



"An Excellent Authority"

Integrated Risk Management Plan

Consultation Document

2011 - 2014

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Our Purpose

To make Merseyside a safer, stronger, healthier community.

Our Aims

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

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

Our Core Values

Make a positive difference to our community

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

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

Provide an excellent and affordable service

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

Everyone matters

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

Respect our environment

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

Our people are the best they can be

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

We ensure our staff receive the training they need, in order to deliver all of our services to a high standard and they are protected in their work through a comprehensive and robust approach to health & safety.

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

Our Personal Values

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

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

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

We value:

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

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

We value:

Responsibility:

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

Social Empathy:

Interested in people
Serving the community
Understanding & encouragement
Embracing diversity

Mutuality:

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

Pragmatism:

Finding solutions
Aspiring to excellence
Whilst being realistic

Openness to experience:

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

Constructive challenge:

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

Achieving our Purpose

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

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

Delivering Our Aims

Service Plan

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

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

We will manage progress against our plan and report on how well we have performed within the Service Plan. We will also continue to measure and report our own performance against a suite of our own Local Performance Indicators (LPIs) which are also reported within the Service Plan.

Local IRMPs

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

It is also the document which will summarise what we are trying to achieve with our partners, charities, volunteers and the local community in specific locations throughout Merseyside.

Project Management

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

Introduction

Welcome to the Integrated Risk Management Plan for Merseyside Fire and Rescue Service for 2011 - 14.

We believe that the Merseyside Fire & Rescue Service is ideally placed and has a wealth of experience and suitably skilled staff to be at the very heart of delivering the Government's Big Society agenda.

We have a passionate vision about what the Fire & Rescue Service should be in the future; yes it will continue to deliver an efficient and effective emergency response to calls for assistance at fires and other emergencies, it will enforce all its legal obligations, It will maintain a world leading community safety programme to reduce risk and it will co-respond to medical emergencies but in addition, the Service will continue to enable and support volunteers to work locally for the benefit of the community and the fire station will become the glue that binds our local people together to form safer stronger healthier communities.

The fire station will become a community hub, where local people can meet in a safe and welcoming environment, where people can access the internet, where they can get fit in our gyms, learn about healthy eating and safe cooking, where they can access support for local events and services, where they can socialise whatever their age and most importantly where they can truly feel a part of their local community.

Liverpool has been chosen to be one of 4 Councils nationally, to pilot Big Society; we are committed to working with all people and organisations in Liverpool to deliver positive outcomes from Big Society for local people. Our proven track record of cutting through bureaucracy will be invaluable in delivering these outcomes.

We know that we cannot achieve all this on our own, so we will work with local people, the voluntary sector, Local Authorities, other agencies, other partners to deliver prosperity, opportunity and fairness for all.

We also know and have known since our very first IRMP in 2004 that people have an individual responsibility for their actions, as this quote from that document illustrates;

"This plan brings with it a personal responsibility on every member of society – to make themselves safer."

The success of this plan will be dependant in part upon your actions to value you and your family's safety, health and local community.

This plan summarises how we intend to deliver our Purpose and improve the quality of life for all of our communities, whilst meeting the increasing expectations placed on the Fire & Rescue Service. It details our financial considerations and our risk assessment process and how we have used it to identify and target support those people most at risk from fire and other emergencies.

In these difficult and uncertain times we review and republish the IRMP on an annual basis, giving the document currency. This will allow us to report how we have reacted to significant changes in the economy, our finances or Central Government policy more quickly and to reflect any effects of the continuing economic and political change within our risk assessment process.

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

We predict that there will be very difficult decisions to be made in the near future. However we are committed to reducing any impact on local taxpayers, residents and employees. We will try to preserve the virtuous circle we have created, which has seen the number of calls for assistance at emergencies reduce as a direct result of the effort we put into our prevention and risk reduction activities. We will use this fact to dynamically balance response and prevention resources to ensure we maintain the on going reduction of risk and an appropriate emergency response capability, within the tough spending constraints we are predicting. We will achieve this difficult task by using the innovative and creative approach of our staff that has served us well in the past.

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

Establishing these shared objectives and ambitions with partners has led to Merseyside Fire & Rescue Service expanding the service which we deliver, particularly into the areas of antisocial behaviour reduction, education, fitness and health. These developments have allowed us to deliver significant and measurable reductions in total incident levels, fires in the home, hoax calls and fires resulting from antisocial behaviour. These outcomes contribute directly to our Purpose to make Merseyside a safer, stronger, healthier community.

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

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

- We will use our unique position of esteem in which the public hold us, to provide facilities and practical assistance which will enable local people to have a real and lasting impact on their community.

- It is our intention to build upon the last ten years of trust and respect that we have established with all of the communities in Merseyside, by expanding the range of services we provide to individuals who are at risk.
- We also intend to manage our flexible risk based emergency response in a more sophisticated manner to ensure that when required, we provide the right people with the right skills and equipment in the right place at the right time to safely conduct any rescue and resolve any emergency .
- We will continue with our prioritised approach to securing safety from fire in commercial premises to protect the community and visitors to Merseyside. We will maintain the risk from fires in commercial property at its current low level.

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

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

A strong and diverse workforce of professional employees and volunteers, who are highly trained, highly experienced and who offer a wide range of services to reduce risk to all our communities.

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

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

What is Integrated Risk Management Planning

The requirement for Integrated Risk Management Planning is contained within the Fire & Rescue Service National Framework 2008-11¹. Each Fire and Rescue Authority must produce a publicly available IRMP covering at least a three-year time span which:

- Is regularly reviewed and revised and reflects up to date risk information and evaluation of service delivery outcomes;
- Has regard to the risk analyses completed by Local and Regional Resilience Forums including those reported in external Community Risk Registers (CRRs) and internal risk registers, to ensure that civil and terrorist contingencies are captured in their IRMP;
- Reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders;
- Demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost effective way;
- Provides details of how Fire and Rescue Authorities deliver their objectives and meet the needs of communities through working with partners; and
- Has undergone an effective equality impact assessment process.

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

¹ Available from <http://www.communities.gov.uk/fire/developingfuture/fire>

Our Service to the Community

Emergency Response

Response to Fire

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

- High Risk – First attack within 5 minutes with additional support within 8 to 10 minutes.
- Medium Risk – First attack within 6 minutes with additional support within 9 to 11 minutes.
- Low Risk – First attack within 7 minutes with additional support within 10 to 12 minutes.

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

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

Our communities and staff benefit from innovation, as we are constantly investigating the emergence of modern technology, how effective these new technologies are and the impact they will have on the safe systems of work we employ to tackle the high risk environment of a fire. Our pioneering work from previous IRMP Action Plans including our Small Fires Units and the use of Compressed Air Foam systems have demonstrated that by adopting new methods we can have a significant impact on the way we commit resources to incidents and how much more effective these modern technologies can be at resolving incidents. Most recently we have pioneered the use of Fire Fighting Motorcycles in the UK. They provide for a rapid but proportionate and effective response to small fires which are usually the result of anti-social behaviour. This enables our rescue appliances to be kept available for more serious incidents.

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

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

Response to Road Traffic Collisions (RTC)

People involved in road traffic collisions in Merseyside can be assured of a prompt and effective response. Our response standard in relation to road traffic collisions where persons are reportedly trapped is; we will attend the incident within 8 minutes of the first notification. We aim to achieve this standard on 90% of occasions. Our response is supplemented by the deployment of the Search and Rescue Team (SRT) to all road traffic collisions. The SRT are trained to the highest national standard achievable and significantly enhance our ability to safely free people who are trapped.

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

Urban Search and Rescue (USAR)

The people of Merseyside benefit from a highly proficient Urban Search and Rescue capability. We have a comprehensively trained team, which is equipped with the latest equipment provided by the Government to respond to any incidents which require this type of response, such as a building collapse. The firefighters and canines of the USAR team are available 24hrs a day and ready for deployment anywhere in Merseyside, the United Kingdom or beyond to assist in any incidents which require this specialist expertise.

In 2010, Merseyside Fire & Rescue Service devised and hosted the largest live element of Exercise Orion, which was a national exercise to test multi agency responses to a catastrophic event which had effects all over the country. We simulated tunnel and building collapses, fires and road traffic collisions at three sites across Merseyside and worked with all of the armed forces, emergency services and multi agencies to resolve these incidents over an intense 48 hour period. The exercise was incredibly successful at highlighting how we work well together and at identifying the areas where we all have room for improvement, so we can put arrangements in place to work better together in the future.

Water Rescue

Those people who use Merseyside's waterways are safer as a result of our commitment to ensuring we have the highest levels of water rescue capability. Merseyside has significant risks related to waterways, to address these risks we have developed a response capability to swift and still water. Our Marine Unit, which is always available, can respond within the River Mersey, from Fort Perch Rock to the Runcorn Bridge. It provides an essential part of the response to potential emergencies at Liverpool John Lennon Airport as well effectively dealing with any other emergencies in the river.

To supplement this we have highly skilled swift water response technicians within the SRT who are continually available to attend emergencies in moving water wherever it may be. The Service water rescue response capability is structured to align with guidance issued by the DEFRA Flood Response National Enhancement project. The Service has 3 type B rescue boat teams registered with DEFRA that are able to respond to national emergencies resulting from large scale flooding, such as in Cumbria in 2009 where we assisted in the rescue effort.

The service has further enhanced its ability to quickly and safely respond to incidents on water and unstable ground with a rescue hovercraft. The hovercraft will be immediately deployable to incidents anywhere in the County and will assist with the provision of a safe system of work when responding to incidents on unstable ground and water.

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

Rescue from Height

Every firefighter is trained to work safely at height with ropes and every rescue appliance carries a well equipped rope access kit.

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

Hazardous Materials and Environmental Protection

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

Other Rescues

The people of Merseyside are well served by a comprehensive approach to tackling a whole variety of emergencies.

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

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

Site Specific Risk Information

In order to respond effectively and protect our fire fighters from specific hazards at particular locations, we are aligning our existing protocols and procedures with current national guidance and the essential requirements of the transition to Regional Control.

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

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

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

Private Finance Initiative (PFI)

Merseyside communities will soon benefit from 7 new community resources as we build new fire stations.

Balfour Beatty Fire & Rescue Ltd has been appointed as the Selected Bidder for the North West Fire & Rescue Services PFI Project, which is to build 16 new fire stations and associated facilities across Cumbria, Lancashire & Merseyside.

Following receipt of detailed planning approvals for all sites and having received final approval from the three Local Authorities and Communities & Local Government, Balfour Beatty Fire & Rescue Ltd will commence the build programme across the North West in late November 2010.

Work is due to start in early 2011 at Formby, Newton le Willows, Kirkdale and Bootle/Netherton with staff relocating to temporary accommodation at the first three sites. Formby and Newton le Willows are due to 'go live' in January 2012. The new station at Bootle/Netherton and the station & Operational Resource Centre at Kirkdale should also be operational in early 2012.

Building work will start late in the year on the new Belle Vale and Birkenhead fire stations and the joint fire & ambulance station at Southport with staff relocating to

temporary facilities for the duration of the works. Completion is due at each of these in February or March 2013.

Community Engagement

Community Consultation

Merseyside Fire & Rescue Service is committed to working with communities to deliver services that matter to them. We theme community consultation events to link with needs and risks in particular communities; this approach enables Merseyside Fire & Rescue Service to work out how it can meet the needs of particular communities and who it can work with to deliver these services.

