

# **Integrated Risk Management Plan**

## **IRMP 2**

### **Action Plan 2 2008-2009**

Final Draft

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## **Foreword**

2008 will be an exciting year for both Merseyside and Merseyside Fire and Rescue Service. Liverpool is to be the European Capital of Culture and the major redevelopment of Liverpool City Centre will be completed.

In addition, the major regeneration and redevelopment within the Merseyside will deliver improvements to the environment for the people of Merseyside and its many visitors.

In September we will host the World Firefighter Games 08, as part of the Capital of Culture celebrations. It will be the first Games to offer community engagement within our most disadvantaged communities; this will no doubt reduce antisocial behaviour within those communities.

Merseyside has been at the forefront of change within the British and World fire and rescue service for many years. We continue to work at maintaining our position at the summit of our profession and strive to make our communities stronger, safer and healthier.

The progress we have made was again highlighted when The Audit Commission carried out a Direction of Travel and Use of Resources Assessment during 2006-7. This assessment determined that Merseyside Fire and Rescue Service is **Improving Well** from its original Comprehensive Performance Assessment rating of **Excellent**. The Authority was awarded the highest mark obtainable for the Use of Resources; this has only been achieved by a small number of other Fire and Rescue Authorities (4).

In our Annual Governance Report completed by the Audit Commission, for 2006/7, the auditor was satisfied that Merseyside Fire & Rescue Authority made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31<sup>st</sup> March 2007.

In our recent Pilot Comprehensive Performance Assessment the Fire Authority maintained its very high performance levels. The outstanding results achieved in these assessments demonstrate that Merseyside Fire and Rescue Authority has improved and built on the successes of recent years and continues to offer excellent services and value for money to our communities and all the residents of Merseyside.

Our commitment to reduce risk, to provide high levels of response to fire, emergencies and road traffic collisions and to restore and maintain the quality of life in our communities continues, driven by the enthusiasm and professionalism of all of the staff of Merseyside Fire & Rescue Service.

These themes are continued within our IRMP 2 Action Plan 2, in which we set out the measures which we will take to continue the modernisation and improvement of our service to the people of Merseyside.

In particular, we would like to draw your attention to our Medium Term Strategy which is a formalised statement of the direction of strategic development for Merseyside Fire and Rescue Service. This provides objectives for us to attain during the next five years.

Another important innovation this year will be the introduction of local risk management plans, which are to be underpinned by the individual needs of the local communities of Merseyside.

Please take the time to read this document which highlights the progress we have made to date and details the future improvements we propose to introduce into the service.

## **Introduction**

We are proud to introduce our yearly IRMP action plan for the year 2008/9, issued under the Integrated Risk Management Planning process. This Action Plan is the second of three to be created using the methodologies and risk management processes consistent with those detailed within the parent document; Integrated Risk Management Plan **IRMP2** 2007/10, Merseyside Fire and Rescue Service March 2007.

This document will not reiterate or amend any of the methodologies we defined at length in **IRMP 2**. We believe that our core methodologies are still valid and continue to produce accurate predictions and positive outcomes.

The development of our risk assessment capabilities has continued this year, as we seek to improve the accuracy and sophistication of our risk modelling. We are achieving this through continued productive relationships with academic institutions and private sector specialists in order to further refine, strengthen and quality assure our core risk methodologies.

We have used these methods as a framework for conducting the risk management process, which has resulted in the production of our Action Plan for 2008/9, which is detailed later in this document.

In fulfilling our duty to publish an annual Action Plan under the Integrated Risk Management Plan process, we must have due regard for legislation and Government guidance and advice. The changes that have occurred this year have already been incorporated into our planning process.

The Government's key document for defining priorities and objectives for the Fire and Rescue Service nationally is The Fire & Rescue National Framework 2006/8, which has been used extensively in the production of this document. This framework is currently being reviewed and a consultation document was published by the Department of Communities and Local Government in late 2007. The outcomes of that process are awaited.

May 2007, saw the publication by the Government of guidance to be followed in creation of the IRMP and associated action plans. Merseyside Fire & Rescue Service's IRMP is produced in line with this guidance. A more important aspect of this guidance document is the examples it gives of future strategic priorities which the Government has for the Fire and Rescue Service nationally. These priorities have been considered within this year's Action Plan. These Government priorities confirm the validity and necessity of our own strategic direction.

## **Our Vision**

To make Merseyside a safer, stronger, healthier community.

## **Our Mission:**

To work in partnership 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 skilful staff who reflect all the diverse communities we serve.
- **Restore**, maintain and improve the quality of life in our communities.

## **Corporate Aims 2008/9**

### **Reduce Risk**

- We will reduce risk of fire and other emergencies in all communities of Merseyside through a combination of prevention and protection, working in partnership with other service providers.

### **Response**

- We will respond to all emergency calls for assistance with a level of response appropriate to the risk and deal with all emergencies efficiently and effectively.

### **Restore**

- We will work with partners to help individuals, businesses and communities recover from the impact of emergencies and help the return to normality.

### **Organisation**

- We will operate efficient and effective organisational functions that will support the core functions of the Authority in a way that provides value for money for the communities of Merseyside.

## **Our Community Standards**

### **Emergency Response Standards**

#### **Fire**

Our current intervention standards in respect of fire are and remain;

- 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 current aim is to achieve these standards on 85% of occasions. We aim to improve this attainment level to 90% by 2010.

The performance achieved in 2006/7 is on course with our predictions to achieve the necessary improvement to a 90% attainment level by 2010. However these average figures for the year incorporate 28 days of industrial action, during which time, Merseyside Fire & Rescue Authority managed to continue to provide an excellent service to the community from within our existing emergency response resources.

#### **Road Traffic Collision**

Work is continuing on the action point from the 2007/8 IRMP2 Action Plan 1, to define an attendance standard for road traffic collisions. This project is on course to deliver the standard before the end of 2007/8. This will be reported on in due course.

### **Service Level Agreements**

The development of our departmental Service Level Agreements continues, with the majority of our service delivery now covered by the documents.

These agreements detail; the identification of all stakeholders or clients, types of service to be provided to these clients, the timescales for this action to be undertaken and the quality standards to which they will be performed.

These documents are ratified by the key stakeholders and senior management, and then serve as a template against which the performance of each department will be objectively measured annually to ensure the best possible service within the principles of Best Value.

**APPENDIX A  
(CFO/54/08)**

Copies of the Agreements are available for the specific departments through our Corporate Communications Department or on the Web at [www.merseyfire.gov.uk](http://www.merseyfire.gov.uk)



## **IRMP Medium Term Strategy 2007/2012**

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 vision; **to make Merseyside a safer, stronger, healthier community**, our goal of continuous improvement and the commitments defined within our Medium Term Financial Plan. This amendment of our vision to include health is a reflection of our ability to influence positively the health of the community and contribute to a reduction in health inequalities.

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 Best Value Performance Indicators (BVPIs) 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 2012.

### **Objective 2:**

To achieve high standards in our speed and weight of attack 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 by 2010. The target for road traffic collisions will be published in 2008.

### **Objective 3:**

To reduce risk consistently across Merseyside.

**Action:** To analyse our risk maps over a five year period to ensure changes and developments we have made to our response, prevention and restoration activities in our annual plans are providing continuing improvement in risk reduction 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 Service and the guidance published to assist in the achievement of this vision.

**Action:** To embed the strategic priorities of The National Framework Document within our own strategic planning to ensure best practice within Merseyside.

**Target:** To carry out a review of our strategic plans following each new publication of the National Framework Document. The next new edition is due to take effect in 2009.

**Objective 5:**

To ensure we contribute toward the current economic and social redevelopment of Liverpool and its surrounding region.

