Integrated risk management plan
YEAR 3 (2006/07)

DRAFT CONSULTATION DOCUMENT

Beacon Authority
2004-2005
Services for Older People

Merseyside
FIRE & RESCUE
SERVICE

"An Excellent Authority"

www.merseyfire.gov.uk

making communities safer

preface

Since Merseyside Fire and Rescue Authority published its first Integrated Risk Management Plan (IRMP) in 2004, it has also published a supplement and action plan in 2005 and this draft represents the second and final supplement to that original IRMP.

As with the previous supplement, this draft does not set out to duplicate the information contained within the IRMP but sets the context for the 2006/7 Action Plan that is contained within it. Where appropriate it will update and expand upon the information contained within the original IRMP. Therefore it may be useful for readers to consider its proposals in conjunction with the IRMP.

The IRMP is a medium term document with a life of 3 years and as a result it is proposed that 2007/8 will see the production of a completely re-written IRMP that will take the Authority forward for the next three years.

As in 2005/6 the IRMP will be completely integrated with the Authority's Service Plan for 2006/7 but it has been possible to remove the IRMP element from the Service Plan to create a stand-alone document to satisfy the requirement to consult widely on the IRMP.

If you would like to obtain further information about any of the issues contained in this supplement, the 2005 supplement, the full IRMP or would like a copy of any of these documents in another language or format, please contact us using one of the following methods:-

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"This authority was rated the best in the country"

Foreword

2005/6 has been a rewarding year for Merseyside Fire and Rescue Authority. July saw the public announcement of the first Fire Comprehensive Performance Assessment (CPA) and this Authority was rated the best in the country, one of only two Authorities to receive a coveted "Excellent" rating. All this in the face of high levels of deprivation and a history of difficult industrial relations and high numbers of fires, deaths and injuries, which make our achievements all the more remarkable.

The resulting report praised our innovation and commitment, particularly to our Vision of "Making Merseyside Safer" through many and varied community safety initiatives and strategies. Our staff and volunteers were praised for their commitment to that vision and for enthusiastically embracing the change that has been necessary. This was particularly pleasing, as we know that our people are our greatest asset.

We continue to do things differently, and it is rewarding that the commitment shown at all levels of the organisation has paid off with both national recognition and improved performance that has meant real improvements in community safety over the last five years.

However we do not want to become complacent. There is still a lot of hard work to be done by all staff and elected members and we still need to convince some people that the pace and extent of the change

Tony Newman,
Chair, Merseyside Fire and Rescue
Authority

Tony McGuirk,
Chief Fire Officer,
Merseyside Fire and Rescue Service

we have experienced in recent years is worth the effort. But this year, for the first time we have had our approach endorsed nationally at the highest level. Although we did not need any convincing that what we were doing was right for the people of Merseyside, our CPA rating confirms to our stakeholders that what we are doing is making a difference.

Our IRMP and year two supplement were also commended in the CPA report and this second IRMP supplement allows us to build on our present success and continue to improve upon excellence by employing imaginative strategies for prevention and protection, emergency response and business continuity and by developing strong and forward thinking organisational structures and systems to support the "front end" service delivery.

We hope that you will find this draft supplement an interesting read and that it will offer a thought provoking insight into how we see Merseyside Fire and Rescue Authority developing in the coming years. We are confident that the Authority, through the Fire and Rescue Service, can continue to make a real difference to the lives of people on Merseyside and we will continue to work towards making Merseyside Safer.

We actively encourage comment and feedback which can be made in writing to Divisional Officer Allan Harris, IRMP Officer, Service Headquarters, Bridle Road, Bootle, Merseyside L30 4YD, or via email to allanharris@merseyfire.gov.uk. If you want to discuss any issues arising from this draft IRMP Supplement you can also telephone Allan on 0151 296 4302

aims & objectives

our vision:

To make Merseyside a safer community

our mission:

To work in partnership with the community, to provide a value for money service which will:

- Reduce death, injury and loss of property due to fire and protect the people and environment including visitors to the region.

- To provide a high quality fire and rescue service within the resources available in accordance with best value principles

corporate aims 2006/07:

1. Prevention and Protection

To take action to prevent fires and other emergencies whilst protecting life and property in the event of such an emergency

2. Emergency Response

To respond to all requests for assistance with a level of resources appropriate to the risk

3. Business Continuity

To provide prevention, protection and post-incident recovery services to businesses on Merseyside

4. Organisation

To deliver an effective, modern and learning organisation

introduction

The year 2005/6 has seen a number of developments occurring that affect the fire and rescue service on a national and local level. Key developments are set out in this section to give readers some context to the Authority's plans for IRMP actions during 2006/7.

During 2005 The Comprehensive Performance Assessment (CPA) process was applied to fire and rescue services for the first time. The assessments were carried out by the Audit Commission, on behalf of the Office of the Deputy Prime Minister (ODPM). CPA is an assessment at a corporate level of how an authority is run and considers in detail issues such as corporate governance, leadership and priorities, the authority's capacity to achieve what it has set out to do, how it manages its performance and whether it has achieved its targets and improved its performance. Consideration is also given to how an authority balances prevention and protection work against emergency response and what its plans for the future are. The CPA teams also considered how authorities are dealing with IRMP, Integrated Personal Development (IPDS), community fire safety, partnership work and equality and diversity.

The results for CPA were published in July, and Merseyside was awarded the highest score of all English fire and rescue services, becoming one of only two authorities to be rated as Excellent. This is a great achievement for this Authority and a fantastic reward for the years of hard work by all our staff, volunteers, elected members and partners. The pace of change in this authority has probably been greater than any other fire and rescue service in the country, but the outcomes in terms of improved community safety have been worth it. There are people in Merseyside who are alive, well and untouched by the misery of fire as a result of our innovative work in all areas of the service. We will use our excellent rating as a springboard for further innovative and imaginative work in the future.

The Civil Contingencies Act, which will become law in November 2005, places a responsibility on all Category One responders (local authorities, emergency services, health authorities and services, and some government departments and agencies) to work together more effectively. The Act's purpose is to update the United Kingdom's emergency and disaster response mechanisms, capabilities and communications but within this wide remit are specific measures that will impact upon business continuity. It is a requirement of the Act that Category One responders produce joint community risk registers and communicate information about risks to the public. The Act is designed to increase organisational resilience and has an important role to play in increasing community safety.

This year has also seen the plans to move towards **Regional Control Centres** develop further with the announcement of the location of those control rooms. Currently there are 46 fire control rooms in England, based at local fire brigades. The FiReControl project is working to move from the existing system of control rooms into 9 new amalgamated Regional Control Centres. The North West control room will be based at Lingley Mere Business Park, Gt. Sankey, Warrington, Cheshire and this Authority in common with many others will be working with the Regional Project Team to ensure we are all up to date on the development as it progresses over the next few years to ensure that the best possible service continues to be provided to the people of Merseyside.

In order to achieve the aims set out in this plan, the Fire and Rescue Authority needs to make decisions about the resources available to it and how it the **Deployment of Resources** will take place. This includes the deployment of people, property, finance and equipment. Deployment of resources in accordance with this plan means that we must ensure that we are able to meet:

• **The aims and objectives of the Authority**

• **The pay expectations of employees**

• **The pensions expectations of retired employees**

• **The requirement to deliver value for money that is placed on all public services**

The Authority must also ensure that its decisions on deployment of resources are compatible with a wide range of other duties placed upon it.

The Authority has a **Best Value Duty** to make arrangements to secure continuous improvement in the way in which they exercise their functions, having regard to a combination of economy, efficiency and effectiveness (Local Government Act 1999). The IRMP, including the determination of the number of personnel on duty at each location at different times of the day, and working different working patterns is a decision for the Fire and Rescue Authority, having consulted with the appropriate parties. This means that it is possible for the Authority to use the fundamental

means of releasing resources for re-deployment into other areas of need, by altering the working patterns of employees to provide for more efficient working. If a working pattern delivers an efficient service and releases resources for re-investment into other areas of this plan, then such a pattern is compatible with the deployment of resources provided to meet the needs of the plan.

