Integrated Risk Management Plan

2010 - 2013

CONTENTS

Our Purpose

To make Merseyside a safer, stronger, healthier community.

Our Aims

To work in partnership with others to provide an excellent, affordable service to all the diverse communities of Merseyside that will:

- **Reduce** risk throughout the community by protective community safety services.
- **Respond** quickly to emergencies with professional staff who reflect the diverse communities we serve.
- **Restore,** maintain and improve the quality of life in our communities.
- **Resource** the organisation in a manner which will provide an efficient, cost effective and sustainable service to the people of Merseyside.

Our Core Values

Make a positive difference to our community

We will build upon our position of trust and respect within the community and the professionalism of our staff to tackle the real underlying factors which affect risk. We will achieve this by seeking partnerships in areas where we believe we can contribute to positive outcomes for all concerned. To complement this commitment, we will continue to listen to and engage with the public and our partners through active consultation in order to reflect their needs. We will offer facilities at our community fire stations which reflect the aspirations of local communities to assist in the delivery of our vision for safer, stronger and healthier communities.

We will be more resolute concerning the expected actions of responsible businesses and citizens. We take a great deal of time and effort to manage the risks within Merseyside; we believe that there is a role for all to play in this process. We will encourage and support this responsibility where possible. However, where necessary and appropriate we will enforce compliance with the law to secure the responsible and lawful behaviour of the businesses and citizens of Merseyside.

Provide an excellent and affordable service

We will manage our emergency response flexibly, with an emphasis on those most at risk. We will do this by managing the number and type of appliances which are available to respond to emergencies at different locations throughout the day, night and at different times of the year to more accurately reflect the changing level and location of risk. In conjunction with this we will maximize our capability to respond in a wider rescue role in line with the growing expectations on the Fire & Rescue Service. Our priority is to maintain our current high level of service, we will reduce the impact on our communities of any changes in funding or costs, which are not already recognised in the planning assumptions we have made in our Medium Term Financial Plan.

Everyone matters

We aim to reduce risk in every home on Merseyside to a tolerable level, with no homes being assessed as high risk after we and our partners have offered support to the resident. To achieve this we will be more sophisticated in the way we commit resources to reduce risk; we will continue to offer free Home Fire Safety Checks to residents in Merseyside as we have done for the past ten years, but our key focus will be to work with our partners to identify and provide assistance to those individuals within the community who are most at risk from fire and other emergencies. We will continue to develop a workforce profile which provides diversity and offers equal opportunities for all.

Respect our environment

We will fulfil our responsibilities for protecting the built and natural environment, with support and commitment at the highest level. We will continue to identify and manage our activities, which have an impact on the environment, without compromising our operational response or our service delivery to the communities of Merseyside. We will address our legal requirements, set and achieve challenging environmental objectives and demonstrate continual improvement in the area of environmental management, energy use, water use and waste management. We are taking proactive steps in combating climate change through our carbon management plan, which ensures environmental sustainability in the design, construction and maintenance on our new buildings.

Our people are the best they can be

Our workforce has the necessary knowledge, skills and values to make a difference. They are supported in their roles and encouraged to contribute their ideas to continually improving the organisation and delivering positive outcomes for our communities.

We will use our Medium Term Strategy (Appendix A) and our annual actions contained within our Service Plan, to deliver against our Core Values.

<u>Our Personal Values</u>

The clear outcomes expressed in the IRMP will be achieved by building and living our core values. We expect these values to be translated into positive behaviours by our staff in order to deliver the best possible service.

Our leaders display clear values, turning potential into performance. Our values underpin the decisions we make, the actions we take and the shared understanding we have with our key partners.

The values have been developed in consultation with an extensive range of workgroups, representative bodies and professional practitioners.

We value:

- Our people
- Service to the community
- Continuous improvement
- Diversity

Our values are guiding principles enabling high performing leaders to shape our organisation, the teams within in it and the community we serve.

We value:

Responsibility:

Being self disciplined;
Taking ownership of problems and developing solutions;
Wanting to make a difference;
Taking measured risks.

Social Empathy:

Interested in people
Serving the community
Understanding & encouragement
Embracing diversity

Mutuality:

Displaying team commitment, identifying with team, organisation and community
Respecting difference
Turning potential into performance

Pragmatism:

Finding solutions
Aspiring to excellence
Whilst being realistic

Openness to experience:

Seeking out new experiences and learning from them
Take an open and broad view and looking for the best that we can be

Constructive challenge:

Doing the right thing in the right way – commitment to improvement
Resilience despite setback

Achieving our Purpose

Merseyside Fire & Rescue Service has implemented and continues to develop, a balanced strategy to achieve our Purpose. This consists of a flexible, efficient and effective response capability combined with a world leading, comprehensive Community Safety Strategy and innovative partnership based restorative services. The balance between these strategies is established as a result of this risk assessment.

This ensures that we can intervene in a timely and effective manner when required to do so and that we are taking proactive steps to reduce at source those factors we have identified which increase risk for the people of Merseyside.

Delivering Our Aims

This year we have made some important changes to the way in which we present and communicate our intentions to residents and our partners within Merseyside.

Service Plan

We have consolidated all of our action planning within one document, which is our Service Plan. This document has existed for many years and is our business plan for the forthcoming year.

The Service Plan will be the single source for all development activity, including IRMP actions and business development plans within Merseyside Fire & Rescue Service.

We will manage progress against our plan and report quarterly on how well we have performed within the Service Plan. Nationally, the Best Value Performance Indicators (BVPIs) have been replaced with the National Indicators (NIs), of which there are only two relating directly to the Fire & Rescue Service. To address this deficiency we have written a suite of our own Local Performance Indicators (LPIs) which are also reported within the Service Plan.

Local IRMPs

To support the Service Plan and to ensure we communicate with our communities and partners in a meaningful way we have produced 5 Local IRMPs. These contain a story of place, an analysis of local risk and an action plan detailing how with our partners, we are going to address these risks. These plans focus our frontline resources on tackling the issues which affect risk at a neighbourhood level and become the source for capturing our local plans, to reflect what each station, advocate and manager is planning to do in the community next year.

It is also the document which will summarise what we are trying to achieve with our partners in specific locations through Local Area Agreements.

Project Management

All of our significant development activities are project managed; this ensures the regular reporting and performance management of progress against our aims. Crucially, it captures any lessons learnt in completing each project that may help us with the delivery of other projects in the future.

Introduction

Welcome to the third edition of the Integrated Risk Management Plan for Merseyside Fire and Rescue Service.

This plan summarises how expectations on the Fire & Rescue Service have increased, details our financial situation and the developments we have made in the past three years to our risk assessment process, the aim of which remains the identification and targeted support for those people most at risk from fire and other emergencies.

It is also our intention, in these difficult and uncertain times to review and republish the IRMP on an annual basis, giving the document perpetual currency. This will allow us to report how we have reacted to significant changes in the economy, our finances or Central Government policy more quickly and to reflect any effects of the economic downturn within our risk assessment process. This will also maintain the focus of the IRMP on our Medium Term Objectives.

All planning is based upon a set of financial assumptions; ours are summarised later in the document and available in more depth in our Medium Term Financial Plan[1].

We have been and continue to be, extremely successfully at developing innovative and industry leading means of reducing and managing risk within tight financial constraints. Our future expectation is that the money available for public services will be significantly reduced in real terms and we have no reason to believe that the Fire & Rescue Service will be excluded from the pressures to control public sector spending.

We predict that there will be very difficult decisions to be made in the near future. However we are committed to reducing any impact on local taxpayers, residents and employees. We also intend that we will be able to maintain the ways in which we reduce and respond to risk within these tough spending constraints using the innovative and creative approach of our staff that has served us well in the past.

We work in partnership with other organisations where we can better deliver improved outcomes for our communities and deliver our own objectives. We have embraced this approach and continue to seek out new partners to deliver more effective ways of jointly tackling the underlying factors which increase the risks of becoming a victim of fire or other emergency.

Establishing these shared objectives and ambitions with partners has led to Merseyside Fire & Rescue Service expanding the service which we deliver, particularly into the areas of antisocial behaviour reduction, education, fitness and health. These developments have allowed us to deliver significant and measurable reductions in total incident levels, all dwelling fires, hoax calls and

---

[1] Available from http://www.merseyfire.gov.uk/aspx/pages/Default2.aspx

fires resulting from antisocial behaviour. These outcomes contribute directly to our Purpose to make Merseyside a safer, stronger, healthier community.

We are currently engaged in a large scale Central Government project to implement a Regional Control Centre at Warrington. This will see all five of the North West Fire and Rescue Services transfer their control and mobilisation function to a Regional Control Centre. For Merseyside it is planned that the Regional Control Centre will take over our emergency call handling in March 2012.

The implications and effects on our other administrative functions within the Service are going to be significant, we are currently engaged in making preparations across the Service to adapt to the changes this project will bring. The Government has recognised the additional burden that this requirement will place upon Fire & Rescue Authorities and has written the current National Framework on this basis. However, we remain focussed on maintaining all of our core activities in addition to the onerous preparations for the Regional Control Centre.

This IRMP will focus our efforts in areas which will contribute most to reducing and managing risk:

- It is our intention to build upon the last ten years of trust and respect that we have established with all of the communities in Merseyside, by expanding the range of services we provide to individuals who are at risk.

- We also intend to manage our flexible risk based emergency response in a more sophisticated manner to ensure that when required, we provide the right people with the right skills and equipment in the right place at the right time to safely conduct any rescue and resolve any emergency .

- We will continue with our prioritised approach to securing safety from fire in commercial premises to protect the community and visitors to Merseyside. We will maintain the risk from fires in commercial property at its current low levels.

Overall, we are a strong organisation, well equipped to face the challenges of delivering the IRMP over the next three years. We have:

A strong and resilient leadership – the Authority does not waver from making the difficult decisions that are needed to tackle the effects of reduced Government spending on the Fire and Rescue Service.

A strong workforce of professional and diverse staff – our staff are highly trained and experienced, with employees and volunteers coming from all backgrounds and communities, offering a wide range of services to reduce risk to all those communities.

A strong public service ethos – we work with a diverse range of partners, using the skills and resources we have to improve outcomes for communities across Merseyside.

A strong brand image – people respect and like firefighters and are happy to welcome them into their homes and communities.

What is Integrated Risk Management Planning

The requirement for Integrated Risk Management Planning is contained within the Fire & Rescue Service National Framework 2008-11[2]. Each Fire and Rescue Authority must produce a publicly available IRMP covering at least a three-year time span which:

- Is regularly reviewed and revised and reflects up to date risk information and evaluation of service delivery outcomes;

- Has regard to the risk analyses completed by Local and Regional Resilience Forums including those reported in external Community Risk Registers (CRRs) and internal risk registers, to ensure that civil and terrorist contingencies are captured in their IRMP;

- Reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders;

- Demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost effective way;

- Provides details of how Fire and Rescue Authorities deliver their objectives and meet the needs of communities through working with partners; and

- Has undergone an effective equality impact assessment process.

To facilitate these requirements, a full assessment of risk within Merseyside is undertaken. Once the risks are identified their potential effects on the community are prioritised. Finally, decisions are made concerning the current and future deployment of resources to tackle these prioritised risks. In essence the Integrated Risk Management Plan is a balancing act between risk and finite resources.

---

[2] Available from http://www.communities.gov.uk/fire/developingfuture/fire

<u>Our Service to the Community</u>

Emergency Response

Response to Fire

Our response standards in relation to fire, remain amongst the best in the Country and are;

- High Risk – First attack within 5 minutes with additional support within 8 to 10 minutes.

