

# Public Document Pack



**To: All Members of the Policy and Resources Committee  
(and any other Members who may wish to attend)**



The Protocol and Procedure for visitors attending meetings of Merseyside Fire and Rescue Authority can be found by clicking [here](#) or on the Authority's website:

<http://www.merseyfire.gov.uk> - About Us > Fire Authority.

Tel: 0151 296 4000  
Extn: 4113 Kelly Kellaway

Your ref:

Our ref GS/KK

Date: 17 March 2021

Dear Sir/Madam,

You are invited to attend a meeting of the **POLICY AND RESOURCES COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 25TH MARCH, 2021**, remotely via Zoom.

The proceedings of the meeting can be viewed via the following link:

<https://youtu.be/egcKnz6zPpQ>

Yours faithfully,

A handwritten signature in black ink that reads 'K. Kellaway PP.'.

Clerk to the Authority

Encl.

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**

**POLICY AND RESOURCES COMMITTEE**

**25 MARCH 2021**

**AGENDA**

**Members**

Cllr James Roberts (Chair)  
Cllr Steff O'Keeffe  
Cllr Dan Barrington  
Cllr Angela Coleman  
Cllr Lisa Preston  
Cllr Lesley Rennie  
Cllr Jean Stapleton  
Cllr Andrew Makinson  
Cllr Les Byrom

**1. Preliminary Matters**

Members are requested to consider the identification of:

- a) declarations of interest by individual Members in relation to any item of business on the Agenda
- b) any additional items of business which the Chair has determined should be considered as matters of urgency; and
- c) items of business which may require the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

**2. Minutes of the Previous Meeting (Pages 5 - 22)**

The Minutes of the previous meeting of the Policy and Resources Committee, held on 10<sup>th</sup> December 2020, are submitted for approval as a correct record and for signature by the Chair.

**3. Part 2 - EXEMPT Minutes of the Previous Meeting (Pages 23 - 24)**

The Part 2 – EXEMPT Minutes of the Previous Meeting of the Policy & Resources Committee, held on 10<sup>th</sup> December 2020, are submitted for approval as a correct record and for signature by the Chair.

***This Minute contains EXEMPT information, by virtue of Paragraphs 3 and 7 of Part 1 of Schedule 12A of the Local Government Act 1972.***

4. **SERVICE DELIVERY PLAN 2020-21 APRIL-DEC UPDATE** (Pages 25 - 74)

To consider Report CFO/013/21 of the Chief Fire Officer, concerning the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2020/21 for the period April to December 2020. The Integrated Risk Management Plan actions and the HMICFRS action plan are reported twice a year and will be included in the end of year Service Delivery Plan report.

5. **SERVICE DELIVERY PLAN 2021-22** (Pages 75 - 184)

To consider Report CFO/012/21 of the Chief Fire Officer, concerning the Service Delivery Plan for 2021/22, attached at Appendix 1 and the Community Fire and Rescue Station plans (Station Plans) attached at Appendix 2.

6. **charging policy** (Pages 185 - 202)

To consider Report CFO/008/21 of the Chief Fire Officer, concerning the proposed overarching Charging Policy (FINPOL01) for the Authority and instruct Officers to ensure their respective functional areas implement the policy and seek to maximise the recovery of income from the permitted but limited range of discretionary fees and charges, as appropriate.

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If any Members have queries, comments or require additional information relating to any item on the agenda please contact Committee Services and we will endeavour to provide the information you require for the meeting. Of course this does not affect the right of any Member to raise questions in the meeting itself but it may assist Members in their consideration of an item if additional information is available.

Refreshments

Any Members attending on Authority business straight from work or for long periods of time, and require a sandwich, please contact Democratic Services, prior to your arrival, for arrangements to be made.

## MERSEYSIDE FIRE AND RESCUE AUTHORITY

### POLICY AND RESOURCES COMMITTEE

10 DECEMBER 2020

#### MINUTES

**Present:** Cllr James Roberts (Chair) Councillors Steff O'Keeffe, Barrington, Angela Coleman, Lisa Preston, Lesley Rennie, Jean Stapleton, Andrew Makinson and Les Byrom

**Also Present:**

**Apologies of absence were received from:**

#### **12. CHAIR'S ANNOUNCEMENT**

At the start of the meeting, the Chair of the Committee thanked everyone for attending and welcomed any members of the press or public who were observing the proceedings.

The Chair then introduced the meeting and provided all present with an overview of how this remote meeting would work and some housekeeping.

The Chair confirmed that all Members of the Committee were in attendance, and that they could all hear and be heard; and could see and be seen.

#### **1. Preliminary Matters**

Members considered the identification of declarations of interest, any urgent additional items, and any business that may require the exclusion of the press and public.

Resolved that:

- a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) no additional items of business to be considered as matters of urgency were determined by the Chair; and
- c) The following items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information:
  - Appendix A to Agenda Item 10 – “Rewards and Recognition Programme

- Agenda Item 11 – “Provision of Equipment for National Resilience Mass Decontamination Capability”

## **2. Minutes of the Previous Meeting**

The Minutes of the previous meeting of the Policy and Resources Committee, held on 30<sup>th</sup> July 2020, were approved as a correct record and for signature by the Chair.

## **3. STATEMENT OF ASSURANCE 2019-20**

Members considered Report CFO/059/20 of the Chief Fire Officer, concerning the publication of the Authority’s Statement of Assurance 2019-20.

Members were advised that the purpose of the Statement of Assurance document, is to provide the public with assurances around the provision of our firefighting capabilities across the previous year.

Members were informed that this Statement of Assurance covers the period April 2019 to March 2020.

They were also advised that the Statement of Assurance is a direct reflection of the requirements contained within the Fire & Rescue Service National Framework, as published in 2012; and revised in 2018, which explicitly states that Fire & Rescue Authorities must provide an annual assurance to their communities and Government, on financial, governance and operational matters.

The Statement of Assurance for 2019-20, attached at Appendix A to the report, was highlighted to Members.

Members Resolved that:

- a) The Authority’s draft Statement of Assurance 2019-20, be approved.
- b) The Statement of Assurance 2019-20, be approved for signature by the Chair of the Authority and the Chief Fire Officer.

## **4. FINANCIAL REVIEW 2020/21 - JULY TO SEPTEMBER**

Members considered Report CFO/058/20 of the Treasurer, concerning the financial position, revenue and capital, for the Authority for 2020/21. The Authority receives regular comprehensive financial reviews during the year which provide a full health check on the Authority’s finances.

Members were informed that this report covers the period July to September 2020 and covers the revenue & capital budgets, reserves, and treasury management updates.

Members were advised that the revenue position is covered in paragraphs 6 to 13 of the report. They were informed that paragraph 7 outlines the budget movements in the second quarter; and as all of the adjustments are self-balancing and have been budgeted for, they have not impacted on the approved net budget requirement, which remains at £61.961m.

They were advised that paragraph 9 reviews the robustness of the approved **key budget assumptions** and in particular;

- The **McCloud remedy** assumption that the cost to the employer of allowing Firefighter Pension Scheme members access to their legacy schemes would be considered as part of the 2020 FPS actuarial review and reflected in Employer rates from 2023/24.
- The financial impact of **COVID-19** on the Authority can be contained within the Government funding received by the Authority.

Members were informed that the current position is that these assumptions remain robust and all costs can be contained within the approved budget.

Paragraphs 10 to 12 were then highlighted to Members, which summarise the latest forecast revenue position. They were informed that after reviewing income and expenditure, officers have identified the following favourable variances;

- £125k savings from the firefighter employee budget, as a result of retirement numbers being slightly ahead of the expected forecast.
- £225k savings from the non-firefighter employee budget, as a result of staff vacancies arising from staff turnover in the year and staff not being at the top of their substantive grade.
- £157K savings from the LGPS pension budget as a result of a refund due to the MFRS account being in surplus at the last actuarial review.
- £100k savings from the other employee costs budget as staff training and subsistence expenditure has reduced as conferences, courses and other training was postponed or held on-line due to COVID19 restrictions.
- Overachievement of approved support savings and other technical adjustments have resulted in additional permanent savings of £515k with a further one-off savings of £45k.

- A forecast favourable variance of £3.069m on the revenue costs associated with servicing capital expenditure funded via borrowing, which is possible due to:
  - The deferral of new borrowing by utilising internal cash (*mainly monies held in reserves and unapplied grants*) resulting in a saving on expected debt interest payments, and
  - The Authority making significant additional voluntary MRP payments in recent years, and making only the minimum statutory MRP payment this year, to free up some of the MRP provision.
  - Together this will deliver a £3.069m favourable variance against the £6.3m budget.
- The Authority has received £104k of additional specific grant to cover compensation for the Government's small business rate relief.
- A saving of £100k has been identified from the contingency provision for price increases as some inflationary pressures have been contained within the base budget.

Members were advised that overall, as outlined in the table on page 51, a favourable variance of £4.440m has been identified.

Members attention was drawn to paragraph 12 of the report, which explains that at the Authority meeting on 15 October 2020, Members supported the proposal of the Chief Fire Officer, to look at building a new Training and Development Academy, at a cost of up to £25m, subject to a further report confirming costs and funding. They were informed that in the last financial review report, Members approved that any future additional savings in 2020/21, be used to increase the capital investment reserve in order to contribute towards the cost of a new TDA development. Members were therefore advised that they are asked to approve the use of the £4.440m favourable variance to increase the capital / TDA reserve.

With regards to the Capital position, Members attention was drawn to paragraph 15, which outlines a small increase of £14k in the capital programme due to an increase in ICT hardware expenditure.

The Reserves position, as outlined in paragraph 17, was then highlighted, which states that in quarter 2, a net contribution of £0.112m was made to reserves due to;

- a requirement to reimburse the energy saving reserve from energy saving that have materialised following investment in energy efficiency schemes funded from this reserve, and
- a contribution to the PFI annuity reserves to ensure sufficient funding exists in the reserve to smooth out the revenue budget contribution to the unitary charge over the life of the PFI initiative.

Members were informed that following a review of the current reserves, the report proposes to re-align some reserves to increase the capital / TDA reserve in light of the proposal for a new TDA. They were advised that the report identifies that £0.5m from the recruitment reserve and £0.2m from the inflation reserve can be transferred into the capital reserve.

Members attention was then drawn to the Treasury Management performance, outlined in paragraphs 18 to 23.

Members were informed of the following:

- The performance of Treasury management was consistent with the approved treasury management strategy for 2020/21.
- At the end of September 2020 the Authority held £48.2m of investments, a breakdown of which is contained in the table after paragraph 21. All investments are consistent with the approved investment strategy and within the limits outlined in paragraph 21.
- No new loans have been taken out.

Members made reference to the ongoing discussions with the Home Office around the use of capital and reserves. It was stated that it has been pointed out numerous times, that unlike other local authorities and the Police who receive a capital grant, MFRA do not. Therefore, the only way to fund the replacement of fire appliances and the build of new stations etc..., is by saving revenue. Members stated that they will continue to make this point when advised to utilise reserves and capital to fund the likes of pay increases.

Clarification was sought by Members around the debt repayment strategy and capital financing; and any long-term impact.

Members were advised that we have a statutory requirement to make provision for a minimum repayment of debt, which will not be impacted, therefore we will not be going against any regulations or directions.

They were informed that a few years ago, the decision was made to utilise any savings identified in those years, to make additional provision for future debt repayment. This enabled us to free up over a fixed period of time, some of the £6.3m budget for servicing debt, which will be used in the medium term to cover future capital investments. Members were assured that this was a planned strategy, therefore there is no risk of creating a problem for the future.

Members were provided with a specific example around ICT, to highlight this strategy. They were advised that the asset life of ICT is 5 years, with the Authority investing in ICT every year. Therefore, each year investment is made in ICT, there is a requirement to create an MRP, to re-pay that ICT over the next 5 years. Members were informed that some savings from the previous year, were utilised to pay for the full ICT investment in one year, which has meant that the MRP to pay off the investment over the next 5 years, is not required.

However, it was highlighted that this will be required again in year 6, when the ICT requires replacement, creating a window of opportunity to utilise the MRP reduction for other means.

Members were advised that previously, this had been used to pay additional MRP, as the strategy was to either deliver a short-term resource to meet a financial challenge, or to fund investment in infrastructure. They were informed that as the TDA development proposals are investment in infrastructure, it is now proposed to build up the reserves, to fund a significant proportion of the proposed build from specific resources, rather than having to borrow the full amount, which would be a significant commitment. They were advised that this strategy makes the TDA development more affordable and sustainable as a proposal, when brought back to Members for consideration.

Members made reference to the capital expenditure included around a security update for Windows 7; and queried why the Authority are continuing to pay for a system that is obsolete and no longer supported. They also queried if there are any critical systems in place which still use Windows 7.

Members attention was drawn to the Microsoft EA Agreement, reference within the report. They were advised that under this agreement, MFRA are entitled to utilise the latest Microsoft software available; and it was confirmed that we are currently in the process of finalising the move over to Windows 10.

Members were informed that the £12k referenced within the report, is only included for 2021 and is required as there were a few applications that until upgraded, would not work on Windows 10. Therefore, the £12k provision, is required for delays in transitioning to Windows 10, when the application is delaying that process.

Members were assured that this has now been resolved and therefore the risk no longer exists.

Questions were raised by Members around the investment strategy, with some concern raised around the level of investment in other local authorities, which exceeds the amount of investment in AAA rated companies, given the precarious financial position of some local authorities. Members therefore, sought some assurance regarding the security of the Authority's investments.

Officers stated that they fully understand Members concerns, given the recent high profile examples of local authorities getting into financial difficulties. However, they were assured that it is highly unlikely that a local authority would ever become bankrupt, as the Government would send in commissioners to identify revenue savings to bring the budget back on balance, which would not put at risk the repayment of this debt, which would always be fully paid.

Members were also assured that the Authority's strategy places security as the highest criteria, ahead of liquidity and yield.

A further question was raised around the McCloud judgement and utilisation of the Smoothing Reserve; and if there was a more exact figure, or overall

estimate using actuarial tables, for the entire length of the impact of the McCloud judgement.

Members were informed that with regards to the McCloud judgement, there is the issue to consider around the implications of individuals reverting back into their legacy scheme, particularly the 1992 FPS, in which the employer contributions rates are significantly higher. Therefore, the Authority would be required to make a significant increase in contributions into the pension scheme account, potentially back to 2015.

However, Members were informed that in this regard, there had been a clear indication from Home Office, that the assessed liability would be built into the new rates from 2023/24. They were advised that when budget planning from 2021/22 and beyond, there would be a requirement to factor in a provision of around £1m from 2023/24, on the basis of a 3% increase in employer rates, to cover that liability. However, Members were advised that this was still an estimate at present.

Members were also informed that the £2m smoothing reserve was to cover two things. They were advised that at one point, there was concern that the Home Office had issued informal guidance, stating that anyone approaching retirement, could have immediate access to their legacy scheme, also that it was indicated that the employer would have to make good the contributions.

Members were advised that that position has now changed in terms of employer contributions, with the Home Office indicating that it will be factored into the actuarial review.

They were advised that in terms of acting on the informal guidance, the Authority had signed up with the LGA and other FRA's, to seek clarification, as the document lacks a lot of detail required, should the Authority offer firefighters early access to legacy schemes.

It was confirmed to Members that it is unlikely that the smoothing reserve would be required, to make good outstanding or arrears employer contributions, however the issue around compensation payments, that individuals will be entitled to, is still unclear. Members were informed that the Home Office have advised that compensation payments cannot be charged to the pension accounts; and Authorities must make good and fund those payments. However, at this point, Members were advised that there has been no indication of what a generic compensation payment would be, for any individual claims for financial loss.

Members were advised that it was felt that £2m would be sufficient to meet any compensation payments identified, however officers would be surprised if any are identified and ratified before the end of this year.

Members were also informed that the Government are still considering the outcome of the consultation on the draft McCloud remedy; and it is unlikely that there will be any further information around this until the new year at the earliest. They were advised that primary legislation may also be required in order to implement any final remedy, in which case it may be 2022/23 before the

Authority is in a position where it knows what the final remedy is and what the proposal is for compensating individuals.

Members were assured that although officers are not in a position to provide an exact figure around the McCloud judgement impact, it is hoped that the £2m Smoothing Reserve, should be sufficient to cover any compensation payments.

In terms of the Local Government Pension Scheme, Members were informed that the employer was given to options in the 2019 actuarial review, to either pay employer rates without McCloud built in, or to pay the employer rate with an assumed implication of McCloud. Members were informed that the Authority chose the latter, therefore the employer rate for the LGPS from 2020/21, includes an element for McCloud. They were also informed that approximately one third of staff are in the LGPS, for which there is not expected to be in further increase in employer rates.

Members Resolved that:

- a) The contents of the report be noted;
- b) The revenue, capital and reserve adjustments outlined in the report, be approved.
- c) The increase in the capital / TDA reserve of £4.440m funded from the favourable variance outlined in the report, be approved.
- d) The Treasurer be instructed to continue to work with managers to maximise savings in 2020/21.

**5. TREASURY MANAGEMENT INTERIM REPORT 2020/21**

Members considered Report CFO/065/20 of the Treasurer, concerning the requirements of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities.

Members were informed that the Treasury Management and Prudential Codes, require the Authority to prepare an interim Treasury Management report on its activities during the year, to ensure they are consistent with its approved Treasury Management Strategy and have remained within the approved Prudential Indicators.

They were advised that this report meets that requirement and outlines the treasury management activities and performance for the first half of the financial year.

Members were advised that the interim report can be found on page 79. Their attention was drawn to page 80, which contains an executive summary on the key points of performance so far, which were outlined as follows:

- No New Borrowings have been arranged in the year so far, or are expected to be arranged before the year end.
- Debt of £0.45m is due to be repaid this year
- The Authority had Investments of £48.2m.
- The Bank of England base rate remained at 0.10% throughout the year.
- Longer term PWLB rates have risen slightly during the first half of the year by 0.6% from 2.54% to 2.60%, and
- Treasury Management activity has been carried out in compliance with the relevant codes and statutes and within the borrowing and treasury management limits approved by the Authority as part of the budget setting process in February 2020.

Members Resolved that:

The content of the report, be noted.

## **6. CORPORATE RISK REGISTER 2020-21 APRIL-SEPT UPDATE**

Members considered Report CFO/060/20 of the Chief Fire Officer concerning the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period April to September 2020.

Members were provided with an overview of the report. It was highlighted to Members that the Authority had previously considered the outcomes of an internal audit report from April 2017, which considered the Authority's approach to risk management. They were advised that the outcome of that review was that overall, compliance was found to be good, and indeed substantial across some areas.

Members were informed that a couple of particular actions have been completed over the reporting period, two of which are contained within 4.11 – "Environment and Political", around concerns raised in relation to the utilisation of diesel vehicles. They were advised that there was a requirement, as part of the Authority's fleet management, to consider a move away from diesel vehicles, towards electric vehicles, as and when the technology advances.

Members were also advised that self-evidently, there are a number of references now included within the Risk Register, related directly to the Covid-19 outbreak, which have been considered across a number of particular risks.

Members Resolved that:

The updated Corporate Risk Register for 2020/21 which incorporates the current status of those risks to September 2020, be approved.

## **7. SERVICE DELIVERY PLAN 2020-21 APRIL-SEPT UPDATE**

Members considered Report CFO/061/20 of the Chief Fire Officer, concerning performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2019/20 for the period April to September 2020, the Integrated Risk Management Plan actions and the HMICFRS action plan.

Members were advised that the Service Delivery Plan forms the basis of the Authority's plan of accountability, moving forward; and includes actions contained within the functions of the Authority, as detailed within the report. They were advised that the Service Delivery Plan also includes the key and benchmark performance indicators and targets, approved previously by Members, with this report highlighting performance against those targets for the period April to September 2020.

Members attention was drawn to the Service Delivery Plan, attached as Appendix A to the report, which references the details of the functional planning objectives and how they are progressing. Members were advised that overall, good progress is being made, however there have been some implications in some areas around the Covid-19 pandemic. It was confirmed to Members that despite this, the Authority are still on track for completion of the objectives by the end of the year.

Performance against the benchmark performance indicators, was then highlighted to Members. They were advised that broadly, the Authority is in a good place in terms of performance, with most indicators being green. Members were informed that of particular note, is the number of fires attended by MFRA, which is down significantly on the previous period, as is the number of primary fires.

Members were informed that unfortunately, the number of deliberate fires in occupied dwellings has increased slightly above the target, which is something that the Authority is working to address.

Members were advised that the number of accidental dwelling fires and the number of ASB fires, are significantly down on the previous year; and as the previous year in both areas was the lowest the Authority has seen, the direction of travel in these areas, is particularly good.

It was highlighted to Members that the number of special service calls has increased over the period, however this is not surprising given the amount of work that the Authority is doing, particularly with NWS colleagues, in terms of supporting them over the pandemic.

With regards to performance around the number of false alarms attended, Members were informed that there was a spike around April/ May time. They were advised that analysis has drawn to the conclusion that this was due to a significant number of false alarm – good intent calls, due to controlled burning during the initial lockdown period, with people choosing to burn refuse. Members were informed that this was exasperated during the bonfire period, as people were unable to attend large organised events; and therefore chose to have events in their own gardens.

In terms of the attendance standard, Members were informed that it has been achieved on 95.4% of occasions, against a target of 90%.

Members were advised that a particular area of focus is around the percentage of shifts lost to sickness absence. It was highlighted that MFRA staff are now working through a pandemic where FRS staff are contributing more widely, rather than just in terms of its statutory responsibilities; and has assisted partner agencies in working through the pandemic process.

It was confirmed to Members that sickness absence is currently at 3.45% against a target of 4%; and if all Covid related absence was removed, it would be as low as 3.01%, a significant improvement of previous performance. It was highlighted to Members that this is testimony to the focus and dedication of our staff; and that sickness absence performance is therefore fantastic against a backdrop of a global pandemic.

In terms of the Authority's carbon output, Members were informed that this has improved significantly across all Authority buildings.

Members were advised that the IRMP is also covered in the report, with one of the key IRMP objectives, being around the completion of the new station build at St. Helens and move to a hybrid duty system at the new location.

Members were informed that that has now concluded and although the new station has not been officially opened, it is fully functioning, really effectively; and staff are thrilled with the new work environment created for them.

In terms of the IRMP, Members were informed that there are still some peripheral issues, which still require some more work, which have probably been held up by the impact of the pandemic. However, they were advised that significant progress is being made and the Authority are on track in most areas.

A further area highlighted to Members was the Action Plan against the HMICFRS Inspectorate findings. Members were informed that progress is being made against all areas, particularly around promoting the right values and culture. They were informed that a piece of work is taking place organisationally, to consider refreshing the organisational values, given they were put in place approximately 10 years ago. Members were advised that engagement sessions have taken place with staff, officers and diversity networks, to see if the values remain fit for purpose and reflect the aims and ambitions of the service. They were assured that should it be proposed to refresh the values to any great degree, a report will be brought back to Members for their consideration and approval.

Members requested a brief update around the Equality Networks and whether work was still ongoing.

Members were advised that there is now a LGBTQ+ Network, a Gender Network and a BAME Network; and that the Chairs of those networks are very proactive. They were informed that the Chairs of the Networks are now part of the E, D&I Board, which means that they are involved in the formulation of the

Authority's strategy, as opposed to just the implementation, which has been very well received.

Members were provided with a recent example of the involvement of the Network Chairs. They were informed that the Chair of the BAME Network, recently supported the Chief Fire Officer in the delivery of a national presentation around "Inclusive Leadership", particularly around how FRS's responded to the Covid pandemic from an inclusion perspective. Members were informed that this presentation with incredibly well received by colleagues nationally.

It was suggested that Members may wish to receive the presentation, albeit delivered by the BAME Network Chair, rather than the Chief Fire Officer, with the other Network Chairs also in attendance. It was suggested that this would provide Members with a great opportunity to engage with those Chairs and see how things are feeling and how inclusive the organisation is being in regards to their specific needs.

Members were assured that the Networks are going from strength to strength and that Officers are very proud of the progress that is being made.

A question was raised by Members around the feasibility of all new recruits being trained in Urban Search & Rescue.

Members were advised that although this was certainly an ambition, at this moment in time, it was not considered to be the most efficient or effective use of resources, or management of that cohort of individuals. They were advised that as new recruits are being distributed across the organisation into different duty systems, at stations with different specialities, rather than invest financially in their development and maintenance of skills, which may not be utilised, it is deemed to be a better use of resources for staff to obtain those skills as and when they become part of the USAR team.

Members were advised that over the course of the next IRMP, recommendations will be brought to Members around the distribution of specialist capabilities across the Service. They were informed that there are lots of specialisms across different areas of the Service; and Officers are particularly keen for those specialisms to be distributed across the whole of Merseyside, to complement the strategic needs and address foreseeable risk. It was highlighted to Members that by spreading those specialist capabilities across the whole of the organisation, MFRA will become more effective; and it will also ensure that firefighters in those specific locations, gain those specialist competencies required.

Members Resolved that:

The attached reports be approved for publication on the Authority's Website.

**8. IRMP 2021/24 initial public consultation**

Members considered Report CFO/064/20 of the Chief Fire Officer, concerning the outcomes of a public engagement exercise which will inform the development of the 2021/24 Integrated Risk Management Plan (IRMP) (Appendix A) and the process to be applied in the development of the plan.

Members were informed that the Authority are currently in the early formative stages of the development of the IRMP; and that the Authority utilise an independent organisation to engage the public around what they feel is important to them in the development of plans moving forward. Members were informed that those views and insights, along with the views of the Authority, will be utilised to inform the Authority's plans and how they are constructed.

Members were informed that over the course of a number of deliberative forums, members of the public were asked for their views on a whole raft of areas, including the proposals contained within paragraph 6 of the report, in order to glean their views and opinions. Members were advised that the deliberate forums also sought to consider the strategy and approach adopted as an Authority, and how we have met foreseeable risk and addressed demands.

It was highlighted to Members that questions were asked around the logic applied in terms of risk, demand and vulnerability, those being factors which the public would want us to consider; and how we combine them, look at them and consider them in the deployment of our resources.

Members were advised that categorically, without exception, the public fully supported the logic applied.

Members were informed that the deliberative forums also looked at the planning principles, considering them in their totality, and that there were a couple of areas with interesting responses. Members were advised that when asked their views, the public recognised that on occasions, we may need to close stations, or merge stations, which interestingly, is counter to one of the planning principles. However, this view was only based on response times being maintained or improved, or the replacement of stations no longer fit for purpose or not providing the necessary facilities for our staff, particularly around our equalities agenda, as well as a firefighter safety perspective.

Members were advised that this was an important question to pose to the public, as there is the potential within the proposals, to merge two stations to create the new TDA and a "super station" at a particular location, equidistant between the two current stations, which we know can be done whilst actually improving performance.

Members were informed that the public were also asked their views around prevention, protection and firefighter safety. It was confirmed to Members that the public were well informed and firefighter safety was a key aspect of focus, which confirms the importance of ensuring that our staff have the right equipment and kit; and also the right facilities available to them to train against foreseeable risk. Members were advised that the views of the public also endorsed the necessity to re-invest in Protection activity, in light of the Grenfell Tower fire and subsequent recommendations from the Dame Judith Hackett report.

It was confirmed to Members that in totality, the proposals brought to the attention of the members of public who participated in the deliberative forums, were supported; and supported on the basis of actually maintaining the number of firefighters, or indeed actually increasing the number of fire appliances available.

Members were advised that it was made clear from the outset that none of the proposals would compromise the current arrangements available to the public of Merseyside. They were informed that the proposals were very well received by the participants; and where fully supported and endorsed by them.

It was highlighted to Members that further detail regarding the questions asked and responses provided, could be found within the full report, attached as an appendix. It was also confirmed that the report will be utilised to inform the IRMP plans, which will be brought back to the Authority for consideration in the new year.

Members Resolved that:

The content of the report, be noted.

## **9. Review of Area Manager Structure**

Members considered Report CFO/066/20 of the Chief Fire Officer, concerning proposed changes to the Area Manager structure as the first part of a senior management restructure.

The recommendations contained within the report, were highlighted to Members.

Members were advised that the Grenfell Tower incident was a significant game changer for all FRS's. It was highlighted that previously, MFRA had 3 Area Manager posts, with one covering both Prevention and Protection; and the view was that that individual was spread too thin, a view which was also supported by HMICFRS.

Members were informed that it was therefore decided to establish on a temporary basis, a fourth Area Manager post within Protection, which has been very effective.

They were also advised that work is currently underway around replacing the existing information management system for Protection, which will involve a significant amount of work; and was one of the recommendations from HMICFRS.

As such, it is recommended that the fourth Area Manager post is required on a permanent basis, which if approved, will result in an Area Manager post covering each key area.

It was confirmed to Members that the post will be funded through a restructure of the management team; and that a further report will be brought back to

Members, detailing some of the changes that are proposed on top of the arrangements currently in place.

Members expressed their support of the recommendations, particularly given the Authority's National role and in terms of resilience, as it was felt that the structure had been extremely lean in the past, and was still very lean when compared to other FRS's.

It was also requested that Members be provided with an up to date version of the Organisational Chart.

Members Resolved that:

- a) the establishment of the 4<sup>th</sup> Area Manager position (AM Protection), currently established on a temporary basis, into a permanent role as part of the Authorised 642 FTE Grey Book Establishment, be approved.
- b) the intention to review contractual arrangements for Area Managers to improve efficiency and effectiveness across the Authority, be noted.
- c) the Area Managers will cover the 4 statutory areas – Prevention, Protection, Response and Preparedness.

**10. Reward and Recognition Programme**

At the start of this item, the Chair of the meeting highlighted to Members that Appendix A to this report, contained EXEMPT information. Therefore, should any discussion be required around the content of that Appendix, Members were asked to inform the Chair and the question would need to be considered in closed session.

Members considered Report CFO/063/20 of the Chief Fire Officer, concerning a proposal to procure a "Total Reward" Reward and Recognition Programme that is expected to provide benefits to the authority in relation to staff engagement, embedding organisational values, supporting staff and recognising desired behaviours and good practice.

Members were informed that the proposed Reward and Recognition Programme would bring some significant, tangible benefits from an organisational point of view, in addition to rewarding individuals.

Members were advised that should the recommendations be approved, Officers will assess the expected benefits of the programme; and the outcomes will be reported back to Members via the Scrutiny Committee, prior to any extension to the programme.

It was highlighted to Members that the approach proposed, is somewhat different to that taken by other FRS's, who have provided staff with additional days leave, in recognition of their contribution during the pandemic, which is

very costly, and here in Merseyside, would likely cause additional issues. However, Members were informed that we would still want to recognise the significant contribution that our staff have made; and as such, there is an aspect of the Reward and Recognition Programme that is beneficial to staff.

Members were informed that staff would receive benefits such as discounts, in addition to employee assistance being embedded in the programme. They were informed that it also enables the Authority and Officers to create pulse surveys, so that rather than undertaking a Staff Survey every 2 years, during which time, a lot can change, surveys can be conducted at any time, providing almost instantaneous responses. This will enable the Authority to gain feedback from staff around circumstances affecting them, or their responses to plans, ideas and policies, which can then be utilised to inform the Authority's strategies and activities in the long term. Members were also advised that the programme can be used as a communication tool, to allow for instant messages to be issued to staff.

It was highlighted to Members that the programme is affordable, on the basis of the cost being offset against other work in the long-term around employee assistance and staff surveys. As such, it was likely that a sustainable model could be devised in the first instance, rather than it simply being a one-year provision. However, it was re-iterated to Members that the programme would be subject to scrutiny and review, prior to any extension being agreed.

Members were advised that the proposals will provide a real positive reflection of the contribution staff have made during the pandemic, whilst also providing a number of additional organisational benefits.

Discussion took place around the proposed programme, with some Members commenting that they would have preferred the option adopted by other FRS's of providing staff with an additional days leave, as from personal experience, they felt that some Reward and Recognition Schemes can feel a little patronising.

Members agreed that the work undertaken by staff during the pandemic has been spectacular, and deserves to be rewarded in a meaningful way. Some Members felt that providing staff with an additional days leave that they could spend with family, or however they wished, would be better than a Rewards and Recognition Scheme; and felt that ideally, we would provide staff with both.

Members were advised that officers did consider the provision of an extra days leave for staff, but felt that what tends to happen, is that it is received and then it is lost. Also, whilst staff are taking their extra leave, they need to be replaced by another individual. Therefore, although they get an additional days leave to spend with their families, another individual is required to work an additional day to cover for them.

Members were therefore informed, that what Officers sought to devise, is something that is organisational cost effective and deliverable.

Members were also informed that staff were consulted to seek their opinions on the proposed programme and whether they would welcome it, with a significant number confirming that they would.

They were also advised that other organisations have provided absolutely nothing to their staff, and what Officers have tried to do, is source a solution that ensures the organisation can continue to function, whilst at the same time rewarding staff.

It was confirmed to Members that what is proposed, is far more tangible and beneficial, with some of the benefits as a result of the programme, being very positive. They were advised that it is the first time MFRA have sought to introduce something like this; and it was confirmed that if after 12 months, staff don't feel it is worth continuing with it, that will be fed back to the Scrutiny Committee.

It was re-iterated that what this programme provides to staff, is a years' worth of benefits, rather than one day.

Members were advised that should they wish for Officers to go back and review the provision of a Rewards and Recognition Programme, in favour of extra days leave, then Officers would do so.

A further question was raised around the consultation with staff; and whether the feedback received could be considered by Members.

Members were advised that the consultation was very informal, with a range of staff being informed of the proposals and then asked for their thoughts. They were advised that what Officers were trying to do, was to move the proposals through the Authority, so that staff would have access to the benefits of the programme prior to Christmas. However, it was confirmed that should Members wish for the proposals to be reviewed, it would be left for the time being and the options considered again in the new year.

The Chair of the Authority commented that although he agreed that he would like to see the fantastic work properly recognised, we are part of the NJC, therefore part of the National picture. He also made reference to the issue of the Scottish and Welsh Governments providing recognition for the FRS contribution, whilst our Government have stated that there will be a freeze on pay rises, hence the issue has a more political basis.

He stated that the Authority therefore need to ensure that they are doing the right thing; and he felt that what is proposed is reasonable.

The Chair of the Authority stated that he was still hopeful that there would be a National discussion in terms of recognition; and that an issue such as providing individuals with additional leave, is a matter for the NJC.

He confirmed his view that what the Authority are able to do locally, was contained within the report, but stated that the matter could be revisited as policy develops.

Members were advised that with regards to the suggestion that the Authority provide both additional leave, and the Rewards and Recognition programme,

should Members approve the report today, staff can be provided with early recognition via the programme, whilst Officers will ensure that the issues raised by Members, are raised Nationally via the Home Office.

Members confirmed that they would be content with this proposal.

A further question was raised by Members with regards to personal data and what access to data senior officers will have, through Perkbox.

Members were advised that Officers will not have access to any personal data and that the information will be in response to pulse surveys. It was confirmed that the information will be akin to that received through the staff surveys, with information anonymised. However, they were informed that what can be drawn out of the data, is the amount of benefit secured by staff generally, but not down to an individual level.

Members Resolved that:

- a) the proposal to procure the Total Reward programme for one year, be approved.
- b) Officers assess the expected benefits of the programme with the outcome of the assessment reported back to members via the Scrutiny Committee prior to any extension.
- c) The Chief Fire Officer be requested to make representations at a National level, via the Home Office, around the recognition of Fire and Rescue Service staff, for their contribution during the pandemic.

11. **Provision of Equipment for National Resilience Mass Decontamination Capability**

***This Minute contains EXEMPT information, by virtue of Paragraphs 3 and 7 of Part 1 of Schedule 12A of the Local Government Act 1972.***

Close

Date of next meeting Thursday, 25 March 2021

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

This report is Restricted

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<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>25 MARCH 2021</b>	<b>REPORT NO:</b>	<b>CFO/012/21</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JAKCIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN 2020-21 APRIL-DEC UPDATE</b>		

<b>APPENDICES:</b>	<b>APPENDIX 1:</b>	<b>FUNCTIONAL PLAN UPDATE APR-DEC 2020</b>
	<b>APPENDIX 2:</b>	<b>KEY PERFORMANCE INDICATORS UPDATE APR-DEC 2020</b>

## **Purpose of Report**

1. To request that Members scrutinise performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2020/21 for the period April to December 2020. The Integrated Risk Management Plan actions and the HMICFRS action plan are reported twice a year and will be included in the end of year Service Delivery Plan report.

## **Recommendation**

2. That Members approve the attached reports for publication on the website.

## **Introduction and Background**

3. The 2020/21 Service Delivery Planning process began in January 2020. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.
4. The April to December Service Delivery Plan Performance Report for 2020/21 is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2020.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

## Performance Indicators (Appendix A)

6. In March 2020 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would continue to be grouped in the following way:
    - Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
    - Service Plan outcomes - Key Performance Indicators
    - Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
    - Tier 2 – Output - Local Performance Indicators
  7. Performance indicators have been grouped according to incident type:
    - Dwelling fire
    - Non domestic property fire
    - Anti-social behaviour and other fire
    - Road traffic collisions
    - Special service
    - Fire alarms
    - Staff welfare, risks and competency
    - Energy and the environment
  8. The Key Performance Indicator TC05 Special Service Calls attended no longer has a target and is for quality assurance only. This decision was made due to the type of incidents attended. It was agreed that MFRS would not want to discourage many of the calls received, nor are we able to influence performance in some areas such as assisting partner agencies. Areas MFRS could influence such as RTC's attended and water rescue incidents, while still included in this indicator are also recorded separately as RC11 and RC24.
  9. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
  10. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's and people living in areas of deprivation.
  11. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meetings of relevant managers, and quarterly at the Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
  12. All performance for April to December 2020 is covered in detail in the appendices to this report.
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13. As is to be expected, the pandemic has had some impact on performance this year, with a number of planned activities not being carried out due to the restrictions. Rather than request an adjustment to the targets, the Chief Fire Officer has maintained the current target as this enables Authority Members to see what that impact has been. However, it is important to note that performance against performance indicators remains very positive.

### **Functional Plan updates (Appendix 1)**

14. A colour coding has been added to the Functional Plan updates:

#### Key for Progress Reporting

- ⇒ Action is now business as usual/complete
- ⇒ Action is well underway/completion anticipated by a stated date
- ⇒ Action is on hold or not started

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### **Equality and Diversity Implications**

15. Equality and Diversity actions form part of the Service Delivery Plan and each action is equally impact assessed as appropriate. Performance against Equality Objectives is included in the twice yearly Equality and Diversity update reports that are submitted to committees of the Authority.

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### **Staff Implications**

16. There are no direct staffing implications contained within this report. Performance is discussed with a number of staff during the planning process and reporting periods, and those staff provide updates and put in place strategies and plans for performance improvement where required.
17. The Service has adopted a new methodology for setting performance targets for stations and station staff have been involved in that process.

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### **Legal Implications**

18. There are no direct legal implications contained within this report.

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### **Financial Implications & Value for Money**

19. It is the aim of the majority of objectives to provide the same or an improved level of service for the same or a reduced cost.
20. Initiatives where there are cost implications have been approved by the Authority and they are monitored closely through the project management process.

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**Risk Management, Health & Safety, and Environmental Implications**

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21. Consideration of Health and Safety, the environment and successful risk management is paramount in project managing all of the IRMP and Service Delivery Plan actions
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**Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters***

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22. The Service Delivery Plan is The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Mission.

