

# 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.

**R. Groves  
Monitoring Officer**

Tel: 0151 296 4000  
Extn: 4113 Shauna Healey

Your ref:

Our ref SH/RG

Date: 16 March 2022

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 24<sup>TH</sup> MARCH 2022** in the Liverpool Suite - Fire Service Headquarters , Bridle Road, Bootle.

There are seats available for the public to attend the meeting and these can be secured by contacting [DemocraticServices@merseyfire.gov.uk](mailto:DemocraticServices@merseyfire.gov.uk).

The meeting will be available to watch via Youtube at the following link:

<https://youtu.be/qLKRZtGG2eM>

Yours faithfully,

PP – S. Healey

Monitoring Officer

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**

**POLICY AND RESOURCES COMMITTEE**

**24 MARCH 2022**

**AGENDA**

**Members**

Councillor James Roberts (Chair)  
Councillor Elizabeth Hayden  
Councillor Sharon Connor  
Councillor Hugh Malone  
Councillor Gillian Wood  
Councillor Lisa Preston  
Councillor Lesley Rennie  
Councillor Andrew Makinson  
Councillor 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 - 12)**

To consider the minutes of the previous meeting of the Policy and Resources Committee, held on 16<sup>th</sup> December 2021.

**3. Service Delivery Plan 2021-22 April to December Update (Pages 13 - 106)**

To consider Report CFO/009/22 providing an update on the Service Delivery Plan 2021-22 from April to December.

**4. Service Delivery Plan 2022-23 (Pages 107 - 216)**

To consider Report CFO/010/22 presenting the Service Delivery Plan for 2022-23.

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## MERSEYSIDE FIRE AND RESCUE AUTHORITY

### POLICY AND RESOURCES COMMITTEE

16 DECEMBER 2021

#### MINUTES

**Present:** Cllr James Roberts (Chair) Councillors Elizabeth Hayden, Sharon Connor, Hugh Malone, Lisa Preston, Lesley Rennie, Andrew Makinson and Les Byrom

**Also Present:** Ria Groves, Phil Garrigan, Ian Cummins

**Apologies of absence were received from:**  
Gillian Wood

#### 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 appendices for item 12 were exempt and as such if they were to be discussed this would 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 and Chair's Update

**RESOLVED** that the minutes of the previous meeting of the Policy and Resources Committee, held on 29 July 2021, were approved as a correct record.

Councillor Byrom commented on the results of the recent HM Fire Inspectorate noting that the Merseyside Fire and Rescue Authority (MFRA) had received three outstanding judgements. The Authority Members thanked the staff working to keep Merseyside safe and for helping to achieve these accolades.

Furthermore, it was noted that the Chair was lobbying to seek for future meetings to be held online where possible within the confines of the legislation on remote meetings.

### **3. BONFIRE REPORT 2021**

Members received a presentation from Group Manager, Paul Kay which provided an overview of the Bonfire period and the measures taken to reduce incidents this year.

It was reported that this year there had been an 18.7% reduction in fires purposely set and a record amount of rubbish was lifted off the streets in tipper trucks. Apart from St Helens (which saw a slight increase), each district had seen a reduction in incidents across the Bonfire period.

Members asked for further information on the type of incidents at work that were recorded over the period and it was explained that these included objects thrown at engines and at Arson Advocates. There was an emphasis within the service on reporting incidents at work to ensure that they could be investigated effectively.

Councillor Hayden enquired as to reasons for such a significant reduction of incidents in Sefton and asked whether there were any lessons to be learnt from that success. Paul Kay explained that the same approach had been used across the districts and having more data meant a more targeted approach. In St Helens there had been an increase in incidents and this was attributed to a sporadic geographical spread that had made it difficult to formulate a targeted approach.

Members were advised that following the incident at the Liverpool Women's Hospital, engines had taken part in reassurance campaigns in Toxteth and Kensington to increase visibility within communities.

The Committee discussed the clean-up process and it was explained that a sweep was undertaken on the morning after Bonfire Night to dampen down any bonfires before debris was removed by Local Authorities.

It was hoped that next year the Local Authorities would be in a position to hold distraction events and the Members were still cognisant of the impact of the pandemic on the statistics.

When asked about improvements for 2022, it was advised that planning would begin earlier in the year to ensure that the right type of tipper trucks could be booked. Further engagement with communities about large bonfires and firework displays to ensure they were risk assessed and safe was also part of the plan for next year.

**RESOLVED** that the content of the report and the impact that MF&RS staff have had on the delivery of the Bonfire Plan 2021 be noted.

### **4. PROCUREMENT AND SUPPLY OF SMOKE ALARMS– REVISED FRAMEWORK**

The Chief Fire Officer presented a revised framework for the procurement and supply of smoke alarms.

Members were advised that the provision of smoke alarms to vulnerable parts of the community formed a significant part of fire prevention and MFRS were looking to extend this service to areas of heightened deprivation.

It was explained that MFRS delivered more home fire safety interventions than any other Fire Service with 60,000 planned each year over the next four years. It was estimated that 35,000 smoke alarms would be fitted during those visits.

**RESOLVED** that the award of a call-off contract for the next 4 years for the supply of smoke alarms with Fire Blitz be approved.

**5. SERVICE DELIVERY PLAN 2021/22 APRIL - SEPTEMBER UPDATE**

The Chief Fire Officer presented the Service Delivery Plan Update for April – September.

Members were advised that the target for percentage of available shifts lost due to sickness absence had been impacted by the pandemic, particularly due to staff self- isolating.

The Chief Fire Officer also commented that all of the resultant actions from the 2018 inspection had been discharged with three outstanding determinations recorded in the most recent inspection.

**RESOLVED** that following scrutiny, the attached reports be approved for publication on the website.

**6. CORPORATE RISK REGISTER 2021/22 APRIL - SEPTEMBER UPDATE**

Members received an update on the Corporate Risk Register from the Chief Fire Officer.

The report detailed the current risks, their status and the control measures in place. It was explained that the approach was being revised for 2022/23 to draw out key risks for scrutiny.

**RESOLVED** that the updated Corporate Risk Register for 2021/22 which incorporates the current status of identified Service risk to September 2021 be approved.

**7. STATEMENT OF ASSURANCE 2020/21**

The Chief Fire Officer presented the Statement of Assurance for 2020/21 which was a requirement as stipulated by the National Framework to provide assurance to the community and Government on operational and financial matters.

**RESOLVED** that:

- a) the information contained within this report be considered and the Authority's draft Statement of Assurance 2020-21 be approved.
- b) if approved, the Statement of Assurance 2020-21, be signed by the Chair of Merseyside Fire and Rescue Authority and the Chief Fire Officer.

**8. FINANCIAL REVIEW 2021/22 - JULY - SEPTEMBER**

Members were presented with the Financial Review 2021/22 for July – September which included the revenue and capital budgets, reserves and treasury management updates to the 30th September 2021.

The report provided information on the budget movements in the quarter and a forecast financial position for the year, with a net revenue saving of £0.826m expected by the year-end.

It was recommended that the favourable variance be used to:

- create an inflation reserve of £526m to offset any future inflationary costs above those assumed in the current financial plan, and;
- Increase the pension reserve to fund an expected increase in administrative and compensation costs associated with the implementation of the firefighter pension scheme Immediate Detriment Framework.

Members enquired as to whether £0.526m was sufficient to cover an increase in inflation. It was advised that CPI was at 5.1% currently and there was pressure on employers to increase pay awards as a result of a planned rise in National Insurance payments in April 2022. Forecasting the pay award was difficult but the current financial plan included an assumption of a 2.5% annual pay award increase over the next four years. Anything above that figure would be funded through the £0.526m inflation reserve and then be picked-up in the following year's budget process.

Members enquired as to whether an increase in borrowing rates from the Bank of England would impact on MFRA. It was explained that it may affect the interest rate associated with any Public Works Loan Board borrowing, but there were no plans to borrow in the next financial year.