- Medium Risk – First attack within 6 minutes with additional support within 9 to 11 minutes.

- Low Risk – First attack within 7 minutes with additional support within 10 to 12 minutes.

Our aim is to achieve these standards on 90% of occasions.

The risk category is assigned, according to our risk map, to each location within Merseyside.

We are constantly investigating the emergence of modern technology, how effective these new technologies are and the impact they will have on the safe systems of work we employ to tackle the high risk environment of a fire. Our pioneering work from previous IRMP Action Plans including; our Small Fires Units and the use of Compressed Air Foam systems have demonstrated that by adopting new methods we can have a significant impact on the way we commit resources to incidents and how much more effective these modern technologies can be at resolving incidents.

This 21st century approach to innovation means that our firefighters will be able to take aggressive action against fire, in a safer manner with fewer resources required to secure a successful outcome.

As the IRMP process has developed, we have recognised that the nature of risks across Merseyside changes. We will develop suitable and sophisticated processes and procedures to ensure we match the level of resources and weight of attack provided with the level of risk, in order to secure efficient incident outcomes and safe systems of work for our frontline staff.

Response to Road Traffic Collisions

Our response standard in relation to road traffic collisions where persons are reportedly trapped is; we will attend the incident within 8 minutes of the first notification. We aim to achieve this standard on 90% of occasions.

Innovation is occurring across all aspects of the Service in Merseyside; in relation to road traffic collisions, we are researching a new range of rescue equipment and an appliance based information system to display the exact hazards, such as airbags and other supplementary restraint systems which are present in each model of vehicle. The aims are for the firefighters to have the best available equipment and using safe techniques they can resolve any entrapment quickly, without increasing risks for the casualty or themselves.

Urban Search and Rescue (USAR)

We have a comprehensively trained team, which is equipped with the latest equipment provided by the Government to respond to any incidents which require this type of response, such as a building collapse. This team is available 24hrs a day and ready for deployment anywhere in Merseyside, the United Kingdom or beyond to assist in any incidents which require this specialist expertise.

Water Rescue

Merseyside has significant risks related to waterways, to address these risks we have developed a response capability to swift and still water. Our Marine Unit, which is always available, can respond within the River Mersey, from Fort Perch Rock to the Runcorn Bridge. It provides an essential part of the response to potential emergencies at the John Lennon Airport as well effectively dealing with any other emergencies in the river.

To supplement this we have a highly skilled swift water response team which is always available to attend emergencies in moving water wherever it may be, as this team has the capability to respond to national emergencies resulting from large scale flooding.

To ensure our firefighters can work safely in and around still water, all of our firefighters are trained level 2 still water responders and the necessary safety equipment is carried on every rescue appliance.

Rescue from Height

We can deploy a skilled team with rope access and rescue equipment immediately to perform this type of rescue across Merseyside at any time. These incidents are usually high risk and are protracted by their nature, to reflect this the team is highly trained in the use and application of this technical equipment.

To supplement this approach, every firefighter is trained to work safely at height with ropes and every rescue appliance carries a well equipped rope access kit.

Hazardous Materials and Environmental Protection

In order to reduce risks from incidents which involve hazardous materials or threaten possible contamination of the environment, we have developed a highly qualified and suitably equipped, Hazardous Material and Response Team. They are based in an area with a high concentration of chemical risks and are available 24/7 to respond to these types of incidents as well as providing fire cover as a support appliance. The Service will further develop partnerships within the chemical and environmental protection industries to improve efficient restoration following incidents of this type.

Other Rescues

To address the hazards posed by Merseyside's vehicle and railway tunnels we have specialist equipment and suitably trained firefighters which are strategically located to provide a fast, effective response to any incident which occurs within the tunnel systems.

As part of last year's IRMP we planned to introduce equipment and training to facilitate large animal rescues, we are currently implementing this initiative, however, as part of this, a specialist vehicle is being bought that will have a multi functional role while being able to operate off road and carry a wide ranging rescue capability.

Site Specific Risk Information

We are aligning our existing protocols and procedures with current national guidance and the essential requirements of the transition to Regional Control.

We are developing our procedures to incorporate these changes and to make the most effective use of modern technology. The procedure will continue to provide one aspect of the system designed to ensure the safety of fire fighters and members of the public at emergency incidents.

One of the aims is to have each site's information available to a responsible person who occupies those premises. They will be able to advise us of real time changes to their site information to ensure that we provide current risk information to our operational staff.

The provision of floor plans and current risk information will provide our operational staff with a powerful tool to assist them; assessing the risks and making tactical operational decisions at emergency incidents.

Private Finance Initiative (PFI)

The North West Fire & Rescue Services PFI Project is building 16 new community fire stations across Merseyside, Cumbria & Lancashire over the next few years. The Merseyside fire stations being renewed are Belle Vale, Birkenhead, Bootle/Netherton, Formby, Kirkdale, Newton le Willows and Southport. All of these are to be rebuilt on their existing sites and with specifications to meet current environmental and energy efficiency standards.

The new facility at Southport will combine accommodation for Fire and Rescue and Ambulance resources. At the new Kirkdale Fire Station, there will be an Operational Resource Centre where all of the Service's special appliances are to be situated. Each of the stations will have dedicated community rooms for use by the local community for a variety of purposes, a community gym which can be used by local people as well as station personnel, a young firefighters' group with dedicated facilities as well as improved facilities for firefighters and other station based personnel. The stations will all have a welcoming frontage with a clearly marked entrance area. This will encourage local people to use the station and interact with FRS personnel, which in turn will help make the area safer by improved understanding of community safety issues.

The Outline Business Case for the Project was approved by the Government in June 2008 and Competitive Dialogue started in October 2008. In June 2009 the initial six bidders were reduced to two, following detailed evaluation of submitted proposals. They both produced detailed designs for all 16 sites and submitted their final tender prices. The evaluation of tenders is due to take place late in 2009. The Final Business Case was produced in early 2010 with the Preferred Bidder to be named in February 2010. Following this, detailed planning applications will be submitted by the successful contractor for all sites with Financial Close due in October 2010. Building work is expected to start in November 2010 with the first Merseyside station coming on line late in 2011, with all 16 stations operational by spring 2013. Thereafter all 16 stations will be maintained by the contractor for 25 years, following which time, they will be returned to the three Authorities in an 'as new' condition.

Community Engagement

Community Consultation

The Local Government and Public Health Act places upon the Fire & Rescue Authorities(FRA), the duty to 'inform, consult and involve representatives of local people' including the business community in regard to exercising of Fire & Rescue Authorities functions. By adopting the Local Area Agreement themes, Merseyside Fire & Rescue Service is able to theme community consultation events accordingly which link to services offered or planned, as well as linking to individual priority targets. This approach enables Merseyside Fire & Rescue Service to assess service delivery outcomes and feedback from consultation.

Of the 198 National Indicators, each Local Authority could choose up to 35 to reflect it's current priorities. Two fire indicators form part of the National Indicators set (NI33 – Arson Incidents and NI49 – Primary Fires). In Merseyside, only Knowsley has selected NI33 as a priority; NI49 was not selected by any of the local authorities.

We developed a methodology to decide which of the themes would be our priority for consultation by looking at the priorities our local councils have set for their communities. By adopting this approach, Merseyside Fire & Rescue Service is able to demonstrate that we have made changes to service provision, where appropriate, which reflect the needs and views of local communities and furthermore, demonstrate that we have considered the needs and views of all communities in making these changes as stipulated in the Fire & Rescue Service National Framework.

There are several Local Authority Agreement blocks comprising:

- Stronger communities
- Safer communities
- Children & Young People (with sub-themes of Be Healthy, Stay Safe, Enjoy and Achieve, Make a positive contribution, Economic Wellbeing)
- Adult health and wellbeing
- Tackling exclusion and promoting equality
- Local economy
- Environmental sustainability

We have conducted community engagement events themed on Staying Alive and Our Environment in 2009, with Road Traffic Collision Reduction and The Impact of Substance Abuse, planned for spring and autumn 2010 respectively.

Community Safety

Community partnerships are central to our modern Fire and Rescue Service; groups from the local communities are using Fire Station accommodation and gym facilities to bring together the community and build healthier lifestyles. We are successfully changing the public perception of Merseyside Fire and Rescue Service so it is seen as a service that is available as a community resource to improve quality of life which will reduce risk and not just there to deal with emergencies.

We continue to provide a facility to site stand alone sprinkler units in the homes of the most at risk and vulnerable members our community. This is funded by all our Local Authorities through Area Based Grants and directly impacts on our ability to reduce deaths and injuries caused by fires in the home.

We have gained the support of the Fire & Rescue Authority to assist in lobbying all of the Merseyside Local Authorities for the inclusion of sprinklers in the design and build of any proposed new learning establishment on Merseyside. We have already had success in ensuring that 26 new build schools and learning centres will include sprinkler systems within their construction.

We are one of the first Fire and Rescue Authorities to act upon the fact that poor health reduces quality of life and as a result can increase an individual's risk from fire. We have been successful in winning our third Beacon Award for Reducing Health Inequalities because of our innovative approach in this area.

A comprehensive Partnership Register is maintained and there are too many initiatives progressing with partners to describe in full in this document. Below, however are just a few examples of the wide range of Community Safety activities we are involved in, which improve outcomes in the local communities of Merseyside.

Liverpool

70% of women in Styal Prison in Cheshire return to Liverpool after serving their sentences. Their families are often at risk while they are in prison and their lifestyles often make them at a high risk from fire when they return home. A programme of education and information delivered by Merseyside Fire and Rescue Service firefighters to the women in the prison, coupled with visits to their home to advise their families, results in the families knowing how to keep themselves safe, reassuring the women and helping them stay safe when they return home.

Sefton

Post-box style containers called Community Boxes have been installed at Grange Primary School and Our Lady of Walsingham County Primary encouraging young people to post anonymous messages about antisocial activities in their communities. The scheme has been supported by One Vision Housing, Sefton Council, Merseyside Police and Merseyside Fire and Rescue as part of a number of initiatives to tackle ASB quickly and effectively throughout Sefton. Jo Watkins, Service Improvements Officer said: "It is has been wonderful to see the community working together to tackle antisocial behaviour and the response from the schools has been really positive."

Knowsley

In partnership with Knowsley's IKAN team, our District Community Safety Team already access their services to support people aged 55 + in Knowsley. This direct contact is furthered by our own Older Persons Advocate being based within the IKAN Team at Knowsley Council.

In Partnership we can signpost older residents to a full range of services from benefits checks and health services to handyman services.

To further support the partnership and to assist in continuation of their funding, we host a chair based exercise class in our Community Room at Kirkby Fire Station – This has proven very successful in keeping some of our more isolated and vulnerable residents active and well and most importantly still living independently. All the above help us to help the area achieve national indicators relating to independent living for elderly and vulnerable adults as well as reducing risk from fire by helping them to live safely at home.

St Helens

Young Firefighters**.** The purpose of the initiative is to engage young people in positive activities. They are taught skills based on fire service practices and equipment. They are encouraged to carry out community work and act as role models to other children. The project is funded by the Area Based Grant and contributes towards **NIs 117, 110, 111 and 33**[3]. The Young Firefighters programme will also be provided on all the new Private Finance Initiative stations.

