

**Integrated Risk Management Plan**

**IRMP 2 2007-2010**

**Action Plan 3 2009-2010**

Print date:

## CONTENTS

- Foreword
- Introduction
- Our Vision & Mission Statements
- IRMP Medium Term Strategy 2007/2011
- New Legal Responsibilities
  - National Framework Document May 2008
  - Equality and Diversity Strategy June 2008
  - Local area Agreements
  - Comprehensive Area Assessments
- Governance Statement and Framework of Affordability
- Overview of Merseyside Fire & Rescue Service stations
- Overview of Incidents and Progress since 2004/5
- Community Safety Statement
- Action Plan Updates:-
  - 2007/8
  - 2008/9
- Action Plan 2009/10
  - REDUCE
  - RESPOND
  - RESTORE
  - ORGANISATION
- Action Plan Table
- Consultation Plan
- Bibliography

**Foreword**

Welcome to Merseyside Fire & Rescue Service's 3<sup>rd</sup> Action Plan which is the final part of our 2<sup>nd</sup> Integrated Risk Management Plan. 2008 has been a fantastic year for Merseyside and for Merseyside Fire & Rescue Authority. We have hosted a hugely successful World Fire Fighters Games at venues across the county and particularly at the city's new Liverpool Echo Arena. This proved a world class event attended by over 3000 participants from all over the globe. The event was one of the largest in the capital of culture programme and contributed to the fantastic success of Liverpool as the European Capital of Culture 2008. The event underpinned our increasing emphasis on reducing health inequalities in our region, by using the brand of our Service to make our communities stronger.

Merseyside Fire & Rescue Authority has again been successful in reducing fires across Merseyside in 2007/8. In 2005/6 there were 4.3 accidental dwelling fires per day, in 2008/9 this has reduced to 3.6 accidental dwelling fires per day. This represents a significant reduction in dwelling fires within Merseyside year on year. We have achieved this goal through prevention work and a strategic approach to our community fire safety agenda.

Merseyside Fire & Rescue Service has been recently awarded Beacon Status for Reducing Health Inequalities, one of only six authorities across the UK. This success complements our previous achievements in being awarded Beacon Status for our Services for Older People and Children at Risk – Early Intervention.

Our work in Community Fire Safety and the joint approach of all local agencies in working together to improve the lives of all the people of Merseyside has enabled us to reduce the number of calls attended by our operational Fire Fighters and has greatly contributed to our vision to make Merseyside a safer, stronger and healthier community. The local government audit of Merseyside Fire & Rescue Service has again confirmed that we are classed as an excellent authority and continuing to improve.

We will continue with our modernisation agenda to provide the people of Merseyside a quality, cost efficient service which will improve safety to the public of Merseyside, a rapid response in the event of an emergency and a value for money service.

The National Framework Document for 2008 - 2011 (published in May 2008) underpins this IRMP and a full consultation process will be undertaken to engage with our staff, partners, stakeholders and the people of Merseyside to ensure that they understand the matters to be undertaken to improve the performance of Merseyside Fire & Rescue Service.

Merseyside Fire & Rescue Service has set a goal to become an environmentally regenerative service. We will carry out investigations to reduce our carbon footprint with the ultimate aim of becoming carbon positive. Few companies throughout the world have declared a similar intent; however our current practices are unsustainable in the long term as we all face the challenge of protecting the environment. The aim of being a carbon positive service is to leave the climate in better shape at the end of each year. This goal will take a sustained effort over a number of years and will require radical change in how we operate as a business, whilst we maintain our high levels of service, intervention and response to the people of Merseyside.

As a service we are always looking to embrace innovation to improve all areas of our service and we have recently introduced an innovative IDEAS scheme open to our employees, the public, manufacturers and our suppliers.

Following the success of the World Fire Fighters Games and European Capital of Culture 2008, Merseyside Fire & Rescue Service will aim to remain an excellent authority and will continue to introduce innovation to improve our services to the community of Merseyside.

## **Introduction**

Welcome to our 3<sup>rd</sup> Action Plan for IRMP 2 2007 - 2010. This plan builds on the excellent achievements of all our previous IRMP's. It is divided into four major areas of Reduce, Respond, Restore and Organisation and will include the achievements from our previous Action Plans 1 and 2 and the Action Plan for the next year.

This year's IRMP will continue to build on the methodologies and core values that have been delivered and explained in our IRMP 2 2007-2010. Our next step in the future will be the introduction of our IRMP 3 for 2010 – 2013. This process will be lead by understanding the needs of our community and by the interrogation of our community safety data and the continuing improvement in mapping technology from which we will be able to accurately predict the needs and future direction for our service.

This document will inform you of any new responsibilities that the service and the authority must comply with. We will also demonstrate how we intend to provide compliance and any effects that it will have on the Service, its partners and our community.

The medium term government funding for Merseyside Fire & Rescue Service is well below the inflation forecast. Therefore all our developments to provide an even better Service will be funded from efficiency gains within the Service. Statements of Affordability and Governance will also show the ways in which the service is being financially managed. The introduction of the medium term strategic objectives in our last plan will be fundamental to all future IRMP's and will go a long way to measuring the improvements that we are providing to the people of Merseyside.

## **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.
- **Organisation**, ensure that our organisation provides a quality value for money service.

## **Corporate Aims**

### **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.

### **Respond**

- 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 them 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, and supports environmental sustainability.

## **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.

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 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 by 2010. The target for road traffic collisions will be published in 2009.

**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 Services 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 new edition was released in May 2008.

**Objective 5:**

To ensure we contribute toward the current economic and social redevelopment of Merseyside 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 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 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 create 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 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 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 anti-social 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.

## **National Framework Document 2008 – 2011**

This year the Government has produced a National Framework document which will run for three years. The Fire and Rescue National Framework sets out the Government's priorities and objectives for the Fire and Rescue Service, which includes:

- 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.

The Framework is a strategic plan which outlines the outcomes of Government expectations of what Fire Authorities and Regional management boards will deliver. It is not a national blueprint and does not provide detailed guidance on how to meet these objectives.

Building on the publication of 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 last year, this Framework sets out the challenges and opportunities faced by the Service, its partners and Government in support of the Service over the next three years.

The Framework is a 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 remain at the heart of the government's approach.

## **National Equality & Diversity Strategy for Fire & Rescue Services (2008-2018).**

Equality and Diversity are key issues for the Fire and Rescue Service. They must drive how we treat each other as members of the Service; how we treat each of our customers; how we interact with the diverse communities we serve, and how we deliver our services 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.

The Fire & Rescue Service Equality & Diversity Strategy (2008-2018) is a ten year high level strategy which aims to meet the challenge to bring real, radical, lasting change to the Fire and Rescue Service in England. Progress will be assessed at least annually. The requirements of the Strategy will be kept under regular review.

The National Framework will require Fire and Rescue Authorities to implement the Equality and Diversity Strategy. In addition to implementing the Strategy as a whole the key requirements of the National Framework are that Fire and Rescue Authorities:

- 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
- Produce and at least annually review an Action Plan for implementation of the Strategy, and report to the Members of the Fire and Rescue Authority on progress
- Carry out and record individual performance reviews annually for each member of staff which include an assessment of performance against agreed annual objectives, including equality and diversity objectives.
- Provide annually to Communities and Local Government evidence of progress on equality and diversity for publication in the Fire and Rescue Service Equality and Diversity Report.

### **The Goals of the Strategy**

By 2018 we want to ensure:

- We serve all communities to the highest standards tailored to their needs
- All communities know that the Service understands their needs and respects difference
- We encourage and value greater diversity and treat everyone with dignity and respect
- All employees know they are respected, supported and valued regardless of their age, disability, race, religion, belief, sexual orientation, gender or gender identity
- Instances of bullying, harassment, unfair discrimination or unacceptable behaviour are not tolerated in any part of the organisation and are dealt with effectively, fairly and swiftly
- We share understanding, commitment and action with our local, regional and national partners.