The report explained that there had been a reduction in Princes Trust Funding and Members asked if this had impacted delivery. The reduction in funding and demand had impacted on the numbers of pupils being put through Prince's Trust courses. A review of the current Price's Trust activity was being undertaken. The Chief Fire Officer highlighted the importance of programme for young people and equality of opportunity, adding that MFRS was passionate about working with young people across Merseyside and this work was recognised as outstanding during the recent HMICFRS inspection

**RESOLVED** that:

- a) the contents of the report be noted;
- b) the proposed revenue and capital budget alignments be approved;
- c) the reserve adjustments as outlined in the report, and use the £0.826m forecast favourable revenue variance to fund be approved; and
  - i. the creation of a £0.526m inflation reserve;
  - ii. the existing pension reserve by £0.300m to cover expected additional pension administration costs be increased.
- d) the Director of Finance and Procurement be instructed to continue to work with budget managers to maximise savings in 2021/22.

**9. TREASURY MANAGEMENT INTERIM REPORT 2021/22**

Members considered the Treasury Management Interim Report for 2020/21 which identified key activities undertaken in the first half of the financial year.

Members were advised that Treasury Management activity had been carried out in compliance with the relevant codes and within the borrowing and treasury management limits set by the Authority.

**RESOLVED** that the contents of the report be noted.

**10. WITHDRAWAL OF HOME OFFICE IMMEDIATE DETRIMENT GUIDANCE**

The Director of Finance and Procurement presented a report to the Committee on the issues surrounding the withdrawal by the Home Office of their 'Immediate Detriment Guidance' with immediate effect.

Members were advised that the Home Office had withdrawn its guidance on processing FPS members under their legacy pension scheme ahead of the required legislative changes. The report explained that Treasury and HMRC had understated the technical challenge related to treatment of tax and other issues, and therefore with immediate effect the Home Office had withdrawn its 'Immediate Detriment Guidance'. The Home Office and Treasury had advised FPS scheme administrators not to process immediate detriment cases before the required legislation and regulation changes were in place.

As a result, the report considered the impact this has had on the Authority's decision to adopt the LGA/FBU's MOU for an Immediate Detriment Framework (IDF) for processing FPS members under their legacy scheme in advance of the required regulation changes.

Members were advised that the LGA and NFCC were seeking a legal opinion on the position and further advice would be issued in due course. The report

recommended that no applications for processing FPS members under their legacy scheme be actioned prior to further direction and advice being received.

Members agreed that a pause pending further legal guidance was the most appropriate approach.

With regards to a timeframe, Members heard that there could be various stages required before any clear decisions could be made. Members were reminded that financially, staff would not be impacted and rather it was a question of when the payment could be made.

Members queried if there had been discussion with Unions on a local level and they were reassured that conversations were ongoing.

**RESOLVED** that:

- a) Members temporarily pause the IDF framework and therefore the processing of eligible FPS members pension benefits under their legacy scheme whilst the LGA await legal opinion; and
- b) request that officers report back to the Authority on the outcome of any further guidance from the LGA / NFCC Pension Lead on this matter that will allow the reactivation of the IDF.

#### **11. CONTRACT AWARD FOR TEXTILE FIRE GLOVES**

Members considered a report of the Director of Finance and Procurement for the contract award for textile fire gloves.

**RESOLVED** that the award of a framework agreement on behalf of North West Fire and Rescue Authorities with FlamePro Global Limited for the supply of wholly textile fire gloves be approved.

#### **12. ESN READY AND DISPATCH COMMUNICATIONS SERVER INSTALLATION**

The Chief Fire Officer presented a report on ESN and dispatch communications server installation.

Members were advised that airwave was the current communication platform and this was to be replaced by ESN. There had been delays in progress but it was expected that the technology would go live for MFRS in 2023 and be rolled out across all Fire Rescue Services by 2026.

It was explained that this technology provided an element of enhanced security and reliability for the service compared to mobile phones, allowing it to occupy a prioritised section of the network.

**RESOLVED** that:

- a) the Business Case to make MFRS ESN Ready be noted and that the Home Office will provide funding for some aspects of the associated Capita ESN Technically Ready Activities also be noted;
- b) an ESN Ready Capital Scheme for £661,600 in 2021/2022, of which £195,658 will require MFRS funding be approved and that this may reduce if the Home Office commits to funding a greater amount of the Telent expenditure be noted;
- c) MFRS in working with the Home Office as an Assurance Partner on this important national programme continue to be supported; and
- d) a MFRS ICT Capital budget growth of £108k in 2022/2023 to install DCS be approved.

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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>24 MARCH 2022</b>	<b>REPORT NO:</b>	<b>CFO/009/22</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 APRIL TO DECEMBER UPDATE</b>		

<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>FUNCTIONAL PLAN UPDATE APRIL TO DECEMBER 2021</b>
	<b>APPENDIX B:</b>	<b>KPI/LPI UPDATE APRIL TO DEC 21</b>
	<b>APPENDIX C:</b>	<b>IRMP 2021/24 UPDATE JULY TO DEC</b>
	<b>APPENDIX D:</b>	<b>HMICFRS IMPROVEMENT PLAN</b>

## **Purpose of Report**

1. To request that Members scrutinise the performance of the Service against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2021/22 for the period April to December 2021.

## **Recommendation**

2. That following scrutiny, Members:
  - a) approve the attached Service Delivery Plan reports (Appendices A-C) for publication on the website, and;
  - b) approve the HMICFRS Improvement plan at appendix D.

## **Introduction and Background**

3. The 2021/22 planning process began in January 2021. 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 2021/22 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 2021.

5. Reporting is provided on a regular basis to Members through the Authority's Committees.

### **Performance Indicators**

6. In March 2021 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 meeting of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
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12. All performance for April to December 2021 is covered in detail in the appendices to this report.

### **Functional Plan updates**

13. 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

### **HMICFRS updates**

14. Included in this report is a new HMICFRS Improvement Plan (Appendix D) which has been developed to address the areas for improvement identified in the 2021 HMICFRS inspection.
15. As Members will be aware, the resulting inspection report was highly positive, with MFRS achieving an unprecedented three Outstanding judgements, reflecting the hard work and commitment shown by the Authority and the Service since the last inspection in 2018. Overall the Service was judged as:
  - Good at effectively keeping people safe and secure from fire and other risks
  - Outstanding at efficiently keeping people safe and secure from fire and other risks
  - Good at looking after its people
16. The additional Outstanding judgements were for Preventing Fires and Responding to National Incidents.
17. The full report can be found at <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/frs-assessment-2021-22-merseyside/>
18. There are however, areas for the Service to address. There were three official areas for improvement identified in the report and a number of other comments that indicated that improvements could be made. The Service has included all of these in the Improvement Plan.
19. Performance against the Improvement Plan will be reported back in future Service Delivery Plan updates.

### **IRMP 2021-24 updates**

20. Due to the IRMP 2021-24 not being published until July 2021 the report attached at Appendix covers updates against proposals for the period July to December, the
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first six months of the IRMP. Going forward this report will be brought to Policy and Resources Committee every six months.

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### **Equality and Diversity Implications**

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21. 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**

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22. 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.
23. 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**

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

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

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25. 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.
26. 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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27. 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 Vision: *To be the best Fire & Rescue Service in the UK.***

*Our Purpose: Here to serve, Here to protect, Here to keep you safe.*

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28. 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 Vision and purpose.

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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 2021-22

3<sup>rd</sup> Quarter Report:

October-December 2021

## 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 3<sup>rd</sup> QUARTER UPDATES 2021-22

## OPERATIONAL PREPAREDNESS OBJECTIVES:

### FP-21/22-1.1

To continue to implement the approved 5-year Capital Build Programme and progress the development of the Training and Development Academy.

To enhance Fire-fighter training (in relation to i.e high rise incidents, terrorist attacks, marine response emergency medical response, flooding and wildfire incidents). By building a new training facility that is fit for purpose and reflects new and emerging risk.

1.1 Continue to work to the Action Plan and Risk Register of the TDA Re-Development Board to deliver the site re-development.