---

[3] Definitions can be found in Appendix B

Wirral

Vulnerable residents in Wirral have been given additional protection against fire, thanks to funding from Wirral Partnership Homes. The housing association has donated £1,500 to fund equipment and services for Merseyside Fire and Rescue Service to help protect vulnerable Wirral Partnership Homes tenants from fire. This includes fire retardant bedding packs, deep fat fryers, fire retardant throws, deaf alarms, fire retardant aprons and metal bins. Community Fire Safety staff carrying out free Home Fire Safety Checks will provide the additional safety equipment when necessary. Brian Simpson, Chief Executive of Wirral Partnership Homes said: "WPH is committed to providing quality homes that are comfortable and free of risk to our tenants. We recognise that the biggest threat to life in the home is fire. By working in partnership with Merseyside Fire and Rescue Service, we aim to reduce the likelihood of fire and its consequences, as far as is reasonably possible."

These initiatives are designed to achieve positive outcomes in relation to independent living as well as reducing fire deaths and injuries.

Health

We continue to build on the services and partnerships that won us the Beacon Award for Reducing Health Inequalities.

Local Authority Area Examples:

Liverpool

As a result of our success in achieving a Beacon Award for Reducing Health Inequalities we seconded an officer to the Primary Care Trust in Liverpool.

A Merseyside Fire & Rescue Service officer was invited by NICE (National Institute of Health and Clinical Excellence) to assist in the Programme Development Guidance relating to "Unintentional injuries to under 15's" as an expert advisor to the panel on home safety. This guidance will be published in the autumn of 2010.

The Department of Health (DoH) Health Inequalities Unit (HIU) has identified that Fire and Rescue Services have a key role in identifying and reducing health inequalities in the communities they serve. To support this role they have provided £50,000 to Merseyside Fire & Rescue Service in order to fund the Health Co-ordinator role and to broaden our remit to encompass all North West Fire & Rescue Services; to identify and promote best practice to a regional audience.

On Toxteth fire station one watch leads on the health agenda for the station. A recent development has been a free fruit scheme. The scheme encourages staff to eat more fruit, but also to make the fruit available to members of the public. To begin with this is to be offered to contractors, Prince's Trust participants, mechanics, school groups and anyone else who comes on to our community fire station. This helps us to achieve the following outcomes from the Liverpool Local Area Agreement:

NI120, NI123, NI137, NI121, NI138, NI140[4]

The Fire Fit programme being delivered from Kirkdale fire station (and others such as the Willow Tree Partnership in St Helens see below) has been well received by recipients and is being successful in its aims of building respect for the fire and rescue service and promoting a positive attitude amongst the children regarding health and fitness. A head teacher has said that "one of the aspects of our curriculum is to allow the children to develop citizenship and the opportunities for children to grow through this scheme have been enormous". This initiative helps the area to achieve the following objectives:

NI156, NI120, NI57, NI110[4]

---

[4] Definitions can be found in Appendix B

Sefton

Some lifestyles create a major risk in deprived areas, leading to more fires and a reduced ability to escape unharmed. This can result from reduced mobility, diabetes – which could lead to loss/poor sight, heart conditions, long term illness that could lead to a shorter life expectancy. All could be a result of poor diet and cooking habits in earlier life, so the interventions need to start early. In Sefton, in collaboration with the Sefton NHS, the Service has started a Ministry of Food scheme at Bootle & Netherton Fire Station. The aim is to change the way we cook and reduce obesity, cooking related injuries and house fires. The Scheme links to the following NIs: **NI56, NI120, NI124, NI136 ,NI141**[5]

Knowsley

At both Kirkby and Huyton fire stations we have been hosting smoking cessation drop in Clinics for over a year. Our operational personnel distribute leaflets listing all the Quit Smoking Groups within Knowsley while completing their community safety work. The Roy Castle Fag Ends Team have engaged with hundreds of adults battling to quit during this time and our commitment to tackling this real health issue in Knowsley was maximised in our support of National No Smoking Day. Our Fire Support Network volunteers promoted the day and gathered Merseyside Fire and Rescue Service referrals too. In just one day over 120 people received direct smoking cessation advice and signed up for Free Smoke Alarms. The area has benefited from an arrangement where the Fire & Rescue Service has shared information on smoking with the Primary Care Trust making sure smoking cessation services can be targeted at those most at risk. This partnership was a fundamental aspect of our successful application for the Beacon Award for Reducing Health Inequalities which we received in 2008.

This helps the area to achieve the following Joint Strategic Needs Assessment priorities reflected in the LAA: Reduce deaths from cardiovascular disease, reduce the number of smokers; including young and those pregnant, reduce deaths from respiratory disease and hospital admissions, reduce the deaths from lung cancer. These are long term goals with long term impacts on the health of people in the area and subsequently the cost of providing health care as well as reducing the number of people who are at risk from fire now and in later life.

St Helens

In partnership with St. Helens & Halton Primary Care Trust, Merseyside Fire and Rescue Service has rolled out a number of healthy lifestyle programmes aimed at addressing the following issues:- Childhood obesity (NI55), 16+, Current smoking rate prevalence (NI123), and Alcohol Harm related hospital admission rates (N39). All of which are major government priorities and a Local Strategic Partnership indicators incorporated within St Helens Local

---

[5] Definitions can be found in Appendix B

Strategic Partnership (LSP) Sustainable Community Plan 2008 – 2018. As a result, St. Helens Healthy Living programme is delivering three programmes from St Helens Community Fire Station aimed at addressing key local and national priorities. The first will focus on childhood obesity and will use the gym and newly created community room and kitchen to support the delivery. It will follow similar lines of programmes already running successfully in the Wirral.

In St Helens, the Fire Fit Willow Tree Partnership shows how Merseyside Fire and Rescue Service uses the excellent brand image of the fire & rescue service to deliver several important messages to young people. Protecting their elderly relatives from fire, the dangers of antisocial behaviour and hoax calls, deaf awareness, experience of fire fighting and the delivery of a fitness programme were presented to the children over two days demonstrating the effective and fun way that Merseyside Fire & Rescue Service can get its message across to younger members of society.

Wirral

We have completed the Wallasey Healthier Communities Centre, with funding from Big Lottery Fund of £45,000, £50,000 from the Neighbourhood Renewal Fund and a £5,000 Wirral Heartbeat Grant. The facility comprises of a new Wirral Heartbeat Gym, a new Kitchen for a range of programmes and a new Community meeting room.

During the past 5 years, the Merseyside Fire and Rescue Service with Wirral Heartbeat have opened outreach gyms in Birkenhead, Upton, Heswall, Bromborough, Wallasey and West Kirby Community Fire Stations.

These "outreach" gyms (which are open daily) enable patients who have completed their Cardiac Rehabilitation Programme at the Wirral Heart Support Centre to continue exercising in a safe and secure environment. Heartbeat says "We believe the partnership between the charity and Merseyside Fire & Rescue Service is unique and could act as a pattern for similar ventures in other areas of the United Kingdom."

Wirral also has the 'All Fired Up' project in collaboration with Wirral PCT, and Wallasey Fire Station to educate and assist in reducing childhood obesity with education for parents, exercise and healthier meal preparation.

In addition, community gyms will be available on all our new PFI community fire stations when they are built.

This is just a cross section of the activities we support, to ensure that we are taking a proactive role when reducing risk for the diverse communities of Merseyside.

Responsible Citizenship

Merseyside Fire & Rescue Service believes that everyone has a duty to be a responsible citizen and we actively seek to promote this belief. This is implicit within our Purpose, because the more people who support this belief the greater impact there will be on safer, stronger, healthier communities.

Being a responsible citizen covers many areas, some of them legal obligations, some social and some moral. However, being a responsible citizen is not as easy as just staying within the law, to be a truly responsible citizen, we must give a little of our time and effort for the greater good.

Legal Obligations

We will work in partnership and with the community;

- To enforce the requirements of the Regulatory Reform (Fire Safety) Order where businesses refuse to take their legal responsibilities seriously and we will continue to offer our support to partners who share this aim.

- To target the use of fire as a weapon in any form, by strengthening our relationship with the Police, ensuring we support successful prosecutions.

- To inform and engage offenders to remove the threat of violence faced by our firefighters.

We are encouraged by the level of support we have already received in these areas from people within our communities who share our Purpose.

Volunteering

We will continue to support the Fire Support Network (FSN), a charity which operates on Merseyside and is staffed by volunteers. They provide invaluable help and advice for the victims of fire to recover their way of life following a fire. Other services which are delivered for free by Fire Support Network include the highly successful youth engagement initiative; FSN Cage Football, the provision of personal assistance dogs and oven cleaning to vulnerable people, to help reduce the risk of fires occurring in the future.

Through our work with Business In the Community (BITC), we are establishing how we can further support volunteers and our staff who wish to volunteer within our community.

Personal Obligations

We also value and encourage simple actions that everyone can take, such as;

- Ensuring you have working smoke alarms fitted in your home and testing them every week.

- Making sure you and any family you may have, know how and when to call us for emergency assistance and when not to.

- Keeping your property secure, particularly your wheelie bins, to remove the temptation of them being a target for arson.

Working with Responsible Business and Building Owners

A fire can be devastating for any business and the impact on staff and the wider community can be significant. We will continue to work with businesses and building owners to ensure they operate as safe from fire as possible and if they do suffer a fire, can recover to business as usual as quickly as possible.

To secure the protection of people within the premises we will continue to ensure businesses comply with the legal requirements of the Regulatory Reform Order, we also offer fire prevention information and training to reduce the risk of fires occurring in the workplace.

We have identified that many small fires in businesses go unreported as they are suitably dealt with by trained employees. We will continue to support businesses with the training and informing the preparations for a suitable response in the event of a fire.

Fixed fire alarms provide invaluable early warning of fire, but it is a sad fact that 1 in every 4 incidents we attend in Merseyside is an unwanted fire alarm generated by an automated system. The affects are two fold, occupants become complacent when the alarm actuates as a result of false alarm and each call attracts valuable Fire Service resources which cannot be deployed to other genuine emergencies. We know who the worst offenders are and we continue to work with these establishments to resolve the issues, but we also use the legislation available to us to prosecute these businesses, to reinforce the responsibility they are expected to demonstrate.

To embed our own commitment to responsible business, we are developing an approach to corporate social responsibility that will recognise the difference between our statutory duty to community safety and our approach to social responsibility within the community. To that end we are working with Business in the Community (BITC).

The Support of the People of Merseyside

Merseyside Fire & Rescue Service invests a huge amount of time, effort and expense in minimising and managing risk. We believe that residents of Merseyside also have a role to play in reducing risk and we are committed to supporting this responsibility. It is not difficult to be a responsible citizen, with a little extra effort and by taking a little time to think about the impact of our actions or inactions on others, we will all be taking steps to reduce risk and become responsible members of our communities. Merseyside Fire & Rescue Service already relies on these actions which are taken by the majority of members of our community, to deliver the excellent outcomes the Fire and Rescue Service has already achieved within Merseyside.

By working together we can make a difference.

Financial Assumptions

As we continue to develop our plans for the future of our fire and rescue service, we must be conscious of the issue of "affordability" when making these plans.

We believe the communities of Merseyside value the investment we make in the safety of these communities.

The Fire & Rescue Authority has, for a number of years, been committed to bringing expenditure and Council Tax levels in line with the average of the Metropolitan Fire & Rescue Authorities and has been very effective in catching up with similar authorities by increasing efficiency within the Service.

Despite our success we still remain relatively high cost.

"*The Authority is aware that its operational response costs are high when compared to other FRS on a per head of the population basis. The Authority has above average numbers of firefighters compared to numbers of appliances. Operational costs for fire fighters are higher than average. However the Authority has a good track record in achieving efficiencies and improving services.*"

Extract 2009 Governance Report completed by the Audit Commission.