Local Authorities owe a **Fiduciary Duty** to their ratepayers, analogous to that owed by trustees to their beneficiaries.

The Fire and Rescue Services Act of 2004 has placed on a statutory footing many of the activities and services provided by fire and rescue authorities over a number of years, such as rescue from road traffic collisions and promotion of fire safety. The Act also made provision to place the **National Framework** on a statutory footing. The National Framework sets out the Government's expectations of all Fire and Rescue Services and requires that F&RA must make efficient and effective use of resources to implement the IRMP, including using more efficient working practices where appropriate.

Central to our risk-based strategy for the promotion of fire safety and the reduction of fires through our systematic integrated risk management process is the **Hierarchical Phased Approach**. This approach allows us to identify and assess the risk posed by fire and seeks continuous improvement in the risk control measures adopted. This process is embodied in the RAPID (Risk Assessed Programme for Incident Deployment) system adopted by

the Service. The implementation of RAPID is a continually developing process which demonstrates the effectiveness of the hierarchical, phased approach to promoting safety from fire in Merseyside.

The most effective strategy for promoting fire safety has the same common features as those adopted for all other major hazards subject to health and safety regulation. A hierarchical approach as set out below gives "defence in depth"

• Firstly, as far as is practicable, by removing or reducing the potential for fire hazards;

• Where this is not possible, measures should be put in place to detect and prevent significant fire hazard development and consequent risk to life;

• Finally, provision is made to mitigate the consequences of any reasonably foreseeable fire hazards.

prevention & protection

Home Fire Safety Checks

Following over five years of successful home fire safety checks (HFSC) the time is now right for MF&RS to invest in an external analysis of the Home Fire Safety Check initiative, to review and assess its impact upon reducing death and injury, due to accidental dwelling fires. Analysis will be undertaken of incident data regarding fires in the home generated before we began our HFSC campaign and a comparison made with our current data. This work will be carried out independently and the results will be used to inform and improve our HFSC programme thereby assisting to reduce fire deaths and injuries.

Community Safety Advocates

We now employ 31 advocates working in the areas of: -

1. Minority Ethnic Communities 4
2. Older People –6
3. Drug / Alcohol Misuse- 3
4. Arson Reduction - 5
5. Local Authority Districts - 6
6. Carer training - 1
7. Disabled People - 3
8. D/deaf People – 2
9. School arson reduction - 1

We will continue with this groundbreaking advocates programme and continue to utilise this initiative to target those most at risk and drive down fire deaths and injuries in these difficult to reach groups. Although the additional costs to the authority can be offset by the improved performance that the advocates are providing, this year we will not only continue the current advocate programme but also expand the scheme by seeking alternative funding. MF&RS will look at different avenues for funding including sponsorship and marketing this unique scheme to other fire and rescue services.

Fire Service Direct

As MF&RS evolves, it is necessary to ensure that we continuously improve upon our successes. As part of our continuous improvement this year we will develop the concept of Fire Service Direct to meet the needs of our evolving Community Fire Safety Programme, coupled with this is the drive to be more efficient in how these services are provided. New technology needs to be embraced with initiatives such as the national e-fire project which from a portal on the internet will have the potential to provide advice support and the facility for on line booking of appointments for an HFSC.

Impact Analysis of Beacon Mentor scheme

After receiving our award of Beacon status for service to older people, we entered into a mentoring scheme with Cleveland and London Fire services. This year we will

assess the success of this project; the lessons learned will be used to inform the future development of not only London and Cleveland but also MF&RS. The overall outcome and biggest benefit will be an increase in HFSC's carried out in the homes of elderly people, which will contribute to improving their safety

Fire World

Merseyside Fire and Rescue Service is embarking upon the development of a world class community fire safety education and visitor centre for the communities and visitors to Merseyside. Fire World will be a purpose built interactive and multi media education facility that will raise public awareness about fire safety. The ultimate aim of Fire World is to help reduce death and injury from fire. The project will be significantly funded by the private sector both for its development and subsequent annual running costs.

Good Health Guardians

With the continued success of our partnership with Wirral heartbeat, this year we will expand our role in the community in regard to health and healthy lifestyles. Fire fighters are portrayed as leading fit and healthy active lifestyles in the media and have a good image with the public. MF&RS believes that fire service employees can therefore be role models for health in the community. The project 'Fire Fit Families' will influence the general health and fitness of families in our communities on Merseyside, using this project as a vehicle to carry the Community Fire Safety message and increase the positive fire

service image in the community. Merseyside Fire Service will be looking for potential partners to share the cost of this project.

Residential Sprinklers and Sprinklers for School Premises

We continue to promote residential sprinklers and work with education authorities to increase the number of sprinklers installed in the community. We continue to lobby government both locally and nationally to have what we believe is an important feature of fire safety included in the design of all premises, in which it would be appropriate to fit a sprinkler system either on a permanent or temporary basis.

In collaboration with our partners we will endeavour to increase the number of sprinklers in domestic property, especially those which house potential victims of hate crime such as safe houses, hostels and refuges .

Whatever it Takes

We intend to run a pilot scheme in collaboration with Cleveland Fire & Rescue Service with the aim of improving community safety within a designated area of Merseyside. The aim is that by improving the safety within a community it will have an overall impact on the whole community not just specifically with regard to fire. We will engage with all our partners to establish a cohesive approach to working in the selected community.

Best Value Review of Fire Safety

We have implemented the review of fire safety whilst maintaining the same level of service. We will now examine in detail the method of providing fire safety legislative services to the business community of Merseyside to ensure that it is appropriate to our customers needs. This year we will establish one generic risk based inspection programme for all sizes and types of business properties upon Merseyside. Following this assessment of our inspection programme we will put our customer needs and requirements first and provide alternative staffing arrangements utilising only qualified people (which may consist of people not currently employed by MF&RS on a call off contract basis) and work systems to ensure we provide the most appropriate and efficient service to businesses.

Learning Zones

In collaboration with a number of partners we intend to develop one learning zone in each district. This proposal will assist us with our targets regarding the reduction in anti social behaviour and hoax calls. Also, as a consequence of the interaction between firefighters and the young persons in each community we would hope to see a reduction in violence towards firefighters. This involvement of firefighters in our communities should see an increase in HFSCs being delivered to people at greatest risk.

emergency response

Even with the active promotion of fire safety and the risk-based targeted focus on fire prevention in the home, it is an unfortunate fact that fires will still occur and rapid firefighting intervention is essential to save life and minimise property damage.

Emergency Response Standards

The extensive research initiated following the "Out of the Line of Fire" report in 1998, which is reported in the RAPID approach document, highlights the importance of confining the fire to the room of origin in reducing the risk to life, both to the public and firefighters, and of minimising property damage. The research demonstrates that the "probability of death of a person involved in fires" rapidly increases if effective firefighting intervention is delayed for more than 10 minutes. Similarly, the available international research gives the optimal maximum intervention time to confine a fire to the room of origin as eight minutes.

We have continued to gather evidence and undertake analyses to produce updated risk maps of Merseyside. We are using the latest technology and providing appropriate resources to help us in this, including the FSEC toolkit.

The FSEC toolkit is a computer based risk model developed by the ODPM, which has been made available nationally to all Fire & Rescue Services. The model is based on a Geographical Information System (GIS) and draws on socio demographic census information, historical incident data, disposition of stations & appliances and an unedited road network to determine response times. This enables Fire and Rescue Services to:

• Assess the risks from fire and other incidents within their areas

• Allocate responses appropriate to that risk

• Predict the effectiveness of any risk reduction strategies employed.