We will know we have succeeded when, for example:

- The rate of injury and death by fire among more vulnerable or high risk groups in society is falling and is closer to that within the population as a whole
- Employee and community surveys reflect positive attitudes about Fire and Rescue Service culture and service provision
- Gay, lesbian and bisexual employees have no concerns about being open about their sexuality at work
- Recruitment of minority ethnic employees is at the same percentage or higher than the representation in the working age population
- Recruitment of women in the operational sector is at least 15 per cent and rising
- Levels of retention and progression for employees from all backgrounds, and between men and women, are comparable
- Malicious calls and attacks on firefighters are falling.

## **Local Area Agreements (LAA)**

“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

A local area agreement (LAA) is a three-year agreement between a local area and central government. The LAA sets out how local priorities will be met by applying local solutions. It also contributes to national priorities set out by the government.

The LAA is negotiated between the local strategic partnership (LSP) and the regional Government Office (GO). The LSP consists of all the key players in a local area who deliver services. The local authority is the lead partner in the LSP, and now has a statutory duty to prepare it. The local authority negotiates the LAA on behalf of its LSP and is the only body accountable to government. Other key players in a LSP include the police and primary care trusts.

The aim of Central Government is to harmonise targets between national policy and local priorities, and how to ensure policy initiatives fit the local area.

All LAAs have been renegotiated and refreshed following the announcements in the Local Government White Paper (October 2006). The new agreements have been in place since June 2008.

Our service is already deeply involved in LAAs with the objective of improving the lives of all the people in Merseyside.

The agenda for the LAA is set out in the sustainable community strategy (SCS). The SCS is a long-term vision for an area and its people, written and owned by the LSP. It aims to create a sustainable community by addressing economic, social and environmental needs.

The LAA will be the delivery plan for the SCS. It should also link to the local development framework (LDF).

LAAs were originally based on three, then four thematic blocks. In new LAAs these are now indicative themes, and ‘environment’ has been added to the last theme. LSPs are not tied to these themes but are encouraged to use them as a template:

1. children and young people
2. safer and stronger communities
3. healthier communities and older people
4. economic development and environment

The IRMP planning process takes into account many factors affecting the Fire & Rescue Authority (FRA) directly and those communities it serves. One important example is the consideration of the vision and objectives included within Local Area Agreements. The Action Plan for this IRMP shows how MFRAs key priorities for 2009/10 link into the objectives for the whole area in each district by specifically focusing on the way in which we can work in partnership to achieve priority national indicator targets. We have numbered the Thematic Groups and referenced each action point to them.

## **Comprehensive Area Assessments (CAA)**

The Government has changed the way in which Fire Services are assessed by the introduction of the comprehensive area assessment (CAA) in April 2009 to replace the comprehensive performance assessment (CPA). The new system will focus on how well services are run.

The CAA will:

- look at what the local authority and its partners want to achieve and assess the risks to success
- review performance against national and local priorities for LAAs
- inform the negotiation of LAA improvement targets and the government office-led review of the LAA

The CAA will comprise:

- an annual 'risk assessment' which identifies the key risks in an area and how well they are being managed
- an annual scored 'use of resources' judgement for each local authority, drawn from the annual audit
- an annual scored 'direction of travel' judgement which assesses the effectiveness of each local authority in driving continuous improvement

The joint risk assessment will be the primary source of determining future inspection programmes allowing a better targeted and more proportionate approach.

## **Annual Governance Statement**

Corporate Governance is “the system by which local authorities direct and control their functions and relate to their communities” (CIPFA/SOLACE “Corporate Governance in Local Government”). Sound governance arrangements and accountability are essential to enable the Authority to deliver on its intended outcomes for the people of Merseyside and service users, in accordance with the law and proper standards. This also ensures that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

The Authority first adopted a code of corporate governance in 2003. It has been revised and updated in line with current guidance and best practice including the CIPFA/SOLACE “*Delivering Good Governance in Local Government Framework*” and the IDeA Ethical Governance Toolkit. Members approved its most recent code of governance at the Authority meeting on 18<sup>th</sup> March, 2008, report CFO/59/08.

Three high level principles underpin the Authority’s corporate governance:

- ***Openness & inclusivity*** to ensure both internal and external stakeholders can have confidence in the decision making and management processes of the Authority
- ***Accountability*** of the Authority, Members and staff for being responsible for their decisions and actions, including their stewardship of public funds and all aspects of performance, and submit themselves to appropriate external scrutiny.

## APPENDIX A – (CFO/059/09)

- **Integrity** based upon honesty, selflessness and objectivity, and high standards of propriety and probity in the stewardship of public funds and the management of the Authority's affairs

The 2008 review of the code of governance incorporated the latest CIPFA/SOLACE Framework guidelines by adopting the core principles outlined in the framework and expanding the three core principles, outlined above, by adding six detailed principles to the Authority's code, which are:

- (i) Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area
- (ii) Members and officers working together to achieve a common purpose with clearly defined functions and roles
- (iii) Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
- (iv) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
- (v) Developing the capacity and capability of Members and officers to be effective
- (vi) Engaging with local people and other stakeholders to ensure robust public accountability

The Accounts and Audit Regulations 2003 enshrined in legislation a number of recommendations relating to governance, and in particular it requires the Fire & Rescue Authority to :-

**“be responsible for ensuring the financial management of the Authority is adequate and effective, and that the Authority has a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk”.**

**“conduct a review at least once a year of the effectiveness of its system of internal control and include a statement on internal control with its statement of accounts”.**

The 2007 Direction of Travel and Use of Resources Assessments identified the Authority performance as excellent and continuing to improve well. Audit reported that:

- “Direction of Travel” – the progress the Authority is making towards achieving improvement. Demonstrating improving from a position already regarded as excellent was a significant challenge but the Authority met it and the latest judgement was “improving well” The report highlighted the strong performance culture in the organisation which is helping to drive improvement.
- “Service Assessment” – the Authority was exempt as the service was deemed to show strong performance in light of the excellent CPA status gained in the last CPA review.

- “Use of Resources” – evaluates how well the Authority manages and uses its resources. The report judged the Authority’s performance at a level 4, the maximum, well above the minimum requirements and performing strongly in the management of the organisation’s resources. The report stated...*“There have been significant reductions in cost and there are plans in place to bring costs down further. The Authority has strong arrangements for managing its finances including strong leadership....the Authority has excelled in relation to deploying its resources to areas most in need....”*

## **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 are 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 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 firefighter’s 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 concerned that we continue to give value for the 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.

## **APPENDIX A – (CFO/059/09)**

- 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 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.

### **FINANCIAL OUTLOOK**

When the Authority considered its medium term financial plan for 2008/2009 – 2012/13 it faced significant financial pressures as:

- there was an underlying gap between expenditure and income of £6.0 million, and
- the announcement by Government of grant increases of 1%, 0.5% and 0.5% for 2008/2009, 2009/2010 and 2010/2011 increased the gap by a further £2.4 million.

Overall the latest grant settlement is 4% below that assumed in our original financial plan across this period, and well below current inflation forecasts. The financial plan assumes that the grant increases for 2011/2012 and 2012/2013 will be 2% and that pay increases over the life of the plan will be in line with the Treasury guidelines of 2% for each year. Any variation from the revised grant or pay increases will significantly impact on the level of required savings currently built into the approved financial plan. For example for each additional 1% increase in pay will require an additional £0.5 million of saving to fund the additional increase in costs

Merseyside Fire and Rescue Service has difficult challenges and savings targets to achieve in 2008/09 and future years but is very well placed to meet those targets because of the significant progress it has made in previous years. The Authority recognises that to maintain its financial planning targets for council tax (of increases of no more than 4%) significant savings would have to be achieved and that to deliver that level of cost reduction it would have to reduce the number of its staff. At the same time the Authority is committed to avoiding compulsory redundancies.



The medium term financial plan aims to:

- Minimise council tax increases
- Maximise investment in community fire safety
- Invest resources in line with the Integrated Risk Management Plan (IRMP).
- Deliver significant efficiencies in the medium term to tackle underlying budget deficits

## **Service Level Agreements**

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

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.