### UPDATE QTR 3:

- ⇒ Merseyside Fire & Rescue Authority (MFRA) approved the 'Outcomes from Consultation' report at a Full Fire Authority Meeting on 11th November 2021.
- ⇒ Merseyside Fire & Rescue Authority (MFRA) approved the 'Planning Application for the Long Lane Site' report at a Full Fire Authority Meeting on 11th November 2021.
- ⇒ A second pre-planning application meeting took place on the 24th November 2021 with Liverpool City Council. The meeting focused on the disruption the scheme may cause to the local highways network. The meeting was positive and solutions focussed.
- ⇒ The 'Public Consultation' component of the formal planning process has concluded. An open community event was conducted at the current training and development site on the 22nd and 23rd November 2021.
- ⇒ As a result of the Fire Authority approving the 'Outcomes from Consultation' and 'Planning Application for the Long Lane Site' reports on the 11th November 2021. A full planning application was submitted on 10th December 2021.
- ⇒ The Estates Team have managed, on behalf of the project, weekly Design Team meetings with key stakeholders:
  - Mechanical Electrical and Plumbing (MEP) Strategies for the site.
  - Training area designs and key requirements.
  - Employers' requirements, including Building Information Management (BIM) and Room Data Sheets.

		<ul style="list-style-type: none"> <li>• Building Research Establishment Environmental Assessment Method (BREEAM) requirements and carbon reduction strategies.</li> <li>• Command &amp; Control Requirements.</li> <li>• Training and Development Academy, Station Floor Plans and Elevations.</li> </ul> <p>⇒ Weekly meetings and key actions have progressed well with detailed works carried out which concentrated on Royal Institute of British Architects (RIBA) stage 2 and 3 design information.</p> <p>⇒ The Estates team are producing 'Room Data Sheets' and will work with Station, Training and Development Academy, National Resilience management teams, staff and the key members of the Project Board in order to progress through to RIBA Stage 3.</p> <p>⇒ The title report on the Long Lane site has been completed by MFRA's Legal Department. The completion on the land acquisition will be finalised on the condition of a successful planning application and formal approval from the Fire Authority. The Joint Contracts Tribunal is to be set up prior to construction</p>
<p><b>FP-21/22-1.2</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.</p> <p>Operational Preparedness will work with internal stakeholders to ensure</p>	<p>1.2 Monitor and review all areas of collaboration, developing business cases where they are in the interests of efficiency, effectiveness or public safety, through collaboration with Merseyside Police and NWAS, and as determined by the Blue Light Collaboration Programme Board.</p> <p>Opportunity assessments and reports will be undertaken against Shared Estate, Operations and Support Services.</p>	<p><u>UPDATE QTR 3:</u></p> <p>⇒ New Joint proposals from directorates were presented for consideration</p> <p>⇒ Blue Light and Corporate Service Collaboration Boards agreed areas for collaboration in short term and longer term</p> <p>⇒ Agreed plan presented at Joint Fire and Police Collaboration Committee</p> <p>⇒ Collaboration Team working with directorates</p> <p>⇒ Evaluation report for assisting North West Ambulance Service presented to Board- Further analysis being</p>

<p>opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining response to fires and other emergencies.</p>		<p>undertaken following dialogue with the Operational Assurance Team. Officer briefing note will be updated 2022.</p> <p>⇒ Interoperability Voice Channel Trial commenced</p>
<p><b>FP-21/22-1.3</b></p> <p>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.</p>	<p>1.3.1 Continue to work to the Action Plan of the SSRI Board to complete the trial and deliver the app.</p> <p>1.3.2 Source a new software program or develop and support the existing SSRI procedure.</p>	<p><u>UPDATE QTR 3::</u></p> <p>⇒ Site Specific Risk Information (SSRI) questionnaire completed at Station Manager Standardisation meeting 18.6.21.</p> <p>⇒ Operational staff provided feedback on what they want, views on current system and opportunities to change.</p> <p>⇒ Senior Officer workshop held in October and gathered views.</p> <p>⇒ SSRI Strategy revision drawn up from all comments received and shared with the National Fire Chief's Council (NFCC) Research and Development Group</p> <p>⇒ SSRI Strategy revision was approved at Ops Board 29.11.21</p> <p>⇒ SSRI progress is being refreshed to reflect changes to risk categories – Expected completion 1<sup>st</sup> April 2022</p> <p>⇒ Provision of Operational Risk Information System (PORIS) assessment form being finalised then trialled at four stations. Awaiting embedded calculation</p> <p>⇒ Align workflows and data migrate- with aim to have new SSRI product to trial and available on station dashboard Autumn 2022.</p>

<p><b>FP-21/22-1.4</b></p> <p>Implement the recommendations of the Pod Review Project aiming to increase resilience.</p> <p>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.</p>	<p>1.4.1 Defined deadlines of work package completion dates created.</p> <p>1.4.2 Package completion work streams in final stage and to be passed to responsible officers for conclusion.</p> <p>1.4.3 Drone initial scoping and costing completed, production of handover document to enable Protection to implement and deliver.</p> <p>1.4.4 Initial POD distribution project completed, anticipating delivery of handover to Response to implement.</p>	<p><u>UPDATE QTR 3:</u></p> <ul style="list-style-type: none"> <li>⇒ Response have started the moves to stations as per the Integrated Risk Management Plan (IRMP).</li> <li>⇒ A review and survey of the Pod assets has been carried out by workshops.</li> <li>⇒ A plan has been produced for chronological refresh with estimated costings at current market value.</li> <li>⇒ Plan produced for the equipment to be serviced, reviewed and refreshed on all Pods over a period of time, linked to station placement, staff training and servicing in consultation with staff responsible for ownership. The project has left a legacy of asset refresh, equipment research replacement, training and ownership and a future strategy of effective management</li> </ul>
<p><b>FP-21/22-1.5</b></p> <p>Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets assertively, effectively and safely at incidents.</p> <p>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</p>	<p>1.5.1 Develop command training packages to support all management levels.</p> <p>1.5.2 Develop an assessment program to ensure all operational managers are command competent</p> <p>1.5.3 Create a command validation process for operational incident attendance.</p> <p>1.5.3 Create an accurate recording process for command competency.</p>	<p><u>UPDATE QTR 3:</u></p> <ul style="list-style-type: none"> <li>⇒ All operational command competency is at 100% for available managers.</li> <li>⇒ Incident Command Crew Manager (ICCM) and Incident Command Watch Manager (ICWM) courses running and completed</li> <li>⇒ ICWM course completed, working with Time and Resource Management (TRM) for WM's to attend to clear backlog.</li> <li>⇒ Command training for supervisory managers (CM/WM) being planned (two year period)</li> <li>⇒ Senior Officer training being planned.</li> <li>⇒ Command support training for all crews being planned.</li> <li>⇒ Command Support specialism for City is being built and will be delivered in January</li> <li>⇒ Pod moves training is being planned to help supplement the moves.</li> <li>⇒ Crew Manager (CM) competency training done</li> </ul>

		⇒ Watch Manager (WM) competency training to replace NVQ WM7 done and arranging to deliver. Alternative model being created for possible remote learning
<b>FP-21/22-1.6</b>		<u>UPDATE QTR 3:</u>
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	1.6.1 Survey all MFRS sites.	⇒ Meeting held on 10.9.21 for initial discussions on Preparing for 2030 and Organisational Infrastructure. Strategic Estates Group (SEG) is looking at resources for this project. Procurement are researching frameworks available through Crown Commercial Services (CCS) and Fire and Rescue Services. Transport Manager attended a demonstration of Rosenbauer on 15th September
	1.6.2 Cost analysis of options of electric vehicles and electric infrastructure.	
	1.6.3 Electric Fire Appliance demonstration and review.	
<b>FP-21/22-1.7</b>		
Implement the findings of the 2020/21 comprehensive review of Fire Control staffing and embed the future ways of working for Fire Control.	1.7.1 Continue to engage with FC staff.	COMPLETED – flexible working in place
	1.7.2 Redraft the Fire Control Staffing Service Instruction	COMPLETED – flexible working in place
	1.7.3 Consult with workforce and representative bodies.	COMPLETED – flexible working in place
	1.7.4 Create Fire Control working party to work with Time and Resource Management for handover of staffing.	COMPLETED – flexible working in place
	1.7.5 Deliver two training courses for new starters in 2021/22, in line with apprenticeship framework	COMPLETED