As work continues on the development of the RAPID approach, in particular to incorporate the risk profiling of Merseyside based on the FSEC model, for 2006/7 the standard of
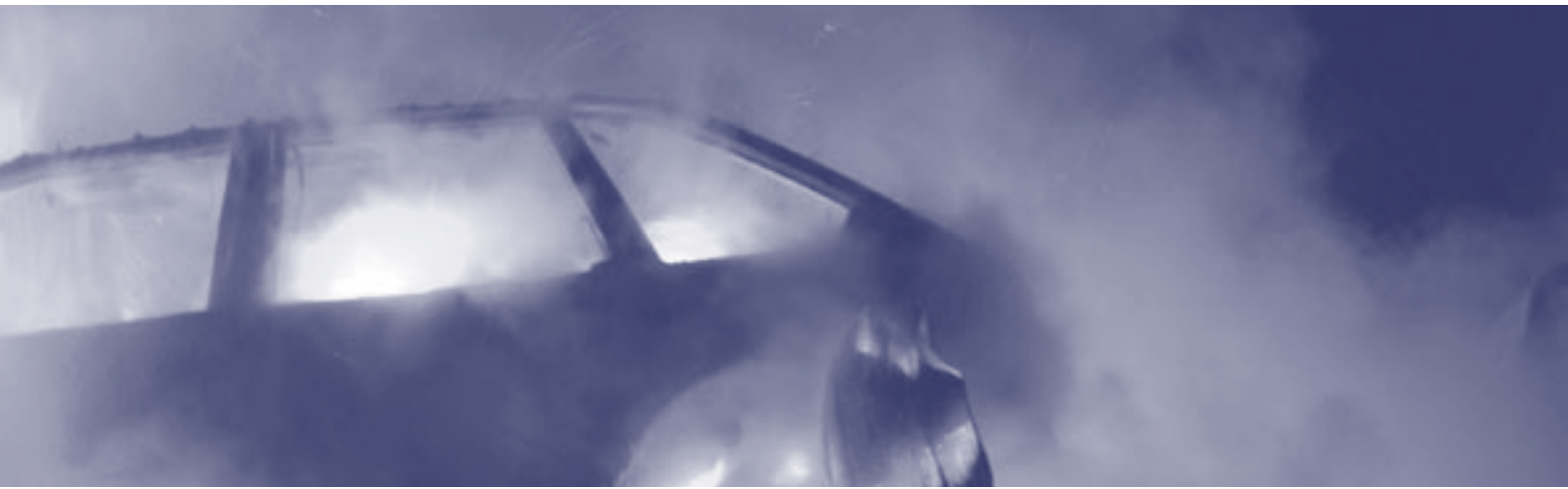
intervention with respect to fire risk will be:
• High Risk - First attack within 5 minutes with additional support within 8 minutes

• Medium Risk - First attack within 6 minutes with additional support within 9 minutes

• Low Risk - First attack within 7 minutes with additional support within 10 minutes

These times to be achieved on 90% of occasions.

We will continue to improve our mapping to provide an accurate electronic risk map, utilising this information to ensure the appropriate response to incidents is made based on risk.

Threat Response Group

A great deal of work has already taken place in response to the changing threats to local and national considerations since the New York attacks of 9/11 and the London attacks of 7/7. Locally we are working closely with our partners to manage crime and the fear of crime in our communities.

Through a continuous process of review and development it has been considered that gathering the various aspects of this work and expertise under a single group with our partners will better serve our communities through these changing times.

The existing successful teams of the Arson Task Force, Fireworks Incident Research Safety Team (FIRST), Explosives Licensing and Incident Investigation will be brought under the group with new teams formed for Hazardous Materials, Explosive Incidents and Multi-Agency Response.

This will allow us to better liaise with the Police to increase our ability to manage criminality with respect to fire and improve our operational efficiency when dealing with other incidents such as chemical spills, explosive incidents and other incidents where the emergency services are jointly engaged. This approach will allow us to understand each other's terminology and working practices when dealing with complicated incidents.

To support this work, the Group will develop the intelligence gathering and analysis work created through our work on fireworks and explosives incidents to cover other areas of concern and allow us to better target our resources and people to manage any emerging threat or concern.

Although this is a new approach to the management of this broad range of threats, the structure, people and resources are already in place to take the recognised successful work of the past few years and allow it to develop further for the benefit of all the communities of Merseyside.

emergency response

Urban Search and Rescue

In the previous years we have developed our response to 'New Dimension' incidents and have been provided with additional vehicles and equipment by the ODPM, to enable us to effectively respond to a major or catastrophic event within Merseyside, or if requested to attend as part of a regional or national response.

In order to provide the best possible response we wish to extend our ability to train for such events and will for example build at our Safety Training Centre a rubble mound which will be used for collapsed building training and canine search and rescue training. The provision of these additional facilities will enhance the skill level of our operational firefighters to support urban search and rescue, water rescue, line rescue, hazmat and marine firefighting.

We will work with the ODPM to provide a training facility for the use of all the North West Regional fire services to improve the quality of response by the fire service to any incident.

Marine Rescue

In the last 12 months we have incorporated river rescue into our emergency response capability, and now provide a service which was previously operated as part of a registered charity. River rescue is now an integral part of MF&RS and we will ensure a 24/7 response to emergencies that occur on the river.

We will undertake a review of the capability of the river rescue service and implement any outcomes which materialise. This will include the provision of accommodation at an appropriate location and the procurement of a new boat to ensure the best possible service to the public and visitors who use the river.

Offshore & 'At Sea' Fire Fighting

In the light of the increased activity within the river Mersey, which has seen the number of cargo / container vessels increase and especially the proposal for a significant increase in the number of passenger vessels berthed in the river we will re-examine our capability and implement procedures and training to effectively deal with all fires on vessels at sea within the county boundary. This enhanced fire fighting capability will contribute to improved safety for firefighters, sailors and passengers.

Tunnel Training Facility

We will discuss and examine the feasibility with Mersey Travel of whether to use the unused Birkenhead spur of the Queensway road tunnel as a training facility. Following this review we will implement its recommendations. It is envisaged that this facility will allow us to improve the quality of service firefighters will be able to provide, by being able to train effectively in tunnel environments which by their very nature are difficult and physically demanding. As a result of this work it will improve the safety of both tunnel users and firefighters.

Regional Control Centres (RCC)

The Government has now announced that Warrington will be the location for the new North West RCC. This FiReControl Project programme states that the North West RCC could go-live anytime in 2008 or 2009. In relation to IRMP, the ODPM recognise that the systems that they provide in each RCC must be able to support the constituent services differing IRMP's.

ODPM have also pledged that they will provide an interface between all existing Management Information Systems (MIS) and the new systems they provide. Given the plethora of such systems within the UK Fire Service, this is considered a very bold claim. This Authority has a number of MIS type systems, which we depend upon for various elements of IRMP. The Authority must carefully consider how we manage our MIS during the migration period to the new centre.

It is proposed that RCC's will act as a "data-hub", providing management information support for each Service including:

Data capture – Data capture will be provided by the Command & Control system and reported to each Service. Analysis of management information will still be undertaken by Services. Update of Predetermined attendances and location risk information will be undertaken by Services using an interface to the Command & Control system

There will be a recognised set of national status types that appliances will book to when undertaking non-operational duties such as HFSCs, e.g. mobile immediately available, mobile with delayed attendance of three minutes etc.

Low Level of Activity and Risk Stations (LLAR)

We have undertaken extensive research into the provision of fire cover across Merseyside. Based on this research we will extend and implement our innovative crewing system at a number of locations across Merseyside where the data has identified that the station is one of LLAR. This method of crewing is cost effective and maintains

a fast response rescue pump at LLAR stations 24 hour a day, whilst providing additional opportunities for firefighters to work a different shift pattern that may be more appropriate to their personal circumstances.