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**BACKGROUND PAPERS**

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**GLOSSARY OF TERMS**

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# SERVICE DELIVERY PLAN 2020-21

## April - December 2020

### Report

Key for Progress Reporting

- Action is now business as usual/complete
- Action is well underway/completion anticipated by a stated date
- Action is on hold or not started

# SERVICE PLAN – OCTOBER – DECEMBER 2020

## OPERATIONAL PREPAREDNESS:

### TRAINING:

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<p><b><u>FP/20/21/1.1:</u></b></p> <p>Complete feasibility study and a detailed costing exercise for the proposed redevelopment of the Training and Development Academy (TDA) and Croxteth Fire Station (including collaboration with internal and external partners).</p>	<ul style="list-style-type: none"> <li>⇒ Work is ongoing under the Training and Development Academy (TDA) Project Board.</li> <li>⇒ Planning permission was granted for the redevelopment of the Croxteth site.</li> <li>⇒ A site evaluation/feasibility is being considered for a new TDA development which will be reported to Strategic Leadership Team.</li> <li>⇒ Concept delivered at the Fire &amp; Rescue Authority Strategy Day in January 2020. A report on the Governance of the TDA Rebuild project was submitted to Strategic Leadership Team (SLT) meeting 16<sup>th</sup> Feb 2020.</li> <li>⇒ Ongoing TDA meetings continue with partners included.</li> </ul>
<p><b><u>FP/20/21/1.2:</u></b></p> <p>Enhance Command Training to ensure fire service assets are directed assertively, effectively and safely at incidents including regular assessment of command competence.</p>	<ul style="list-style-type: none"> <li>⇒ A proposed new Command Strategy has been presented and endorsed at the Operations Board meeting.</li> <li>⇒ Simulation exercises have been introduced.</li> <li>⇒ The Strategy continues to be implemented and evolved, a progress report went to the Operational Board meeting on the 26.11.2020 and a full strategy is to be presented to Operational Board in March 2021, with a launch date set for the 1st April, 2021.</li> </ul>
<p><b><u>FP/20/21/1.3:</u></b></p> <p>Ensure all staff skills are up to date and promote organisational awareness of the method to record training.</p>	<ul style="list-style-type: none"> <li>⇒ Organisational Training Needs Analysis produced and presented to the Operational Board on the 28.9.2020.</li> <li>⇒ The appraisals process is now complete.</li> </ul>

	<ul style="list-style-type: none"> <li>⇒ A multi-agency 3-year calendar has been produced and presented to the Operational Board on the 26.11.2020, Support staff and Fire Control ELearning is live.</li> <li>⇒ MRU ELearning is completed.</li> </ul>
<b>COLLABORATION &amp; INTEROPERABILITY:</b>	
<p><b><u>FP/20/21/1.4:</u></b></p> <p>Ensure collaborative opportunities are fully explored and kept under review in line with the Policing &amp; Crime Act 2017, reviewing our Shared Estate, Operations and Support Services. Opportunities will be explored where they are in the interests of efficiency, effectiveness or public safety.</p>	<ul style="list-style-type: none"> <li>⇒ Work still continues to be focused on the co-ordination of joint response to COVID 19 by supporting Tactical Co-ordination Group (TCG) and the Emergency Service Cell.</li> <li>⇒ Joint Emergency Services Interoperability Programme (JESIP) command courses held in 2020.</li> <li>⇒ Presentation on the detail of the Blue Light Collaboration Board in February 2021 regarding options for future areas of scrutiny.</li> </ul>
<p><b><u>FP/20/21/1.5:</u></b></p> <p>Continue to embed and improve interoperability through JESIP by working together and working with partners to achieve a better outcome for our communities.</p>	<ul style="list-style-type: none"> <li>⇒ Joint Emergency Services Interoperability Programme (JESIP) Control Room supervisor courses delivered in October 2020.</li> <li>⇒ Joint Emergency Services Interoperability Programme (JESIP) Commander courses were delivered September - December 2020.</li> <li>⇒ Currently Joint Emergency Services Interoperability Programme (JESIP) commander course content is being refreshed to start a new 3-year cycle, with the courses to be arranged for October 2021.</li> </ul>
<b>FIRE CONTROL:</b>	
<p><b><u>FP/20/21/1.6:</u></b></p> <p>Implement a comprehensive review of staffing and consider future ways of working for Fire Control.</p>	<ul style="list-style-type: none"> <li>⇒ A Fire Control review update was delivered to the Operational Board on the 29.6.2020 and 28.9.2020.</li> <li>⇒ Eight workshops held in early 2020 with staff and an online survey was sent to all. A summary report was produced.</li> <li>⇒ ELearning planner was launched and all other face to face training is now being recorded via the Operational Performance System (OPS).</li> </ul>

	<ul style="list-style-type: none"> <li>⇒ Staffing review is now completed with a formal recruitment proposal being agreed and implemented. This has resulted in the introduction of flexible roles within Fire Control and in addition, Crew Manager Development roles and a long term plan to open up more career pathways towards senior management.</li> <li>⇒ Monthly ELearning is now in place with new modules being released on a monthly basis.</li> <li>⇒ Two recruit courses scheduled for 2021 this will improve resilience and flexibility within existing team</li> </ul>
<b>OPERATIONAL PLANNING &amp; INTELLIGENCE:</b>	
<p><b><u>FP/20/21/1.7:</u></b></p> <p>Continuous review of Standard Operational Procedures (SOPs) and training packages in line with National Operational Guidance (NOG) and support the ongoing development and maintenance of NOG through the completion of a Strategic Gap Analysis.</p>	<ul style="list-style-type: none"> <li>⇒ National Operational Guidance Gap analysis has been completed with 95% compliance, and some amendments are being received regularly which are reviewed by the Operational Preparedness Review team on a monthly basis.</li> <li>⇒ An Internal governance group meet and discuss changes and amendments to service operating procedures (SOPs) through the ongoing review process.</li> <li>⇒ As from December 2020 a full suite of modules were available to staff through the Station Training Planner.</li> </ul>
<p><b><u>FP/20/21/1.8:</u></b></p> <p>To continue to review how operational risk information is provided to front line crews, including the future conversions of MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH).</p>	<ul style="list-style-type: none"> <li>⇒ Site Information Risk and Hazards (SIRAH) roll out was postponed. The application has been subject to a number of Issues and a suitable alternative was identified (CFRMIS)</li> <li>⇒ Commenced review of Community Fire Risk Management Information (CFRMIS) system and other applications.</li> <li>⇒ Community Fire Risk Management Information System (CFRMIS) Project Board established with the first meeting to be held on the 11<sup>th</sup> February 2020.</li> </ul>
<p><b><u>FP/20/21/1.9:</u></b></p>	<ul style="list-style-type: none"> <li>⇒ Cross border risk information is shared through Resilience Direct and is available to operational staff on Mobile Data Terminal's and MFRS Portal.</li> </ul>

<p><b>Share Cross Border risk information with neighbouring FRSs through the use of ICT platforms and emerging technology and examine how best to enhance cross border training with neighbouring FRSs to assist when responding to over the border incidents.</b></p>	<p><b>Action Closed</b></p>
<p><b><u>FP/20/21/1.10:</u></b></p> <p><b>Identify and plan to reduce Foreseeable Risk to the community and the environment.</b></p>	<ul style="list-style-type: none"> <li>⇒ A review of foreseeable risk within Merseyside was completed in the first quarter of the year.</li> <li>⇒ Within this, the Community Risk Register was cross referenced with historic incident data but also with new emerging local risk, as growth within the Port of Liverpool.</li> <li>⇒ Due to the postponement of the business continuity exercise, validation was completed through Senior Leadership Team (SLT) Meeting and Budget Strategy Meeting.</li> <li>⇒ The review will be completed on an annual basis, embedded as business as usual, and will inform IRMP planning and functional planning across all Directorates.</li> </ul> <p><b>Action Closed</b></p>
<p><b>OPERATIONAL RESOURCES AND TRANSPORT:</b></p>	
<p><b><u>FP/20/21/1.11:</u></b></p> <p><b>Progress and implement authorised recommendations from the Strategic Leadership Team as to the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response.</b></p>	<ul style="list-style-type: none"> <li>⇒ The Transport Strategy and People &amp; Organisational Development (POD) review outcome report went to the Operations Board in November 2020. The outcomes are to be aligned with the proposed IRMP 2021-24.</li> <li>⇒ A sub group has been formed to produce an indicative timeline for the delivery and implementation of the People &amp; Organisational Development (POD) moves, and specialist station methodology.</li> <li>⇒ This group will meet bi weekly for close production and scrutiny.</li> </ul>
<p><b><u>FP/20/21/1.12:</u></b></p>	

<p><b>Implement a review of Workshop staffing pay rates.</b></p>	<ul style="list-style-type: none"> <li>⇒ The review had been reported to the Operations Board on the 28.8.19 and 26.9.2019 with Red Book (workshops) staff review now completed.</li> <li>⇒ Green Book (non-uniformed/support) staff review has commenced and temporary promotion arrangements are in place to be reviewed within 6 months.</li> </ul>
<p><b><u>FP/20/21/1.13:</u></b></p> <p><b>Implement a comprehensive review of Courier staffing and consider future ways of working.</b></p>	<ul style="list-style-type: none"> <li>⇒ Awaiting outcome of the discussions with Union/Representative Bodies.</li> <li>⇒ The review had been reported to the Operations Board in January 2020 and a final report is now being prepared for the February 2021 Board.</li> <li>⇒ A review of data and working time compared to Global Positioning System (GPS) data has been collected and an analysis of this data is in process.</li> <li>⇒ This coupled with a reduction of staff kit movements for couriers, where staff are contracted to do so, will finalise the outcome and produce the working hour requirements for an updated work pattern.</li> </ul>
<p><b>EQUALITY, DIVERSITY AND INCLUSION:</b></p>	
<p><b><u>ED/20/21/1.14 - E&amp;D CARRYOVER:</u></b></p> <p><b>To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure Equality &amp; Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</b></p>	<ul style="list-style-type: none"> <li>⇒ Equality, Diversity and Inclusion team and Training &amp; Development (TDA) Manager reviewing dyslexia requirements in recruitment and training.</li> <li>⇒ The Equality, Diversity and Inclusion (ED&amp;I) team will be involved in the Training &amp; Development (TDA) new build project as a stakeholder.</li> </ul>
<p><b><u>ED/20/21/1.15:</u></b></p>	

<p><b>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</b></p>	<ul style="list-style-type: none"> <li>⇒ A successful positive action campaign was held for Fire Control in December 2020 and an equality impact assessment (EIA) completed with the Equality, Diversity and Inclusion Team.</li> <li>⇒ Continual positive action campaign on Firefighter recruitment.</li> </ul>
<p><b><u>ED/20/21/1.16:</u></b></p> <p><b>Collaborate and work with other agencies to horizon scan and benchmark any ED &amp; I processes.</b></p>	<ul style="list-style-type: none"> <li>⇒ Providing assistance to Equality, Diversity and Inclusion (ED&amp;I) team in reference to National Fire Chief’s Council (NFCC) around Equal Access and Provision of Services.</li> </ul>
<p><b><u>ED/20/21/1.17:</u></b></p> <p><b>Research, Develop and Implement Supportive technology, e.g. 999Eye, What3Words.</b></p>	<ul style="list-style-type: none"> <li>⇒ What 3 Words implemented.</li> <li>⇒ 999Eye is reliant on the upgrade of the command and control system which is due in March 2021. As a result, it will considered in phase 2 of that project.</li> </ul>
<p><b><u>ED/20/21/1.18:</u></b></p> <p><b>Uniforms, ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures.</b></p>	<ul style="list-style-type: none"> <li>⇒ Uniform roll out completed.</li> <li>⇒ Any Equality Diversity &amp; Inclusion requests received moving forward will be dealt with on an individual basis and an equality impact assessment (EIA) will be completed.</li> </ul>
<p><b><u>ED/20/21/1.19:</u></b></p> <p><b>Involve ED &amp; I in all review processes.</b></p>	<ul style="list-style-type: none"> <li>⇒ Equality Diversity &amp; Inclusion (ED&amp;I) Manager will be continually notified in all stages of new builds, change, research, development, new equipment and uniform</li> <li>⇒ Equality Impact Assessment (EIA) completed with Equality &amp; Diversity Department on the Operational Preparedness Function Plan 2021/22 and any Equality Impact Assessment (EIAs) will be completed when required for the new build facilities, any changes, new equipment, uniform changes, policy changes etc.</li> </ul>

**OPERATIONAL RESPONSE:**

<p><b><u>FP/20/21/2.1:</u></b></p> <p><b>Continue to maintain the Health, Safety and Welfare of all Merseyside Fire &amp; Rescue Service (MFRS) staff and promote and support a positive Health and Safety Culture.</b></p>	<ul style="list-style-type: none"> <li>⇒ Health &amp; Safety team have developed a suite of 13 Risk assessments based on the National Fire Chief’s Council (NFCC) additional Covid-19 activity, including supporting mass vaccination, workplace lateral flow testing and assisting North West Ambulance (NWS) by driving ambulances.</li> <li>⇒ Health &amp; Safety team continue to review all current Covid risk assessments which cover occupying our work place and operating in them. Consultation on such also continues through already established mechanisms.</li> <li>⇒ The key meetings of Workplace, Road Risk and Committee have all continued throughout the Pandemic.</li> <li>⇒ Health &amp; Safety team have reviewed and responded to the publication of the UCLan report of Firefighter contamination with a presentation to Ops board, Health &amp; Safety Committee and Scrutiny committee. A gap analysis has been completed and confirms the very strong position in compliance with the best practice recommendations by MFRS.</li> <li>⇒ Near Miss reporting continues to rise, underpinning the positive reporting culture.</li> <li>⇒ The Covid inspection that was introduced in the previous quarter has been used as the basis for the development of a further 2 audits (weekly/monthly) that will now take place on stations by on duty Watch Managers and the home station manager.</li> </ul>
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<p><b><u>FP/20/21/2.2:</u></b></p> <p><b>Continue to strengthen Operational Response through improvements identified via effective monitoring, audit, assurance and review of the Operational Response function.</b></p>	<ul style="list-style-type: none"> <li>⇒ Operational Assurance activities continue throughout this phase of the pandemic. Declaration of Covid Personal Protective Equipment (PPE) at incidents seems now more embedded, and continues to be a focus of operational assurance at incidents.</li> <li>⇒ Station audits have continued to be completed with learning captured and fed back into Operational Assurance for action.</li> <li>⇒ Group Manager audits have also continued and anything of interest has been fed back into the morning Operational Assurance Team meeting.</li> </ul>
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	<ul style="list-style-type: none"> <li>⇒ An external Significant Incident Report on the incident at Tilbury docks in Essex has been completed and published drawing links to their sister site here in Merseyside.</li> <li>⇒ A number of actions were also undertaken including site visits; Site Specific Risk Information (SSRI) review; cross departmental involvement etc.</li> <li>⇒ Area Manager Visits are up and running well now with numerous completed and the concept being well received.</li> <li>⇒ The 'Hot debrief' trail on 4 stations drew to a conclusion and seen the introduction of a new electronic debriefing form; revised training package and updated Service Instruction.</li> </ul>
<p><b><u>FP/20/21/2.3:</u></b></p> <p><b>Develop our people within Operational Response via continued and improved engagement to deliver a professional service which impacts positively on our communities and our workplace; and continue to effectively and efficiently manage resources to deliver an excellent operational response.</b></p>	<ul style="list-style-type: none"> <li>⇒ Operational Response Station Managers continue to support and engage crews either face to face or via Microsoft Teams.</li> <li>⇒ We have continued to deliver vital medicines to shielding/vulnerable members of the community and delivered leaflets across the county.</li> <li>⇒ Working closely with Time &amp; Resource Management Department, we have maintained operational activity, with only a very small number of occasions when appliance numbers have been reduced due to positive COVID cases or staff isolating due to a family member testing positive.</li> </ul>
<p><b>EQUALITY, DIVERSITY AND INCLUSION:</b></p>	
<p><b><u>ED/20/21/2.4:</u></b></p> <p><b>Embed Inclusive Leadership and Management Coaching for Station Managers with the Diversity and Consultation Manager to ensure Managers have opportunities to learn and develop their Inclusive Management Skills (EO1, EO5).</b></p>	<ul style="list-style-type: none"> <li>⇒ The Operational Assurance Station Manager and some of the Service Delivery Team Station Managers who had previously been undertaking coaching training, are now putting that into practice with other members of staff. For example; the Operational Assurance Station Manager is coaching a new member to the team and to the senior officer cohort. The Service Delivery Station Managers have provided coaching to some aspirational Watch Managers.</li> </ul>

	<ul style="list-style-type: none"> <li>⇒ Response Group Managers continue to support their teams/managers in learning and developing their skills.</li> </ul>
<p><b><u>ED/20/21/2.5:</u></b></p> <p>Continue to work with Station Managers, Watch Managers and crews to build on the improving E&amp;D data being collected during HFSCs (EO1, EO2, EO3, EO4, EO5).</p>	<ul style="list-style-type: none"> <li>⇒ This activity has been reduced due to the outbreak of COVID, although the Station Manager cohort continue to monitoring this data.</li> </ul>
<p><b><u>ED/20/21/2.6:</u></b></p> <p>Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups (EO1, EO4, EO5).</p>	<ul style="list-style-type: none"> <li>⇒ Inappropriate behaviour is challenged by staff when it is observed and this is continually being embedded across the response function.</li> <li>⇒ The values, ground rules and code of conduct are the foundations of empowering staff to identify and challenge inappropriate behaviour.</li> <li>⇒ The recent staff survey is reflective of the progress made in this area with positive results which have seen great improvement since around 2014/15.</li> </ul>

**PEOPLE & ORGANISATIONAL DEVELOPMENT:**

<p><b><u>FP/20/21/3.1:</u></b></p> <p>To support delivery of the organisational People Strategy and lead on the review of the Strategy for 2021-24.</p>	<ul style="list-style-type: none"> <li>⇒ The People strategy for 18-21 has proven successful with many of the key pieces of work delivered and now main streamed into the Department. Those not completed have been carried over into the new Plan. The People strategy will now become the People Plan 21-24 and its construction and design is currently ongoing in association with a design development and implementation of the revised Leadership message</li> </ul>
<p><b><u>FP/20/21/3.2:</u></b></p>	<ul style="list-style-type: none"> <li>⇒ The Organisational Workforce planning structure is now embedded into the organisation incorporates all the relevant senior managers. It meets regularly to identify both organisational risk as well as future staffing</li> </ul>

<p><b>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</b></p>	<p>requirements. This is supported through the Gateway process and Development Review Board which ensures the organisation both develops and recruits the most appropriate staff.</p>
<p><b><u>FP/20/21/3.3:</u></b></p> <p><b>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</b></p>	<p>⇒ This work is also now embedded Organisationally. Building on the details above we have introduced a strong Apprenticeship programme which recruits a high standard of employee supplemented financially through the Government levy. The Gateway system fully support internal development , talent management and opportunity, whilst the positive action strategy continues to address the diversity challenges and delivers candidates that represent the communities of Merseyside</p>
<p><b><u>FP/20/21/3.4:</u></b></p> <p><b>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</b></p>	<p>⇒ This work is again built into the departmental delivery and its success has very much been highlighted though the work done to support all our staff in relation to the current pandemic utilising both internal and external support , and a range of support functionality</p>
<p><b>EQUALITY, DIVERSITY AND INCLUSION:</b></p>	
<p><b><u>ED/20/21/3.5:</u></b></p> <p><b>To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.</b></p>	<p>⇒ This work continues and whilst embedded in the core functionality of the Recruitment Team, we will continue to review our strategies and particularly our positive action work to ensure continued improvement in relation to our successes of recruiting staff fully representative of the communities of Merseyside.</p>
<p><b><u>ED/20/21/3.6:</u></b></p>	

<p><b>To continue to consider reasonable adjustments which can impact on an employee’s capability to undertake their role to their full potential.</b></p>	<p>This is a completed task however we will continue to undertake these as and when required.</p> <p><b>CLOSED</b></p>
<p><b><u>ED/20/21/3.7:</u></b></p> <p><b>Each Service Instruction is assessed and a relevant Equality Impact Assessment produced as applicable.</b></p>	<p>This is business as usual.</p> <p><b>CLOSED</b></p>

<p><b>COMMUNITY RISK MANAGEMENT:</b></p>	
<p><b>PREVENTION:</b></p>	
<p><b><u>FP/20/21/4.1:</u></b></p> <p><b>Implement the revised Home Safety Strategy inclusive of using person and place based factors to keep people safer in their homes. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024.</b></p>	<ul style="list-style-type: none"> <li>⇒ The Home Safety Strategy continues to focus on both people and place based factors.</li> <li>⇒ We have during this past quarter been able to continue to deliver Safe and Well visits by dedicated Prevention Advocates.</li> <li>⇒ Operational Crews have suspended Home Fire Safety Checks (HFSCs), (unless risk of fire outweighs the risk of Covid).</li> <li>⇒ To assist in risk reduction, we have delivered approximately 100,000 leaflets and will continue to do so in Quarter 4.</li> </ul>

<p><b><u>FP/20/21/4.2:</u></b></p> <p><b>Ensure that Safeguarding is fully embedded in the Service.</b></p>	<ul style="list-style-type: none"> <li>⇒ Progress has been made to ensure Safeguarding is fully embedded across the Service.</li> <li>⇒ We have an established Board and ensured through these mechanisms a number of deliverables have been achieved.</li> <li>⇒ We have developed a revised Learnpro package for all staff.</li> </ul>
<p><b><u>FP/20/21/4.3:</u></b></p> <p><b>Further expansion and development of MFRS volunteers.</b></p>	<ul style="list-style-type: none"> <li>⇒ Progress against external volunteers has been temporarily postponed due to covid, however we have made significant progress utilising internal volunteers throughout the period. This activity has been captured through Workforce and National Fire Chiefs Council reporting.</li> </ul>
<p><b>COMMUNITY SAFETY:</b></p>	
<p><b><u>FP/20/21/4.4:</u></b></p> <p><b>Produce and implement a Community Safety Strategy that encapsulates Arson, Road and Water Safety and Youth Engagement. Our revised strategy document will feature within the revised IRMP Planning timeframe for 2021-2024.</b></p>	<ul style="list-style-type: none"> <li>⇒ The Community Safety Strategy continues to focus on both people and place based factors.</li> <li>⇒ We have during this past quarter been able to continue to deliver a range of activities including the Bonfire Plan.</li> </ul>
<p><b>YOUTH ENGAGEMENT:</b></p>	
<p><b><u>FP/20/21/4.5:</u></b></p> <p><b>We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.</b></p>	<ul style="list-style-type: none"> <li>⇒ This past quarter we have restarted and temporarily suspended much of our Youth Engagement activity due to Covid.</li> </ul>

EQUALITY, DIVERSITY AND INCLUSION:	
<p><b><u>ED/20/21/4.6:</u></b></p> <p>To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.</p>	<ul style="list-style-type: none"> <li>⇒ Given the temporary suspension of Home Fire Safety Checks (HFSCs), we have not made progress against this objective (as planned) but will continue as soon as more HFSCs are permitted .</li> <li>⇒ The proposed introduction of new technology and a digitised platform for Home Fire Safety Checks (CFRMIS) will support this objective in 2021/22.</li> </ul>
<p><b><u>ED/20/21/4.7:</u></b></p> <p>To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.</p>	<ul style="list-style-type: none"> <li>⇒ MFRS is committed to supporting partnerships that have a mutual benefit for understanding and delivering improved outcomes to individuals and communities.</li> </ul>
<p><b><u>ED/20/21/4.8:</u></b></p> <p>To continue to deliver and embed a MF&amp;RS Safeguarding Strategy.</p>	<ul style="list-style-type: none"> <li>⇒ As above.</li> </ul>

COMMUNITY RISK MANAGEMENT:	
PROTECTION:	
<p><b><u>FP/20/21/5.1:</u></b></p> <p>To implement the Protection Strategy including a focus on:</p>	<ul style="list-style-type: none"> <li>⇒ The Management Information System (MIS) is being replaced with the purchase of a Community Fire Risk Management Information System (CFRMIS).</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Resource and Asset Review-</b> To analyse demand on the department against external and internal drivers to reduce risk.</li> <li>• <b>Data and Digital Solutions (MIS) –</b> Develop applications for the Management of Protection Information (MIS) so that Protection activity can be effective and efficient.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ This is a Civica product that is now being tested and installed as a replacement for Sophtlogic.</li> <li>⇒ Demand on the department as a result of increased activity with High Rise Residential Buildings has been met by the establishment of the Building Risk Review Team, funded by Government grants.</li> <li>⇒ An Additional grant for Protection Uplift will enable the department to recruit further to meet current and future demand.</li> </ul>
<p><b><u>FP/20/21/5.2:</u></b></p> <p><b>Information and Guidance Establish a Framework for Information and Guidance to provide both our department and partners with clear up to date and appropriate information.</b></p>	<ul style="list-style-type: none"> <li>⇒ Work in this area is continuing, the Protection Policy has been updated and a further revision of the Protection Strategy is underway.</li> </ul>
<p><b><u>FP/20/21/5.3:</u></b></p> <p><b>The built environment Review our approach to high risk and tall buildings, considering the Grenfell Tower Inquiry, to maximise efficiency and effectiveness of operational response to incidents and protection activity in line with risk based inspection.</b></p>	<ul style="list-style-type: none"> <li>⇒ The Building Risk Review (BRR) work as detailed by National Fire Chief’s Council (NFCC), Ministry of Housing, Communities and Local Government. (MHCLG) and the Home Office is well underway and established within service.</li> <li>⇒ The original total of buildings provided by Her Majesty's Government (HMG) was 129; however, it is now anticipated to be twice that figure for in scope buildings.</li> <li>⇒ A dedicated team delivers against the strategy (The Building Risk Review BRR Team) and monthly performance returns are being delivered which are exceeding the trajectory provided to Her Majesty's Government (HMG) in August 2020.</li> <li>⇒ The programme is still on track to deliver by December 2021.</li> <li>⇒ The Tall Buildings Database is still being used to incorporate this additional risk information; however, with move to a new management information system (CFRMIS) we are now liaising with the project team , which will manage all Protection, Prevention, and Preparedness information going forward.</li> </ul>

	<ul style="list-style-type: none"> <li>⇒ MFRS continues to provide input and guidance nationally through its work with the National Fire Chiefs Council (NFCC), Fires in Tall Buildings Working Group to address the implementation of key areas of the Grenfell Tower Inquiry (GTI).</li> <li>⇒ The Grenfell Tower Inquiry (GTI) Project is well underway with completion in many areas.</li> <li>⇒ The gap analysis was completed comprehensively, with findings and recommendations for a future state and the proposals were accepted completely by Senior Leadership Team (SLT).</li>   <li>⇒ Senior Leadership Team (SLT) have approved the delay of some recommendations pending the outcome of legislative change due in 2021.</li>   <li>⇒ The Service has made considerable advances in developing operational response to the evacuation of high rise residential buildings, where the building is believed to be failing.</li> </ul>
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**EQUALITY, DIVERSITY AND INCLUSION:**

<p><b><u>ED/20/21/5.4:</u></b></p> <p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. The provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<ul style="list-style-type: none"> <li>⇒ Protection Department has been unable to secure a provider for the required training. When the current Pandemic restrictions are lifted during 2021 we will look to work with Merseyside Police to train Inspecting Officers so that they can identify signs of modern day slavery and human trafficking.</li> </ul>
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**NATIONAL RESILIENCE:**

<p><b><u>FP/20/21/6.1:</u></b></p>	<ul style="list-style-type: none"> <li>⇒ In collaboration with Home Office colleagues, National Resilience Assurance Team (NRAT) have formed dedicated working groups, in order</li> </ul>
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<p><b>To utilise the National Strategic Risk Assessment and value for money principles as a foundation to inform the Home Office New Dimensions 2 project.</b></p>	<p>to discharge a number of work packages associated with the New Dimension 2 project.</p> <ul style="list-style-type: none"> <li>⇒ This work stream will continue for a number of years and ultimately ensure the vehicles, equipment and personnel associated with National Resilience remain fit for purpose for the long term.</li> <li>⇒ As a standalone item for FP 2020/21, the item will be closed, as the work associated with the New Dimensions 2 project will be Home Office led with National Resilience Assurance Team (NRAT) providing a contributory supporting role throughout.</li> </ul> <p><b>Action closed.</b></p>
<p><b><u>FP/20/21/6.2:</u></b></p> <p><b>To conduct national business continuity planning surveys and provide an accurate position in regards to broader Fire and Rescue Service resilience arrangements.</b></p>	<ul style="list-style-type: none"> <li>⇒ The national business continuity planning surveys were completed in October, with the associated report being provided to the Home Office Strategic Resilience Board in January 2021.</li> <li>⇒ This will now remain an annual routine element for National Resilience Assurance Team (NRAT) moving forward.</li> <li>⇒ In addition, we have implemented a formalised process to provide quarterly reporting to the Home Office in regards to Action Short of Strike (ASOS) status.</li> </ul> <p><b>Action closed.</b></p>
<p><b><u>FP/20/21/6.3:</u></b></p> <p><b>Contribute to the TDA site development project to ensure facilities that are sourced/developed are suitable and sufficient to enable MFRS to continue to host and deliver National Resilience skills acquisition and refresher courses.</b></p>	<ul style="list-style-type: none"> <li>⇒ Supported and contributed to the Training &amp; Development Academy (TDA) site development project.</li> <li>⇒ This work stream will also continue for several years as part of MFRAs longer term Integrated Risk Management Planning (IRMP) arrangements, that will see the development of a new state of the art training facility.</li> <li>⇒ A business case document seeking capital support from the Home Office has also been produced.</li> <li>⇒ National Resilience will continue to have representation on the established MFRA programme board created for this project.</li> </ul>

	<b>Action closed.</b>
<p><b><u>FP/20/21/6.4:</u></b></p> <p>Develop relationships with NFCC comms in pursuit of a more proactive approach to communications, so as to heighten awareness of NR across the sector and with other stakeholders; increase the use of Social media and podcasts to highlight positive elements within NR and to enhance coordination during incidents of national interest.</p>	<p><b>Closed action in quarter 2</b></p>
<p><b><u>FP/20/21/6.5:</u></b></p> <p>Deliver phase 2 of the NR website development project.</p>	<ul style="list-style-type: none"> <li>⇒ Phase 1 enhancements and impacts arising from Covid have delayed the full transition for phase 2 of the website development project.</li> <li>⇒ This item will be carried over to FP 2021/22 with funding and approval from Home Office having been sought and confirmed.</li> </ul>

<b>STRATEGY &amp; PERFORMANCE:</b>	
<p><b><u>FP/20/21/7.1:</u></b></p> <p>a. To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.</p>	<ul style="list-style-type: none"> <li>⇒ A LearnPro online training package is being developed that will provide additional development for staff but will not replace the ED&amp;I Essentials face-to-face training programme. Other options for ED&amp;I training are also being considered.</li> <li>⇒ The three staff networks have progressed well during the pandemic with particularly positive outcomes in relation to engagement regarding the increased risk from Covid for BAME people. Engagement with the</li> </ul>

<p><b>b. To deliver the fourth staff survey – using the engagement and Think People principles.</b></p>	<p>networks and their chairs about future plans and work with MerPol to share best practice are becoming business as usual.</p> <ul style="list-style-type: none"> <li>⇒ An access and cultural audit is being planned for all MFRA buildings in the first half of 2021.</li> <li>⇒ An ED&amp;I Audit is being undertaken to establish the organisation’s current position.</li> <li>⇒ The staff survey was delivered in November and December 2020 with an improved response rate and significantly improved engagement score. This has been the subject of a separate Authority report (February 2021).</li> </ul>
<p><b><u>FP/20/21/7.2:</u></b></p> <p><b>To make the most effective use of organisational information whilst continuing to improve information security and governance.</b></p> <ul style="list-style-type: none"> <li><b>a) Continuing to digitally transform the organisation</b></li> <li><b>b) Continuing to ensure compliance with information governance and security legislation and regulations.</b></li> </ul>	<ul style="list-style-type: none"> <li>⇒ A decision was made to cease developing/using Site Information Risk and Hazard (SIRAH), an application for gathering risk information and procure Community Fire Risk Management Information System (CFRMIS) for Protection, Prevention and Site Specific Risk Information purposes.</li> <li>⇒ This CFRMIS project has started and we are now at the stage of system configuration and data migration.</li> <li>⇒ National Resilience Application - A new release was deployed in October which contained the new ‘Analysis Tool’ – this allows Fire &amp; Rescue Service users to report National Resilience exercises and miscellaneous events (such as on station training), and to also submit debriefs against these events. Continuous enhancements such as bug fixes and small User Interface improvements were also included in the release.</li> <li>⇒ Following the deployment, the focus of development has been replacing the legacy “assurance cycle” functionality. Once this is complete, 2 weeks will be dedicated to more continuous enhancements that the National Resilience Assurance Teams have provided, before we move onto the final development feature – replacing the legacy Training Management System (TMS).</li> </ul>
<p><b><u>FP/20/21/7.3:</u></b></p>	<ul style="list-style-type: none"> <li>⇒ A Communications Strategy has been drafted and it is expected to be completed by the end of March.</li> </ul>

<p><b>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</b></p>	<ul style="list-style-type: none"> <li>⇒ Extensive internal communications has continued in relation to Covid, with weekly newsletters sent to all staff and additional comms on specific Covid-related subjects. The Comms. team are also involved in the Local Resilience Forum Covid Comms. Cell.</li> <li>⇒ In-house design work for the Draft IRMP and increased use of infographics enhances the quality of the information produced by the Service.</li> <li>⇒ Increased use of in-house video and photography is enhancing social media comms – this was particularly notable during the bonfire period.</li> </ul>
<p><b><u>FP/20/21/7.4:</u></b></p> <p><b>Create a 2021-2024 Integrated Risk Management Plan aligned to the Medium Term Financial Plan and People Strategy.</b></p>	<ul style="list-style-type: none"> <li>⇒ The draft Integrated Risk Management Plan 2021-24 was approved by Budget Authority on 25<sup>th</sup> February to go into 12 weeks consultation prior to further approval and publication in early July 2021. We will consult with the public, partners, stakeholders, staff and representative bodies. We will bring the IRMP back to Authority in June for approval following consultation</li> </ul>
<p><b><u>FP/20/21/7.5:</u></b></p> <p><b>Work with other functions to deliver a successful HMICFRS inspection for MFRS.</b></p>	<ul style="list-style-type: none"> <li>⇒ The full HMICFRS inspection planned for the summer was postponed due to the pandemic and is expected to take place in Q1 2021/22. Work has started on this.</li> <li>⇒ HMICFRS instead carried out a Covid inspection to establish the way in which FRSs dealt with the implications of the pandemic and gather and share good practice. MFRS’s inspection was carried out virtually in September. A letter detailing the Inspectorate’s findings was received in January 2021. This letter stated:</li> </ul> <p><i>“The service has continued to provide its core statutory functions throughout the pandemic in line with advice from the National Fire Chiefs Council (NFCC). This means the service has continued to respond to calls from the public and attend emergencies. The service followed the NFCC’s prevention and protection guidance, risk-assessing face-to-face activities and introducing control measures to keep staff and the community safe”</i></p>
<p><b><u>FP/20/21/7.6:</u></b></p>	

**Implement an ICT Infrastructure that will enable efficiency through current and emerging technology.**

- ⇒ 6.1 Command and Control System upgrade: the production, reference(test) and training systems are in place and are being populated with data. Train the trainer has taken place and plans are being made for user training and cutover to Vision 5
- ⇒ The training room has been commissioned and Vision training is underway.
- ⇒ 6.2 telent staff are taking voluntary overtime to complete upgrading of TDA and Station desktops.
- ⇒ 6.3 A number of telent staff and a number of the Development Team have been successfully migrated to O365. Failover testing has been tested.

**FP/20/21/7.7:**

**Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the ESN which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.**

- ⇒ 7.2 As the only FRS with a functioning Direct Network Service Provider (DNSP) connection into the Emergency Services Network (ESN), Merseyside FRS will continue to provide assistance in the testing and development of ESN Devices, UK coverage testing and Service Management applications.
- ⇒ 7.3 The Merseyside FRS MoU relating to Assurance Partner activities has been reviewed and signed by the Senior Solicitor. This will enable Merseyside FRS to remain an “early adopter”, influence the direction and pace of the ESN Programme and benefit from the early introduction of new technology.
- ⇒ 7.4 The initial phase of our Assurance Partner activities has begun with a proposal from our Fire Control systems supplier ‘Capita’ to deliver a mirrored communications platform of sufficient scope to support the testing and transition planning phases later in the year.
- ⇒ In partnership with our colleagues in the North West, coverage testing continues as we capture and monitor the EE signal strength for locations across Merseyside and the region.

**FP/20/21/7.8:**

**Consider ways in which catering services can become more environmentally sustainable.**

⇒ The SHQ canteen has been closed for several months of the pandemic, but when permitted to open the situation provided an opportunity to trial new ways of providing food in Covid-secure ways, this included recyclable food containers and cutlery. It is expected that more sustainable options will continue to be used when the canteen reopens.

**EQUALITY, DIVERSITY AND INCLUSION:**

**ED/20/21/7.9:**

**Create a strong cohesive organisation that is positive to rising to the future challenges we face.**

**ED/20/21/7.10:**

**Ensure that people from diverse communities receive equitable services that meet their needs.**

**These actions are reported back to the Authority as part of the Equality, Diversity and Inclusion Annual Report which will be completed in the late Spring/early Summer.**

**ED/20/21/7.11:**

<p><b>Reducing fires and other incidents amongst the vulnerable protected groups.</b></p>	
<p><b><u>ED/20/21/7.12:</u></b></p> <p><b>To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”</b></p>	

<p><b>FINANCE:</b></p>	
<p><b><u>FP/20/21/8.1:</u></b></p> <p><b>Monitor the development of the Comprehensive Spending Review (CSR) 2020; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review.</b></p>	<ul style="list-style-type: none"> <li>⇒ Completed with the announcement of Comprehensive Spending Review 2020, in December 2020.</li> <li>⇒ The settlement will now feed into the 2021/22 Budget and medium term financial plan.</li> </ul>

<p><b><u>FP/20/21/8.2:</u></b></p> <p>To monitor the outcome of the McCloud pension challenge.</p>	<p>⇒ Awaiting final remedy proposal, expected in Feb 2021.</p>
<p><b><u>FP/20/21/8.3:</u></b></p> <p>Maintain and Update the Authority on the progress of implementing the approved 2020/21 financial plan, and in particular any expenditure assumptions and the ongoing delivery of approved saving proposals.</p>	<p>⇒ Ongoing – Qtr. 3 report going to the Audit Committee in February 2021.</p>
<p><b><u>FP/20/21/8.4:</u></b></p> <p>Consider the potential future challenge beyond 2020/2021 in relation to:</p> <ul style="list-style-type: none"> <li>• CSR 2020 and what that might mean IF the Authority has to make significant revenue savings over the CSR 2020 period, (2021/2022 –2024-2025).</li> <li>• The affordability and sustainability of the current level of Annual capital spend funded through borrowing (£3.4mp.a. based on the 2024/2025 capital programme) and what can be done to reduce the pressure on the current and future MRP/Interest budget up to 2029/2030.</li> <li>• Funding of new and additional investment in the Service beyond 2020/2021 required to modernise and invest in up-to-date infrastructure –taking into account the previous bullet points.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Outcome being fed into the 2021/22 Budget and medium term financial plan.</li> <li>⇒ report. Comprehensive Spending Review 2020 was a single year settlement.</li> <li>⇒ The updated medium term financial plan will consider the affordability of the capital programme and new start proposals, including the required investments to deliver the 2021 Integrated Risk Management Plan (IRMP).</li> </ul>

**LEGAL, PROCUREMENT, ESTATES AND DEMOCRATIC SERVICES**

**LEGAL:**

**FP/20/21/9.1:**

Explore the provision of an overarching insurance policy for UK ISAR further to MFRA appointed as lead authority.

- ⇒ The appointed broker has completed exploring the options within the insurance market as to what would be available for an overarching policy if all fire and rescue UKISAR teams were to engage in seeking an overarching policy. The details will now be reviewed and the action complete.

**PROCUREMENT:**

**FP/20/21/9.2:**

Deliver new projects and further improvements in respect of National Resilience asset refresh and LTCM activity.

- ⇒ The report for the provision of Detection and Monitoring Equipment for Gases and Vapours on behalf of National Resilience Mass Decontamination Equipment (CFO/067/20), was presented to the Policy and Resources Committee on 10<sup>th</sup> of December 2020. The report recommended the concluding of framework agreements with two suppliers.
- ⇒ Multi Capability Meetings have continued between Merseyside Fire & Rescue Authority, Procurement, National Resilience Assurance Team and the Prime Contractor.
- ⇒ Dialogue has continued between Procurement, National Resilience Assurance Team and Home Office as regards New Dimension (ND) projects.

**FP/20/21/9.3:**

Undertake review of procurement policies, procedures and processes to ensure current best practice in utilised across the Authorities.

- ⇒ Minor amendments made to Contract Standing Orders including the alignment tendering threshold values, in accordance with latest procurement policy notes from Cabinet Office.
- ⇒ Demonstration of new procurement portal received and contracting process commenced.