	1.7.6 Deliver training for staff on upgrade to Vision 5.	<b>COMPLETED</b>
<b>EQUALITY &amp; DIVERSITY OBJECTIVES:</b>		
<p>Equality Impact Assessment (EIA) completed with E&amp;D Department on this Operational Preparedness Function Plan 2021/22 and EIAs will be completed when required for new build facilities, changes, new equipment, uniform changes, policy changes etc.</p> <p>Provide assistance to E&amp;D Department in reference to NFCC around Equal Access and Provision of Services.</p>	<p><b>E&amp;D-/20/21/1.14:</b></p> <p>To review the Training and Development Academy facilities 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.</p>	<p><u>Current TDA Site</u></p> <ul style="list-style-type: none"> <li>⇒ As last quarter update.</li> <li>⇒ Accessibility audits being completed Service-wide. TDA site outcomes will be considered and actioned.</li> </ul> <p><u>New TDA Build Project</u></p> <ul style="list-style-type: none"> <li>⇒ The ED&amp;I manager is a standing member of the Long Lane/TDA Project Board. This is to ensure that MFRA meets its statutory duties under the Equality Act and the site is accessible to all. EIA has been developed and remains a live document that is updated as the project develops.</li> <li>⇒ We will learn lessons from the accessibility audits when completed. We are also ensuring that we have ongoing dialog with our staff and the staff networks to ensure that their ideas and views are voiced and heard by the project management team.</li> </ul>
	<p><b>ED/20/21/1.19</b></p> <p>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</p>	<b>COMPLETED</b>
	<p><b>ED/20/21/1.16</b></p> <p>Collaborate and work with other agencies to horizon scan and benchmark any ED &amp; I process.</p>	<b>COMPLETED</b>
	<p><b>E&amp;D-20/21-1.10</b></p>	

	Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words.	
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**OPERATIONAL RESPONSE OBJECTIVES:**

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<b>FP-21/22-2.1</b>		
<p>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.</p> <p>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</p>	2.1.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Engagement underway with staff at Kirkdale and Aintree. Estimation of numbers of staff to be retained at Kirkdale approximated to 8 personnel so far. Transfer processes discussed locally for both stations.</li> </ul> <p><b>Action closed</b></p>
	2.1.2 Complete Training Need Analysis for Specialist Resources	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Hazmat Unit- Basic unit awareness complete. Potential for qualifications short of Hazmat Advisor. TDA to advise.</li> <li>⇒ Incident Command Unit – Basic setup completed in house. Advanced Command Support training TBC estimated Jan 2022.</li> <li>⇒ Welfare Pod – none identified. (if remains as is)</li> <li>⇒ Damage Control Unit (DCU): In house training for use of power tools c/o TDA/SRT.</li> <li>⇒ Light Portable Pump (LPP): None identified.</li> <li>⇒ BA support unit (BASU): None identified.</li> <li>⇒ Marine/Tunnel – Unit to be merged – awaiting outcomes</li> </ul> <p><b>Action closed</b></p>

proposed Long Lane site.	2.1.3 Prepare Stations to receive Specialist Resources.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Liverpool City – Incident Command Unit and L2 Welfare Pod now established and have been deployed operationally at Norton’s/Club 051 incidents. Hook/lift training in place. All personnel have received initial command support training. Advanced command support theory planning in progress with rollout TBC Jan 22.</li> <li>⇒ Wallasey: Marine/Tunnel unit, Damage Control Unit, Light Portable Pump, BA Support Unit all on site and retained protocol in place. Options for merging Marine/Tunnel and Damage Control Unit (DCU) in progress with rebrand required. Breathing Apparatus Support Unit (BASU) requires refresh as part of Pod review. Options for transfer of Light Portable Pumps (LPPs)/Emergency Rail Vehicle (ERV) to and from units. One ERV now sited within Rail Network. Hook lift training in progress 10+ trained to date.</li> <li>⇒ St Helens: Hazardous Materials Environmental Protection Unit (HMEPU) and Bulk Foam Unit now in place and retained protocol communicated. Hook lift training in progress 10+ trained to date. Basic training for HMEPU provided c/o WM Paul Ratcliffe.</li> </ul>
	2.1.4 Roll out peripatetic training for Specialist skills.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Specialist training on Incident Command Unit, HAZMAT is planned for the fourth quarter.</li> <li>⇒ Marine training is being sourced and will be confirmed in fourth quarter.</li> </ul>
<b>FP-21/22-2.2</b>	2.2.1 Consult staff on IRMP 2021-2024 and plan proposals for the affected stations.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Staff at Kirkdale, Aintree and Croxteth consulted and supported following release of expression of interest. Deadline 18<sup>th</sup> Oct – forward planning for retaining staff and movements out in progress through transfer</li> </ul>
Improve our Operational Response capability, via a review of the current		

<p>locations of our fire stations.</p> <p>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.</p>		<p>protocol. 1<sup>st</sup> meeting of workforce planning completed 8<sup>th</sup> Oct.</p> <p>⇒ Staff at Wallasey and St Helens now operating under IRMP proposal changes – finalisation to local procedures ongoing.</p> <p>Action closed</p>
	2.2.2 Facilitate moves based on service requirements	<p>UPDATE Q3:</p> <p>⇒ All moves of specialist units completed.</p> <p>⇒ TR1 transfer protocol for staff in progress from Kirkdale. Aintree staffing numbers aligned to service Day Crewing Wholetime Retained model through movement of 2 x FFs out (to Low Level of Activity and Risk ).</p> <p>⇒ All moves took place on the 1<sup>st</sup> December.</p> <p>Action closed</p>
	2.2.3 Produce procedure for Dual Hybrid.	<p>⇒ Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.</p> <p>Action closed</p>
	2.2.4 Implement procedure	<p>UPDATE Q3:</p> <p>⇒ No longer required for staffing purposes.</p> <p>⇒ Mobilisation action plan updated with Fire Control for retained recall to support Pod availability.</p> <p>Action closed</p>
<p><b>FP-21/22-2.3</b></p> <p>Introduce an Integrated Demand Management Programme (IDMP) with</p>	2.3.1 Liaise with NWAS to produce IDMP.	<p>UPDATE Q3:</p> <p>⇒ Meeting with the Medical Director of NWAS on 12<sup>th</sup> November – previous Emergency Medical Response documents (Memorandum of Understanding and Service Instruction) have been shared and discussions will continue.</p>

<p>Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.</p>	<p>2.3.2 Produce SLT paper on IDMP.</p>	<p>⇒ Further meetings will be planned but this discussion will probably carry over into the next functional planning year.</p>
	<p>2.3.3 Identify training needs and equipment /PPE, based on engagement results from previous EMR locations.</p>	
	<p>2.3.4 Implement the programme.</p>	
<p><b>FP-21/22-2.4</b></p> <p>Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid).</p> <p>This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation.</p>	<p>2.4.1 Develop a zero cost option from within the existing establishment of Operational Response to provide a resilient and competent structure, recognising specialist H&amp;S skills and qualifications required to support the succession challenges. Options will be captured in a report for Ops Board.</p>	<p>UPDATE Q3:</p> <p>⇒ Update in Qtr 1 and confirmed zero cost option achieved and from within the Response establishment; Final implementation is subject to the outcomes of the upcoming Station Manager appointments process and potential organisational restructure.</p> <p><b>Action closed</b></p>
	<p>2.4.2 Complete training needs analysis to identify qualification requirements and support the H&amp;S succession plan report referenced above in 1.1.</p>	<p>UPDATE Q3:</p> <p>⇒ Training Needs Analysis has been completed following the outcomes of the elements mentioned in 2.4.1</p> <p><b>Action closed</b></p>
	<p>2.4.3 Present the report at Ops Board and subsequently implement change.</p>	<p>UPDATE Q3:</p> <p>⇒ Enrolment of Response senior manager (Station Manager now Temporary Group Manager) on NEBOSH National Diploma L6 achieved with progress made by way of completion of the first two units.</p> <p><b>Action closed</b></p>