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)

## **Community Safety**

There is an increasing recognition that the Fire and Rescue Service (FRS) can make a great difference to wider public safety outcomes. It contributes to areas such as prevention of road traffic collisions, reduction of anti-social behaviour, crime reduction, neighbourhood renewal and youth work. We will also endeavour to help people live independently and safely in their homes. However this is most effective if there is engagement between local authorities, police and health and other partners through defining community strategies and delivering this ambition through Local Area Agreements (LAAs). Community safety activities are primarily based on education or prevention programmes, which aim to influence human behaviour to prevent fires from occurring or to protect people in the event that they do occur. If these are effective there should be an associated impact in reducing risk to the community as a whole. In Merseyside, the Community Safety Department has four specific departments who work to achieve the goals require to ensure a safer community.

### **Community Fire Safety**

Last year Merseyside Fire and Rescue Service (MFRS) completed over 105,000 home fire safety checks. The checks, along with referrals from partner agencies helped MFRS to identify the most vulnerable and at risk members of the community. Community Fire Safety (CFS) teams situated within each local authority of Merseyside provide enhanced support to the most vulnerable with services including the provision of advice, bedding packs, deaf alarms, deep fat fryers and domestic sprinklers. This provision along with intervention from staff with the skills and attributes to impact upon social, cultural and language barriers has contributed to the reduction in deaths, injuries and accidental dwelling fires across Merseyside.

MFRS have identified a clear link between deprivation, health and safety in the home. There is a clear understanding that MFRS can use its brand and leadership experience to impact upon the priorities of each of its five local authorities and contribute to a new era of shared responsibility for impacting upon the issues affecting each place. MFRS will embrace that responsibility and contribute towards improved services within each local authority to make the most vulnerable people of Merseyside safer in their communities.

### **Youth Engagement**

The Youth Engagement Department delivers targeted youth and community programmes in partnership with all services concerned with improving the quality of life of young people and their environment. Our work is underpinned by Every Child Matters, the public health White Paper and the Fire & Rescue Service National Strategy for Children and Young people 2006-2010. This strategy is aimed at everyone concerned with the safety, education and wellbeing of children and young people and with reducing the impact of fire and fire crime. Our work contributes to local youth and crime strategies and LAAs. We offer experiential learning opportunities that challenge young people especially those from deprived communities. Our programmes tackle worklessness, involve reducing health inequalities and reducing smoking. The Youth Engagement programmes are mapped to the Local Area Agreement targets which will continue to build the close working relationships we have with our partners.

Currently we are exploring new avenues in preventing reoffending and how we can support the restorative justice agenda. We are looking into ways to share knowledge and experience of working with young people with fellow professionals more effectively and continue to involve and engage young people in shaping our services by the use of emerging technologies.

### **Threat Response Group**

The Threat Response Group(TRG) is a unique team for the Fire Service bringing together a range of staff to combat Criminal and Terrorist Behaviour.

The establishment of the Joint Anti Social Behaviour(ASB) Task Force, of which the Police and MF&RS are the major stakeholders, has seen a reduction in anti social behaviour across the County including fires, attacks on fire crews and fireworks misuse. The closer working relationship has led to a greater sharing and dissemination of intelligence which has allowed the various disciplines of the TRG to achieve greater results. This has now been enhanced with the Group relocating to the joint Police / Fire ASB Centre at Wavertree Road Police Station.

The ASB Advocates and Arson Reduction Advocates have assisted in significantly reducing the amount of anti-social fires in the Merseyside area, IRMP 2 2007 / 10.

The FIRST team (fireworks) have had their most successful period in seizing and destroying fireworks from unregistered and unlicensed premises, and have achieved successful prosecutions against illegal traders.

FIRST team officers now run International Training Courses at different venues instructing in various topics including, Firework misuse, Forensic recovery and scene preservation, and explosives incident investigation.

Incident Investigation Team officers and investigative assistants are also forging closer working relationships with Merseyside Police leading to higher detection rates and more successful prosecutions.

### **Legislative Fire Safety**

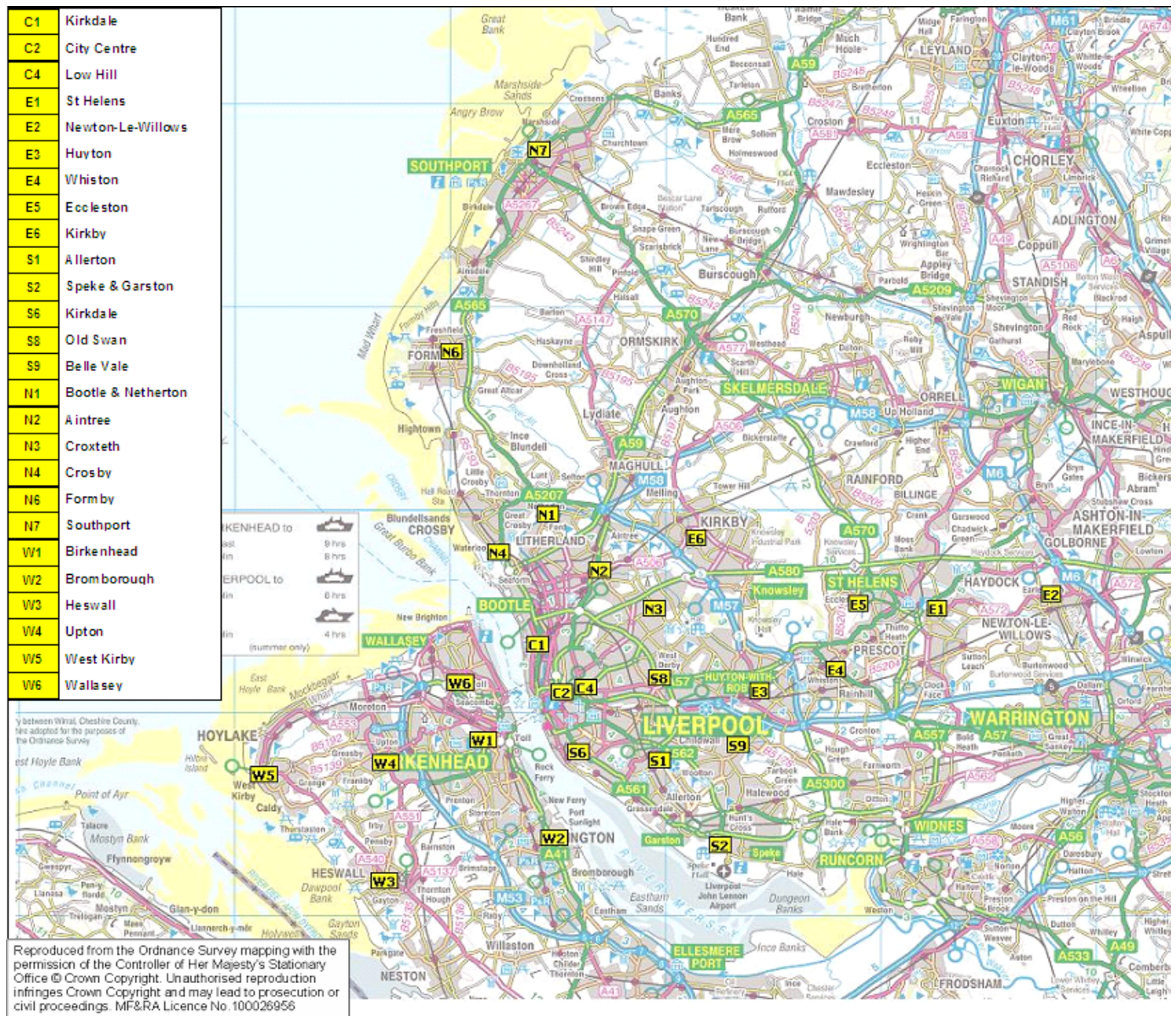
The Regulatory Reform (Fire Safety) Order 2005 complements the change in emphasis of the role of Fire & Rescue Authorities to one of prevention. Merseyside Fire & Rescue Service will ensure public safety in non-domestic premises by monitoring compliance with the law and, where necessary, enforcing the requirements of the legislation. In addition, Merseyside Fire & Rescue Service will work with all stakeholders to educate and inform the business community about their responsibilities for fire safety in the workplace.