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

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

We will also be working with five Local Authorities and other key partners to see how e-consultation and the use of the internet may be an appropriate tool for communicating and consulting with people and organisations to determine how they want us to work in their community

Community Safety

In Merseyside Fire & Rescue Service we recognise that Community Safety is about delivering local solutions to local problems that have been identified by local people.

As a result your Fire & Rescue Service through its innovative work has put the community of Merseyside at the centre of everything it does.

The local fire station has become a hub for local communities, with children, families and community groups using all of our resources; the kitchens to cook healthy food safely, the gyms to encourage healthier life styles and the stations to engage young people in fire safety education and the development of life skills.

We recognise that to truly respond to the needs of our communities we need to understand them, their problems, concerns and challenges and we need to shape our services to respond to those needs effectively.

As a result MFRS is developing software to reduce the numbers of accidental dwelling fires that occur across Merseyside this multi-agency data will be used to predict where fires will occur and will allow us to carry out interventions to prevent that occurrence.

In the past 10 years Merseyside Fire & Rescue Service has reduced accidental fires in the home and we will continue to build on this work through the use of this business intelligence model to target areas of risk.

Equally as important, given the difficult financial situation is the need to work smarter with community safety partners. In recognition of this, Merseyside Fire & Rescue Service has launched a publicity campaign to raise awareness around the dangers that exist in kitchens and the potential for fire.

Over 60% of accidental fires in the home start in the kitchen.

This campaign has been supported by a number of Registered Social Landlords, who are key partners we identified through the risk assessment of where fires are likely to occur. We will continue to build on this vital relationship through the RSL forum which focuses on further reducing risk for people who live in these properties across Merseyside.

We also recognise the need to involve our communities in the solutions and we will continue to work with them to resolve those challenges, our work with the third sector, social enterprise and volunteers will remain our focus throughout 2011/12.

Working together, with partners and the community, we can address the needs and concerns of our most vulnerable people.

Developing the role the community plays in supporting the most vulnerable, whether it be to fire, social isolation or health related issues will be a priority of a number of our initiatives this year.

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

Anti social behaviour remains a major concern for our communities and the impact on Merseyside Fire & Rescue Service is clear, deliberate fire setting, attacks directed towards fire fighters and hoax calls all consume large amounts of our time and money. Merseyside Fire & Rescue Service's work to address the root causes of this unacceptable behaviour will continue to be innovative, robust and absolutely cutting edge for any Fire & Rescue Service.

We recognised a number of years ago, that through early intervention and engagement with young people we could make a difference, not only in relation to their negative impact on the community and our fire fighters but equally as positive on the individuals themselves, by building self confidence, instilling respect for themselves and their communities and raising their aspirations.

As a result we will continue with our award winning youth engagement programmes and we will continue to respond to the needs of young people and their families by developing new services to meet these needs.

We will continue to tackle anti social behaviour in our communities through our work with Merseyside Police and the community.

Merseyside Fire & Rescue Service's Threat Response Group and Anti Social Behaviour Task Force focus will remain on arson and deliberate fire setting. Arson has a disproportionately negative effect on our communities, not only by destroying infrastructure and businesses, but by weakening the local economy through potential unemployment as well. Approximately 50% of all calls for our assistance are generated as a result of deliberate actions. We find this figure unacceptable and a tragic waste of valuable resources, so we will continue to robustly challenge the perpetrators of these crimes.

Our work with local businesses to address issues of arson and develop fire safety understanding will continue and we will work with them to address the impact that false automatic fire alarm actuations has on our ability to react to real fires.

There are too many initiatives to describe in full in this document. Below, however are just a few examples of the wide range of Community Safety activities we are involved in, which improve the outcomes for the people of Merseyside and its visitors.

Liverpool

Liverpool is one of four Councils nationally, to be selected to be a pilot for Big Society. This Authority is keen to be an active partner and key contributor to the success of this pilot. The examples below illustrate why we believe we are ideally placed to make Big Society a reality;

Street Based Teams

The people of Liverpool are safer and we have reduced occurrences of anti social behaviour and fire because of the activity of our street based teams.

For the year from September 2009 the Street Based Team have made over 4,500 interventions with young people and made nearly 1,100 referrals to our partner organisations.

For the Police this area was as much a priority for them as it was for us, they rated it as Gold Status, which is the highest priority for action. Since the inception of the Street Based Teams in the Kensington and Fairfield Ward of Liverpool in September 2009, they have reduced their assessment of the priority to Amber Status for Youth Crime and anti social behaviour.

Street Based Team is a diverse team consisting of team members with various backgrounds and experience. They work at times when anti social behaviour peaks and are flexible to ensure that they are always available should a change in behaviour occur.

The team challenges inappropriate behaviour displayed by young people within the Kensington and Fairfield Wards signposting them into sustainable positive activities.

Neighbourhood Fire Service Coordinators

The Neighbourhood Fire Service Co-ordinators (NFSC) work out of one of six Neighbourhood Management Offices within the Liverpool District. They are embedded in the heart of the community where they act as an interface between the community and Merseyside Fire & Rescue Service, building relationships and using them to tailor our service to meet the needs of the community.

Deep Clean for Merseyside Cabs

An imaginative, alternative use of the technology initially developed to help keep our fire fighters safe and healthy, has brought benefits to the wider community. Merseyside cabbies cleaned up their taxis and got a clean bill of health at their local community fire station, in preparation for the busy August Bank Holiday weekend.

The deep clean, carried out by Merseyside Fire & Rescue Service staff, uses a revolutionary technology to remove harmful bacteria from the cab, including MRSA, influenza and E.Coli. The cleaning system had previously been used on fire engines, kit rooms and gyms on fire stations and at the Service Headquarters.

Cabbies were also encouraged to keep a check on their own health, with the

Service's Occupational Health Team carrying out blood pressure checks, coronary heart disease (CHD) risk assessments and measuring BMI throughout the day.

Goodness Grows on Trees

Young people from Middlefield Primary School helped to brighten up Speke Fire Station by planting an array of fruit trees with firefighters.

Merseyside Fire & Rescue Service co-ordinated the project with The Mersey Forest team, who provided the trees and helped to plant them, alongside local charity Rotters and George Pilkington of Nurturing Nature who taught the young people about gardening, wildlife and the environment.

Plans are underway to extend the project to a nearby site - four times the size of the fire station!

New Boxing Club is Fighting Fit

Local residents are happy to send their children to a Boxing Club at Belle Vale Fire Station, because they know it is a safe environment and has a great mix of people. They learn discipline, courage and respect for each other and also, their community.

Firefighters have teamed up with local residents to offer a series of fitness exercises and boxing training from the fire station and Light Heavyweight Commonwealth Champion Tony 'Bomber' Bellew met with the club's boxing talent at the official launch.

Along with local resident Jimmy Corness, who has been a coach at various boxing clubs in Merseyside, firefighters put young people through their paces at the club.

Romeo & Juliet in the Community by the Community

We firmly believe that helping improve interest in sport and culture will strengthen communities and ultimately make them safer.

In August 2010, Merseyside Community Theatre staged a community theatre production of Romeo and Juliet at the Fire and Rescue Service's Training and Development Academy in Croxteth. The Service received an overwhelming response from the community, partners and others who attended the four performances. The delivery of a high quality theatre production, performed, watched and delivered by local people in one of our most challenging communities is about as radical as it gets. Culture is something we believe should be done with communities, not to communities.

Sefton

Keeping Migrant Communities Safe in Sefton

A new initiative to keep migrant workers safer in the community and their own homes has been launched in Sefton. Due to the number of migrant workers who reside in the district, Merseyside Fire & Rescue Service have introduced a Migration Impact Advocate with the assistance of grant funding, to provide this vulnerable group with fire safety advice and to help strengthen the community. A weekly drop in centre based at Southport Fire Station has proved to be extremely popular.

Migrants often live in poor quality, overcrowded accommodation, and this, together with little knowledge of fire safety can create high risks of fire within migrant communities.

The role has been developed to improve relationships in these communities and also, fire safety within the home. We have established an excellent partnership network with all key stakeholders including Sefton MBC, Merseytravel, Sefton Health, Registered Social Landlords to help migrant workers in other ways by providing a signposting and referral service if they require support in areas such as crime prevention and housing.

Southport Hotels Strategy

Visitors to the area are safer from fire because of our work with the owners of the local hotels.

There have been no hotel fires within Sefton in 2009/10.

One Hotel has changed a number of their procedures as a result of the learning points from a major exercise carried out at the site. This change was put to the Southport Hoteliers Association as an example of best practice of procedure in case of fire.

A programme of large scale exercises at different hotels has been planned for this year.

Operational crews at Southport Fire Station have designed a schedule to visit all hotels by March 2011.

Crosby Plaza Community Engagement Cinema

People in Sefton are safer as we have used this location to access a wider audience to deliver home safety advice to.

We have organised charity events in tandem with cinema to provide funding for community events to take place at the cinema. We also engage with young people during bonfire period and school holidays to reduce anti social behaviour and provide an awareness of the impact of deliberate fires on the Fire & Rescue Service and the community.

In addition we have been able to use this venue to undertake a number of training exercises to ensure fire fighters receive the best possible preparation to respond safely to fires in large buildings.

Jamie Oliver's Ministry of Food

The people in Sefton have worked with us to become safer in the home when they cook.

We have worked with Rimrose Valley School to teach parents how to cook safely, economically and healthily.

We have also taken the opportunity to deliver a fire safety message to the parents and the school, by working in partnership with Action Trust, Sefton PCT and Love Food Hate Waste.

Knowsley

Youth Intervention

A dedicated Youth Intervention Officer from Merseyside Fire & Rescue Service Youth Engagement Team works within the Knowsley Anti Social Behaviour Unit to tackle youth crime and disorder. Our Current SKITTLES Project is a personal development programme to engage with 13 – 16 year old local youths who are at risk of entering the criminal justice system through anti social behaviour. In June 2010 the programme won the 2010 Merseyside Police Community Safety Award for Knowsley.

Protecting the Vulnerable

We help to keep elderly people safer in their own homes in Partnership with Knowsley's Domiciliary Care Service. We are working to provide a Fire Risk Assessment to be included in all personal care plans for vulnerable elderly residents who receive domiciliary care at home. This will be supplemented by a Fire Safety Concern Card attached to care plans to help carers spot any specific fire risks and request assistance and intervention through Knowsley Community Fire Safety Team.

Smoking Cessation

Smokers in Knowsley get help to quit following a Home Fire Safety Check as full training has been received by all Knowsley Operational Firefighters in delivering smoking cessation advice provided by Knowsley Health & Wellbeing Team. This enables advice and information on how to quit and where to receive advice and support for all local residents identified as smokers through Home Fire Safety Checks.

Community Information

We help to keep local people informed about their area through our involvement in the Safer Knowsley Partnership. we are developing a Community Messaging Scheme; a new message alert system which links the partnership and the community by providing up to date, relevant and timely information to our members within Knowsley by email, text or voice message to mobile or landline telephone. Information about local crime issues, crime reduction advice, community fire safety, appeals for witnesses and other specific information relevant to where people live or work can be transmitted

Protecting the Vulnerable

Vulnerable residents of Knowsley are safer in their homes because Knowsley Community Fire Safety Team has secured £15,750 from Knowsley Housing Trust (KHT) to provide 210 smoke alarms for hard of hearing KHT Residents. Additional funding of £25 per hard of hearing smoke alarm is provided by Knowsley Metropolitan Borough Council for each system installed in a home owners residence.