	2.4.4 Enrolment on and up to 50% completion of relevant H&S qualification	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ University of Central Lancashire (UCLan) Red Amber Green (RAG) rating system presented to Operations Board (30<sup>th</sup> Sept) for progress update – progress is extremely positive. New Watch Manager B Health and Safety is leading elements of work stream, progressing any amber or red RAG rating and horizon scanning research through established links; FBU Campaign – Decon: Prevent &amp; Protect has been reviewed and will be considered. Committee remains updated quarterly.</li> </ul> <p>Action closed</p>
<p><b>FP-21/22-2.5</b></p> <p>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.</p>	2.5.1 – Consider new and emerging research on the hazards of fire contaminants, for example, the UCLan report; and report through the H,S & W Committee quarterly	<ul style="list-style-type: none"> <li>⇒ Completed Qtr1.</li> </ul> <p>Action closed</p>
	2.5.2 – Enhance PPE recording systems to include prompts around Contaminated Fire kit	<p>Action closed</p>
	2.5.3 – Develop and deliver training on harmful health effects of exposure to toxic fire effluents.	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Now moved into Qtr3 to allow further collaboration between Health and Safety and Training and Development Academy and to also consider the detail of the FBU recent publication of Decon: Prevent &amp; Protect and also any regional progression via NFCC H&amp;S regional group.</li> <li>⇒ Set objectives will be put in place for the new incoming SM and completed in Qtr 4.</li> </ul>
	2.5.4 – Complete a Learn-Pro package for annual completion by Ops crews and upload onto system	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Qtr4. Completion target - ongoing</li> </ul>

<p><b>FP-21/22-2.6</b></p> <p>Improve the effectiveness of the Operational Assurance Officer role through the introduction of an accredited training/CPD regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the OA officer handbook.</p>	<p>2.6.1 Scope out training accreditation opportunities including IFE and formalise arrangements for continued accredited OA training.</p>	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ All qualifying officers have received initial instruction with the Institute of Fire Engineers (IFE) accredited certificate allocated. Operational Assurance hold responsibility for maintaining this element. Now normal business.</li> </ul> <p>Action closed</p>
	<p>2.6.2 Produce an annual calendar of events for OA officer training and publish on the portal.</p>	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Progression has continued since Qtr1, with Operational Assurance (OA) live learning events being conducted at Seaforth Grain Terminal and Peel Ports Biomass, aspiration for future events through OA to continue. Formalised calendar to be progressed in Qtr3 and set up on Portal.</li> <li>⇒ Dates are now ongoing to visit Merseyside risks – tunnels, bio mass, type 45 destroyer, grain terminal. Now business as usual</li> </ul> <p>Action closed</p>
	<p>2.6.3 Report completed Identifying options enabling OA to commence at an earlier stage of incidents and have a higher attendance rate.</p>	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Draft report completed however it is now being reviewed to take account of any potential changes to the SM cohort rota to ensure the most effective options are presented so this has been progressed into Qtr3.</li> <li>⇒ A paper will be submitted to Operations Board in March 2022</li> </ul>
	<p>2.6.4 Survey monkey created and used for evaluation of OA handbook; report produced</p>	<p>UPDATE Q3:</p> <ul style="list-style-type: none"> <li>⇒ Survey Monkey completed with positive and constructive feedback to Operational Assurance (OA)</li> </ul>

	with findings and any improvements actioned	handbook. All qualifying officers issued with hard copy booklet. Feedback now continually monitored through OA and handbook is standard issue for new OA officers. <b>Action closed</b>
<b>EQUALITY &amp; DIVERSITY OBJECTIVES:</b>		
<b>E&amp;D-21/22-2.10 &amp; 2.11</b>		
<p>Continue to work with Station Managers, Watch Managers and crews to build on the improving E&amp;D data being collected during HFSCS.</p> <p>Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups.</p>	1. Create a strong cohesive organisation that is positive to rising to the future challenges we face.	⇒ The new leadership message sets standards for integrity, courage and compassion, which places emphasis on our staff being inclusive, challenging negative behaviours and working to improve the diversity of the workforce as a whole.
	2. Ensure that people from diverse communities receive equitable services that meet their needs.	⇒ The operational element of the Service are provided with means of linking in those within our communities to assistance managed by the Prevention department such as multi-lingual advice/publications. The facilities to assist people from diverse communities are available once the end users are identified.
	3. Reducing fires and other incidents amongst the vulnerable protected groups	⇒ Prevention work has returned due to societal changes regarding Covid 19. In this, crews are conducting reassurance within local or regional groups, such as the Jewish community, in response to antisocial behaviour and communities in close proximity to the areas affected by the recent Liverpool Women's Hospital incident and identification of those most at risk of harm or injury by fire.
	4. 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	⇒ A programme of station/operational ED&I presentations has been agreed and facilitated by the ED&I team. This has been well received and had positive feedback produced. It is important for our staff to embrace diversity as a modern FRS and be able to recognise, adapt to and protect those who may be vulnerable or under a protected characteristic.

	people who share a protected characteristic and those who don't."	
	5. To continue to aspire to achieving excellence, or equivalent in a Fire and Rescue Service Equality Framework.	⇒ Response are committed to joint working and collaboration with ED&I to support our people being the best they can be and being able to provide role modelling within communities as an industry leader for fairness, equality and diversity. This work will continue and evolve as this relationship develops.

**PEOPLE & ORGANISATIONAL DEVELOPMENT OBJECTIVES:**

<p><b>FP-21/22-3.1</b></p> <p>To lead on the development of the new People Plan for 2021-24.</p>	3.1.1 To strengthen leadership and line management to support organisational change and improved community outcomes	⇒ The organisation continues to use a combination of Appraisal, line management, Gateway development and high quality appointment boards to ensure it places the most appropriate employee into managerial and leadership positions
	3.1.2 To provide excellent training and education to ensure continuous improvement of service to the public.	⇒ The continued training plans and delivery are systematically overseen and planned through both the Learning Governance Group and the Development Review Board
	3.1.3 Maximise the wellbeing of our staff to create a safe environment where people are fulfilled productive and challenged	⇒ This is built into the core delivery of the Occupational Health Team and its supporting professional Services and has been demonstrated by the support to staff during the pandemic that has seen Authority absence contained at a minimum
	3.1.4 Developing cultural values, a behaviour which makes MFRS a great place to work.	⇒ The new values have been created in conjunction with our staff and will now be embedded through external training programme and internal development through appraisal and all recruitment mechanisms.
	3.1.5 Improve our ability to provide good service by diversifying our workforce and creating a fair	⇒ A review of the Positive Action Strategy , our recruitment messages and planning along with the appointment of an external secondment to support this

	and equal place to work. Staff at all levels reflect the communities we serve.	work will enable the Authority to continue move forward with this challenge, and build on figures that are in the top three nationally
<b>FP-21/22-3.2</b>  To design and implement an organisational Leadership message with revised values.	3.2.1 Adopting ways of working that response to service needs.	⇒ The current duty systems provide flexibility for all employees, and support appliance availability. Work is ongoing to continue to review performance and future need.
	3.2.2 To continue to develop the Leadership message through staff focus groups and consultation.	⇒ This is now at the implementation stage <b>Action closed</b>
	3.2.3 To appoint external support to deliver organisationally and embed the Leadership message and revised values.	⇒ Contract has now been agreed and dates are being agreed in line with the current challenges of the pandemic <b>Action closed</b>
<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.	3.3.1 To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.	⇒ Work will begin on reviewing each departmental current plan, and making appropriate changes and support in the next quarter.
	3.3.2 To work with functional leaders to ensure any change management in their structural makeup is undertaken using best practice methodology to ensure those changes are effectively managed and delivered in a cost effective manner.	⇒ The provision of this professional service and guidance is available from POD to all departments and is currently being delivered within prevention and protection