	<ul style="list-style-type: none"> <li>⇒ Community Fire Risk Management Information System (CFRMIS) contract for Technical Fire Safety &amp; Community Fire Safety was awarded using G-Cloud.</li> </ul>
<b>DEMOCRATIC SERVICES:</b>	
<p><b><u>FP/20/21/9.4:</u></b></p> <p><b>To make greater use of technology to improve engagement between Members and staff; and to raise awareness of the Authority and its Committees.</b></p>	<ul style="list-style-type: none"> <li>⇒ Work continues to try to ensure that engagement activity can continue to occur between the Authority and staff via remote means, through the effective utilisation of technology.</li> <li>⇒ In November, a focus group of several Authority Members met to consider and trial some of the additional functionality within Zoom; and how it could be utilised to best effect. This was very useful and generated a number of ideas for how this technology could be used to best effect.</li> <li>⇒ In December, Members attended a “virtual visit” to the new St. Helens Community Fire Station. This included a virtual tour of the new station; followed by engagement sessions with Prevention and Protection staff based at the station; and the operational crews.</li> <li>⇒ Plans are currently underway to host a remote Staff Engagement day in the 4<sup>th</sup> Quarter, utilising the “breakout function” within Zoom.</li> </ul>
<p><b><u>FP/20/21/9.5:</u></b></p> <p><b>To embed improved scrutiny processes and practices across the Authority, to ensure scrutiny is adding value and contributing to tangible outcomes.</b></p>	<ul style="list-style-type: none"> <li>⇒ Despite the current restrictions and necessity to move to remote ways of working, the Authority’s Scrutiny activity has continued effectively; and scrutiny practices have continued to be developed and embedded, across the Authority.</li> <li>⇒ Several valuable and engaging scrutiny reviews have been undertaken during the 3<sup>rd</sup> Quarter:</li> <li>⇒ The Scrutiny Committee have undertaken a review around Positive Action in relation to Recruitment activity. This provided Members with an opportunity to hear directly from several staff with first-hand experience of the Authority’s Positive Action activity.</li> </ul>

	<ul style="list-style-type: none"> <li>⇒ They have also undertaken a review of the Authority’s involvement with the Merseyside Violence Reduction Partnership, which included a detailed presentation from the Head of the Violence Reduction Partnership, in addition to input from internal staff involved in the partnership.</li> </ul>
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**ESTATES AND FACILITIES:**

<p><b><u>FP/20/21/9.6:</u></b></p> <p>Implementation of the 5-year capital build programme, taking into consideration potential future station mergers and changes in the IRMP.</p>	<ul style="list-style-type: none"> <li>⇒ This work is ongoing- the new five-year plan is due to be approved at the Budget Authority meeting on 25<sup>th</sup> Feb 2021.</li> <li>⇒ Works have started and are progressing well on the Heswall refurbishment.</li> <li>⇒ The Training &amp; Development Academy (TDA) executive group and governance structure has been implemented.</li> <li>⇒ Specification and design works have started on the Bromborough / Speke and Old swan projects.</li> </ul>
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**EQUALITY, DIVERSITY AND INCLUSION:**

<p><b><u>ED/20/21/9.7:</u></b></p> <p>To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.</p>	<ul style="list-style-type: none"> <li>⇒ This action is now business as usual</li> </ul> <p><b>Action Closed</b></p>
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Glossary of Terms:	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire

<b>AGM</b>	<b>Annual General Meeting</b>
<b>AM</b>	<b>Area Manager</b>
<b>APB</b>	<b>Annual Pension Benefit</b>
<b>ARA</b>	<b>Analytical Risk Assessment</b>
<b>ASB</b>	<b>Anti-Social Behaviour</b>
<b>BBFa</b>	<b>Better Business for All</b>
<b>C&amp;C</b>	<b>Command and Control</b>
<b>CBT</b>	<b>Crew Based Training</b>
<b>CFOA</b>	<b>Chief Fire Officers Association</b>
<b>CFP</b>	<b>Community Fire Prevention</b>
<b>CFP</b>	<b>Community Fire Protection</b>
<b>CPD</b>	<b>Continuous Professional Development</b>
<b>CQC</b>	<b>Care Quality Commission</b>
<b>CRM</b>	<b>Community Risk Management</b>
<b>CSP</b>	<b>Community Safety Partnership</b>
<b>DCFO</b>	<b>Deputy Chief Fire Officer</b>
<b>DCLG</b>	<b>Department of Communities &amp; Local Government</b>
<b>DCWTR</b>	<b>Day Crewing Whole-time Retained</b>
<b>DIM</b>	<b>Detection, Identification and Monitoring</b>
<b>DoH</b>	<b>Department of Health</b>
<b>DSE</b>	<b>Disability Equalities Scheme</b>
<b>E&amp;D</b>	<b>Equality &amp; Diversity</b>
<b>E,D&amp; I</b>	<b>Equality, Diversity and Inclusion</b>
<b>EET</b>	<b>Education, Employment or Training</b>
<b>EFAD</b>	<b>Emergency Fire Appliance Driver</b>
<b>EIA</b>	<b>Equality Impact Assessment</b>
<b>EMR</b>	<b>Emergency Medical Response</b>
<b>ESMCP</b>	<b>Emergency Services Mobile Communication Programme</b>
<b>ESN</b>	<b>Emergency Services Network</b>
<b>FF</b>	<b>Fire-fighter</b>

<b>FSN</b>	<b>Fire Support Network</b>
<b>FRA</b>	<b>Fire &amp; Rescue Authority</b>
<b>FRS</b>	<b>Fire &amp; Rescue Service</b>
<b>GDPR</b>	<b>General Data Protection Regulations</b>
<b>GM</b>	<b>Group Managers</b>
<b>HFSC</b>	<b>Home Fire Safety Check's</b>
<b>H&amp;S</b>	<b>Health &amp; Safety</b>
<b>HR</b>	<b>Human Resources</b>
<b>HVP</b>	<b>High Volume Pump</b>
<b>IC</b>	<b>Incident Commander</b>
<b>ICCS</b>	<b>Integrated Communication Control System</b>
<b>ICT</b>	<b>Information Communication Technologies</b>
<b>ICU</b>	<b>Incident Command Unit</b>
<b>IIT</b>	<b>Incident Investigation Team</b>
<b>IRMP</b>	<b>Integrated Risk Management Plan</b>
<b>IRS</b>	<b>Incident Reporting System</b>
<b>ITHC</b>	<b>Information Technology Health Check</b>
<b>JCC</b>	<b>Joint Control Centre</b>
<b>KSI</b>	<b>Killed and Seriously Injured (in relation to road safety)</b>
<b>LCR</b>	<b>Liverpool City Region</b>
<b>LFRS</b>	<b>Lancashire Fire &amp; Rescue Service</b>
<b>LJMU</b>	<b>Liverpool John Moores University</b>
<b>LLAR</b>	<b>Low Level Activity Risk</b>
<b>LPB</b>	<b>Local Pensions Board</b>
<b>LPI</b>	<b>Local Performance Indicators</b>
<b>LSP</b>	<b>Local Safeguarding Partnership</b>
<b>MAIC</b>	<b>Multi Agency Information Cell</b>
<b>MASH</b>	<b>Multi Agency Safeguarding Hub</b>
<b>MDT</b>	<b>Mobile Data Terminal</b>
<b>MERPOL</b>	<b>Merseyside Police</b>
<b>MFD</b>	<b>Multi-Functional Device</b>
<b>MFRA</b>	<b>Merseyside Fire &amp; Rescue Authority</b>

<b>MFRS</b>	<b>Merseyside Fire &amp; Rescue Service</b>
<b>MHFA</b>	<b>Mental Health First Aid</b>
<b>MIS</b>	<b>Management Information System</b>
<b>MORR</b>	<b>Management of Road Risk</b>
<b>MoU</b>	<b>Memorandum of Understanding</b>
<b>MRSP</b>	<b>Merseyside Road Safety Partnership</b>
<b>MTFA</b>	<b>Marauding Terrorist and Firearms</b>
<b>NFCC</b>	<b>National Fire Chiefs Council</b>
<b>NJC</b>	<b>National Joint Council</b>
<b>NOG</b>	<b>National Operational Guidance</b>
<b>NOL</b>	<b>National Operational Learning</b>
<b>NRA</b>	<b>National Risk Assessment</b>
<b>NRAT</b>	<b>National Resilience Assurance Team</b>
<b>NPG</b>	<b>National Procurement Group</b>
<b>NW</b>	<b>North West</b>
<b>NWAS</b>	<b>North West Ambulance Service</b>
<b>NWFO</b>	<b>North West Finance Officer</b>
<b>NWFRS</b>	<b>North West Fire and Rescue Services</b>
<b>NWRPT</b>	<b>North West Regional Procurement Team</b>
<b>OH</b>	<b>Occupational Health</b>
<b>OIG</b>	<b>Operational Intelligence Group</b>
<b>OJEU</b>	<b>Official Journal of the European Union</b>
<b>PAS</b>	<b>Primary Authority Scheme</b>
<b>PCC</b>	<b>Police &amp; Crime Commission</b>
<b>PID</b>	<b>Project Initiation Document</b>
<b>POC</b>	<b>Proof of Concept</b>
<b>POD</b>	<b>People &amp; Organisational Development</b>
<b>PQQ</b>	<b>Pre-Qualification Questionnaire</b>
<b>PPE</b>	<b>Personal Protective Equipment</b>
<b>PPRS</b>	<b>Prevention, Protection and Road Safety</b>
<b>PRM</b>	<b>Premises Risk Model</b>
<b>PTI</b>	<b>Physical Training Instructor</b>
<b>PVP</b>	<b>Protecting Vulnerable People</b>

<b>RBIP</b>	<b>Risk Based Inspection Programme</b>
<b>RM1</b>	<b>Risk Management 1</b>
<b>RNLI</b>	<b>Royal National Lifeboat Institute</b>
<b>RLSS</b>	<b>Royal Life Saving Society</b>
<b>RRRG</b>	<b>Road Risk Review Group</b>
<b>RSL</b>	<b>Registered Social Landlord</b>
<b>RTC</b>	<b>Road Traffic Collision</b>
<b>SCG</b>	<b>Strategic Command Group</b>
<b>SI</b>	<b>Service Instruction</b>
<b>SIRAH</b>	<b>Site Information Risk and Hazard</b>
<b>SIT</b>	<b>Street Intervention Team</b>
<b>SLT</b>	<b>Strategic Leadership Team</b>
<b>SME's</b>	<b>Small Medium Enterprises</b>
<b>SM</b>	<b>Station Manager</b>
<b>SOFSA</b>	<b>Simple Operational Fire Safety Assessment</b>
<b>SOP</b>	<b>Standard Operational Procedure</b>
<b>SPA</b>	<b>Safe Person Assessment</b>
<b>SSRI's</b>	<b>Site Specific Risk Information</b>
<b>StARS</b>	<b>Staff Attendance Record System</b>
<b>T&amp;C's</b>	<b>Terms and Conditions</b>
<b>TCG</b>	<b>Tactical Command Group</b>
<b>TDA</b>	<b>Training and Development Academy</b>
<b>TRM</b>	<b>Time and Resource Management</b>
<b>VPI</b>	<b>Vulnerable Person Index</b>
<b>UAT</b>	<b>User Acceptance Test</b>
<b>UKFRS</b>	<b>United Kingdom Fire and Rescue Service</b>
<b>VR</b>	<b>Virtual Reality</b>
<b>WTR</b>	<b>Whole-time Retained</b>
<b>YE</b>	<b>Youth Engagement</b>
<b>YOS</b>	<b>Youth Offending Scheme</b>
<b>YPS</b>	<b>Your Pension Service</b>



# SERVICE DELIVERY PLAN 2020-21:

April 2020 to December 2020

## INDEX

Total Emergency Calls

Total Incidents

Total Fires

Primary Fires

Secondary Fires

Special Services

False Alarms

Attendance Standard

Sickness Absence

Carbon Output

Objective:

Good performance is reflected on the top bar of each indicator graph. We reference Red, Amber, and Green to indicate how each indicator is performing.

Amber reflects an indicator is within 10% of target.



# BENCHMARK INDICATORS:

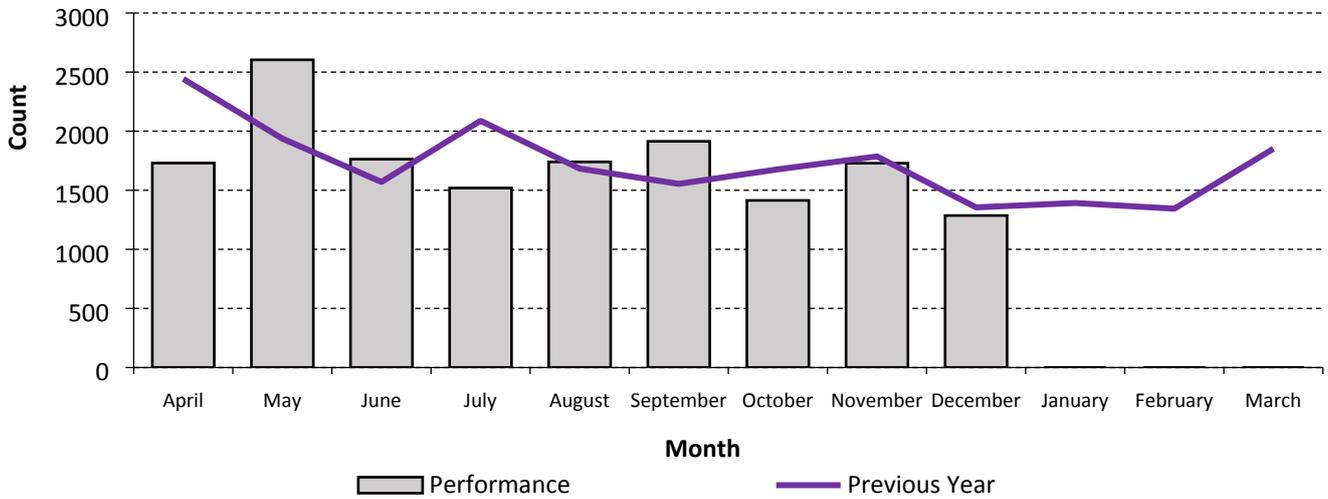
## TC00 Total Number of Emergency Calls Received:

**Service Plan Target**

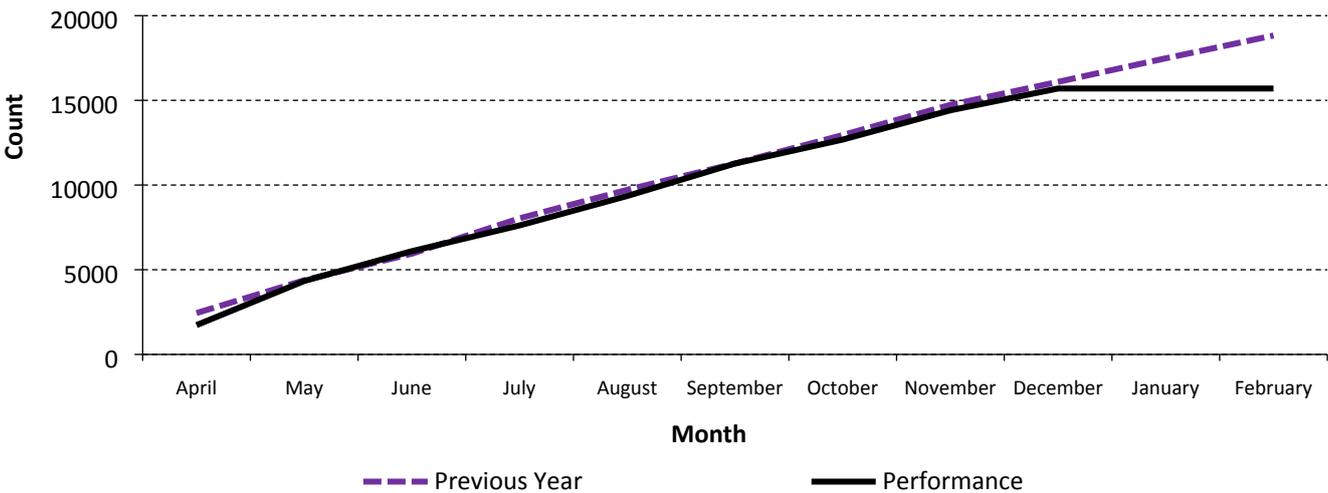
**Quality Assurance**

**Progress To Date**

**15699**



## Cumulative Performance:



**TC00 Total Number Of Emergency Calls Received**

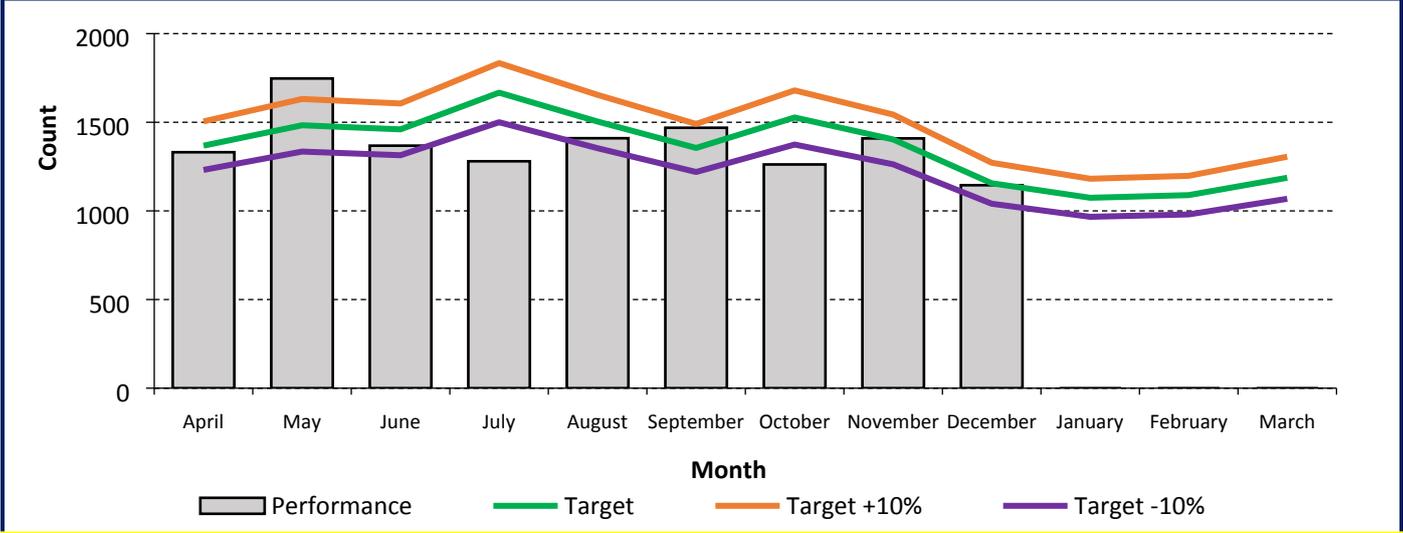
**For Quality Assurance Only**

**DO22 The % of 999 Calls Answered Within 10 Seconds**

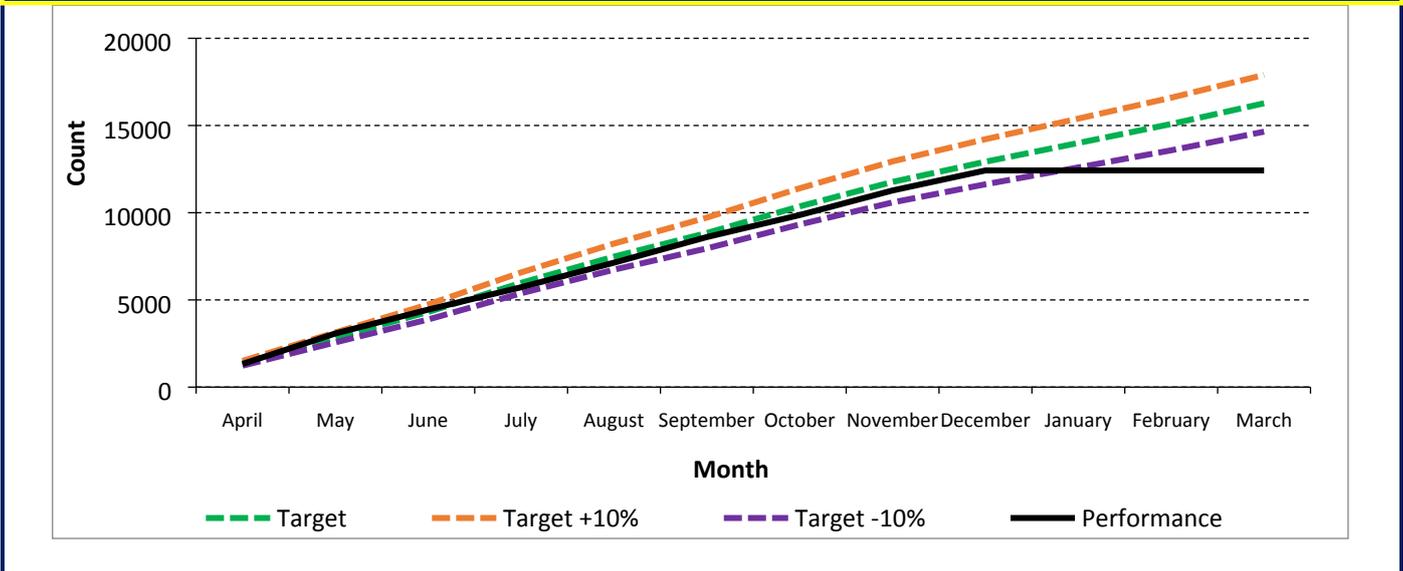
<b>TC00</b>	During April to December 2020, 15699 emergency calls were received at Fire Control. This is slightly less than as at this time in 2019/20, when 16902 calls were received. During the Bonfire period in November the number of calls received (1729) was similar to last year (1786). This indicator does not have a target it is monitored for quality assurance only
<b>DO22</b>	Cumulatively 98.1% of 999 calls were answered within 10 seconds. This achieved the 95% target.

## TC01 The Total Number Of Incidents Attended:

Service Plan Target Apr-Dec 2020/21	12923	Progress To Date	12421
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### Cumulative Performance: [note for SLT; graph below to be updated to December]



### TC01 Total Number Of Incidents Attended:

TC01	
	<p>Following a spike in incidents during May 2020 which saw a high number of incidents attended (1746) the number of incidents attended have remained stable. Despite Covid 19 restrictions throughout most of this period crews have attended more incidents (12421) than the end of the 3<sup>rd</sup> quarter of 2019/20 when 11609 incidents were attended.</p>

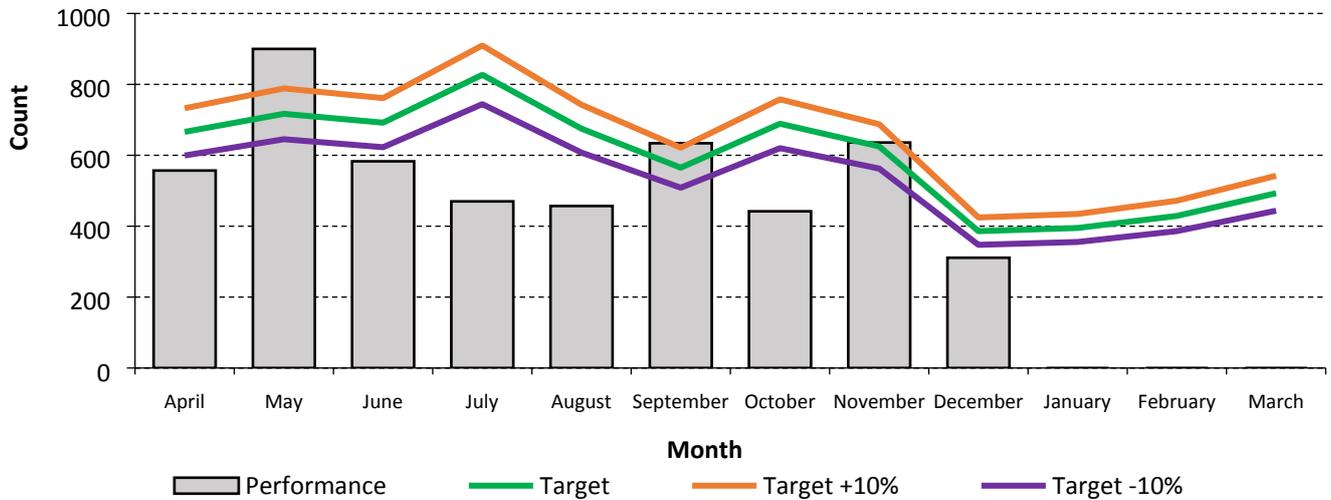
## TC02 Total Number Of Fires Attended In Merseyside:

Service Plan Target  
Apr-Dec 2020/21

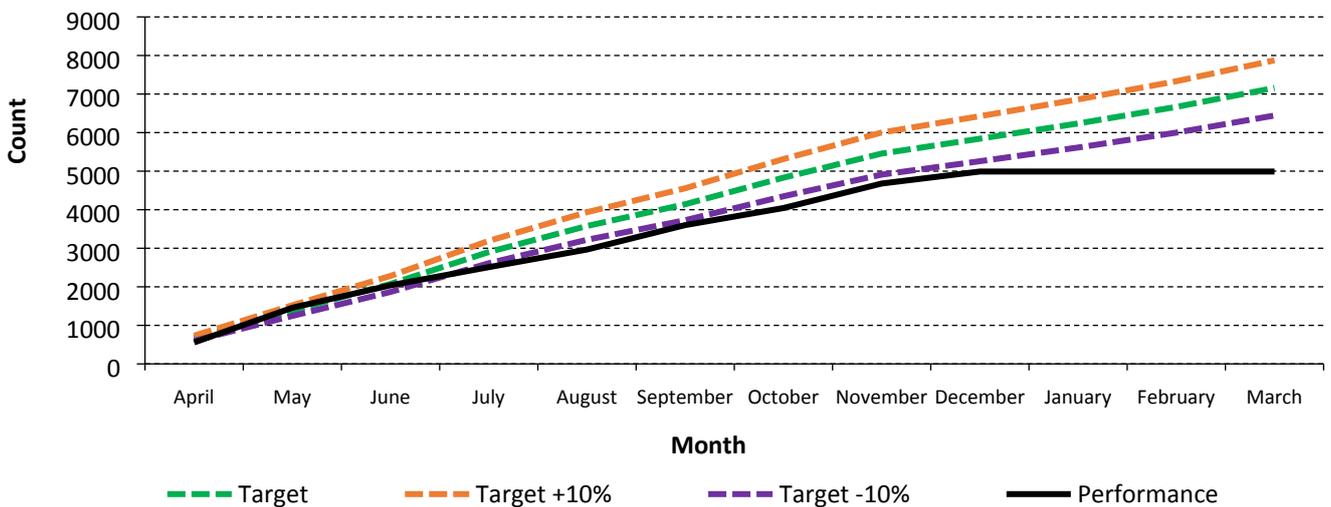
5842

Progress to Date

4990



## Cumulative Performance:



## TC02 Total Number Of Fires Attended In Merseyside

### TC02

During the Bonfire period crews attended more fires (636) this year than in November 19/20 (458) . This was due to increased numbers of secondary, deliberate anti-social behaviour and accidental small fires. Because of the pandemic restrictions the public were more aware of gatherings not being permitted and reported more fires than they might have done in a normal year. Despite a few spikes in fires in May, September and November overall the target for this period has been met.

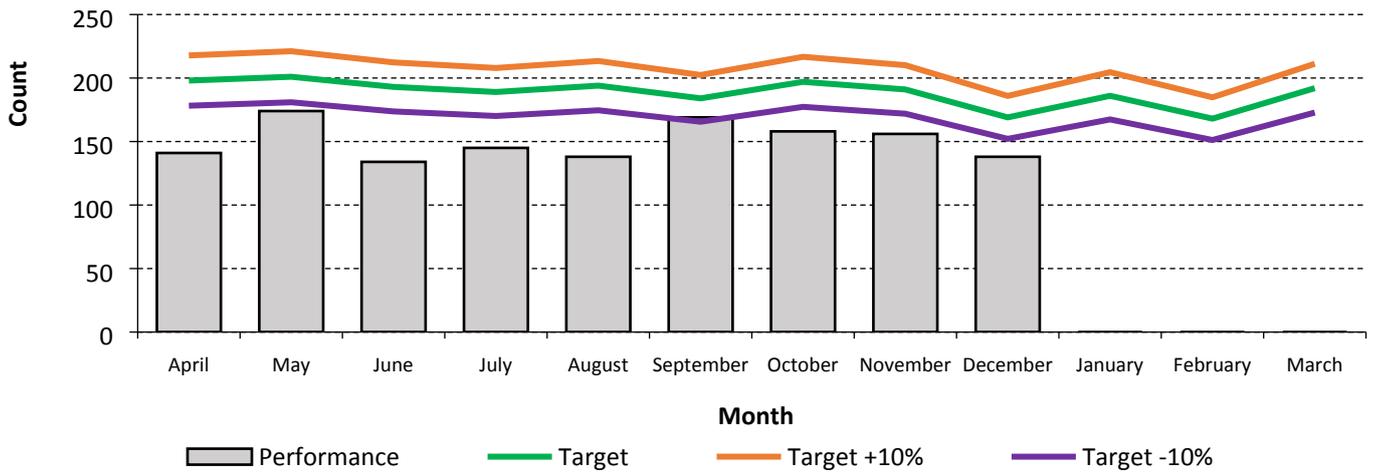
## TC03 Total Number Of Primary Fires Attended:

Service Plan Target  
Apr-Dec 2020/21

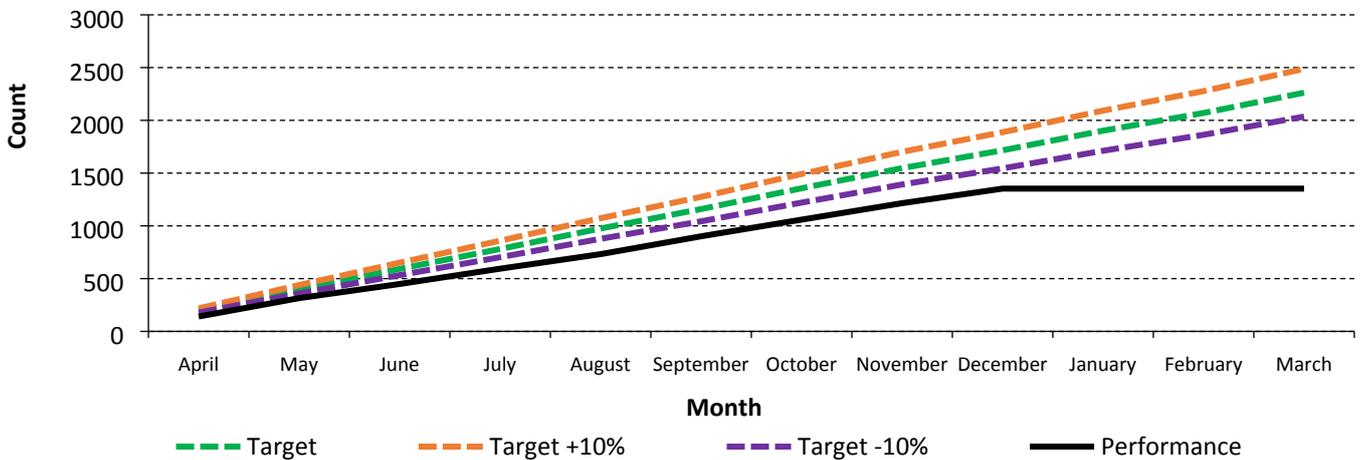
1716

Progress To Date

1353



## Cumulative Performance:



## TC03 Total Number Of Primary Fires Attended

TC03

There were 1353 Primary fires during this reporting period. This is 217 fewer than at the same period in 2019/20. This is possibly linked to the Covid 19 lockdown as homes have been occupied more and fewer businesses have been open.

Primary fires involve an insurable loss and include all property related fires, or large scale secondary fires where five or more appliances are in attendance.

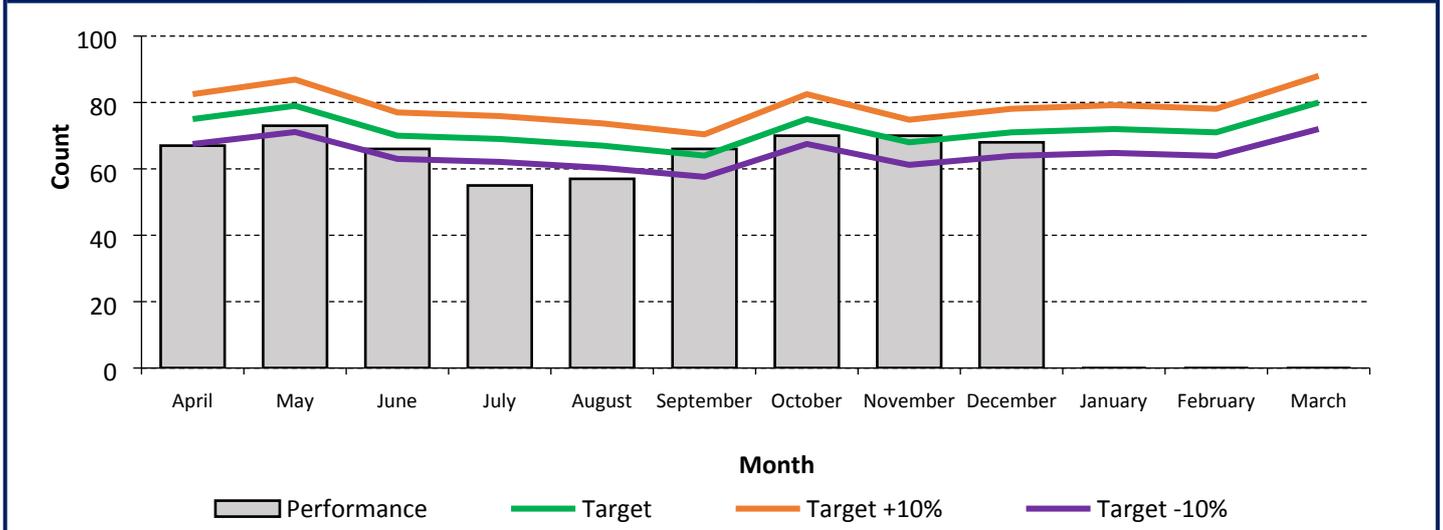
DC11	Number of accidental dwelling fires	Green
DC12	Number of fatalities in accidental dwelling fires	Green
DC13	Number of injuries in accidental dwelling fires	Green
DC14	Number of deliberate dwelling fires in occupied properties	Yellow
DC15	Number of deliberate dwelling fires in unoccupied properties	Green
DC16	Number of deaths occurring in deliberate dwelling fires	Green
DC17	Number of injuries occurring in deliberate dwelling fires	Red

**COMMENTARY:**

DC11	Accidental dwelling fires (592) achieved the cumulative target (638) for the year to date and this is considerably less than 2019/20 when 653 fires had been attended by this period. This performance reflects the continued success of the Home Safety and Arson Reduction Strategies. This is particularly of note due to almost all residents being at home in lockdown for a large part of this period.
DC12	Sadly, there were 4 fatalities (2 during both April and May) in accidental dwelling fires during this period. There have been a further 3 fatalities in January and February all attributed to smoking and all the fatalities in 2020/21 have taken place during lockdown periods.
DC13	There were 48 injuries in accidental dwelling fires, which is 25 fewer than during the same period in 2019/20. This is in line with the reduction in accidental dwelling fires.
DC14	Deliberate dwelling fires in occupied properties (111) increased, with 14 more incidents than last year (97). Prevention teams continue to work with partner agencies to target this incident type
DC15	Deliberate fires in unoccupied properties (13) were under the target for this period (17).
DC16 DC17	There have been no fatalities in the deliberate dwelling fires to date and 11 injuries, this is 1 over the target of 10 and 4 more than at December 2019 (11).

**DC11 Number Of Accidental Fires In Dwellings:**

<b>Service Plan Target Apr-Dec 2020/21</b>	<b>653</b>	<b>Progress To Date</b>	<b>592</b>
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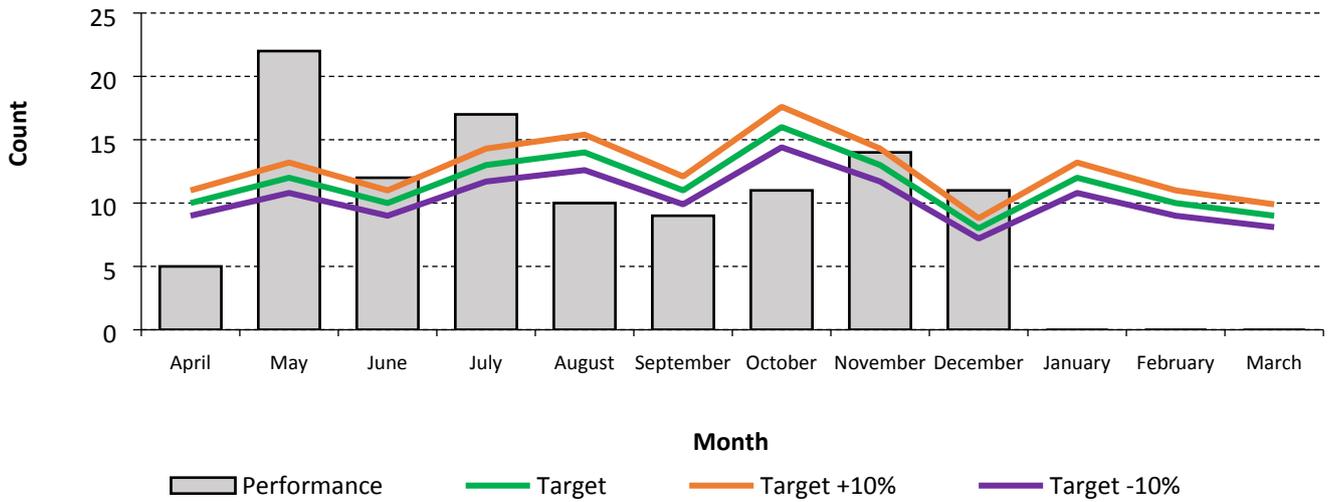
## DC14 Number Of Deliberate Dwelling Fires In Occupied Properties:

**Service Plan Target  
Apr-Dec 2020/21**

**107**

**Progress To Date**

**111**



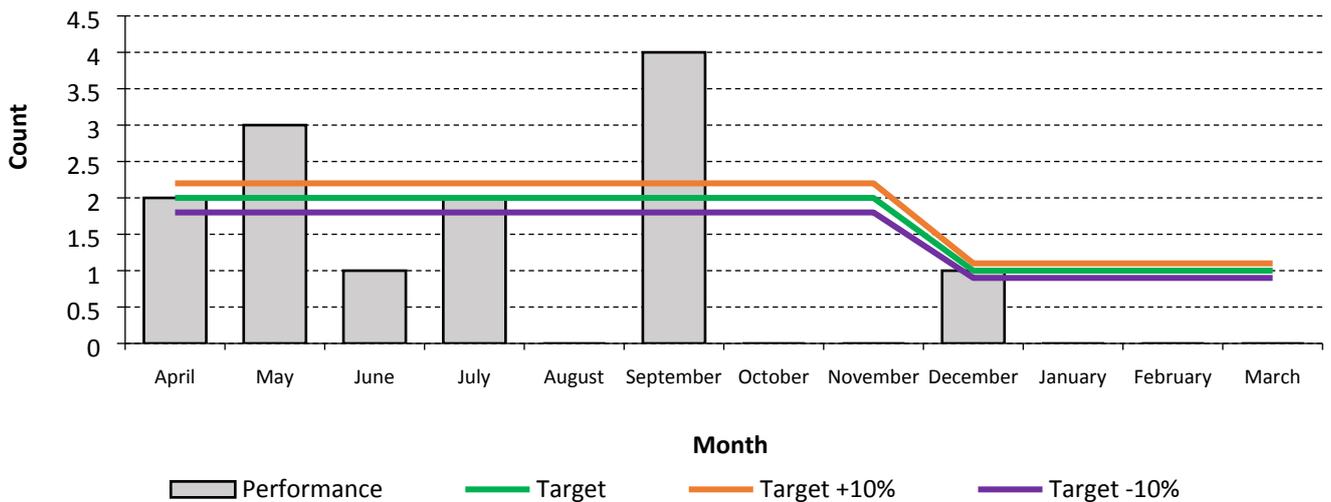
## DC15 Number of deliberate fires in unoccupied properties

**Service Plan Target  
Apr-Dec 2020/21**

**17**

**Progress To Date**

**13**



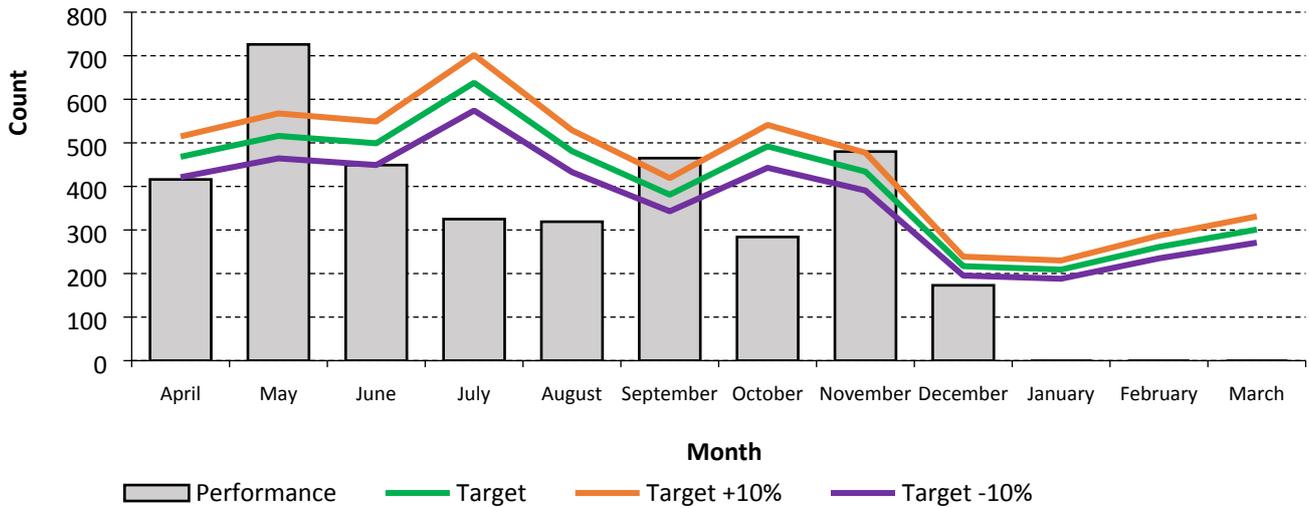
## TC04 Total Number Of Secondary Fires Attended:

**Service Plan Target  
Apr-Dec 2020/21**

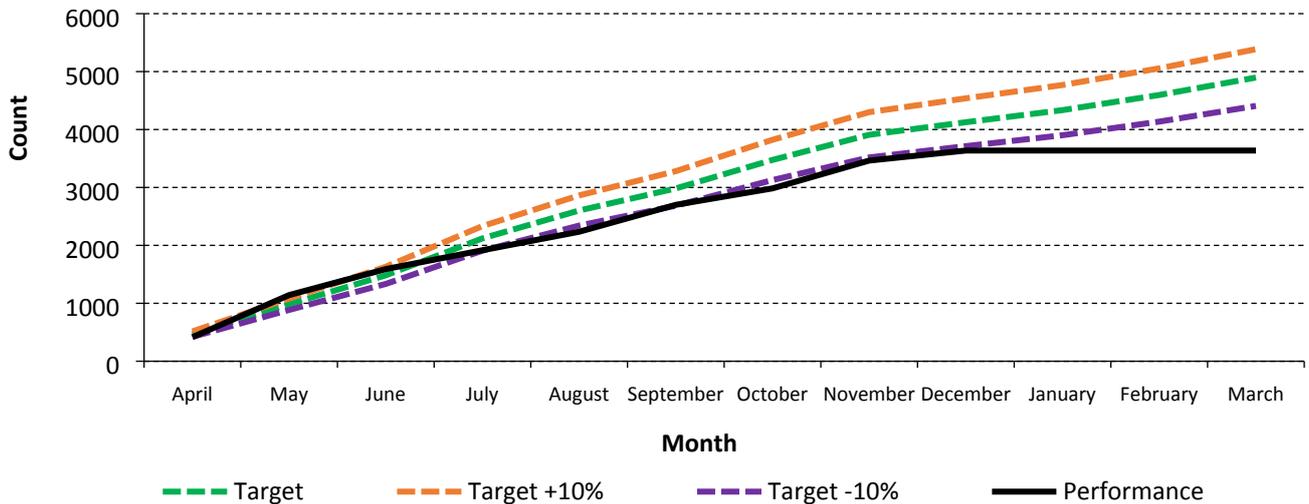
**4126**

**Progress To Date**

**3637**



## Cumulative Performance:



**TC04 Total Number Of Secondary Fires Attended**

**AC13 Number Of Deliberate ASB Fires Attended**

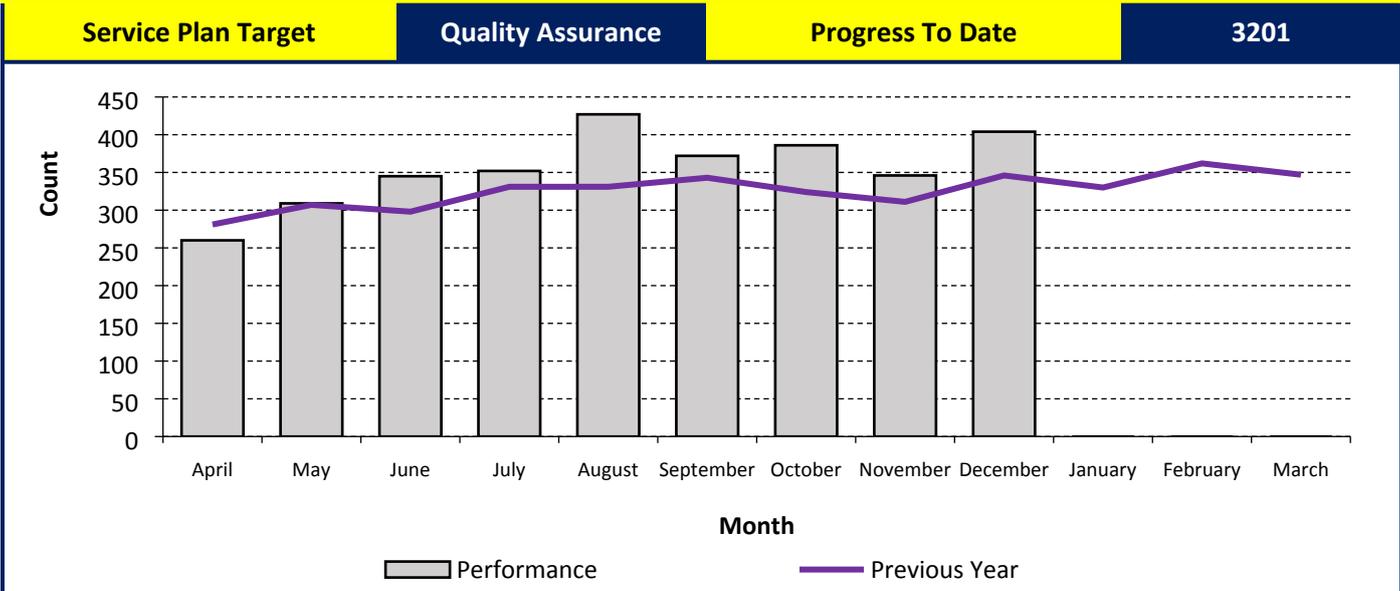
**TC04**

There were 3637 secondary fires during this reporting period. This is 778 fewer fires than at December 2019/20 (2859). Due to an improvement in data accuracy following incident and investigation training with crews the number of Accidental Secondary Fires have increased meaning the part of the reason for the reduction in the number of secondary fires is due to this change, but active prevention work also continues to impact on this indicator. Targets for 2021/22 will be adjusted to reflect this change.