Small Fires Units

The small fires unit currently operates between 1600 and 2200 hrs each day. This is our busiest period for attending small nuisance and anti social behaviour fires and the use of such a vehicle has proved to be extremely successful. Following on from this success we will examine service-wide data on all small fire incidents to establish the number of additional small fires units required to deal with the demand based on both geography and in terms of services delivered. This additional Increased flexibility in the method in which we deliver our services will allow us to make optimum use of our available operational resource, including personnel and equipment and provide an improved service to the community.

emergency response

Appliance Numbers and Locations

We will maintain a rescue pump in each station area 24 hours a day to continue to strive towards achievement of the very high response standards we have set. These standards are higher than previously set by the Government and are amongst the highest in the country.

In order to ensure we are making best use of our resources we will undertake further research and implement a system which delivers the optimum numbers of available appliances at the most appropriate locations for different times of day based on identified risk and need. This will include the feasibility and cost of providing a mobile fire station to cover an identified risk which may only be present at certain limited times.

This research will also examine the number and role of support pumps, together with potential mobilising locations and staffing options. This research will also consider whether we need the same number of support pumps during a whole 24 hour period, and whether they can be staffed differently at different times each day according to demand.

Following a review of this research we will implement its findings.

Road Traffic Collisions (RTC)

We will work with partners such as Mersey Regional Ambulance, Merseyside Police, R.O.S.P.A and the insurance industry to acquire significant quantative and qualitative data regarding RTC in Merseyside. From this data we will research and develop an RTC prevention strategy and ensure appropriate response times for all calls to RTC's.

We will endeavour to reduce RTC's by the delivery of a driving awareness training course for

young people at the STC. The course will deliver a number of training events to young offenders and mainstream 15 – 21 yr olds to reduce the incidence of RTC involving young persons.

To assist in the aim to reduce RTC's we will examine and implement the use of a second motorbike to work in the community with the groups who will potentially benefit from road craft awareness.

The second motorbike will also have a response role and we will examine and implement an appropriate operational role for this vehicle.

Volunteer Service at Rainford

MF&RS are engaged in a range of diverse issues to improve the service we provide to the public of Merseyside. In expanding this diversity of operation we will undertake a feasibility study to consider the introduction of a volunteer service operating from a site in Rainford. This will enhance the level of emergency service delivery which is available to the people of Rainford.

Extend Co-responder Scheme

In the UK today approximately 150,000 people die of sudden cardiac arrest annually. However, 85% of these sudden deaths are potentially avoidable using a defibulator, which is used to 're-boot' the heart muscle into effective action with an electric shock. The co-responder scheme is a partnership with Mersey Regional Ambulance where fire service personnel attend a suspected cardiac arrest and use a defibulator. In partnership with Mersey Regional Ambulance Service, we will identify additional appropriate locations for the co-responder scheme with the provision of appropriate equipment at identified locations to improve life saving capability for the community.

Attendance at unwanted fire signals

Following the examination of data regarding attendance at unwanted fire signals we will implement an amended emergency response provision which could include a motorbike. If the number of calls we attend due to unwanted fire signals at premises does not reduce significantly, then we will consider an alternative response to a standard fire appliance. Following this attendance and subsequent risk assessment, if appropriate, we will mobilise a further response from fire appliances in a way that will meet the Authority's general response standards to calls where there is a fire.

business continuity

The Economic and Social Cost of Fire

The Central Economic Advice Unit of the Analytical Services Directorate of the ODPM has carried out some work on establishing the economic and social cost of fire.

The cost of fire to the economy of England and Wales each year is some £7.7 billion. This can be broken down into three distinct areas: -

• Consequential costs £3.3 billion. This includes property loss, business interruption, loss of output due to injuries and death, the cost of ambulances & hospitals dealing with injuries and the associated human costs such as pain, grief and suffering to the individuals and their family and friends.

• Response costs £1.7 billion. These are the direct Fire Service costs.

• Prevention costs £2.8 billion. This covers the costs of providing domestic smoke alarms, commercial fire prevention measures such as alarms and sprinklers, insurance costs and fire safety related campaigns.

Using information from every type of fire, the average cost to the economy of each individual fire is £8,170. For commercial fires the average cost is £58,100, whilst for public sector buildings, the average cost is to £51,430.

It therefore makes economic, as well as commercial, sense to prevent as many fires as possible, an undertaking that the Authority has been pursuing for a number of years and this remains a key objective

Extension of the ISS Ark initiative

We will undertake research to gather detailed data on the impact of fire and other emergencies and extend this initiative to all other districts. This initiative will assist in improving the ability of businesses to recover from fire, flood or other incident and therefore have a direct impact on the consequential benefits to the economy of the communities in which the businesses are located.

Extension of the Risk Smart programme

Following the implementation of the Regulatory Reform Order (RRO) in April 2006, all premises that were in receipt of a Fire Authority issued Fire Certificate will now have to undertake and record a comprehensive risk assessment. We propose to undertake a publicity campaign in collaboration with an external consultant to support business in becoming aware of their legal responsibilities under the legislation. This process will assist the business community to carry out professional risk assessments in line with the RRO.

Arson

The provision of our arson advocates, working in the district council areas has had a dramatic impact in reducing fires due to deliberate ignition. At present these posts are funded by a grant from the Arson Control Forum. We propose to mainstream arson reduction services and increase the number of arson advocates to 6, a second advocate being located in Liverpool.

We intend to extend our hate crime strategy to assist in the protection of vulnerable members of the community, where there is potential for fires to be used against them. In collaboration with our partners we will seek additional funding to deliver a risk reduction to these vulnerable groups.

E-Fire Business Section

E-Fire is a national Government sponsored project to provide electronic service delivery in the fire service. Once the e-fire project is completed and the internet portal initialised we will integrate the portal with Fire Service Direct to enable the facility to book HFSC appointments online.

organisation

Collaboration with London and Cleveland

The Beacon Peer Support work in which MF&RS, Cleveland and London Fire Services collaborated to improve the services to older people was extremely successful. We wish to continue with collaborative work with Cleveland and London Fire Services into other areas of fire service work and as part of this collaboration three themed areas, common to each service will be chosen for this year following consultation between each service. The benefits to the organisation of collaboration will be that it allows for a wider perspective upon defined and specific areas, sharing of resources, reduction in costs and opportunities for personal development.

Mentoring Weak or Poor Fire and Rescue Services

Our CPA success of being an excellent authority brings with it a certain level of responsibility. It is very important that Merseyside Fire and Rescue Service now shares its best practice with fire services that require our help. In light of this, we realise that during this year and the coming years we will need to offer our support and advice over a range of issues to many fire services across the country. There will be benefits to be derived from our involvement in mentoring schemes. It will raise MF&RS profile throughout the country and by our involvement with other services there should also be reciprocal benefits including the sharing of best practice. There is also capacity for funding and joint work with the Improvement and Development Agency.

Asset Management

Over the coming years we intend to either refurbish or rebuild some of our premises. To ensure professional appraisal of development plans and the future planned uses of existing buildings we intend to produce and maintain an asset management plan. The maintenance of the asset management plan will ensure that the information held on building stock is always current. This plan will be used to inform our decision making with regard to our building stock and enable us to be better equipped to provide improved accommodation for both our use and the use of the community.

We plan in the future to design and build multi use/occupancy buildings to ensure that new fire stations are integrated fully into their community.

Fire Support Network (FSN) Integration

MF&RS are very proud of our relationship with the FSN and the work that is undertaken by volunteers to make our communities safe from fire. We wish to expand the role of the FSN and develop greater cross performance working between them and MF&RS and propose to integrate FSN volunteers into service headquarters to provide support to all departments.