<p><b>FP-21/22-3.4</b></p> <p>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.</p>	<p>3.4.1 To continue to strengthen our relationships with the community and partners in order to attract talent and to build on our reputational brand through positive action, careers events and Have a Go-days which demonstrate our position as an Employer of Choice.</p>	<p>⇒ We are seeking to appoint an individual to specifically lead on our positive action work in the communities, as well as bringing in a secondee to also support this work. A major development of Social media in conjunction with Corporate Communications is also assisting this work.</p> <p>⇒ Reviews of all our systems systematically take place to appreciate diversity ratios at each recruitment stage</p>
	<p>3.4.2 To work with our ICT /Communications colleagues to launch on-boarding technology to ensure candidates remain engaged and focused during the recruitment and selection processes.</p>	<p>⇒ The on line system is purchased. Further work is planned to develop specific on line packages to support internal and external applicants</p>
	<p>3.4.3 To work with Service Managers to ensure that the Service Values are demonstrated by supporting them in challenging unacceptable behaviour and recognising demonstration of the values and ground rules.</p>	<p>⇒ This is ongoing core business, with a number of confidential examples to demonstrate the initiatives ongoing completion</p>
	<p>3.4.4 To work with internal and external colleagues and partners to build a coaching environment where our current and future leaders are developed to encourage an inclusive, diverse and creative mind set.</p>	<p>Action closed</p>
<p><b>FP-21/22-3.5</b></p> <p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<p>3.5.1 In collaboration with our workforce we will develop initiatives to underpin best practice in terms of staff health and wellbeing and ensure that MFRS provides and timely and relevant interventions.</p>	<p>⇒ This work is now established and is ongoing delivery within the service</p>

	<p>3.5.2 We will maximise the physical and mental wellbeing of our staff to create a healthier environment where people are engaged, productive and challenged in their work.</p>	<p>⇒ This again is now mainstream delivery within the Occupational Health Team, and has been demonstrated most recently with the support and initiatives delivered to all employees during the current pandemic</p>
	<p>3.5.3 In partnership with all our staff we will actively lead and promote equally the benefits of positive mental health and physical health and wellbeing and ensure our services become embedded as “normal business” for our workforce.</p>	<p>⇒ This work is core business and is innovatively being delivered through the Occupational Health Team and other organisational advocates</p>
	<p>3.5.4 To work with Managers to enable them to utilise the Service Capability and Absence and Attendance procedures to ensure that all employees are supported to perform to the best of their ability. This will be achieved via training and coaching of new and experienced Managers at their place of work in order to help them to choose appropriate management interventions available to them.</p>	<p>⇒ A meeting has been held with Group Manager Response to review current practices, and a system of support and retraining for all managers will be developed and delivered as appropriate. This will continue to be supported by Case Audits and support for all managers with the full range of support plans and capability management</p>
<p><b>FP-21/22-3.6</b></p> <p>Continue to review and adapt all HR Systems and related technological interactions.</p>	<p>3.6.1 To transfer the management and development of the Stars system to POD</p>	<p>⇒ Action closed</p>

	<p>3.6.2 To review all internal HR systems and continued interaction with other systems</p>	<p>⇒ This work continues as part of core business</p>
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**EQUALITY & DIVERSITY OBJECTIVES:**

<p><b>E&amp;D-21/22-3.7</b></p> <p>To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.</p>	<p>The service actively targets and attends events to share the recruitment brand and to attract potential recruits to reflect the working populations of Merseyside.</p>	<p>⇒ Please see 3.4.1 above</p>
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<p><b>E&amp;D-21/22-3.8 &amp; 3.9</b></p> <p>To continue to consider reasonable adjustments which can impact on an employee’s capability to undertake their role to their full potential.</p>	<p>Where an employee is not performing due to attendance, behaviour, knowledge, skills or aptitude, the Service will work with the employee to identify if a disability is limiting their full performance and will consider reasonable adjustments to enable the employee to reach their full potential.</p>	<p>⇒ This continues to be delivered as appropriate as part of core business</p>
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**PREVENTION OBJECTIVES:**

<p><b>FP-21/22-4.1</b></p> <p>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.</p>	<p>4.1.1 Our aim will be to deliver 60,000 interventions during 2021/22.</p> <ul style="list-style-type: none"> <li>• 46,000 HFSCs (Stations)</li> <li>• 12,000 Safe and Well Checks</li> <li>• 2000 Low &amp; Medium Risk</li> </ul> <p>65% of our target group will be the over 65s. We will also use Indices of Deprivation and person centered data to access those most vulnerable from fire and direct referrals from agencies following analysis of all fatal and accidental fires across Merseyside.</p>	<ul style="list-style-type: none"> <li>⇒ The Accidental Dwelling Fire Strategy is due to be below target due to restricted activity as a consequence of Covid Government guidance. Since 1st February 2022, operational crews have actively reengaged with Home Fire Safety activity. Performance Management Group (PMG) are updated with progress at regular intervals. Group Manager (GM) operational response and GM Prevention meet monthly prior to PMG.</li> <li>⇒ Safe and Well visits are likely to achieve 10,000, complemented with Covid activity.</li> </ul>
	<p>4.1.2 The introduction of improved technology (surface pro) and MIS during 2021/22 will improve document management (removal of paper based systems), improve accuracy of data and support the achievement of the targets above.</p>	<ul style="list-style-type: none"> <li>⇒ This work is ongoing and reported at the CFRMIS Board.</li> </ul>
<p><b>FP-21/22-4.2</b></p> <p>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.</p>	<p>4.2.1 We will ensure each advocate has regular training (including E-learning) to maintain the highest levels of competency.</p>	<ul style="list-style-type: none"> <li>⇒ Advocates undertake Continuous Professional Development (CPD) days quarterly with mandatory attendance. e.g. Autism Awareness and PREVENT training delivered since start of calendar year 2022. Schedule of CPD activity for Prevention staff is in place and ongoing</li> </ul>

	<p>4.2.2 The Function will provide guidance and training to each Watch/Team. We will quality ensure referrals (customer satisfactions calls) to support the internal evaluation of activity.</p>	<p>⇒ Prevention Team Managers to deliver training package to stations and watches with support of Station Manager and Watch Manager Home Safety Managers. This will be underpinned by training available through National Fire Chief’s Council (NFCC) to support delivery of the Person Centered approach to Home Safety. HFSC visits are now Quality Assured by Station Managers for consistency.</p>
<p><b>FP-21/22-4.3</b></p> <p>We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RM1 reporting.</p>	<p>4.3.1 Task and Finish Group will be established to improve training and officer awareness of the IRS system.</p>	<p>⇒ Task &amp; Finish Group is established, training delivered to operational staff jointly between Prevention/Operational response – improvement in Incident Recording System (IRS) capture will be monitored by Operational Response <b>Action closed</b></p>
	<p>4.3.2 Task and Finish Group will be established to review RM1’s. This will complement the introduction of Vision 5 and CFRIMIS database to ensure</p>	<p>⇒ Paper provided to Prevention Board in regards RM1 and future progress.</p>
<p><b>FP-21/22-4.4</b></p> <p>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).</p>	<p>4.4.1 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). We will also continue to further develop strategic alliances with key stakeholders (including housing providers) to support targeting of risk within the hierarchy of vulnerability (people and places).</p>	<p>⇒ Older Persons Day (October 2021) campaign delivered successfully in between Government restrictions. Other targeted campaigns involving Winter Warmth and Carbon Monoxide have also been delivered albeit, scaled down due to restrictions. Leafletting campaigns (circa 300k leaflets) have been utilized successfully to reach communities in times of lockdown.</p>

<p><b>FP-21/22-4.5</b></p> <p>Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road &amp; Water Safety and Youth Engagement.</p>	<p>4.5.1 We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes including use of assets and resources.</p>	<p>⇒ Incident Investigation Team (IIT) Officers are assigned to Community Safety Partnerships (CSP's) and lead on behalf of MFRA to ensure partnership work is in place to address current issues around Anti Social Behaviour.</p>
	<p>4.5.2 We will continue to deliver annual and seasonal campaigns, such as Spring watch and Bonfire Plan, deliberate fire setting and increased tensions that may occur as a result of hate crime or terror related incidents.</p>	<p>⇒ Planning for the bonfire plan 2021 was started in July 2021 and numerous meeting with internal and external stakeholders were held. These meetings ensured the plan was robust and delivered the best outcomes for all involved. Bonfire plan has been delivered and report produced.</p> <p>⇒ Work will continue in ensuring all seasonal plans are up to date and communicated to all involved.</p>
	<p>4.5.3 Road Safety Education will focus on the newly published Merseyside Road Safety Partnership Plan. Our interventions will be those aged 18 - 24 years and those identified as part of Youth Offending (Restorative Practice).</p>	<p>⇒ Planning to put in place effective delivery packages continues in anticipation for MFRA to be allowed back into educational premises post Covid. Pilot of Virtual Reality (VR) headsets is being looked in to with a view to purchasing 20 of these sets for use at engagement events.</p>
	<p>4.5.4 MFRS will remain an active and engaged stakeholder within the Merseyside Water Safety Partnership and support its engagement strategy.</p>	<p>⇒ Water Safety Forum is chaired by MFRA and work is being aligned to NFCC water safety objectives. Due to covid restrictions engagement has been limited and work is in place to drive forward the forum post covid</p>
	<p>4.5.5 MFRS Incident Investigation Team will continue to develop its adopted approach to ISO accreditation and work in support of meeting the standards expected by Forensic Science Regulator.</p>	<p>⇒ MFRA are in the process of seconding two Incident Investigation Team (IIT) officers to the ISO project to ensure accreditation is delivered on time (September 2022). Numerous guidance documents are being developed and uploaded on to the portal. Training and quality assurance of documents being produced continues to ensure delivery of ISO in September 2023.</p>