Firefighters Adopt a School in Knowsley

Firefighters in Knowsley have teamed up with local schools in a bid to reduce anti-social behaviour and the risk of fire and other emergencies in their communities.

The 'Adopt a School' scheme has seen each watch paired up with a local school so that they can develop stronger relationships with young people in their station area. As well as spending time in the classroom, firefighters invited young people back to the station so that they could see how the facilities are used by the local community. They have also addressed specific themes such as bonfire night, grass fires and Home Fire Safety Checks.

The partnerships will support the work of School Fire Liaison Officers and also allows the Service to work closely with the Safer Schools Partnership to tackle youth-related anti-social behaviour.

St Helens

Boxing Academy

Our Boxing Academy is helping to reduce anti social behaviour. The club is going from strength to strength with 25 regular participants between the ages of 11 and 16. We are working to identify the impact on the health and well being of the community, but the impact on anti social behaviour has already been seen in the reduction of incidents in its catchment area within the Parr area of St Helens

Neighbourhood Fire Fighters

Fire fighters operate in the Neighbourhood Management Offices in the heart of the community, building relationships with local residents and other agency workers. They use their contacts to involve other station based personnel in the work of the Renewal Board to reduce anti social behaviour.

The Neighbourhood Fire Fighters continue to work within the renewal area gaining a greater role within the work of all partners. Reports have been completed which show the hugely positive impact which they are having on antisocial behaviour in the St Helens area.

Volunteer Facilities Coordinator

The role of the volunteer co-ordinator provides a more efficient service to Service staff and external partners operating from St Helens Fire Station to make most effective use of the facilities and to maximise the benefit to the local community. The Volunteers are also completing an NVQ in administration.

Consultation has been completed with relevant partners including Helena Housing, Train to Gain and Fire Support Network.

St Helens Gives Alcohol the Boot at Road Safety Day

A road safety awareness day in St Helens City Centre helped to warn people of the dangers of drink driving.

Hundreds of locals watched St Helens firefighters carry out live extrications from an overturned car and also took part in a mock investigation into what causes road traffic collisions.

A badly fitted child seat, drinks and food on the front seat and other distraction items were placed into a car which had previously been involved in a collision and onlookers investigated the incident to find out what had caused the crash.

An alternative bar was brought along by St Helens Road Safety so locals could try non-alcoholic drinks and mocktails and also learn about the average units of alcohol.

Wirral

Working Together for Safer Homes

Merseyside Fire and Rescue Service and Wirral Partnership Homes have teamed up to help ensure the safety of tenants and residents on Wirral. This agreement means that Wirral Partnership Homes can share information with Merseyside Fire and Rescue Service about existing and new tenants to work together to reduce the risk of fire, reducing the risk to people and property alike.

This service will provide guidance and reassurance to individual households and also allow neighbours to be confident that all reasonable steps have been taken to minimise the risk of fire.

Youth Hub Launches in a Blaze of Glory

The Wallasey Hub is the blue print for what a modern fire station should be. It provides excellent facilities for firefighters and is in the heart of the community, providing opportunities for everyone, young and old, to socialize, exercise and simply have a good time.

The first of Wirral's new and improved Youth Hubs was launched at Wallasey Community Fire Station.

The Wallasey Hub is one of four to operate five nights a week including Friday and Saturday. The operation of the hubs was expanded following a call from young people for more modern facilities open at better times.

Dig It

The Dig-It Project runs from Bromborough Community Fire Station in conjunction with Wirral Youth Services to engage children aged 13-18 year olds in their community. They created a market garden utilising land owned by the Fire & Rescue Service. They helped design, develop and construct everything from a pond, plants vegetables and a wildlife area.

The young people involved in the Dig It project have been active in developing the project. One idea was to create a computer workshop facility utilising underused space within the existing building. The young people sought and obtained funding for the purchase of computers and other equipment and the refurbishment of this area to create a vision media suite. This facility further enhances the opportunities available to young persons on site.

A new project "Trailblazers" has been developed by fire service staff at Bromborough, Wirral Youth Service, Wirral Road Safety and Merseyside Police. This is a cycling scheme aimed at improving health and lifestyles for young people. The Dig It group have engaged with the scheme, further enhancing the opportunities available for young people.

Green Space Strategy

Merseyside Fire and Rescue Service are working with partners to help protect the Wirral's green spaces and make them safer for all to use. As part of the Green Space Strategy staff have risk assessed green space within station areas. Using this information Merseyside Fire and Rescue Service staff worked with partners to target problem areas. This collaborative working has proved effective and recently two people engaged in arson were caught and prosecuted.

Healthy Homes Initiative

The Healthy Homes project is now fully developed. A range of partners are working together to deliver a single point risk assessment in the home, the assessment identifies a number of issues and provides solutions that make peoples lives safer and healthier without the need for numerous visits from different agencies.. A stakeholder day was conducted at Wallasey Town Hall to engage with local communities and key stake holders to explain the aims of the project to secure success.

Pan Merseyside

Cage Multi Sports on the Move

Young people in Merseyside and across the North West have access to a range of sporting activities that can be delivered in the heart of any community.

Fire Support Network's Cage Multi Sports is to be extended across the North West, in a bid to reduce anti-social behaviour and create new volunteering opportunities for young people in the region.

The Cage Multi Sport sessions will be delivered in hot spot areas by the five North West Fire and Rescue Services, in partnership with the Fire Support Network (FSN).

In Merseyside, 25 staff from Merseyside Fire and Rescue Service and volunteers are currently delivering football, hand ball, dodgeball and quick cricket sessions and FSN will recruit firefighters from the North West Fire and Rescue Services to deliver the sessions in their local area.

As well as the traditional cage sports, young people can also take part in climbing wall activities after funding for two mobile cage soccer units and two climbing walls was secured from the North West Improvement Efficiency Partnership.

Helping Older People

Pensioners on Merseyside are being encouraged to take up the benefits they are entitled to, with a new campaign involving a host of local organisations.

Merseyside Fire and Rescue Service teamed up with The Pension Service, part of the Department of Work and Pensions, and other local agencies to discuss how to ensure elderly people receive the help and support, they need.

Many local organisations work with elderly people every day and by coordinating their work, they can help to raise awareness of the benefits that pensioners are entitled to and encourage them to take them up.

Merseyside Fire and Rescue Service Community Fire Safety team works with the local Pension Service to focus on areas where there are high concentrations of elderly people who may be entitled to Pension Credit.

MF&RS Older Persons Advocate is one of five advocates specifically working with older people in Merseyside and over the last 5 years has helped Sefton pensioners receive over £750,000 in unclaimed benefits.

Latest Recruit for Fire Safety

A pilot initiative to keep those with visual impairments safer in their own homes has been launched in Merseyside.

MF&RS has introduced a Visual Impairment/Disability Advocate to provide the most vulnerable with fire safety advice and ensure they follow fire safe procedures in their homes.

Local charity Daisy UK, which aims to assist disabled people to fulfil their potential and grasp opportunities, through sports, education and employment, helped MF&RS identify the best person for the new role.

It is hoped that through the new initiative, the Service can gain a better understanding of communicating with people who are partially sighted – both to carry out Home Fire Safety Checks (HFSCs) and in the event of fire. Daisy UK will also provide visual impairment courses to assist MF&RS staff to help vulnerable people.

Responsible Citizenship

Merseyside Fire & Rescue Service believes there is an expectation that everyone should strive to be a responsible citizen and we actively seek to promote this belief. The more people we can encourage to support this belief, the greater impact there will be on our Purpose to make Merseyside a safer, stronger, healthier community.

Being a responsible citizen covers many aspects, some of them legal obligations, some social and others moral. We know that citizens place great value on individuals giving a little time and effort to improve the local community

Legal Obligations

We will work in partnership and with the community;

- To enforce the requirements of the Regulatory Reform (Fire Safety) Order where businesses refuse to take their legal responsibilities seriously and we will continue to offer our support to partners who share this aim.
- To target the use of fire as a weapon in any form including hate crimes, by strengthening our relationship with the Police, ensuring we support successful prosecutions.
- To directly engage offenders to remove the threat of violence faced by our firefighters.

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

Volunteering

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

We are also working to identify how best we can enable other voluntary groups to help address local needs within our communities.

Through our work with Business in the Community (BITC), we have established how we can further support volunteers. We have also made a significant commitment to the voluntary sector by providing all our staff the opportunity to work for a charity for a day per year and provide support for our staff wishing to volunteer within our community.

Personal Obligations

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

- Ensuring you have working smoke alarms fitted in your home and testing them every week.
- Making sure you and any family you may have, know how and when to call us for emergency assistance and when not to.
- Keeping your property secure, particularly your wheelie bins, to remove the temptation of them becoming a target for arson.

Working with Responsible Business and Building Owners

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

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

For many years we have been committed to the promotion of fire suppression systems such as sprinklers in new buildings and as part of refurbishment programmes. We believe that such systems play a key part in reducing damage and potentially save lives and we will continue to lobby decision makers to make the fitting of fire suppression systems an integral part of property building and development.

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

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

To embed our own commitment to being a responsible business, we are developing an approach to corporate social responsibility that will recognise the difference between our statutory duty to community safety and our approach to social

responsibility within the community. To that end we are working with Business in the Community (BITC).

The Support of the People of Merseyside

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

Financial Assumptions

As we continue to develop our plans for the future of our Fire and Rescue Service, we must be conscious of the issue of “affordability” when making these plans.

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

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

Despite our successes, we still remain relatively high cost when compared to other Fire & Rescue Services.

“The Authority remains high cost compared to others, per head of population. The authority knows the reason for this (80 per cent of costs are staff related) and is putting in place measures to reduce staff costs.”

“The Authority has reviewed all areas of the organisation including the operation and staffing of appliances to improve efficiency. It has increased numbers of retained staff from 75 in 2006/07 to 206 in 2009/10. Over the same period the Authority has significantly reduced the number of wholetime firefighters.”

Extract 2010 Governance Report completed by the Audit Commission.

Increase in Council Tax

In setting its budget in recent years the Fire & Rescue Authority has faced significant financial challenges because of changes in the way central government grants are calculated and the cost of the firefighters’ pension scheme. This has led to our income being significantly reduced as these grants represent over 70% of annual income for the Fire & Rescue Authority. This meant that the Authority had to develop an innovative Financial Plan 2009/14² that reduced overall expenditure in line with resources available, delivered significant financial efficiencies and kept Council Tax increases to modest levels. The Authority has been successful at keeping Council Tax increases below 4%.

2010/11 has seen a Government grant increase of 0.5%. The Authority budget was set according to our Value for Money Principles and has resulted in a proposed investment in Merseyside of £73.3m this year. The Council Tax for 2010/11 being set for a band D property at £64.77 an increase of just £2.40 from last year. This is an increase of 3.85% in Council Tax.

Our budget for 2011/12 is available on line at;

² Available from <http://www.merseyfire.gov.uk>

www.merseyfire.gov.uk/asp/pages/finance/finance.aspx

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

This IRMP is set against the background of that financial plan and many of the proposals within it form an integral part of our Financial Plan 2009/14 and the budget for 2011/12.

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

Our Value for Money Principles

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

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

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

Principle 1

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

Principle 2

Control Council Tax.

Principle 3

Acknowledge budget realities.

Principle 4

The Authority seeks to avoid compulsory redundancy in delivering Value for Money.

Principle 5

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

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

The Financial Challenges Ahead

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

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

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

The Authority has planned prudently for managing these pressures and has maintained its Value for Money principles within its current plan.