**Action:** To contribute to and support the development of the Merseyside Region by ensuring Merseyside Fire & Rescue Service is represented on all appropriate action groups.

**Target:** To seek representation on all groups associated with the Merseyside Region by 2010.

**Objective 6:**

To provide support to our 5 Local District Councils with the commitment to make Merseyside a safer, stronger, healthier community.

**Action:** To enter into any Local Area Agreements which support our vision or which materially assist other agencies to meet their goals.

**Target:** To review annually all Local Area Agreements to ensure they are current and appropriate to our vision.

**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 2012.

**Objective 8:**

To work with partners across the region and sub-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 partners in the development of Multi Area Agreements within Merseyside and the region.

**Target:** To seek representation in the development of all relevant Multi Area Agreements in the region by 2012.

**Objective 9:**

To strive continually to create a safer, healthier workforce.

**Action:** To introduce measures to improve the health and general welfare of our staff.

**Target:** To achieve a 5% reduction in accidents and injuries in the workplace, year on year.

**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 reflect the profile of risk we have identified and is appropriate to the level of this risk.

**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 directly reflects the diversity present within our communities.

**Action:** To ensure the Equality and Diversity Strategy throughout our organisation is fully considered within all IRMP Planning.

**Target:** To ensure we achieve level five of the Local Government Equality Standard by 2012. To achieve 4% of women and 4% from minority communities within the service delivery staff and to embed flexible working opportunities for all staff.

**Objective 12:**

To protect our community from the increasing incidence of flooding occurring as a direct result of climate change.

**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 2010.

**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 rooms and the Firelink 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 on schedule for the changeover in 2011.

**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 the horizon 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 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 deter 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.

**Target:** We aim to reduce deliberate fires by 15% and increase prosecution rates by 5% by 2012.

**Objective 18:**

To reduce further fire related criminality.

**Action:** To increase the provision of restorative justice and community improvement activities for persons found guilty of fire related criminality.

**Target:** To increase the number of community service orders undertaken on community safety programmes by 10% by 2012.

**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 by the continual improvement 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 2012.

## **Our Successes**

In the past twelve months we have continued the modernisation of Merseyside Fire and Rescue Service, targeting our finite resources appropriately at the risks faced by our employees, the communities, residents and visitors to Merseyside.

We continue to deliver the original and leading Community Safety Programme within the United Kingdom Fire & Rescue Service by offering residents of Merseyside free Home Fire Safety Checks; this forms the cornerstone of how we are delivering our vision to make Merseyside a safer, stronger, healthier community.

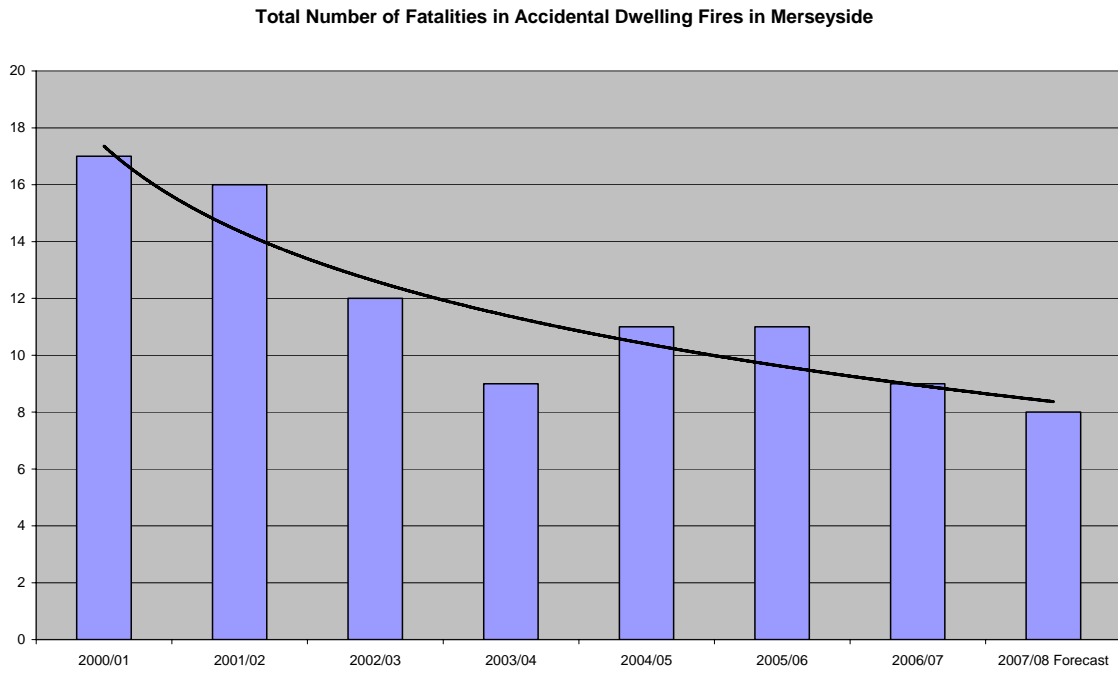
Since we commenced delivery of this pioneering service to the residents of Merseyside in September 1999 we have visited 400,000 homes and fitted in excess of half a million free smoke alarms. This figure includes 85,000 revisits to homes, primarily designated as of higher risk.

In the year 2007/8 our target has been raised to 75,000 visits, an increase of 50% on the previous year. At the time of publication of this Plan we have already beaten this target and will become the first fire and rescue service to do more than 100,000 HFSCs in a single year.

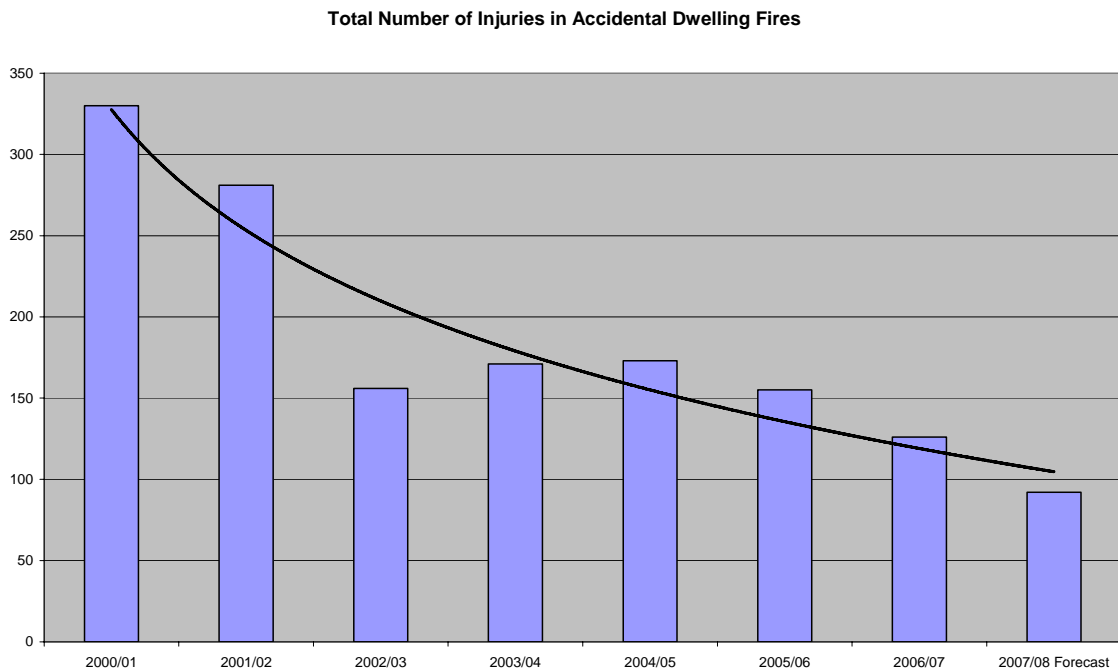
This has occurred as a direct result of changes to the way we target and deliver our Home Fire Safety Checks. These developments have seen an increase in the efficient use of resources and a more informed selection of target areas and individual dwellings. It has also been brought about by a very well motivated and innovative workforce.