<p><b>FP-21/22-4.6</b></p> <p>Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service.</p>	<p>4.6.1 We will ensure whole service understanding of safeguarding through robust training to all our workforce and safeguarding officers, including monitoring, review and evaluation of safeguarding compliance through governance, performance and peer review.</p>	<ul style="list-style-type: none"> <li>⇒ Strategic Safeguarding Manager has completed National Fire Chiefs Council (NFCC) Level 4 Safeguarding Train the Trainer Training and will create and deliver bespoke training.</li> <li>⇒ Safeguarding Committee chaired by ACFO and attended by all Area Managers and Department Heads reviews all emerging issues and approve the decision making governance.</li> <li>⇒ Compliance and monitoring assessed through the NFCC Self-Assessment Toolkit with a view to peer review from other FRS as appropriate.</li> </ul>
<p><b>EQUALITY &amp; DIVERSITY OBJECTIVES:</b></p>		
<p><b>E&amp;D-21/22-4.7</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>	<p>4.7.1 Our aim is to ensure we are engaging with diverse communities in an inclusive way. To work in partnership with stakeholders through collaboration on shared ambitions improving wellbeing, safety and cohesion.</p>	<ul style="list-style-type: none"> <li>⇒ Continuing to liaise with Business Analysts to review and scrutinize local data to ensure that activity in all communities is reflective of our understanding of these community demographics. Anomalies reported monthly and addressed through Operational Response and Equality and Diversity team as necessary.</li> </ul>
<p><b>E&amp;D-21/22-4.8</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>	<p>4.8.1 We will have dedicated campaigns in support of Firekills and other thematic areas. Our Safe and Well Checks will include fuel poverty referrals</p>	<ul style="list-style-type: none"> <li>⇒ Links with partners strengthened through recent winter warm campaigns delivered by Station Manager Home Safety. Further work to progress these relationships will continue as we progress towards a more business as usual external environment. Fuel poverty and unsafe heating methods are a priority workstream given the current financial hardships felt by community members.</li> </ul>

<b>E&amp;D-21/22-4.9</b>	4.9.1 We will look to support young people through the delivery of Princes Trust Team Programme and other Youth Engagement programmes.	<p>⇒ Strategic Safeguarding Manager, Senior Youth Manager and Youth Coordinators completed National Society for Prevention of Cruelty to Children (NSPCC) Designated Safeguarding Lead (DSL) Training.</p> <p>⇒ Working with a Professor from Edge Hill University to review Children and Young People (CYP) Guidance to ensure that it includes the rights of the child and is 'child friendly'.</p>
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**PROTECTION OBJECTIVES:**

<b>FP-21/22-5.1</b>	5.1.1 Develop fire safety and fires in buildings training packages for operational crews to be hosted on MFRA E learning platform, with specific focus on:-	⇒ Packages are scoped and content drafted to meet current needs. Recruitment of operational staff into the department to resource this work stream has been delayed but will be progressed once recruitment is complete.
Resource and deliver suitable operational based Fire Safety training and information for Response Personnel.	<ul style="list-style-type: none"> <li>• Relevant legislation</li> </ul>	⇒ See 5.1.1
	<ul style="list-style-type: none"> <li>• Building Construction</li> </ul>	⇒ See 5.1.1
	<ul style="list-style-type: none"> <li>• Facilities for Fire-fighting in buildings</li> </ul>	⇒ See 5.1.1
	<ul style="list-style-type: none"> <li>• Use of Fire-fighting facilities.</li> </ul>	⇒ See 5.1.1
	<ul style="list-style-type: none"> <li>• Each recruit FF will receive 2.5 days of face to</li> </ul>	<p>⇒ Recruit course 3/21 received 2.5 days protection input covering:</p> <ul style="list-style-type: none"> <li>• Protection Dept Introduction and legislation</li> <li>• Fire Detection and Emergency Lighting</li> </ul>

	<p>face training receiving fire safety input, building construction and High Rise Building familiarisation.</p>	<ul style="list-style-type: none"> <li>• Means of Escape</li> <li>• Case Study</li> <li>• Fixed installations</li> <li>• Dry &amp; Wet Risers</li> <li>• Simple Operational Fire Safety Assessment (SOFSA)</li> <li>• SOFSA Practical</li> <li>• Building Construction</li> <li>⇒ High Rise Building Site Visit to Marwood Towers:             <ul style="list-style-type: none"> <li>• -Show design and escape routes</li> <li>• -Fire Service Access Facilities</li> <li>• -Fire fighting Lift Operation &amp; Escape</li> <li>• -Smoke Control System</li> <li>• -Fire Fighting Shafts and stairs</li> <li>• -Dry/Wet riser</li> <li>• -(other fixed installations)</li> </ul> </li> <li>⇒ High Rise Evacuation Strategy, Operational Considerations and Fire-fighter Facilities. (IFE Accredited)</li> </ul>
	<ul style="list-style-type: none"> <li>• Underpin learning by developing a suite of videos to support operational crews in relation to:</li> </ul>	<p>⇒ Footage recorded with Corporate Communications will be enhanced with drone footage (once live) that will be captured by the Protection department. MFRS continue to work with Sertus as a specialist company for smoke control systems. The plan to produce and share via NFCC. Progress has been hindered due to staff undertaking level 3 FS studies.</p>
	<ul style="list-style-type: none"> <li>• Ventilation and extraction systems</li> </ul>	<p>⇒ See 5.1.3</p>
	<ul style="list-style-type: none"> <li>• Identification and operation of Firefighting lifts</li> </ul>	<p>⇒ See 5.1.3</p>
	<ul style="list-style-type: none"> <li>• Interrogation of alarm and detection systems</li> </ul>	<p>⇒ An interim operational briefing note has been circulated to operational staff covering this topic.</p>

<p><b>FP-21/22-5.2</b></p> <p>Complete Regulatory Activity in line with District based Inspection targets.</p>	<ul style="list-style-type: none"> <li>Protection staff will complete 2000 High Risk inspections.</li> </ul>	<p>⇒ 245 High Risk Audits completed this quarter. Covid restrictions have limited the ability to audit some High-Risk premises. Staff leaving and vacant positions also impacting on outcomes this Quarter.</p>
	<ul style="list-style-type: none"> <li>Respond to all complaints and post fire situations covered by the RRO within 3 days.</li> </ul>	<p>⇒ The working group has completed its work and a new product and process for concerns reporting is due to be launched for trial internally in February 2022. If successful this will be extended to external website.</p>
	<ul style="list-style-type: none"> <li>Respond to all requests for a Protection Response Officer (during 2020 we provided fire safety advice and/or responded on 50 occasions.</li> </ul>	<p>⇒ Protection officers either attended or provided advice to operational incident commanders at incidents on 32 occasions. This brings the year to date total to 72.</p>
	<ul style="list-style-type: none"> <li>Complete Annual target for Inspection of High and Very High Risk Premises</li> </ul>	<p>⇒ This is below target for the annual performance completion due to Covid and staff retention. This will be reviewed in early 2022 to identify p[priorities in audit approach.</p>
	<ul style="list-style-type: none"> <li>Respond to 100% of Building Consultations within the 15 days' period</li> </ul>	<p>⇒ 100 % of consultations within the required 15 days.</p>
	<ul style="list-style-type: none"> <li>Complete 80 programmed petroleum visits</li> </ul>	<p>⇒ A new target of 67 has been agreed (due to available petroleum premises requiring an inspection). 46 have been completed to date and is slightly off target due to trained staff leaving. New inspectors are being trained to inspect petroleum sites to maintain target.</p>
	<ul style="list-style-type: none"> <li>Conduct the relevant activities for all new build petrol filling stations</li> </ul>	<p>⇒ New build inspections currently ongoing not yet recorded in CFRMIS. This is part of the current phase of development</p>
	<ul style="list-style-type: none"> <li>Conduct 100% of all petroleum environmental searches within 14 days.</li> </ul>	<p>⇒ Completed all within 14 days</p>