However we recognise we have further, more challenging circumstances ahead, as a result of the fiscal action taken by the Government to support the economy and balance the National Budget in the past year, it has now become evident that the added burden that this placed on the economy will have to be funded from somewhere. It appears that cuts in public sector finances are inevitable. It is likely that grant funding for the Fire Service will be reduced over the next few years.

Central Government will announce the extent and timing of these cuts late in 2010. The scale of any action necessary will be considered with reference to the IRMP and the Value for Money principles.

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

- We have assumed an increase in the pay bill (not pay awards) of 2% per annum. This is for pension contribution and National Insurance increases.
- Pay negotiations with staff at a national level continue and there may be a pay freeze.
- All local government pension schemes are being reviewed. This may increase employer costs.
- Central Government Grant Increases in the medium term were originally assumed to be 2%, in line with HM Treasury targets for inflation. (This appears to be increasingly unrealistic, in light of current information.)

- It is assumed that the Authority will have the freedom to set Council Tax increases up to 4%. (The current Government has an aspiration to freeze Council Tax at present levels).

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

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

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

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

The Legal Responsibilities of the Fire & Rescue Service

In 2008 the Government published “Legislative Base for IRMP – Literature Review”³ The report identified over 1500 separate pieces of legislation and guidance which may impact on this planning process. In the following section we hope to show our main responsibilities under the growing list of legislation and guidance which we must consider when preparing our IRMP and planning how we deliver our services.

The Fire & Rescue Services Act 2004⁴

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

National Framework Document 2008 – 2011⁵

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

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

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

- Delivery of an enhanced resilience capability;
- Fire and Rescue Authorities taking ownership and successfully implementing the National Equality and Diversity Strategy⁶; and
- That in a tighter fiscal climate, Fire and Rescue Authorities meet public expectations of a modern, efficient and effective Public Service.

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

Building on the publication of Rising to the Challenge⁷, the joint vision for the Fire and Rescue Service by the Local Government Association (LGA), the Chief Fire Officers Association (CFOA) and Communities and Local Government published in 2007, this Framework sets out the challenges and opportunities faced by the Service, its partners and Government in support of the Service until 2011.

³ Available from <http://www.communities.gov.uk/publications/fire/legislativebase2>

⁴ Available from www.opsi.gov.uk

⁵ Available from <http://www.communities.gov.uk/publications/fire/nationalframework200811>

⁶ Available from <http://www.communities.gov.uk/publications/fire/equalitydiversitystrategy>

⁷ Available from www.lga.gov.uk

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

We are mindful that the Nation's priorities have changed since the publication of this document in 2007 and we are committed to reflecting these changes within our IRMP process.

The consultation document for 2011 onwards is yet to be published and there is uncertainty of the future and potential content of any Nation Framework, however Merseyside Fire & Rescue Service acknowledge the importance of planning and are committed to the maintenance of a publicly available plan detailing our future direction and priorities.

National Equality & Diversity Strategy for Fire & Rescue Services (2008-2018)⁸.

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

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

- That we reduce the impact of fire and other risks on all the communities we serve, by effective prevention, protection and emergency response
- That our workforce better reflects the diversity of the communities we serve
- That all our employees are equally respected and valued.

⁸ Available from <http://www.communities.gov.uk/publications/fire/equalitydiversitystrategy>

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

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

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

Equality Act 2010

We have already produced our strategy which fully embodies the requirements of the new act and we are setting ambitious stretch targets to challenge our performance in the future.

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

Civil Contingencies Act 2004

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

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

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

We are represented on all Local Resilience Forum Groups and Crime and Disorder partnerships in Merseyside, who produce the Community Risk Register⁹.

The Service is mindful that for a multitude of reasons our resources may be placed under strain. To ensure we are still able to provide an effective service to the people of Merseyside, the existing resilience arrangements which have been in place since

⁹ Available from

http://www.merseyfire.gov.uk/aspx/pages/reports/pdf/Merseyside_Community_Risk_Register_2009.pdf

2006 will be further developed through a strategy to ensure the testing, training and briefing of this capability.

The Regulatory Reform (Fire Safety) Order 2005¹⁰

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

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

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

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

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

Strong and Prosperous Communities - The Local Government White Paper¹¹

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

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

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

Regional Management Boards

¹⁰ <http://www.opsi.gov.uk/si/si2005/20051541.htm>

¹¹ <http://www.communities.gov.uk/publications/localgovernment/strongprosperous>

At the time of writing the future of the Regional Management Board structure is uncertain, however Merseyside Fire & Rescue Service are committed to working in collaboration with our local neighboring Fire & Rescue Services to deliver the improved outcomes that this brings.

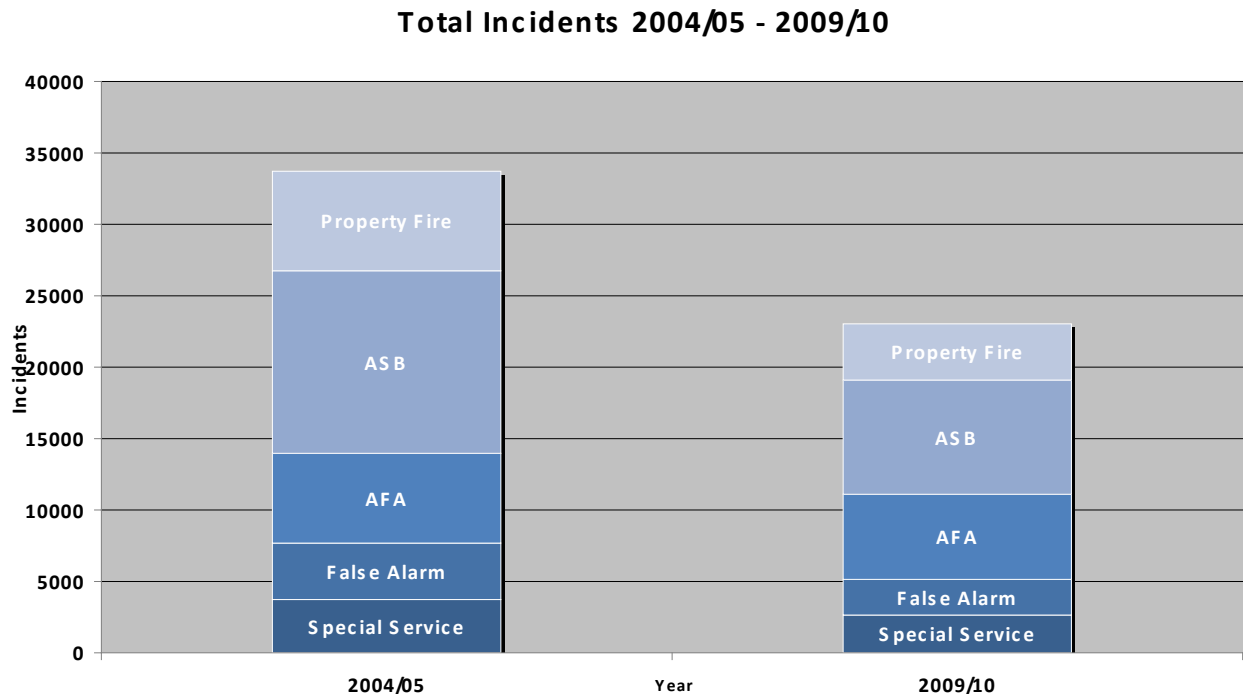
This section will be updated as soon as the future of the Regional Management Board is clear.

The Impact of our Previous Integrated Risk Management Plans

There is no doubt from the evidence presented in this IRMP, that Merseyside is significantly safer from fire than it was when we first published the IRMP in 2004.

The cumulative effect of our previous risk management plans has made a hugely successful contribution to the achievement of our Purpose of making Merseyside a safer, stronger, healthier community.

All Incidents Requiring Our Attendance



Property Fires – These are actual fires we attend which have occurred in the home, other buildings or transportation.

ASB – fires which are minor in nature, involve items with little or no value (rubbish, open ground) and occur usually as a result of anti social behaviour.

AFA – These are false alarms generated automatically by systems monitoring fire alarms in buildings.

False Alarm – These include calls made with good intent and those which are malicious hoax calls.

Special Service – These calls are non fire incidents and range from rescues by ladder, releases from a stuck lift, water rescues and chemical incidents.

It can be seen from the above graph that we have reduced the total number of incidents we attend by nearly 11,000 or 32% in 5 years. The greatest reduction in percentage terms has been in vehicle fires which have witnessed a drop of 62% in the 5 year period. Fires in properties have also reduced by 43% in the same period,

which is evidence to show how much we have achieved with our Community Safety Strategy and how much safer the people of Merseyside are now.

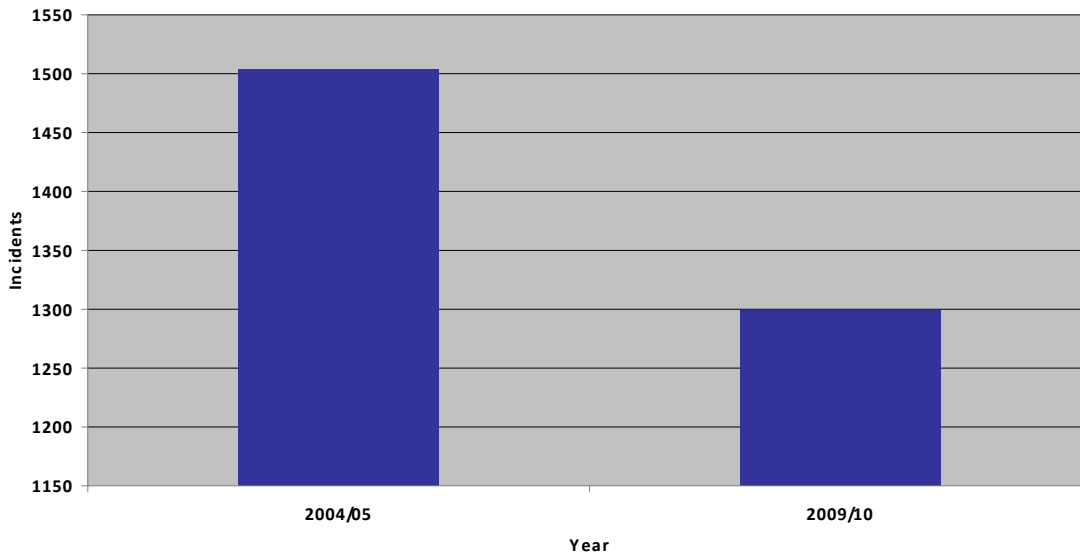
However, Merseyside Fire & Rescue Service is still not prepared to accept these levels of misery and disruption caused to the people of Merseyside; we intend to continue to take action to reduce the high risk to life incidents particularly those which relate to our homes.

We also challenge robustly the causes of the two types of incident which form the greatest proportion of our workload; ASB or fires resulting from anti social behaviour which makes up 35% of our total activity and false alarms generated by automatic fire alarms AFAs which account for another 25% of all incidents we attend.

At present, every time we send an appliance to an incident there is more than a 1 in 2 chance that it is either caused by anti social behaviour or it is a false alarm generated by an automatic system. We know these are both avoidable and they occur far too often, so we are working with our communities to drastically reduce these types of incident.