Increase in Council Tax

In setting its budget in recent years the Fire & Rescue Authority has faced significant financial challenges because of changes in the way central government grants are calculated and the cost of the firefighters' pension scheme. This has led to our income being significantly reduced as these grants represent over 70% of annual income for the Fire & Rescue Authority. This meant that the Authority had to develop an innovative Financial Plan 2009/14[6] that reduced overall expenditure in line with resources available, delivered significant financial efficiencies and kept Council Tax increases to modest levels. The Authority has been successful at keeping Council Tax increases below 4%.

The Authority recognises that whilst the recent council tax increases may be regarded as modest compared to Local Authorities and other Fire & Rescue Authorities in general terms, the fact remains that they have been significantly more than the rate of inflation. For many people in Merseyside, notably pensioners, income is often linked directly to inflation and the Authority is mindful of that in its medium term financial planning.

This IRMP is set against the background of that financial plan and many of the proposals within it form an integral part of our Financial Plan 2009/14.

---

[6] Available from http://www.merseyfire.gov.uk

We are concerned that we continue to give you value for your high investment and in order to do that we have developed a number of value for money principles that underpin our approach.

Real Terms increase in Expenditure 2003/04 - 2007/08

Merseyside in Red versus other fire Authorities
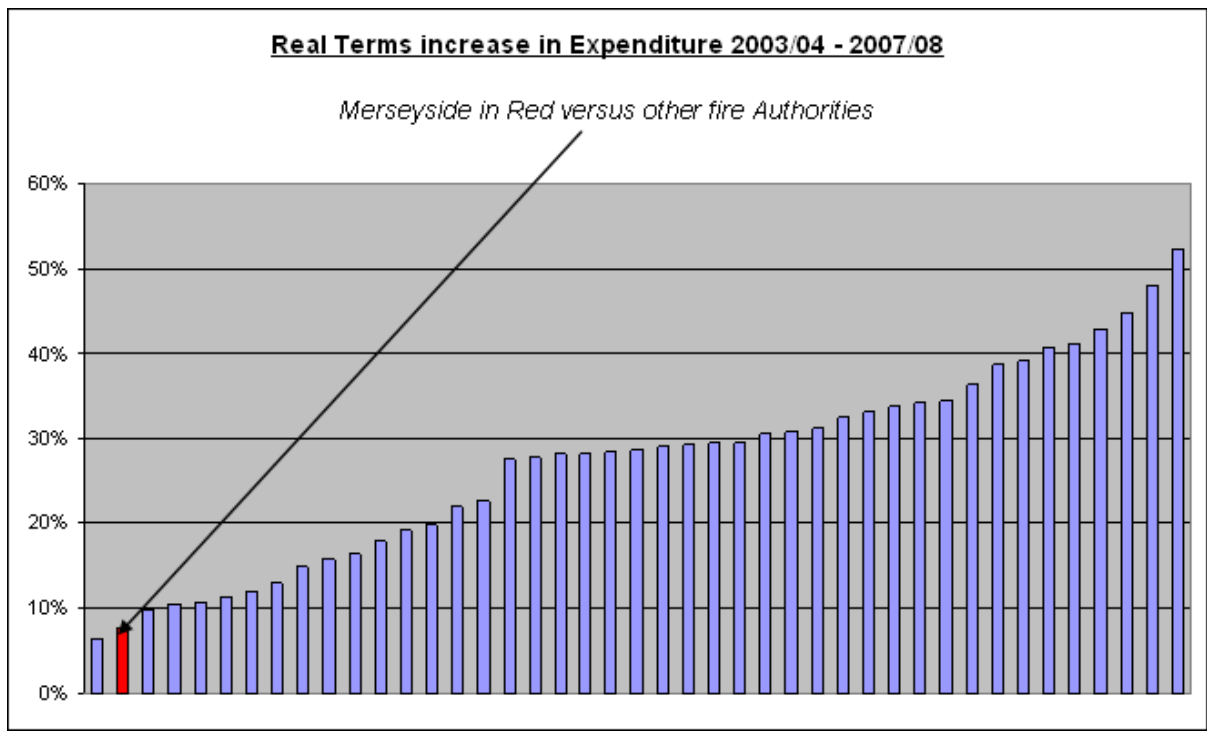
Our Value for Money Principles

We will use resources efficiently, effectively and economically to make Merseyside a Safer, Stronger, Healthier Community.

The Merseyside Fire and Rescue Value for Money Strategy underpins all the activities and services of the Authority and provides a clear commitment to economy, efficiency and effectiveness.

The key principles of our approach to Value for Money (VfM) are:-

Principle 1
We will allocate our resources In line with priorities and objectives.

Principle 2
Control Council Tax.

Principle 3
Acknowledge budget realities.

Principle 4
The Authority seeks to avoid compulsory redundancy in delivering VfM.

Principle 5
The Authority seeks to maintain or improve service levels to make Merseyside safer, stronger and healthier.

A full explanation of these principles can be found in Appendix C.

The Financial Challenges Ahead

The Authority's Medium Term Financial Plan for the next five years already has challenging efficiency targets. The main reason for those challenges is because increases in the grant from Central Government, which is our largest source of income, in recent years has been:-

2008/09   1%
2009/10   0.5%
2010/11   0.5%

This is lower than the forecasts we have for staff pay increases and inflationary pressures. It was necessary to plan for savings to keep the budget balanced and avoid greater increases in Council Tax.

The Authority has planned prudently for managing these pressures and is confident it can maintain its Value for Money principles within its current plan.

However we recognise we have further, more challenging circumstances ahead, as a result of the fiscal action taken by the Government to support the economy in the past year, it has now become evident that the added burden that this placed on the economy will have to be funded from somewhere. It appears that cuts in public sector finances are inevitable, most likely starting in the 2010/11 financial year and will last for a considerable length of time.

Our plans already assume cuts in real terms after taking in to account inflation, but we may have to act in a short period of time after the extent of the actual effects on Public Sector Finance and particularly the Fire & Rescue Service are announced by the Government. The scale of any necessary action will be considered with reference to the IRMP and the VfM principles.

In compiling its financial plan the Authority has to make assumptions and estimates about a variety of different factors which might affect its income and expenditure. In such volatile economic times these assumptions have a level of risk associated with them. In particular the following key assumptions have been made and represent financial risks:-

- In the medium term, pay awards will be assumed to be 2%, in line with HM Treasury targets for inflation.

- Central Government Grant Increases in the medium term will be assumed to be 2%, in line with HM Treasury targets for inflation. (This appears to be increasingly unrealistic, in light of current information.)

- We have assumed the cost of staff pension schemes is not likely to increase further.

- It is assumed that the Authority will have the freedom to set council tax increases at 4%.

Any variation in reality from these assumptions will require the development of an effective plan. We are already anticipating these assumptions will need to be revised when Government is clear on how they will reduce public expenditure.

There is no doubt that Merseyside Fire and Rescue Service along with all other public bodies are likely to face difficult decisions and savings targets to achieve in future years, but we fully intend to meet these challenges, maintain our excellent services to the community and stick to our Value for Money Principles.

The Authority recognises that to maintain its financial planning targets for council tax (of increases of no more than 4%) against a backdrop for public services, might mean further significant savings would have to be achieved. To deliver cost reductions it would have to reduce the number of its staff. At the same time the Authority is committed to avoiding compulsory redundancies.

We continue building on a pedigree of improving service while reducing costs, it is clear that we will have to continue this approach in the future to maintain the delivery of our service with less resources.

The Expanding Role of the Fire & Rescue Service

Since Merseyside Fire & Rescue Service produced its last IRMP in 2007 the role and expectations of the Fire Service has vastly expanded, we have already made necessary changes to our service, detailed within previous annual IRMP Action Plans to reflect this dynamic role.

In 2008 the Government published "Legislative Base for IRMP – Literature Review"[7] The report identified over 1500 separate pieces of legislation and guidance which may impact on this planning process. In the following section we hope to show our main responsibilities under the ever growing list of legislation and guidance which we must consider when preparing our IRMP and planning how we deliver our services.

The Fire & Rescue Services Act 2004[8]

This is the core document for all fire & rescue services, it details the legal powers and responsibilities of Fire & Rescue Authorities within the United Kingdom. A key element of the Act is that it makes the production of the National Framework Document by the Secretary of State mandatory. Fire and Rescue Authorities must have regard to the Framework in carrying out their functions.

National Framework Document 2008 – 2011[9]

The framework sets out the Government's priorities and objectives for the Fire and Rescue Service over a three year period. It does this by making clear:

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

Three of the key priorities for the current National Framework are:

- Delivery of an enhanced resilience capability;
- Fire and Rescue Authorities taking ownership and successfully implementing the National Equality and Diversity Strategy[10]; and
- That in a tighter fiscal climate, Fire and Rescue Authorities meet public expectations of a modern, efficient and effective Public Service.

The Framework is a strategic plan which outlines the outcomes Government expects to see delivered by Fire and Rescue Authorities and Regional Management Boards. It is not a national blueprint and does not provide detailed guidance on how to meet these objectives.

---

[7] Available from http://www.communities.gov.uk/publications/fire/legislativebase2
[8] Available from www.opsi.gov.uk
[9] Available from http://www.communities.gov.uk/publications/fire/nationalframework200811
[10] Available from http://www.communities.gov.uk/publications/fire/equalitydiversitystrategy

Building on the publication of Rising to the Challenge[11], the joint vision for the Fire and Rescue Service by the Local Government Association (LGA), the Chief Fire Officers Association (CFOA) and Communities and Local Government published in 2007, this Framework sets out the challenges and opportunities faced by the Service, its partners and Government in support of the Service until 2011.

The Framework is the foundation on which to build local solutions, giving Fire and Rescue Authorities the flexibility they need to meet the specific needs of their local communities, which remains at the heart of the Government's approach.

We are mindful that the Nation's priorities have changed since the publication of this document and we are committed to reflecting these changes within our IRMP process. We will also communicate how these changes have affected the people of Merseyside through participation in the consultation process for the 2012 National Framework document.

National Equality & Diversity Strategy for Fire & Rescue Services (2008-2018)[12].

Equality and diversity is a key priority for the Fire and Rescue Service covered specifically within the National Framework document. This strategy drives how we must treat each other as members of the Service; how we treat people who require our assistance, how we interact with the communities we serve and how we deliver our services in an appropriate manner to those communities. To be an effective Service 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.

The vision of the strategy is to make fairness and inclusion fundamental to everything we do, to ensure:

- That we reduce the impact of fire and other risks on all the communities we serve, by effective prevention, protection and emergency response

- That our workforce better reflects the diversity of the communities we serve

- That all our employees are equally respected and valued.

---

[11] Available from www.lga.gov.uk
[12] Available from http://www.communities.gov.uk/publications/fire/equalitydiversitystrategy

In addition to implementing the Strategy as a whole, a key requirement of the National Framework is that Fire and Rescue Authorities must:

- Ensure that their Integrated Risk Management Plans and all other plans, policies, practices and procedures are effectively equality impact assessed and appropriate action is taken to remove or mitigate any adverse impact.

All Fire and Rescue Authorities have both general and specific legal duties to promote equality of opportunity and eliminate discrimination for service users and employees in addition to this strategy.

Currently we are preparing for the introduction of a proposed new piece of legislation the Single Equalities Bill which will bring all of the six different strands of equality legislation into one document. We are already bringing the strands together in our strategy and we are setting ambitious stretch targets to challenge our performance in the future.

