources. This process will continue until a complete evaluation of our mobilising system and procedures has been completed.
4. Road safety represents an area of strategy that we want to develop further as part of our work relating to reducing risk to the public in North Wales. It is envisaged that this will be undertaken through collaboration with a range of other bodies such as other emergency services, casualty units and existing road safety partnerships and organisations.

WHAT THE INITIALS STAND FOR

FSEC	– Fire Service Emergency Cover
ODPM	– Office of the Deputy Prime Minister
IRMP	– Integrated Risk Management Plan
IT	– Information Technology
CFS	– Community Fire Safety

HOW TO SEND IN YOUR COMMENTS ON THIS DRAFT SECOND YEAR PLAN

We welcome your views and comments on the recommendations presented in our second year action plan. We want to encourage everyone who has an interest in our services to let us know whether or not they agree with our proposals, and why. We would also like to hear about any alternative proposals for change which we may consider including.

It would help us to make a balanced assessment of the responses if you were to provide us with the following information:

• Name:
• Name of Organisation: (if you are responding on behalf of that organisation)
• Address:
• Are you a former or current employee, or a close relative of an employee of North Wales Fire and Rescue Service?
• Are you a Member of North Wales Fire Authority?
• To which proposal does your comment relate?
• Your comments about the proposal.

Please return your comments **by the deadline of XXXXXXXXXXXXXXXXXX**

By post to:

**IRMP Second Year Action Plan Consultation
North Wales Fire Authority
Fire and Rescue Service Headquarters
Coast Road
RHYL
Denbighshire
LL18 3PL**

By e-mail to:

IRMP0506actionplan@nwales-fireservice.org.uk

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The information you supply with your response will be processed by North Wales Fire Authority for the purpose of administering this consultation.

For organisations, authorities and corporate bodies, we will assume that you have no objection to having details of your response included in a public report, unless you stipulate to the contrary.

For individuals, all responses will be treated as confidential. We will keep your personal details secure and will not disclose them to other organisations or third parties without your consent, unless we are legally required to do so. The substance of your comments may be incorporated within a report, but will not be attributed to you without your prior consent.