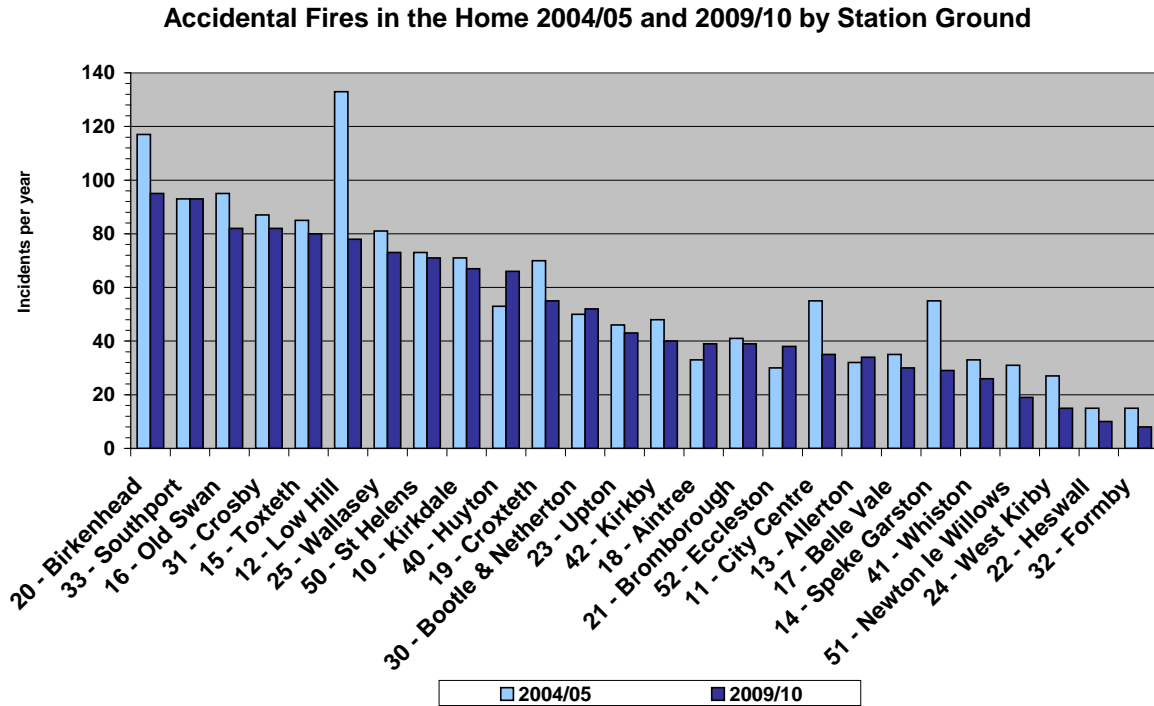
Accidental Fires in the Home

Accidental Fires in the Home 2004-05 and 2009/10



The graph above highlights the positive impact we have made on the occurrence of accidental fires in the home, an occurrence which our assessment reveals as having the highest risk to life of all incident types.

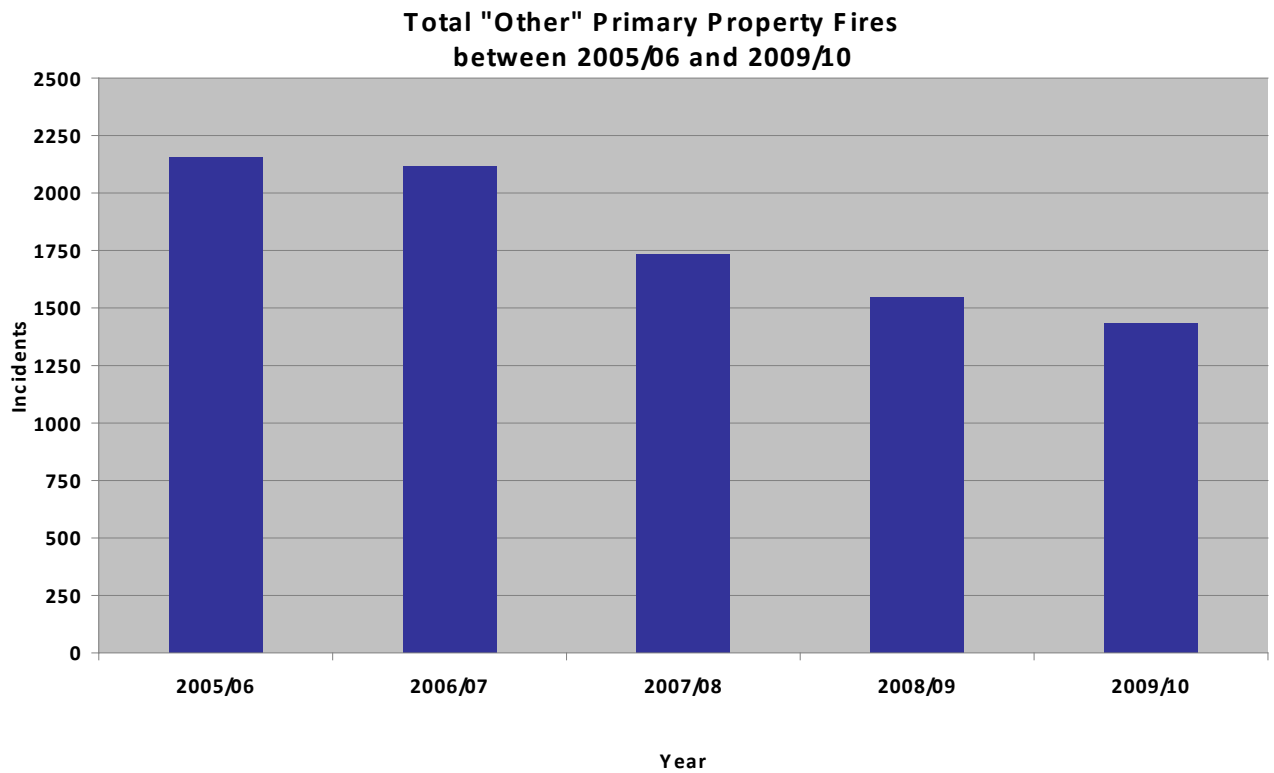
We cannot however be complacent with these results; we are working to ensure that this reducing trend continues to make people safer in their homes and to make Merseyside a stronger safer and healthier community.



This graph looks at the number of accidental fires in the home in each station area in Merseyside. Areas where we have had notable success in preventing these fires occurring are; Low Hill, Birkenhead, Speke/Garston and City Centre, some of the most deprived areas of Merseyside where this success has made a real difference.

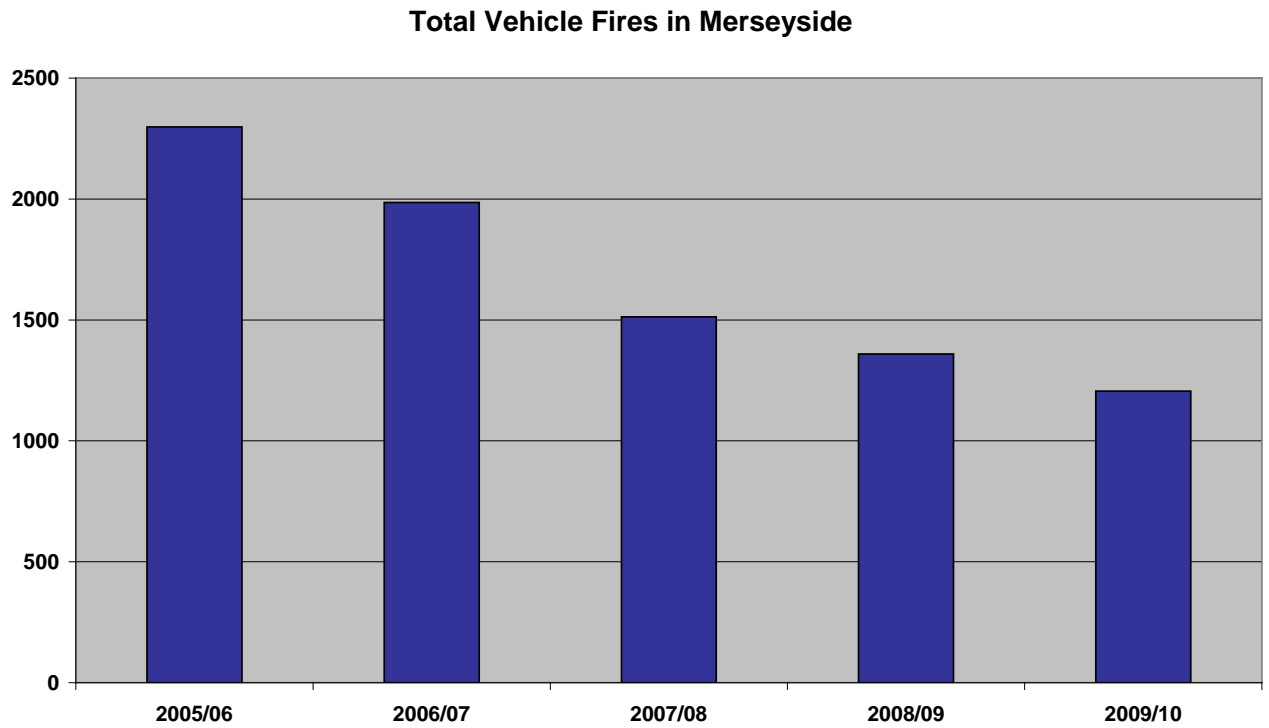
We use the data behind this graph in conjunction with our risk map to establish the areas where fires are most likely to happen, where they will have greatest impact and as a result, which are to be our current priorities for Community Safety Campaigns.

Fires in Other Properties



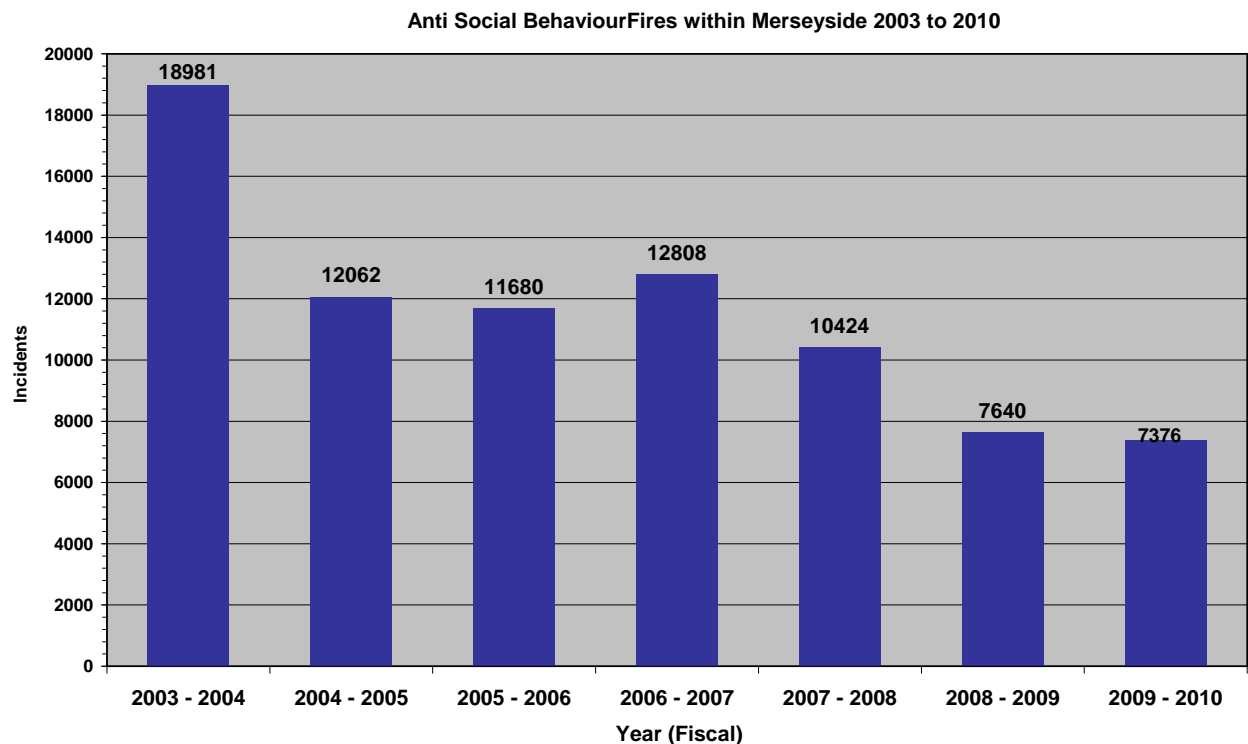
These are fires which include; deliberate arson in the home, fires in commercial properties and those open to the public. We can again see a steady decline in the occurrence of these incidents. Our focus remains the enforcement and the Fire Safety Order to ensure owners and occupiers have safety as their priority and our vigorous pursuit of those perpetrating acts of arson.