Annualised Hours/Part time working

The vast majority of our uniformed staff work a 2,2,4 (2 day shift, 2 night shifts and four off duty rota days). This may not suit all of our staff, and we therefore propose to examine and implement alternative staffing arrangements in order to give our uniformed employees an array of duty systems, which may be more suitable to their personal circumstances. This will give greater opportunities for an increase in flexible working and a diversity of staffing options providing additional family friendly working.

We propose to create a central resource consisting of part time staff available on a call off contract basis. This will provide additional resilience for operational personnel during peak leave periods but will also provide a more diverse workforce with greater opportunity of employment in the fire service for underrepresented groups. It will also provide opportunities for individuals who may not be able to work on a full time basis, but can be flexible in their approach to the hours and days which they can be available.

We will consider alternative shift systems and where appropriate implement these in addition to our traditional shift patterns e.g 12 hour shift patterns.

Station Locality Managers/ OWLe development

Following the success of our Station Locality Manager scheme we will undertake a full review of Station Locality Managers and implement the appropriate number in the most suitable locations. We propose to increase the effectiveness and impact of the OWLe performance management system which, in tandem with the increase in Station Locality Managers, should provide opportunities for increased capacity, delivering high performance at all our fire stations.

Drink & Drug Testing

We have in place a policy to undertake drug/alcohol testing when we have cause to believe it may be a contributing factor. We now propose to assess the benefit of "with cause" testing and commence random drug / drink testing of personnel in risk critical roles. This proposal will improve the safety of all personnel, improve awareness of drug / alcohol issues in the service and provide the public of Merseyside with confidence in its fire service. Personnel who fail any drug or alcohol test will be provided with the appropriate health care.

Business Intelligence

We want to move away from simply providing data (for example the number of incidents) and a limited amount of more detailed information (for example looking a the causes of incidents) to providing a comprehensive business intelligence service to help us to target community fire safety work and performance management in the right places. Working with District Managers and others we will use operational incident data, mapping information, socio-demographic information and other internal and external sources to provide detailed analyses that are focused on the needs of a particular community.

Customer Relationship Management

Customer Relationship Management (CRM) is a key element in the successful operation of any service, particularly with the increased focus nationally on the ability of fire and rescue authorities to deliver services electronically (e-Fire). This issue has become increasingly important as the Service now has a large "customer base" that has resulted from our delivery of community fire safety services to individual homes. Such a system will help us to target vulnerable people in the future and increase the effectiveness of our community fire safety activities. This action also connects very closely with our development work with Fire Service Direct as that is likely to be the way in which such a system will be managed.

organisation

Training Station

We will examine the feasibility of a dedicated training station and implement the outcome of this research. This innovative approach to training will provide operational personnel the opportunity to take part in training for whole tours of duty whilst still offering emergency response.

Innovation in Practice

It is proposed to involve our entire workforce in improving the quality of service we provide, and to put forward suggestions for improvement. This should include IRMP issues; diversity issues and any areas an employee believes would be a benefit to the community. We will consider the possibility of a financial award scheme based upon a percentage of the benefit derived.

Action Plan

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Prevention and protection						
Home Fire Safety Checks • Conduct an external impact analysis of the HFSC initiative. • Analysis of pre 1999 incident data compared to data for 2005 • Examine and Implement procedures to utilise data to inform strategic direction of HFSC	H	• Understanding of the impact of HFSC and improved targeting of future HFSC • Independent assessment of HFSC • Improved risk categorisation through identification of relationship between HFSC and reduced risk • Reduction in fires deaths and injuries	More effective use of budget	March 2007	Director of Community Safety	National Framework Building on CPA success area
Community Safety Advocates • Source alternative funding for the advocates programme e.g.: • Seek sponsorship to Replace funding • Consider the market-ability of our scheme to other fire and rescue services	H	• The future of the Advocates programme is secured • Work to target those most at risk will continue • Fires, deaths and injuries will continue to reduce	Potential additional cost could be offset against improved performance	March 2007	Director of Community Safety	National Framework Building on CPA success area
Best Value Review of Fire Safety • Examine and implement different methods of providing legislative fire safety services including the use of qualified individuals on a call off contract basis. • Establish if the current method of providing legislative fire safety services is	M	• The most effective fire safety service will be developed to meet the needs of changing requirements. • More efficient use of staffing resources • Improved service to business • Opportunity to diversify staffing	Potential cost savings through alternative staffing ar-rangements	March 2007	Director of Community Safety	Regulatory Reform Order

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
the most appropriate given the needs of the business community. • Provide one risk based inspection programme for all sizes and type of premises.						
Impact Analysis of Beacon Mentor scheme • Assessment of the success of the mentoring project between MF&RS, London FB and Cleveland FRA	M	• Lessons learned will inform future development of CFS in all three Brigades. • Contribution to improved safety of elderly people	Potential for shared costs for future CFS work	July 2006	Director of Community Safety	National Framework
Fire World • Development and implementation of interactive fire/fire safety experience given the needs of the business community.	H	• World class fire /safety experience brought to Mersey-side • Direct connection to improved safety from fire • Reduction in fire death and injuries through education	Capital and revenue costs for development and start up Income on completion	2-year completion period. Completion January 2008	Director of Strategic Regional Support	National Framework
Fire Service Direct (FSD) • Develop and implement the concept of Fire Service Direct with external service provider • FSD should be enabled to be interlinked with the E-fire portal	H	• Services provided are appropriate to the changing require-ments of the service. • To ensure we sustain the need for continuously evolving Community Fire Safety	Potential for efficiency savings	March 2007	Director of Community Safety	National Framework

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Good Health Guardians • In collaboration with a number of partners such as Wirral Heart beat and Fire Fit Families work to improve health and fitness on Merseyside	M	• Influencing general health and fitness of families in Merseyside and opportunities to spread CFS message.	Potential for some costs to be shared with partners	March 2007	Director of Community Safety	Building on CPA Success
Learning Zones • In collaboration with a number of partners develop one learning zone in each district	M	• Reduction in anti social behaviour and hoax calls • Reduction in violence towards operational crews • Increase in HFSCs to people at greatest risk	Increase in safety of community and MF&RS personnel	January 2006	Director of Community Safety	Building on CPA Success
Residential Sprinklers and Sprinklers for school premises • To contribute and encourage innovation in sprinkler design to reduce the risk involving fire in the home of our most vulnerable citizens • To work with local education authorities to secure commitment for the inclusion of sprinklers in the design of new education establishments • In collaboration with partners extend domestic sprinkler provision to include potential victims of hate crime including safe houses, hostels and refuges.	M	• Reduction of fire and injuries and damage due to accidental and malicious fires in education establishments • Reduce risk of death and injury due to arson attacks on victims of hate crime	Partner-ship and or sponsorship of sprinkler provision	March 2007	Director of Community Safety	National Framework

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Whatever it Takes • We will run a pilot scheme in collaboration with Cleveland Fire & Rescue Service with the aim of improving community safety within an area of Merseyside.	H	• The aim is that by improving the safety within a community it will have an overall impact on the whole community not just specifically with regard to fire. • We will engage with all our partners to establish a cohesive approach to working in the selected community.	Shared working should realise cost benefit	March 2007	Director of Community Safety	National Framework
Partnership working • To provide a uniform approach to partnership working across MF&RS • Identification of successful partnerships as best practice and disseminate across the service • Provide generic guide for partnership management • To provide software tool which can demonstrate outcomes of partnership working	H	• Establish best practice across Merseyside • Implement standard approach to partnership working • Production of electronic map • More effective inter-agency working	Streamline of partner-ship working reducing costs	March 2007	Director of Service Delivery and Director of Performance Management	Building on CPA outcomes