We have already achieved Level 3 Equality & Diversity Standard and we are currently working to achieve an "Excellence" award in the pilot of the Local Government Equality Framework introduced in 2009.

Civil Contingencies Act 2004

The Act imposes a series of duties on local bodies in England and Wales, Scotland and Northern Ireland (known as "Category 1 responders"). These duties include the duty to assess the risk of an emergency occurring and to maintain plans for the purposes of responding to an emergency.

The Act creates a new concept of an "emergency". This term is broadly defined. It includes events which would have engaged the existing civil defence legislation (war or attack by a foreign power). It also includes terrorism which poses a threat of serious damage to the security of the United Kingdom and events which threaten serious damage to human welfare in a place in the United Kingdom or to the environment of a place in the United Kingdom, such as severe flooding.

To satisfy the requirements of this legislation Local Resilience Forums have been created which establish and maintain effective multi-agency arrangements to respond to major emergencies, to minimise the impact of those emergencies on the public, property and environment.

We are represented on all Local Resilience Forum Groups and Crime and Disorder partnerships in Merseyside, who produce the Community Risk Register[13].

---

[13] Available from
http://www.merseyfire.gov.uk/aspx/pages/reports/pdf/Merseyside_Community_Risk_Register_2009.pdf

The Service is mindful that for a multitude of reasons our resources may be placed under strain. To ensure we are still able to provide an effective service to the people of Merseyside, the existing resilience arrangements which have been in place since 2006 will be further developed through a strategy to ensure the testing, training and briefing of this capability.

The Regulatory Reform (Fire Safety) Order 2005 [14]

The Order has replaced all the existing fire safety legislation and has an impact on all employers, owners, occupiers and self-employed businesses. There are very few exceptions from having to comply with these regulations.

 Fire & Rescue Authorities are the main agency responsible for enforcing this fire safety legislation in non-domestic premises.

We target our resources and inspections at those premises that present the highest risk. We also continue to look into complaints about fire safety, carry out investigations after fires where poor fire safety management is discovered and we carry out targeted inspections, all as part of our day to day business.

Consideration of the impact of this legislation is an important factor within our IRMP process.

We have developed a robust approach to implementing and enforcing this legislation, using the concordat which supports enforcement to ensure continual improvement in compliance rates within Merseyside. We are also an associate member of the Merseyside Chamber of Commerce to facilitate working with responsible businesses to support their compliance with this Order.

Strong and Prosperous Communities - The Local Government White Paper[15]

This document was published in October 2006; the aim of this White Paper is to give local people and local communities more influence and power to improve their lives. It is about creating strong, prosperous communities and delivering better public services through a rebalancing of the relationship between central government, local government and local people.

This introduced the Local Performance Framework and the Local Area Agreement process which has the theory of working together in partnership locally for better outcomes at its core.

The Government introduced two National Indicators to measure Fire & Rescue Service Performance across the England and Wales; these are NI33 – Arson Incidents & NI49 – Primary Fires, related Fatalities and Injuries. We

---

[14] http://www.opsi.gov.uk/si/si2005/20051541.htm
[15] http://www.communities.gov.uk/publications/localgovernment/strongprosperous

measure and manage our performance against these as part of the Service Plan.

Local Performance Framework - Local Area Agreements (LAA)[16]

Local Area Agreements combine national and local priorities into a plan for delivering and improving local services through to 2011 and beyond. Each Local Area Agreement identifies a maximum of 35 priorities for the local area, agreed between local service providers and central Government.

These priorities are chosen from a list of 198 national indicators, and targets are agreed for improvement in each priority. While every local area is assessed against all 198 indicators, particular focus will be given to the identified priorities.

 "Every Local Area Agreement will be unique and tailored to meet the unique circumstances of different places – whether they are rural or urban, densely or sparsely populated, and no matter what challenges they face." Rt Hon Hazel Blears, November 2007.

Only two NIs have been selected by all five Local Authorities on Merseyside, they are; NI 39 Alcohol-harm related hospital admission rates and NI 120 All-age all cause mortality rate. Other selected NIs are available in Appendix B

The Local Area Agreement is negotiated between the Local Strategic Partnership (LSP) and the regional Government Office (GO). The Local Strategic Partnership consists of all the key players in a local area who deliver services. The local authority is the lead partner in the Local Strategic Partnership, and now has a statutory duty to prepare the Local Area Agreement. The local authority negotiates the Local Area Agreement on behalf of its Local Strategic Partnership and is the only body accountable to government. Other key players in a Local Strategic Partnership include the police, fire & rescue service and primary care trusts.

Merseyside contains 5 Local Authorities who all produce their own Sustainable Community Strategy. See Appendix B for links to the documents.

The agenda for each of the Local Area Agreements is set out in the relevant Sustainable Community Strategy (SCS). The Sustainable Community Strategy is a long-term vision for an area and its people, written and owned by the Local Strategic Partnership. It aims to create a sustainable community by addressing economic, social and environmental needs.

Merseyside Fire & Rescue Service is already deeply committed to the delivery of all of the Local Area Agreements in Merseyside with the objective of

---

[16] More information available from;
http://www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/

improving the lives of all within Merseyside and the achievement of our Purpose to make Safer, Stronger and Healthier Communities.

Another aspect of this structure is the creation of Crime and Disorder Reduction Partnerships which as the name suggests are focussed on specific issues within the community. We also play an active part in these partnerships across Merseyside.

There is also a regional approach to partnership which is the Multi Area Agreement (MAA).

The Liverpool City Region Multi Area Agreement covers the boroughs of Halton, Knowsley, Sefton, St Helens, Wirral and the City of Liverpool. The agreement includes a Story of Place, Employment and Skills Platform, Economy Platform, Housing Platform and Transport Platform[17]. We will continue to participate in the development and delivery of this process across the City Region.

It has been established that the way to efficiently achieve mutual targets, goals and deliver value for money in the public sector is by working together in partnership. For a number of years we have recognized the value of this approach and work within a diverse range of partnerships that tackle the wider causes of fire and other emergencies to reduce risk within communities.

As an integral part of the IRMP process we will continue to identify and evaluate the impact of any opportunities which arise from the Local Area Agreements & Multi Area Agreement. Where we believe we can deliver a positive outcome, we will continue to offer support to mutually achieve our Purpose.

Comprehensive Area Assessments (CAA)

Comprehensive Area Assessment is the way all local public services in England are assessed. It examines how well councils are working together with other public bodies to meet the needs of the people they serve. It's a joint assessment made by a group of six independent watchdogs.

Local public organisations are collectively accountable for the outcomes they deliver for an area. Comprehensive Area Assessment considers how partnerships are working to address challenges facing communities and deliver better outcomes. It seeks to highlight best practice and innovation, but also identify any barriers to improvement.

Comprehensive Area Assessment assesses whether partnerships are achieving their aims for their area by focussing on;

---

[17] Available from http://www.merseyside.org.uk/displaypage.asp?page=169

- Joint working between councils and their partners in delivering the area's priorities, as agreed in the Local Area Agreement and Sustainable Community Strategies.

- How the quality of people's lives is improved.

Merseyside Fire & Rescue Service is a key partner in the Comprehensive Area Assessment process and existing partnership working helps to improve overall outcomes for all our communities.

Merseyside Fire & Rescue Service achieved a judgement of "Performs Well" in the first Comprehensive Area Assessment report[18]

Regional Management Boards

The requirement to have effective regional management arrangements was first defined in Our Fire and Rescue Service (White Paper) 2003[19]; to ensure that resilience, procurement and many other Human Resource functions are delivered regionally.

The North West Fire and Rescue Management Board was created in 2004 and comprises representatives of each of the five North West Fire and Rescue Authorities - Cheshire, Cumbria, Greater Manchester, Lancashire and Merseyside.

The focus of the Regional Management Board's work is to seek ways in which the fire and rescue services in the North West can work together to achieve greater improvement and efficiency in the key themes defined in the National Framework;

- Integrating common and specialist services

- Introducing regional personnel and human resource functions

- Developing a regional approach to training

- Introducing regional procurement within the context of the National Improvement Strategy for the Fire and Rescue Service.

This forum allows Merseyside Fire & Rescue Service to share and influence best practice in the region. It also supports collaborative working to resolve issues raised as part of the IRMP risk assessment.

---

[18] Available from
http://oneplace.direct.gov.uk/infobyorganisation/organisation/Pages/default.aspx?orgId=1340
[19] Available from http://www.communities.gov.uk/fire/firesafety/ourfire/

The priorities for the North West Fire & Rescue Management Board are contained within their Business Plan 2008-11[20]. Which are included in the planning process for the Annual Action Plan associated with our IRMP.

---

[20] Available from http://www.lancsfire.gov.uk/KeyDocuments/nwfrmbbusplan.pdf

The Impact of our Previous Integrated Risk Management Plans

The cumulative effect of our previous risk management plans has made a hugely successful contribution to the achievement of our Purpose of making Merseyside a safer, stronger, healthier community. Two of the effects are illustrated in the following graphs and the table of average daily emergency activity;

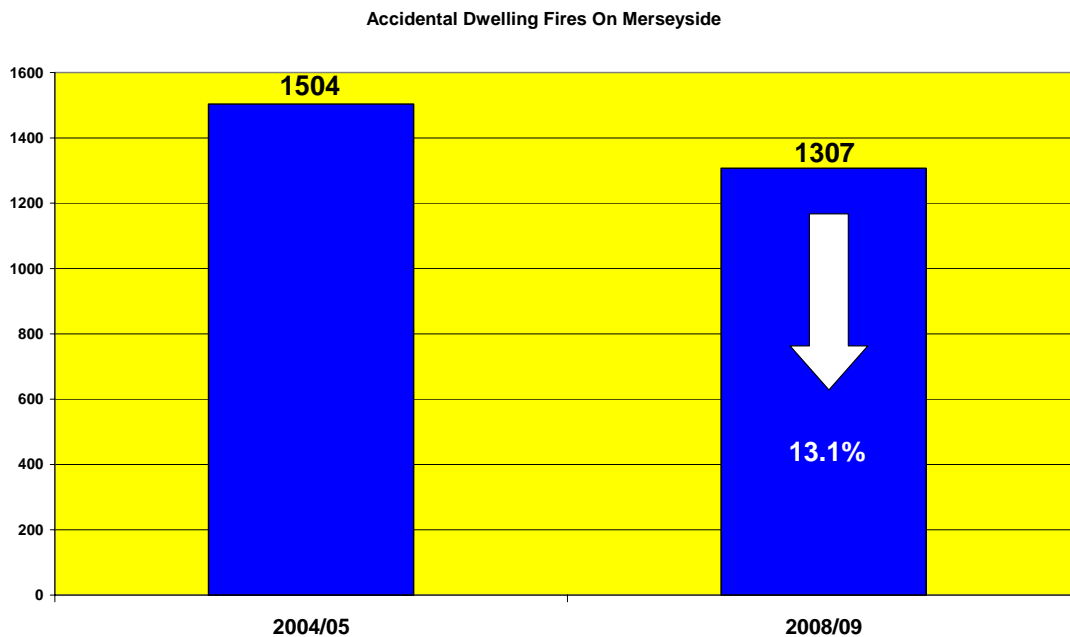## Total Incidents Attended on Merseyside 2004/5 and 2008/9

In the graph below we can see the effects of 5 years of Integrated Risk Management Planning; the total number of incidents we attend has dropped by nearly 9500 representing a 28% reduction in emergency activity, some stations (Croxteth and Speke Garston) have seen emergency calls drop by over 40% in this period.