This programme continues to provide us with tangible evidence that we are achieving a significant reduction in risk within the communities of Merseyside.

**Number of Fire Deaths in Accidental Dwelling Fires in Merseyside**

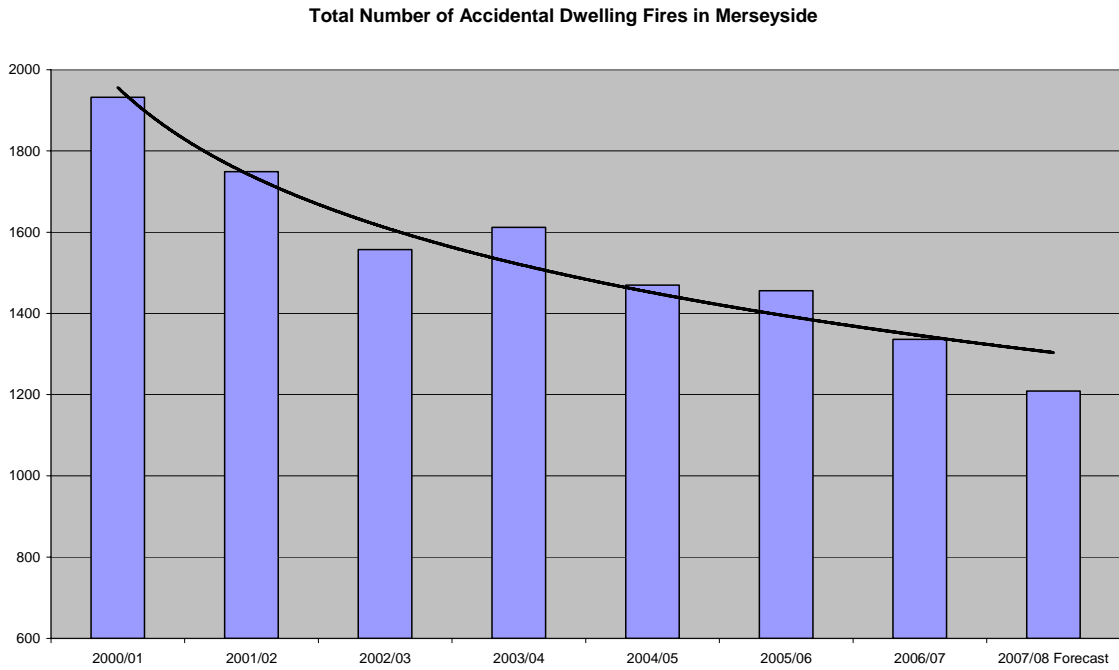


**Number of Injuries in Accidental Dwelling Fires in Merseyside**





**Number of Accidental Dwelling Fires in Merseyside**



## **IRMP 1 2004/2007**

### **Action Plan 1 & 2 - 2004/5 & 2005/6**

#### **Summary**

Of the 116 action points included in the first two IRMP action plans, 112 have now been addressed. The remaining four outstanding action points involve significant strategic commitments on behalf of Merseyside Fire & Rescue Authority and numerous other partner agencies. We are working to ensure that our partner agencies and ourselves can provide the necessary infrastructure to fulfil these mutually agreed and necessary commitments. We hope to announce the impact of these projects in next year's review.

### **Action Plan 3 - 2006/7**

#### **Achievement Highlights**

This year has seen us make excellent progress with the 2006/7 Action Plan;

Our Good Health Guardians Scheme to improve health and fitness on Merseyside continues and has been absorbed as a key component into our wider strategy to improve community health and reduce health inequalities across Merseyside.

We have also developed and implemented a road safety programme called Drive 2 Arrive, which targets 16 to 25 year olds, particularly males, who form the most at risk group of dying as a result of a road traffic collision. The programme is designed to educate young people about the risks of road traffic collisions and instils the confidence necessary to make the right choices about driving and being a passenger. This now forms an integral part of our Road Traffic Collision Reduction Strategy.

We have formalised Fire Service Direct, as an in house telephone referrals service for requesting and scheduling appointments for free home fire safety checks, this has positively influenced the efficiency with which the Home Fire Safety Check Programme now operates.

**PLACE AD ON PAGE FOR HFSC Number.**

This year has also seen significant new additions to our response vehicle range; we now have a second fire motorcycle, a specialised hazardous materials emergency response vehicle and a Detection, Identification and Monitoring vehicle (this has been supplied by the Department of Communities and Local Government), which is ready for deployment to incidents involving any hazardous materials. The final new addition to our fleet is a Combined Pump Platform appliance; this is an emergency response appliance which marries the traditional

function of a fire pump with the rescue capabilities of an aerial appliance equipped with a hydraulic platform.

### **PICTURE OF CPP**

In January 2007, we had to invoke part of our business continuity plan; this was the first time these plans had to be put into action in real conditions. This occurred when our Mobilising and Communications Centre was damaged by severe weather. The control room staff relocated to our state of the art back up facility with minimal disruption. This resource was provided for just such an occurrence as part of the 2006/7 IRMP Action Plan.

We have also established a Water Skills Centre, to enable the training of staff locally, in the skills necessary to fulfil our broadening role of water rescue and safety.

We have again this year made changes to our emergency response resources, reflecting the dynamic nature of risk throughout the day and night. This has enabled one fire appliance, which is immediately available through the period of greatest risk to be changed to a strategic reserve during periods of lower risk. Our current assessment of the performance of this appliance has reinforced the belief that our modelling of risk is accurate and this is both an efficient and effective method of providing flexible emergency response capacity.

Businesses that have suffered a catastrophic incident have been given a major boost this year, with the introduction of Merseyside wide coverage of the partnership between Merseyside Fire & Rescue Service and ISS Ark. ISS Ark specialise in business recovery. With early intervention and free initial advice facilitated by fire officers at the scene of the Incident, much can be done to mitigate the final outcomes for any business affected by incidents such as fire or flood.

Another significant advance this year has been the integration of our own system of booking Home Fire Safety Checks via Fire Service Direct with the Communities and Local Governments E-Fire portal. This has enabled members of the public, direct access to fire safety advice and the ability to book any of our community safety services on line.

The site is available at;  
[www.fire.gov.uk](http://www.fire.gov.uk)

From its origins in the year 2000, the Fire Support Network has grown to include two hundred active volunteers, from all of the communities of Merseyside. They are now based at Service Headquarters in Bootle and assist in the delivery of many community based projects, they also offer volunteer support for the departments based at headquarters on demand. This year has seen the introduction of a Service Level Agreement with the Fire Authority to define their role, they have also managed to secure 5 years of funding from the Fire Authority

and the publication of the Fire Support Network Directory to all of our stations and sites which details the assistance they can offer and how to apply for this help.

We have also continued our development of family friendly working with the implementation of part time working and dynamic staffing which aims to give our staff access to the flexibility to match the manner in which they work with their own personal circumstances, whilst the provision of emergency response is maintained at a level which is appropriate to the risk faced.

## **Summary**

Our action Plan for 2006/7 contained 57 action points, by the end of July 2007, 33 projects were successfully completed and 15 of the larger more complex projects were still ongoing. It has come as no surprise to us this year that 9 of the projects were closed before they reached their desired outcomes. The main reason for this has been the dramatic pace of change we have experienced by driving through the modernisation of Merseyside Fire and Rescue Service and the necessity for us to focus our resources solely upon risk.