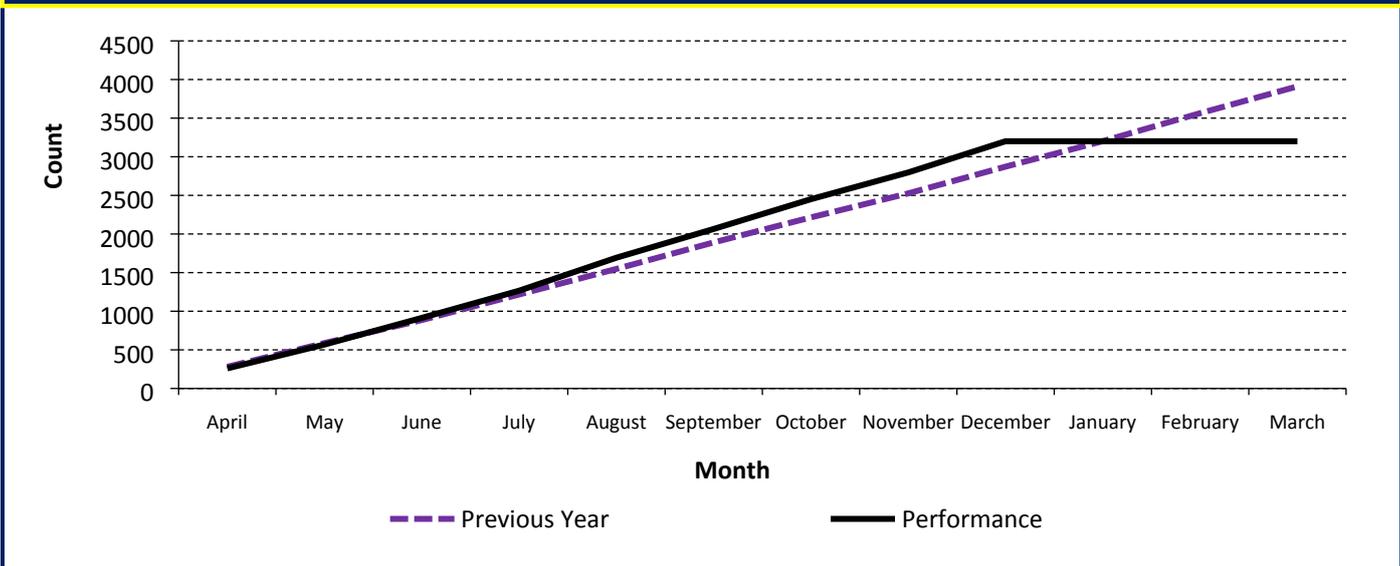
**AC13**

Crews attended 2464 deliberate ASB (anti-social behaviour) fires to December 2020. This is 188 more incidents than by December 2019. In November there were 364 incidents compared to 231 in November 2019. Due to Covid restrictions we were unable to carry out all of the usual diversionary activities this year, plus there were no large bonfire displays.

## TC05 Total Number Of Special Services Attended:



### Cumulative Performance:



### TC05 Total Number Of Special Services Attended

### For quality assurance only

**TC05**

The target for special service calls attended is for quality assurance only. There are a number of calls we are not able to influence nor would we want to discourage callers. Many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing assistance (which has increased markedly since March 2020) and effecting entry. Incident types we can influence through prevention work, such as road traffic collisions (RTC) and water rescue incidents, exist as separate indicators. The number of special services attended (3201) is higher than 2019/20 (2872).

**RC11**  
**RC12**  
**RC13**

The number of RTC's attended (438) is lower than at this time in 2019/20 (549). This is because of the reduction in vehicles on the road due to the Covid 19 lockdown with low numbers April to July, though as lockdown relaxed numbers of RTC's did increase in August (66) and December (62). Sadly, there have been 6 fatalities in RTC's attended by MFRS and 187 injuries compared to at the end of December 2019.

The RTC indicators has always been calculated based on the RTCs that the Service is requested to attend and does not reflect the total number of RTCs in Merseyside. MFRS now has access to Police RTC data that for 2020/21 allowed us to set a target that better reflects the impact of our RTC reduction work, whilst continuing to monitor this indicator as a measure of Service emergency response activity. Two of these indicators are below:

**RC14**

Number of killed and seriously injured in RTC's across Merseyside have reduced in 2020-21. To December 2020 there had been 286 incidents which is less than at December 2019 when there had been 328.

**RC15**

An indicator that MFRA can influence by targeting and educating this age group in road safety is RC15 Number of killed and seriously injured RTC's affecting 16-24 year olds. Performance against this indicator has also fallen from 62 to December 2019 to 39 at December 2020. This is again indicative of the reduction in the number of vehicles on the road due to Covid restrictions.

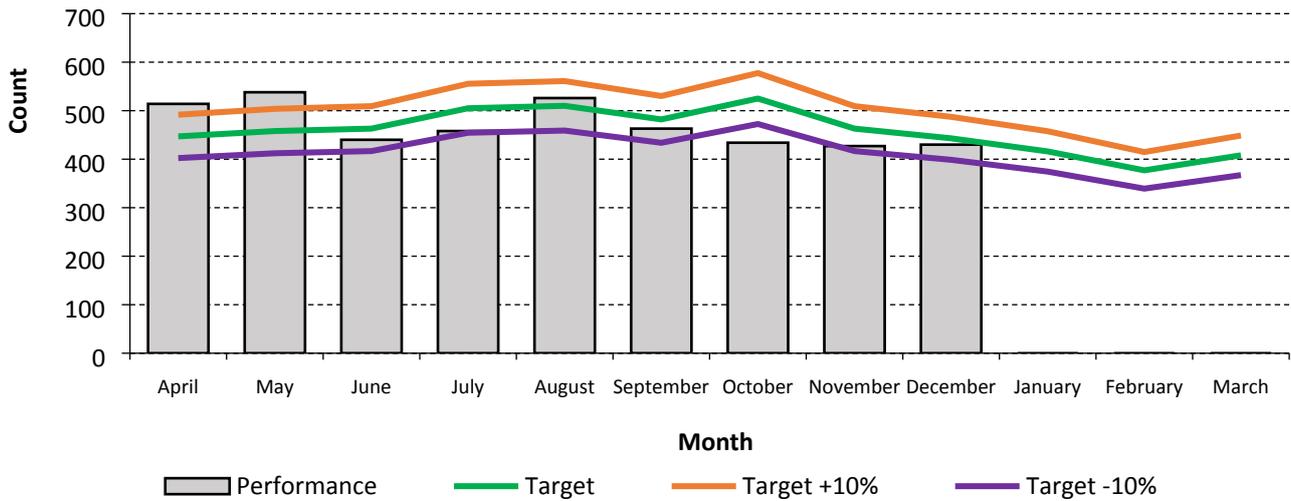
## TC06 Total Number Of False Alarms Attended:

Service Plan Target  
Apr-Dec 2020/21

4296

Progress To Date

4230



## TC06 Total Number Of False Alarms Attended

TC06

The number of false alarms attended (4230) remains within target (4296) and less than at December 2019 (4308).

There has been a large increase in False Alarm Good Intent incidents - associated with controlled burning of refuse and vegetation, (which was in part due to garden waste collections ceasing for part of the spring lockdown period). Since August, these incidents have fallen.

Automatic False Alarm incidents in both Dwellings (2203) and Non Domestic properties (358) have reduced when compared to this period last year (2349 and 470 respectively) and also against our targets.

Repeat attendances continue to be predominantly sheltered self-contained accommodation. Community Risk Management teams work closely with these premises to reduce false alarm calls.

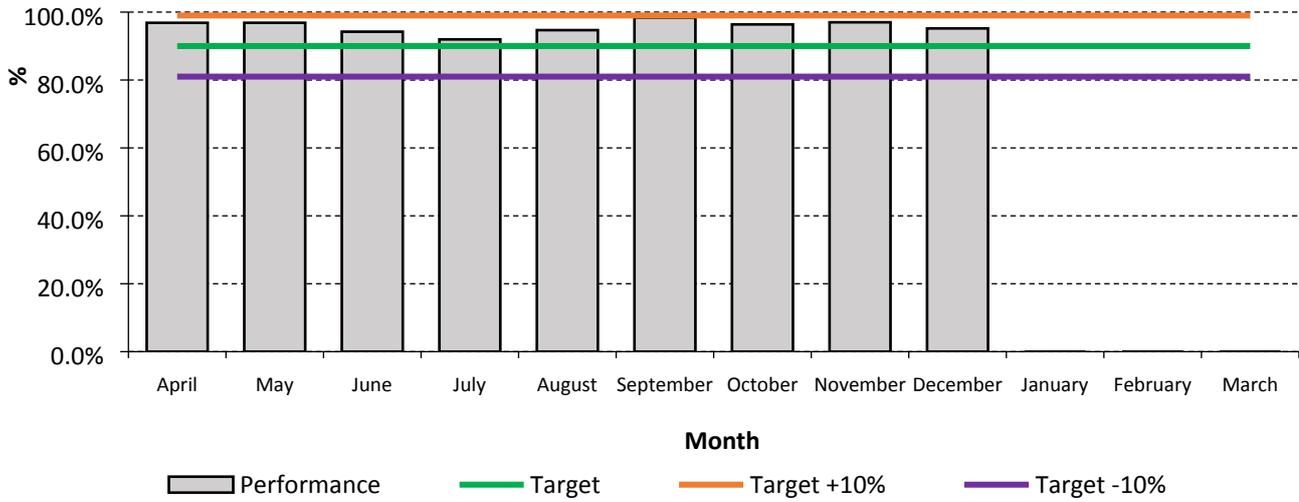
**TD08 Attendance Standard:  
The First Attendance Of An Appliance At All Life Risk Incidents In 10 Minutes:**

**Service Plan Target  
Apr-Dec 2020/21**

**90%**

**Progress To Date**

**95.8%**



**TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes  
DR23 Alert to mobile in under 1.9 minutes**

**TR08**

Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.8% of occasions, improving on the target of 90%.

**DR23**

Crews mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.2% of incidents, achieving the target 95%.

<b>TD09 The % Of Available Shifts Lost To Sickness Absence, All Personnel:</b>			
<b>Service Plan Target Apr-Dec 2020/21</b>	<b>4%</b>	<b>Progress To Date</b>	<b>4%</b>
<b>TD09 The % of available shifts lost to sickness absence, all personnel</b>			
<b>WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel</b>			
<b>WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN &amp; RED book (non uniformed) personnel.</b>			
<b>TD09</b>		Overall sickness among all staff was at 4% shifts lost to sickness absence; on the 4% target. Despite Covid related absence, which is included in this figure, this is lower than at this time in 2019 (5.13%). If Covid 19 related absence is removed, then sickness would have been 3.53%.	
<b>WD11 WD12</b>		Cumulatively, 3.73% of shifts were lost to sickness absence among uniformed staff). In December, 3.34% of shifts were lost (2.02% with Covid related absence removed - this included staff self-isolating).  Cumulatively non uniformed staff absence was 4.41%. In December absence was 6.74% (5.81% without Covid 19 absence).	

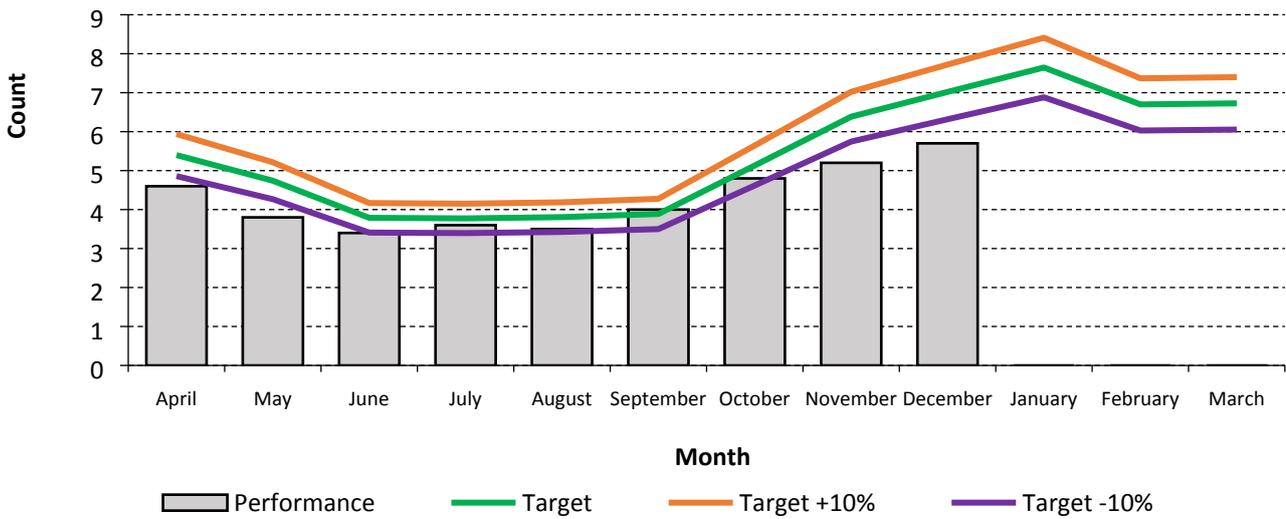
## TE10 Total Carbon Output Of All Buildings:

Service Plan Target  
Apr-Dec 2019/20

43.9

Progress to Date

38.6



## TE10 Total Carbon Output Of All Buildings

TE10

Carbon output at 38.6 from all buildings is less than at December 2019 when the output was 40.5. This measurement is CO2 per metre per building. Overall energy use in this first quarter is lower than at this time in 2019. This is attributable in part to an increases waste figure caused by moving staff to make the estate Covid safe.

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>25 MARCH 2021</b>	<b>REPORT NO:</b>	<b>CFO/013/21</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DEB APPLETON</b>	<b>REPORT AUTHOR:</b>	<b>JACKIE SUTTON</b>
<b>OFFICERS CONSULTED:</b>	<b>STRATEGIC LEADERSHIP TEAM</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN 2021-22</b>		

<b>APPENDICES:</b>	<b>APPENDIX 1:</b>	<b>DRAFT SERVICE DELIVERY PLAN 2021-22</b>
	<b>APPENDIX 2:</b>	<b>STATION PLANS 2021-22</b>

### **Purpose of Report**

1. To that Members consider and approve the Service Delivery Plan for 2021/22, attached at Appendix 1 and the Community Fire and Rescue Station plans (Station Plans) attached at Appendix 2.

### **Recommendation**

2. That Members consider and approve the attached Service Delivery Plan (Appendix 1) and Station Plans (Appendix 2) for 2021/22 prior to publication of a designed version on the Authority's website.

### **Introduction and Background**

3. Merseyside Fire and Rescue Authority (MFRA) produces an annual Service Delivery Plan to bring together in one document the annual actions arising from the IRMP and Functional Plans, the Equality Objectives, Station Plans and Performance Indicators.
4. Performance against the actions and targets within the Service Delivery Plan are monitored by Officers at monthly Performance Management Group meetings and reported to Strategic Leadership Team and Authority Committees on a three-monthly basis. This Plan includes an estimate of year end performance against the benchmark and key performance indicators which will be updated in June when the final performance figures have been compiled.
5. Each year, the Performance Management Group reviews the Local Performance Indicators to consider which should be retained, what new indicators are required and what the target should be.

6. Performance indicators are numbered using the methodology below:

These indicators were tagged with the following information:

- **Context** where an initial code is applied based on the contextual meaning of the indicator: *T = Total Incidents, D = dwelling fires, N = Non Domestic, A = Anti-social Behaviour, R = Road Traffic Collisions, F = False Alarms, S = Staff Sickness/Risk/Health and Safety, E = Energy and the Environment*
  - **Owner** where a secondary code is applied based on the functional owner of the PI: *C = Community Risk Management, O = Operational Preparedness, R – Operational Response, E = Estates, S = Strategy and Performance, D = People & Organisational Development, F = Finance.* (Please note that though there are joint owners for some performance indicators, the primary function responsible for reporting of that indicator has been chosen).
  - **Tier** where a code is applied based on the level of performance indicator including: 0 = Benchmark Indicator, 1 = Key Performance Indicator, 2 = 2<sup>nd</sup> Tier Performance Indicator, 3 = 3<sup>rd</sup> Tier Performance Indicator.
  - **Code** a generic number used to differentiate each PI.
7. Targets for station outputs have been set by staff in consultation with the relevant functions e.g. Site Specific Risk Information (SSRI) and HFSC. Targets are bespoke to each station area, taking into account local risk and also seasonal risk. For example, Liverpool City Fire Station has a large number of commercial buildings requiring Site Specific Risk Information (SSRI) inspections in its area, so staff will concentrate more on activities related to this. In contrast Heswall has very few buildings requiring SSRI, but will concentrate more on home safety due to the large proportion of over 65's in what is a predominantly residential area. The individual targets can be found in the Station Plans at Appendix 2.
8. Targets have been set for incident related 'outcome' performance indicators such as accidental dwelling fires. For the majority of outcome related performance indicators MFRA uses a technique called trend analysis. This approach uses historical data, applying mathematical insight to the data to produce an anticipated target. For the 2021/22 Plan (where possible) five years of historical incident data has been used to create statistically robust targets for Outcome related Performance Indicators.
9. Each Function has produced a Functional Plan for 2021-22 and where appropriate to the departments concerned, these plans include actions to deliver Integrated Risk Management Plan objectives. The key deliverables from these plans can be found in the Service Delivery Plan.
10. At the time of writing, the Authority is in 12 weeks Consultation around the draft IRMP 2021-24. Since writing the IRMP Supplement 2019-21 we have continued to develop our plans based on risk, demand and vulnerability. These reflections have resulted in proposals to change the location of some of our specialist
-

equipment and how the stations are crewed, a focus on high rise premises following the Grenfell recommendations and a fresh look at vulnerability linked to deprivation in our communities. Full details of our proposals can be found in the draft IRMP 2021-24 and are reflected in both the Functional Plans and Stations Plans.

11. Functional Plan activities and resources tailored to respond to local risk. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level. These priorities become objectives in the Station Plans.

---

### **Equality Diversity and Inclusion Implications**

12. There are no equality, diversity and inclusion implications from this report. Equality and Diversity is a specific section within the Service Delivery Plan. Any implications associated with actions contained within the plan will be the subject of further reports to the Authority.
13. The IRMP, each Functional Delivery Plan and Station Plans have Equality Impact Assessments (EIA).

---

### **Staff Implications**

14. Staff have been encouraged to be involved in the development of the plans, with Station and Watch Managers being pivotal in the creation of the Station Plans utilising their extensive understanding of the local risks and demographic make-up of an area.
15. Equality, diversity and inclusion implications of all the Plans have been considered by Officers during their creation and any other implications for staff are considered during the process of implementing those plans.

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### **Legal Implications**

16. There are no direct legal implications arising from this report. While MFRA is under a duty to address risk under its IRMP any implications associated with actions contained within the Plan will be the subject of further reports to the Authority.

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### **Financial Implications & Value for Money**

17. There are no direct financial implications arising from this report. The performance management of the delivery of key objectives and targets each year through the Service Delivery ensures that MFRA is able to reassure itself that it is providing a value for money service to the community and is contributing to its mission, aims and objectives.

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**Risk Management, Health & Safety, and Environmental Implications**

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18. All IRMP, Functional and Service Delivery Plan actions are required to be risk assessed as part of any project assessment and any environmental considerations must also be assessed for their impact.

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**Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters***

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19. Improving the way MFRA plans for and delivers against its objectives will enhance the ability of the Authority to continue to deliver an effective and efficient service to the communities of Merseyside

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**BACKGROUND PAPERS**

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**CFO/111/11** If this report follows on from another, list the previous report(s)

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**GLOSSARY OF TERMS**

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# **SERVICE DELIVERY PLAN**

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## **April 2021- March 2022**

**Our Mission: -**

**To Achieve Safer Stronger Communities -**

**Safe Effective Firefighters**

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## 1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2021/22. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2021/22 including those set out in our Draft Integrated Risk Management Plan (IRMP) 2021-24. At the time of writing the IRMP is being consulted upon and will be approved in July 2021.

Since our last Service Delivery Plan was published we have all lived through what must be the most challenging twelve months of our lives, with the impact of the pandemic still being felt, but the promise of hope on the horizon.

Like all organisations, the pandemic has resulted in many changes for Merseyside Fire and Rescue Authority including an increase in agile working and the use of Information Technology, changes in the way we work to ensure we can still deliver all our services including our emergency response and work to make all our buildings Covid-secure.

Some of this has been challenging, but there have also been a lot of positives to take away from the last year, particularly how we have responded to the pandemic. Our excellent emergency response has not been affected; at times it improved and many incident types have reduced. Our Prevention and Protection staff have continued to provide support and advice to vulnerable residents and to building owners, and we have taken action when need to, to keep people safe.

Our amazing staff have also stepped up to help partner organisations when they needed it most, including delivering food, medical supplies and prescriptions, supporting mass testing and vaccination and working with all Merseyside Local Resilience Forum partner organisations to help Merseyside communities deal with the impact of the pandemic.

In addition, Merseyside Fire and Rescue Service led the pandemic response for the whole of the UK fire and rescue service, helping to make a difference all over the country. A national fire and rescue service Covid-19 inspection was strewn with examples of notable practice, which demonstrated that our response to the pandemic has been efficient and effective for Merseyside communities and that we took good care of our staff.

It is no wonder then that our most recent staff survey, held in November and December 2020, showed that 88% of our staff are engaged with the organisation, support what we are doing and feel valued. This is an excellent result and we couldn't be prouder of what our staff have done and continue to do every day.

But we won't stop there. We will continue to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong. We will continue to support our communities during the pandemic and beyond, including increasing our support for the Ambulance Service, whilst continuing to improve, our own front line services over the three years of this Plan.

In our IRMP and this Service Delivery Plan our focus once again includes an increase in our front line response, and to our knowledge this not mirrored anywhere else in the country. The specialisms and capabilities of our staff and the equipment we provide will be enhanced to meet all the known and emergent risks on Merseyside.

Over the three years of the IRMP we propose to build a new state of the art Training and Development Academy which will allow us to expand and increase our training, with the potential to become a centre of excellence for national training. As part of that project, we also want to create a new super-station to replace two fire stations that are reaching the end of their useful life, whilst securing an improvement in our response times.

We plan to increase our ability to inspect high risk buildings and assist building owners and occupiers to comply with fire safety law by recruiting more fire safety inspectors and we will broaden our fire prevention activity to include providing free home fire safety checks for vulnerable people living in more deprived areas as well as continuing with our focus on older Merseyside residents.

We will do this and more against the back drop of the continuing pandemic and its legacy, the impact of the UK leaving the EU, the second national fire and rescue service inspection and ongoing government funding challenges. We believe that we can make all our proposed changes within our planned budgets by continuing the work we started in our IMRP Supplement 2019/21 and doing things differently, including using a range of ways of staffing fire stations and fire engines flexibly to meet demand and risk.

This Service Delivery Plan anticipates those proposals and includes actions that will help us deliver them during the next year, but it is flexible enough to adapt, should the IRMP public consultation result in any changes to the final IRMP.

Whatever challenges the next twelve months presents, you can be assured that Merseyside Fire and Rescue Service will continue to provide the highest levels of service to the communities of Merseyside and beyond.

Chief Fire Officer - Phil Garrigan

Chair of Fire Authority – Les Byrom

## 1.2 CORPORATE MISSION AND AIMS

**Our Mission is to achieve: -**

***Safer Stronger Communities - Safe Effective Firefighters***

**Our Aims:**

▪ **Excellent Operational Preparedness:**

*We will provide our firefighters with the training, information, procedures and equipment to ensure they can safely and effectively resolve all emergency incidents.*

▪ **Excellent Operational Response**

*We will maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core.*

▪ **Excellent Prevention and Protection**

*We will work with our partners and our community to protect the most vulnerable through targeted local risk reduction interventions and the robust application of our legal powers.*

▪ **Excellent People**

*We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all.*

## 1.3 CORE VALUES

We shape our actions by embedding our core values into the way we deliver our services:

- **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 making communities safer from fire and other emergencies.

- **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.

- **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 the most vulnerable residents of Merseyside, 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.

- **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.

- **Our people are the best they can be.**

We will ensure our workforce has the necessary knowledge, skills and values to make a difference. We will support them in their role and encourage them to contribute their ideas to continually improve the Service to deliver our mission.

## 1.4 ABOUT MERSEYSIDE

Merseyside is an area in the north west of England, on both sides of the mouth of the river Mersey and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

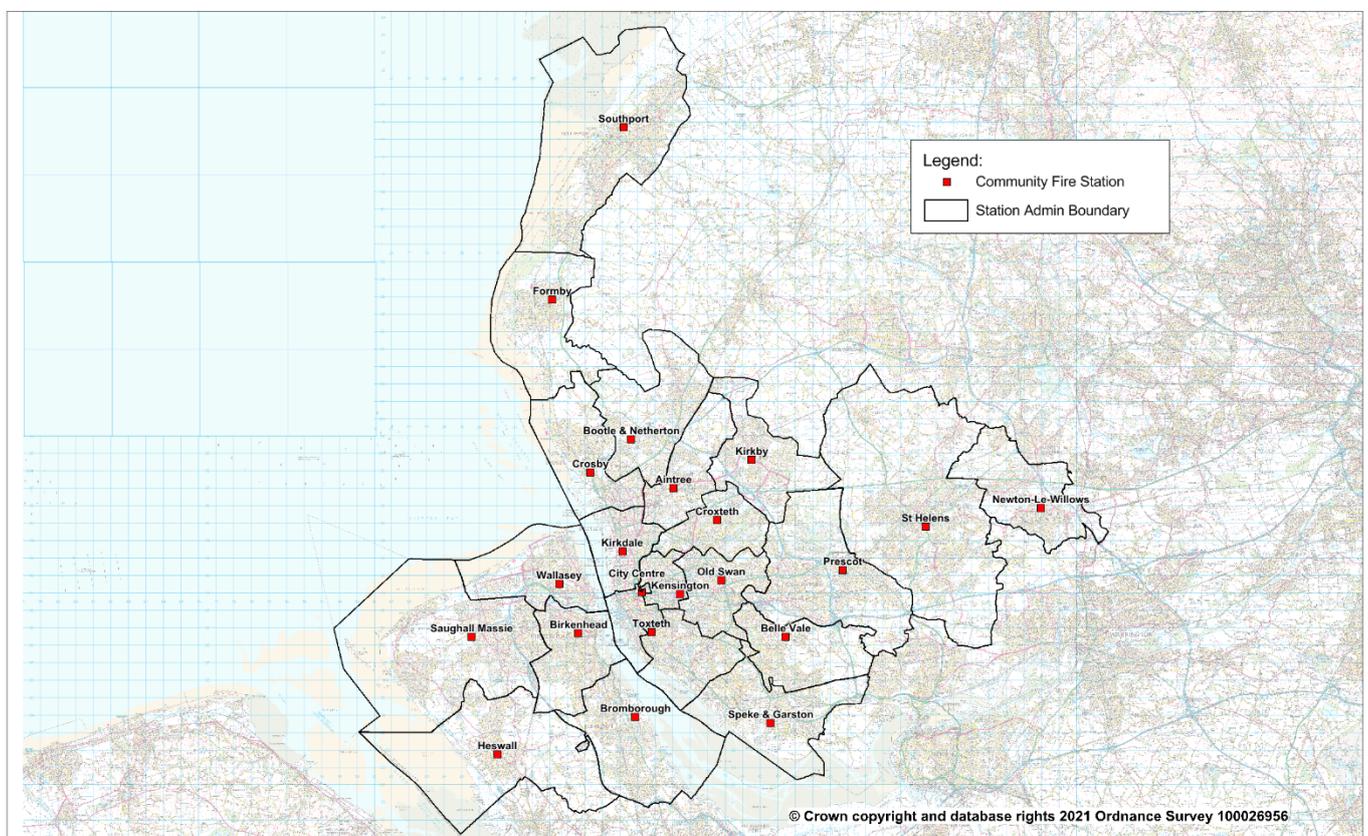
Merseyside spans 249 square miles (645 Km<sup>2</sup>) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's metropolitan districts has at least one major town centre and outlying suburbs.

Mid 2019 population figures show that Merseyside has a population 1,429,910. Since the 2011 census, the population of Merseyside has grown by 3.5% with each metropolitan district showing overall increases.

Digging deeper into the population of Merseyside, we see:

- Slightly more females than males in Merseyside (51.1% female against 48.9% male)
- Based on the 2011 Census, of the total population of over 65's in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

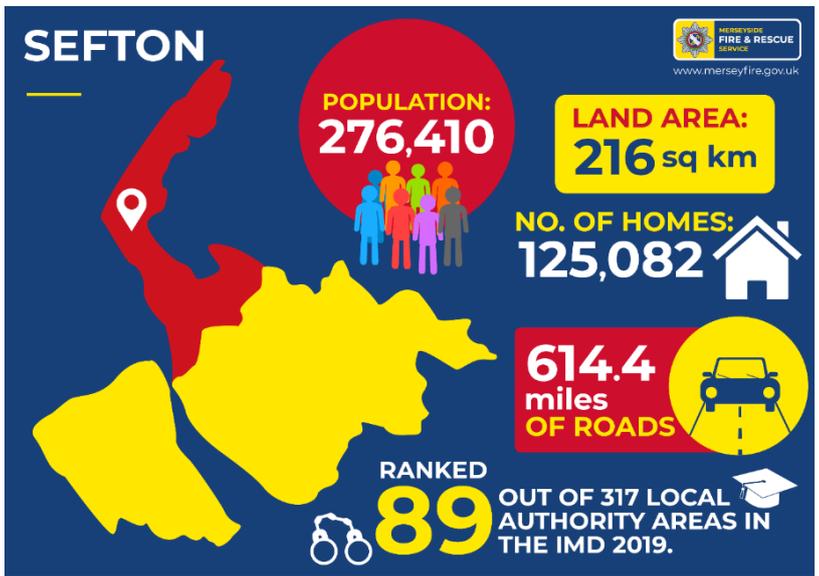
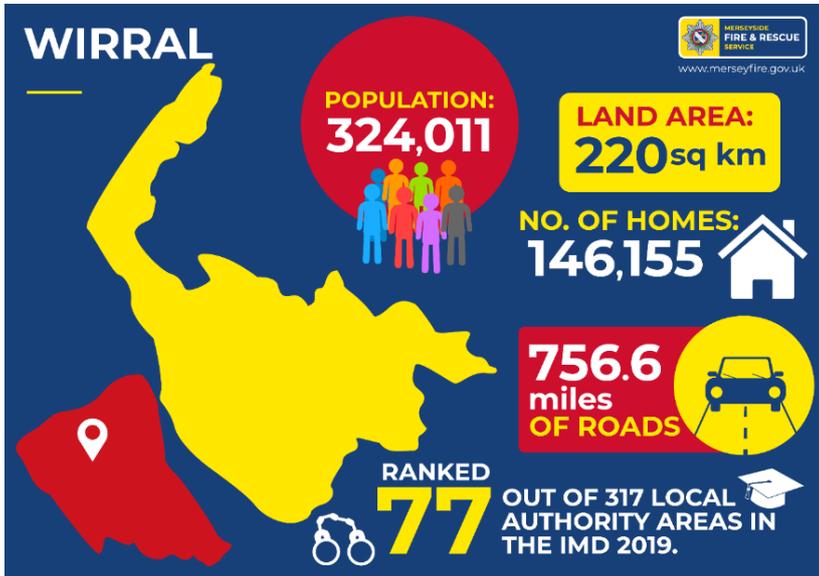
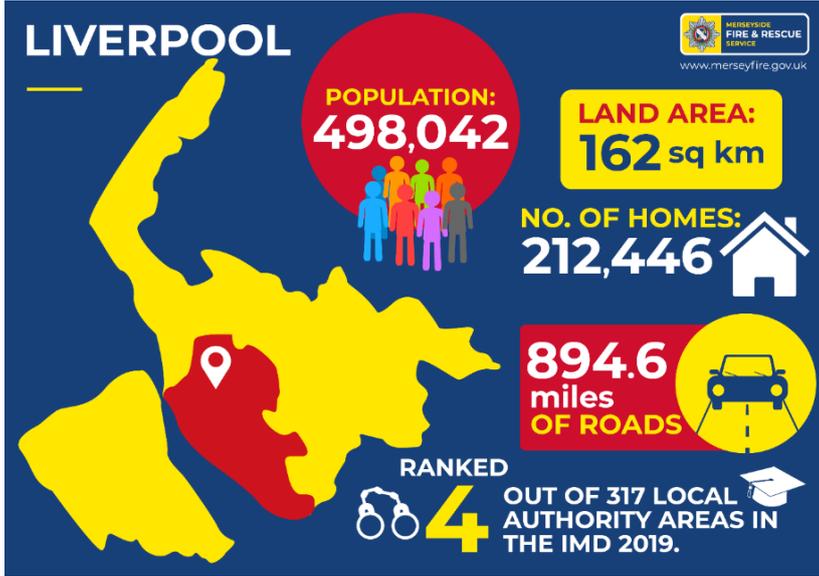
Merseyside is one of the most deprived areas in England, with Knowsley being the 3<sup>rd</sup> most deprived local authority in England and Liverpool being 4<sup>th</sup>. There are better off areas, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation, which has the side effects of high levels of poverty, social exclusion and crime.

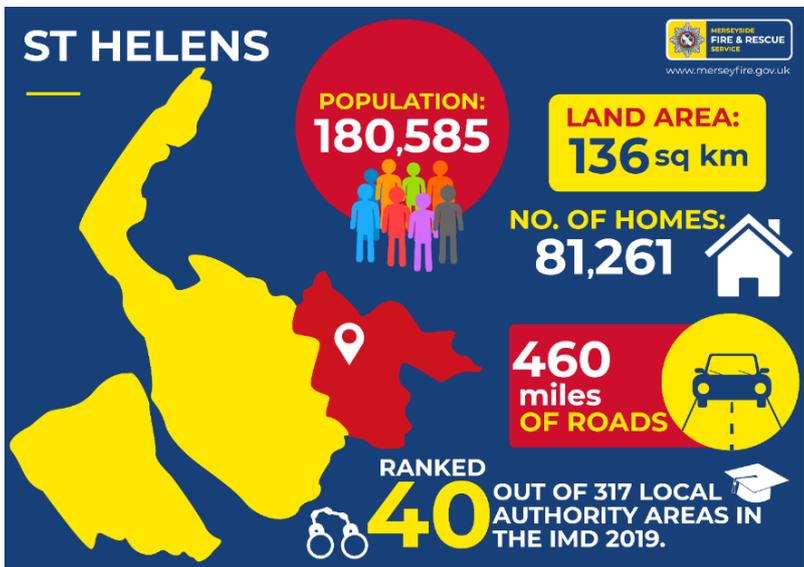
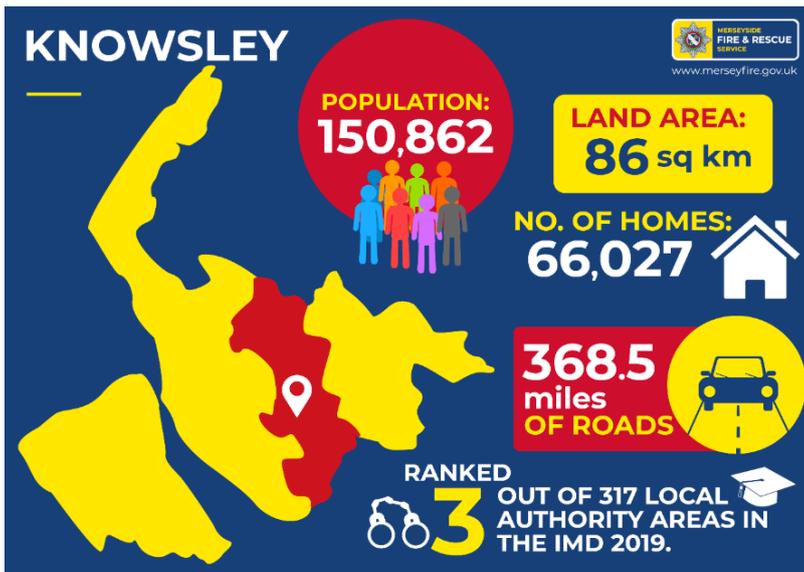


Author: Strategy & Performance  
Date: 11/03/2021 Produced Using MapInfo

**Merseyside Fire & Rescue Service Fire Station Locations**







## 1.5 RISK, DEMAND AND VULNERABILITY

### Preparing our Plans

This Service Delivery Plan includes details of how we will deliver our Integrated Risk Management Proposals in 2021/22 and the performance indicators we will use to show whether what we have done has been a success.

The Integrated Risk Management Plan proposals are based on three main factors; the risks in Merseyside, the demand for our services and the vulnerability of our communities and people who live in them. These three themes all make a difference to the safety of people, buildings and places in Merseyside:

During preparation for the Integrated Risk Management Plan 2021-24 extensive work was completed around the National Security Risk Register and the Community Risk Register created by the Local Resilience Forum.

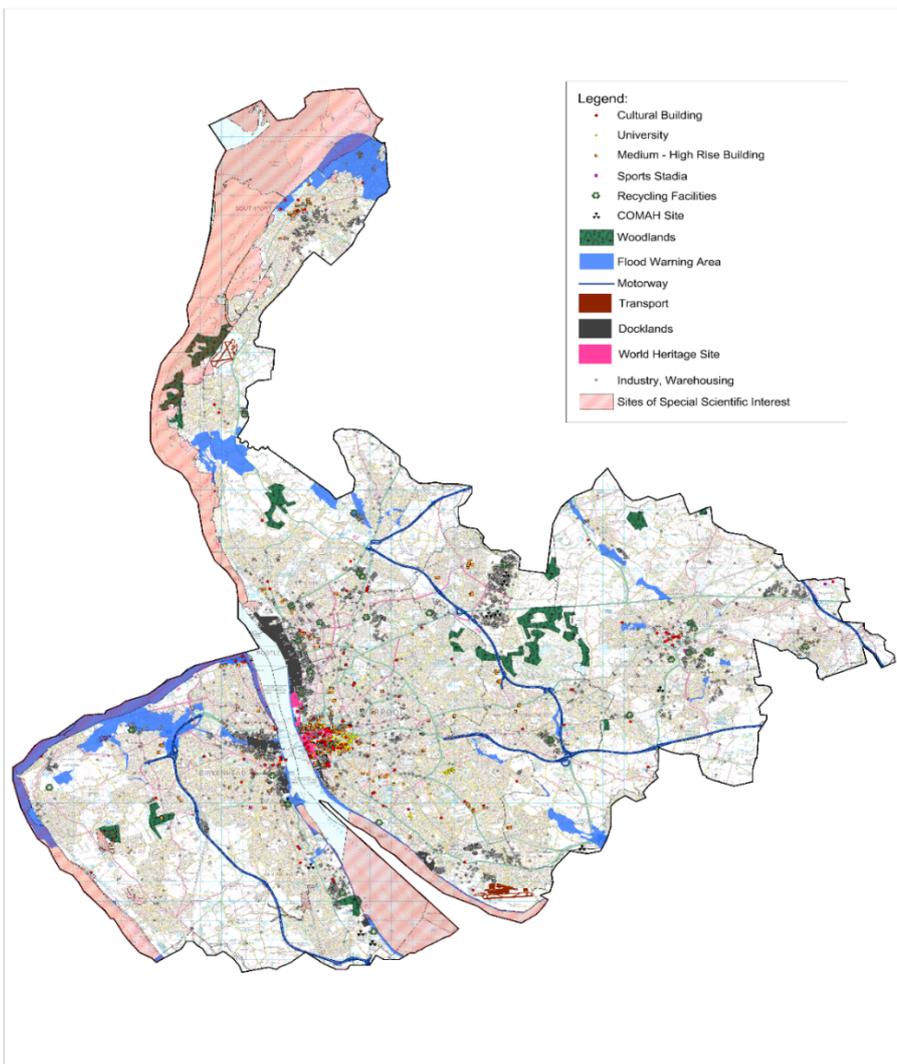
<https://www.merseysideprepared.org.uk/>

**Through this work we have identified six high impact incident types that we should focus on in Merseyside:**

- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

Knowing these risks helps to focus on areas of greater risk when planning our Service Delivery Plan and at a local level, our Station Plans.

Plotting these risks on a map of the Merseyside region allows us to identify where are risks are and place our resources to meet these risks, as illustrated in the map below.



Map Identifying Potential Risks in Merseyside

Author: Business Intelligence, Strategy & Performance Date: December 2020 Produced Using MapInfo  
 Map Reference:  
 © Crown copyright and database rights 2020 Ordnance Survey 100026956

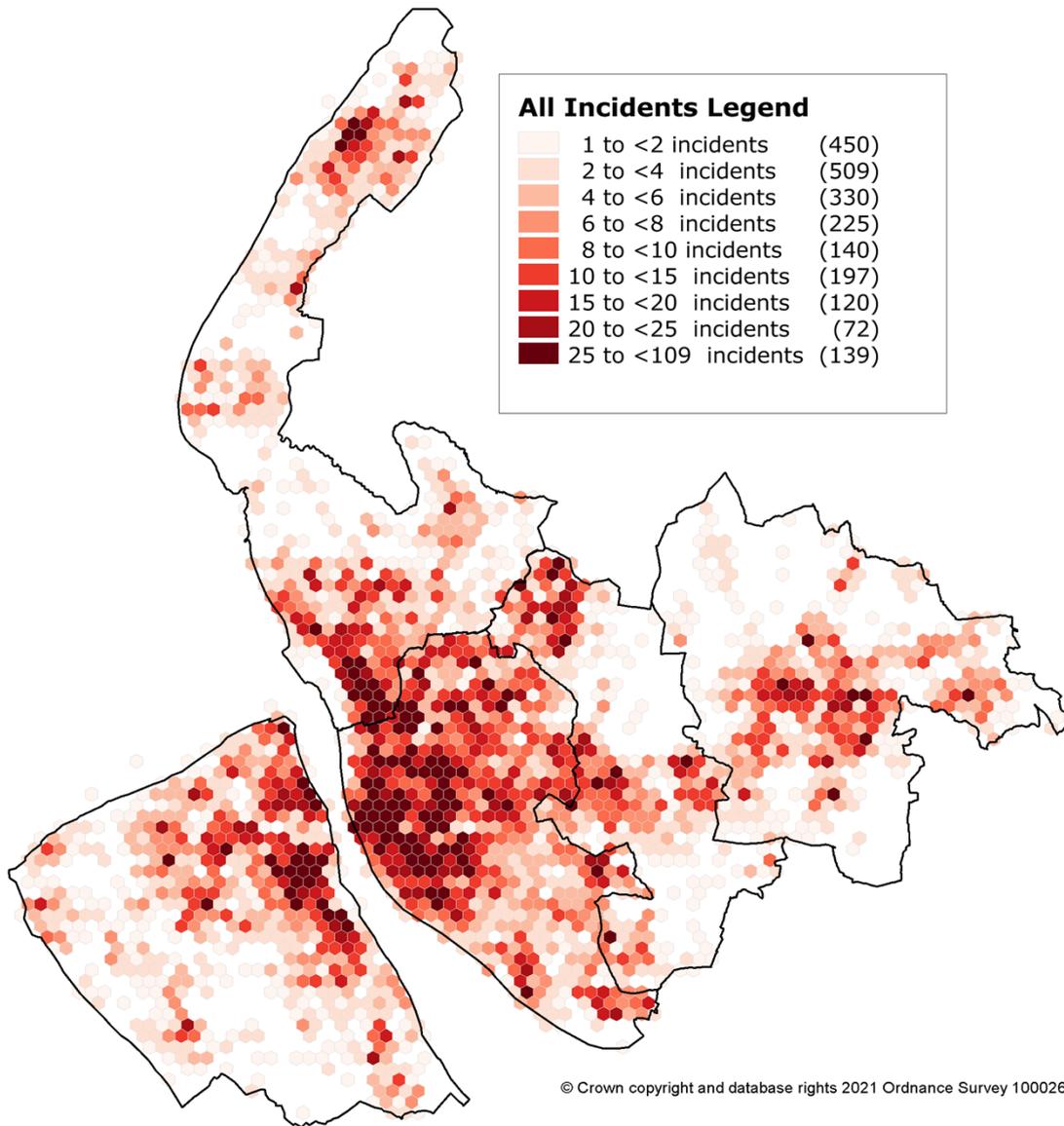
There are areas on this map which are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they would be to the Liverpool City Region should an incident occur.