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
EMERGENCY RESPONSE						
Low Level of Activity and Risk (LLAR) Stations – Additional skills profile • Assessment of capability of personnel at LLAR stations • LLAR stations to provide additional resilience and support to Search and Rescue Team, water rescue, hazmats etc.	H	• Increased flexibility and realisation of potential of all staff • Increased productivity from fire stations with opportunity for personnel to acquire specific skills • Increased resilience to all risks	Additional training costs offset by improved efficiency /capacity	December 2006	Directors of Training and Development, Performance Management, Operational Planning	National Framework
Threat Response Group • Develop and implement new procedures to complement the new equipment provided by ODPM in the New Dimension arena.	H	• Improved capacity to deal with variety of incidents.	Possible training costs but may replace existing training	October 2006	Directors of Operational Planning, Community Safety, Training and Development	Civil Resilience/ New Dimensions
• In partnership with Merseyside Police Force develop a response function for the Arson Task Force	M	• Increase in offender detection rate • Reduction in violence and injuries to fire service personnel	No financial costs to MFRS	March 2007	Director of Community Safety	Civil Resilience/ New Dimensions
• To formalise existing arrangements for the collation, analysis and distribution of intelligence from within MF&RS and other partner agencies	M	• Increase safety for the public of Mersey side due to partner - ship with local, national and international partners	Costs associated with management of software system	March 2007	Director of Operational Planning and Director of Community Safety	Civil Resilience/ New Dimensions

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
• To provide a fast response vehicle for use in attending hazmat (Hazardous Materials) incidents	M	• Speedier detection, identification and monitoring at hazmat incidents. • Rapid conclusion of incidents reducing impact to community and business	Cost of vehicle and equipment	December 2006	Director of Operational Planning and Director of Operational support	Civil Resilience/New Dimensions
• The recruitment of personnel with specific skills e.g. chemistry. To provide additional skills when responding to operational incidents	H	• Increased safety of operational crews when responding to operational hazmat incidents • Ability to provide specialist training of operational personnel at the STC	Additional national training courses for team members	March 2007	Director of Operational Planning, Director of Community Safety and Training and Development	Civil Resilience/ New Dimensions
Firework Incident Research Safety Team (FIRST) • Development of FIRST services into a national service provision	H	• Reduction in fear of crime • Improved safety of crews when attending incidents due to reduction in firework misuse incidents	Potential Increase in personnel as role develops	March 2007	Director of Community Safety	National Framework Crime and Disorder Reduction
Urban Search and Rescue: (USAR) • Extend USAR resources • Extend USAR training facilities at the safety training centre including rubble mound for canine search and rescue training • Work with ODPM to provide USAR regional training rigs at the STC. • The training will be designed to provide enhanced skill levels to support urban search and rescue, water rescue, line rescue, hazmat and marine firefighting.	H	• Increased skills of operational staff • Improved service to the community of Merseyside due to increase level of expertise. • Increased resilience to deal with new dimension incidents • Increased productivity from all fire stations • Increased resilience for all risks	No cost implication to MF&RS Capital costs but potential for income generation	March 2007	Director of Operational Planning Director of Operational Planning	National Framework Civil Resilience National Framework Civil Resilience

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Provide second motorbike • Provide 2nd motorbike for additional operational resilience.	H	• Increase operational capability • Reduction in disruption of core work due to attendance to unwanted fire signals	Potential costs offset by improved services	December 2006	Director of Operational Planning	National Framework
Inter-agency liaison officers • Research and introduce the concept of inter-agency liaison officers	M	• Increased capability and service to the community • Increased level of Health & Safety of Operational Personnel	Possible training costs	December 2006	Director of Operational Planning	New Dimension / Civil Contingencies
Marine Rescue • Consider the possibility of extending MF&RS river rescue capability. • Implement outcomes of review • Provide appropriate accommodation at new location for marine rescue personnel • Specify and procure a new boat	M	• Make optimum use of newly acquired river rescue capability • Ensure 24/7 response to increase safety of community	Potential costs offset by improved services	December 2006	Director of Operational Planning	National Framework
Offshore & 'At Sea' Fire Fighting • Re-energise the service capability to attend and effectively deal with at-sea fires within the county boundary	M	• Enhanced fire fighting capability contributing to improved safety for firefighters, sailors and passengers	Potential additional training costs	March 2007	Director of operational Planning	National Framework

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Water Skills Centre • Examine and assess our need for a water skills centre • Following assessment, if required seek commercial partner to meet this need.	M	• Quality training for our operational personnel • Formation of best practice when working near water • National leader in UK	Initial cost but income generation	March 2007	Director of Operational Planning	National Framework
Tunnel Training Facility • Carry out work with Mersey Travel to consider the possibility of utilising the unused Birkenhead spur of the Queensway road tunnel as a training facility. • Implement recommendations of review	M	• Improved ability to operate effectively in tunnel environments • Improved safety for tunnel users and firefighters	Potential for reduced costs if training provided in-house Potential for income generation	March 2007	Director of Operational Planning	National Framework
Joint working with transport agencies • Work with Mersey travel and Rail track to enhance present facilities to provide increased resilience at operational incidents	M	• Improved ability to operate effectively in tunnel environments • Improved safety for tunnel users and firefighters • Improved joint working between tunnel staff and MF&RS	Reduced costs due to shared facilities	March 2007	Director of Operational Planning	National Framework
Mobilising and Communications Centre • Examine and introduce where appropriate, alternative duty systems and staffing levels	H	• Improved flexibility for staff • Improved family friendly working arrangements • Staffing levels linked to workload.	Potential Cost savings	March 2007	Director of Operational Planning	National Framework

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Operations Incident Room • Locate, design and implement an Operations Incident Room.	M	• Improved capability for incident management • To facilitate the strategic command structures required at larger, protracted incidents • Support capability for Principal Officer located in Gold Command	Initial cost of building work and installation of equipment	December 2006	Director of Operational Planning	National Framework
Low Level of Activity and Risk Stations (LLAR) • Based on early work examine the appropriate data regarding a number of LLAR stations and introduce quality accommodation in return for retained cover.	M	• Cost effective method of providing 24 hour cover at LLAR stations • Increase in opportunity for operational personnel to work different shift patten	Initial cost should be offset by longer term savings	March 2007	Director of Operational Planning	National Framework
Small Fires Units • Assessing and implementing the extension of the Small Fires Unit both geographically and in terms of services delivered	M	• Increased flexibility in the method by which services are delivered making optimum use of available resources • Focusing on anti-social behaviour	Additional capital costs of appliances but potential savings resulting from reassessment of front line capability	March 2007	Director of Performance Management	National Framework
• Examine service wide data on all small fire incidents to establish number of additional small fires units required.	H	• More efficient use of operational resources including personnel and equipment • Improved provision of service to the community	Potential to reduce costs due to realignment of resources	March 2007	Director of Operational Planning	National Framework

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Alternative shift systems • Examine and introduce where appropriate alternative shift systems to the traditional four on and four off. e.g. 12 hour shift patterns	H	• Improved flexibility and family friendly arrangements for personnel. • More cost effective provision of fire cover	Should realise cost savings	March 2006	Director of Service Support, Director of Human Resources	National Framework
Appliance Numbers and Locations • Following research decide upon optimum numbers of appliances for different times of day and implement the outcome of the research • Identify and implement additional potential mobilising locations together with staffing options. • Examine the number and role of support pumps and implement changes following review.	H	• Appliance availability including numbers and locations would be directly related to risk, optimising the service's appliance resources	Potential to realise cost savings due to increased efficiency	March 2007	Director of Service Support	National Framework
Road Traffic Collisions (RTC) • Work with partners to develop an RTC prevention strategy and confirm an RTC response time • Reduce RTC by the delivery of a driving awareness training course for young people at the STC	H	• Examine all available data regarding RTC in Merseyside • Ensure appropriate response times for all calls to RTC's • Reduction in RTC's due to education of persons most at risk • Deliver training events at STC to young offenders and mainstream 15 – 21 yr olds to reduce incidence of RTC in young persons.	Cost of preventative work. Savings resulting from reduced RTC	March 2007	Director of Community Safety	National Framework