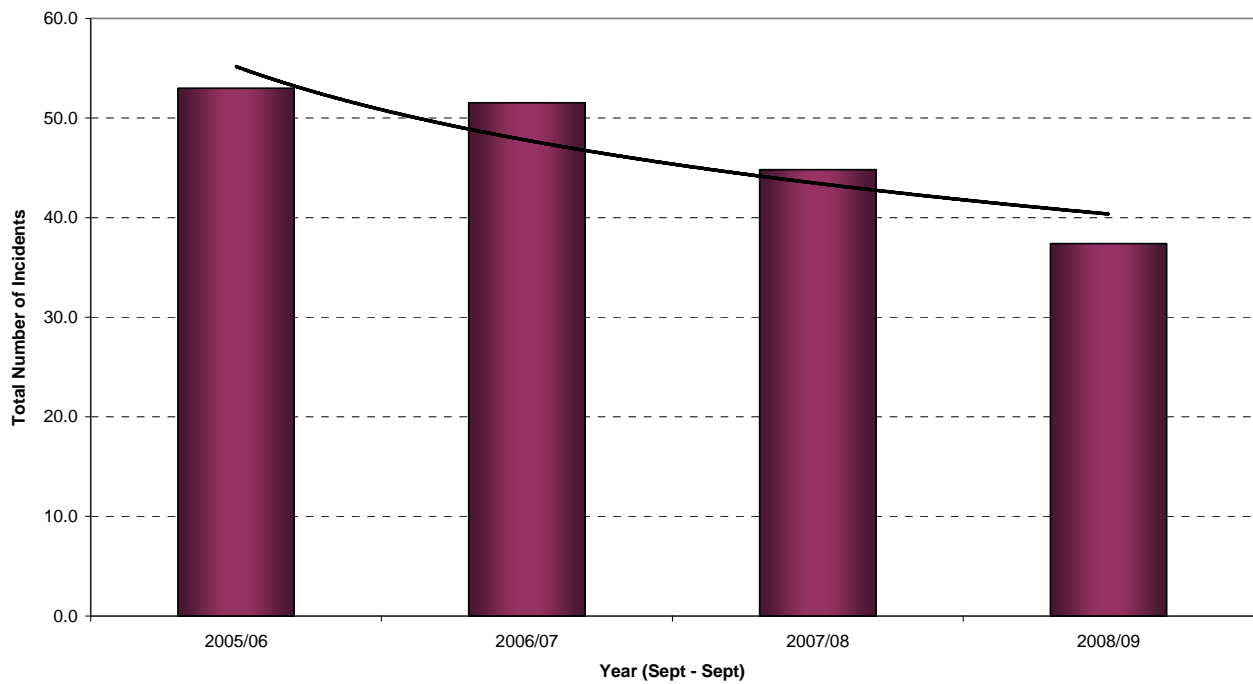
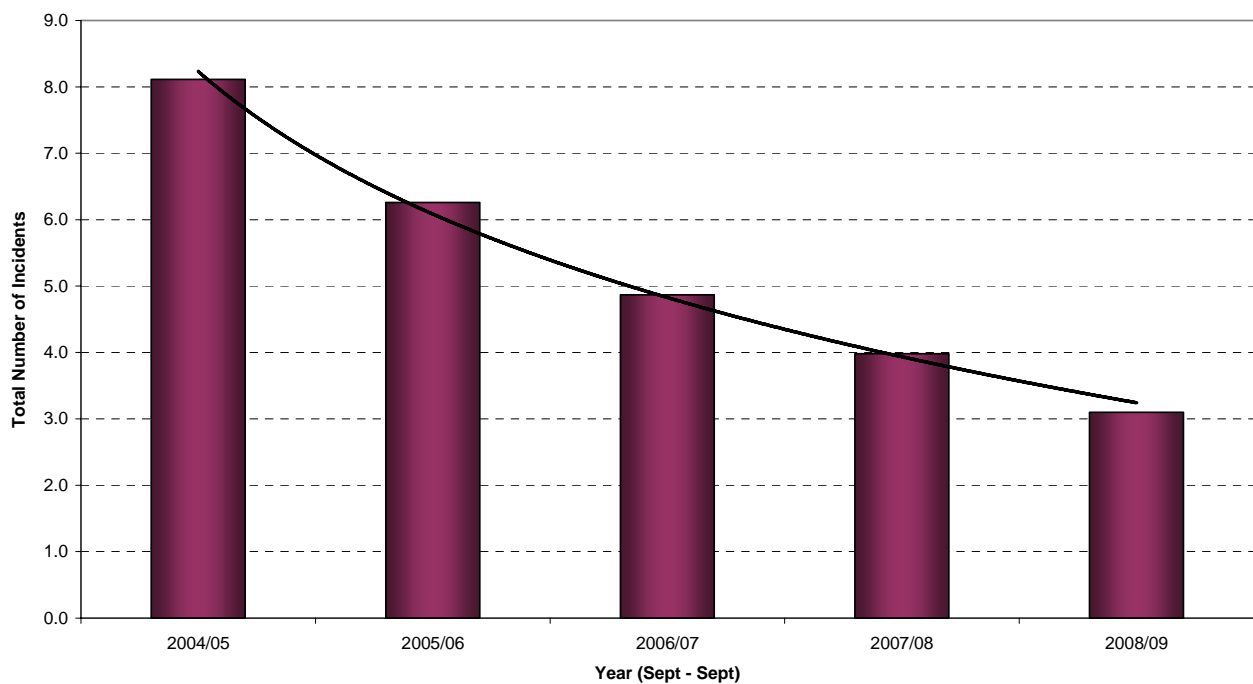
This approach has resulted in contact with a large number of the business community in order to monitor compliance levels. Whilst these levels are relatively high, there has been an increase in the number of enforcements and this, in turn, has led to a successful prosecution in 2008.

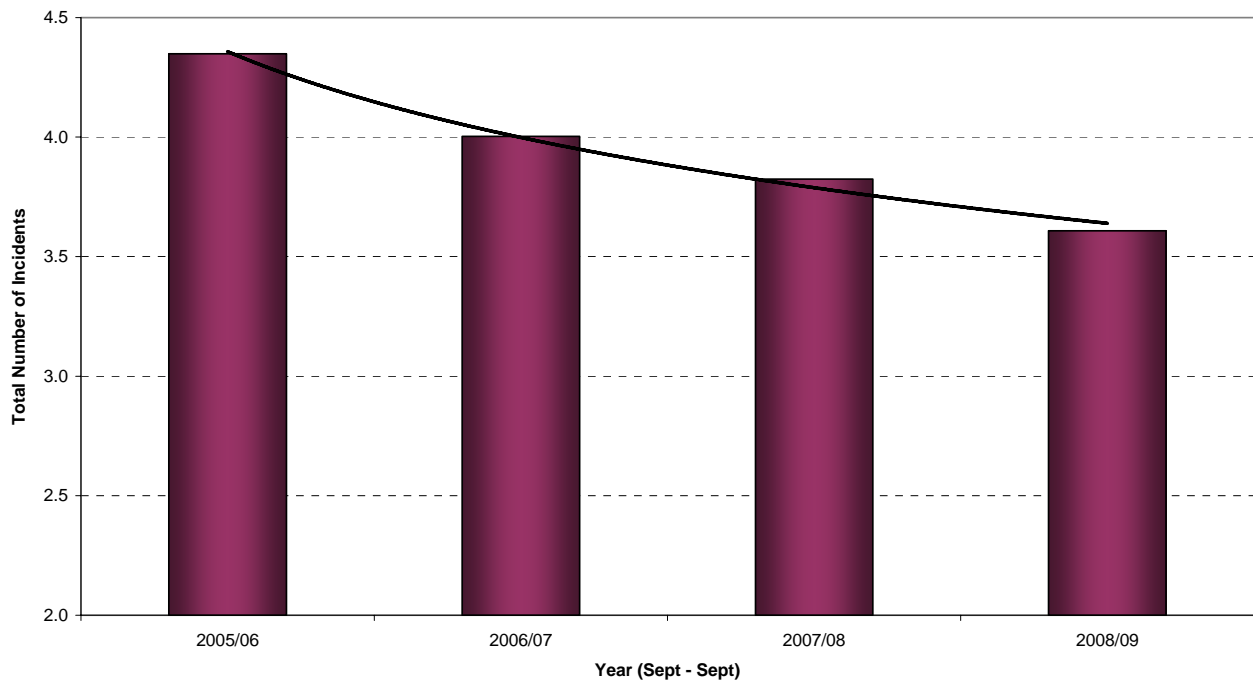
Legislative Fire Safety will use their business intelligence around post-incident fire data and operation of automatic fire alarm systems to scrutinise the management of fire safety in the workplace and levels of compliance in the business community.