To ensure we can respond appropriately to these risks we will have operational plans for these places, ensuring we have the right people, with the right equipment in the right place at the right time.

### **Demand for our services**

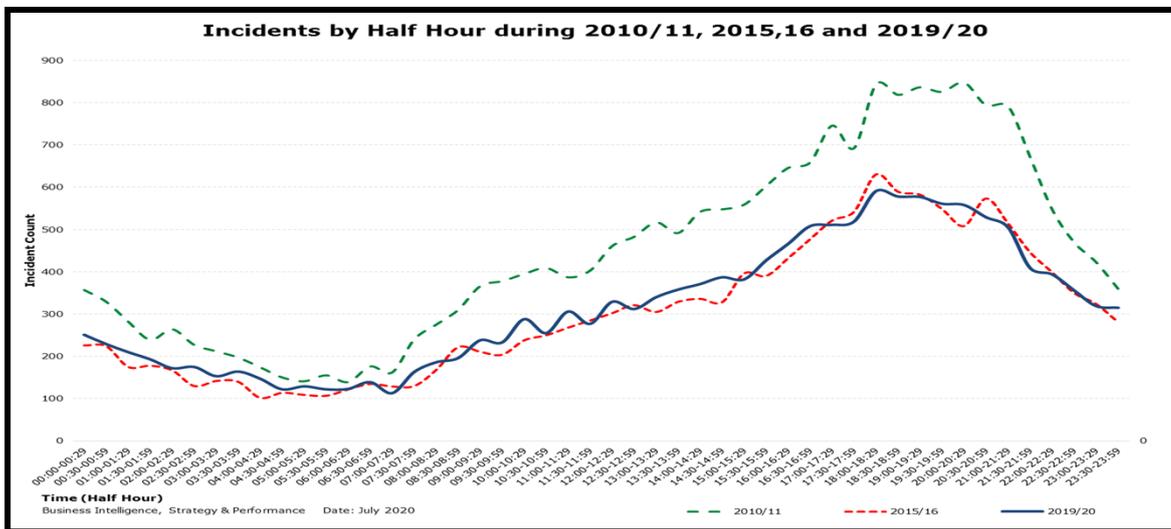
Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

The map below shows all incidents in 2020 and it shows that incidents aren't evenly spread across Merseyside:



We also know that demand fluctuates between the day and night, crews are twice as busy during the day than at night. Using this knowledge, we make sure we have our fire engines, in the right place at the right time to respond.

<b>All Incidents - 1/4/2015 - 31/3/2020</b>		
	<b>Day</b>	<b>Night</b>
Count	48879	28409
Proportion	63.24%	36.76%

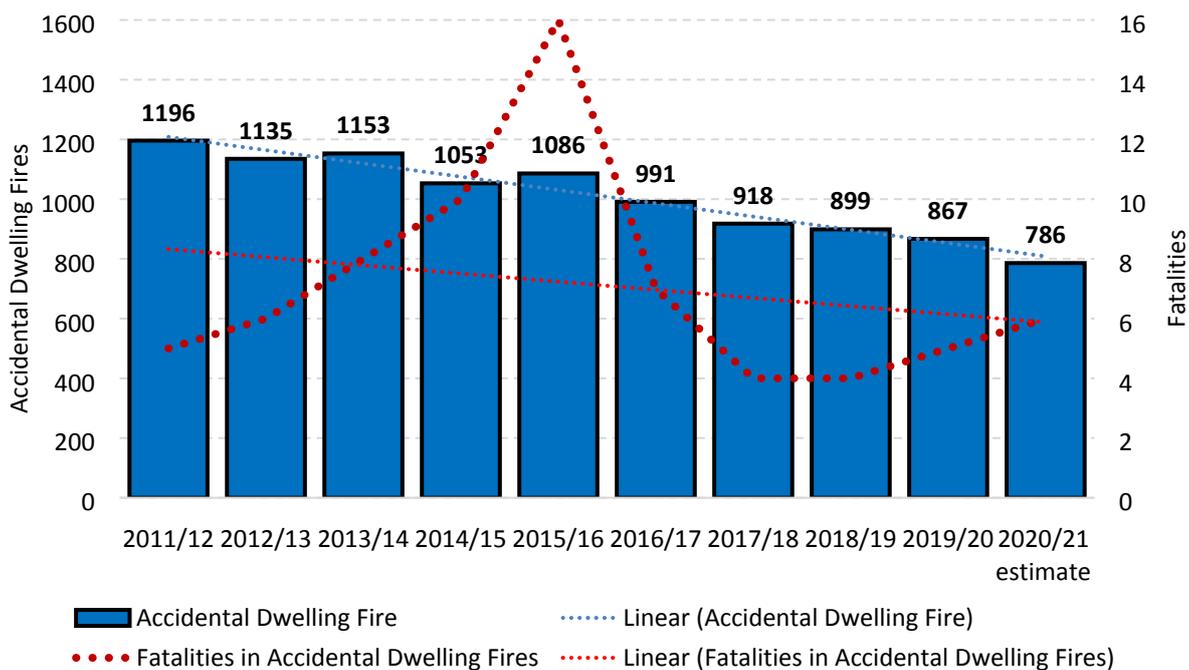


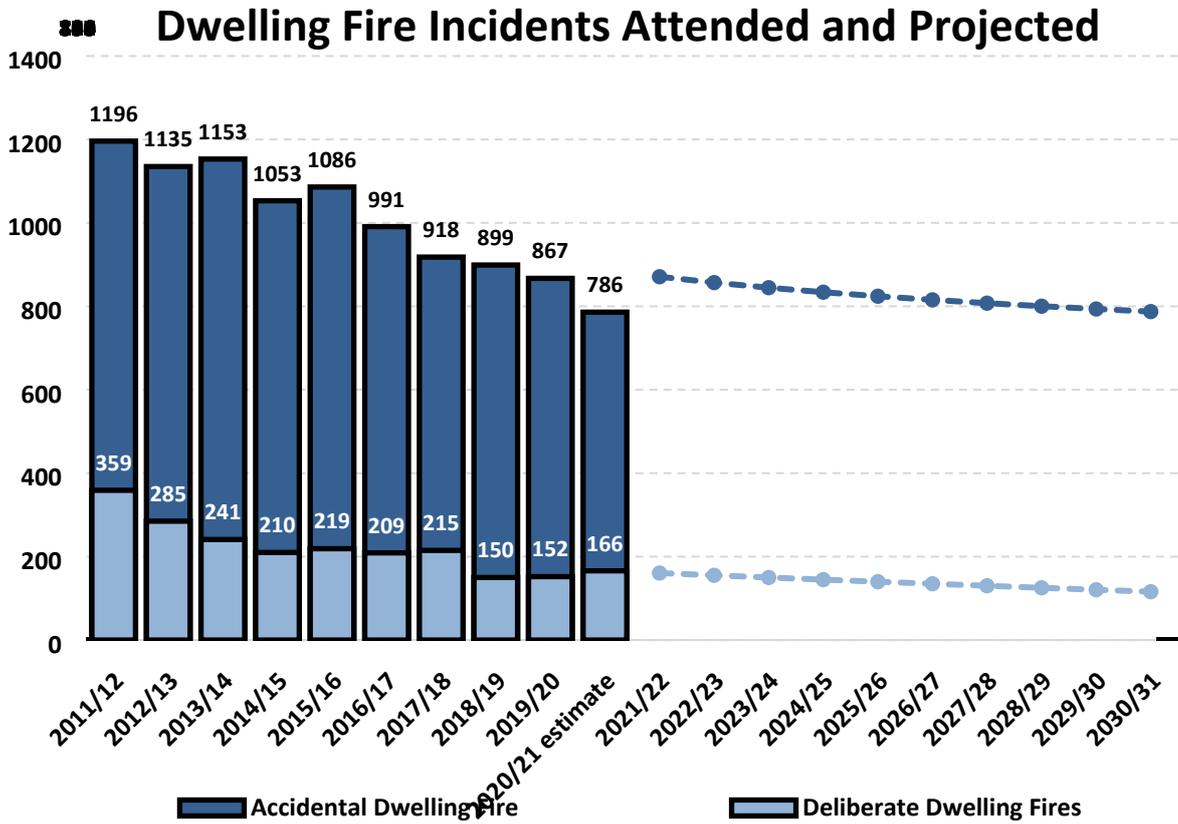
## Vulnerability in Merseyside

We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with other partner agencies too to help their vulnerable clients.

The graphs below show the success of our Prevention activities showing how the number of both deliberate and accidental dwelling fires have fallen and are projected to fall in the future. We also use this information to help us plan for the future.

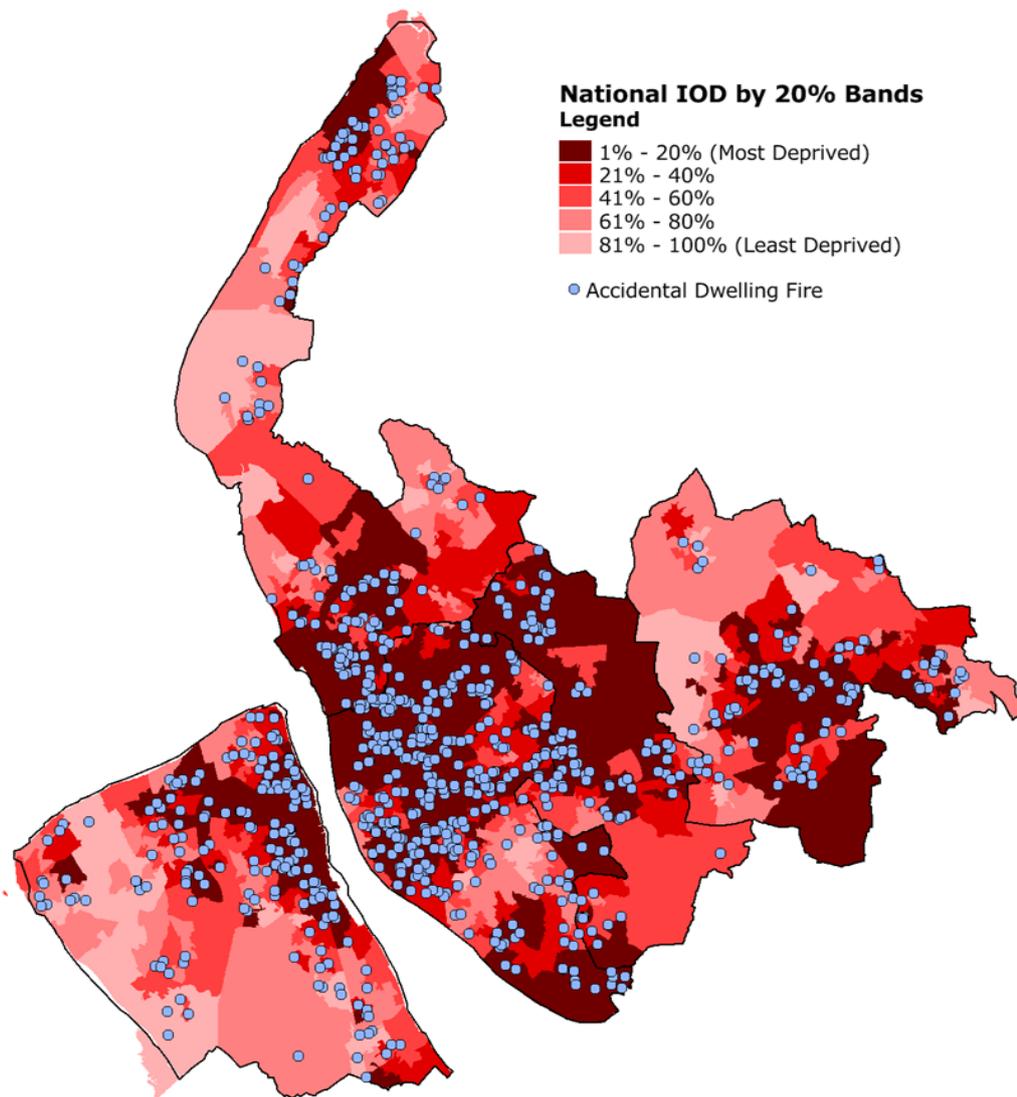
## Accidental Dwelling Fires and Fatalities - 10 Years





We also map deprivation and consider how deprivation and fires are connected.

## Accidental Dwelling Fires in relation to Deprivation



Through our plans we deliver activities and resources tailored to respond to local risk.

Our priorities become objectives in our Integrated Risk Management Plan, functional and station community risk management plans.

Details of these objectives are contained in Sections 5 and 6.

Our priorities support collaboration with partner agencies and we work together to make our communities safer and more resilient.

## 2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY

Around 1000 people are employed by Merseyside Fire and Rescue Authority at 22 Community Fire Stations, a Marine Rescue station, our Training and Development Academy, Headquarters, Fire Control and vehicle workshops.

Merseyside Fire & Rescue Authority provides the highest level of response to fires and other emergencies, as well as offering a range of services to reduce and respond to risk in our communities. In recent years we have had to deal with significant budget cuts a but more recently we have been able to increase our fire engines and firefighters by using the money we have differently. Our 2021-2024 draft IRMP proposes to meet some emerging risks with an innovative way of crewing appliances to continue increasing front line services; details can be found in the IRMP section.

Our IRMP and Service Delivery Plan set out how we will tackle the risks to our communities.

The main aspects of the services we carry out are outlined below:

### **Operational Preparedness**

The Operational Preparedness directorate considers all the foreseeable fire and rescue related risks that could affect our communities, whether they are local, national or international; from fires to terrorist attacks. Operational Preparedness staff work alongside partners, such as local councils, the NHS, the Police and the Ambulance Service.

These organisations make up the Local Resilience Forum which produces the Community Risk Register; this includes our plans to prevent and reduce the impact of risks that affect Merseyside. This means that our firefighters are prepared for and can respond effectively and efficiently to any emergency.

Operational Preparedness organises our business continuity arrangements (which we must have under the Civil Contingencies Act 2004). The business continuity plan shows how we would deliver our services (plus how we will deliver our National Resilience duties) when something unexpected happens. These plans have been extremely well tested through the COVID-19 Pandemic.

Operational Planning and Intelligence teams work with the Local Resilience Forum on major events such as the Grand National.

Our Equipment and Stores teams research and review fire engines and equipment and follow developments in new fire kit and uniform to keep firefighters safe.

The department also looks after National Resilience assets which are appliances, equipment and specialist vehicles that are based on some of our fire stations. National Resilience assets are provided by the Government for use all over the UK if an unusual or large scale incident occurs (such as widespread flooding).

Our Search and Rescue Team (including international search and rescue), the Marine Rescue Unit and Merseyside Fire and Rescue Control (which also provides National Resilience control services) are also managed by this directorate.

Fire Control are responsible for receiving 999 and other emergency calls and sending the right fire engines and officers to emergency incidents. Fire Control staff know where all fire engines, officers and specialist appliances are across Merseyside and whether they are available to attend an emergency. Our Fire Control also co-ordinates National Resilience assets for the whole of the UK. We have recently successfully recruited eight new fire control staff to enhance the resilience of our Fire Control team.

Operational Preparedness provides firefighters and officers with training and information so they can deal with all emergency incidents safely and effectively. We also run our own Training and Development Academy to help us do this.

We also have a duty to collaborate with other emergency services (Policing and Crime Act 2017) and we do this through our Blue Light Collaboration team who work with our blue light partners to improve efficiency and effectiveness.

The Operational Preparedness department also includes our Transport and Workshops teams who manage and maintain the fire engines and all other MFRA cars and vans and our Estates team who manage all our buildings.

## **Operational Response**

The Operational Response Directorate is responsible for the frontline emergency response to fires and other emergencies. It is made up of three areas: Service Delivery, Health and Safety and Operational Assurance. The directorate supports and protects the safety of firefighters when training or at incidents, improves how we respond to incidents and makes sure that standards of performance are met.

Our 23 fire stations (22 Fire Stations and the Marine Rescue Unit) are strategically placed across Merseyside and the stations are staffed using a variety of shift patterns (working arrangements) to make sure we can provide an effective and efficient response to any incident. The shift patterns range from Wholetime, LLAR (Low Level Activity and Risk), Day Crewing Whole Time Retained and Hybrid (more details can be found on the next page and maps below). There is more information about the different working arrangements in Our Response to Emergency Incidents, below.

All stations are ready to respond, combining duty systems to protect the people of Merseyside 24 hours a day, seven days a week.

Each fire station is staffed by professional firefighters, trained to the highest standards in dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies and gathering risk information. Firefighters complete a 14-week initial training course and then continually train, refresh and update skills throughout their career.

The Health and Safety (H&S) Department works to ensure the Health, Safety and Welfare of all employees and any members of the public that may be affected by what we do (in accordance with the Health & Safety at Work etc. Act 1974 and the Management of Health & Safety at Work Regulations 1999). The team also manages performance monitoring systems, carries out investigations following accidents and other events and supports all departments with risk assessments, technical advice and training.

The Operational Assurance Team (OAT), along with Senior Officers, are responsible for the monitoring of how we respond to incidents and how we follow agreed procedures and consider

the health and safety of all our staff when responding to or dealing with fires and other emergencies. The team looks at how we can learn and improve following incidents attended and training. They will recommend training, equipment or changes that are needed to improve how we work and protect the safety of our staff and communities.

To make sure we make the most efficient and effective response to all incidents we use a variety of staffing systems including:

- **Wholetime** – crewed 24 hours a day, 7 days a week
- **LLAR (Low Level Activity and Risk)** – firefighters are available 1000-2200hrs on station, then available from accommodation on or near the station during the night
- **Day Crewing Whole Time Retained** – firefighters are available 12 hrs a day on station then on a 30 minute recall to provide resilience on stations during busy periods
- **Hybrid** - during the day 2 fire engines available on station with a 3rd available on a 30 minute recall to duty (retained element) and at night 1 fire engine will be available on station with 2 available on a 30 minute recall. (retained element) for resilience. This innovative system allows a flexible working approach for the staff that work within the system and allows the Fire and Rescue Authority to have more resources to call upon when needed at busy times or when we are dealing with a major incident.

## **Lead Authority for National Resilience**

Merseyside Fire and Rescue Authority (MFRA) is responsible for the coordination and management of National Resilience and works closely with the Home Office to do that. The Home Office provides additional funding for this.

National Resilience refers to arrangements that reduce the impact of national risks including large scale building collapses, major transport incidents, terrorist attacks, major floods and wildfires. The arrangements managed by MFRA include providing specialist people, vehicles and equipment that are based around the country to deal with these types of incidents.

The National Resilience Assurance Team (NRAT) are responsible for the day to day management of all areas of National Resilience. This team includes staff seconded to MFRA from fire and rescue services around the UK. The team provides 24/7 specialist cover throughout the year in order to provide support, advice and expertise to anywhere that is experiencing a large scale incident.

MFRA also has responsibility for National Resilience Fire Control (NRFC) which works with NRAT in providing specialist assets to wherever they are required. MFRA also looks after National Resilience training; a programme of national courses that ensure staff working with National Resilience vehicles and equipment are well trained.

MFRA also manages the vehicles and equipment maintenance, making sure they are serviced and checked regularly and equipment is replaced/updated.

## **Prevention**

Some of the most important services that we provide help prevent fires in people's homes. This includes a range of activities managed by our Prevention Function and delivered using two approaches; first is our Home Safety Strategy which includes our "Home Fire Safety Check". Each year our fire crews carry out approx. 50,000 of these checks. We also provide around 10,000 "Safe and Well Visits" which are carried out by our Prevention Advocates across Merseyside. The Safe and Well Check focuses on key aspects of health and in most cases connects people with partner agencies for further assessment as well as addressing fire safety concerns in the home.

Supporting the Home Safety Strategy, we have Community Safety Strategies that help us to reduce arson and other deliberate fires, improve road and water safety and set out how we work with young people. We work across Merseyside, mainly in the most challenging places.

Our strategies help us set clear expectations for all our prevention activity. They are based on a range of information of local, regional and national data sources and we use a targeted risk based approach that prioritises people and communities that are most vulnerable. We also make sure that our services are connected to what our local councils, other partner organisations and other fire and rescue services are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives. Sharing our knowledge and understanding of risks in Merseyside and working in partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.

### **Protection (Legislative Fire Safety)**

We have a legal duty to enforce the Fire Safety Order and promote fire safety in places such as offices, factories, shops, public buildings and high rise buildings. This helps us to reduce the impact of fire in our communities, keep our firefighters safe and protect our heritage and the environment. This helps reduce the number of fire related injuries, loss of life and cost to businesses and the community. We support business and communities to meet their legal fire safety duties.

We have used local and national information to help us identify over 65,000 places in Merseyside that need to comply with the Fire Safety Order. Over the life of our IRMP our highly skilled and competent Fire Safety Inspectors will visit 7,500 very high and risk premises, including all of the High-Rise-Residential Buildings in Merseyside, and our firefighters will visit a further 6336 low to medium risk premises.

During the period of this Service Delivery Plan we will be introducing a new Management Information System and mobile technology that will help us manage the work we need to do and be more efficient and effective.

As well as the Fire Safety Order, we are responsible for enforcing other laws related to fire safety. This includes the safe storage of explosives and petroleum-spirit to reduce the risk of fire and explosion. We do this under the Health and Safety at Work Act 1974. During the lifespan of our IRMP our Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside. We will also monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.

Our Building Regulations Team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire. The Building Regulations Team, including our Fire Engineer, respond to over 1000 consultations in a normal year. We will continue to respond to all applications within the specified period of 15 days.

Following the Grenfell Tower fire on June 14th, 2017, we have committed to inspect all High Rise Residential Buildings during the first 12 months of this Plan and to work with building owners to assess external wall systems and to take action to make safe unsuitable cladding. We will also be working with the new Building Safety Regulator which will be created in 2021. The department has plans in place and has started making changes following the Grenfell Tower Inquiry Phase 1 report, and is preparing for the Phase 2 report which is due in late 2021.

Following the publication of the Grenfell Tower Fire Phase One Report in April 2020 The Government announced £20 million in additional one-off grant funding to Fire and Rescue Services to assist with increased Protection activity.

We will use the extra money from the Government to increase the number of Fire Safety Inspectors and Auditors and to improve the knowledge of our current team and to recruit from our communities' new staff to become Fire Safety Inspectors and Auditors. New starters who do not currently have the high level of technical skills to operate in this environment will receive the appropriate training and practical experience in order to be effective and efficient in their role.

## **Our People**

Our aim at MFRA is to have Excellent People

We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all to ensure that we continue to recruit, train, develop and empower all our staff to deliver our services making the best use of their capabilities and professionalism.

We take a positive action approach to recruitment and promotion that means we encourage applications from people who might not usually think of being a firefighter as a career for them (such as women or some minority ethnic groups).

We want all the people living in Merseyside to see people who look like them amongst our workforce, so we work with community groups, schools and colleges to explain how being a firefighter is such a rewarding career and over recent years we have introduced a range of different ways of working that allow flexibility for staff too.

Our People Plan is one of our three key plans, alongside our Integrated Risk Management Plan and Medium Term Financial Plan and a revised People Plan will be published at the same time as our final IRMP, in July 2021.

## **Support Services (Our internal frontline)**

Although most people will see our fire fighters and Prevention and Protection staff out in our communities, we also have a number of support staff working behind the scenes to make sure the Service runs efficiently and that front-line staff are able to carry out their work effectively.

These departments include direct support for our emergency response staff, Finance, Legal services and Human Resources departments and Estates Management, communications, vehicle management and ICT and information management services.

## 3.1 FINANCE

Like all organisations, MFRA has a set budget to spend on our staff (including our firefighters), our equipment and our services; we receive our money from grants from central government and Council Tax payments. When deciding how to tackle Risk, Demand and Vulnerability we also have to think about how we spend our budget to make sure we have the most positive impact on our communities.

Merseyside Fire and Rescue Authority uses a set of Budget Principles to make effective and efficient decisions about how it allocates resources. The Principles are as follows:

### **Principle 1**

To allocate resources in a way that contributes towards the achievement of MFRA's Mission, Aims and Outcomes.

### **Principle 2**

To continue to seek to avoid compulsory redundancy (if possible, given the difficult financial circumstances).

### **Principle 3**

To choose budget options which minimise negative impact on the delivery of front line services or on firefighter safety.

### **Principle 4**

To consider budget approaches which ensure the right balance between local and national funding levels and considers the views of local people on the right level of council tax balanced against aspirations for service levels.

### **Principle 5**

To allocate resources having considered the impact on our diverse communities and our employees

## 3.2 THE AUTHORITY'S BUDGET

Merseyside Fire and Rescue Authority has an excellent record for dealing with any financial challenge it faces. For many years now the Authority has maintained a comprehensive Medium Term Financial Plan (MTFP) and capital programme.

During 2010 to 2020 the Government implemented an austerity plan in an attempt to reduce national debt. A significant element of the plan was to reduce the level of Government funding for local government (this includes fire and rescue authorities). As the Authority had a relatively low council tax base it was more reliant upon Government grant funding to support its revenue budget and therefore suffered a more proportionate financial loss than almost every other fire and rescue authority in the country. The cumulative percentage reduction in Government revenue support for the Authority between 2010/11 (£46.3m) and 2019/20 (£30.8m) equated to a 33% cash reduction or approximately 50% in real terms. That resulted in unavoidable reductions in the front line operational services over this period.

In 2010 the Authority;

- employed approximately 1,000 Full Time Equivalents (FTE) firefighters,
- employed 42 FTE fire control staff,
- employed 425 FTE support and technical staff,
- had 42 wholtime fire appliances immediately available and 1 retained - 43 appliances in total,
- had 26 full time fire stations.

The current budget provides for;

- 642 permanent FTE firefighter, (36% lower),
- 33 fire control FTE, (21% lower)
- 290 FTE support and technical staff, (32% lower),
- Appliances;
  - Days: 27 immediately available plus 3 on a 30 minute recall
  - Night: 21 immediately available plus 9 on a 30 minute recall
- 22 fire stations maintained by a variety of demand led duty cover systems.

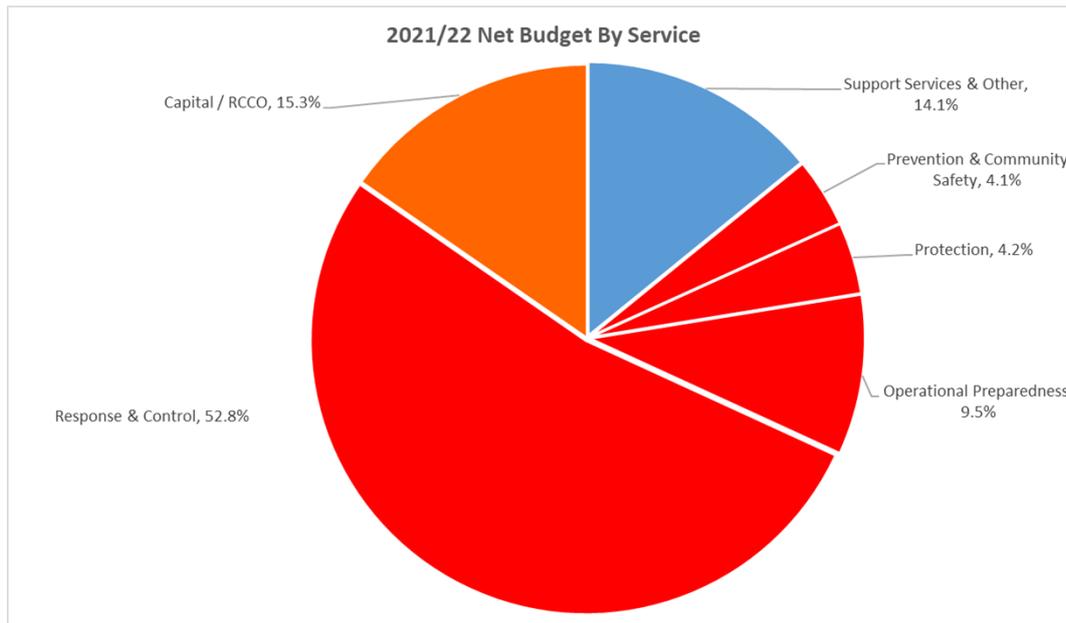
The updated MTFP covers a five-year period, 2021/2022 – 2025/2026. It takes into account the Government's 2021/2022 financial settlement and delivers a balanced financial position in 2021/2022 and 2022/2023. A potential financial challenge from 2023/2024 has been identified but due to significant uncertainty over future Government support and future costs (particularly pay awards and the impact of the McCloud remedy in relation to pensions), this challenge has been noted at this time.

If any organisation wants to be successful, its budget setting and medium term financial plan must allocate resources to support its key strategic aims and priorities. This is a vital consideration when organisations face periods of severe financial challenge.

The Integrated Risk Management Plan (IRMP) is the key driver in the allocation of the Authority's resources in response to the risks facing Merseyside. The Authority's IRMP states the main strategic themes that the Authority is progressing and its plans for the future. The MTFP includes an allocation of resources to deliver the IRMP, including a new £25m Training

and Development Academy. The MTFP prioritises the allocation of resources to deliver the Authority's mission and aims.

The pie chart below shows that most expenditure 52.8% goes on emergency and specialist response. In addition, 9.5% goes on Operational Preparedness and 8.3% on Protection, Prevention & Community Safety. Therefore 70.6% of expenditure is on the "front line" services. The 15.3% on capital costs relates mostly to previous investment in front line assets, fire stations, vehicles and equipment. The remaining 14.1% is on support services.



Our [Medium Term Financial Plan](#) (agenda item 6) provides more information.

## 4.1 PERFORMANCE INDICATORS

Performance indicators measure areas of performance that are important to us and they help us understand how well we are serving our communities. They help managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using, where possible, five years' historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

We review our Performance Indicators every year to ensure that they are still relevant for the organisation. The way performance indicators are monitored and reported is divided into four strands:

- **Key Performance Indicators (KPI) – Summary Indicators – Reported to Authority**
- **Key Performance Indicators – Outcome indicators** (e.g. *Reduction in fires and other incidents*)  
**Reported to Authority**
- **Tier 1 Local Performance Indicators – Outputs** (e.g. *Number of home fire safety checks*) – **some minor outcomes – Reported to Performance Management Group**
- **Tier 2 Local Performance Indicators – lower level outputs – Reported to Function and Station Management Teams**

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority members on the performance against targets set for the year. These reports focus on KPIs but also illustrate performance from related Tier 1 and 2 indicators. Other performance data can be requested by members of the public by emailing [foiteam@merseyfire.gov.uk](mailto:foiteam@merseyfire.gov.uk)

For 2021/22, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Specific Risk Risk Information (SSRI) visits completed and achieving the targets will be managed locally on station on an annual basis.

It should be noted that the targets for the majority of KPIs will be unchanged from the targets set during 2020/21. This is due to the impact of the pandemic and local/national lockdowns limiting the work that we were able to do around preventing fires and other community based work. As a result we were unable to achieve some of our targets during 2020/21, however these targets are still viewed as appropriate and therefore we wish to keep the same for 2021/22.

The estimated performance for 2020/21 is detailed below (using actual data from April 2020 to December 2020). This will be replaced with the final end of year figures in June. Where there is no target the status is shown as 'Quality Assurance'. These are Performance Indicators where we either do not want to reduce or are unable to influence this incident type such as some types of Special Service calls. Many are related to assisting partner agencies such as the Police and the Ambulance Service, particularly related to providing assistance and helping them enter buildings. Incident types we can influence such as road traffic collisions and water rescue incidents exist as separate indicators. Performance Indicators have been recorded in themed groups for reporting to the Authority.

Due to the uncertainty around Covid 19, estimated sickness figures are difficult to predict, so cumulative figures have been used to flatten extremes. Actual sickness figures will be added in the update of performance in June 2021.

## 4.2 ESTIMATED PERFORMANCE FOR 2020/21

<i>Quality Assurance</i>	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2019/20	Target 2020/21	Estimated Performance 2020/21	Status
<b>TO00</b>	Total number of emergency calls received	20679	<i>Quality Assurance</i>	20224	Quality Assurance
<b>TC01</b>	Total number of incidents attended	15193	16273	15762	On target
<b>TC02</b>	Total number of fires in Merseyside	5638	7159	6399	On target
<b>TC03</b>	Total number of primary fires attended	2093	2262	1789	On target
<b>QTC04</b>	Total number of secondary fires attended	3545	4897	4610	On target
<b>TC05**</b>	Total number of special services attended	3911	<i>Quality Assurance</i>	3795	Quality Assurance
<b>TC06</b>	Total number of false alarms attended	5644	5497	5568	Target missed
<b>TR08*</b>	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	93.9%	90.0%	96.0%	On target
<b>TD09</b>	The % of available shifts lost to sickness absence, all personnel	4.05%	4.00%	3.71%	On target
<b>TE10</b>	Total carbon output of all MFRS buildings	58.5	65.0	56	On target
<b>DWELLING FIRES</b>					
<b>DC11</b>	Number of accidental dwelling fires	867	960	786	On target
<b>DC12</b>	Number of deaths in accidental dwelling fires	5	8	7	On target
<b>DC13</b>	Number of injuries in accidental dwelling fires attended	87	98	55	On target
<b>DC14</b>	Number of deliberate dwelling fires in occupied properties	136	150	149	On target
<b>DC15</b>	Number of deliberate dwelling fires in unoccupied properties	16	33	17	On target
<b>DC16</b>	Number of deaths in deliberate dwelling fires	1	1	0	On target
<b>DC17</b>	Number of injuries in deliberate dwelling fires	15	15	17	Target Missed

\* Attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance. \*\* Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc. We are not always in a position to influence a reduction in some of these incident types and this is reflected in our targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types.

KEY PERFORMANCE INDICATORS		Performance 2019/20	Target 2020/21	Estimated Performance 2020/21	Status
<b>NON DOMESTIC PROPERTY</b>					
NC11	Number of deliberate fires in non-domestic premises	73	81	35	On target
NC12	Number of accidental fires in non-domestic premises	165	179	114	On target
<b>ANTI SOCIAL BEHAVIOUR</b>					
AC11	Number of deliberate vehicle fires attended	459	569	319	On target
AC12	Number of accidental vehicle fires attended	206	197	169	On target
AC13	Number of deliberate anti-social behaviour fires (small)	2774	4,157	3020	On target
AC14	Number of accidental small fires attended	771	740	1590	Target missed
AC15	Number of 'other' primary fires attended	171	217	199	On target
<b>ROAD TRAFFIC COLLISIONS</b>					
RC11	Number of road traffic collisions (RTC) attended	718	Quality Assurance	563	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	343	Quality Assurance	238	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	7	Quality Assurance	7	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside <i>Based on Partnership RTC data</i>	426	Quality Assurance	374	Quality Assurance
RC15	New: Number of KSI's affecting 16-24 age group - <i>Based on Partnership RTC data</i>	71	110	40	On target
<b>FALSE ALARMS</b>					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	570	583	434	On target
FC12	The number of false alarm calls due to smoke alarm actuation in Domestic properties	3137	2949	2926	On target
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3940	Quality Assurance	3465	Quality Assurance
FC22	Number of Malicious False Alarms attended	233	222	119	On target
FC23	Number of False Alarm Good Intent attended	1704	1743	2089	Target missed
<b>STAFF SICKNESS &amp; INJURIES</b>					
WD11	% of available shifts lost to sickness absence per wholtime equivalent GREY book (operational) personnel	3.88%	4%	3.52%	On target
WD12	% of available shifts lost to sickness absence per wholtime equivalent GREY book (operational) personnel	4.29%	4%	4%	On target
WR13	Total number of operational staff injuries	26	47	38	On target

*Predicted Performance for 2020/21  
Primarily based on the performance: (April 2020 to November 2020 / April 2019 to November 2019)\*Year end 2019/20*

Where performance is skewed and unrealistic then: (Sum of April 2020 to November 2020 / 8) \* 12

Sickness absence indicators are difficult to project into the future because of how fluid the situation is due to Covid. Cumulative figures have been used as it does flatten the extremes of the recent performance

	Target achieved
	Within 10% of Target
	10% worse than target

### **Comments on Performance Indicators that have achieved their target**

#### **TC03 Total number of primary fires**

The number of primary fires (1789) attended during 2020/21 is less than in 2019/20 (2093) and is 473 under the annual target (2262). This is possibly linked to the Covid 19 lockdown as homes have been occupied, fewer businesses being open and due to movement restrictions - fewer deliberate acts against others and their property.

Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where five or more appliances are in attendance.

#### **TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes**

Despite the impact of the pandemic, fire crews improved on our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 96% of occasions.

#### **DC11 Number of accidental dwelling fires**

Estimated performance for 2020/21 (786) shows a reduction in accidental dwelling fires when compared to 2019/20 (867). This performance reflects the continued success of the Home Safety and Arson Reduction Strategies. This is particularly of note due to almost all residents being at home in lockdown for a large part of this year. Due to the pandemic we had to stop providing some of our prevention services in the home and we switched to supporting partner agencies instead; but we continued to carry out home visits for people at a higher risk from fire and larger scale campaigns to reassure people after serious fires.

#### **AC11 Number of deliberate vehicle fires**

In previous years deliberate vehicle fires have been an area of concern in Merseyside both for the fire service and Merseyside Police. However, during 2020/21 the number of deliberate vehicle fires has fallen from 459 in 2019/20 to 319 in 2020/21. This is considerably less than the target of 569.

#### **TD09 % of available shifts lost to sickness absence, all personnel**

During 2020/21 Covid related absence understandably increased sickness at times but targets have been achieved due to the swift action of the Authority and staff by managing the risks and making all property and vehicles covid safe, promptly putting in place measures to prevent spread and protect staff and the public.

## **Comments on Performance Indicators where the target has not been achieved.**

### **AC14 Number of accidental small fires attended**

There has been an increase in Accidental Small Fires (1590) when compared to 2019/20 (771) although there has been a reduction in the number of deliberate small fire (antisocial behaviour fires). During the year we have worked hard to make sure that we are always reporting the cause of these types of fire accurately, so incidents that might have been reported as deliberate in other years are now more accurately described as accidental. The reduction in deliberate small fires is the result of the continued work of our Arson Reduction team as well as this improvement in reporting.

Targets for 2021/22 will be adjusted to reflect this change. The total number of secondary fires remains the same as 2020/21, but the 2 indicators that make up this KPI (Small ASB Fires and Accidental Small Fires) have been rebalanced to account for the change in reporting, with the target increasing for accidental fires and reducing for deliberate fires.

*This commentary will be updated when final 2020/21 performance data is available in June 2021*

## 4.3 KEY PERFORMANCE INDICATORS for 2021/22

KPI Ref	Narrative	Target 2021/22
<b>Summary/Benchmark Key Performance Indicators</b>		
TO00	Total number of emergency calls received	<i>Quality Assurance</i>
TC01	Total number of incidents attended	16273
TC02	Total number of fires in Merseyside	7159
TC03	Total number of primary fires attended	2262
TC04	Total number of secondary fires attended	4897
TC05	Total special service calls attended	<i>Quality Assurance</i>
TC06	Total number of false alarms attended	5497
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	65
<b>Dwelling Fires</b>		
DC11	Number of accidental dwelling fires	861
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	90
DC14	Number of deliberate dwelling fires in occupied properties	138
DC15	Number of deliberate dwelling fires in unoccupied properties	20
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	13
<b>Non Domestic Property Fires</b>		
NC11	Number of deliberate fires in non- domestic premises	81
NC12	Number of accidental fires in non-domestic premises	179

KPI Ref	Narrative	Target 2021/22
<b>Anti-Social Behaviour</b>		
AC11	Number of deliberate vehicle fires in Merseyside	569
AC12	Number of accidental vehicle fires attended	197
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	3208
AC14	Number of accidental small fires attended	1689
AC15	Number of "Other" primary fires attended	217
<b>Road Traffic Collisions</b>		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – <i>Based on MFRS attendance data</i>	<i>Quality Assurance</i>
RC12	Number of injuries in RTCs attended - <i>Based on MFRS attendance data</i>	
RC13	Number of fatalities in RTCs attended - <i>Based on MFRS attendance data</i>	
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside <i>Based on Partnership RTC data</i>	
RC15	New: Number of KSI's affecting 16-24 age group <i>Based on Partnership RTC data</i>	110
<b>False Alarms</b>		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in <b>Non-Domestic</b> property	583
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in <b>Domestic</b> properties	2949
FC13	The number of false alarm calls attended, discounting false alarm good intent.	<i>Quality Assurance</i>
<b>Staff Welfare, Risks and Competency</b>		
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN and RED book (non uniformed) personnel	4%
WR13	Total number of operational staff injuries – on duty	47

## 5.1 INTEGRATED RISK MANAGEMENT PLAN 2021-24

Our Integrated Risk Management Plan (IRMP) sets out how we will balance the risks and needs of our communities against our duties as a Fire and Rescue Authority and the resources we have available. We published a three year [IRMP](#) in 2017 and a two year [supplement](#) to that Plan in July 2019 to reflect changing risks and demands.

At the time of publication of this Service Delivery Plan we are in a period of [consultation](#) prior to approval of the final IRMP 2021-24 on 1<sup>st</sup> July 2021.