Total of All Incidents on Merseyside
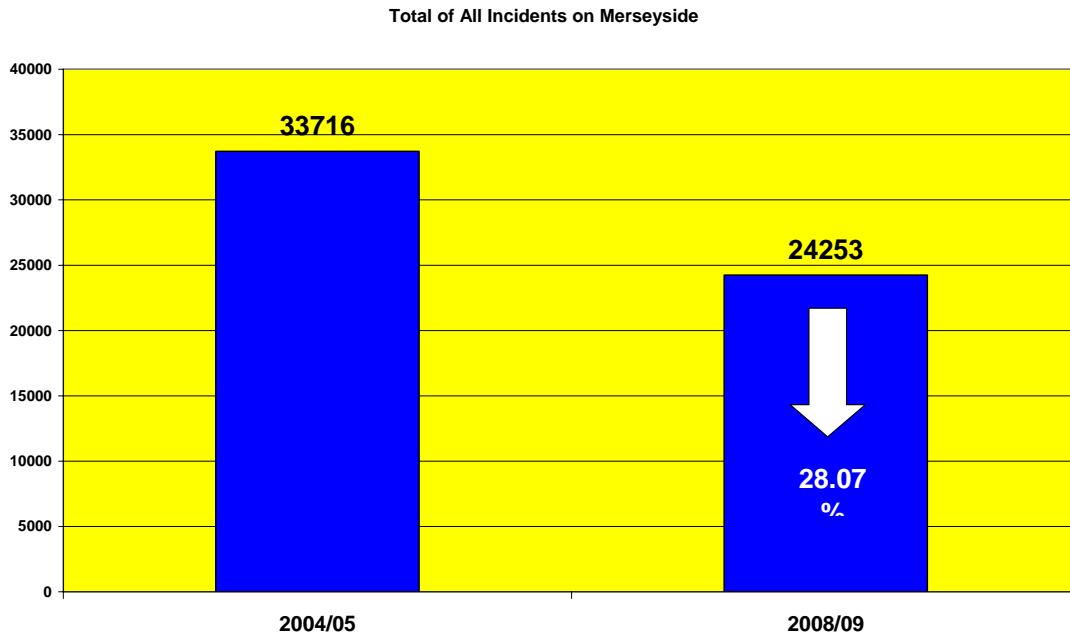
Total Accidental Dwelling Fires Attended on Merseyside 2004/5 and 2008/9

In the graph below, we can see the effects over the same five year period on accidental dwelling fires; this type of incident has reduced by 13%, Low Hill has seen a reduction 42%. The daily average is now just 3.3 dwelling fires occurring across the whole of Merseyside.

Accidental Dwelling Fires On Merseyside

Average Daily Number of Incidents Attended within Merseyside

Incident Type	2006/07	2007/08	2008/09	2009/10
Accidental Fires in the Home	3.8	3.6	3.6	3.3
Other Building and Property Fires	11.3	8.9	7.9	7.4
Antisocial Behaviour Fires	35.1	28.6	21.0	21.2
Accidental Small Fires	1.7	0.9	1.8	1.9
Special Service Calls	10.2	8.6	8.0	7.4
Automatic Fire Alarms	14.7	15.0	16.6	15.2
Good Intent False Alarms	7.2	6.5	6.3	10.1
Malicious False Alarms	2.7	2.2	1.1	1.0
Total Average Calls per Day	86.6	74.4	66.2	67.5

The 2009/10 figures use the first two quarters activity data of the year only.

Special Service Calls include road traffic collisions, rescues from height, extractions from machinery, rescue of animals, Hazardous material incidents, rescues from flooding, lock outs/ins and lift releases.

Good Intent False Alarms include calls received for; intentional burning, steam rising from buildings and calls from concerned neighbours.

Malicious False Alarms are usually made by children or young adults from phone boxes or mobile phones.

From these figures we can see the changes in the profile of emergency activity which has occurred since 2006.

Risk Assessment

The Climate of Risk

The emergence and convergence of global risk, has a major impact on our risk assessment and our plans. We are living in a world where the threat of terrorist action seems all too real, where the impact of climate change appears to be more extreme and the risk of a pandemic has been realised.

Merseyside Fire & Rescue Service has sophisticated and comprehensive plans in place to deal with the consequences of any event of this scale within Merseyside, the North West and the United Kingdom.

The risk assessment for these types of incidents occurs locally through the Local Resilience Forum, regionally and nationally. The Community Risk Register (Local risks), Regional Risk Register and National Risk Register contain a list of identified risks within each area for the current year. We work with other Category 1 & 2 responders through the Local Resilience Forum to establish these registers and make all necessary joint preparation for the eventualities contained within them.

As a result of this thorough and extensive process these risks are not overtly considered within the IRMP process, however the impact of any inter relationship is assessed and changes arising from the IRMP are assessed against our plans for these extraordinary events to ensure that we can deliver our part of the plans in light of any changes.

The Community Risk Register 2010 for Merseyside is available on our website at;
http://www.merseyfire.gov.uk/aspx/pages/reports/pdf/Merseyside_CRR_2010_PUBLISHED.pdf

Looking beyond these exceptional events, we are continually refining and developing our approach to risk assessment and risk management on a local basis for more normal eventualities, we aim to learn from the most recent academic studies of risk and how to best manage it and we are committed to utilising the latest technology to assist in this process.

Risk Methodology

The methodology focuses on examining the factors which have greatest impact on the risk to life of people within Merseyside and illustrating the areas where those factors are concentrated, to deliver a result which is accurate, understandable and usable.

Merseyside Fire and Rescue Service has developed a risk model, which focuses on the risk to life and is based on the factors which we know have most impact upon risk. This approach uses relevant data sets, including the Indices of Multiple Deprivation and local, historical incident response data.

Weightings have then been used to represent the differing influence of these data sets on risk. All of these factors are then totalled, banded and then mapped by area to establish our risk map. (See Figure 1).

Within the methodology, we have made the assumption that the risk to life from accidental fires within commercial property is negligible. This assumption is based upon the stringent legislative requirements for protection systems within commercial property and our actions to ensure compliance with these requirements.

Our existing risk map is subject to independent external scrutiny and quality assurance. In addition, the Risk Methodology has been evaluated by Risktec Solutions Ltd, professional international risk management specialists. The conclusion of their evaluation was that;

"The Fire Risk Assessment Map is a robust and comprehensive piece of work, presenting data in a manner which is both transparent and easy to understand."

To supplement this strategic approach to risk, Merseyside Fire and Rescue Service has developed a suite of thematic risk maps that can be used to assess types and location of incidents we are attending. This thematic approach to risk supports how we work to reduce risk, respond to emergencies and help victims of fire and other emergencies recover from the affects of the incidents. These themed maps help us to understand the likelihood of a particular event occurring in a given area, which in turn forms a part of the risk assessment process. It ensures we target our resources at locations with identified risks.

Our thematic risk maps have been incorporated into all of our existing management information reports, along side other relevant quantitative and qualitative data, which supports key decision making.

Work is continuing to develop our risk modelling which includes academic research being conducted by Liverpool John Moores University as part of our Knowledge Transfer Partnership. This research will particularly support activities around the identification of community risk.

What the Risk Map Shows

The current Risk Map shows the risk to life from fire and other emergencies as it is today. Our evaluation has established that since 2006, risk has reduced across Merseyside with areas of low risk expanding to encompass large areas of Merseyside.

There has also been a significant reduction in the number of areas which are high risk; however there are several areas which remain high risk. These areas contain some of the most hard to reach residents and are subject to a convergence of serious underlying issues. Through the IRMP we are maintaining our focus on delivering prevention services to the people in these

challenging areas and working with our partners and residents at resolving the issues within these areas.

Risk Map for Merseyside 2010-2013
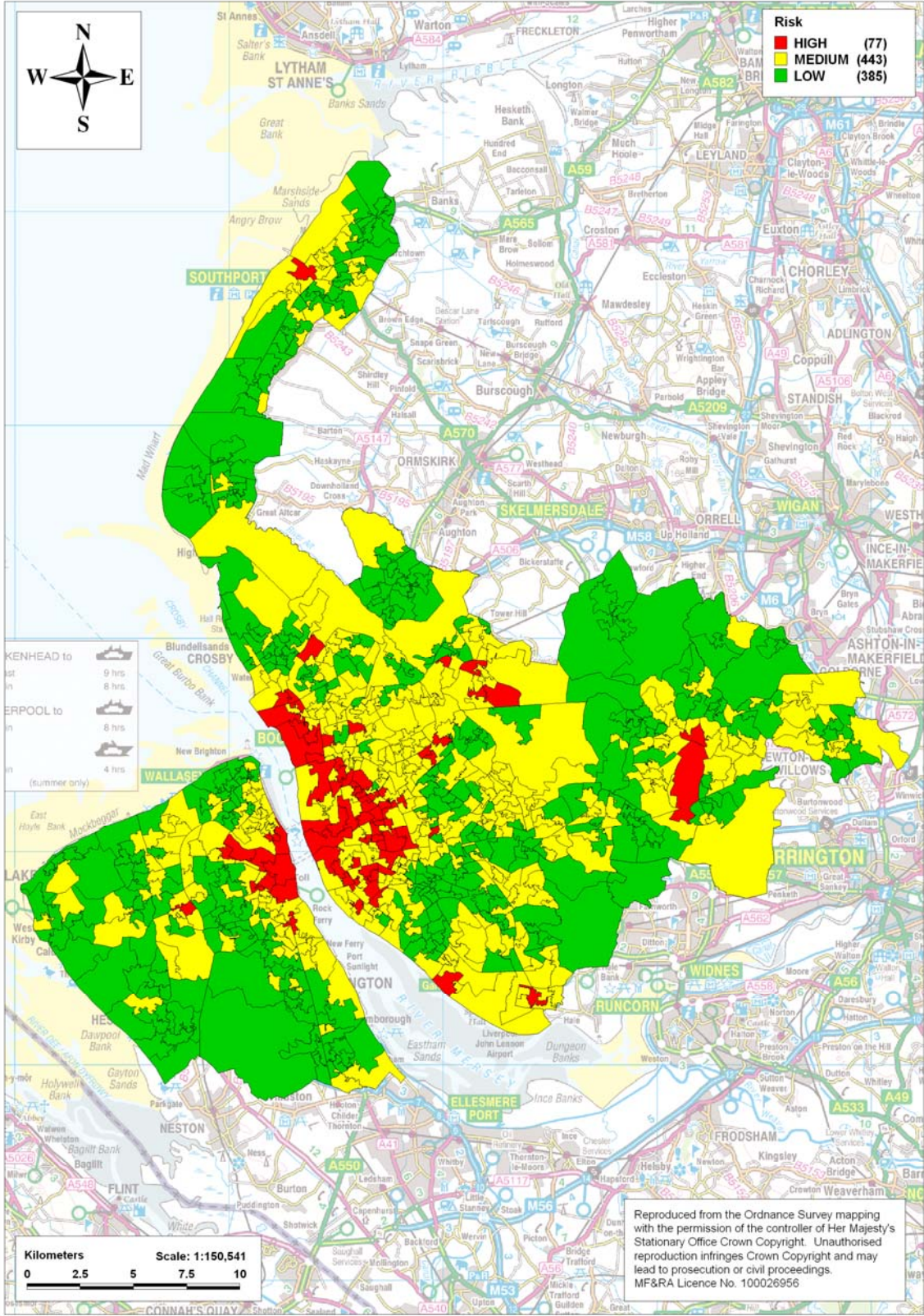
Consultation Process

Merseyside Fire & Rescue Service is committed to providing services that meet the changing needs of the Communities of Merseyside. We have, with our partners, put into place a strategic group to ensure that consultation activities are managed within the five Local Authority Districts in a co-ordinated way. By doing this we can collectively assess relevant consultation feedback for the whole of Merseyside in a way that considers needs, customer satisfaction and risks within that community. This also takes into account the local Story of Place which assesses needs within that local area, as well as the recent Place Survey which we use to inform service delivery.