## **IRMP 2 2007/10**

### **Action Plan 1 - 2007/8**

#### **Progress Highlights**

This is our current Action Plan which is to be implemented this year. We continue to be impressed with the appetite for change and commitment displayed by all of our staff.

The general progress we have made this year is more than satisfactory and in some cases has exceeded our expectations;

Work continues on providing access to our business intelligence at station level, allowing watches (shift teams) to target their station plans at the needs of their community, defined within our business intelligence data. This will deliver truly local solutions to local issues.

Our ability to target areas and individual dwellings for Home Fire Safety Checks, has reached a major milestone with the acceptance of a research project by a team from John Moores University.

The World Firefighter Games 08 to be hosted in Liverpool by Merseyside Fire and Rescue Authority, is the first ever World Firefighters Games to offer community engagement activities which will benefit the local community by increasing participation in sport amongst young people and adults, particularly those from the most disadvantaged communities. The predicted benefits of this approach will be manifested in a reduction of incidents of antisocial behaviour,

which impact negatively on the operations of Merseyside Fire and Rescue Service and the safety of our personnel and the local community. World Firefighter Games 08 and the Community Engagement Programme represent a unique opportunity to provide another ground-breaking way for Merseyside Fire and Rescue Service to make the community stronger, healthier and safer.

Hosting the World Firefighter Games is a major commitment for Merseyside Fire and Rescue Service; however the organisation and preparation for the events, to be staged from the 24<sup>th</sup> August 2008, are already well advanced, with the transport infrastructure and accommodation already in place. Competitor and volunteer registration are also open and can be viewed on line at;

[www.wfg08.com](http://www.wfg08.com)

### **ADVERT FOR WFGAMES ON PAGE**

Our improved response to incidents involving hazardous materials are also progressing well; with the new appliance and equipment already procured, suitable staff identified and consultation ongoing with employees' representative bodies. In addition two firefighting motorbikes, two jets skis and two quad bikes increase our ability to respond to all types of incidents efficiently and effectively.

We have also developed and equipped a vehicle which is to deliver on scene rehabilitation to firefighters who have been subject to the effects of extreme heat and humidity. This work has been underpinned by a research programme conducted by Liverpool John Moores University. This is to ensure that firefighters are protected from dehydration, heat stress and exhaustion when at an incident.

The trial of the Community Assistance Vehicle has already commenced, this new vehicle is equipped to deal with minor non emergency calls for social assistance, anything from domestic flooding to being locked out. This vehicle is jointly staffed by Merseyside Fire and Rescue Service and Merseyside Police.

Undoubtedly, the largest project we are currently embarked upon is the collaborative work with Cumbria and Lancashire Fire and Rescue Services to provide 20 new facilities, which will include 7 new fire stations and one Operational Resource Centre on Merseyside, through the Public Finance Initiative. This is an extremely complex and technical undertaking and progress has been difficult, but through the commitment and hard work of the project team, we remain on schedule to deliver all of these new facilities across the North West by the end of 2012. Much of the work already completed is administrative, concerned with the structure and registration of the project, however, progress has also been made securing land and outline planning permission for some of the new facilities.

The “post retirement” policy has been completed and is in operation. This has given us the opportunity to retain access to key skills held by individuals who are retiring from service.

### **Summary**

Progress continues on the 37 action points contained within this year’s Action Plan, and we predict continually and pre-empt the effects of the dynamic nature of risk and changes to the environment in which we operate. This enables us to ensure that the outcomes of these action points will assist us to deliver our corporate aims, mission and ultimately our vision to make Merseyside a safer, stronger community.

## **Framework of Affordability**

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 high investment we make in the safety of these communities.

We recognise that we remain a relatively high cost (per head of population) Authority, although this is not the only measure of cost. The 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 authorities and has been very effective in catching up with its peer authorities by increasing efficiency, and value for money within the Service.

In setting its budget for recent years the Fire Authority faced significant financial challenges because of changes in the way central government grants are calculated and the costs 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 Authority. This meant that the Authority had to develop an innovative medium term financial plan that reduced overall expenditure in line with resources available, delivered significant financial efficiencies and kept Council Tax increases to modest levels.

The Authority also recognises that whilst its recent council tax increases may be regarded as modest compared to local authorities and other fire 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 wishes to be 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 medium term financial strategy.

We are determined that we continue to give you value for your high investment.

This IRMP contains a number of proposals which it is believed will deliver a more effective fire and rescue service and the Authority will look to allocate its resources to support these proposals in line with the principle of affordability.

Affordability means that we deliver:

- The on-going ground-breaking investment in community safety.
- The range of improvements set out in this Plan.

- The range of new services for rescue, resilience and safety set out in this Plan.
- Major investment in appliances and equipment including more improved rescue equipment for every fire station.

Within a financial risk planning framework that is based on the following principles:

- We would wish to continue to create different and innovative working opportunities, which suit our employees.
- Pay increases of any kind (including overtime), must be funded through improved efficiency delivered in a manner that does not compromise the Authority's determination to improve safety to the communities of Merseyside.
- There will be no compulsory redundancies, relating to the implementation of this Plan;
- We aim to limit precept<sup>1</sup> and thus Council Tax increases.

We aim to deliver the range of improvements set out in this Plan, and we believe this plan is achievable within this framework of affordability. We invite our personnel, our trade unions, and our communities to work together with us to ensure we achieve this most important of aims.

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<sup>1</sup> The precept is the amount set per property per year to meet the budget for the Fire Authority. This figure is a constituent part of the total council tax payable on every property in Merseyside. See your local Council's websites for details.



## **Action Plan 2008/2009**

These are the actions we intend to take, commencing in April 2008;

### **REDUCE RISK**

#### **Local Area IRMPs**

To help raise the profile of the risks we have identified as part of our risk management process and to encourage local participation in that process we are to develop Local Area or Constituency IRMPs. This document will be available to all and will initially be targeted at those areas we deem to be of higher risk.

#### **Partnership (Local and European) Team working to support integration of new migrant families**

The changing profile of Merseyside has brought new language and cultural barriers which are reducing the effectiveness of our fire prevention activities. Interaction through advocates with specific skills will increase effectiveness of our home safety activities within the target groups.

#### **Flood Response and Prevention**

Merseyside Fire and Rescue Service aim to reduce pro-actively the effect of tidal, fluvial and local flooding to the community of Merseyside. We will engage with relevant agency partners to identify infrastructure at risk of flooding and produce tactical plans to minimise or prevent disruption. This will enhance community safety, mitigate damage, promote the recovery of business continuity on Merseyside and enable a more efficient use of fire and rescue service resources.

#### **Intelligence led targeting of Home Fire Safety Checks**

Linear historic data provides a foundation for risk analysis, however, intelligent and focussed targeting requires a new approach. Refining the targeting of Home Fire Safety Checks down to individual residences will enable the most at risk to be identified and assisted as part of the Home Fire Safety Check programme. Household specific dwelling fire prediction software will be developed and all rights will belong to Merseyside Fire & Rescue Service.

#### **Further Develop the Single Assessment Process (SAP)**

Vulnerable people are subject to interventions from a range of support services, those interventions need to be co-ordinated and focussed. Jointly developing the SAP / Common Assessment Framework with public health departments will ensure earlier interventions for the at risk vulnerable people.

## **Youth Prevention and Intervention Schemes in each District**

We will provide facilities in each district so that we can provide intervention services for children and young people consistently across all of the five local districts which make up Merseyside. We will incorporate our core values in all of our programmes and utilise emerging technology to assist in the delivery of these intervention services.

## **European Fireworks Network**

There are great risks posed by the transport, storage and use of fireworks. Monitoring and controlling the supply of fireworks across the European Union will assist with the management of this risk. We will create an information sharing network and research project in this area.