Our draft IRMP 2021-24 proposes continued reinvestment in our front line response, specialist fire stations with crews trained to meet foreseeable risks, an increase in our ability to inspect commercial (particularly high rise) buildings while still providing free Home Fire Safety Checks for vulnerable people on Merseyside. We also propose building a state of the art Training and Development Academy to enhance our training capabilities and a new superstation on the same site. Full details of our proposals are below:

### **Our draft Integrated Risk Management Plan 2021-24 proposals:**

#### **Emergency Response**

Fire engines and firefighters

We propose to make changes to our operational response that will increase fire engines from 29 (plus the Special Rescue Appliance) to 31 (plus the Special Rescue Appliance) by expanding our Hybrid duty system.

We want to:

- Introduce a Hybrid duty system at Kirkdale fire station
- Combine the stations at Aintree and Croxteth fire stations to create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree
- Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function
- Introduce a Stinger/Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder. This type of appliance would allow us to fight all normal fire types, but it can be used as a water tower and also has a lance attached that can be used on roof spaces or light industrial buildings.

Our aerial appliances would be based at:

- Liverpool City (45m Combined Platform Ladder) – crewed 24/7
- Southport (34m Combined Platform Ladder) – complementary crewed – it will respond with the fire engine and crew who will operate the appliance
- Saughall Massie (34m Combined Platform Ladder) – complementary crewed
- St Helens (Stinger/Scorpion) – crewed 24/7 or using retained contracts

These proposed changes will help us deal more efficiently and effectively with the risks in these areas (e.g. there are more high rise buildings in Liverpool, so it makes sense to locate a longer aerial appliance there) and allow us to replace two old fire stations and an outdated training centre with new buildings (at Long Lane, Aintree).

We believe that we can do this and improve our response to emergencies – our research shows us that the average response time from the new super-station location (shown below) would be slightly faster than it is at the moment because Long Lane is closer to the East Lancashire Road (there is more information in the section about the Training and Development Academy below).

IRMP 2017-20		IRMP Supplement 2019-21		IRMP 2021–24 Proposed Long Lane Site	
KPI	Performance (%)	KPI	Performance (%)	KPI	Performance (%)
Overall Performance	91.7%	Overall Performance	93.7%	Overall Performance	93.9%
Average Response Time	6m 7sec	Average Response Time	5m 52sec	Average Response Time	5m 50sec

## Creating Specialist Capabilities

The work we have done to analyse the risks on Merseyside has helped us understand how moving our specialist appliances to new locations will provide better response to emergencies. The appliances will be based in locations where there is more likelihood of a particular type of risk occurring and as well as the appliances being based at these locations, the firefighters working there will have extra training to give them a higher level of knowledge about these risks and how to deal with them.

We want to create specialist fire stations at:

- **Liverpool City** - Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (deployed within 30 minutes)
- **Wallasey** – Marine and Ships Firefighting (Off Shore capability – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (deployed within 30 minutes)
- **St Helens** – Hazmat – Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)

- **Long Lane** – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis
- **Kirkdale** – Terrorist Response Specialist Capability (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis
- **Belle Vale** – Water (High Volume Pump) including all LLAR stations – staffed on a whole time (permanent) basis
- **Heswall** – Wildfire – All terrain vehicle – Complementary crewed
- **Formby** – Wildfire – All terrain vehicle – Complementary crewed

The proposal to introduce specialist teams will have an initial impact on the time taken to train our firefighters (skill acquisition), so we propose to also create a temporary capability (a 32nd fire engine) during 2021 aligned to the Comprehensive Spending Review to ensure there are no negative impacts on our emergency response due to specialist training. We will also use this opportunity to explore different flexible and family friendly duty systems and approaches to emergency response.

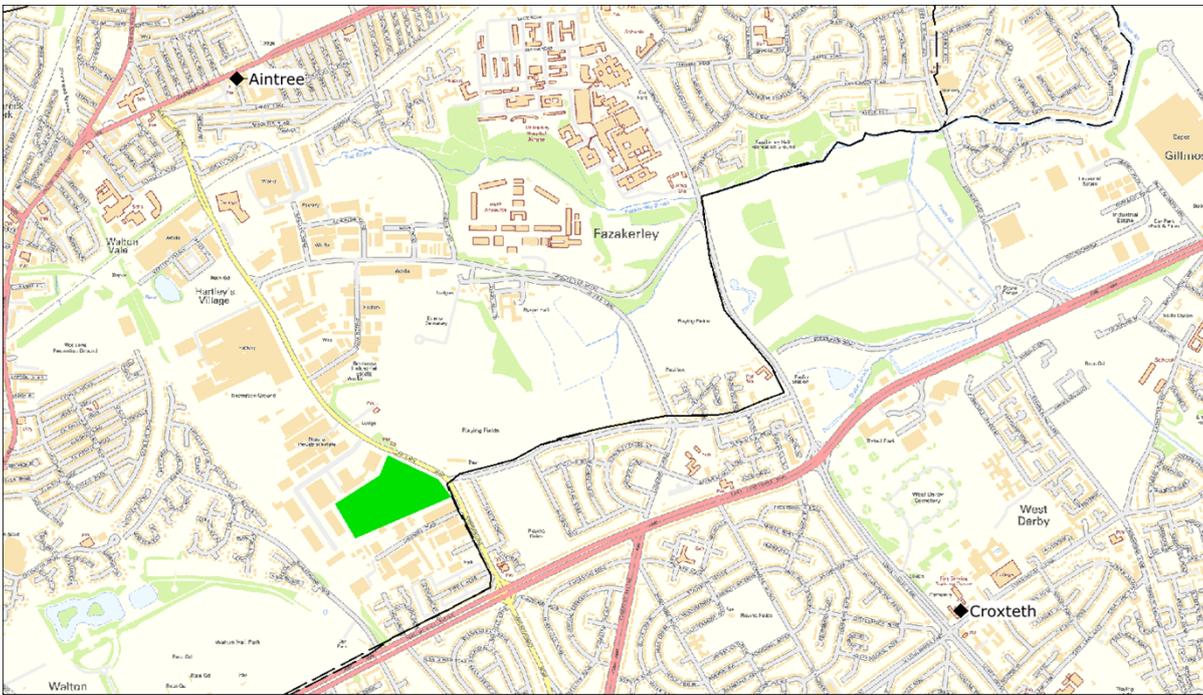
Also, we will continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand, such as during the Covid 19 pandemic. This is a development on our previous IRMP action to enter into Emergency Medical Response alongside the Ambulance Service.

## **Training & Development**

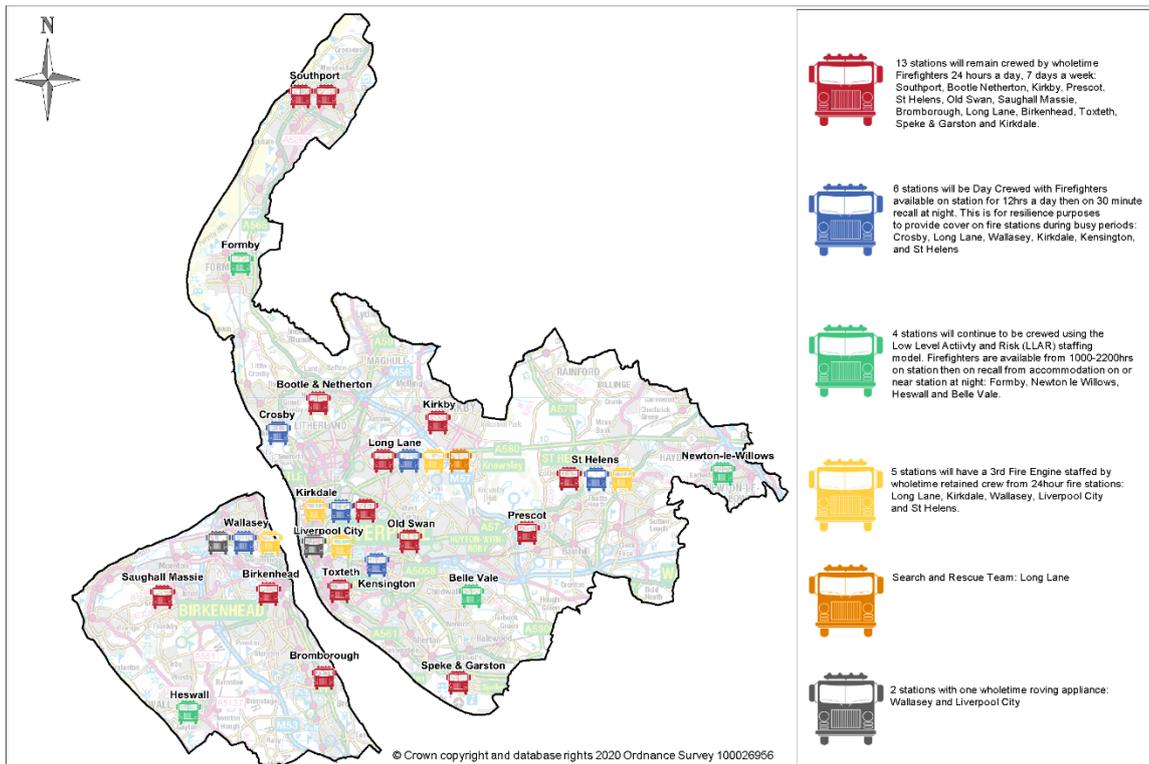
As mentioned above, our Training and Development Academy is outdated and too small for our needs, it is also in an area where there is very little room to expand. Making sure our staff are well trained is essential to how well we deliver all our services and we believe it is important to invest in new facilities to continue to do this well and to develop a centre of excellence in the future.

We want to:

- Build a £25m state of the art Training and Development Academy. This would see the combination of the fire stations at Aintree and Croxteth to create a superstation (Hybrid/Specialist Rescue station) along with the new Training and Development Academy to be built on land at Long Lane, Aintree.
- We are also looking into how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this.
- We used research and analysis to find the best location for a new Training and Development Academy and fire station, and the Long Lane site is the most suitable for us to maintain our level of emergency response for the Croxteth and Aintree areas.



The map below shows how our fire engines would be located and crewed if the proposed changes were approved and the new Training Academy and fire station is approved at Long Lane, Aintree



Produced using MapInfo / Strategy & Performance

Response Proposals - Long Lane

## Prevention

We intend to continue with our successful approach of targeting our Home Fire Safety Checks and Safe and Well visits at the most vulnerable people in Merseyside. Our research continues to show us that the over 65s are still at most risk of dying in fires in the home, but we know that poverty and deprivation play a part in increasing risk from fire too, so we want to:

- Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas.
- Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)
- 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)
- Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation.
- We will renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65.
- Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist.
- Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly themed Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too.

## Protection

Like many other fire and rescue services we want to increase the resources we have available to carry out our legal duties in relation to Fire Safety and our risk Based Inspection Programme. The tragic Grenfell Tower fire in 2017 has meant, quite rightly, that there is an increased focus on high rise residential buildings and Merseyside Fire and Rescue Service also has responsibilities for safety in relation to petroleum, explosives and underground railways.

We want to:

- Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding. The temporary posts will be made up of four uniformed and four non uniformed posts. In the longer term we would like to make these new Protection Officer roles permanent but this will be subject to sustainable funding being made available from government (we are lobbying hard in this regard).
- Visit every very high and high risk premises (7,500 over the life of the Plan)
- Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place
- Increase mobile/agile working for staff to improve efficiency and effectiveness
- Deliver a full response to Grenfell Tower Fire Inquiry recommendations
- Complete 6,336 medium to low risk visits over the life of the Plan. These will be carried out by our fire station-based firefighters.
- Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside.
- Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.
- In addition, our drone capability will be further developed after being proposed in our previous Plan.

## **Preparedness**

We know how important it is to plan and prepare to make sure our emergency response services are delivered efficiently and effectively.

We want to:

- Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies.
- Continue to review how up to date operational risk information is gathered and provided to operational staff at incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively
- Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified.
- Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment.
- Prepare our fleet of vehicles for a move to alternative fuels
- Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff

## **National Resilience**

We will continue to provide a high level of support to the whole UK in relation to National Resilience, coordinating resources to help tackle major incidents such as floods, building collapse, explosion and major fires.

We want to:

- Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training
- Support the Government's plans to refresh the National Resilience Assets

## 5.2 FUNCTIONAL PLANS 2021/22

Functional Plans are produced by each of our main departments. We mainly use them for internal planning but include key deliverables as actions in this Service Delivery Plan. In the Plan they introduce the Function and its role within MFRS, review progress against their Key Deliverables for the previous year and identify their priority actions for the next year. IRMP objectives and inspection areas for improvement are addressed as action points in the Functional Plans, where relevant.

Function heads also identify what their Function will require in terms of engagement and consultation, corporate communications, ICT and training to ensure key deliverables are achieved.

Each Functional Plan has an Equality Impact Assessment (EIA) completed. This EIA describes if, and how, the Functional Plan will impact on staff and members of the public, both negatively and positively, taking into account the ten protected characteristics (age, sex, race, disability, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation and, specific to MFRS, socio-economic disadvantage).

Each Function head reports regularly on their Functional Plan in our Planning, Intelligence and Performance System. These updates are included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis which is published on our website.

Relevant actions are also incorporated into individual Station Plans and used to identify priorities for all fire stations and also actions that are unique to a specific station area.

Equality, Diversity and Inclusion actions have also been incorporated into Functional Plan reporting.

### **General Priorities**

Within this Service Delivery Plan Merseyside Fire and Rescue Authority will aim to deliver safe and effective services across Merseyside; delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our core values and the risks, demands and vulnerabilities within our diverse communities and include activity drawn from our Integrated Risk Management Plan (IRMP) including collaboration with partner agencies to deliver excellent service, planning for emerging risks and responding to incidents.

The Policing and Crime Act 2017 placed a new statutory duty on the Police, Ambulance and Fire and Rescue Services to keep collaboration opportunities that would be in the interests of efficiency, effectiveness or public safety, under review. A Collaboration Team has been established to provide support to this programme and investigate future opportunities for joint working.

The Service is now regularly inspected by Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS).

The Service received a very positive report following our first inspection in 2018, with MFRS being the only Service in the country to receive two Outstanding judgements (and an overall

rating of Good across the three main themes of Effectiveness, Efficiency and People) reflecting our commitment to providing high levels of service to help make Merseyside communities safer and stronger. Some actions were required to address areas for improvement identified in the inspection. These are included in our plans and progress is reported to Authority regularly. Continuing and new actions that will contribute to addressing the areas for improvement and the IRMP are included in the next section of this Plan. We are making good progress on implementing the required changes.

The Service was due to be inspected again in July 2020 but this was delayed due to the Covid 19 pandemic. HMICFRS adapted their inspection plans to focus on our response to Covid 19 and the inspection took place remotely in September/October 2020. The report reflected how well the Service adapted to the pandemic including making premises and staff Covid safe, working with partners to provide services previously not undertaken such as face fitting of masks, moving bodies, delivering personal protective equipment, packing and delivering food and prescription for vulnerable people.

There were a few recommendations including:

- Using lessons learned during the Covid 19 pandemic to update business continuity and pandemic flu plans.
- Improve IT to allow staff to effectively work remotely
- Determine how to adopt, in the longer term, new and innovative ways of working introduced during the pandemic to secure lasting improvements.

The next HMICFRS inspection is in Spring/Summer 2021 but as yet it is unclear if this will be conducted remotely or in person. This is very much dependent on the Covid restrictions.

## 6.1 SERVICE DELIVERY PLAN ACTIONS 2021/22

As explained in the previous section, we have identified priorities that are really important to us. Some fit within the criteria of the Integrated Risk Management Plan and others sit outside it and the key deliverables below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans: -

### Operational Preparedness:

<b>FP/21/22/1.1</b>	To continue to implement the approved 5 year capital build programme and progress the development of the Training and Development Academy to enhance firefighter training (in relation to, for example, high rise incidents, terrorist attacks, marine response, Emergency Medical Response, flooding and wildfire) by building a new training facility that is fit for purpose and reflects new/emerging foreseeable risk.
<b>FP/21/22/1.2</b>	Ensure collaborative opportunities are fully explored and kept under review in line with the Policing & Crime Act 2017 reviewing our Shared Estate, Operations and Support Services. Operational Preparedness will work with internal stakeholders to ensure opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining response to fires and other emergencies.
<b>FP/21/22/1.3</b>	Continue to review how operational risk information is gathered and presented to operational staff, including the future transition of MFRS Site Specific Risk Information (SSRI) into new applications and how this can be shared with other FRS's.
<b>FP/21/22/1.4</b>	Implement the recommendations of the POD Review Project aiming to increase resilience. Enhancing specialist and non-specialist capabilities for terrorist incidents and providing additional kit and equipment to Firefighters; Ensuring that MFRS specialist capabilities reflect foreseeable risk and are located and deployed based on that risk, including a drone capability.
<b>FP/21/22/1.5</b>	Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets assertively, effectively and safely at incidents. This will incorporate regular assessment of command competence in line with National Operational Guidance and ensure all staff skills are up to date and promote organisational awareness to confirm consistency on how this is recorded.
<b>FP/21/22/1.6</b>	To continue to implement the approved 5 year Transport Asset Management Plan and progress the transport strategy recommendations to start to deliver against the 2030 Green Plan and the move to alternative fuelled vehicles for the MFRS fleet.

### Operational Preparedness - Equality, Diversity and Inclusion Objectives:

<b>ED/20/21</b>	To review the Training and Development Academy facilities in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.
<b>ED/20/21</b>	Utilise our positive action campaigns for recruitment within all departments to ensure diversity.

<b>ED/20/21</b>	Collaborate and work with other agencies to horizon scan and benchmark any ED & I processes.
<b>ED/20/21</b>	Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words,
<b>ED/20/21</b>	Uniforms – ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures
<b>ED/20/21</b>	Involve ED & I in all review processes

### **Operational Response:**

<b>FP/21/22/2.1</b>	Enhance our response to specialist risk across Merseyside in specific areas such as Industrial based at St. Helens, Marine at Wallasey, Marauding Terrorist Attack at Kirkdale and Wildfire at Formby and Heswall. We will also align our existing resources to create other specialist stations such as Command and Control at Liverpool City, High Volume Pump based at Belle Vale with maintained skillsets across each district, Hazardous Materials at St. Helens and continued Search and Rescue at our proposed Long Lane site.
<b>FP/21/22/2.2</b>	Improve our Operational Response capability, via a review of the current locations of our fire stations. Introduce a new Hybrid Station at Kirkdale and combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid model.
<b>FP/21/22/2.3</b>	Introduce an Integrated Demand Management Programme (IDMP) with Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.

### **Health and Safety/Operational Assurance**

<b>FP/21/22/2.4</b>	Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid). This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation
<b>FP/21/22/2.5</b>	Progress the work in relation to Firefighter contamination in support of reducing the risk of contamination to firefighters from fire effluents at incidents. This will take account of recommendations from current and emerging research
<b>FP/21/22/2.6</b>	Improve the effectiveness of the Operational Assurance Officer role through the introduction of an accredited training/Continuing Professional Development regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the revised Operational Assurance officer handbook

## Operational Response - Equality, Diversity and Inclusion Objectives:

<b>ED/19/20</b>	Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSC's..
<b>ED/20/21</b>	Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups.

## People and Organisational Development:

<b>FP/21/22/3.1</b>	To lead on the development of the new People Plan for 2021-24.
<b>FP/21/22/3.2</b>	To design and implement an organisational Leadership message with revised values
<b>FP/21/22/3.3</b>	To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans
<b>FP/21/22/3.4</b>	To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service
<b>FP/21/22/3.5</b>	To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision
<b>FP/21/22/3.6</b>	Continue to review and adapt all HR Systems and related technological interactions

## People & Organisational Development - Equality, Diversity and Inclusion Objectives:

<b>ED/20/21</b>	To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.
<b>ED/20/21</b>	To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.
<b>ED/20/21</b>	Each SI is assessed and a relevant EIA produced as applicable.

## Prevention

<b>FP/20/21/4.1</b>	Continue to deliver against the Home Safety Strategy (2021 - 2024) inclusive of using person and place based factors to keep people safer in their homes
<b>FP/20/21/4.2</b>	We will further seek to professionalise prevention activity and align the strategy to the developing National Fire Chief's Council (NFCC) work stream regarding Home Safety this will include quality assurance of all Home Safety activity and an evaluation of its effectiveness
<b>FP/20/21/4.3</b>	We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RM1 reporting

<b>FP/20/21/4.4</b>	Station Based Campaigns - Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day)
<b>FP/20/21/4.5</b>	Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.
<b>FP/20/21/4.6</b>	Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service

### **Prevention - Equality, Diversity and Inclusion Objectives:**

<b>ED/20/21</b>	To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups
<b>ED/20/21</b>	To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.
<b>ED/20/21</b>	To continue to deliver and embed a MF&RS Safeguarding Strategy.

### **Protection**

<b>FP/21/22/5.1</b>	Resource and Deliver suitable operational based Fire Safety training and information for Response Personnel
<b>FP/21/22/5.2</b>	Complete Regulatory Activity in line with District based Inspection targets
<b>FP/21/22/5.3</b>	To undertake the Building Risk Review programme to meet MHCLG commitment of all high rise buildings to have been inspected or assured no later than December 2021.
<b>FP/21/22/5.4</b>	Develop Protection Structure in line with the NFCC Competency Framework
<b>FP/21/22/5.5</b>	Implement the CFRMIS application with the associated Protection modules; <ul style="list-style-type: none"> <li>• Technical Fire Safety</li> <li>• Petroleum</li> <li>• Explosives</li> </ul>
<b>FP/21/22/5.6</b>	Resource and deliver the agreed Drone capability by utilising the Protection Response Officers

## Protection - Equality, Diversity and Inclusion Objectives:

<b>ED/20/21/</b>	The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. The provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.
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## National Resilience:

<b>FP/21/22/6.1</b>	Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance
<b>FP/21/22/6.2</b>	Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities
<b>FP/21/22/6.3</b>	Following learning from the Covid pandemic, review the current arrangements for NR training associated with the sector led delivery model
<b>FP/21/22/6.4</b>	Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate
<b>FP/21/22/6.5</b>	Explore the use of Resilience Direct as a secure and reliable means to provide incident status updates to Home Office and other key stakeholders
<b>FP/21/21/6.6</b>	Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages with the Devolved Administrations

## Strategy and Performance

<b>FP/21/22/7.1</b>	To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide
<b>FP/21/22/7.2</b>	To make the most effective use of organisational information whilst continuing to improve information security and governance.  a. Continuing to digitally transform the organisation b. Continuing to ensure compliance with information governance and security legislation and regulations
<b>FP/21/22/7.3</b>	Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.
<b>FP/21/22/7.4</b>	Create a 2021-2024 Integrated Risk Management Plan
<b>FP/21/22/7.5</b>	Work with other functions to deliver a successful HMICFRS inspection for MFRS

<b>FP/21/22/7.6</b>	Implement an ICT Infrastructure That Will Enable Efficiency Through Current and Emerging Technology
<b>FP/21/22/7.7</b>	Respond to National Initiatives. The service is scheduled to switch from the current Airwave communication system to the ESN which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this
<b>FP/21/22/7.8</b>	Consider ways in which catering services can become more environmentally sustainable.

### **Strategy and Performance - Equality, Diversity and Inclusion Objectives:**

	<b>To support the organisation to deliver against the following four Equality and Diversity Objectives:</b>
<b>ED/20/21</b>	Create a strong cohesive organisation that is positive to rising to the future challenges we face.
<b>ED/20/21/</b>	Ensure that people from diverse communities receive equitable services that meet their needs.
<b>ED/20/21/</b>	Reducing fires and other incidents amongst the vulnerable protected groups
<b>ED/20/21/</b>	To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."

### **Finance:**

<b>FP/21/22/8.1</b>	Monitor the development of Comprehensive Spending Review (CSR) 2021
<b>FP/21/22/8.2</b>	To monitor the outcome of the McCloud pension challenge
<b>FP/21/22/8.3</b>	To review the current process for charging and recovering discretionary fees and charges income
<b>FP/21/22/8.4</b>	To implement a new procurement/contract monitoring application to deliver effective management information for services and the update of transparency data on the Authority's website
<b>FP/21/22/8.5</b>	Work with colleagues to upskill contract managers through an accreditation process and thereby mitigate the identified contract management risk in the corporate risk register

### **Legal & Democratic Services:**

<b>Legal</b>	
<b>FP/21/22/9.1</b>	To undertake a comprehensive review to ensure that the insurance sums insured for each MFRA location remains accurate which will ensure the Authority is fully protected in the event an insured event occurs
<b>FP/21/22/9.2</b>	To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner

**Democratic Services**

<b>FP/21/22/9.3</b>	To undertake a review of the new remote ways of working for Members, and the associated technology, to ensure that it continues to enable Members to undertake their roles as effectively as possible
<b>FP/21/22/9.4</b>	To undertake a full review and refresh of the Authority's Scrutiny Forward Work Plan, to ensure that it is aligned to the new IRMP and future work streams.
<b>FP/21/22/9.5</b>	To review and refresh the Authority's Members Development Strategy & Programme, to ensure that it remains fit for purpose and continues to ensure that Members have the required knowledge and skills to undertake their roles as effectively as possible, particularly in light of current restrictions and remote working requirements

**7.1 EQUALITY, DIVERSITY AND INCLUSION**

MFRA is committed to delivering equality, diversity and inclusion in relation to our staff and to the services we deliver to our communities. Treating people fairly is a priority of course, but being aware of equality, diversity and inclusion is also important because it means we can tailor our services to meet what people need from us and we can also work to make sure that our staff reflect the people they serve.

In line with the responsibilities placed on the Authority by the Equality Act, we have established a number of equality objectives that are both inward looking (staff related) and outward looking (community and service delivery related). Our Equality and Diversity objectives are an important part of our IRMP and demonstrate how we show due regard to the need to eliminating unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share protected characteristics and those who don't.

We have considered the community demographic profile of Merseyside whilst preparing our IRMP and station plans, considering the levels of deprivation, age, gender, ethnicity and religion as well as other demographics and protected characteristics where data has been available. This is then combined with the incidents that have occurred over the last three years. We use this information to target our community risk management resources at the areas of greatest risk.

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics set out in the Equality Act 2010 which MFRA is required to take into account under its Public Sector Equality Duty. This is dealt with through the Equality Impact Assessment process<sup>1</sup> which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

In June 2019 we launched our new face to face Equality, Diversity and Inclusion training which is being delivered to all staff in a 3-hour session. To date 52% of staff from across a wide range of functions have completed the training. At present, an on-line training package has been developed for staff to complete to ensure we continue to deliver training whilst conforming to Covid-19 social distancing guidelines

In May 2020 the first phase Unconscious Bias training was delivered virtually to 57 members of staff and the chairs of our staff networks. The second phase is currently under review.

During 2020/21, the ED&I team have worked with staff and the Strategic Leadership Team (SLT) to launch three new Staff Networks, (BAME Inclusion, Gender Inclusion and the LGBTQ+ Inclusion). We firmly believe that Staff Networks can be powerful in engaging people in diversity and inclusion and can be beneficial to teams, employees and the organisation as a whole.

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<sup>1</sup> **Equality Impact Assessments**

Our Equality Impact Assessment (EIA) are a way of finding out if our services and employment opportunities are accessible for our communities and employees. They help us ensure that our policies/initiatives and services do not discriminate in any way.

An EIA will help us to understand how our policies/initiatives or services could discriminate against members of the community on grounds of race, disability, gender, age, sexual orientation, religion or belief.

It allows us to look forward to see that customers and employees can access our services, instead of reacting to any complaints or concerns about service delivery. The IRMP document sets out the key changes to the Fire and Rescue Service for Merseyside and EIAs have been carried out on those key changes.

Regular updates on progress against our objectives are submitted to the Fire and Rescue Authority. The next few years will have a strong focus on the training and support for our staff to equip them to understand Equality, Diversity and Inclusion and embed it into their day to day roles. For these updates and more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our [Equality, Diversity and Inclusion Annual Report 2019-20](#)

## **7.2 EQUALITY OBJECTIVES 2021/24**

## Objective 1

**Create a strong Inclusive organisation that is positive to rising to the future challenges we face.**

<b>Action</b>	<ul style="list-style-type: none"><li>• Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups</li><li>• Delivering Positive Action programmes across all occupations, for recruitment, progression and retention where under representation exists, and learning from and sharing results</li><li>• Work across all departments to increase knowledge and understanding of what is needed to carry out a role and how to progress e.g. understanding fitness tests for new recruits and pathways for progression</li><li>• Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as employer of choice to those groups underrepresented in our workforce</li><li>• Encourage staff to act as role models at all levels throughout the organisation</li><li>• Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief</li><li>• Working with all our staff to ensure that MFRA is an inclusive place to work, where everyone feels they can be themselves.</li><li>• Continue to work with our Senior Sponsors and staff networks to ensure that MFRA is an inclusive place to work</li><li>• Reviewing progression and promotion across all levels of the organisation to understand any perceived barriers to promotion and progression and addressing them</li></ul>
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<b>How we will measure our success</b>	<p>We will see: Increased diversity in our workforce and volunteers, at all levels, in order to reflect the local community we serve.</p> <p>Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.</p> <p>We will be clearly supporting the progression, promotion and retention of staff across the organisation and especially those from currently underrepresented groups</p>
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How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:  
We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment

## Objective 2

**Ensure that people from diverse communities receive equitable services that meet their needs.**

<b>Action</b>	<ul style="list-style-type: none"><li>• Carry out activities to help us know and understand our diverse communities including:<ul style="list-style-type: none"><li>○ Gathering data and intelligence to help us know and understand our diverse communities better in line with our legal responsibilities and best practice such as the National Fire Chiefs Council Strategic Improvement Plan and the Equal Access to employment and services summary</li><li>○ Engaging with diverse communities to understand their needs in relation to the services we provide</li><li>○ We will standardise the data we collect and use it to evaluate what we do and target services at the most vulnerable people and communities</li><li>○ Improving Equality Monitoring of the services we deliver to our communities (e.g. HFSC Monitoring, Business Safety Audits) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation</li></ul></li><li>• Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve</li></ul>
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<b>How we will measure our success</b>	<p>We will have meaningful data and information that helps staff develop effective activities, campaigns and events that result in better engagement with diverse</p>
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	communities across Merseyside (including diverse businesses) and services that meet their needs.
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How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

This work will strengthen our services to meet the needs of a wide range of diverse communities. By understanding people’s needs and carrying out engagement we can ensure that those groups are fully supported by the Fire and Rescue Service to help reduce risk.

### Objective 3

Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

<b>Action</b>	<ul style="list-style-type: none"> <li>Continuing to prioritise Home Fire Safety Checks for vulnerable people and in vulnerable places</li> <li>To continue to work closely with Businesses owned and/or operated by people from protected groups to aid increased fire safety amongst those groups</li> <li>Continuing to engage with young people and others in deprived areas to reduce anti-social behaviour</li> <li>Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, Business Safety Audits, hate crime and safeguarding</li> <li>Analysing our performance each year using the Performance Indicators (PI’s) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents</li> <li>To use social media and other communication channels as a platform for safety messages and other campaigns, measuring the impact</li> </ul>
<b>How we will measure our success</b>	<ul style="list-style-type: none"> <li>We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.</li> <li>We will contribute to increasing the knowledge, understanding and importance of Fire safety to residents and business owners across Merseyside</li> </ul>

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

By better understanding the impacts for diverse community groups in terms of Fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of : Age, Gender, Ethnicity, Religion, LGBT and Disability

### Objective 4

To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion <sup>2</sup>

<b>Action</b>	<ul style="list-style-type: none"> <li>Continued development and delivery of equality and diversity training</li> <li>Embedding Equality and Diversity in our volunteering programmes and youth engagement.</li> <li>Helping Authority Members understand their role in scrutinising the organisation’s delivery of equality and diversity outcomes</li> <li>Carrying out Equality Impact Assessments ensure that our Policies and services maximise any positive impacts and minimise any negative impacts on people from protected groups.</li> <li>Creating a diverse supplier base for goods and services in our procurement procedures</li> <li>Supporting and recognising the work of our staff networks in helping MFRA to understand and better support our diverse groups of staff and their contribution to the organisation.</li> </ul>
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<sup>2</sup> To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.” – The Public Sector Equality Duty - Equality Act 2010

	<ul style="list-style-type: none"> <li>• The continued development of the Senior Sponsors roles within the organisation to support our staff networks and promote key issues related to their chosen protected characteristic</li> <li>• Using staff survey results to understand levels of engagement in relation to the protected groups</li> </ul>
<b>How we will measure our success</b>	<ul style="list-style-type: none"> <li>• Staff will feel better equipped to manage their functions and delivery of services to all communities in an inclusive way. This could be measured through: <ul style="list-style-type: none"> <li>○ Staff Engagement Surveys</li> <li>○ the assessment of outcomes delivered to different groups</li> <li>○ community feedback from after the incident reports and other customer satisfaction surveys</li> <li>○ Monitoring the impact of training sessions completed around Equality and Diversity</li> <li>○ Reviewing the grievance, complaints and disciplines to ensure there is no disproportionate impact.</li> </ul> </li> <li>• We will see an improvement in levels of engagement amongst staff from the protected groups</li> </ul>
<p>How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:  This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand and meet the needs of different protected groups and foster good relations between groups</p>	

### Equality Objective 5

To continue to aspire for ED&I excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors

<b>Action</b>	<ul style="list-style-type: none"> <li>• Undertake an external ED&amp;I Audit to identify and assess our current ambitions and identify key targets</li> <li>• Identify external benchmarking tools and awards currently available within ED&amp;I sectors</li> </ul>
<b>How we will measure our success</b>	<p>We will use external ED&amp;I audit to identify our current position and identify key areas for development moving forward, seeing improvements as a result.  We will assess those results by undertaking external benchmarking such as the Employers Network for Equality and Inclusion (ENEI), assessment against the NFCC Strategic Improvement Plan and undertaking the Disability Confidence peer review to achieve Level 3 (Disability Confident – Leader)</p>

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

Taking part in an assessment helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regards to the needs of staff and public we serve around the 9<sup>3</sup>protected groups.

## 8.1 STATION PLANS

<sup>3</sup> The 9 protected groups are: age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. MFRS also include a tenth characteristic of Social Economic Deprivation

Station Plans are local plans developed and owned by community fire and rescue station staff working with district based Station Managers and partners. The plans reflect local risks and priorities and set out how the fire station and district based staff will improve outcomes in their communities.

### **Station Objectives**

The station objectives are drawn from our corporate aims and the risks identified by ourselves and partners who work within the fire station area. We hope to deliver local services that make a real difference to the communities we serve with the support of our partners, making the area a safer and healthier place to live, work or visit.

### **Station Actions**

The staff based at the fire station will deliver a range of response interventions that are designed to mitigate life risk or harm from fire, road traffic accidents and water incidents. Additionally, they will work to ensure properties, the environment and businesses are equally protected. Whilst the station staff will deliver excellent response they will also engage in actions that will reduce the occurrence of such incidents through education, risk assessment, planning and training.

### **Community Impact Fund**

The Service has committed funding in 2020/21 that will allow each fire station to deliver events and initiatives in their communities to help achieve their objectives for the station area. They can, if they wish, do this with other stations and departments in MFRS, involving external partner organisations in collaborative initiatives if appropriate.

### **Station Plan on a Page**

Following consultation with stakeholders each fire station has a bespoke Station Community Risk Management Plan.

Station output targets for 2021/22 are:

	<b>SSRI</b>	<b>HFSC</b>	<b>HYDRANT</b>	<b>WASTE &amp; FLY</b>	<b>PREV TALKS</b>	<b>SOFSA</b>
<b>TOTALS</b>	<b>1930</b>	<b>45,915</b>	<b>1487</b>	<b>792</b>	<b>720</b>	<b>2112</b>

## **9.1 CONSULTATION AND COMMUNICATION**

Merseyside Fire and Rescue Authority has an integrated and inclusive approach to planning. The plans that set out the ways in which the Authority will achieve its Mission and Aims and comply with its values are all connected and staff and stakeholders have an opportunity to contribute to the plans. A large part of the planning is around consultation with stakeholders within the community.

During development of our draft IRMP 2021/24 in October/November 2020, we undertook consultation with the public during five online forums; one in each of the five Merseyside council areas, to discuss how we might provide services in the future, taking into account changing risks, demand and vulnerability in Merseyside. We also asked were the Planning Principles developed and agreed in 2016/17 still appropriate to apply during development of tis IRMP. The Forums agreed that we should continue to use these Principles.

Twelve weeks' consultation with public, staff and stakeholders about the proposals in the draft IRMP 2021-24 began on 1<sup>st</sup> March. This includes consulting with:

- The public - facilitated by an independent organisation (this will be online due to Covid restrictions), plus an on-line questionnaire
- Staff - through briefings in the workplace and/or online, plus an on-line questionnaire
- Local authority and strategic partner organisations
- Staff representative bodies (e.g. trade unions)

We will use our website and social media platforms to publicise the consultation

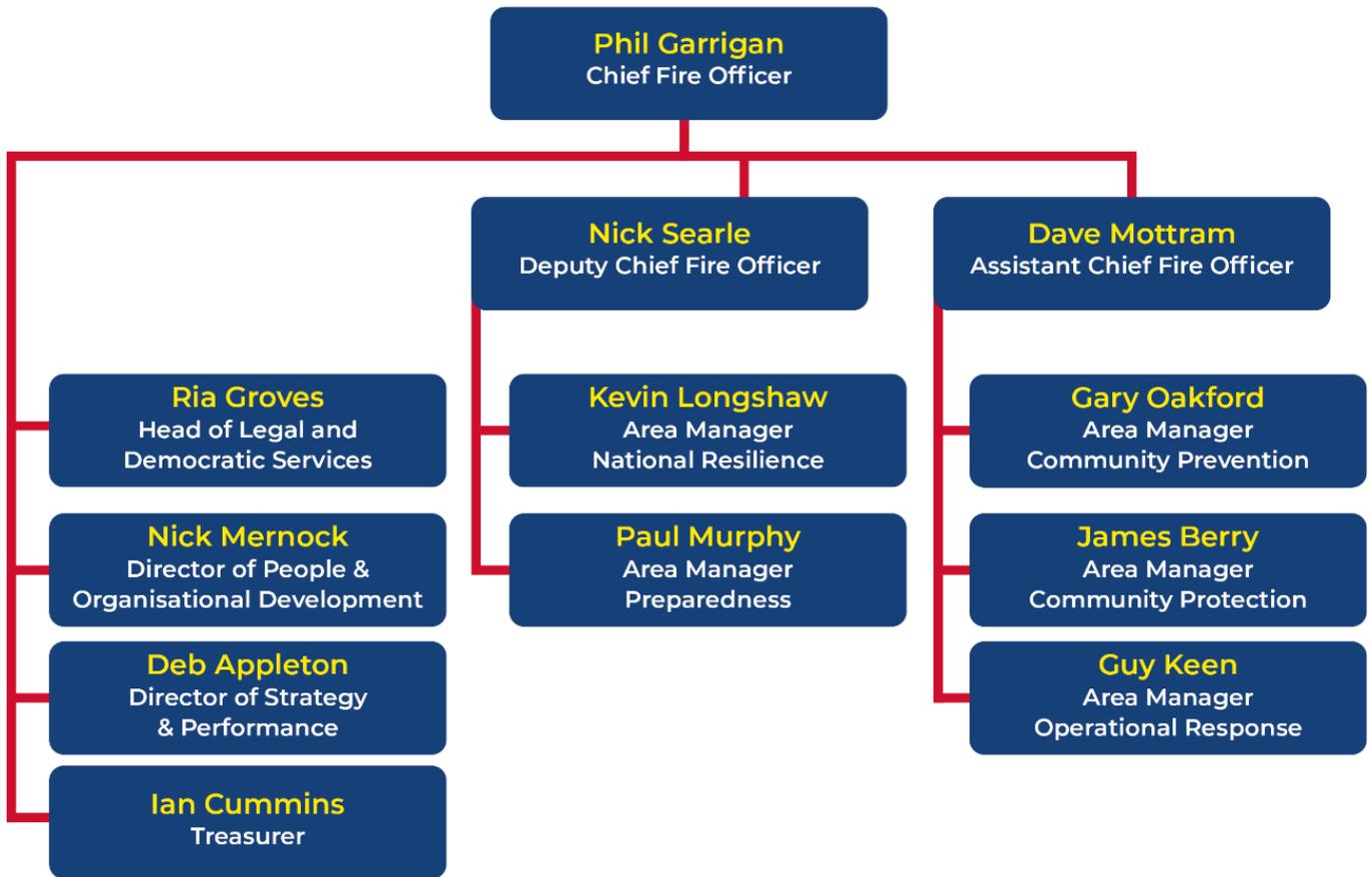
Details of the consultation are available on the [MFRA website](#)

# GENERAL MFRA GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BAME	Black Asian Minority Ethnic
CBT	Crew Based Training
CBRNE	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFP	Community Fire Protection
<b>CFRMIS</b>	
CFOA	Chief Fire Officers Association
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder
CRM	Community Risk Management
CRR	Corporate Risk Register
CSM	Community Safety Manager
CSU	Command Support Unit
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
DoE	Duke of Edinburgh Awards
DPM	District Prevention Manager
DTI	Department of Trade and Industry
EDBA	Extended Duration Breathing Apparatus
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
EMR	Emergency Medical Response
EPU	Emergency Planning Unit
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPOS	First Person on Scene
FS	Fire Safety
FSD	Fire Service Direct
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (modelling software)