Prior to the creation of this plan, five local area forums were hosted in 2009 by Opinion Research Services in each of the district areas. The outcome from this consultation has informed us about what is important to the public, the impact of our services and future public expectations of the Service. This in turn has been considered when producing this plan.

We have adopted a thematic approach to consultation which supports our planning, service delivery and performance management processes. We take Local Area Agreement themes and hold Community Consultation events with our partners, which are tailored and focused to those specific areas and needs.

As members of the Fire Service Consultation Association (FSCA), we use independent consultants; Opinion Research Services (ORS), who have supported numerous quantitative and qualitative consultation research programmes, which have informed Merseyside Fire and Rescue Service's strategic plans.

This helped to ensure that this plan draws on the widest possible range of data and views and represents the best possible response to local needs and wishes. Our consultation process can act as a catalyst for greater community participation. We believe that, if members of the public think they are being listened to they are more likely to make suggestions for improving services or ask for information. The Authority will maintain an ongoing dialogue with communities, so that local opinion about options for change can be canvassed at an early stage.

To consolidate the consultation, which occurred prior to the writing of this IRMP we commissioned ORS to host an event to consider the Consultation IRMP document specifically, drawing representatives already within our focus groups from all of Merseyside's districts.

The analysis of the responses at the event led ORS to conclude that proactive involvement within the community was very important to the group and should be continued to support our Purpose. While a significant minority had reservations about our involvement in a wider lifestyle and health-related role, a big majority was in favour.

The forum unanimously endorsed the principle that the decisions concerning the flexibility of both the type and targeting of the emergency response is best left to Merseyside Fire & Rescue Service, the professionals in such matters.

Other conclusions were; that any increase in the Council Tax precept would be unjustifiable and that the Fire & Rescue Authority should consider compulsory redundancy of Fire & Rescue Service staff in times of extreme financial need.

A number of other responses were received which were also considered before the publication of the final document.

In addition to this proactive consultation we provided hard copies and web based access to the consultation document, publicising and distributed it as widely as possible.

The consultation on this document closed on 14th January 2010.

Actions Undertaken as part of IRMP Consultation

- The consultation document was published on 16th October on Merseyside Fire & Rescue Service website immediately following the approval of the IRMP by the Fire & Rescue Authority.

- A press release was issued and local media were briefed.

- All employees were notified through e-mail, Hot News & intranet.

- A copy of the consultation document was sent to any employee who requested a hard copy.

- Our advocates and Fire Support Network were used to contact the more hard to reach groups within our community.

- A hard copy of the consultation document was sent to all interested parties (see interested parties below).

Interested Parties

IRMP draft documents were sent to:

- Public libraries
- Community Organisations
- Chamber of Commerce
- Confederation of British Industry
- Local authorities
- Local Parish Councils
- Public agencies
- Other emergency services
- Local Members of Parliament

- Members of European Parliament
- Members of Parliament with an interest
- Communities and Local Government
- Audit Commission
- Representative Bodies
- Hospital Chief Executives
- Chief Fire Officers
- Local Government Association
- Universities
- NHS Trust fire safety advisors
- One Stop Shops
- Fire Support Network

Post Consultation

Before publishing the final version of the IRMP for 2010 to 2013, we have listened to what the public have said from the outset of the planning of this document and have considered these opinions in depth.

After the conclusion of the consultation process, all the responses received were evaluated and formally considered by the Fire & Rescue Authority, any amendments made as a result of the consultation process and approved by the Fire & Rescue Authority are represented within this final document.

The process has been open and transparent throughout, with all relevant factors and views taken into account, including perceptions of risks, public concerns and values.

Appendix A: IRMP Medium Term Strategy 2010 - 2015

Our Medium Term Strategy will cover a 5-year period and we will review our performance against this strategy on an annual basis.

The aim of our strategy is to ensure that our yearly Action Plans are focussed upon the achievement of our Purpose; **to make Merseyside a safer, stronger, healthier community** and our Aims.

The IRMP Medium Term Strategy for the development of Merseyside Fire & Rescue Service is;

Objective 1:

To pursue continuous improvement in the reduction of accidental dwelling fires and the deaths and injuries which result from these fires in Merseyside.

Action: To analyse our performance on an annual basis using the Local Performance Indicators (LPIs) which relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to ensure improvement.

Target: We will aim for a 5% reduction in accidental dwelling fires, 20% reduction in fire deaths and 5% reduction in injuries occurring in accidental dwelling fires by 2015.

Objective 2:

To achieve the speed and weight of attack standards of our emergency response to fires and road traffic collisions.

Action: To analyse our performance against our emergency response standards and introduce measures as necessary to improve performance.

Target: To achieve a 90% attainment level against these standards for fires and road traffic collisions by 2015.

Objective 3:

To reduce risk consistently across Merseyside.

Action: To analyse risk over a five year period to the ensure changes and developments we have made to our response, prevention and restoration activities in our annual plans are continuing to provide a reduction in risk across Merseyside.

Target: Year on year improvement in terms of risk by super output area.

Objective 4:

To consider the Government's strategic direction for Fire and Rescue Services and the guidance published to assist in the achievement of this Purpose.

Action: To embed the national strategic priorities within our own strategic planning to ensure best practice within Merseyside.

Target: To carry out a review of our strategic plans following the publication of any new significant national guidance.

Objective 5:

To reduce the impact of fire on commercial enterprise and the wider community.

Action: We aim to provide sufficient weight of attack within a realistic time scale to mitigate damage caused by fire in commercial premises and to safeguard successful restoration of business after the incident. We will work with all businesses to educate and support them to ensure compliance with the requirements of the Regulatory Reform Order (Fire Safety) 2004. We will assist businesses who are subject to fire through our comprehensive restorative arrangements.

Target: To reduce the cost of property loss in fires in commercial premises by 10% by 2015. To reduce business failure rates due to fire by 10% by 2015.

Objective 6:

To provide support and assistance to our 5 Local District Councils and Local Strategic Partnerships with their strategic priorities which aim to make Merseyside a safer, stronger, healthier community.

Action: To enter into Local Area Agreements which support our Purpose or which materially assist other agencies to meet goals for the area.

Target: To review annually our contribution to all Local Area Agreements to ensure they are current and appropriate to our Purpose, through a robust partnership management process.

Objective 7:

To reinforce our role in fire prevention by improving fire safety within the public and commercial buildings of Merseyside.

Action: To work with all stakeholders to educate and inform the business community about their responsibilities for fire safety in the workplace and to work closely with all parties to improve fire safety design in buildings.

Target: We will improve regulatory compliance performance by 5% by 2015. We will reduce unwanted Fire signals generated by Automatic fire alarms by 20% by 2015.

Objective 8:

To work with Local Authorities across the Liverpool City Region to improve community safety and quality of life by providing a fully integrated public service to all of our communities.

Action: To work with and support Local Authorities in the development and delivery of the Multi Area Agreements within the Liverpool City Region.

Target: To seek representation in the development of all relevant Multi Area Agreements in the region by 2015.

Objective 9:

To strive continually to maintain a safer and healthier workforce.

Action: To introduce measures to prevent illness and injury and to improve the health, safety and general welfare of our staff.

Target: To achieve a 5% reduction in accidents and injuries in the workplace, year on year. To achieve an annual staff absence level which is the lower than the average for all of the other Metropolitan Fire & Rescue Services by 2015.

Objective 10:

To develop a work force capable of performing the challenging role of a modern Fire & Rescue Service.

Action: To ensure the training and development we deliver reflects the profile of risk we have identified, is appropriate to the level of this risk and is prepared to deliver the expanding role of the modern Fire & Rescue Service.

Target: To ensure we achieve a balanced and risk focused training and development programme and review our progress on a yearly basis.

Objective 11:

To ensure we provide excellent levels of service to all of our diverse communities and that our staff profile reflects the diversity present within our communities.

Action: To promote Equality and Diversity throughout the service and to ensure that equality and diversity is fully embedded within all IRMP planning processes.

Target(s):

To ensure we achieve "Excellence" level in the Local Government Equality Framework by the end of 2010.

To ensure that 18% of recruits into the operational sector are women and 13.6% of recruits are from minority ethnic communities by 2013, in accordance with the stretched targets within the National Equality & Diversity Strategy for Fire & Rescue Services (2008-2018).

Objective 12:

To protect our communities from the effects of flooding.

Action: To improve our planning for and response to flood warnings, emergency calls for assistance and community restoration after such incidents.

Target: To provide detailed flood plans and test them with practical exercises for the identified areas at risk by 2015.

Objective 13:

To ensure that Merseyside Fire & Rescue Service has the staff and resources which are required to protect our communities from the devastating effects of terrorism.

Action: To review the validity of measures and procedures we have implemented to protect our communities from the increased threat of terrorism, as defined in the National Risk Assessment Document.

Target: A review will be conducted annually to coincide with the publication of this document, to ensure that we continue to provide a professional response to all identified risks.

Objective 14:

To ensure we successfully implement all national and regional requirements for the introduction of Regional Control Centres and the Fire-Link communication project.

Action: To ensure that all the requirements for staff and resources are available for the successful implementation of these projects.

Target: To achieve all of the national milestones in the implementation of these projects and be on schedule for the changeover.

Objective 15:

To ensure that our strategic plans reflect a regional perspective.

Action: To consider the impact upon our IRMP by decisions made by the Regional Management Board.

Target: To embed the consideration of regional strategic priorities within the IRMP process in Merseyside.

Objective 16:

To ensure that the strategic direction for improvement in our service is enriched by focused horizon scanning.

Action: To scan continuously for changes, which may have an impact on the strategic direction of our service.

Target: To consider changes to our strategic direction when information is identified which may affect the future delivery of our service. A review of identified changes will be conducted on an annual basis.

Objective 17:

To strengthen our partnerships with the police in order to improve our joint strategy to further reduce and respond to fire related criminality.

Action: To improve methods of evidence capture to assist the police with the apprehension and prosecution of those responsible and to increase the provision of restorative justice within Community Safety Initiatives.

Target: We aim to reduce deliberate fires by 15%, increase prosecution rates for arson by 5% by 2015 and increase the number of community service orders undertaken on community safety programmes by 10% by 2015.

Objective 18:

To tackle climate change via our Carbon Management Plan; which contains challenging targets for reducing our carbon emissions.

Action: To identify and implement actions which will enhance environmental sustainability of the Service while not negatively affecting performance.

Target: To reduce CO_2 emissions by 30% by 2013.

Objective 19:

To encourage National, European, and International strategic partnerships to develop further a professional and modern Fire & Rescue Service.

Action: To identify best practice and implement any improvements identified.

Target: To improve continuously service in Merseyside through National, European, and International strategic partnerships.

Objective 20:

To reduce antisocial behaviour on Merseyside, through the continual development of our youth engagement strategy.

Action: To implement the Fire and Rescue Service Strategy for Children and Young People and integrate the requirements of the Every Child Matters document.

Target: To reduce youth related antisocial behaviour by 10% by 2015.