## **Extend Commercial Fires Reduction Strategy**

The current strategy will be developed in two key areas;

- Unwanted Fire Signals – Developments in this area will commence with a comprehensive review of the current procedures. The strategy will then be written using the relevant articles of the Regulatory Reform (Fire Safety) Order 2005 to enforce the effective management of automatic fire detection systems and reduce the unnecessary burden placed upon our service by this type of incident.
- Better Regulation (Retail Enforcement Policy) – We will promote better communication amongst local authorities to provide a basis for keeping the bureaucracy of regulation on businesses to a minimum.

## **Regional approach to wheelie bin fires**

Wheelie bin fires represent a growing risk to our communities, an increasing workload for Merseyside Fire & Rescue Service and a significant cost to the local economy. A regional approach will facilitate information sharing and the pooling of partner agency resources to tackle the problem. The aim is to reduce the occurrence of these incidents and the potential for escalation to fire fatalities. We will inform youth and the wider community of the implications of this type of activity and mobilise community resources to tackle the underlying issue of litter, through Local Area Agreements.

## **Promote Fire Safety Messaging to Groups Identified as at Risk**

Accessing hard to influence groups needs to be developed and a new approach sought in order to keep the message fresh. Publicising and raising awareness of the risks faced by those most at risk will reduce the risk to those people. Measuring the impact of the publicity will form an important part of this action, as this will ensure we achieve Best Value for the expenditure.

### **3 to 5 Year Business Intelligence Report**

The capturing and interpretation of data into useful information and intelligence is key to any modern business. This report aims to assess strategically key indicators, external variables and contextualise these varying data sets into meaningful business intelligence to support a medium term outlook.

#### **Promote Safety on Inland Waterways**

We intend to extend our pro-active Community Safety activities by promoting water safety focussing on inland waterways, to run in conjunction with current national campaigns. We will utilise business intelligence to identify sections of the community most at risk, to reduce the risk of drowning and water related incidents. The effective targeting of the information and education will improve the safety of the community of Merseyside and reduce the instances where fire service personnel may be placed at risk.

#### **Blue Casting - Fire Safety Adverts by Bluetooth**

We will introduce a system to transmit automatically safety messages to those most at risk, for example, after the consumption of alcohol. Targeted safety text messages will raise awareness of the risks involved with specific activities. This facility will be utilised across the Community Safety Directorate to support targeted customers.

#### **Pilot an information system which will enable information sharing with other child and young people professionals**

Service delivery in this area may be affected by the lack of information sharing. Appropriate information sharing protocols will support effective inter agency co-ordination. We will pilot an information management system that will enable the exchange of data with other child and young people professionals and facilitate a performance evaluation system.

## **RESPOND**

### **Operational Skills Maintenance**

It is of vital importance to maintain high levels of operational response, in order to do so firefighters must undertake regular core skills training against all of the generic risk areas. The programme of systematic operational assurance assessments will continue to ensure that our operational response remains safe and effective and will include a greater use of off site training facilities, which will afford opportunities to undertake training in a more realistic environment.

### **Modernise the procedures and methods for dealing with operational incidents involving Acetylene cylinders.**

The disruption caused by incidents involving Acetylene cylinders to business and the community can be out of proportion to the risk. Using bomb disposal technology, we will resolve these incidents quickly and safely. We will work with The Chief Fire Officers Association and with a local company to establish new procedures to deal with Acetylene cylinders.

### **Flexible Response Vehicle**

We have identified, through extensive risk analysis that the nature of risk we face in geographical areas is dynamic and changes on an hourly basis. To manage these risks we will introduce a response vehicle whose role will be defined by our local intelligence model. This will include the following duties; Community safety intervention, arson reduction, threat response, small fires, antisocial behaviour.

### **Wild Land Response Vehicle**

We have recognised the increasing effect of climate change and will develop a vehicle specifically for responding to fires on grass or wild land. It will have the ability to deal efficiently with such incidents and the flexibility to be deployed in other situations. Such a resource will reduce the pressure on existing fire appliances, provide new capabilities for emergency response and will provide support for risk reduction strategies.

### **Remote Controlled Aerial Drone**

A remote controlled drone will be introduced into service to reduce the risk to firefighters and enhance community safety. This will provide an aerial view of the incident ground by digital photograph or live video feed. This will provide unique and vital information for incident commanders at incidents involving; hazardous materials, large or complex incident grounds and search and rescue over large areas. It will also provide important information for the debriefing and fire investigation processes. It may also have an application in the pro-active identification and deterrence of antisocial behaviour.

### **Incident & Risk Level Review and Implement Findings as Phase III of the Low Level of Activity and Risk (LLAR) System**

We will analyse incident statistics and risk data to identify if significant changes in the levels of activity and risk across Merseyside have occurred. The findings of this review will be implemented as phase III of the LLAR system. This is part of the process to ensure we assess constantly that the provision of resources is proportional to the dynamic levels of activity and risk.

### **Extension of Services**

In order to provide the people of Merseyside with the most efficient and best value for money emergency response, we will seek to integrate all provision of fire and rescue services within Merseyside.

### **Systematic Approach to Shift Patterns & Staff Location**

In order to meet operational demand, resource disposition will be realigned in accordance with activity and risk. In so doing, opportunities will be afforded for personnel wishing to work reduced or part time hours to fit best with personal circumstances whilst ensuring continued operational skills development. This concept will be extended to allow all personnel equal exposure to such development opportunities by secondment to locations with higher levels of operational activity and risk.

### **Centralising The Location Of All Support Units At Kirkdale Fire Station**

Kirkdale is currently one of the two Operational Resource Centres in Merseyside, and is due for demolition and rebuilding as part of the Public Finance Initiative we are engaged in delivering. As a response to the increasing marine risk we will centralise all of our support units at Kirkdale. There is sufficient flexibility within the planned build to accommodate the extra support units and an efficiency gain would accrue as all expertise and training will be centralised in one location.

### **Establish Kirkdale Fire Station As The Base For A Marine And Tunnel Incident First Strike Team**

Establishing a highly trained team in marine and tunnel incidents in a location adjacent to the two major risks in each category will not only enhance the speed of an initial attack, but also the availability of specialist knowledge and skills from the outset of the incident. This project will also benefit from the centralising of the Operational Resource Centre at Kirkdale.

## **Integrated Emergency Response Plan To Utilise The Fleet Of Emergency Responses Vehicles With The Greatest Degree Of Efficiency And Flexibility**

During the last few years Merseyside Fire and Rescue Service has diversified its fleet of emergency response vehicles. When the outcomes of the latest risk analysis are known, a plan should be formulated to integrate all of our emergency resources to ensure the complementary and efficient use of each type of appliance in areas of consistent types and levels of risk.

### **RESTORE**

#### **Housing Market Renewal Initiative / Regeneration Strategy**

Deprivation and dereliction are proportionate to the levels of risk faced by the community. We aim to minimise the risk to which residents, firefighters and the community are exposed as a direct result of the existence of unoccupied and cleared housing. Ongoing investigation into best practice for the swift clearance of sites identified for redevelopment will be conducted and a strategic partnership with New Heartlands to create and disseminate best practice in clearing housing for regeneration will be established.

### **ORGANISATION**

#### **A People Strategy**

To ensure the provision of a professional workforce that is well motivated, developed and rewarded we will develop a strategy to address these issues. The strategy will provide the framework to guarantee that we have the right people, with suitable capabilities in the right role to suit our organisational needs.

#### **Single Source Repository for the Community Risk Register**

This on line portal will provide a single repository for the Community Risk Register. It will enable the recording and tracking of those risks and be accessible through the Merseyside Fire and Rescue Information Portal.