Vehicle Fires



Merseyside Fire & Rescue Service has established a number of procedures with local partners which have reduced this type of incident by 50% in four years. Whilst we continue with these successful initiatives, we are also identifying new and innovative ways of further reducing these incidents.

Fires Resulting from Deliberate Acts of Anti Social Behaviour



It can be seen from this graph that we have reduced the effect on our community and the burden placed on Merseyside Fire & Rescue resources substantially over the past 6 years. We have been able to achieve this reduction in fires caused as a result of anti social behaviour by using a wide variety of ground breaking prevention and intervention techniques.

These incidents do not usually increase the risks to life from fire; however they do blight our communities, cause untold misery to our residents and consume vast amounts of Fire & Rescue Service Resources and public money every year. We fully intend to continue the fight against this unlawful and unnecessary behaviour in new and ever more inventive ways.

Average Daily Number of Incidents Attended within Merseyside

Incident Type	2006/07	2007/08	2008/09	2009/10
Accidental Fires in the Home	3.75	3.60	3.57	3.55
Other Building and Property Fires	5.80	4.75	4.24	3.93
Vehicle Fires	5.44	4.15	3.72	3.30
Antisocial Behaviour Fires	36.84	29.63	22.85	21.88
False Automatic Fire Alarms	14.70	15.02	16.57	16.31
Other False Alarms	9.88	8.71	7.40	6.83
Road Traffic Collisions	2.45	2.08	1.99	1.78
Other Special Services	7.80	6.59	5.97	5.46
Total	86.66	74.52	66.31	63.05

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

These figures clearly demonstrate how risk has changed in three years within Merseyside. With our continued intervention, we have seen a drop of nearly 30% in the number of times we are called upon each day.

These figures and others, feed into the process which allows us to decide the appropriate level of emergency response resources to maintain and the necessary level of expenditure required to progress our prevention agendas.

Risk Assessment

The Climate of Risk

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

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

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

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

The Community Risk Register 2011 for Merseyside is available on our website at; www.merseyfire.gov.uk

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

Risk Methodology

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

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

factors are then totalled, banded and then mapped by area to establish our risk map. (See Figure 1)

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

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

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

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

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

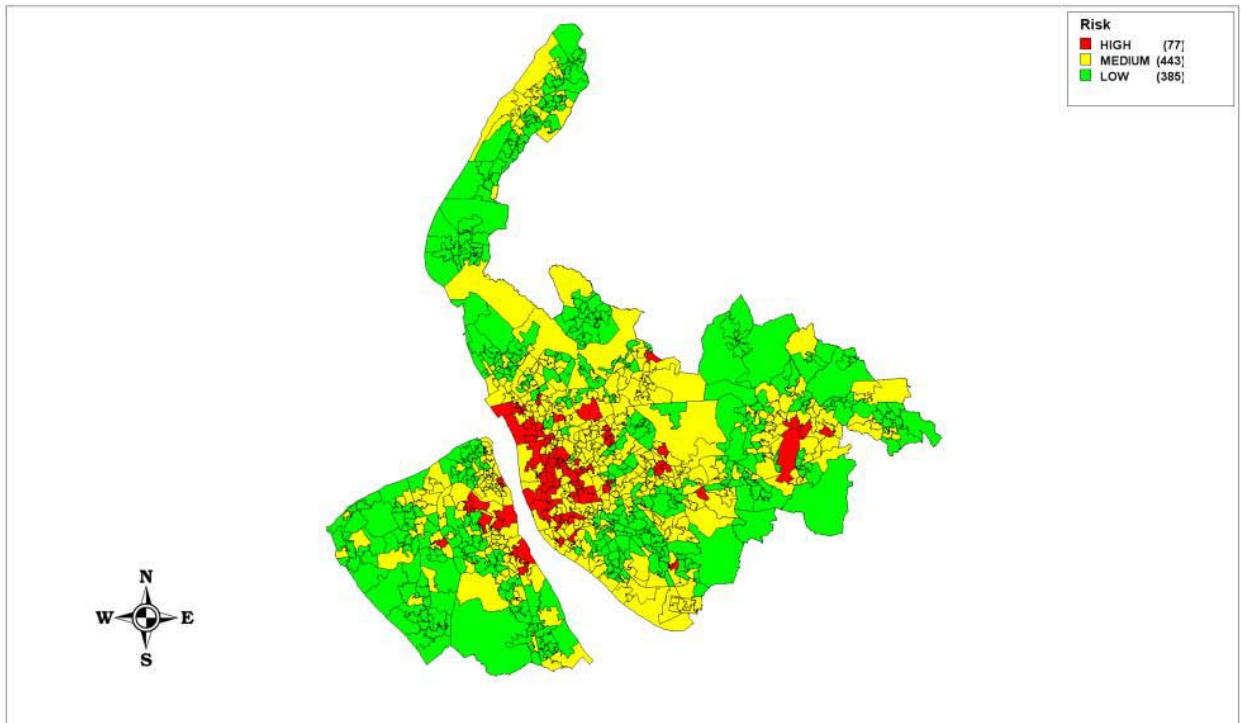
Work is continuing to develop our risk modelling which includes academic research being conducted by Liverpool John Moores University as part of our Knowledge Transfer Partnership. This research will particularly support activities around the identification and assessment of community risk.

What the Risk Map Shows

The current Risk Map shows the risk to life from fire and other emergencies as it is today. Our assessment has established that since 2004, risk has consistently reduced across Merseyside with areas of low risk expanding to encompass large areas of Merseyside.

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

Figure 1; Risk Map for Merseyside 2011-2014



Risk Map 2011

Author: Darren Poole
Date: 07.06.2010
Produced using MapInfo
Knowledge and Information Management

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Consultation and Community Engagement Plan

Consulting and communicating with our communities is important to us, as these people assist us in identifying local risks and determining how best to tackle these local issues.

Merseyside Fire and Rescue Service is committed to providing services that meet the changing needs of the communities of Merseyside. We have, with our partners, put into place a strategic group to ensure that consultation activities are managed within the five Local Authority Districts in a co-ordinated way, so people have an opportunity to contribute their views, but are not approached by many different organisations for the same information. By doing this we can use consultation for the whole of Merseyside in a way that assesses needs, customer satisfaction and risks within that community.

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

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

Prior to the commencement of this plan, the Service held five local consultation forums, where people were invited to offer their views on how the Fire Authority delivers its service. The final report is available on our website at www.merseyfire.gov.uk

Some of the key points which were important to those members of the community were;

There was a majority support for the principle of using the fire bikes to respond to small fires, instead of sending fire engines. Although there was concern expressed for the safety of any lone workers in this environment and the control measures to ensure their safety have been put in place.

Several viable money saving ideas were put forward by the respondents; could we share services with other Public bodies? Have we considered changing staffing levels or the number of appliances available at night?
Could we charge for some attendances we make?

There was overall support for reducing support appliance availability during the night to match the significantly lower level of risk at this time; there was also concern that

having fire fighters asleep at work was not an efficient way of working and changes should be investigated.

There was also strong views expressed around staff and efficiency reviews, the majority of respondents saw this as a routine necessity and fundamental to the delivery of a value for money Service. There was overwhelming support for the concept of sharing administrative services with other public bodies and the fact that the Fire and Rescue Service may not always be the provider of the service. The issue of outsourcing to private sector organisations raised some cautious responses, as most experiences of this in the group were negative. The majority of contributors did however support this, but with some conditions in place to ensure quality of service.

The issue of the provision of free smoke alarms and Home Safety Checks was also commented on at length, with the consensus being that we should continue to provide this service free of charge but should look to asking for payment or donation where people were able to afford it.

In addition to this consultation which occurred before the document was written, we will publish the document on the Merseyside Fire & Rescue website (www.merseyfire.gov.uk) and our Facebook pages immediately after it is approved by the Fire & Rescue Authority. We will also use Twitter to signpost the publication.

Our staff will be made aware of the document via email, which they will all receive, encouraging them to read and comment on the document.

We will also be sending a letter to all of our partners, representative bodies and interested parties, confirming the publication of the IRMP and encouraging them to take part in the consultation, which will run for 12 weeks.

We will provide hard copies of the document where requested.

If you have any comments please contact The IRMP Officer at;

consult@merseyfire.gov.uk

Or alternatively;

Merseyside Fire & Rescue Service Headquarters
Bridle Road
Bootle
Merseyside
L30 4YD

Document

The IRMP for 2011/14 is to be produced as an electronic consultation draft, before the final document is published after full consultation has occurred.

Actions to be Undertaken as part of IRMP Consultation

- Publish the consultation document on the Internet immediately following approval of the IRMP by the Fire & Rescue Authority.
- Issue a press release and brief all local media.
- Notify all employees through e-mail, Hot News & intranet.
- Send a hard copy of the consultation document on request.
- Use our District Managers to promote the IRMP with local organisations and encourage consultation feedback.
- Use our advocates and Fire Support Network to contact the more hard to reach groups within our community.
- Conduct a forum with the assistance of Opinion Research Services consisting of a random sample of members of the public from across Merseyside to discuss our strategic direction within the consultation IRMP document.

Interested Parties

IRMP consultation letters will be sent to:

- Community Organisations
- Chamber of Commerce
- Confederation of British Industry
- Local Authorities
- Local Parish Councils
- Public agencies
- Other emergency services
- Local Members of Parliament
- Members of European Parliament
- Members of Parliament with an interest
- Communities and Local Government
- 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, all responses received will be evaluated and formally considered by the Fire & Rescue Authority, any changes that are approved as a result of the consultation process will be represented within the final document.

We will also inform those that attended the Consultation forum conducted by Opinion Research Services showing how we have used their feedback.

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

Appendix A: IRMP Medium Term Strategy 2010 - 2015

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

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

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

Objective 1:

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

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

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

Objective 2:

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

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

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

Objective 3:

To reduce risk consistently across Merseyside.

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

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

Objective 4:

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

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

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

Objective 5:

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

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

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

Objective 6:

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

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

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

Objective 7:

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

Action: To work with all stakeholders to educate and inform the business community about their responsibilities for fire safety in the workplace and to work closely with all parties to improve fire safety design in buildings. We will also work with the owners/occupiers of premises with an automatic fire detection and alarm system to ensure that it is maintained in accordance with the requirements of the Regulatory Reform (Fire Safety) Order 2005.

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

Objective 8:

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

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

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

Objective 9:

To strive continually to maintain a safer and healthier workforce.