Merseyside Fire & Rescue Service will work closely with their partners and contribute to the process of designing fire safety in buildings. Fire safety will be improved by all reasonable means and Merseyside Fire & Rescue Service will promote the role that sprinklers can play as part of a package of measures.

This approach has resulted in successful partnership work in the City Regeneration, development of new hospital sites and sports stadia and work on the Government's vision for Building Schools for the Future (BSF).

**Map Showing the Location of Community Fire Stations in Merseyside**

**Overview of Incidents****Average of Fires per day in Merseyside (24/09/2005 - 25/09/2008)****Average Number of Deliberate Vehicle Fires per day in Merseyside (24/09/2005 - 25/09/2008)**

Average Number of Accidental Dwelling Fires per day in Merseyside (24/09/2005 - 25/09/2008)

The above graphs show that incidents of all types have improved from September 2005 to September 2009, with specific graphs showing deliberate vehicle fires and accidental dwelling fires. This gives an improvement of 29.45% for all types of fires, 61.8% for deliberate vehicle fires and 17.01% for accidental dwelling fires.



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

### **Progress Highlights**

The highlights of the IRMP action list 1 for 2007/8 are detailed below.

Team leaders have now been given authority to target station plans to the needs of their community. This will deliver truly local solutions to local issues and contribute to local area IRMP's and Story of Place.

John Moores University is currently carrying out a research project to enable us to target areas and individual dwellings which the data considers to be high risk.

Our improved response to incidents involving hazardous materials is progressing well; with the introduction of a specialist Hazardous Material Appliance at Bromborough Community Fire Station.

The 'Cool Van' has been introduced to the service to deliver on scene rehabilitation to firefighters who have been subject to the effects of extreme heat and humidity; thus ensured that firefighters are protected from dehydration, heat stress and exhaustion when attending an incident.

Undoubtedly the largest project of 2007/8 was 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.

### **Summary**

We have successfully completed 21 of the 37 projects identified for 2007/8 and the results of these projects will shape the Service and increase the protection to our communities. Progress continues to be made on the outstanding 16 action points

### **Action Plan 2008/2009**

There are 35 Action Points for 2008/9. To date 3 projects have been completed. Significant progress has been made on the remaining points.

The highlights of the IRMP action list 2 for 2008/9 are detailed below.

### **Local Area IRMPs**

Work has commenced to provide each station area with a local IRMP which will highlight local risk and the measures to be taken to reduce these risks. This also complements the requirements for the Story of Place required under the Local Area Agreements.

**Partnership (Local and European) team working to support integration of new migrant families.**

Areas with significant numbers of immigrant population within Merseyside have been identified and training has been delivered through specifically trained staff to deliver the Services fire safety message. New partnerships have been forged and links established to secure EU funding to further this work.

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

This project is raising the profile of the Fire Service and the work undertaken with children and young people across all five local authorities on Merseyside. We have provided facilities in each district so that we can provide intervention services for children and young people consistently. We have secured funding for Beacon Courses for children; we are working in partnership with Wirral Primary Care Trust to develop activity based projects to tackle child obesity. Currently we are exploring funding opportunities through the Association of Secondary Heads to explore the possibilities to expand provision.

**Establish a First Strike Team at Kirkdale Fire Station to Provide a Specialised Team for Marine and Tunnel Incidents.**

The team has now been selected and trained in the specialist skills required to tackle marine and tunnel incidents. This team will provide an improved emergency response to tunnel, ships and in the use of extended duration breathing apparatus. Additionally they will also provide specialist training to other service personnel which will improve levels of skills in these areas.

**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. We are proposing to set up a social enterprise business that will produce wheelie bins that are inherently fire retardant. This action will greatly improve the quality of life across Merseyside.

**Process Mapping for Key Organisation Activities**

Process mapping is a key element in any organisation that is going through change. Merseyside Fire and Rescue Service recognises the importance of reducing risk and improving service delivery and is mapping current key processes and where required improving this process. We have identified key stakeholders and, tasks to be mapped and the numerous stages of review required. This process will ensure corporate knowledge is retained and available for use.

**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. To this end we have agreed information sharing protocols for Road Traffic Collision data with Merseyside Police and have extended data sharing with the Ambulance Service.



## **Action Plan 2009/2010**

These are the action points that we intend to undertake commencing April 2009.

### **REDUCE**

#### **Align Local IRMP's to LAA Process**

We have identified a need to align the Local IRMP's with the Local Area Agreements and Comprehensive Area Assessments process. We will produce a localised story of place for each of the five Local Authorities on Merseyside. This will outline the risks within each of these communities and the actions to be taken to reduce these risks.

#### **Develop a Dedicated Small Fires Strategy**

We will develop a strategy that will explore our methodology and strategy when dealing with small fires. This will involve appliance and staffing weight of attack.

#### **Station Self Rostering**

We will explore the ways in which our stations are staffed and allow a more local approach to the staffing on individual stations, instead of a centralised approach which restricts staff from flexible working, which is family friendly and more efficient.

#### **Marine Rescue Team**

We will review our Marine Rescue response and ensure it is effective given the full nature of its role. This will include a review of the ability for our current operational staff to be part of this team and for Marine Rescue Team to become firefighters. We will examine the need to have a satellite stations with staff trained to assist in Marine Rescue.

#### **Change in Attendances at Automatic Fire Alarms**

We will amend our attendances at Automatic Fire Alarm (AFA) calls by formulating a new policy for dealing with excessive false alarms. We will place the responsibility on the occupants of premises who have excessive false calls to Automatic Fire Alarms by using the legislative system. This action will release resources for attendance at real incidents.

#### **Fire Extinguisher and Fire Blankets**

The community safety department will examine the feasibility of supplying fire extinguishers and fire blankets to people identified as being at high risk of having a fire. This will enable first aid intervention and reduce the risk of small kitchen fires of becoming serious incidents.

#### **Increase Safety Advocates**

We will seek to expand our network of safety advocates. We will provide an advocate to spread the home fire safety message to street workers and other members of our society that work in areas of the city during unsociable hours.

### **Staffing Support Units**

An examination into the roles of all our staff will be carried out to assess whether we can increase resilience and flexibility when staffing support units and small appliances.

### **Dynamic Reserve Appliances**

A review will be carried out of the geographical distribution of our resources throughout Merseyside and consideration will be given to the location and time of all incidents to establish which appliances should be used within the dynamic reserve.

### **Embedded Primary Care Trust Teams**

We will increase our partnership with Primary Care Trusts to the extent of the current practice of embedding staff within each other's organisation.

### **Fire Retardant Wheelie Bins**

We will extend our IRMP point from 2008 to attempt to provide fire retardant wheelie bins across Merseyside. This action will increase public safety and reduce the nuisance of wheelie bin fires.

### **Estate and Rental Agents to Promote Community Safety Message**

An approach will be made to all estate and rental agents to set up a partnership which will provide community fire safety literature to all house buyers and renters. This will enable us to gain access to people who regularly move accommodation.

### **Youth Offender programme**

A programme will be established to help youth offenders. We will target both new and persistent youth offenders and offer to assist them during their sentence. This will be an extension to our successful schemes which have assisted young people who have been excluded from the education system.