#### **Feasibility Study of a Joint Multi-Agency Emergency Planning Department**

To combat the increased risks to the community posed by the credible threat of terrorism and the extreme effects of climate change we will with multi-agency partners examine the feasibility of a Joint Emergency Planning Department. By unifying this function in one location we will increase the identification of risks, promote the sharing of information and effectively co-ordinate resources, responses and emergency plans. Improved emergency plans will increase community safety throughout Merseyside by enabling a consistent, co-ordinated and flexible response by all Category 1 and 2 responders.

## **Process Mapping for Key Organisation Activities**

Process mapping is key to any organisation that is going through change. Merseyside Fire and Rescue Service recognises the importance of reducing risk and improving service delivery through the mapping of current key processes and where required improving upon the activities undertaken. It is expected that this task will involve key stakeholders in identification of those tasks to be mapped and the numerous stages of review.

## **Full Incident Life Cycle**

The aim of this action point is to incorporate the varying incident data that is collected by all emergency services into one location, to enable the appreciation of the full incident life cycle from all perspectives. It is intended initially to review a select sample of incident types (for example road traffic collisions) to test and develop the approach.

## **Review Day Related Roles Filled By Operational Staff**

To further strengthen our operational resilience and to ensure business continuity, a review of current day related uniformed posts will be conducted. Those posts where operational resilience or a development opportunity exists will continue to be filled by Grey Book staff. All other posts will be filled by Green Book employees. The reasoning behind this is clear, where a post does not rely on operational experience or does not contain any operational aspects or development opportunities then the potential for this role to be filled by a Green Book employee exists. The outcomes would result in increases in resilience through additional operation staff being available for duty, business continuity through the limiting of staff turnover in key positions and a reduction in costs. Green Book staff are currently our non operational personnel, Grey Book staff are operational staff.

## **Feasibility Study Into The Issuing Of Retained Contracts To Green Book (Non Operational) Staff**

To increase resilience and offer our staff greater flexibility in their work life balance would be to conduct a feasibility study into the issuing of operational retained contracts to existing Green Book staff. The Green Book staff are currently our non operational personnel.

## **Introduce Provision For Non Operational Personnel To Staff Support Units**

Within the Service we have a wide range of demountable pods which contain ancillary equipment used to support our emergency first line response at larger more protracted incidents. The units in question do not attend incidents as a first response and are available only on request of the incident commander. We will

introduce the facility for these appliances to be delivered to the incident ground by suitably trained non operational staff.

**REVIEW PROCEDURES FOR PROVIDING SUPPORT AND EARLY INTERVENTION FOR STAFF SUFFERING FROM STRESS**

We will review our current procedures for personnel who suffer from the effects of stress, with the aim of providing support and early intervention which is proven to improve health and expedite return to work.



**IRMP 2 ACTION PLAN 2 2008/2009 – REDUCE RISK**

Action Point	Responsible Director	Risk Identified	Improvement & Risk Reduction	Predicted Outcome	Budget Implications	Funding	Link to Medium Term Strategy	Priority	Completion date
Local Area IRMPs.	Director of IRMP	Identified risks are not sufficiently publicised.	Raising the profile of our risk management with key local policy makers.	A mini IRMP defining risk for each key constituency and identified local areas will be produced.	Production of these documents will be completed using existing departmental resources.	To be contained within existing budget.	OBJ 3	High	Dec-08
Partnership (Local and European) team working to support integration of new migrant families.	Director of Community Safety	Changing profile of Merseyside has brought new language and cultural barriers which are reducing the effectiveness of our prevention activities.	Interaction through advocates with specific skills will increase effectiveness of our home safety activities within the target groups.	Identified migrant families assisted to re-settle. Best practice shared with European partners.	Cost of secondment from local partner agencies, European Partner Agencies and new advocate post.	European funding will be sought via bid application. Community Fire Safety will work with District Management Team to seek any additional funding via the Local Strategic Partnership Blocks (Health and Well Being).	OBJ 6, 8	High	Dec-08
Flood Response and Prevention.	Director of Operational Preparedness & Resilience	Increased risk associated with sea level rise and localised flooding.	Minimise the localised effect of flooding and provide a more efficient and co-ordinated response to such incidents.	Strategy to define levels of response to various scale of incidents and the suite of prevention measures to be undertaken in liaison with other agencies.	Workload to be completed utilising existing resources.	To be contained within existing budget.	OBJ 12	High	Sep-08
Intelligence led targeting of Home Fire Safety Checks.	Director of Community Safety	Linear historic data provides a foundation for risk analysis however, intelligent and focussed targeting requires a new approach.	Refining the targeting of Home Fire Safety Checks down to individual residences will enable the most at risk to be identified and assisted as part of the Home Fire Safety Check programme.	Household specific dwelling fire prediction software all rights will belong to Merseyside Fire & Rescue Service.	Research and development costs associated with the production of the software.	The Contestable Research Fund will be used to develop the software with John Moore's University.	OBJ 1	Medium	Mar-09
Further Develop the Single Assessment Process (SAP).	Director of Community Safety	Vulnerable people are subject to interventions from a range of support services - those interventions need to be coordinated and focused.	Jointly developing the SAP / Common Assessment Framework with public health departments will ensure earlier interventions for at risk/vulnerable people.	Complete work started with public health in 2007/08. Shared information based on informed risk assessment. Integrated approach to risk reduction.	Costs of developing the system to enable the sharing of information are expected to be in the region of £10,000.	A budget application for new growth is to be made.	OBJ 8	Medium	Mar-09

**IRMP 2 ACTION PLAN 2 2008/2009 – REDUCE RISK**

Action Point	Responsible Director	Risk Identified	Improvement & Risk Reduction	Predicted Outcome	Budget Implications	Funding	Link to Medium Term Strategy	Priority	Completion date
Youth prevention and intervention schemes within each district.	Director of Community Safety	Children and young people who are involved in fire crime may not receive appropriate intervention from Merseyside Fire & Rescue Service. Incorporate fire service values and operations in all programmes.	Target the individuals with known issues and deliver age appropriate fire safety programmes. Encouraging adoption of our core values through emerging technologies will enable us to reach a wider community.	Expand station based delivery of youth programmes incorporating Drive2Arrive etc.	Implementation costs associated with the project are predicted to be less than £10,000.	Funding to be sought from partners and internal budgets.	OBJ 20	Medium	Mar-09
European Fireworks Network.	Director of Community Safety	Risks posed by the transport, storage and use of fireworks.	Monitoring and controlling supply across the European Union.	Create an information sharing network and research project on this area.	Costs associated with creation of the network are research, travel and publicity. An initial budget of £58,000 is expected.	A funding bid is to be made to the European Union for this project.	OBJ 19	Medium	Mar-09
Extend Commercial Fires Reduction Strategy.	Director of Community Safety	Unwanted fire signals reduce our effectiveness. Securing fire safe retail businesses.	Use of the R.R.O. will enable better management of automatic fire detection systems. A Retail Enforcement Policy will promote fire safety.	Develop the strategy to include this and utilise OWLe information and statistics to target worst locations.	These activities will involve the purchase of leaflets & pamphlets as part of the campaign to educate and inform the business community.	All costs incurred will be met from existing budget lines.	OBJ 7, 2	Medium	Mar-09
Regional approach to wheelie bin fires.	Director of Community Safety	Wheelie bin fires represent a growing risk to our communities, an increasing workload for Merseyside Fire & Rescue Service and a significant cost to the local economy.	Regional approach will facilitate information sharing and the pooling of partner agency resources to tackle the problem. Reducing the occurrence of these incidents and the potential for escalation.	Reduce the number of rubbish related fire fatalities. Inform youth and the wider community of the implications of this type of activity. Mobilise community resources to tackle the underlying issue of litter, through Local Area Agreements.	An initial budget of around £28,000 would be needed to provide the equipment and training necessary.	Existing budgets will cover all costs incurred. Government Grants are available through Social Enterprise framework.	OBJ 15, 2	Medium	Mar-09
Promote Fire Safety Messaging to Groups identified as at Risk.	Director of Community Safety	Accessing hard to influence groups needs development and a new approach in order to keep the message fresh.	Publicising the risks faced by those most at risk. Raising awareness of risks faced will reduce the risk. Measure the impact of the publicity.	Target budget supermarkets and bingo halls.	Firefighter & voluntary group to link to project based on local areas of risk.	All costs will be contained within existing departmental budget.	OBJ 3, 8	Medium	Mar-09