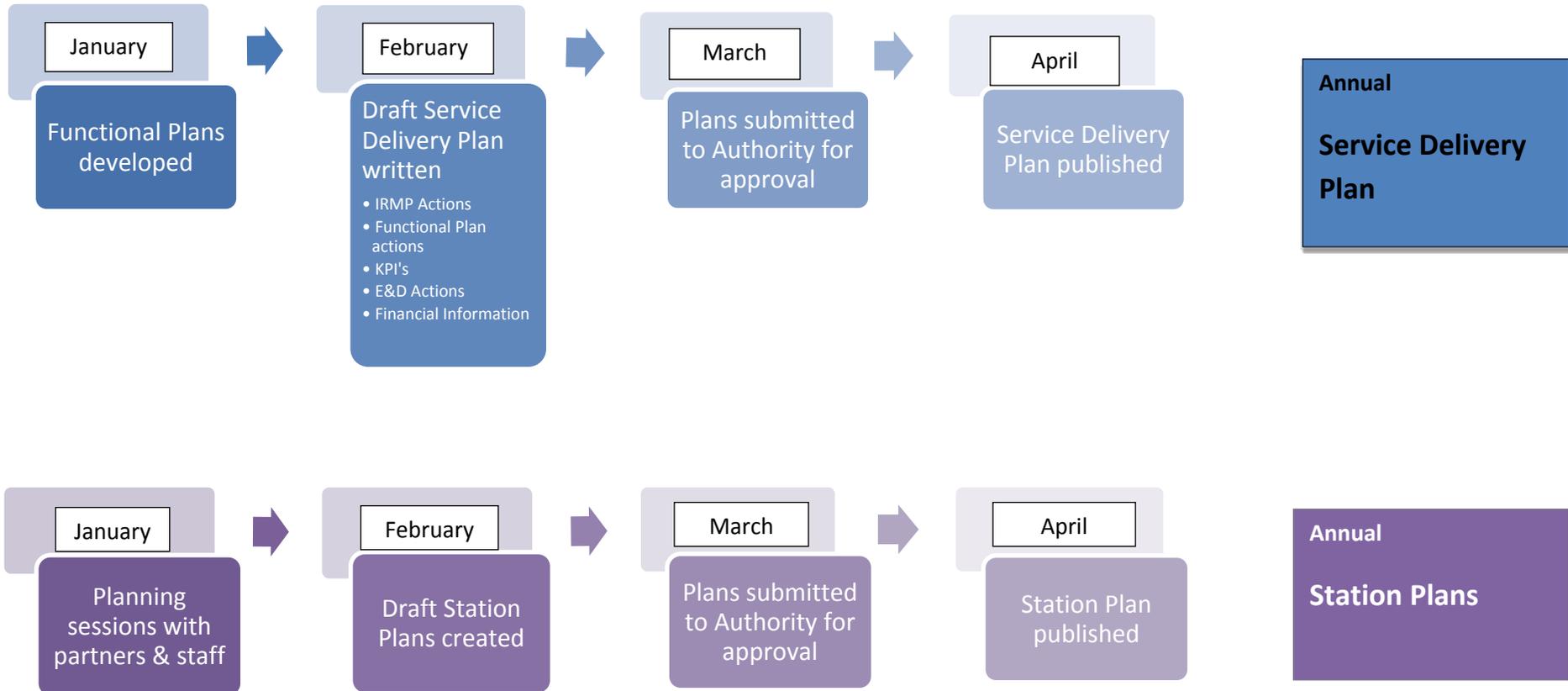
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
FRSNCC	Fire Rescue Service National Co-ordination Centre
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check
HMICFRS	Her Majesties Inspectorate of Constabularies and Fire and Rescue Services
HMU	Hazardous Materials Unit
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HVP	High Volume Pump
ICT	Information Communications and Technology
IFE	Institute of Fire Engineers
IIT	Incident Investigation Team
IoD	Index of Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety and Health
IRMP	Integrated Risk Management Plan
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme
KMBC	Knowsley Metropolitan Borough Council
LASBU	Liverpool Anti-Social Behaviour Unit
LCC	Liverpool City Council
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGBTQ	Lesbian, Gay, Bisexual and Transgender
LJMU	Liverpool John Moores University
LLAR	Low Level of Activity and Risk
LPI	Local Performance Indicator
LRMF	Local Risk Management Guidance
MARAC	Multi Agency Risk Assessment Conference
Metadata	Data that identifies the context of information
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MIRWMS	Merseyside Ionising Radiation Warning and Monitoring System
MRF	Merseyside Resilience Forum
MTFP	Medium Term Financial Plan
NEBOSH	National Examining Board for Occupational Health and Safety
NJC	National Joint Council
NOG	National Operational Guidance
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NW	Northwest
NWAS	North West Ambulance Service
NWFS	Networking Women in the Fire Service
OBC	Outline Business Case
OH	Occupational Health
ONS	Office of National Statistics
ORC	Operational Resource Centre

OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PCT	Primary Care Trust
PFI	Private Finance Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQA's	Personal Qualities and Attributes
PQQ	Pre-Qualification Questionnaire
RAPID	Risk Assessed Programme for Incident Deployment
REPPAIR	Radiation (Emergency Preparedness and Public Information)
RTC	Road Traffic Collision
RR (Fire Safety) O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
RSL	Registered Social Landlord
S&W	Safe and Well
SCG	Strategic Coordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SLA	Service Level Agreement
SRT	Search and Rescue Team
SM	Station Manager
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SLT	Strategic Leadership Team
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSP	Statutory Sick Pay
SSRI	Site Specific Risk Information
TAP	Technical Advisory Panel
TCG	Tactical Co-ordinating Group
TDA	Training and Development Academy
TFC	Training for Competence
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
USAR	Urban Search and Rescue
UwFS	Unwanted Fire Signal
VAW	Violence at Work
VFM	Value for Money
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager
YOT	Youth Offending Team

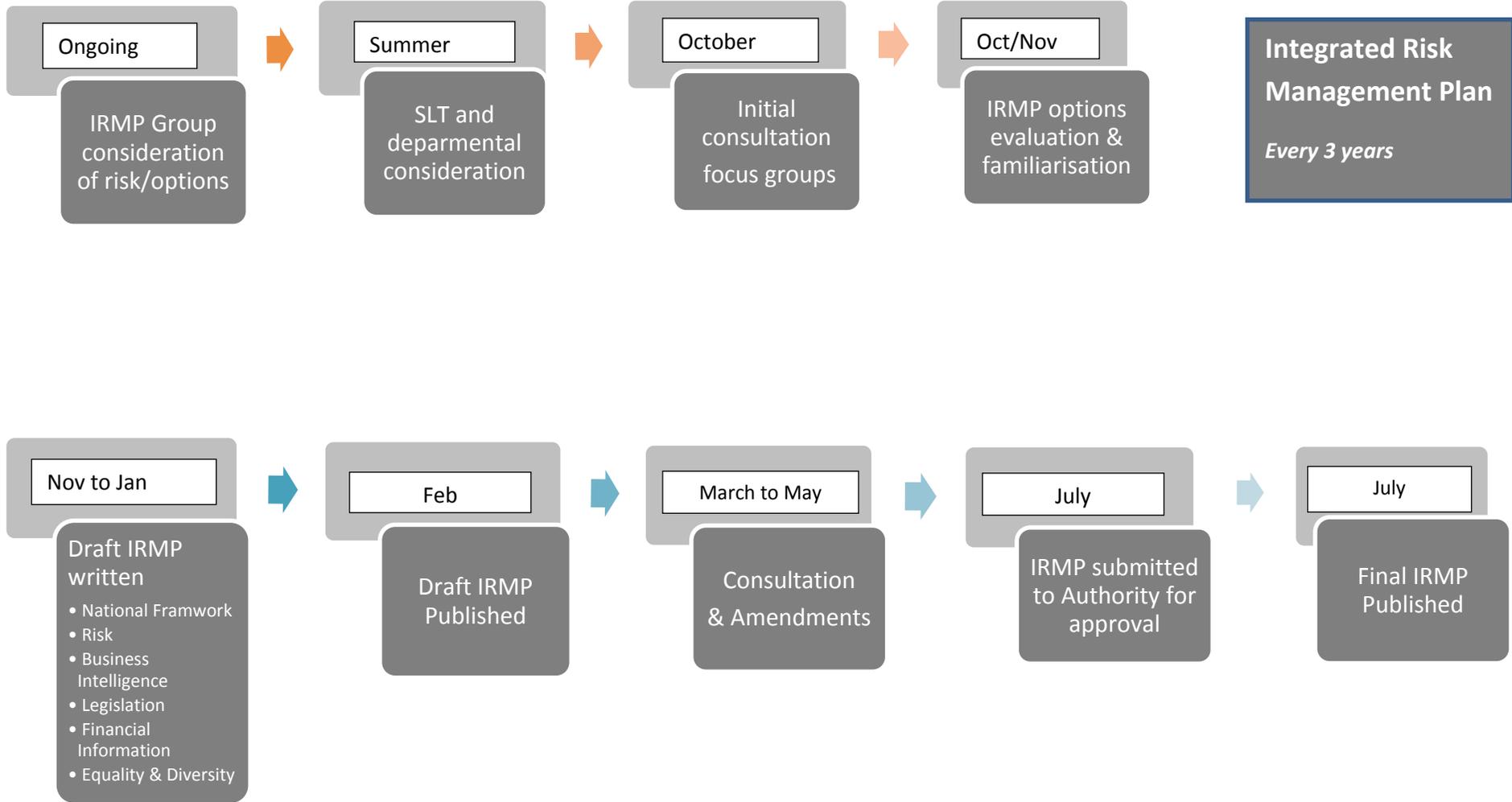


# MFRS Integrated Planning Process

Appendix 2



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### Excellent Operational Preparedness

Kirkdale will:

Plan, prepare and exercise against identified risks within the station area. Particular attention will be paid to The Port of Liverpool.

Attend and assess premises to gather SSRI information to inform our response and identify risks

Manage the availability of water supplies through hydrant inspection and open water identification and pre-planning.

Attend all core & risk critical training at the Training and Development Academy

Complete all allocated e learning and attain the required standard

Undertake Safe Person Assessments ensuring that the required standard is met and recorded accordingly

Identify and familiarise all staff with high rise premises in the station area, including any guidance, notes or information received from Protection department

### Excellent Operational Response

Kirkdale will:

Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role.

Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner.

Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area.

Develop and Maintain competencies as a Mass Decon and HAZMAT Centre of Excellence station through regular pre-planned training and validation exercises.

Assure high standards of PPE, adherence to procedures and safe working at operational incidents.

Ensure standards of driving and emergency response are maintained and developed through coaching and exposure.

Ensure response times are effectively met

### Excellent Prevention and Protection

Kirkdale will:

Attend & complete all required Prevention activities to reduce risk and protect vulnerable members of the community.

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Respond to and protect those affected by hate or race crime through care, advice and equipment.

Continue to inform the minority population of over 65s to reduce harm, injury or death from fire in conjunction with the majority student/professional demographic.

Continue to reduce and prevent waste fires through reporting and control.

Offer fire safety advice to local business through Simple Operational Fire Safety Audits.

Identify and reduce resource demands such as unwanted alarm signals through advice and joint working.

Continue to support Youth Engagement activity and foster good working relationships with the team.

In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

### Excellent People

Kirkdale will:

Actively monitor and manage personnel's wellbeing taking in to account external factors, for example, COVID

Ensure the continuity of a thriving, positive and equal culture where all are treated with respect, dignity and care.

Continue to develop new entrants to the Service through training, incident exposure and accredited Apprenticeship qualification.

Ensure dedicated, quality training to Junior Officers to allow full potential to be realised.

Conduct appraisals in a timely fashion with specific individual or organisational objectives set within realistic timeframes.

Identify and support future talent.

Engage with the diverse, multi-cultural local community to promote Fire Safety messages and cohesion.

Aim to minimise absence and promote a healthy lifestyle amongst personnel.

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	483	433	Site Specific Risk Information (SSRIs)	57
All Primary Fires	113	124	Home Fire Safety Checks	1524
Accidental Dwelling Fires (ADFs)	48	45	Hydrant Surveys	82
Deliberate Vehicle Fires	10	32	Waste & Fly Tipping	48
All Secondary Fires	370	309	Prevention talks	48
Anti-Social Behaviour Fires (ASBs)	250	216	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	18	16	Off Station Exercising	2
% ADF No Smoke Alarm	33.3%	Lower		
Alert to Mobile	93.6%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# Liverpool City Community Fire Station

Community Risk Management Plan 2021-22



## Excellent Operational Preparedness

Liverpool City will:

Attend and assess premises to gather SSRI information to inform our response and identify risks

Continue to effectively provide immediate and retained cover aligned to the Hybrid crewing system

Work in conjunction with Liverpool Protection when reporting or resolving local risk issues

Monitor and utilise information from the outcomes of the Grenfell enquiry in accordance with Service procedures

Continue to assess and monitor bespoke local developments such as the new Liverpool Royal Hospital, student accommodation and shopping complexes

Respond effectively across the City Centre area through familiarisation, topography and traffic surveys in a continually evolving cityscape

Maintain high standards of appliance care including cleaning, equipment tests and fault reporting

Ensure completion of all hydrant surveys

## Excellent Operational Response

Liverpool City will:

Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role.

Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner.

Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area.

Continue to develop specialist skills in Detection, Identification and Monitoring (DIM) and Marauding Terrorist Attack (MTA) response including work with Merseyside Police and specialist responders within the Search and Rescue Team.

Assure high standards of PPE, adherence to procedures and safe working at operational incidents.

Ensure standards of driving and emergency response are maintained and developed through coaching and exposure.

Ensure response times are effectively met.

## Excellent Prevention and Protection

Liverpool City will:

Attend & complete all required Prevention activities to reduce risk and protect vulnerable members of the community.

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Respond to and protect those affected by hate or race crime through care, advice and equipment.

Continue to advise on how to prevent fire within the growing student population through HFSCs and joint working with partners in Higher Education and building developments.

Continue to inform the minority population of over 65s to reduce harm, injury or death from fire in conjunction with the majority student/professional demographic.

Continue to reduce and prevent waste fires through reporting and control.

Offer fire safety advice to local business through Simple Operational Fire Safety Audits.

Identify and reduce resource demands such as unwanted alarm signals through advice and joint working.

In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

## Excellent People

Liverpool City will:

Actively monitor and manage personnel's wellbeing taking in to account external factors, for example, COVID

Continue to welcome developing Firefighters and Junior Officers into the Hybrid crewing system.

Ensure the continuity of a thriving, positive and equal culture where all are treated with respect, dignity and care.

Continue to develop new entrants to the Service through training, incident exposure and accredited Apprenticeship qualification.

Ensure dedicated, quality training to Junior Officers to allow full potential to be realised.

Conduct appraisals in a timely fashion with specific individual or organisational objectives set within realistic timeframes.

Identify and support future talent.

Engage with the diverse, multi-cultural local community to promote Fire Safety messages and cohesion.

Aim to minimise absence and promote a healthy lifestyle amongst personnel.

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**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES** are the impact our actions have on the community such as reducing incidents.

**OUTPUTS** are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

	Estimated Performance 2019/20	Estimated Targets 2020/21		Annual Target 2020/21
All Fires	204	299	Site Specific Risk Information (SSRIs)	248
All Primary Fires	57	88	Home Fire Safety Checks	810
Accidental Dwelling Fires (ADFs)	19	21	Hydrant Surveys	71
Deliberate Vehicle Fires	7	15	Waste & Fly Tipping	48
All Secondary Fires	148	211	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	71	91	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	81	134	Off Station Exercising	2
% ADF No Smoke Alarm	6.7%	Lower		
Alert to Mobile	95.5%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 12 - Kensington Community Fire Station

## Community Risk Management Plan 2021-22



### Excellent Operational Preparedness

Kensington Community Fire Stn will:

- Complete all programmed core skills courses at the Training & Development Academy.
- Utilise the Station Training Planner to complete all Safe Person Assessments and LearnPro modules to maintain theoretical and practical skills.
- Undertake a minimum of two realistic off station training scenarios
- Build knowledge and understanding of high rise premises, tactics for dealing with fires in high rise buildings and undertake regular familiarisation visits and training exercises
- Maintain knowledge and awareness of new risks within Kensington and the city, notably the new Royal Liverpool Hospital, undertake joint inspections with Station 11 where appropriate. Seek additional information and input from local Prevention Team
- Maintain an excellent standard of readiness, cleanliness of the appliance, equipment and standards of dress.
- Ensure all hydrant and Emergency Water Supply inspections are completed

### Excellent Operational Response

Kensington Community Fire Stn will:

- Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents.
- Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.
- Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents.
- Ensure standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.
- Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises. Promote and engage with the new Hot Debrief process.
- Maintain competencies, knowledge and skills of Mass Decontamination Unit and associated mass decontamination procedures through regular training and exercising.

### Excellent Prevention and Protection

Kensington Community Fire Stn will:

- Continue to use targeted data to engage, inform, educate and make-safe those most vulnerable from fire. Ensure understanding & promote safeguarding of vulnerable persons and those with protected characteristics
- Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties.
- Effectively engage with children and young people, creating strong bonds with schools, MFRS Youth Engagement and Prince's Trust.
- Identify community groups eligible for Community Impact Fund.
- Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm & Bonfire Period
- Respond to and implement outcomes from MFRS & Grenfell High Rise reviews
- Complete allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

### Excellent People

Kensington Community Fire Stn will:

- Promote awareness of the importance of mental health wellbeing and encourage all to monitor and signpost their colleagues to counselling /occupational health, where appropriate.
- Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.
- Develop our people via continued engagement to deliver a professional service which has a positive impact on our communities and workplace.
- Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.
- Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future,
- Review performance and identify future development needs through the appraisal system.
- Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	241	341	Site Specific Risk Information (SSRIs)	57
All Primary Fires	78	131	Home Fire Safety Checks	1953
Accidental Dwelling Fires (ADFs)	33	49	Hydrant Surveys	73
Deliberate Vehicle Fires	11	36	Waste & Fly Tipping	48
All Secondary Fires	163	210	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	103	152	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	39	39	Off Station Exercising	2
% ADF No Smoke Alarm	6.7%	Lower		
Alert to Mobile	98.1%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2021/22

## Excellent Operational Preparedness

At Speke and Garston Fire Station we will;

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is as accurate and up to date as possible. Continue with SOFSA visits to identify risks in our area.

Complete allocated Hydrant inspections within the station area, reporting any faults or flow issues.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational preparedness. Continue to maintain professional development utilising all available resources.

Plan and carry out training events at local risk venues including residential High Rise properties and familiarise ourselves with local public risks including shopping centres, factories and processing plants to allow us to test and maintain operational effectiveness.

Take advantage of our location by building on our relationships with representatives from risks in our area, (for example, Jaguar Land Rover/Liverpool JLA), and to arrange joint-training exercises.

## Excellent Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near-misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain operational appliances and equipment to the highest standards for effectiveness and availability.

Undertake regular on-station training in line with the Operational training calendar, receiving quality assurance via Station Manager audits and complying with Service procedures, command guides and Information notes to ensure the highest levels of response.

## Excellent Prevention and Protection

Together we will;

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area.

In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

## Excellent People

At Speke and Garston Fire Station we will;

Continue to observe Government guidance to keep ourselves, our families and members of the public safe from the risk of Covid-19 as far as practically possible.

Support our staff who have been affected directly or indirectly by the pandemic

To invest in our workforce and encourage continued professional development.

Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

Support and promote the presence of charity/food bank collection points on our station and to do the best we can for the most vulnerable in our community.

# 14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	333	313	Site Specific Risk Information (SSRIs)	120
All Primary Fires	127	109	Home Fire Safety Checks	1524
Accidental Dwelling Fires (ADFs)	53	33	Hydrant Surveys	75
Deliberate Vehicle Fires	24	38	Waste & Fly Tipping	24
All Secondary Fires	206	204	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	160	161	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	8	8	Off Station Exercising	2
% ADF No Smoke Alarm	28.1%	Lower		
Alert to Mobile	97.1%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 15 - Toxteth Community Fire Station

Community Risk Management Plan 2021-22



Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>As a station we will:</p> <p>Complete allocated Site Specific Risk Information inspections prioritised on risk category and due date.</p> <p>Manage availability of all water supplies through hydrant inspections and open water source identification.</p> <p>Maintain all competencies by attending all TDA Core risk critical training</p> <p>Arrange and complete 2 off site exercises, at known risks within the station area. (M and S Arena, River , Central Mosque)</p> <p>Complete 100 percent of all allocated SPA and Learnpro packages.</p> <p>Strengthen links with the highest risk stakeholders within the station area (M and S Arena, Convention Centre, River MF1 Coastguard and RNLI)</p>	<p>We will:</p> <p>Complete daily training in line with the station training planner</p> <p>Maintain core skills through 100% completion of Safe Person Assessments</p> <p>Attain a minimum performance of 85% during monthly audits.</p> <p>Maintain 95% against performance indicator DR23 Alert to mobile in 1.9 mins and TR08 attendance to life risk incidents within 10 mins</p> <p>Promote a positive health and safety culture to reduce fire fighter injuries and damage to MFRS Assets. Increased vigilance and completion of near miss reports where appropriate.</p> <p>Ensure the correct use, maintenance and recording of Personal Protective Equipment.</p>	<p>Together we will:</p> <p>Link in with the Arson Reduction Team to support intelligence led activities</p> <p>Carry out reassurance campaigns in the residential high rise blocks within ours and neighbouring station areas</p> <p>Increase the percentage of visits to vulnerable persons and over 65's using the status reports during HFSC planning</p> <p>Link in with youth engagement within the community and the Princes Trust</p> <p>Strengthen links within the community to familiarise the crews with the diverse needs of the population and share links with service providers</p> <p>Carry out reassurance campaigns in residential high rise blocks in and around the station area, prioritising blocks of 8 floors or more</p> <p>In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training</p>	<p>At Toxteth we will:</p> <p>Support our staff who have been affected directly or indirectly by the ongoing pandemic</p> <p>Identify and support Firefighters and Watch Managers who wish to develop and seek promotion</p> <p>Set appraisal objectives that will ensure the aims of the Station Plans are achieved.</p> <p>Complete appraisals within the specified timescales</p> <p>Identify and support Development Firefighters in the completion of their NVQ/Apprenticeships through mentoring</p> <p>Manage absence levels in line with Service Policy</p> <p>Support positive action by delivering taster days for potential new fire fighters</p> <p>Support and develop new drivers on station</p> <p>Maintain fitness levels through shift related physical training activities</p>

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# 15 - Toxteth Community Fire Station

Community Risk Management Plan 2021-22



**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	337	429	Site Specific Risk Information (SSRIs)	100
All Primary Fires	107	145	Home Fire Safety Checks	1341
Accidental Dwelling Fires (ADFs)	51	55	Hydrant Surveys	97
Deliberate Vehicle Fires	20	44	Waste & Fly Tipping	24
All Secondary Fires	230	284	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	184	220	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	22	24	Off Station Exercising	2
% ADF No Smoke Alarm	12.8%	Lower		
Alert to Mobile	94.3%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 16 - Old Swan Community Fire Station

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Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>At Old Swan Fire Station, we will;</p> <p>Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is as accurate and up to date as possible. Continue with SOFSA visits to identify risks in our area.</p> <p>Complete allocated Hydrant inspections within the station area, reporting any faults or flow issues to ensure operational readiness.</p> <p>Maintain key skills, core competencies and utilise the annual training planner to ensure Operational preparedness.</p> <p>Continue to maintain professional development utilising all available resources.</p> <p>Plan and carry out training events at local risk venues including residential High Rise properties and familiarise ourselves with local public risks including shopping centres, factories and processing plants to allow us to test and maintain operational effectiveness.</p>	<p>Together we will;</p> <p>Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.</p> <p>Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near-misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.</p> <p>Maintain operational appliances and equipment to the highest standards for effectiveness and availability.</p> <p>Undertake regular on-station and off-station training in line with the Operational training calendar, receiving quality assurance via Station Manager audits and complying with Service procedures, command guides and Information notes to ensure the highest levels of response.</p>	<p>Together we will;</p> <p>Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's.</p> <p>Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.</p> <p>Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.</p> <p>Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.</p> <p>Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area.</p> <p>In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training</p>	<p>At Old Swan Fire Station, we will;</p> <p>Continue to observe Government guidance to keep ourselves, our families and members of the public safe from the risk of Covid-19 as far as practically possible.</p> <p>Support our staff who have been affected directly or indirectly by the pandemic</p> <p>To invest in our workforce and encourage continued professional development.</p> <p>Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels.</p> <p>Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.</p> <p>Support and promote the presence of charity/food bank collection points on our station and to do the best we can for the most vulnerable in our community.</p>

# 16 - Old Swan Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

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**OUTPUTS** are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	324	400	Site Specific Risk Information (SSRIs)	63
All Primary Fires	115	146	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	49	58	Hydrant Surveys	95
Deliberate Vehicle Fires	25	41	Waste & Fly Tipping	48
All Secondary Fires	209	254	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	165	197	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	31	30	Off Station Exercising	2
% ADF No Smoke Alarm	26.8%	Lower		
Alert to Mobile	95%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 17 - Belle Vale Community Fire Station

## Excellent Operational Preparedness

Firefighters at Belle Vale Fire Station will;

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is as accurate and up to date as possible. Continue with SOFSA visits to identify risks in our area.

Complete allocated Hydrant inspections within the station area, reporting any faults or flow issues.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational preparedness. Continue to maintain professional development utilising all available resources.

Plan and carry out training events at local risk venues including residential High Rise properties and familiarise ourselves with local public risks including shopping centres, factories and processing plants to allow us to test and maintain operational effectiveness.

Host, maintain and train with National Resilience assets including the High Volume Pump (HVP) in conjunction with support stations to maintain effectiveness, and provide familiarisation training to colleagues on other stations.

## Excellent Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near-misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain operational appliances and equipment to the highest standards for effectiveness and availability. Carry out practical exercises with the HVP to enhance and promote its capability service wide.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response

## Excellent Prevention and Protection

Together we will;

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises & encourage staff to become familiar with risks in their station area.

In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

## Excellent People

At Belle Vale Fire Station, we will;

Continue to observe Government guidance to keep ourselves, our families and members of the public safe from the risk of Covid-19 as far as practically possible.

Support our staff who have been affected directly or indirectly by the pandemic

To invest in our workforce and encourage continued professional development.

Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

Support and promote the Princes Trust to assist disadvantaged young people to realise their true potential through engagement, inclusion and team building.

Promote the presence of charity/food bank collection points on our station.

# 17 - Belle Vale Community Fire Station

Community Risk Management Plan 2021-22

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	160	164	Site Specific Risk Information (SSRIs)	34
All Primary Fires	48	62	Home Fire Safety Checks	2178
Accidental Dwelling Fires (ADFs)	32	28	Hydrant Surveys	54
Deliberate Vehicle Fires	0	15	Waste & Fly Tipping	24
All Secondary Fires	112	102	Prevention talks	48
Anti-Social Behaviour Fires (ASBs)	100	85	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	9	12	Off Station Exercising	2
% ADF No Smoke Alarm	4.8%	Lower		
Alert to Mobile	96.9%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 18 Aintree Community Fire Station

## Community Risk Management Plan 2021-22

### Excellent Operational Preparedness

Aintree will:

Attend and assess premises to gather SSRI information to inform our response and identify risks.

Continue to effectively provide immediate and retained cover aligned to the DCWTR crewing system.

Ensure maintenance of skills against national standards in mass decontamination support and accurate working knowledge of the mass decontamination unit. (MDU)

Provide detailed feedback on pilot equipment as a designated research and development station.

Continue to assess and monitor high risk local developments such as the renovation of University Hospital Aintree, and HMP Liverpool.

Maintain high standards of appliance care including cleaning, equipment tests and fault reporting.

Appraise accurate details of access points to the extensive water system including sections of the Leeds-Liverpool canal.

Ensure completion of all hydrant surveys.

### Excellent Operational Response

Aintree will:

Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role.

Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner.

Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area.

Assure high standards of PPE, adherence to procedures and safe working at operational incidents.

Ensure standards of driving and emergency response are maintained and developed through coaching and exposure.

Maintain and develop equipment to suit the changing requirements of first line response in conjunction with Operational Equipment.

Conduct familiarisation inspections with local risk sites to ensure the maximum efficiency of response.

Ensure response times are effectively met.

### Excellent Prevention and Protection

Aintree will:

Attend & complete all required Prevention activities to reduce risk and protect vulnerable members of the community.

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Work with local partners & the community to reduce ASB, hate crime and arson.

Continue to advise on how to prevent fire within the elderly population & the broader demographic through HFSCs and joint working with partners in NHS and local primary care trusts.

Seek to educate local primary and secondary school children around Fire Safety, Road Safety and Water Safety to reduce harm or injury through school visits.

Continue to reduce and prevent waste fires through reporting and control.

Offer fire safety advice to local business through Simple Operational Fire Safety Audits.

Identify and reduce resource demands such as unwanted alarm signals through advice and joint working.

In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

### Excellent People

Aintree will:

Actively monitor and manage personnel's wellbeing taking in to account external factors, for example, COVID

Continue to welcome developing Firefighters and Junior Officers into the DCWTR crewing system.

Ensure the continuity of a thriving, positive and equal culture where all are treated with respect, dignity and care.

Continue to develop new entrants to the Service through training, incident exposure and accredited NVQ/Apprenticeship qualification.

Ensure dedicated, quality training to Junior Officers to allow full potential to be realised.

Conduct appraisals in a timely fashion with specific individual or organisational objectives set within realistic timeframes.

Identify and support future talent.

Engage with the local community to promote Fire Safety messages and cohesion.

Aim to minimise absence and promote a healthy lifestyle amongst personnel.

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	Estimated Performance 2019/20	Estimated Targets 2020/21		Annual Target 2020/21
All Fires	271	310	Site Specific Risk Information (SSRIs)	66
All Primary Fires	73	128	Home Fire Safety Checks	2178
Accidental Dwelling Fires (ADFs)	27	28	Hydrant Surveys	48
Deliberate Vehicle Fires	16	33	Waste & Fly Tipping	24
All Secondary Fires	198	182	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	135	121	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	44	70	Off Station Exercising	2
% ADF No Smoke Alarm	22.7%	Lower		
Alert to Mobile	95%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities



# 19 - Croxteth Community Fire Station

Community Risk Management Plan 2021-22



## Excellent Operational Preparedness

We will:

- complete all SSRI inspections on premises within station area to ensure that key risk information is available to operational crews.
- complete all allocated hydrant inspections
- maintain core competencies by attending scheduled training at the Training and Development Academy.
- measure and confirm competencies against Learnpro and SPA.
- train to maintain all competencies against USAR, MTA & technical rescue skills
- conduct training exercises across Merseyside to further develop technical rescue skills
- develop systems and working practices on station, building on existing relationships with internal staff & HART colleagues based at Croxteth Station

## Excellent Operational Response

We will:

- ensure all aspects of operational response can be conducted safely in line with the training planner & assess against national & local policy, guidance and procedures
- maintain core skills through completion of Safe Person Assessments and theoretical learning
- maintain 95% standard for alert to mobile within 1.9 minutes & attendance standard, attending all life risk within 10 minutes.
- promote a positive Health & Safety culture to manage Health & Safety requirements
- maintain appliance and equipment to maintain operational readiness
- conduct routine testing and maintenance of equipment
- mobilise in the fastest possible time

## Excellent Prevention and Protection

Together we will:

- deliver HFSC's on a risk based approach utilising status reports, local knowledge, incident data & partner information to identify specifically the over 65's and the most vulnerable groups in our community
- Support local and seasonal campaigns such as Winter Warm, High Rise or Older Persons day
- undertake Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation & familiarise crews
- target anti-social behaviour & waste material build up to reduce ASB fires
- collate & monitor Equality data from our activities to ensure we target all groups within the community
- look to support community based initiatives by use of the community impact fund
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

## Excellent People

At Croxteth we will:

- work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.
- use the appraisal process to promote personal development by setting realistic aims & objectives to support individuals and team
- identify & support individuals who would like to develop/progress their careers & ensure suitable opportunities are created
- provide support for development firefighters via mentorship, structured training & development activities
- continue to maintain existing USAR/Technical Rescue skills & help to support the development of newer team members
- maintain fitness levels through shift related physical training activities
- manage health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are in line with Service policy

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	313	382	Site Specific Risk Information (SSRIs)	46
All Primary Fires	82	106	Home Fire Safety Checks	1854
Accidental Dwelling Fires (ADFs)	36	43	Hydrant Surveys	61
Deliberate Vehicle Fires	28	36	Waste & Fly Tipping	48
All Secondary Fires	231	276	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	162	201	Simple Operational Fire Safety Assessments	96
AFA's in Non-Domestic Premises	13	9	Off Station Exercising	2
% ADF No Smoke Alarm	4%	Lower		
Alert to Mobile	97.8%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 20 - Birkenhead Community Fire Station

## Community Risk Management Plan 2021-22



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Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>Birkenhead Community Fire Station will:</p> <p>Complete all programmed core skills courses at the Training and Development Academy</p> <p>Utilise the Station Training Planner to complete all Safe Person Assessments and LearnPro modules to maintain theoretical and practical skills.</p> <p>Undertake a minimum of two realistic off station training scenarios. Build relationships with local high risk premises such as Cammell Laird and Tranmere Oil Terminal and undertake regular familiarisation visits and training exercises</p> <p>Improve training, interaction and mentoring possibilities between Birkenhead and Wallasey crews</p> <p>Maintain an excellent standard of readiness, cleanliness of the appliance, equipment and standards of dress.</p> <p>Undertake familiarisation visits to Stadler Rail Depot to build knowledge around new Merseyrail train stock due in service in 2021.</p> <p>Ensure all hydrant and Emergency Water Supply inspections are completed.</p>	<p>Birkenhead Community Fire Stn will:</p> <p>Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents.</p> <p>Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.</p> <p>Work with our partners such as Coastguard, RNLI and NWS to maintain excellent response to water and mud related incidents.</p> <p>Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents.</p> <p>Ensure standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.</p> <p>Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises. Promote and engage with the new Hot Debrief process.</p>	<p>Birkenhead Community Fire Station will:</p> <p>Continue to use targeted data to engage, inform, educate &amp; make-safe those most vulnerable to fire. Ensure understanding &amp; promote safeguarding of vulnerable persons and those with protected characteristics</p> <p>Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties.</p> <p>Effectively engage with children &amp; young people, creating strong bonds with schools, MFRS Youth Engagement and Prince's Trust.</p> <p>Identify community groups eligible for Community Impact Fund.</p> <p>Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period</p> <p>Respond to and implement outcomes from MFRS and Grenfell High Rise Reviews</p> <p>Complete allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area</p> <p>In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training</p>	<p>Birkenhead Community Fire Stn will:</p> <p>Promote awareness of the importance of mental health wellbeing and encourage all to monitor and signpost their colleagues to counselling /occupational health, where appropriate.</p> <p>Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.</p> <p>Develop our people via continued engagement to deliver a professional service which has a positive impact on our communities and workplace.</p> <p>Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.</p> <p>Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future,</p> <p>Review performance and identify future development needs through the appraisal system.</p> <p>Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.</p>

# 20 - Birkenhead Community Fire Station

Community Risk Management Plan 2021-22



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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	385	444	Site Specific Risk Information (SSRIs)	73
All Primary Fires	127	138	Home Fire Safety Checks	1953
Accidental Dwelling Fires (ADFs)	56	57	Hydrant Surveys	84
Deliberate Vehicle Fires	34	38	Waste & Fly Tipping	48
All Secondary Fires	258	306	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	170	205	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	14	23	Off Station Exercising	2
% ADF No Smoke Alarm	15%	Lower		
Alert to Mobile	91.8%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 21 - Bromborough Community Fire Station

Community Risk Management Plan 2021-22



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Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>Our team will:</p> <ul style="list-style-type: none"> <li>Complete all core skills courses at our Training and Development Academy</li> <li>Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical</li> <li>Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding</li> <li>Encourage and develop new firefighters and new ranks to become competent and confident in their roles</li> <li>Complete two off station Training Exercises, highlighting local risks</li> <li>Understand local risks by completing Site Specific Risk Inspections (SSRI)</li> <li>Complete Hydrant Surveys for the station area</li> <li>Maintain high standards of appliance care including cleaning, testing of equipment and fault reporting</li> </ul>	<p>Our team will:</p> <ul style="list-style-type: none"> <li>Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators.</li> <li>Train &amp; assess competence against national &amp; local policy, guidance &amp; procedures in all areas of operational response to resolve incidents safely and effectively</li> <li>Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises</li> <li>Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.</li> <li>Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.</li> <li>Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service</li> </ul>	<p>Our team will:</p> <ul style="list-style-type: none"> <li>Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out</li> <li>Carry out Community Reassurance Campaigns in our most vulnerable areas</li> <li>Support National Safety Campaigns throughout the year working with our partners and communities</li> <li>Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages</li> <li>Make inroads into the rural community to reassure and educate them and promote our safety message</li> <li>Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA), to promote safety in the workplace and to reinforce Fire Safety Legislation</li> <li>In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training</li> </ul>	<p>Our team will:</p> <ul style="list-style-type: none"> <li>Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.</li> <li>Create a workplace which reflects our organisational and personal values.</li> <li>Maintain high levels of attendance and promote fitness and well-being.</li> <li>Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.</li> <li>Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.</li> </ul>

# 21 - Bromborough Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES** are the impact our actions have on the community such as reducing incidents.

**OUTPUTS** are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	187	189	Site Specific Risk Information (SSRIs)	45
All Primary Fires	40	60	Home Fire Safety Checks	2334
Accidental Dwelling Fires (ADFs)	17	24	Hydrant Surveys	41
Deliberate Vehicle Fires	7	10	Waste & Fly Tipping	48
All Secondary Fires	147	129	Prevention talks	48
Anti-Social Behaviour Fires (ASBs)	101	72	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	16	25	Off Station Exercising	2
% ADF No Smoke Alarm	25%	Lower		
Alert to Mobile	82%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 22 - Heswall Community Fire Station

## Community Risk Management Plan 2021-22



Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>Our team will:</p> <p>Complete all core skills courses at our Training and Development Academy.</p> <p>Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.</p> <p>Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding.</p> <p>Encourage and develop new firefighters and new ranks to become competent and confident in their roles.</p> <p>Complete two off station Training Exercises, highlighting local risks.</p> <p>Understand local risks by completing Site Specific Risk Inspections (SSRI)</p> <p>Complete Hydrant Surveys for the station area.</p> <p>Maintain high standards of appliance care including cleaning, testing of equipment and fault reporting.</p>	<p>Our team will:</p> <p>Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators.</p> <p>Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.</p> <p>Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.</p> <p>Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.</p> <p>Maintain our capability to respond to major flooding events throughout the UK through regular training on the high volume pump.</p> <p>Utilise cross border training opportunities in collaboration with Cheshire Fire and Rescue Service</p>	<p>Our team will:</p> <p>Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks</p> <p>Carry out Community Reassurance Campaigns in our most vulnerable areas</p> <p>Support National Safety Campaigns throughout the year working with our partners and communities</p> <p>Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages</p> <p>Make inroads into the rural community to reassure and educate them and promote our safety message</p> <p>Work with local businesses and complete Simple Operational Fire Safety Audits (SOFA), to promote safety in the workplace and to reinforce Fire Safety Legislation</p> <p>In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training</p>	<p>Our team will:</p> <p>Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.</p> <p>Create a workplace which reflects our organisational and personal values.</p> <p>Maintain high levels of attendance and promote fitness and well-being.</p> <p>Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.</p> <p>Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.</p>

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# 22 - Heswall Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	76	62	Site Specific Risk Information (SSRIs)	44
All Primary Fires	29	24	Home Fire Safety Checks	2334
Accidental Dwelling Fires (ADFs)	10	11	Hydrant Surveys	31
Deliberate Vehicle Fires	2	3	Waste & Fly Tipping	12
All Secondary Fires	47	38	Prevention talks	48
Anti-Social Behaviour Fires (ASBs)	26	18	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	10	13	Off Station Exercising	2
% ADF No Smoke Alarm	25%			
Alert to Mobile	96.6%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 25 - Wallasey Community Fire Station

Community Risk Management Plan 2021-22



## Excellent Operational Preparedness

Wallasey Community Fire Stn will:

Complete all programmed core skills courses at the Training and Development Academy

Utilise the Station Training Planner to complete all Safe Person Assessments and LearnPro modules to maintain theoretical and practical skills.

Develop knowledge and understanding of Marine Firefighting theoretical and practical skills to create a specialist team at Wallasey

Undertake a minimum of two realistic off station training scenarios

Improve training, interaction and mentoring possibilities between Wallasey and Birkenhead crews

Maintain an excellent standard of readiness, cleanliness of appliances, equipment, kit and standards of dress.

Undertake familiarisation visits to Stadler Rail Depot to build knowledge around new Merseyrail train stock due in service during 2021.

Ensure all hydrant and Emergency Water Supply inspections are completed.

## Excellent Operational Response

Wallasey Community Fire Stn will

Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents.

Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met.

Work with our partners such as Coastguard, RNLI and NWS to maintain excellent response to water and mud related incidents.

Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents and training exercises.

Ensure high standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises. Promote and engage with the new Hot Debrief process.

## Excellent Prevention and Protection

Wallasey Community Fire Stn will

Continue to use targeted data to engage, inform, educate and make-safe those most vulnerable from fire. Ensure understanding & promote safeguarding of vulnerable persons and those with protected characteristics

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties.

Effectively engage with children and young people, creating strong bonds with schools, MFRS Youth Engagement and Prince's Trust.

Identify community groups eligible for Community Impact Fund.

Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period

Respond to and implement outcomes from MFRS and Grenfell High Rise Reviews

Complete allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area

In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

## Excellent People

Wallasey Community Fire Stn will:

Promote awareness of the importance of mental health wellbeing and encourage all to monitor and signpost their colleagues to counselling /occupational health, where appropriate.

Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels.

Develop our people via continued engagement to deliver a professional service which has a positive impact on our communities and workplace.

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future,

Review performance and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

# 25 - Wallasey Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	308	370	Site Specific Risk Information (SSRIs)	90
All Primary Fires	83	106	Home Fire Safety Checks	3003
Accidental Dwelling Fires (ADFs)	28	45	Hydrant Surveys	65
Deliberate Vehicle Fires	16	28	Waste & Fly Tipping	24
All Secondary Fires	225	264	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	98	152	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	11	15	Off Station Exercising	2
% ADF No Smoke Alarm	40.9%			
Alert to Mobile	94.5%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 26 - Saughall Massie Community Fire Station

## Community Risk Management Plan 2021-22

### Excellent Operational Preparedness

Our team will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Understand local risks by completing Site Specific Risk Inspections (SSRI)

Complete Hydrant Surveys for the station area.

Maintain high standards of appliance care including cleaning, testing of equipment and fault reporting.

### Excellent Operational Response

Our team will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.

### Excellent Prevention and Protection

Our team will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks

Carry out Community Reassurance Campaigns in our most vulnerable areas

Support National Safety Campaigns throughout the year working with our partners and communities

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages

Make inroads into the rural community to reassure and educate them and promote our safety message

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFA), to promote safety in the workplace and to reinforce Fire Safety Legislation

In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

### Excellent People

Our team will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Create a workplace which reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.

Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.

# 26 - Saughall Massie Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	365	469	Site Specific Risk Information (SSRIs)	74
All Primary Fires	101	109	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	44	42	Hydrant Surveys	70
Deliberate Vehicle Fires	23	29	Waste & Fly Tipping	12
All Secondary Fires	264	360	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	137	145	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	19	40	Off Station Exercising	2
% ADF No Smoke Alarm	15.6%	Lower		
Alert to Mobile	93.9%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2021-22

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>Our firefighters at Bootle and Netherton will:</p> <ul style="list-style-type: none"> <li>Complete all core skills courses at our Training and Development Academy.</li> <li>Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.</li> <li>Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within.</li> <li>Complete two off station Training Exercises, highlighting local risks.</li> <li>Understand local risks by completing Site Specific Risk Inspections (SSRI)</li> <li>Complete Hydrant Surveys for the station area.</li> <li>Continue to work closely with NWS and forge good JESIP links.</li> </ul>	<p>Our firefighters at Bootle &amp; Netherton will:</p> <ul style="list-style-type: none"> <li>Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.</li> <li>Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.</li> <li>Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community.</li> <li>Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.</li> <li>Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.</li> </ul>	<p>Our firefighters at Bootle and Netherton will:</p> <ul style="list-style-type: none"> <li>Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.</li> <li>Carry out Community Reassurance Campaigns in our most vulnerable areas.</li> <li>Support National Safety Campaigns throughout the year working with our partners and communities.</li> <li>Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages.</li> <li>Make inroads into the rural community to reassure and educate them our safety message.</li> <li>Work with the Princes Trust to continue our commitment to Youth Engagement.</li> <li>Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSAs), to promote safety in the workplace and to reinforce Fire Safety Legislation.</li> <li>In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training</li> </ul>	<p>Our firefighters at Bootle &amp; Netherton will:</p> <ul style="list-style-type: none"> <li>Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally.</li> <li>Create a workplace which reflects our organisational and personal values.</li> <li>Maintain high levels of attendance and promote fitness and well-being.</li> <li>Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.</li> <li>Provide support to Firefighters and officers in development roles to allow them to become the best they can be.</li> </ul>

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# 30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES** are the impact our actions have on the community such as reducing incidents.