Appendix B: Links to Local Authority Strategies and Definitions of National Indicators

Liverpool Council

http://www.liverpool.gov.uk/Council_government_and_democracy/About
_your_council/cpp/archive/2008_2011_plan/leadingliverpool/community/
sustainable_community_strategy/index.asp

Knowsley Council

http://www.knowsley.gov.uk/your-council/plans,-policies-and-
procedures/community-plans.aspx

Sefton Council

http://www.sefton.gov.uk/default.aspx?page=3160

Wirral Council

http://www.idea.gov.uk/idk/aio/9717514

St Helens Council

http://www.sthelenstogether.org.uk/favicon.ico

Table 2. 4/5 Priorities						
LAA Theme	**National indicators**	**W**	**H**	**S**	**K**	**L**
Safer communities	NI 15 Serious violent crime rate PSA 23	X	X		X	X
Children & Young People (Make a positive contribution)	NI 111 First time entrants to the Youth Justice System aged 10 – 17 PSA 14	X	X	X	X	
	NI 115 Substance misuse by young people PSA 14		X	X	X	X
Adult health and wellbeing	NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO	X	X		X	X
Tackling exclusion and promoting equality	NI 141 Number of vulnerable people achieving independent living CLG DSO		X	X	X	X
Local economy	NI 163 Working age population qualified to at least Level 2 or higher PSA 2		X	X	X	X
	NI 167 Congestion – average journey time per mile during the morning peak PSA 5	X		X	X	X
Environmental sustainability	NI 192 Household waste recycled and composted Defra DSO	X	X		X	X
	NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO	X	X	X		X

Table showing NIs common to 4 Local Area Agreements.
W – Wirral   H – St Helens   S – Sefton   K – Knowsley   L- Liverpool

Definitions for National Indicators

NI 33 - Arson incidents

NI 56 - Obesity in primary school age children in Year 6

NI 57 - Children and young people's participation in high-quality PE and sport

NI 110 - Young people's participation in positive activities

NI 111 - First time entrants to the Youth Justice System aged 10 – 17

NI 117 - 16 to 18 year olds who are not in education, employment or training (NEET)

NI 120 - All-age all cause mortality rate

NI 121 - Mortality rate from all circulatory diseases at ages under 75

NI 123 - Stopping smoking

NI 124 - People with a long-term condition supported to be independent and in control of their condition

NI 136 - People supported to live independently through social services (all adults)

NI 137 - Healthy life expectancy at age 65

NI 138 - Satisfaction of people over 65 with both home and neighbourhood

NI 140 - Fair treatment by local services

NI 141 - Percentage of vulnerable people achieving independent living

NI 156 - Number of households living in temporary accommodation

Full definitions are included in National Indicators for Local Authorities; Handbook of Definitions available from the Communities and Local Government website.

Appendix C: Our Value for Money Principles

Principle 1 – We will allocate our resources In line with priorities and objectives

The budget and financial plans will allocate resources in line with corporate priorities. The Purpose, Aims and Core Values of Merseyside Fire and Rescue Authority are set out in this Integrated Risk Management Plan.

In line with that the Authority will recruit to meet the Authority's high performance standards and budget for staff actually in post.

The Authority will continue to:

- Make significant investment in Community Safety and preventative work. (REDUCE)

- Invest to maintain emergency response standards and to modernise working arrangements for dealing with a whole host of emergency incidents. (RESPOND)

- Develop arrangements for restoration with the private sector and the Fire Support Network. (RESTORE)

- Seek to generate significant savings through staff reductions whilst avoiding compulsory redundancy (RESOURCES)

- Invest in the capital infrastructure of the Authority in line with Asset Management Plan, Vehicle Replacement strategies and corporate objectives (RESOURCES)

Principle 2 – Control Council Tax

The Authority recognises the impact of council tax on the communities of Merseyside, particularly the most vulnerable, and it aims to minimise Council Tax increases with a target increase of less than 4% and it has adhered to this despite severe financial constraints.

It has had one of the lowest council tax increases of all fire authorities since 2003/4.

Principle 3 – Acknowledging budget realities

The Authority will continue to:

(i) Acknowledge the challenges it faces:

In recent years the Authority has delivered a number of large savings targets in order to stay within its budget. These savings targets have arisen because of:

(a) unexpected impacts arising from the Government's changes to pension funding in 2005/2006 that had a negative impact on the overall revenue position;

(b) The Comprehensive Spending Review 2007 giving the Authority grant increases at a floor level which was significantly below the Treasury's own forecasts for inflation (4.5% over three years below inflation estimates at the time).

(ii) Acknowledge the reality of its budget:

The Authority recognises that 80% of its costs are people related. Whilst it focuses on making savings in all areas and seeks out efficiencies across the board the inescapable fact is that major savings require major reductions in staff.

The Value for Money approach is reflected below, in the chart showing how the Authority approved the allocation of resources for 2008/9:
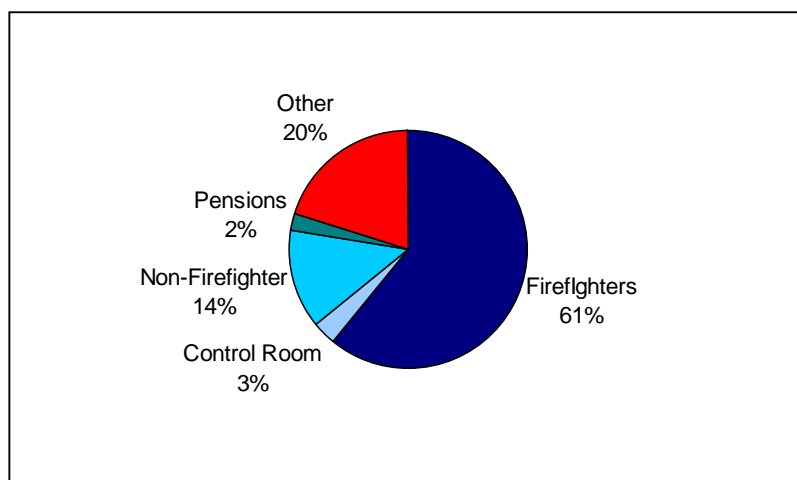
Principle 4 – The Authority seeks to avoid compulsory redundancy in delivering VfM

The Authority is committed to delivering VfM without compulsory redundancy. It is important to note therefore that its VfM delivery plan cannot be delivered any faster than the rate of staff turnover within the organisation.

The majority of savings have come from uniformed retirements although the Authority has used Voluntary Early Retirement/Voluntary Severance and other VfM tools when a business case exists to do so.

Principle 5 - The Authority seeks to maintain or improve service levels to make Merseyside safer, stronger and healthier

The Authority has extensive planning, implementation and performance management processes that ensure that whenever changes to the Authority's expenditure are considered, the impact on the level of service provided to the community is also considered. It is our goal to ensure that any services affected are, wherever possible, maintained at current levels or improved.

Our own staff are central to this vision, the Authority is committed to maintaining the highest levels of safety for our staff and constantly seeking to improve attendance levels at work to ensure staff can deliver high levels of service within the overall framework of value for money.

This Authority is committed to environmental sustainability and recognises the part that our careful use and preservation of the Earth's natural resources plays in our overall approach to delivering value for money. We have achieved the ISO14001 Environmental Management Standard and have policies and strategies that express our commitment and approach to reducing our energy usage, reducing the waste we produce, encouraging our staff to adopt environmentally friendly forms of travel and we have an overall objective to become carbon neutral.

Through maintaining this principle as a central tenet of our approach we continually work towards achievement of our Purpose.

Bibliography

Integrated Risk Management Plan IRMP2 2007/10
Merseyside Fire & Rescue Service
March 2007
www.merseyfire.gov.uk

Fire & Rescue Services Act 2004,
The Stationery Office Ltd
London
July 2004
www.opsi.gov.uk

The Regulatory Reform Order 2005
Statutory Instrument 2005 No.1541
(The Regulatory Reform Act 2001)
The Stationery Office Ltd
London
June 2005
www.opsi.gov.uk

Civil Contingencies Act 2004
The Stationery Office Ltd
London
November 2004
www.opsi.gov.uk

The Fire & Rescue National Framework 2008-11
Communities and Local Government
London
May 2008
www.communities.gov.uk

Fire & Rescue Service Equality and Diversity Strategy 2008-2018
Communities and Local Government
London
July 2008
www.communities.gov.uk

Strategy for Children and Young People 2006-2010.
The Fire & Rescue Service.
CLG
23 November 2005
http://www.communities.gov.uk/documents/fire/pdf/142952.pdf

Fire and Rescue in 2017: Rising to the Challenge
LGA
LGconnect, Local Government House, Smith Square, London
January 2007
http://www.lga.gov.uk/lga/publications/publication-display.do?id=22360

Strong and Prosperous Communities - The Local Government White Paper
Communities and Local Government
London
May 2008
http://www.communities.gov.uk/publications/localgovernment/strongprosperous

An excellent authority making a difference
I&DEA
Layden House
76-86 Turnmill Street
London EC1M LG
March 2009
http://www.idea.gov.uk/idk/aio/9580604

Legislative Base for Integrated Risk Management Plans: Phase One - Stakeholder Survey Results
Fire Research Report 6/2008
CLG
London
http://www.communities.gov.uk/publications/fire/legislativebase

Legislative Base for Integrated Risk Management Plans: Phase Two - Literature Review
Fire Research Report 11/2008
CLG
London
Legislative Base for Integrated Risk Management Plans: Phase Two - Literature Review - Fire Research Report 11/2008 - Fire and resilience - Communities and Local Government

Legislative Base for Integrated Risk Management Plans:
Phase Three – Gap Analysis
Fire Research Report 12/2008
CLG
London
Legislative Base for Integrated Risk Management Plans: Phase Three - Gap Analysis - Fire Research Report 12/2008 - Fire and resilience - Communities and Local Government

Fire & Rescue Service Circular 25/2007 IRMP Steering Group Action Strategy
Department of Communities and Local Government
May 2007
www.communities.gov.uk/firecirculars

Fire Service Circular 2/2001. "Best Value"
Fire Service Circular 7/2003. Fire & Rescue Authority Integrated Risk Management Planning.
Fire and Rescue Service Circular 23 – 2004. Getting Early Results from the FSEC Toolkit.

Fire and Rescue Service Circular 31-2004. Revised Response Policies for Dealing with Unwanted Fire Signals from Automatic Fire Alarms.
Fire and Rescue Service Circular 35 – 2004. IRMP Firefighting and Rescue Operations at Sea.

Fire and Rescue Service Circular 54 – 2004. Emergency Call Management.
www.communities.gov.uk

Department for Communities and Local Government, Fire & Rescue Authority Integrated Risk Management Planning;
Guidance Note 1 - Integrated Risk Management Planning.
Guidance Note 2 – Consultation.
Guidance Note 3 – FSEC Toolkit.
Guidance Note 4 – Risk Assessment Based Approach to Managing Fire Safety Inspection Programme.
Guidance Note 5 – Customisation of the FSEC Toolkit.
Guidance Note 6 – Working Time Regulations.
www.communities.gov.uk

Arson and the Economy - *Sadiq Khan, MP, Under Secretary of State, CLG*
Date of speech   29 April 2009

Location   Millbank Tower, London

Event summary Arson Control Forum (ACF) Conference

Speeches, statements and articles - Corporate - Communities and Local Government

Merseyside Community Risk Register
2009
Merseyside Resilience Forum
http://www.merseyfire.gov.uk/aspx/pages/Default2.aspx