**IRMP 2 ACTION PLAN 2 2008/2009 – REDUCE RISK**

Action Point	Responsible Director	Risk Identified	Improvement & Risk Reduction	Predicted Outcome	Budget Implications	Funding	Link to Medium Term Strategy	Priority	Completion date
3 to 5 year business intelligence report.	Director of Knowledge & Information Management	Risks associated with short term planning exclusively.	Broader horizon and projects which have much longer life spans and greater goals.	Integrate the business intelligence report with the medium term strategic vision.	Workload will be completed using existing departmental resources.	Contained within existing departmental budget.	OBJ 1, 3	Medium	Mar-09
Promote Safety on Inland Waterways.	Director of Operational Preparedness & Resilience	Risk of drowning and water related injury within Merseyside.	Target the most at risk and formulate a local response to current national campaigns.	Map & assess high risk locations, conduct promotion within schools in the identified areas.	Addition of one new advocate post and ancillary costs of delivering the programme.	New growth budget bid to be submitted and sponsorship from partnership agencies will be sought.	OBJ 3, 10	Medium	Mar-09
Blue Casting - Fire Safety Adverts by Blue Tooth.	Director of Community Safety	Transmission of safety messages to those most at risk, after exposure to alcohol for example.	Targeted safety text messages will raise awareness of risks. This facility can be utilised across the Community Safety Directorate to support targeted customers.	Procure a unit to use Bluetooth technology to send safety messages and games.	New growth item, circa £80,000 for hardware and software to deliver messages.	Budget application to be submitted in due course.	OBJ 3	Low	Mar-09
Pilot an information system which will enable information sharing with other child and young people professionals.	Director of Community Safety	Service delivery in this area may be affected by the lack of information sharing.	Appropriate information sharing protocols will support effective inter agency working.	Pilot an information management system that will enable the exchange of data with other child and young people professionals and facilitate a performance evaluation system.	The estimated cost of system purchase and training is around £32,000. It is envisaged that a new Advocate post will be created as a result of this project.	External funding will be sought and a presentation to joint departmental budget holders will be made to secure funding.	OBJ 20, 8	Low	Mar-09

**IRMP 2 ACTION PLAN 2 2008/2009 – RESPOND**

Action Point	Responsible Director	Risk Identified	Improvement & Risk Reduction	Predicted Outcome	Budget Implications	Funding	Link to Medium Term Strategy	Priority	Completion date
Operational skills maintenance.	Director of Performance and Values	Risks associated with a reduction in skill levels over time to firefighters and the community.	Ensure maintenance of core fire fighting skills, to maximise operational performance and minimise risk.	Programme of activities to facilitate training and assessment of competence.	To be contained within existing training budget.	No additional funding requirement is predicted at this time to establish the project.	OBJ 10	High	Sep-08
Modernise the procedures and methods for dealing with operational incidents involving Acetylene cylinders.	Director of Community Safety	Disruption caused by incidents to business and communities.	Using bomb disposal technology, resolve these incidents quickly and safely. There is potential for a wider remit into Hazardous Materials Incidents with use by the Hazardous Materials Response Team.	Work with Chief Fire Officers Association and locally with a company to establish procedures to deal with Acetylene cylinders.	Purchase of training and equipment is to be budgeted at around £138,000	Budget application to be submitted in due course.	OBJ 10, 3	High	Sep-08
Flexible Response Vehicle.	Director of Operational Preparedness & Resilience	The profile of risk changes throughout any 24hr period.	Improved ability to match appropriate resources with the changing profile of risk within any 24hr period.	A vehicle will be developed with the capability to be deployed to all of the intelligence identified high risk areas.	This will be implemented using existing resources.	A budget bid will be made for maintenance costs associated with the action point.	OBJ 2	Medium	Mar-09
Wild Land Response Vehicle.	Director of Operational Preparedness & Resilience	Increase in number and severity of grass/wild land fires in Merseyside.	Reduction in pressure on frontline appliances. Support for other risk reduction strategies.	Vehicle to deal effectively with incidents in remote locations and flexibility to respond to other types of incident.	Estimated costs are; new vehicle £90,000, equipment £20,000 and training £5,000.	A new growth budget bid will be made but efficiency savings will be realised due to the decrease in use of existing pumping appliances.	OBJ 2, 4	Medium	Mar-09
Remote Controlled Aerial Drone.	Director of Operational Preparedness & Resilience	Lack of adequate intelligence at larger operational incidents.	Reduction of risk to personnel at large incidents, whilst increasing the efficient use of resources.	The drone would be deployed locally, with the possibility of a regional role.	The anticipated budget of £40,000 will provide for the purchase of the drone and all of the required training of existing personnel.	This is a new growth budget item, but modernisation savings will arise from a more efficient and safe use of appliances and personnel at incidents due to the increase in command and control provided. Income generation from neighbouring Fire & Rescue Services will also contribute.	OBJ 3	Medium	Mar-09
Incident and risk level review and implement the findings as phase III of the LLAR system.	Director of IRMP	Over provision of resources in areas identified as lower risk and activity.	Level of emergency response provided needs to be reviewed periodically against level of activity and risks identified to ensure that the balance between them appropriately reflects any changes that may have occurred.	Areas where the level of risk or activity has significantly reduced will be considered as part of phase III of the implementation of the LLAR system.	Costs associated with transition will be established after the recommendations of this review have been considered. The scheme is cost beneficial in the long term.	Funding for transition costs is available from the Modernisation Fund.	OBJ 2, 4	Medium	Mar-09

**IRMP 2 ACTION PLAN 2 2008/2009 – RESPOND**

Action Point	Responsible Director	Risk Identified	Improvement & Risk Reduction	Predicted Outcome	Budget Implications	Funding	Link to Medium Term Strategy	Priority	Completion date
Extension of Services.	Director of Operational Preparedness & Resilience	Risks associated with provision of services by a number of other providers.	To consolidate the provision of all emergency fire and rescue response across Merseyside.	To provide an integrated emergency response within the principles of best value.	A feasibility study will be conducted, this will contain detailed budgetary implications of the proposal.	No additional funding will be requested prior to the completion of the feasibility study.	OBJ 3	Low	Mar-09
Systematic approach to shift patterns & staff location.	Director of Performance and Values	Restricted opportunity for experiential learning, resource availability not reflecting patterns in activity and risk.	Resource and risk profiles to be aligned. Ensure the continual development of the skills and knowledge of firefighters.	Strategy to link resource provision with risk profile and protocols for ensuring experiential development of firefighters.	All costs associated with this project are to be contained within existing budgets.	No additional funding is required to establish this approach.	OBJ 9, 10	Low	Mar-09
Centralise the Location of All Support Units at Kirkdale Fire Station	Director of Operational Preparedness & Resilience	Increasing risk of significant marine incidents.	Resources deployed with regard to risk. Specialist expertise and training in one location. State of the art accommodation facilities.	Establish Kirkdale Fire Station as Merseyside's only Operational Resource Centre.	Minor effect on capital investment through the Public Finance Initiative.	To be Financed as part of the existing Public Finance Initiative Programme.	OBJ 10	High	Mar-09
Establish Kirkdale Fire Station as the Base for a Marine and Tunnel Incident First Strike Team.	Director of Performance and Values	Increasing risk of significant marine incidents. Major risks posed by tunnel incidents.	Resources deployed with regard to risk. Specialist expertise and training in one location.	Creation of a highly trained team specializing in marine and tunnel incidents, based at Kirkdale Fire Station.	Additional training costs will be incurred to raise knowledge and skill levels of the team members.	A budget bid for the additional training costs in due course.	OBJ 3 & 10	High	Mar-09
Review Patterns of Risk and Develop an Integrated Emergency Response Plan.	Director of IRMP	The dynamic nature of risk and the sub optimal performance of the wide range of Fire Service Emergency Response Vehicles.	Complementary and efficient use of emergency response resources targeted at identified risk.	Production of an Integrated Emergency Response Plan.	This will be implemented using existing resources	No additional funding will be required.	OBJ 2,3 & 4	High	Mar-09