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

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

Objective 10:

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

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

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

Objective 11:

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

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

Target(s):

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

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

Objective 12:

To protect our communities from the effects of flooding.

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

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

Objective 13:

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

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

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

Objective 14:

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

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

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

Objective 15:

To ensure that our strategic plans reflect a regional perspective.

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

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

Objective 16:

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

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

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

Objective 17:

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

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

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

Objective 18:

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

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

Target: To reduce CO2 emissions by 30% by 2013.

Objective 19:

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

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

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

Objective 20:

To reduce antisocial behaviour on Merseyside, through the continual development of our Youth Engagement Strategy.

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

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

Appendix B: Our Value for Money Principles

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

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

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

The Authority will continue to:

- Make significant investment in Community Safety and preventative work. (REDUCE)
- Invest to maintain emergency response standards and to modernise working arrangements for dealing with a whole host of emergency incidents. (RESPOND)
- Develop arrangements for restoration with the private sector and the Fire Support Network. (RESTORE)
- Seek to generate significant savings through staff reductions whilst avoiding compulsory redundancy (RESOURCES)
- Invest in the capital infrastructure of the Authority in line with Asset Management Plan, Vehicle Replacement strategies and corporate objectives (RESOURCES)

Principle 2 – Control Council Tax

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

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

Principle 3 – Acknowledging budget realities

The Authority will continue to:

i) Acknowledge the challenges it faces:

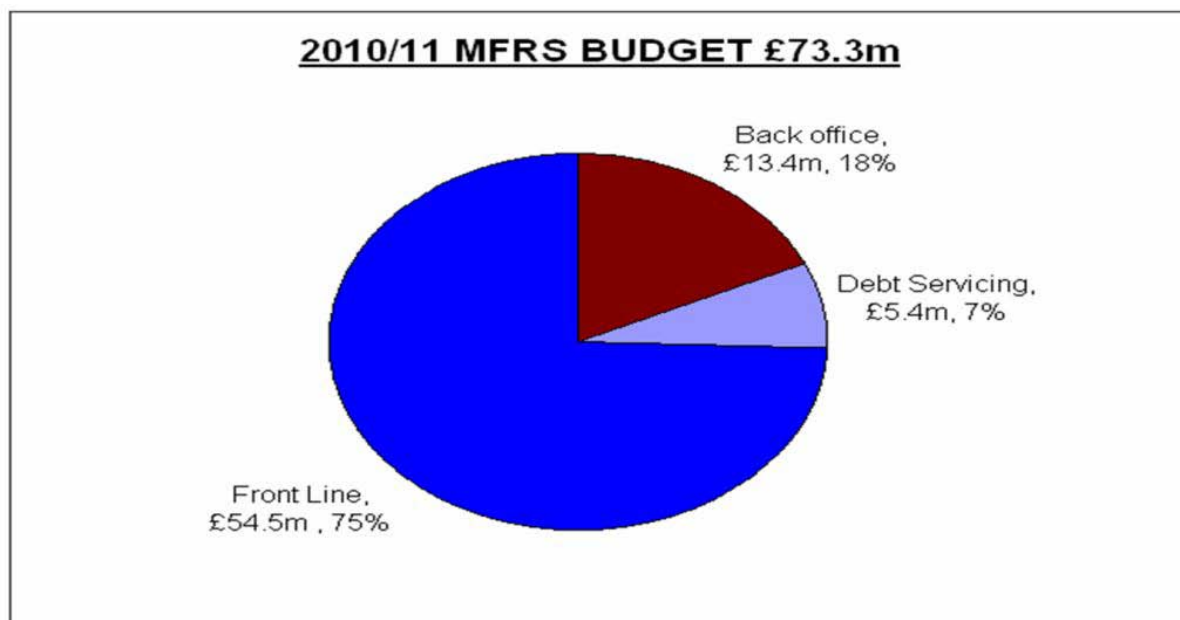
In recent years the Authority has delivered a number of large savings targets in order to stay within its budget. These savings targets have arisen because of:

- a) unexpected impacts arising from the Government's changes to pension funding in 2005/2006 that had a negative impact on the overall revenue position
- b) The Comprehensive Spending Review 2007 giving the Authority grant increases at a floor level which was significantly below the Treasury's own forecasts for inflation (4.5% over three years below inflation estimates at the time).

ii) Acknowledge the reality of its budget:

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

The Value for Money approach is reflected below, in the chart showing how the Authority approved the allocation of resources for 2010/11.



Principle 4 – The Authority seeks to avoid compulsory redundancy in delivering Value for Money.

The Authority is committed to delivering Value for Money without compulsory redundancy. It is important to note that the Value for Money Delivery Plan cannot be delivered any faster than the rate of staff turnover within the organisation.

The majority of savings have come from uniformed retirements although the Authority has used voluntary early retirement/ and voluntary severance and other Value for Money tools when a business case exists to do so.

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

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

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

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

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

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An excellent authority making a difference

I&DEA

Layden House

76-86 Turnmill Street

London EC1M 1LG

March 2009

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Public Consultation on IRMP

Opinion Research Services

WEBLINK



"An Excellent Authority"

Making Merseyside a Safer, Stronger, Healthier, Community

SERVICE PLAN

April – March
2011 - 2012

IRMP SERVICE PLAN EXTRACT

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4 Integrated Risk Management Plan (IRMP) 2011/14 – Action Plan 2011/2012

4.1 Reduce Risk

➤ Expand Our Role within the Voluntary Sector

We will reach more people at risk and mitigate these risks by working even more closely with the Fire Support Network. It is anticipated that the availability of funding is likely to significantly reduce in the near future, this close relationship will allow the limited funding predicted to be utilised in the most efficient way possible while maximising risk reduction and access to those at risk.

➤ Fire Fit Community Hubs

To strengthen the community, to provide facilities to enable the community to interact and to reduce risk for each member of the community, we will provide facilities initially at Toxteth Fire Station. These facilities will be focussed upon health, fitness and wellbeing, but will also be flexible to enable the community to provide what it requires for itself.

➤ Crosby Water Sports Centre Partnership

We will provide improved and more cost effective water rescue services. We will explore the potential for a partnership with this facility to provide a location for operational training and community engagement. We will also fully evaluate the impact upon existing provision of water training and work to minimise any impact.

➤ Home Fire Safety Check Evolution

People in Merseyside will gain added benefits from our Home Fire Safety Check (HFSC) services. We will develop the HFSC to include the risk assessment of health, wellbeing and safety related issues in the home. Also to develop the potential for other MFRS staff to deliver the HFSC along with our partner agencies.

➤ **Multi Agency Licensing Group**

Organisations will benefit from a streamlined approach to licensing. We will work in partnership with other agencies to form a single multi agency group to consider licensing applications. This will speed up the current process, reduce costs and allow for immediate consideration of any inter related issues of each application.

➤ **Advocate Development**

People and communities at risk will see that risk reduce further. We will develop the role of the advocate teams to provide preventative interventions across a range of areas utilising their specialist skills and knowledge. Offer this unparalleled access capability to partner Agencies to deliver their interventions, depending upon risk.

➤ **Speed Awareness Course**

We will help drivers on Merseyside become safer. We will discuss and evaluate the potential to deliver Speed Awareness Courses with Merseyside Police and develop a comprehensive and engaging course to reduce risk on the roads.

➤ **Community Hub in Speke**

To reduce risk, anti social behaviour and promote community spirit, we will expand our current urban garden and provide other facilities at Speke Fire Station that the local community need. We will seek all partners to assist in this project and work with the local community to deliver it.

➤ **Carbon Monoxide Alarms**

People will be at less risk of carbon monoxide poisoning in their homes. We will implement a free service to fit carbon monoxide alarms in the homes of the most vulnerable people in Merseyside by seeking commercial and voluntary partners to assist in the delivery of this service.

➤ **Fire Awareness, Accommodation & Integration for Refugees**

We will reduce risk faced by refugees in Merseyside. To do this we will create a single source of accessible information and advice to address fire safety issues, accommodation and early integration into the community. We will deliver a home fire safety check to any referred refugees and also offer work experience to suitable refugees.

➤ Digital Inclusion

To ensure all members of our community are included in the digital revolution we will provide access to computers and the internet at fire stations in areas which are identified as having poor access to these facilities. It has been estimated that 40% of people in Liverpool have no access to a computer. Silver Surfer Hubs will provide computer facilities in an environment which is supportive and relaxed to encourage older residents to experience using a computer.

4.2 Respond

➤ Investigate the Provision of Support at Larger Scale Emergency Incidents

Our response to emergencies will be more flexible because we will investigate the potential performance and the efficiency of innovative ways of providing support to the initial emergency response at larger more protracted incidents.

➤ Develop an Appropriate Risk Based Response to Automatic Fire Alarm Actuations

The significant cost of responding to false alarm calls from automatic systems will reduce as we work to ensure that those responsible for buildings take their responsibilities seriously. In 2009/10 the fire and rescue service provided an emergency response on 4, 519 occasions to properties where the call resulted from an automatic fire alarm system. That was over 20% or 1 in 5 of all emergency calls on Merseyside. To safeguard our emergency response to life risk incidents we will develop an appropriate risk based response to these actuations.

➤ Mobile Emergency Paediatrician

Children in need of emergency medical assistance will receive additional services. We will establish patterns of risk in this area with partner agencies and develop facilities and equipment to address the risks to children's health and emergency care.

➤ Review Internal Logistics

We will review our current arrangements for the movement of materiel within the service and implement changes to make the system as efficient as possible.

➤ Joint Emergency Services Protocol

To reduce risk, maximise efficiency and deliver an excellent service to the people of Merseyside, we will explore the feasibility of delivery of services jointly with other emergency service providers.

4.3 Restore

➤ Climate Corps

To reduce the impact of the effects of climate change on the community and to promote the recovery of these communities after any incident we will facilitate the creation and organisation of a volunteer group. The Climate Corps will recruit volunteers from the local community to offer their services in times of flood, heavy snow fall, drought and other natural phenomenon which can have devastating effects on the most vulnerable within our community. We will provide all necessary training, including first aid training to enable them to perform these tasks and to become a valuable community resource.

4.4 Resources

➤ Preparing for Change

This Service, like many others, will need to respond to Government spending cuts. An in house team will provide career coaching, signposting and mentoring services. They will also provide personal advisors to produce personalised plans, when required. In addition they will develop and promote an attractive voluntary redundancy package.

➤ Create The Merseyside Observatory

Organisations on Merseyside will be able to target their services based on improved knowledge and information to help address risk and need where it occurs. We will create the Merseyside Observatory; which will provide commercial knowledge and information management services to other agencies and organisations.

IRMP Action Plan for Consultation 2011 - 2012

Project	Directorate	Description	Outcomes	Links	Budget
REDUCE RISK					
Expanding our Role within the Voluntary Sector	Community Safety	We will reach more people at risk and mitigate these risks by working even more closely with the Fire support Network. It is anticipated that the availability of funding is likely to significantly reduce in the near future, this close relationship will allow the limited funding predicted to be utilised in the most efficient way possible while maximising risk reduction and access to those at risk.	To maximise the benefits to those most at risk within our community by continuing to attract the greatest amount of grant funding possible and to use this funding in an efficient manner.	Making a positive Difference, Provide an Excellent Service, Everyone Matters, Our People are the Best they can be. Medium Term Strategy; 1, 3, 6, 8, 10 & 11.	No additional costs expected, as this will be delivered with existing resources.
Fire Fit Community Hubs	Community Safety	To strengthen the community, to provide facilities to enable the community to interact and to reduce risk for each member of the community, we will provide facilities initially at Toxteth Fire Station. These facilities will be focussed upon health, fitness and wellbeing, but will also be flexible to enable the community to provide what it requires for itself.	To reduce risk, promote healthy lifestyles and to enable community endeavours to take place locally in an area of high risk.	Making a Positive Difference, Everyone Matters, Provide an Excellent Service. Medium Term Strategy; 1, 3, 6, 10 & 11.	External funding will be sought to support this action.