**OUTPUTS** are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	208	292	Site Specific Risk Information (SSRIs)	56
All Primary Fires	73	93	Home Fire Safety Checks	2223
Accidental Dwelling Fires (ADFs)	34	37	Hydrant Surveys	48
Deliberate Vehicle Fires	11	26	Waste & Fly Tipping	48
All Secondary Fires	135	199	Prevention talks	48
Anti-Social Behaviour Fires (ASBs)	80	114	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	11	14	Off Station Exercising	2
% ADF No Smoke Alarm	18.5%	Lower		
Alert to Mobile	96.5%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 31 - Crosby Community Fire Station

## Community Risk Management Plan 2021-22



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Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>Crosby will:</p> <ul style="list-style-type: none"> <li>- Train, familiarise and exercise against identified risks within the station area. The Port of Liverpool will play a major role in station preparedness</li> <li>Complete allocated (SSRI) inspections within the station area and maintain currency</li> <li>Manage the availability of water supplies through hydrant inspections and open water identification &amp; pre-planning</li> <li>Attend all core &amp; risk critical training at the Training &amp; Development Academy</li> <li>Complete all allocated E learning and acquire the required standard</li> <li>Undertake Safe Person Assessments ensuring that the required standard is met</li> <li>Individuals will take ownership for the High Rise located within the station area &amp; be responsible for all operational issues and recorded accordingly</li> </ul>	<p>Crosby will:</p> <ul style="list-style-type: none"> <li>Continuously develop skills, knowledge &amp; understanding of service equipment &amp; procedures.</li> <li>Maintain the highest standards of operational response through continuous training, exercising &amp; audits.</li> <li>Maintain competencies as a Mass Decon Support station through regular pre-planned training and validation exercises.</li> <li>Test &amp; maintain all equipment to the highest standard.</li> <li>Test local and operational plans through training, exercising &amp; table top scenarios.</li> <li>Support key station principle to maintain 10-minute response time.</li> <li>Actively record &amp; monitor Health &amp; Safety in the workplace.</li> <li>Respond to notification of incidents immediately and minimise the alert to mobile times.</li> </ul>	<p>Crosby will:</p> <ul style="list-style-type: none"> <li>Undertake prevention activities &amp; take part on campaigns to reduce the risk to the most vulnerable within our community.</li> <li>Utilise accurate data to target the most vulnerable, elderly or impoverished.</li> <li>Liaise with CRM and the District Prevention Team to ensure effective use of resources.</li> <li>Develop &amp; support activities to reduce the number of special service incidents to Crosby beach. Effectively working with partners to ensure the safety of all users.</li> <li>Promote Fire safety awareness with small businesses community by completing Simple Operational Fire Safety Assessments</li> <li>In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training</li> </ul>	<p>Crosby will:</p> <ul style="list-style-type: none"> <li>Support our staff who have been affected directly or indirectly by the pandemic</li> <li>Develop &amp; promote a positive culture whereby all individuals fulfil their potential</li> <li>Take practical steps to improve the development of staff in their current role &amp; career progression.</li> <li>Conduct regular appraisals that identify individual development needs, address organisational objectives &amp; manage individual progress</li> <li>Aim to achieve 100% attendance in the workplace.</li> <li>Engage with and support our local community through the Community Impact Fund.</li> </ul>

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	253	326	Site Specific Risk Information (SSRIs)	56
All Primary Fires	82	101	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	48	47	Hydrant Surveys	73
Deliberate Vehicle Fires	9	17	Waste & Fly Tipping	48
All Secondary Fires	171	225	Prevention talks	49
Anti-Social Behaviour Fires (ASBs)	93	129	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	10	10	Off Station Exercising	2
% ADF No Smoke Alarm	26.5%	Lower		
Alert to Mobile	99.5%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 32 - Formby Community Fire Station

Community Risk Management Plan 2021-22



Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
<p>Our firefighters at Formby will:</p> <p>Complete all core skills courses at our Training and Development Academy.</p> <ul style="list-style-type: none"><li>Attend monthly training on the High Volume Pump and maintain competencies.</li><li>Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.</li><li>Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within.</li><li>Complete two off station Training Exercises, highlighting local risks.</li><li>Understand local risks by completing Site Specific Risk Inspections (SSRI)/</li><li>Complete Hydrant Surveys for the station area.</li><li>Continue to work closely with NWS and forge good JESIP links</li></ul>	<p>Our firefighters at Formby will:</p> <p>Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.</p> <p>Maintain an excellent High Volume Pump Response both locally and nationally when required.</p> <p>Continue to undertake On Station Training in line with Service Themes.</p> <p>Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community.</p> <p>Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.</p> <p>Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.</p> <p>Continue to develop links with partner agencies towards an enhanced Wildfire response, supported by education, Training and Operational Assurance</p>	<p>Our firefighters at Formby will:</p> <p>Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks</p> <p>Carry out Community Reassurance Campaigns in our most vulnerable areas</p> <p>Support National Safety Campaigns throughout the year working with our partners and communities</p> <p>Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages</p> <p>Make inroads into the rural community and to reassure and educate them with our safety message</p> <p>Work with local businesses and complete Simple Operational Fire Safety Audits (SOFA) to promote safety in the workplace and to reinforce Fire Safety Legislation</p> <p>In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training</p>	<p>Our firefighters at Formby will:</p> <p>Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally.</p> <p>Create a workplace which reflects our organisational and personal values.</p> <p>Maintain high levels of attendance and promote fitness and well-being.</p> <p>Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.</p> <p>Provide support to Firefighters and officers in development roles to allow them to become the best they can be.</p>

# 32 - Formby Community Fire Station

Community Risk Management Plan 2021-22



**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	88	92	Site Specific Risk Information (SSRIs)	42
All Primary Fires	14	23	Home Fire Safety Checks	2334
Accidental Dwelling Fires (ADFs)	4	8	Hydrant Surveys	29
Deliberate Vehicle Fires	0	4	Waste & Fly Tipping	24
All Secondary Fires	74	69	Prevention talks	48
Anti-Social Behaviour Fires (ASBs)	45	38	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	1	3	Off Station Exercising	2
% ADF No Smoke Alarm	0%	Lower		
Alert to Mobile	95.3%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 33 - Southport Community Fire Station

Community Risk Management Plan 2021-22



## Excellent Operational Preparedness

Our firefighters at Southport will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within.

Complete two off station Training Exercises, highlighting local risks.

Utilise our aerial capability to train and plan around incidents in High Rise Buildings.

Understand local risks by completing Site Specific Risk Inspections (SSRI).

Complete Hydrant Surveys for the station area.

Continue to work closely with NWS and forge good JESIP links

## Excellent Operational Response

Our firefighters at Southport will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.

Work with our partners such as Coastguards, Southport Off Shore Rescue to maintain excellent response to water and beach related incidents.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.

## Excellent Prevention and Protection

Our firefighters at Southport will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks

Carry out Community Reassurance Campaigns in our most vulnerable areas

Support National Safety Campaigns throughout the year working with our partners and communities

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages

Make inroads into the rural community to reassure and educate and pass on our safety message

Work with the Fire Cadets to continue our commitment to Youth Engagement

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFA) to promote safety in the workplace and to reinforce Fire Safety Legislation

## Excellent People

Our firefighters at Southport will:

Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally.

Create a workplace which reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.

Provide support to Firefighters and officers in development roles to allow them to become the best they can be.

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# 33 - Southport Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES** are the impact our actions have on the community such as reducing incidents.

**OUTPUTS** are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	224	267	Site Specific Risk Information (SSRIs)	193
All Primary Fires	94	107	Home Fire Safety Checks	4041
Accidental Dwelling Fires (ADFs)	46	55	Hydrant Surveys	108
Deliberate Vehicle Fires	6	12	Waste & Fly Tipping	48
All Secondary Fires	130	160	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	48	61	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	24	29	Off Station Exercising	2
% ADF No Smoke Alarm	25.7%	Lower		
Alert to Mobile	93.2%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 42 - Kirkby Community Fire Station

## Community Risk Management Plan 2021-22



### Excellent Operational Preparedness

Kirkby Firefighters will;

Liaise with the Training and Development Academy and assist in conducting service wide HI-Rise training exercises at Gaywood Green Heights to further develop knowledge and practical skills. Work closely with local housing authorities to ensure that our crews are best prepared to provide a swift and effective response should it be required.

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is accurate.

Complete Hydrant inspections within the Station area.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents.

Plan and carry out at least two off Station exercises/training events at local risk venues including COMAH sites and industrial premises where possible to test and maintain operational effectiveness,

### Excellent Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain service PPE to the highest possible standards.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness, availability and conduct regimented testing to ensure longevity of resources.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

### Excellent Prevention and Protection

Together we will;

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community to reassure and educate them and pass on our safety message.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/land owners to reduce risk

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation

### Excellent People

Kirkby firefighters will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic

Continue to engage, communicate and improve on the unprecedented response and outstanding results from the 2020 staff survey through constructive and meaningful engagement with operational staff.

Create a workplace which reflects our organisational and personal values.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Help develop and support our team, via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals. Identify and support future talent.

Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.

Support and promote the Princes Trust to assist disadvantaged young people in our Community to realise their true potential through engagement, inclusion and team building.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education

# 42 - Kirkby Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES** are the impact our actions have on the community such as reducing incidents.

**OUTPUTS** are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	388	368	Site Specific Risk Information (SSRIs)	134
All Primary Fires	83	94	Home Fire Safety Checks	1524
Accidental Dwelling Fires (ADFs)	31	32	Hydrant Surveys	34
Deliberate Vehicle Fires	28	31	Waste & Fly Tipping	24
All Secondary Fires	305	274	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	239	178	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	8	9	Off Station Exercising	2
% ADF No Smoke Alarm	37.5%	Lower		
Alert to Mobile	98.2%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 43 - Prescott Community Fire Station

Community Risk Management Plan 2021-22



## Excellent Operational Preparedness

Prescot Firefighters will;

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is accurate, and to understand the risks in our community.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents.

Plan and carry out training events at local risk venues including residential High Rise properties and rural locations where possible to test and maintain operational effectiveness.

Complete allocated Hydrant inspections within the station area.

Support personnel through Institute of Fire Engineer exams to enhance knowledge and capability.

Maintain and enhance relationship with Merseyside Police colleagues at Prescott Fire station promoting joint working and JESIP principles.

## Excellent Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

## Excellent Prevention and Protection

Together we will;

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.

Carry out regular QA of HFSC's by Station Managers to ensure high standards are being maintained and all available support partners are utilised.

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation

## Excellent People

At Prescott we will;

Support our staff who have been affected directly or indirectly by the pandemic

Utilise the appraisal process to identify personal performance objectives, support personal development and look to develop suitable individuals to realise their own potential and career progression.

Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

Support and promote the Princes Trust to assist disadvantaged young people to realise their true potential through engagement, inclusion and team building.

# 43 - Prescot Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	361	384	Site Specific Risk Information (SSRIs)	110
All Primary Fires	105	134	Home Fire Safety Checks	1524
Accidental Dwelling Fires (ADFs)	52	53	Hydrant Surveys	76
Deliberate Vehicle Fires	18	33	Waste & Fly Tipping	24
All Secondary Fires	256	250	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	206	198	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	18	22	Off Station Exercising	2
% ADF No Smoke Alarm	29.7%	Lower		
Alert to Mobile	95%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 50 - St Helens Community Fire Station

Community Risk Management Plan 2021-22



## Excellent Operational Preparedness

Our firefighters at St Helens will:

Utilise our Aerial Capability to train and plan around incidents in High Rise Buildings

Work with Preparedness on the implementation of a new Stinger/Scorpion Appliance for the station.

Complete all core skills courses at our Training and Development Academy

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills

Encourage and develop new firefighters and new ranks to become competent and confident in their roles

Complete two off station Training Exercises, highlighting local risks

Understand local risks by completing Site Specific Risk Inspections (SSRI) and work towards utilising the new SIRAH software to enhance this information being gathered

Complete Hydrant Surveys for the station area

## Excellent Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers

Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability whilst conducting regimented testing to ensure longevity of resources

## Excellent Prevention and Protection

Together we will;

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out leafletting or Home Fire Safety Checks

Carry out Community Reassurance Campaigns in our most vulnerable areas

Support National Safety Campaigns throughout the year working with our partners and communities

Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages

Make inroads into the rural community to reassure and educate them and pass on our safety message

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/land owners to reduce risk.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation

## Excellent People

Our firefighters at St Helens will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic

Create a workplace which reflects our organisational and personal values

Utilise station gym facilities to enhance fitness, overall health and wellbeing

Help develop and support our team, via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals. Identify and support future talent

Support and promote the Princes Trust to assist disadvantaged young people in our Community to realise their true potential through engagement, inclusion and team building

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education

Embed the hybrid structure that mirrors the station functional plan, giving ownership, cohesion of activity and resource, accountability and responsibility to all staff

Continue to develop new entrants to the Service through training, incident exposure and accredited Apprenticeship qualification.

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# 50 - St Helens Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES** are the impact our actions have on the community such as reducing incidents.

**OUTPUTS** are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	649	688	Site Specific Risk Information (SSRIs)	159
All Primary Fires	145	184	Home Fire Safety Checks	3003
Accidental Dwelling Fires (ADFs)	60	71	Hydrant Surveys	144
Deliberate Vehicle Fires	28	39	Waste & Fly Tipping	48
All Secondary Fires	503	504	Prevention talks	48
Anti-Social Behaviour Fires (ASBs)	379	391	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	25	33	Off Station Exercising	2
% ADF No Smoke Alarm	29.8%	Lower		
Alert to Mobile	96.2%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

# 51 - Newton-le-Willows Community Fire Station

## Community Risk Management Plan 2021-22

### Excellent Operational Preparedness

Newton-le-Willows firefighters will:

Due to Station Risks, prioritise and complete allocated Hydrant inspections within the station area prioritising Sankey Valley Industrial Estate

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is accurate as we move to the new SIRAH process in 2021/22

Plan and carry out training events to include our multi agency partners, at local risk venues including both the Sankey Valley industrial premises plus rural locations where possible to test and maintain operational effectiveness

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents

Maintain Operational availability of the National Resilience HVP (High Volume Pump) in conjunction with other LLAR-HVP support stations to facilitate local and "out of area" deployments. Maintain operational HVP competency through regular joint training

### Excellent Operational Response

Together we will:

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources.

Maintain an excellent High Volume Pump Response both locally and nationally when required.

Continue to undertake On Station Training in line with Service Themes

### Excellent Prevention and Protection

Together we will:

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting Prevention activity/HFSC's.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of locally identified need.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support local community groups and housing providers to promote our HFSC strategy, including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/land owners to reduce risk.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation

### Excellent People

At Newton-le-Willows we will;

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Create a workplace which reflects our organisational and personal values.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Continue to engage, communicate and improve on the unprecedented response from the 2020 staff survey through constructive and meaningful engagement with operational staff.

Develop existing managers who are following the CMD, WMD and SMD gateway and seek and support new potential managers for the future.

Monitor and identify future development needs through the appraisal system.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education

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# 51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2021-22

**Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.**

**OUTCOMES are the impact our actions have on the community such as reducing incidents.**

**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**

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	Estimated Performance 2020/21	Estimated Targets 2021/22		Annual Target 2021/22
All Fires	126	137	Site Specific Risk Information (SSRIs)	63
All Primary Fires	33	50	Home Fire Safety Checks	2223
Accidental Dwelling Fires (ADFs)	13	19	Hydrant Surveys	28
Deliberate Vehicle Fires	6	9	Waste & Fly Tipping	48
All Secondary Fires	92	87	Prevention talks	24
Anti-Social Behaviour Fires (ASBs)	67	63	Simple Operational Fire Safety Assessments	96
AFA's in Non Domestic Premises	5	5	Off Station Exercising	2
% ADF No Smoke Alarm	16.7%	Lower		
Alert to Mobile	98.2%	95%		

The targets are based on 5 years performance data.

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities

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<b>MERSEYSIDE FIRE &amp; RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY &amp; RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>25/03/2021</b>		<b>CFO/008/21</b>
<b>PRESENTING OFFICER</b>	<b>CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>IAN CUMMINS</b>	<b>REPORT AUTHOR:</b>	<b>IAN CUMMINS</b>
<b>OFFICERS CONSULTED:</b>	<b>IAN CUMMINS – TREASURER RIA GROVES - SOLICITOR</b>		
<b>TITLE OF REPORT:</b>	<b>CHARGING POLICY</b>		

<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>CHARGING POLICY (FINPOL01)</b>
	<b>APPENDIX B:</b>	
	<b>APPENDIX C:</b>	
		<b>SCHEDULE OF FEES &amp; CHARGES (2021/22)</b>
		<b>DRAFT ‘CHARGING POLICY’ FORM OF WORDS FOR THE WEBSITE</b>

## Purpose of Report

1. To request that Members approve the proposed overarching Charging Policy (FINPOL01) for the Authority and instruct Officers to ensure their respective functional areas implement the policy and seek to maximise the recovery of income from the permitted but limited range of discretionary fees and charges, as appropriate.

## Recommendation

2. That Members;
  - a. Approve the overarching Charging Policy (FINPOL01) for the Authority; and
  - b. Instruct Officers to ensure the ‘Charging Policy’ is adhered to;
  - c. Note that the charges will be uplifted annually as outlined in the policy and details about the charges will be included with each annual budget report for consideration.

## Introduction and Background

3. The Authority may only charge for services as permitted under s.18A Fire and Rescue Services Act 2004. The Authority has the power to charge a person or organisation for any such authorised action taken by the Authority on a cost recovery basis only and, while charging for services in line with this freedom, the Authority cannot make any profit.
4. The Service currently has an approved Schedule of Fees and Charges (for 2021/22) as per the Financial Regulations, other than for Commercial Training, and it is set out in Appendix B. This is consistent with the obligation to set the amounts to be charged. The Authority has discretion to charge different amounts

in different circumstances or choose not to charge at all so long as it does not make a profit.

5. The Service raises approximately 1,000 sales invoices per year for fees, charges, contributions and rent. This equates to income of approximately £2.5m (of which £0.040m relates to special service charges) and helps balance the annual budget. Any loss or reduction in the amount of budgeted income would require compensatory savings to be made elsewhere to balance the budget.
6. Consequently, given the current (and ongoing) financial challenge it is imperative that income streams are maximised in those areas for which there is a legal basis for charging. Moreover, there is an obligation to charge so the Authority does not become the 'supplier of choice' where businesses take advantage where services are provided 'free of charge' in direct competition with business organisations which results both in the loss of business for them and a potential "state aid" challenge.
7. It is anticipated that by reinforcing the need to apply existing agreements and SI(s), so they are applied consistently across all functions and Service locations, could have the potential to recover more income while allowing the Authority to operate more equitably with businesses across Merseyside.
8. However, a weakness has been identified in that the Authority has no formally published 'Charging Policy'. This weakens its position if disputes are raised by customers (often by private landlords or small businesses) since they can legitimately claim that they are not aware of the basis for the charges applied. This can be easily remedied by approval of the 'Charging Policy' (set out in Appendix A) and making these details publically available via the website. The proposed form of words for the website (set out in Appendix C) will also act to explain and demonstrate transparency in:
  - a. The types of services that are chargeable;
  - b. How the charge is calculated;
  - c. How services can be obtained \ requested;
  - d. The billing process;
  - e. The payments process; and
  - f. Disputes
9. Details about each of these elements within the proposed 'Charging Policy' are set out below.

#### The Types of Services that are Chargeable

10. The Authority will charge for the charges it is entitled to levy. These discretionary fees and charges are as permitted under the relevant legislation.
11. The Authority is only able to seek to recover costs from the person who may be charged within the legislation. If a business chooses to pass on a charge that will be a private matter between them and the third party.
12. The list of items for which charges are currently made, together with the rates that will be applied in 2021/22, is set out in Appendix B.

## How Charges are Calculated

13. In broad terms charges are calculated using the following model:
- a. Apply the prevailing hourly rate of staff involved in the activity for which charges are to be made.
  - b. An overhead rate must be applied on top of the employee costs to cover indirect costs.
  - c. All other direct costs associated with the service provided should be reclaimed (e.g. supplies, equipment, travel costs and external support etc.)
  - d. The calculation of costs will be validated by a member of the Finance Department's Accounting Team before it is implemented.
  - e. Other than Fire Safety Equipment, the rates for 2021/22 are those approved for 2020/21, increased in line with the Firefighters pay award (2%).
  - f. Ex-Directory Lines (i.e. Automatic Fire Alarms) have been increased in line with the Consumer Price Index (0.8%).
  - g. Reinforcing Moves (Section 13 and 16 Charges) must be agreed with neighbouring authorities at the NW Regional Board
14. Directors \ Area Managers are ultimately responsible for the management and implementation of discretionary fees and charges in a way that is consistent with the Charging Policy and associated Service Instructions. Any new or review of charges (outside the agreed annual uplift) in their respective area will be shared with Finance to validate the proposed charging figure. Any new charges would then be incorporated into the Charging Policy (and any associated Service Instructions) so customers can be referred to it via the Authority website.

## How Services can be Obtained \ Requested

15. Services can be obtained \ requested using the following contact details:

	Type of Service	Function	Contact
a.	Commercial Training	Training & Development Academy	0151-296-5041
b.	Conference Facilities	Strategy & Performance (Service HQ)	0151-296-4000
c.	Special Services	Fire Control	Ring Number 999
d.	Incident Reports \ Interviews (Videos \ Photographs)	Strategy & Performance (Service HQ)	0151-296-4425
e.	Private Hydrants \ Dry Riser Tests	Water Section (Service HQ)	0151-296-4511
f.	Fire Safety Equipment	Fire Service Direct (Service HQ)	0800-731-5958
g.	Explosive Licences \ Amendments	Protection	0151-296-4625

h.	Petrol Certificates	Protection	0151-296-4625
i.	Cadet Uniforms	Prevention	0151-296-6451
j.	Automatic Fire Alarms	Operational Preparedness	0151-296-4531
k.	Reinforcing Moves	Finance	0151-296-4210
L.	Events	Ops Planning	0151-296-4920

### The Billing Process

16. In compliance with Financial Regulation 4.35(a), sales invoices should be raised to secure pre-payment where possible to remove the necessity for subsequent credit control activity. Pre-payments should always be possible for planned events (i.e. commercial training) given the need to book resources to deliver the activity for which a charge is to be made.
17. Where that is not possible, a properly completed Sales Invoice Request Form (SIRF) must be sent to the Finance Department within 35 days of goods \services being provided. All customers are allocated payment terms of up to a maximum 30 days. This term may be reduced where appropriate to secure pre-payment in line with FR4.35(a) or where mutually agreed. Consequently, all sales invoices are required to be paid within 30 days of the invoice date (or lesser date where appropriate).
18. In considering charging arrangements Directors \ Area Managers and Heads of Department are required to be mindful that when a SIRF is issued, that initiates a chain of events that should enable payments to be made but, where amounts remain unpaid, could result in legal action being taken to recover the amounts owed. That is why it is important to be able to demonstrate clarity and transparency in the charges that apply but also the legal basis for it.

### The Payments process

19. Payments should typically be made electronically, either by BACS transfer (where large payments are made) or by Credit\Debit Card for all other payments. The Authority's online payment solution ensures payments can be made quickly and securely. Payment details are set out in the sales invoices sent to customers. In addition, Credit\Debit Card payments can be collected by calling the contact details referred to in paragraph 16 above.
20. Where payments are made late (i.e. typically, after 30 days from date of our official invoice, in accordance with the provisions set out in the Late Payment of Commercial Debts (Interest) Act 1998, customers may be charged interest of 8% above the commercial rate.
21. Where a customer is also a supplier to the Authority, if amounts due remain unpaid by their due date, the Authority may seek to set off the value of amounts owed to the Authority by the supplier.

22. The Authority reserves the right to pursue legal proceedings to recover any outstanding costs owed.

### Disputes

23. The Authority would only charge a customer for its service in accordance with its powers. The 'Charging Policy' gives customers' assurance that there is a legal basis for every charge. Charges are consistent with the requirement that the Authority cannot make any profit from the services it charges for.
24. However, in the event the customer believes there is a legitimate dispute this must be registered in writing within 14 days of the date of our official invoice. Disputes may be emailed to [income@merseyfire.gov.uk](mailto:income@merseyfire.gov.uk).
25. Although disputes will be reviewed on a case by case basis the customer will be expected to demonstrate and or evidence on what basis they are submitting a legitimate legal challenge to the charges.

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### **Equality and Diversity Implications**

26. This report brings current arrangements under one proposed policy document and therefore an EIA is not required.

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### **Staff Implications**

27. There are no direct staffing implications arising from this report.

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### **Legal Implications**

28. The Authority's powers to charge for incidents are derived from the Fire and Rescue Services Act 2004. The Fire and Rescue Services (England) Order 2004 was implemented as a result thereof detailing the authorised charges fire and rescue services can make for actions they have undertaken.
29. The Authority does not charge for incidents beyond its legal powers. Any potential new charges the Authority may seek to introduce would need to be subject to consultation further to the enactment of the Localism Act 2011.
30. Any charges issued that remain outstanding will be dealt with accordingly within the debt recovery process

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### **Financial Implications & Value for Money**

31. The Service raises approximately 1,000 sales invoices per year and this can equate to income of £2.5m and this is assumed within the current approved Budget. Any loss or reduction in the amount of budgeted income (both generated and successfully recovered) would require compensatory savings to be made elsewhere to balance the budget.

32. It is anticipated that by reinforcing existing rules, and so they are applied consistently across all functions and Service locations, could have the potential to legitimately recover more costs while allowing the Authority to operate more equitably with businesses across Merseyside.
33. Value for Money will be derived from maximising the use of currently available resources together with their associated skills to secure income that the Authority is legally entitled to recover.

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### **Risk Management, Health & Safety, and Environmental Implications**

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34. Currently, there is reputational risk arising from the fact that the Authority has no formal 'Charging Policy'. Consequently, customers are generally unaware that Fire Services are legally entitled to levy charges; which services are chargeable; the value of those charges and how those charges are calculated.
35. The approval of Charging Policy (FINPOL01 (set out at Appendix A) with details about that published on the Authority's website (as set out at Appendix C) will mean that customers can be directed to that webpage if they query a charge or where disputes are raised about the legitimacy of the invoice for charges they have received.
36. There are no direct Health & Safety implications arising from this report.
37. There are no direct environmental implications arising from this report.

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### **Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters***

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38. Our communities benefit greatly from the range of 'non-emergency' services the Authority provides and this contributes to making them both safer and stronger consistent with our mission, including:
  - a. Commercial training ensures businesses across Merseyside (and beyond) are better placed to tackle fire relate incidents at source in the protection of life and property;
  - b. The range of Fire Safety products sold allows the Service to take fire prevention directly into the homes of our community and has contributed to the reduction in fire calls that has enable more preventative activity than would otherwise have been the case;
  - c. Attendance at the limited range of 'Chargeable Special Services' enables businesses to benefit from the resources that the Service is able to mobilise but by charging for them for the bespoke provision ensures other businesses are not unduly disadvantaged by a 'competitor' providing the same service 'free of charge';

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### **BACKGROUND PAPERS**

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<b>SI0773</b>	Charging for Services of the Fire & Rescue Authority
<b>SI0803</b>	Special Service Incidents
<b>SI0881</b>	Consultation and Engagement Framework

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## **GLOSSARY OF TERMS**

<b>SIRF</b>	Sales Invoice Request Form
<b>MFRA</b>	Merseyside Fire & Rescue Authority

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## Service Policy FINPOL01 Charging Policy

### Document Control

#### Description and Purpose

This document is intended to give guidance to personnel with regards application of the Authority's Charging Policy.

Active date	Review date	Author	Editor	Publisher
01.03.2021	01.04.2022	I Cummins	I Cummins	TBC
Permanent	X	Temporary	If temporary, review date must be 3 months or less.	

#### Amendment History

Version	Date	Reasons for Change	Amended by
		Not applicable	

#### Risk Assessment (if applicable)

Date Completed	Review Date	Assessed by	Document location	Verified by(H&S)

#### Equalities Impact Assessment

Date	Reviewed by	Document location
		Not applicable

#### Civil Contingencies Impact Assessment (if applicable)

Date	Assessed by	Document location

#### Related Documents

Doc. Type	Ref. No.	Title	Document location
Policy	PREPOL07	Spate Conditions	MFRS Intranet Portal/Ops Preparedness
SI	0773	Charging for Services of the Fire Authority	MFRS Intranet Portal/Service Instructions
SI	0881	Consultation and Engagement Framework	MFRS Intranet Portal/Service Instructions
SI	0803	Special Service Incidents	MFRS Intranet Portal/Service Instructions

#### Contact

Department	Email	Telephone ext.
Finance	iancummins@merseyfire.gov.uk	0151 296 4244

#### Target audience

All MFRS	X	Ops Crews	Fire Protection	Fire Prevention
Principal officers		Senior officers	Non uniformed	

#### Relevant legislation (if any)

Fire & Rescue Services (England) Order 2004

The Localism Act 2011

## **1. Policy Introduction and Background**

- 1.1. Fire Authorities are entitled to recover income from a range of discretionary fees and charges. This is in accordance with the schedule of authorised charges issued under the Fire & Rescue Services (England) Order 2004. The Authority may only charge for services as permitted by this Order.
- 1.2. The Localism Act 2011 amended the Fire and Rescue Services Act 2004 by allowing the Authority to charge a person or organisation for any action taken by the Authority on a cost recovery basis only.
- 1.3. The Service raises approximately 1,000 sales invoices per year for fees, charges, contributions and rent. This equates to income of approximately £2.5m and helps balance the annual budget. Any loss or reduction in the amount of budgeted income would require compensatory savings to be made elsewhere in order to balance the budget.
- 1.4. Consistent with its strategy for prudent financial management, the Authority will continue to recover income from the permitted range of discretionary fees and charges.
- 1.5. This policy formalises those arrangements, provides details about the fees and charges and how they are calculated, and sets out the treatment of Chargeable Special Services at operational incidents.
- 1.6. There is an obligation to ensure that discretionary fees and charges are recovered to prevent the Authority becoming the 'supplier of choice' due to providing some services 'free of charge,' in direct competition with businesses providing similar services. This results both in the loss of business for such organisations and for the Authority a loss of revenue to HMRC due to the lack of VAT collected.

## **2. Policy Explanation**

- 2.1. As part of its Medium-Term Financial Plan to deliver a balanced budget (and in accordance with Financial Regulations), the Authority will seek to ensure that all income is recovered from discretionary fees and charges, based on the principle of cost recovery.
- 2.2. The charges and their calculation will be both proportionate and transparent and so the charges that can be levied are applied consistently and equitably across all service users.
- 2.3. Details about the 'Charging Policy' will be published on the Authority's website and service users signposted to that where appropriate.
- 2.4. The Authority currently charges for:
  - Commercial Training
  - Conference Facilities
  - Special Services
  - Incident Reports \ Interviews (Videos \ Photographs)
  - Private Hydrants \ Dry Riser Tests
  - Fire Safety Equipment

- Explosive Licences \ Amendments
- Petrol Certificates
- Cadet Uniforms
- Automatic Fire Alarms
- Reinforcing Moves
- Events

2.5. Where new charges are proposed there is a requirement to consult with any persons considered appropriate. Advice about who to consult with and how consultation should be undertaken will be provided by Strategy & Performance. No new charge will be made without prior consultation as required.

### **3. Policy Implementation**

3.1. The Authority will continue to collect discretionary fees and charges in those areas it does currently.

3.2. The methodology for calculating discretionary fees and charges is set out in SI0773 (Charging for Services of the Fire & Rescue Authority). This also includes details about how rates are uplifted annually, where appropriate.

3.3. The charges include those for 'Special Services'. Fire services attend both emergency and non-emergency incidents. They cannot charge for attendance at emergency incidents but they do have discretion to charge for attendance at some types of non-emergency incidents. These non-emergency incidents are referred to as 'Special Services' and only a limited range of these are permitted to be 'Chargeable Special Services' as defined by the Fire and Rescue Services (England) Order 2004.

3.4. Details about attending 'Special Services' and the treatment of those that are deemed chargeable are set out in SI0803 (Special Service Incidents).

3.5. For other services (i.e. Commercial Training and Automatic Fire Alarms) formal contracts and licence agreements are in place that explain the contractual arrangements under which fees and charges are made. The basis of those charges is consistent with the principals set out in SI0773.

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## Schedule of Fees &amp; Charges: 2021/22

TYPE OF INCOME	eFin Sales Product Code	eFin Stock Product Code	Net Charge £	VAT £	Total Charge £
a) Special services per hour (or part hour)	SC19	-	387.00	77.40	<b>464.40</b>
b) Environment & Safety Information Act 1988: Copies of entries from the register	SC17	-	43.00	Non-VAT	<b>43.00</b>
c) Ex-directory lines (Automatic Fire Alarms)	SC1	-	505.00	101.00	<b>606.00</b>
d) Incident Investigation Team (full report) *	-	-	995.00	199.00	<b>1,194.00</b>
e) Private hydrant testing:					
- 1st Test	SC26	-	107.00	21.40	<b>128.40</b>
- Any subsequent test	SC27	-	29.00	5.80	<b>34.80</b>
f) Inspection of hydrant records	SC25	-	162.00	32.40	<b>194.40</b>
g) Standard incident reports (IRS) *	SC20	-	162.00	Non-VAT	<b>162.00</b>
h) Special report or search of statistical records (per year, per location) *	SC23	-	162.00	Non-VAT	<b>162.00</b>
i) Provision of information from fire safety files (for professional or commercial interests)	SC18	-	162.00	Non-VAT	<b>162.00</b>
j) Interviews (per hour, up to rank of Area Manager)	SC2	-	162.00	Non-VAT	<b>162.00</b>
k) Photographs * £5:00 per photo up to a maximum charge of £158	-	-	162.00	Non-VAT	<b>162.00</b>
l) Video footage *	-	-	162.00	Non-VAT	<b>162.00</b>
m) Dry riser tests	SC29	-	192.00	38.40	<b>230.40</b>
n) Reinforcing Moves (Section 13 & 16 Charges)	SC16	-	292.00	Non-VAT	<b>292.00</b>
o) Fire safety – alarms (General Public)					
- Alarm 1	-	23139120	17.67	3.53	<b>21.20</b>
- Alarm 2	-	23139120	24.92	4.98	<b>29.90</b>
- Alarm 3	-	23139120	32.17	6.43	<b>38.60</b>
- Alarm 4	-	23139120	39.42	7.88	<b>47.30</b>
- Alarm 5	-	23139120	46.67	9.33	<b>56.00</b>
p) Other fire safety equipment					
- Wi-Fi Smoke Alarm	-	Non-Stock	18.00	3.60	<b>21.60</b>
- Strobe Unit + Pad	SC209	Non-Stock	36.00	7.20	<b>43.20</b>
- Fire Retardant Throw	SC396	23139506	17.36	3.47	<b>20.84</b>
- Fire Retardant Apron	-	Non-Stock	13.20	2.64	<b>15.84</b>
- Single Bedding Pack	SC395	23139600	34.18	6.84	<b>41.01</b>
- Double Bedding Pack	-	23139601	56.98	11.40	<b>68.37</b>
- King Size Bedding Pack	-	23139602	79.78	15.96	<b>95.73</b>
- Deep Fat Fryer	-	23139700	59.75	11.95	<b>71.70</b>
- Metal Bin	-	Non-Stock	3.12	0.62	<b>3.74</b>
- Strip Adaptor	-	Non-Stock	5.10	1.02	<b>6.12</b>
- Oil Filled Radiators	-	Non-Stock	39.60	7.92	<b>47.52</b>
- RCD Adaptor	-	Non-Stock	10.20	2.04	<b>12.24</b>
- Letterbox Bag	-	Non-Stock	54.00	10.80	<b>64.80</b>
- Lockable Letterbox Plate	-	Non-Stock	21.60	4.32	<b>25.92</b>
- Letterbox Plate	-	Non-Stock	9.60	1.92	<b>11.52</b>
- Winter Warm Pack	-	Non-Stock	15.00	3.00	<b>18.00</b>

**Note:**

- Other than Fire Safety Equipment, the rates for 2021/22 are those approved for 2020/21, increased in line with the Firefighters pay award (2%)
- For convenience, the values are rounded up to the nearest whole £1.00 and VAT added to that figure where appropriate.
- Ex-Directory Lines (i.e. Automatic Fire Alarms) have been increased in line with the Consumer Price Index (0.8%)
- Reinforcing Moves are agreed locally at the NW Regional Board

\* Items marked with an asterisk are non-chargeable where the General Data Protection Regulation applies.

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## **'Charging Policy' - Draft Form of Words for the Website**

### **Our Charging Policy**

Under section 18A of the Fire and Rescue Services Act 2004 fire authorities may charge for non-emergency services, as long as they do not make any profit. This means that fire authorities can only charge for the cost of providing the non-emergency service.

The following sections explain:

- Who we charge;
- The types of services that are chargeable;
- How our charges are calculated;
- How customers can obtain \ request services;
- The billing process;
- The payments process; and
- Disputes

### **Who We Charge**

MFRA will charge the person/s including all businesses that it is able to charge in accordance with its power for the actions undertaken. These discretionary fees and charges are as permitted under the Fire and Rescue Services Act 20-04 and the Fire & Rescue Services (England) Order 2004,

MFRA is only able to seek to recover costs from the person who may be charged within the legislation for the action undertaken/service provided by MFRA

### **The Types of Service We Charge For**

- Special Services ('non-emergency' calls). Examples include, but not limited to:
  - Lift Rescues;
  - Removal of debris from premises, highways etc.;
  - Provision or removal of water such as filling swimming pools or barriers, pumping out basements;
  - Removal of dangerous structures such as scaffolding, slates and guttering, chimney stacks, hoardings and aerials);
  - Effecting entry to premises i.e. lock ins, lock outs
- Incident Reports \ Interviews (CCTV \ Photographs);
- Private Hydrants \ Dry Riser Tests;
- Fire Safety Equipment;
- Automatic Fire Alarms;
- Reinforcing Moves;
- Commercial Training;
- Conference Facilities;
- Events.

The fees and charges applicable in 2021/2022 are as follows:

*NB – It would be proposed to add a link here to a webpage that contained the current Schedule of Fees & Charges rather than reproduce that information at this point in the document.*

## How We Calculate Charges

We calculate charges using the following model:

- We apply the prevailing hourly rate of the staff involved in the activity for which charges are to be made;
- We add all other direct costs associated with the service provided (e.g. supplies, equipment, travel costs and external support etc.);
- We add a reasonable and proportionate overhead rate on top of employee costs to cover indirect costs;
- Where the majority of costs are derived from staff salaries, rates will be increased annually in line with the pay award for firefighters;
- Where the majority of costs are not made up of staff salaries rates will be increased annually in line with the Consumer Price Index;
- Reinforcing Moves (Section 13 and 16 charges) are agreed with neighbouring fire services at the NW Regional Board;

## How Services Can be Obtained or Requested

Services can be obtained or requested using the following contact details:

	Type of Service	Function	Contact
a.	Commercial Training	Training & Development Academy	0151-296-5041
b.	Conference Facilities	Strategy & Performance (Service HQ)	0151-296-4000
c.	Special Services	Fire Control	Ring 999
d.	Incident Reports\Interviews\ (Videos\Photographs)	Strategy & Performance (Service HQ)	0151-296-4425
e.	Private Hydrants \ Dry Riser Tests	Water Section (Service HQ)	0151-296-4511
f.	Fire Safety Equipment	Fire Service Direct (Service HQ)	0800-731-5958
g.	Explosive Licences \ Amendments	Protection	0151-296-4625
h.	Petrol Certificates	Protection	0151-296-4625
i.	Cadet Uniforms	Prevention	0151-296-6451
j.	Automatic Fire Alarms	Operational Preparedness	0151-296-4531
k.	Reinforcing Moves	Finance	0151-296-4210
l.	Events	Ops Planning	0151-296-4920

## **The Billing Process**

In compliance with the Authority's Financial Regulation 4.35(a), invoices should be raised to secure pre-payment where possible. Pre-payments should always be possible for planned events such as the provision of commercial training, given the need to book resources to deliver the activity for which a charge is to be made.

Where pre-payment is not possible, customers will be invoiced within 35 days of the goods or services being provided.

We only operate on our terms and conditions. Consequently, all customers are allocated payment terms of up to a maximum 30 days. This term may be reduced where appropriate to secure pre-payment in line with Financial Regulation 4.35(a), or where mutually agreed. Consequently, all sales invoices are required to be paid within 30 days of the invoice date (or lesser date where appropriate).

## **The Payments Process**

We take payments electronically, either by BACS transfer (where large payments are made) or by credit\debit card for all other payments. The Authority's online payment solution (Square) ensures that payments can be made quickly and securely. The payment details for any goods or services provided by MFRA will be set out in the sales invoice provided to customers. In addition, credit\debit card payments can be made by calling the contact numbers as detailed above.

Where payments are made late (i.e. after 30 days from the date of our official invoice), in accordance with the provisions set out in the Late Payment of Commercial Debts (Interest) Act 1998, customers may be charged interest of 8% above the commercial rate.

Where a customer is also a supplier to the Authority, if the amount due remains unpaid by the due date, MFRA may seek to set off the value of the amount owed to the Authority by the supplier.

The Authority reserves the right to pursue legal proceedings to recover any outstanding costs owed.

## **Disputes**

The Authority would only charge a customer for its service in accordance with its powers. Please be assured that there is a legal basis for every charge. Charges are consistent with the requirement that MFRA cannot make any profit from the services it charges for.

However, in the event you believe there is a legitimate dispute this must be registered in writing within 14 days of the date of the official invoice. Disputes may be emailed to [income@merseyfire.gov.uk](mailto:income@merseyfire.gov.uk).

Although disputes will be reviewed on a case by case basis you will be expected to demonstrate and provide evidence as necessary on what basis you are submitting a legitimate challenge to the charges and that you are not the person responsible for such a service provided by the fire and rescue authority in accordance with its legal powers.

The finance team will respond in writing in a timely manner.