**IRMP 2 ACTION PLAN 2 2008/2009 – RESTORE**

Action Point	Responsible Director	Risk Identified	Improvement & Risk Reduction	Predicted Outcome	Budget Implications	Funding	Link to Medium Term Strategy	Priority	Completion date
Housing Market Renewal Initiative Regeneration Strategy.	Director of Community Safety	Deprivation and dereliction are proportionate to the levels of risk faced by the community.	Minimising the risk to which residents, firefighters and the community are exposed as a direct result of the existence of unoccupied and cleared housing.	Ongoing activities and investigation into best practice for the swift clearance of sites identified for redevelopment. Strategic partnership with New Heartlands to create and disseminate best practice in clearing housing for regeneration	Launch study into best practices for securing voids. Possible new post or secondment for liaison officer with housing management experience.	Budget application in the region of £55,000 is to be submitted as part of the budgetary process.	OBJ 5	High	Dec-08

**IRMP 2 ACTION PLAN 2 2008/2009 – ORGANISATION**

Action Point	Responsible Director	Risk Identified	Improvement & Risk Reduction	Predicted Outcome	Budget Implications	Funding	Link to Medium Term Strategy	Priority	Completion date
Develop a People Strategy.	Director of People & Organisational Development	Not having the right people, not engaging staff and lacking internal capability.	Establishment of a professional workforce that is well motivated developed and rewarded.	The strategy will provide the framework to guarantee that we have the right people, with suitable capabilities in the right role to suit our organisational needs.	Workload will be completed using existing departmental resources.	All costs incurred will be contained within existing departmental budget.	OBJ 10	High	Jun-08
Single source repository for the Community Risk Register.	Director of Knowledge & Information Management	Failure to achieve optimal liaison and co-ordination of Category 1 responders at identified incident types.	All multi-agency plans available in one web based location, facilitating consideration of complementary plans.	Involvement and agreement of all Merseyside Local Resilience Forum members, national security protocols to be applied.	Workload will be completed using existing departmental resources. Additional development and infrastructure may be required over and above the specification for the Information Portal.	An application for budgetary funding of £25,000 will be made to cover development costs of this project.	OBJ 6	High	Sep-08
Feasibility Study of a Joint Multi-Agency Emergency Planning Department.	Director of Operational Preparedness & Resilience	Risk to public and staff, through failure to identify all risks and not to co-ordinate efficiently with all agencies across Merseyside and beyond.	More effective and efficient use of resources and utilising the economies of scale, through information sharing.	Cost effective solution to emergency planning for all partners.	The study will contain detailed budget proposals. Increased efficiency of having joint planning personnel in the same office will offset initial costs and present future savings.	Proposed joint funding will be discussed in the future by all agencies involved.	OBJ 6	Medium	Mar-09
Process mapping for key organisation activities.	Director of Knowledge & Information Management	Lack of full knowledge of processes, or knowledge is limited to a few individuals.	Increased resilience through knowledge sharing. Implicit to explicit knowledge transfer.	Identify key processes and map to identify improvements and efficiency savings.	Workload will be completed using existing departmental resources.	All costs will be contained within existing departmental budget.	OBJ 10?	Medium	Mar-09
Develop a full incident life cycle.	Director of Knowledge & Information Management	Reduce risk by analysing common incident themes and repeat incident types.	Greater understanding of tri-service incident management and information flow.	Create a local procedure for recording all incident data.	Workload will be completed using existing departmental resources.	All costs will be contained within existing departmental budget.	OBJ 3	Medium	Mar-09
Review Day Related Roles Filled by Operational Staff.	Director of People & Organisational Development	Utilising valuable people resources in roles where they are over qualified.	Strengthen operational resilience and increase business continuity. Reduction in costs.	Only roles which it is essential that operational staff hold will remain as operational day related posts.	Workload will be completed using existing departmental resources.	All costs incurred will be contained within existing departmental budget.	OBJ 10	High	Jun-08

Feasibility Study of Issuing Retained Contracts to Green Book Staff	Director of People & Organisational Development	Operational resilience in certain areas.	Strengthen operational resilience and give staff more opportunity for flexible working.	Feasibility Report on issuing retained contracts to Green Book Staff to guide decision making	Workload will be completed using existing departmental resources.	All costs incurred will be contained within existing departmental budget.	OBJ 10	High	Sep-08
Non Operational Personnel to Staff Support Units	Director of People & Organisational Development	Use of Operational Personnel in roles with which could be filled by non operational staff.	Increased resilience.	Suitably trained non operational personnel to staff support appliances	Neutral implications at worst in year of implementation, reduction in costs in the longer term.	Training costs will be off set against staff cost savings.	OBJ 10	Medium	Mar-09
Review Procedures For Personnel Suffering From Stress	Director of IRMP	Effects of stress upon workforce.	Improved health and an expedited return to work.	New procedures to ensure effective and early intervention to address the effects of stress.	Workload will be completed using existing departmental resources.	All costs incurred will be contained within existing departmental budget.	OBJ 9	Medium	Mar-09



## **Consultation Plan**

### **Aim**

The aim was to consult widely, making sure all interested organisations and individuals were consulted on IRMP 2 Action Plan 2 (2008/2009) over a three-month period beginning on 18<sup>th</sup> October 2007. The consultation was closed on Thursday 10<sup>th</sup> January 2008.

This helped to ensure the 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. 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.

### **Objectives**

The guiding principle in deciding how extensively to consult was that any person or organisation that might have a legitimate interest in the proposals under consideration, or who may be affected by those proposals, has had the opportunity to express their views.

We have provided hard copies and electronic access to the draft, publicising and distributing them as widely as possible.

We have provided significant opportunity for public debates of the documents and any issues they raise in each of the five districts and with other interested parties.

### **Document**

IRMP 2 Action Plan 2 (2008/2009) to be produced in draft with some illustration.

### **Actions Undertaken**

- Published consultation document on the Internet immediately IRMP Action Plan was approved by the Fire Authority.
- Issued a Press Release and briefed all local media.
- Notified all employees through e-mail, Hotline & intranet.
- Sent an executive summary of the consultation document to all employees.
- Used our advocates and Fire Support Network to contact the more hard to reach groups within our community.

- Sent the consultation document to all interested parties (see interested parties below).
- Arranged public meetings in all Merseyside districts:
  - Sefton: Crosby Community Fire Station
  - Knowsley: Kirkby Community Fire Station
  - St Helens: St Helens Community Fire Station
  - Liverpool North: Kirkdale Community Fire Station
  - Liverpool South: Allerton Community Fire Station
  - Wirral: Birkenhead Community Fire Station.

### **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 service
- 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**

After the conclusion of the consultation exercise, all responses received were evaluated and formally considered by the Fire Authority, the changes that were recommended as a result of the consultation process are now 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 faced and public concerns and values.

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**APPENDIX A  
(CFO/54/08)**

Department for Communities and Local Government, Fire 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.

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