### **Establishment of a Local Area Forum**

Communities in the past have not always had a direct opportunity to voice their views directly to the Fire & Rescue Service. We will establishment Local Area Forums that will provide a sounding board to consider the service we provide to the people of Merseyside and to suggest ways to improve our service.

### **New Analytical Software**

We need a means of linking information gathered from our day to day activities. New software similar to the Police Crime software will allow us to link data from all sources. This will enable us to identify problems that are related and that in the past we have been unable to link together. The software will assist in reducing risk to our communities particularly in our threat response capability, community safety teams and fire investigation.

### **Speed Restrict Our Service Vehicle Fleet**

By restricting the speed of our non-emergency response vehicles we will improve road safety and reduce their impact on the environment. This will reduce our carbon footprint by using less fuel and running our fleet more efficiently.

### **Review of Small fires in Parkland**

A review is required of the means used to extinguish small fires in parklands with particular emphasis on the use of City Wardens to assist in the extinguishment and reduction of this type of incident.

### **A Home Fire Safety Check for All Dwellings in Merseyside**

Home fire safety checks have been carried out in approximately 60% of homes throughout Merseyside; however gaining access to some homes has proved difficult despite the best efforts by Merseyside Fire & Rescue Service. It is therefore proposed to carry out an external fire safety check of the remaining homes within Merseyside by November 2009. We will then provide a written assessment of any identified risk to the occupier.

## **Respond**

### **Consider Staffing Levels on all Fire Appliances and the Weight of Response given the changes in staffing levels.**

We will consider the staffing of all Fire Appliances within the service. Consideration will be given to the number of riders required on each appliance and multiple attendances whilst still maintaining the current weight of attack and effectiveness at operational incidents.

### **Non Operational Volunteers to Support Out-of-Area Deployments.**

Merseyside Fire & Rescue Service has, over a number of years, been deployed to a number of incidents outside Merseyside. This involves a large team to provide logistical support. Volunteers will be used to logistical and welfare support to the teams.

### **Mobile Refuelling Trailer**

Fire appliances need refuelling at operational incidents and this is currently achieved using canned stock. It is proposed to provide a small mobile refuelling trailer which will conform to all legislative requirements. This will also provide a facility for refuelling at times of fuel shortage.

### **Assistance for Catastrophic Events**

Provide training for officers for attending catastrophic incidents within the Mersey region and for out-of-area deployments.

## **Large Animal Rescue response**

Merseyside Fire & Rescue Service is occasionally called upon to rescue large animals and although we respond successfully to this type of incident we have identified that we require additional equipment and training of our personnel.

## **Station Boundary Changes**

All station boundaries in Merseyside will be reconfigured to reflect Local Ward boundaries and conform to the five district councils across Merseyside. This measure will ensure improved working for all community and safety intervention.

## **Restore**

### **Community Safety Village**

We propose to create a safety village within an area of high deprivation within Merseyside. The village will be set up in partnership with other public agencies with the aim of promoting safer, stronger and healthier communities.

### **Toughest Firefighter Alive**

Following the great success of the Toughest Firefighter Alive during the World Firefighters Games it is proposed to establish a Toughest Firefighter Alive circuit at the Training and Development Academy. This will provide a focus for Fire Fighter's to maintain high standards of fitness and improve morale by motivating competition. It is further proposed to engage with local youth by holding Toughest Young Firefighter competitions.

### **Post Incident Hazmat Disposal Service**

We propose to provide disposal/clean up services following an incident involving hazardous materials. We will enter into a commercial partnership with a reputable company in order to provide a service to remove any hazardous material from a site after it has been made safe to do so by the Fire Service.

## **Organisation**

### **Review of all business to improve environmental efficiency.**

Merseyside Fire & rescue service have set a goal of becoming carbon positive. This review will consider all aspects of the business with the aim of reducing carbon emissions while maintaining our high standards of service, intervention and response.

### **Well Being First Aider**

We are proposing to train members of staff to become 'well being first aiders' to provide a first contact and support for staff who may be suffering the first signs and symptoms of stress.

## **Consider the provision and use of Internal and External Services**

Merseyside Fire & Rescue Service currently provides business expertise for procurement to other Local Authorities and Fire Authorities. It is proposed to examine the feasibility of the extension of these types of services within other areas of the organisation and consider if any services could be provided externally.

## **Service-Wide Asset Management System**

Currently the service has asset management for operational equipment. It is proposed to introduce a full asset management system for all assets within the organisation.

## **Sport Psychology**

It is proposed to trial the use of the services of a sports psychologist to increase individual and team performance. Research suggests this type of service can be used to enable staff that is experiencing difficulty in performing their role to overcome these problems.

## **Staff Savings Fund**

It is intended to set up a savings scheme aimed at personnel being able to save for specific reasons such as attending Fire Service sporting events around the world. The scheme will allow staff to save in a safe, controlled manner and allow the Service to be represented at national and international events. This scheme will attribute to the fitness and health of our members and lead to a wider, healthier culture throughout the organisation.

## **Infection Control Strategy**

The safety and wellbeing for our staff is paramount; there is recognition that as first responders we, at times, are exposed to risk whilst carrying out these duties, however there are some risks that we don't often see. In order to effectively prevent, manage and control infections within the organisation ~ we will promote an Infection management policy and give direction to the control of infection through increased personal hygiene, environment and governance.

## **Value for Money Survey**

All business processes have a value for money survey done before the start of any project. This will ensure the ability to evaluate, monitor and review projects and business plans.

**IRMP 2 ACTION PLAN 3 2009/2010 – REDUCE RISK**

	<b>Action Point</b>	<b>Responsible Director</b>	<b>Risk Identified</b>	<b>Improvement &amp; Risk Reduction</b>	<b>Predicted Outcome</b>	<b>Budget Implications</b>	<b>Funding</b>	<b>Link to Medium Term Strategy</b>	<b>Priority</b>	<b>LAA Thematic Link</b>
09.01.1	Align the IRMP to the LAA process.	Director of IRMP/ Operational Preparedness & Resilience.	The IRMP is not currently linked to the LAA process and this will affect CAA.	The planning and partnerships with LAAs will improve the identification of risks at a local level. This will provide evidence for CAA.	An IRMP will be produced for the 5 Districts	A more efficient approach to risk planning	All costs will be contained within existing departmental budget.	OBJ 5, 6, 15, 16, 17	High	1,2,3,4
09.01.02	Dedicated Small Fires Strategy	Director of IRMP/ Operational Preparedness & Resilience	No dedicated strategy for dealing with small fires exists.	A more efficient response and weight of attack when dealing with small fires	Establish the correct strategy for dealing with small fires given the weight of attack and resources required to deal with such incidents.	Possible savings from the improved ways of dealing with small fires.	All costs will be contained within existing departmental budget.	OBJ 2, 9	Medium	2,4
09.01.03	Station Level Self Rostering	Director of Safety Culture & Compliance	Inefficient use of resources	More efficient use of personnel.	Improved staffing levels, Reduction in sickness and reduced time and attendance management team.	Possible savings from reduction in staff numbers Green & Grey book. Workload will be completed using existing departmental resources.	All costs will be contained within existing departmental budget.	OBJ 2, 13	High	2
09.01.04	Examine amalgamating the Marine Rescue Unit into the establishment of a riverside station.	Director of Safety Culture & Compliance	Inefficient use of resources	Improvement in the use of staff resources	Improvement in skill levels and improved staff efficiencies	Training of Marine and Operational staff to facilitate Marine Rescue. Savings in the location costs for Marine Equipment.	Training will be provided in house.	OBJ 3, 12 , 15	Medium	2