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Medium Term Aerial Strategy • Develop and implement a strategy for the deployment of aerial resources in the medium term, including the provision of a Combined Platform Pump	M	• Optimum use of aerial resources	Potential for cost savings	March 2007	Director of Service Support and Director of Operational Planning	National Framework
Volunteer Service at Rainford • Feasibility study into the introduction of a volunteer service operating from a site in Rainford	M	• This will ensure that the appropriate level of emergency service delivery is available to the people of Rainford	Cost of Vehicle, location and equipment. Costs offset by improved safety if found to be necessary	March 2007	Director of Operational Planning	National Framework
Extend Recall to Duty Systems • Extend facility of recall to duty system to all competent staff both uniformed and support staff	H	• Provide additional resilience for operational incidents • Provide long term sustainability at large attendance and/or protracted incident	Potential cost savings	December 2006	Director of Operational Planning	National Framework
Operational Assurance • Implementation of operational quality assurance system/ team	H	• Improved, robust and consistent approach to emergency response. • Facility to demonstrate levels of operational effectiveness to increase public confidence	Efficiency improve-ments	Provision of equip-ment and additional training	Director of Performance Management	Operational Assurance
Extend co-responder scheme • In partnership with Mersey Regional Ambulance Service, identify additional appropriate locations for the co-responder scheme.	H	• Provision of equipment at identified locations to improve life saving capability for the community.	March 2007	June 2006	Director of Operational Planning	National Framework Building on CPA Success

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Incident Management Team (IMT) development • Assess and implement new staffing arrangements for the Incident management Team • Consider and implement additional role of IMT		• Provide opportunities for individuals to work family friendly shift arrangements • Effective and consistent management of incidents spreading best practice	Potential for more cost effective working arrangements	June 2006	Director of Performance Management	Operational Assurance
BUSINESS CONTINUITY						
Extension of the ISS Ark initiative • Assessment of the impact and extension to other district	M	• Improving the ability of businesses to recover from fire, flood or other incident. • Consequential benefits to the economy of the communities in which the businesses are located	Cost savings for individual businesses Income to the Authority		Director of Performance Management	National Framework Building on CPA Success
Extension of the Risk Smart programme • Following the implementation of the Regulatory Reform Order in April 2006, undertake publicity campaign in collaboration with an external consultant	M	• Assisting the business community to carry out professional risk assessments in line with the RRO. • Increasing level of public safety	Income to the Authority	September 2006	Director of Community Safety	Regulatory Reform Order
Arson • Mainstream of arson reduction services • Increase the number of arson reduction advocates to 6 • Increase the number of arson advocates in Liverpool to 2		• Reduction in all deliberate fire incidents and anti social behaviour in the Liverpool district • Assist in the reduction of the fear of crime	Reduction in the cost of fires to communities	March 2007	Director of Community Safety	National Framework Crime and Disorder Reduction

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
• Extend our hate crime reduction strategy to assist in the protection of vulnerable members of the community where there is potential for fires to be used against them • In collaboration with our partners seek additional funding to deliver risk reduction		• Reduction in deliberate fire death and injuries • Improved reassurance of persons at risk	Reduction in the cost of fires to communities	March 2007	Director of Community Safety	National Framework National Arson targets
E-fire business section • Integration of e-fire business with fire service direct	M	• Provision of a facility to book online HFSC appointments via e-fire portal, which will be linked to Fire Service Direct.	Provision of additional facility to improve service delivery	March 2007	Director of Community Safety	National Framework CPA
ORGANISATION						
Mentoring Weak or Poor Fire and Rescue Services • Offer support and advice to a weak or poor Fire & Rescue Service through ODPM and CFOA	M	• Recognisable improvements in performance of mentored organisation. • Achievements of our improvement plan • Identifiable achievements in MF&RS that can be linked to mentoring • Best practice is shared throughout the country	Potential for capacity building funding and joint work with IDEA	March 2007	Director of Strategic Planning, Director of Community Safety, Director of Performance Management	CPA based on embedded excellence

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Collaboration with London and Cleveland • Examine areas of commonality to enable collaboration on a range of issues. Three themed areas to be chosen following consultation between participating services	L	• Wider perspective on specific areas will be gained • Opportunity for development of personnel involved in collaborative working.	Development and resource costs can be shared between brigades	March 2007	Director of Community Safety	Building on CPA Success Post Beacon Award work
Regional Control Centre • Proposal for one regional control centre based in Warrington • Work with the FireControl project team to ensure continued high levels of service to Merseyside Communities	H	• Increased resilience across region • Improved call handling • Enhanced working environment		Target date beyond 2007	Director of Strategic and Regional Support	National Framework
Asset Management • To ensure professional appraisal of development plans/ future planned uses of existing buildings	M	• Due to new or refurbished building stock we will be better equipped to provide improved accommodation for our use and the use of the community • Information on building stock is always current	Initial costs due to upgrading of buildings but reduction in running costs following work	September 2006	Director of Service Support	Building on CPA Outcomes

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Fire Support Network Integration • To develop greater cross performance working between FSN and MF&RS • To integrate FSN volunteers into service headquarters to support all departments • To develop off the shelf packages to assist operational departments and CFS	H	• Increase support to stations and departments in headquarters • Assist in providing standardised approach across departments		March 2007	Director of Performance Management	CPA
New Community Stations • To ensure planned new stations are integrated fully into their community • Multi use/occupancy buildings to encourage partnerships and draw down funding e.g. Resource Centres, Open Learning Centres etc	H	• More efficient stations which are available to all the community • Provision of buildings fit for purpose	Lower operating costs	First phase completed March 2007	Director of Service Support	National Framework
Annualised Hours/ Dynamic Staffing • Examine and implement alternative staffing arrangements	M	• Increase in flexible working for staff • Diversity of staffing options providing additional family friendly working	Potential for reduction in staff costs	March 2007	Director of Service Support and Director of Human Resources	National Framework Building on CPA Success

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Part time working • Create a central resource consisting of part time staff available on a call off contract basis	H	• Additional resilience for operational personnel during peak leave periods • Provide a more diverse workforce with greater opportunity for underrepresented groups	Reduced staffing costs	March 2007	Director of Service Support and Director of Human Resources	National Framework Building on CPA Success
North West training harmony • To provide effective and efficient training at regional level	M	• Training delivery managed centrally at regional level • Collaboration between training providers in the region	Efficiency savings through collaborative approach	March 2007	Director of Strategic and Regional Support	National Framework
Station Locality Managers • Implement review of Station Locality Managers	H	• Increased capacity and performance delivering high performance	Improved output at reduced cost	March 2007	Director of Performance Management	National Framework
OWLe development • To increase the effectiveness and impact of the OWLe performance management system	H	• Improve the quality in the reliability and robustness of data • Enhance the information contained in management reports	Training coats in service improvement	February 2007	Director of Performance Management	CPA

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Extend Motorbike Trial • We will extend the motorbike trial by the provision of a second motorbike.	H	• Improve the quality of operational response • Provide additional resilience regarding operational attendance • Facility for fast response in congested areas	Improved output at reduced cost	March 2007	Director of Operational Planning	National Framework Building on CPA Success
Innovation in Practice • Involve all workforce in suggestions for improvement areas (including IRMP issues) This to include diversity issues and benefits to the community. • Consider the possibility of a financial award scheme based upon a percentage of the benefit derived	M	• Range of efficiency improvements • Staff involvement in all areas contributing to efficiency	Costs offset by increase in efficiency due to sug-gestions	March 2007	Director of Strategic Planning	CPA
Training Station • Examine the feasibility of a dedicated training station and implement outcome	M	• Operational Personnel will have the opportunity to take part in training for whole tours of duty whilst still offering emergency response. • Increased training capacity and resilience	Reduced costs due to training	March 2007	Director of Strategic and Regional Support	National Framework