Crosby Water Sports Centre Partnership	Operational Preparedness	We will provide improved and more cost effective water rescue services. We will explore the potential for a partnership with this facility to provide a location for operational training and community engagement. We will also fully evaluate the impact upon existing provision of water training and work to minimise any impact.	To improve safety for the users of Merseyside's waterways by providing a realistic water training resource within Merseyside and to maximise the use of this facility by providing community engagement activities and water safety awareness.	Making a positive Difference, Provide an Excellent Service, Our People are the Best they can be. Medium Term Strategy; 3, 9, 10, 12, 16,18, 19 & 20	Costs to be contained within existing budgets.
Home Fire Safety Check Evolution	Community Safety	People in Merseyside will gain added benefits from our Home Fire Safety Check (HFSC) services. We will develop the HFSC to include the risk assessment of health, wellbeing and safety related issues in the home. Also to develop the potential for other MFRS staff to deliver the HFSC along with our partner agencies.	We will maximise the benefit from each of our visits we make in the home. The new check will offer a broader range of advice on how to reduce other risks.	Making a Positive Difference, Everyone Matters, Provide an Excellent Service. Medium Term Strategy; 1, 3 & 4.	No additional costs expected, as this will be delivered with existing resources.
Multi Agency Licensing Group	Community Safety	Organisations will benefit from a streamlined approach to licensing. We will work in partnership with other agencies to form a single multi agency group to consider licensing applications. This will speed up the current process, reduce costs and allow for immediate consideration of any inter related issues of each application.	To deliver a better service to the applicant and to make the process more efficient for the services involved.	Making a Positive Difference, Provide an Excellent Service. Medium Term Strategy; 3, 5, 7 & 8.	No additional costs expected.

Advocate Development	Community Safety	People and communities at risk will see that risk reduce further. We will develop the role of the advocate teams to provide preventative interventions across a range of areas utilising their specialist skills and knowledge. Offer this unparalleled access capability to partner Agencies to deliver their interventions, depending upon risk.	To deliver a wider range of services to those at risk by creating a well trained group of Advocates, capable of delivering multiple services to reduce risk. This service will be offered to other partner agencies.	Making a positive Difference, Provide an Excellent Service, Everyone Matters, Our People are the Best they can be. Medium Term Strategy; 1, 3, 4, 6, 8, 10, 11 & 19.	Source of Income Generation
Speed Awareness Courses	Performance & Values	We will help drivers on Merseyside become safer. We will discuss and evaluate the potential to deliver Speed Awareness Courses with Merseyside Police and develop a comprehensive and engaging course to reduce risk on the roads.	To reduce the risks on the road from speeding motorists a course which will be enlightening and informative will be designed and delivered.	Making a Positive Difference, Everyone Matters, Provide an Excellent Service. Medium Term Strategy; 3, 10 & 19.	Source of Income Generation.
Community Hub in Speke	Community Safety	To reduce risk, anti social behaviour and promote community spirit, we will expand our current urban garden and provide other facilities at Speke Fire Station that the local community need. We will seek all partners to assist in this project and work with the local community to deliver it.	The Hub will be a focal point for the community which will reduce risk, anti social behaviour and strengthen the community.	Making a Positive Difference, Everyone Matters, Provide an Excellent Service. Medium Term Strategy; 1, 3, 6, 10 & 11.	External funding will be sought to support this action.

<p>Fire Awareness, Accommodation & Integration for Refugees</p>	<p>Community Safety</p>	<p>We will reduce risk faced by refugees in Merseyside. To do this we will create a single source of accessible information and advice to address fire safety issues, accommodation and early integration into the community. We will deliver a home fire safety check to any referred refugees and also offer work experience to suitable refugees.</p>	<p>Refugees will be safer and they will benefit from a better choice of accommodation and early access to support services.</p> <p>We will meet all referred refugees to reduce their risk and ensure their integration in to the community. We will also provide a first step into the employment market for refugees.</p>	<p>Making a Positive Difference, Everyone Matters, Provide an Excellent Service.</p> <p>Medium Term Strategy; 1, 3, 6, 10 & 11.</p>	<p>External funding will be sought to support this action.</p>
<p>Carbon Monoxide Alarms</p>	<p>Community Safety</p>	<p>People will be at less risk of carbon monoxide poisoning in their homes. We will implement a free service to fit carbon monoxide alarms in the homes of the most vulnerable people in Merseyside by seeking commercial and voluntary partners to assist in the delivery of this service.</p>	<p>This will further reduce risk to the most vulnerable within our community and will be delivered in a highly cost effective manner.</p>	<p>Making a Positive Difference, Everyone Matters, Provide an Excellent Service.</p> <p>Medium Term Strategy; 1, 3, 4, 6, 8, 10 & 19.</p>	<p>External funding will be sought to support this action.</p>

Digital Inclusion	Community Safety	To ensure all members of our community are included in the digital revolution we will provide access to computers and the internet at fire stations in areas which are identified as having poor access to these facilities. It has been estimated that 40% of people in Liverpool have no access to a computer. Silver Surfer Hubs will provide computer facilities in an environment which is supportive and relaxed to encourage older residents to experience using a computer.	Members of our community will be able to have free access to computers and the internet. This will help people; particularly older people to feel part of their community.	Making a Positive Difference, Everyone Matters, Provide an Excellent Service. Medium Term Strategy; 1, 3, 6, 8 & 20.	External funding will be sought to support this action.
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RESPOND

Investigate the Provision of Support at Larger Scale Incidents	Operational Preparedness	Our response to emergencies will be more flexible because we will investigate the potential performance and the efficiency of innovative ways of providing support to the initial emergency response at larger more protracted incidents.	We will have a more efficient and effective method of providing the right resources at the right time on the fire ground at larger incidents.	Provide an Excellent Service, Everyone Matters, Our People are the Best they can be. Medium Term Strategy; 2, 4, 10, 12 & 16.	This action will improve the efficiency of service delivery.
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<p>Develop an Appropriate Risk Based Response to Automatic Fire Alarm Actuations</p>	<p>Operational Preparedness</p>	<p>The significant cost of responding to false alarm calls from automatic systems will reduce as we work to ensure that those responsible for buildings take their responsibilities seriously. In 2009/10 the fire and rescue service provided an emergency response on 4, 519 occasions to properties where the call resulted from an automatic fire alarm system. That was over 20% or 1 in 5 of all emergency calls on Merseyside. To safeguard our emergency response to life risk incidents we will develop an appropriate risk based response to these actuations.</p>	<p>Building owners and occupiers will take more responsibility and more effective use of resources will be achieved as a result. A more efficient and effective method of providing a response to these automatic notifications will be developed which will be combined with robust enforcement of the legal requirements of the Regulatory Reform Order.</p>	<p>Provide an Excellent Service, Everyone Matters, Our People are the Best they can be.</p> <p>Medium Term Strategy; 2, 3, 4, 5, 7, 8, 9, 10 & 17.</p>	<p>This action will improve service delivery.</p>
<p>Mobile Emergency Paediatrician</p>		<p>Children in need of emergency medical assistance will receive additional services. We will establish patterns of risk in this area with partner agencies and develop facilities and equipment to address the risks to children's health and emergency care.</p>	<p>We will seek commercial partners to assist in the provision of all resources required to enable Paediatricians to volunteer to provide an emergency response for the communities of Merseyside.</p>	<p>Making a Positive Difference, Provide an Excellent Service, Everyone Matters.</p> <p>Medium Term Strategy; 3, 4, 8 & 10.</p>	<p>External funding will be sought to support this action.</p>
<p>Review Internal Logistics</p>	<p>Performance & Values</p>	<p>We will review our current arrangements for the movement of materiel within the service and implement changes to make the system as efficient as possible.</p>	<p>Changes in procedures and structures will facilitate greater efficiencies to be made in this area.</p>	<p>Provide an Excellent Service</p> <p>Medium Term Strategy; 4, 10 & 18.</p>	<p>This action will improve service delivery.</p>

<p>Joint Emergency Services Protocol</p>	<p>Performance & Values</p>	<p>To reduce risk, maximise efficiency and deliver an excellent service to the people of Merseyside, we will explore the feasibility of delivery of services jointly with other emergency service providers.</p>	<p>Services will be delivered efficiently in a cost effective manner through the coordinated activity of emergency services.</p>	<p>Provide an Excellent Service Medium Term Strategy; 3, 4, 10, 13, 15, 16 & 19</p>	<p>Costs to be contained within existing budgets.</p>
<p>RESTORE</p>					
<p>Climate Corps</p>	<p>Community Safety</p>	<p>To reduce the impact of the effects of climate change on the community and to promote the recovery of these communities after any incident we will facilitate the creation and organisation of a volunteer group. The Climate Corps will recruit volunteers from the local community to offer their services in times of flood, heavy snow fall, drought and other natural phenomenon which can have devastating effects on the most vulnerable within our community. We will provide all necessary training, including first aid training to enable them to perform these tasks and to become a valuable community resource.</p>	<p>People will volunteer to help out in their communities in times of need. We will develop and train a group of volunteers, who will be called upon when weather conditions or natural occurrences create problems for members of our community.</p>	<p>Making a positive Difference, Provide an Excellent Service, Everyone Matters, Our People are the Best they can be. Medium Term Strategy; 3, 4, 6, 8, 10, 11, 12, & 19.</p>	<p>External funding will be sought to support this action.</p>

RESOURCES

<p>Preparing for Change</p>	<p>People & Organisational Development</p>	<p>This Service, like many others, will need to respond to Government spending cuts. An in house team will provide career coaching, signposting and mentoring services. They will also provide personal advisors to produce personalised plans, when required. In addition they will develop and promote an attractive voluntary redundancy package.</p>	<p>To assist the organisation deal efficiently and sensitively with potential spending cuts and to have the capability in house to provide these services if the need arises. Other activity will be taken by the team to promote voluntary redundancy if required.</p>	<p>Provide an Excellent Service, Everyone Matters, Our People are the Best they can be. Medium Term Strategy; 4, 10 & 16.</p>	<p>Costs to be contained within existing budgets.</p>
<p>Create The Merseyside Observatory</p>	<p>Knowledge & Information Management</p>	<p>Organisations on Merseyside will be able to target their services based on improved knowledge and information to help address risk and need where it occurs. We will create the Merseyside Observatory; which will provide commercial knowledge and information management services to other agencies and organisations.</p>	<p>This will generate income by providing the service to external organisations whilst assisting those organisations target their services effectively.</p>	<p>Provide an Excellent Service, Our People are the Best they can be. Medium Term Strategy; 4 & 6.</p>	<p>Source of Income Generation</p>

Document Control

Active Date	Review date	Author	Department
09/09/10	18/01/11	J. Kellaway	IRMP

Amendment History

Version	Date	Reasons for Change	Amended by
1	09/09/10	Original version	J. Kellaway
V1.1	20/09/10	Updated	J. Kellaway

Related Documents

Doc. Type	Ref. No.	Title
Strategy	IRMP 2011	IRMP 2011/14