09.01.05	Reduction of AFA callouts	Director of Community Safety	Current policies are ineffective or not being fully followed.	Formulate new policy for dealing with excessive false alarms. Follow the existing procedure through the legislative system to send a message for compliance.	Decrease in the number of AFA call outs.	No Additional Funding will be Required	No Additional Funding will be Required	OBJ 7	High	2,4
09.01.06	Fire Extinguisher / Blankets for Domestic Premises	Director of Community Safety	People who have small kitchen fires are ill equipped to deal with them and thus leading to larger domestic fires	Reduction in domestic incidents of fire and reduction in the severity of domestic fires that are attended. To only be provided to people identified as High Risk.	Reduction in Fire Calls. Increase of awareness and HFSC's.	Cost of Equipment. £5000	Possibly offset by the savings from non attendance at fires.	OBJ 8	Low	2,3
09.01.07	Street Workers Advocate	Director of Community Safety	Insufficient support for these hard to reach members of the community.	People in this category are vulnerable and hard to get the messages of CFS across to.	Reduction in fire calls through message being spread to wider community.	One Advocate £26000	Examine possibility of securing outside funding.	OBJ 11	Medium	2,3
09.01.08	Use Non uniformed personnel to staff Staffing Support Units	Director of IRMP/ Operational Preparedness & Resilience.	The current staffing of the support units is only open to uniformed staff	To create a more diverse work force that can attend small low risk incidents. Increase the resilience of the support units for business continuity.	A greater diversity of work force to staff the support units.	Cost of training the staff.	Cost saving should be available from reduction in staff pay.	OBJ 10, 11	Medium	2,7
09.01.09	Increase in the use of resilience pumps and consider use of dynamic reserve.	Director of IRMP/ Operational Preparedness & Resilience.	Under use of resources at non peak periods.	More efficient use of operational resources.	Establish the most appropriate pumps for use within the dynamic reserve.	Possible savings through reduction in staffing during reduced output times.	No Additional Funding will be Required	OBJ 1, 2	High	2

	Action Point	Responsible Director	Risk Identified	Improvement & Risk Reduction	Predicted Outcome	Budget Implications	Funding	Link to Medium Term Strategy	Priority	LAA Thematic Link
09.01.10	Embedded Primary Care Trust Team	Director of Community Safety	Insufficient partnership work with PCT and FRS.	Increase our partnership with PCT to the extent that we are embedded in each others organisation and can tackle risks in a coordinated manner.	Wider support for the public and cross organisational actions and efficiencies can be identified.	No Additional Funding will be Required	No additional costs	OBJ 8, 19	Low	1,2,3,4
09.01.11	Social Enterprise Business for Fire Retardant Wheelie Bins	Director of Community Safety	Wheelie bins are increasingly a cause of fires.	Embark on a project to fund a social enterprise to supply wheelie bins that are inherently fire retardant.	A reduction in fires in wheelie bins. Increased safety for users of this type of bin. A safer working environment.	Seek Partnerships to Offset costs.	A Separate Company will exist under a Social Enterprise Banner.	OBJ 3, 8, 16	Medium	2,4
09.01.12	Utilise Estate agents to Spread CFS message	Director of Community Safety	Access the hard to reach community	To gain access to new buyers and Buy to Let markets to pass on the CFS message to transient community	A more diverse approach which targets our harder to reach community that is moving house to buy or to rent. An increase in the amount of HFSC's.	Contained within departmental budget.	No additional funding required.	OBJ 3, 8, 16	Medium	2,3
09.01.13	Youth Offender Programme	Director of Community Safety	Inadequate early intervention for youth offenders.	Integrate a policy for early intervention for youth offenders through the Magistrates Court.	A Reduction in incidents involving Youth. Greater community perception of MFRS. Local Authority involvement in National Indicator 111.	Contained within existing staff structure.	No additional funding required.	OBJ 17, 18, 20	High	1,2,3,4
09.01.14	Establishment of a Local Area Forum.	Director of Knowledge & Information Management	Other ways of consultation have not delivered the required standard of information.	Support for the LAAs. To shape and understand the needs of our community.	An improvement in Service Delivery. A Reduction in Risk.	Approx. £13000	Modernisation Budget	OBJ 8, 16, 20	Low	2,3,4



09.01.15	Establishment of a new analytical tool to support activities undertaken by Community Safety.	Director of Knowledge & Information Management	We currently do not have a way of linking data to identify risks.	This will allow us to analyse data and link together intelligence for organisational use.	Better targeting and use of resources. A reduction in Anti Social Behaviour. A Reduction in Deliberate Fires. It will support CDRP.	Cost of the tools, training and support.	Capital Funding required.	OBJ 16, 19	Medium	2,4
09.01.16	Restrict Non Operational service vehicles	Director of IRMP/ Operational Preparedness & Resilience.	Speeding, accident reduction and increased fuel costs.	Greater efficiency from vehicles. Cost savings from efficiencies of Fuel and maintenance. Improvements in the likelihood of an accident from speed.	A reduction in accidents due to speed. A reduction in the carbon Footprint caused by Service vehicles. A saving in the cost of fuel and maintenance.	Costs of limiting Vehicles. Offset by savings in fuel and maintenance. Also savings from time off due to injury and compensation claims by driver/passengers and public.	Funding is contained within departmental budget.	OBJ 3, 9	Medium	2,3,4
09.01.17	Review of Small fires in Parkland	Director of Performance and Values	A review is required of the means used to extinguish small fires in parklands	Decrease the number of attendances at secondary fires.	A reduction in Fire Calls to incidents that could be extinguished utilising Wardens who discovered small rubbish fires.	The costs of training and equipping wardens.	Funding is contained within departmental budget.	OBJ 3, 8	Medium	2,4
09.01.18	HFSC for Every Home by November 2009	Director of Performance and Values	This target has not yet been achieved and is to be set as a goal.	That every home in Merseyside has an external HFSC report by the end of 2010.	Improvement in community safety. Reduction in escalated dwelling fires. Reduction in Fire Deaths. Reduced emergency calls.	Budgeted cost of smoke alarms.	Funding is contained within departmental budget.	OBJ 3, 8, 16	High	1,2,3,4

**IRMP 2 ACTION PLAN 3 2009/2010 – RESPOND**

	<b>Action Point</b>	<b>Responsible Director</b>	<b>Risk Identified</b>	<b>Improvement &amp; Risk Reduction</b>	<b>Predicted Outcome</b>	<b>Budget Implications</b>	<b>Funding</b>	<b>Link to Medium Term Strategy</b>	<b>Priority</b>	<b>LAA Thematic Link</b>
09.02.1	Consideration of Staffing Levels on all Fire Appliances and the Weight of Response given the changes in staffing levels.	Director of IRMP/ Operational Preparedness & Resilience.	Inefficient use of resources.	More efficient use of resources whilst maintaining weight of response.	Reduction in staffing levels of Fire Appliances whilst maintaining a high level of response at operational incidents.	Savings in the staffing budget.	None required	OBJ 2, 4	High	2
09.02.02	Non-Operational volunteer's logistical support for out of area deployment.	Director of Safety Culture & Compliance	Gaps in the current support network for out of area deployment need to be reinforced	Increase in support for out of area deployment.	Improvement in out of area support. More efficient use of resources. No impact on current operational staffing model above the out of area teams.	Nominal allowances to volunteers	Funding is contained within departmental budget.	OBJ 10, 12, 13, 15	Medium	2
09.02.03	Mobile refuelling trailer	Director of IRMP/ Operational Preparedness & Resilience.	The need for a mobile refuelling trailer has been identified	Replace canned stock.	A greater resilience for fuel filling during operational incidents and times of business continuity.	Costs of a trailer at £4000	New Capital Growth	OBJ 13, 15	Medium	2,4
09.02.04	Assistance for Catastrophic Incidents	Director of IRMP/ Operational Preparedness & Resilience	No formalised training for officers for catastrophic incidents exists at present.	TEEX will ensure that we train our officers for attendance at catastrophic incidents both within Merseyside and out of area.	Improvement to the response to catastrophic incidents.	Cost of training	Funding is contained within departmental budget.	OBJ 10	Medium	2,4
09.02.05	Large Animal Rescue Response	Director of IRMP/ Operational Preparedness & Resilience.	No specific large animal policy or equipment.	Improvement in the ability to respond to incidents involving Large Animals.	Increase in respond equipment. Regional response capability.	Costs of equipment and training of staff.	Funding is contained within existing revenue budget.	OBJ 15	Low	2
09.02.06	Station Boundary Changes	Director of IRMP/ Operational Preparedness & Resilience.	Station boundaries do not reflect the 5 district boundaries.	All station boundaries in Merseyside will be reconfigured to reflect the same make up as the five district councils across Merseyside.	This measure will ensure improved working for all community and safety intervention.	No Cost	No funding implications	OBJ 2, 4	High	2,4