Action Point	Priority	Outcome (Potential Value Returned)	Potential Financial Impact	Draft Completion Date	Responsible Officer	Comments (Legislation Etc)
Customer Relationship Management • Put systems in place to provide service delivery through Customer Relations Management allowing services to be delivered at first point of contact	M	• Transformation of some services in to provide consistent quality across all customer contact.	Cost of software system and training off-set by sav-ings from Business Process Re Engineering	January 2007	Director of Strategic Planning	E-Government
Mobile Fire Station • Examine the costs and benefit of providing a mobile fire station	M	• Increase in HFSCs in area • Reduction in anti social behaviour incidents and violence towards operational crews	Cost of sta-tion	Report to fire author-ity September 2006	Director of Service Sup-port	National Framework
Drink & Drug Testing • Assess benefit of "with cause" testing and commence random drug / drink testing of personnel in risk critical roles	H	• Improve safety of all personnel • Improved awareness in drug / alcohol issues in service • Appropriate health care for individuals who fail test	None	January 2006	Director of Human Re-sources	
Business Intelligence • Implement improved business intelligence	M	• District focus intelligence with Account managers will provide business intelligence connected to a SLA • Capturing tacit knowledge and creating a knowledge base linked to the role of officers		September 2006	Director of Strategic Planning	Building on CPA Outcomes E-Government

GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ACFO	Assistant Chief Fire Officer
ADO	Assistant Divisional Officer
ADC	Assessment Development Centres
AFA	Automatic Fire Alarm
AFD	Automatic Fire Detection
AGM	Annual General Meeting
ALARM	Association of Local Authority Risk Managers
AM	Area Manager
ASBO	Anti-Social Behaviour Order
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BCA	Basic Credit Approval
BVPI	Best Value Performance Indicator
BVPP	Best Value Performance Plan
CBT	Crew Based Training
CCTV	Closed Circuit Television
CDRP	Crime & Disorder Reduction Panel
CFO	Chief Fire Officer
CFOA	Chief Fire Officers' Association
CFS	Community Fire Safety
CIU	Chemical Incident Unit
CIPFA	Chartered Institute of Public Finance & Accountancy
CLT	Corporate Leadership Team
COMAH	Control of Major Accident Hazards
COSHH	Control of Substances Hazardous to Health
CPA	Comprehensive Performance Assessment
CPL	Combined Platform Ladder (aerial appliance)
CPP	Combined Pump Platform (aerial/firefighting appliance)
CM	Crew Manager
CRB	Criminal Records Bureau
CSO	Community Safety Officer
CVS	Council for Voluntary Services
DA	District Audit(or)
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DO	Divisional Officer
DTI	Department of Trade & Industry
EDBA	Extended Duration Breathing Apparatus
EFAD	Emergency Fire Appliance Driver
EISEC	Enhanced Information Service for Emergency Calls
ELT	Executive Leadership Team
EPU	Emergency Planning Unit
ESG	Equalities Steering Group
FBU	Fire Brigades Union
FF	Firefighter
FIRST	Firework Incident Research & Safety Team
FMIS	Financial Management Information System
FOA	Fire Officers Association
FREE	Fire Reduction through Education and Engagement
FRS	Fire & Rescue Service

FS	Fire Safety
FSC	Fire Service Circular
FSEC	Fire Service Emergency Cover (modelling software)
FSIT	Fire Service Improvement Team
FSN	Fire Support Network
FSS	Fire Standard Spending
GIS	Geographical Information System
GM	Group Manager
HazMats	Hazardous Materials
HFRA	Home Fire Risk Assessment
HFSC	Home Fire Safety Check
HMI	Her Majesty's Inspector(ate)
HMU	Hazardous Materials Unit
HR	Human Resources
HSE	Health & Safety Executive
ICCT	Incident Command & Continuity Team (now IMT)
ICT	Information Communications & Technology
IDeA	Improvement & Development Agency
IFE	Institute of Fire Engineers
IIT	Incident Investigation Team
IMT	Incident Management Team (formerly ICCT)
IMU	Incident Management Unit
IOSH	Institute of Safety & Health
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
IT	Information Technology
JAG	Joint Agency Group
JCP	Joint Consultative Panel
JE	Job Evaluation
KLOE	Key Line of Enquiry
LACDE	Local Authorities Confronting Disaster & Emergencies
LCC	Liverpool City Council
LF or LFF	Leading Firefighter
LFEPA	London Fire & Emergency Planning Authority
LGA	Local Government Association
LGV	Light Goods Vehicle
LLAR	Low Level of Activity & Risk
LPI	Local Performance Indicator
LSP	Local Strategic Partnership
MaCC	Mobilising and Communications Centre
MAG	Multi Agency Group
MFCDA	Merseyside Fire & Civil Defence Authority
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MIRWMS	Merseyside Ionising Radiation Warning & Monitoring System
MOU	Memorandum of Understanding
MRAS	Mersey Regional Ambulance Service
NAG	Neighbourhood Action Group
NEBOSH	National Examining Body for Occupational Safety & Health
NJC	National Joint Council
NNDR	National Non-Domestic Rates

NRF   Neighbourhood Renewal Fund
NVQ   National Vocational Qualification
NW   North West
OBC   Outline Business Case
ODPM   Office of the Deputy Prime Minister
OH   Occupational Health
OJEU   Official Journal of the European Union
Ops   Operational
ORC   Operational Resource Centre
OSU   Operational Support Unit
OT   Overtime
OWLe   Performance management software used by the Service
PA   Personal Assistant
PCT   Primary Care Trust
PFI   Private Finance Initiative
PH   Public Holiday
PI   Performance Indicator
PIMS   Performance Indicator Management System
POEST   Point of Entry Selection Test
PPE   Personal Protective Equipment
PPV   Positive Pressure Ventilation
PQAs   Personal Qualities & Attributes
PQQ   Pre-Qualification Questionnaire
PRIDE   Programme of Investment in the Development of   Excellence
PTV   Princes Trust Volunteers
PWLB   Public Works Loans Board
RAPID   Risk Assessed Programme for Incident Deployment
RCCO   Revenue Contribution to Capital Outlay
REPPAIR Radiation (Emergency Preparedness & Public Information) Regulations 2001
RFI   Request for Information
RMB   Regional Management Board
RRO   Regulatory Reform (Fire Safety) Order 2004
RSG   Revenue Support Grant
SART   Search & Rescue Team
SCA   Supplementary Credit Approval
SDO   Senior Divisional Officer (Area Manager)
SFT   Small Fires Team
SFU   Small Fires Unit (was TRV)
SHQ   Service Headquarters
SLA   Service Level Agreement
SMART   Specific, Measurable, Achievable, Realistic, Time-bound
SMP   Safer Merseyside Partnership
SMP   Statutory Maternity Pay
SOP   Standard Operating Procedure
SORP   Statement of Recommended Practice
SRT   Special Rescue Team (now SART)
SSP   Statutory Sick Pay
STAMP   St. Helens Alternative Motor Programme
STC   Safety Training Centre
StnO   Station Officer

SubO   Sub Officer
TAP   Technical Advisory Panel
T&D   Training & Development
TFC   Training for Competence
TNA   Training Needs Analysis
TRV   Targeted Response Vehicle (now SFU)
TUPE   Transfer of Undertakings, Protection of Earnings
USAR   Urban Search & Rescue
UwFS   Unwanted Fire Signals
VFM   Value For Money
WM   Watch Manager
YIP   Youth Inclusion Programme
YOT   Youth Offending Team

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Integrated risk management plan

YEAR 3 (2006/07)

making communities safer

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