**IRMP 2 ACTION PLAN 3 2009/2010 – RESTORE**

	Action Point	Responsible Director	Risk Identified	Improvement & Risk Reduction	Predicted Outcome	Budget Implications	Funding	Link to Medium Term Strategy	Priority	LAA Thematic Link
09.03.01	Community Safety Village	Director of Community Safety	At present we do not have a location that champions Community Safety and Health	A Safety Village using Void space incorporating Safety, Health and Life Skills messages. Supports National Indicator NI170.	Educational benefit to the community in one place.	An initial study will be carried out to establish cost.	Seek partnerships to share costs.	OBJ 5, 8, 17, 18, 20	Medium	1,2,3,4
09.03.02	Toughest Firefighter Alive	Director of Safety Culture & Compliance	No facility exists for Fire Fighters to train and maintain high levels of specific Fire Fighting fitness.	That a TFA facility at TDA be built to allow training and competition. This will provide a focus for Firefighters to maintain high standards of fitness and improve morale by motivating competition.	Improvement in health and fitness for operational staff.	Costs of Equipment. Training for Physical instructors. £10000	New capital growth.	OBJ 9, 10	Medium	1,2,3
09.03.02	Post Incident Hazmat Disposal Service	Director of IRMP/ Operational Preparedness & Resilience	We cannot offer a hazmat disposal or clean up service post incident.	We propose to provide disposal/clean up services following an incident involving hazardous materials by having commercial partnership with a reputable company.	An improved service to support hazmat incidents and companies involved in the aftermath of such incidents.	Payment for the service will be the responsibility of the individual company.	No Funding Required.	OBJ 3, 5 ,16	Medium	2,3,4

**IRMP 2 ACTION PLAN 3 2008/2009 – ORGANISATION**

	<b>Action Point</b>	<b>Responsible Director</b>	<b>Risk Identified</b>	<b>Improvement &amp; Risk Reduction</b>	<b>Predicted Outcome</b>	<b>Budget Implications</b>	<b>Funding</b>	<b>Link to Medium Term Strategy</b>	<b>Priority</b>	<b>LAA Thematic Link</b>
09.04.01	Review of all business to improve environmental efficiency.	Executive Director of Resources	MFRS is not carbon positive	Merseyside Fire & rescue service have set a goal of becoming carbon positive.	This review will consider all aspects of the business with the aim of reducing carbon emissions while maintaining our high standards of service, intervention and response.	Innovation measures will be funded from future cost savings.	Contained within existing environmental budgets.	OBJ 4, 12,16	High	<b>2,4</b>
09.04.02	Well being First Aiders	Director of Safety Culture & Compliance	A gap at preliminary stage of stress / well being services and provision.	The provision of Well Being who can talk to people about the issues of stress should reduce stress within the organisation.	They will be well being mentors who can talk to people about lifestyles, recognise when stress is an issue, provide help and guidance on health issues	Cost of training	Funding is contained within existing revenue budget.	OBJ 9, 10	Medium	3,4
09.04.03	Consider the provision of internal and external services	Director of Finance	That the organisation is not utilising external services available and not offering services externally.	Improvement in levels of service and quality of service	Increased efficiency by using external services and income generation by offering services externally	The setting up of the service and mitigated by income, savings and efficiency.	No Funding Required	OBJ 16	Medium	4
09.04.04	Service-Wide Asset Management System	Executive Director of Resources	No asset management system currently exists.	The provision will allow whole life costing of all service assets and assist in the future prediction of capital expenditure.	Asset tracking of system available for all service assets	Costs of a software package at £50 -100,000	New Capital Growth Required.	OBJ 16	Low	4
09.04.05	Sports Psychologist	Director of IRMP/ Operational Preparedness & Resilience.	Limited motivation of some staff	Improvement in risk reduction, motivation and ability of individuals.	Increase in positive motivation	Costs of service or training of staff.	Cost offset by earlier return times and more resilience.	OBJ 9	Low	3,4

09.04.06	Staff Savings Funds	Director of Finance	No Service saving scheme in place.	Improvement in motivation and ability of individuals to save for specific reasons.	Increase in positive motivation and health of staff.	None	No Funding Required	OBJ 9	Low	4
09.04.07	Infection Control	Director of Safety Culture & Compliance	There are many hidden dangers in the workplace. Exposure to infection or viral hazards can cause harm to individuals, community and organisation	Effective prevention protocols to eliminate the risks where possible	a safer and healthier workforce	Cost of training staff and implementing the policy.	Contained within existing project budgets.	OBJ 9, 10	Medium	2,4
09.04.08	Value for Money	Director of Strategic Planning & Democratic Services	Although all business cases and projects are evaluated at present there is no formal Value For Money Survey done.	All business processes have a value for money survey done before the start of any project. This will ensure the ability to evaluate, monitor and revue projects and business plans.	Internal monitoring of Value for Money.	None	No Funding Required	OBJ 9	Medium	4

## **APPENDIX**

### **Proposals considered for action which have been rejected for IRMP 2 2009-10.**

#### **Remove 4 support pumps from fire stations**

This action was rejected as there are more effective ways of reducing costs in the service and continuing to provide the same high standards of operational response.

#### **Removal of sleeping provision on Fire Stations**

This action was considered, however it would require changes in shift patterns and the little sufficiency gain in productivity given the workload between 12:00 midnight and 07:00 am. This will be considered again at a future date.

#### **Close Low Hill Fire Station**

This was considered given the stations proximity to Liverpool City Station. However given the level of fire calls within the area and the urban deprivation it is proposed to build a new Fire Station in the Kensington Regeneration Area.

#### **Removal of 6 Support Pumps and introduce Small Fires Units between hours of 16:00 and 22:00 hours.**

This proposal was considered but was not implemented on the grounds that efficiencies could be made in the other areas to allow for 42 whole time pumps to be available 24 hours a day.

# Consultation Plan (2009/10)

The Consultation Plan aims to make sure that all interested organisations and individuals are consulted on IRMP 2 Action Plan 3 (2009/10) over a three-month period.

This is 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.

The Authority maintains an on-going dialogue with its communities so that it is in a position to provide an outstanding service.

The research company Opinion Research Services (ORS) will recruit focus groups for each district of Merseyside in Feb 2009. A general background document will be provided to the group before the events. The questions to be posed to the group need to be prepared for end of Feb 2009. The results will be fed into the director's first meeting.

We will produce the Plan in hard copy format and publish it on the web.

For the Draft Plan we will:

- Immediately published the IRMP on the internet once it has been approved by the Authority
- Issue a press release and notify media
- Notify all employees through e mail, Hotline and the intranet
- Offer hard copies to any staff who wish to receive it
- Send hard copies to around 200 interested parties, including other fire service, partners, representative bodies and local organisations
- Copies will be given to our District Managers to take to and present to the five district groups they sit on and provide feedback from those meetings as to how the IRMP fits in with LAAs
- Chief Fire Officer will present to Merseyside Leaders Group and deliver feedback
- Notified all employees through e-mail, Hotline & intranet.
- Send 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).

The IRMP Plan will be made available to:

- Public libraries
- Community Organisations
- Chambers of Commerce
- Confederation of British Industry
- Local Authorities
- Public Agencies
- Other Emergency Services
- Local Members of Parliament
- Audit Commission
- Representative Bodies
- Hospital chief executives
- LGA
- NHS Trusts
- One Stop Shops
- Fire Support Network

Following consultation, all responses will be evaluated and formally considered by the Fire and Rescue Authority before the final working document is produced.

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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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