	<ul style="list-style-type: none"> <li>Conduct 1 monthly peak hour's inspections campaign targeted at premises types identified through local and National intelligence. Activity will be recorded through our MIS.</li> </ul>	⇒ A monthly peak hours inspection has been undertaken each month for the quarter and the annual total of inspections now stands at 98.
	<ul style="list-style-type: none"> <li>Carryout 4 Sub-Surface inspections, 1 per quarter</li> </ul>	⇒ four sub-surface inspections have been completed for the reporting period.
	<ul style="list-style-type: none"> <li>Take the required enforcement and prosecution action when premises fail to comply with the relevant legislation (Reporting period 2019 – 2020, 41 Enforcement Notices and 28 Prohibition Notices issued. 2 Prosecutions which resulted in convictions).</li> </ul>	⇒ To date in this reporting period, 57 Prohibition Notices, 128 Enforcement Notices, and 26 Alteration Notices are currently in force.
	<ul style="list-style-type: none"> <li>Process all applications for explosives storage (fireworks) within 14 days</li> </ul>	⇒ All applications for explosives licenses were processed within timescales. A total of 168 explosives visits were completed during the period.
	<ul style="list-style-type: none"> <li>Respond to complaints relating to the illegal storage of explosives and take the required enforcement and prosecution action. In line with the MFRA complaints triage matrix.</li> </ul>	⇒ Only two complaints were received during the reporting period, but neither required enforcement action.
	<ul style="list-style-type: none"> <li>Carry out 110 programmed firework storage site inspections as per our risk based model.</li> </ul>	⇒ A total of 168 explosives visits were completed during the reporting period.

<p><b>FP-21/22-5.3</b></p> <p>To undertake Building Risk Review Programme (BRRP) to satisfy the needs of MHCLG and NFCC.</p>	<ul style="list-style-type: none"> <li>Recruit specialist team to deliver against BRRP.</li> </ul>	<p>⇒ A dedicated team consisting of a Building Risk Review (BRR) Coordinator, a BRR Lead Inspector, a BRR Local Authority Liaison, and BRR admin support are recruited and fully operational to deliver against the Government's ambition to have inspected all listed high rise buildings by December 2021, all funded via the BRR Grant and Protection Uplift Grant.</p>
	<ul style="list-style-type: none"> <li>Assess, triage and complete an audit as necessary.</li> </ul>	<p>⇒ All 256 listed premises were visited on schedule</p>
	<ul style="list-style-type: none"> <li>Develop and confirm a trajectory for programme completion.</li> </ul>	<p>⇒ <b>Action closed</b></p>
	<ul style="list-style-type: none"> <li>Recruit 4 new Fire Safety Inspectors.</li> </ul>	<p>⇒ 6 new Fire Safety Inspectors were recruited during the period and their development and training is ongoing. A further recruitment process is scheduled for early 2022.</p>
<p><b>FP-21/22-5.4</b></p> <p>Develop Protection Structure in line with the NFCC Competency Framework. Including recruitment and training.</p>	<ul style="list-style-type: none"> <li>We will utilise provided Government Protection Uplift funding to recruit fire safety officers, resource and develop the Protection Department to meet current and future demands of this FDP with our establishment:</li> </ul>	<p>⇒ As above</p>
	<ul style="list-style-type: none"> <li>Recruit 4 additional temporary Watch Managers.</li> </ul>	<p>⇒ ongoing</p>
	<ul style="list-style-type: none"> <li>Recruit 4 fixed-term Fire Safety inspectors.</li> </ul>	<p>⇒ As above</p>
	<ul style="list-style-type: none"> <li>Carry out 10 Fire Safety Quality Assurance audits per quarter.</li> </ul>	<p>⇒ A new quality assurance process is in development and is scheduled for completion in 2022.</p>

	<ul style="list-style-type: none"> <li>• Provide access to 15 hours of CPD per year.</li> </ul>	⇒ Ongoing
<b>FP-21/22-5.5</b>	<ul style="list-style-type: none"> <li>• Implement the CFRMIS application with the associated Protection modules.</li> </ul>	⇒ As detailed below
Deliver a cross functional, single platform Management Information System to Protection, Prevention and Preparedness.	<ul style="list-style-type: none"> <li>• Technical Fire Safety.</li> </ul>	⇒ The CFRMIS Protection module went live for use in May 2021 for Fire Safety Audits. There are still a number of areas being configured for release, including SOFSAs and RBIP. Improvements to the user experience will continue as we explore the use of quick screens and workflows.
	<ul style="list-style-type: none"> <li>• Explosives.</li> </ul>	⇒ A new suite of forms, trialled during the Bonfire night selling period was created in CFRMIS for testing. The Explosives Module will be configured and tested and ready for go live for the new licensing period (start July 2022).
	<ul style="list-style-type: none"> <li>• Petroleum.</li> </ul>	⇒ Civica (creators of CFRMIS) have created a task and finish group, with FRS users, to improve and update the Petroleum module. An updated version is expected to be released early 2022. Petroleum Officers are currently rationalising MFRS Premises records within the CFRMIS Gazetteer to ensure there are accurate records of licenced petroleum sites within the MFRS CFRMIS.
	<ul style="list-style-type: none"> <li>• Prevention</li> </ul>	<p>⇒ Online HFCS forms on Toughpads are being tested on five Stations. Station based personnel will access risk premises via a status report on station dashboard (Toughpad). A one click submit button will send the data directly into CFRMIS. Due to go live early Jan.</p> <p>⇒ The current CFRMIS systems does not offer a suitable interface for Fire Service Direct operators to interact</p>

		<p>with CFRMIS by inputting data and interrogating the database. The Project team have identified this as an area for development. Prevention working party are currently reviewing process maps and creating a detailed product specification document to assist the Applications Development team and Systems Support in the creation of forms, workflows and status reports.</p>
	<ul style="list-style-type: none"> <li>• Preparedness</li> </ul>	<p>⇒ Operational Planning have identified that the off the shelf product does not meet the needs of the Service. Civica are aware the module needs future development but are reluctant to proceed until FRS user consensus is agreed or clear National Guidance is published. Project Manager has been approach by the NFCC Central Programme Office to assist with the review of PORIS. Project Team and working party have conducted a Staff Survey and are analysing the results. One of the recommendations will be to use the CFRMIS PORIS assessment to triage and categorise risk. This will not require Ops Intel Module development.</p>
<p><b>FP-21/22-5.6</b></p> <p>Resource and deliver the agreed Drone capability by utilising the Protection Response Officers.</p>	<ul style="list-style-type: none"> <li>• Identify staff to manage 'Drone'.</li> </ul>	<p>⇒ The drone went live go live in February 2022. Protection Response Officers will staff and provide immediate request for drone response for MFRS as they currently provide 24/7 cover rota. Added resilience for Mon-Fri 9-5 will be provided by the Protection day related WM's. Out of hours resilience will be provided by protection dept SM's. There are nine trained pilots in total.</p>
	<ul style="list-style-type: none"> <li>• Source CCA Approved Drone pilot licencing.</li> </ul>	<p>⇒ All nine pilots have been enrolled on Emergency Service Drone Operator Training (ESDOT) and have completed all on-line training as well as the separate CAA online assessment. Each pilot has a unique Pilot ID and MFRS now has a unique operators ID. Practical training and assessment took place 20<sup>th</sup> - 23<sup>rd</sup> July.</p>

	<ul style="list-style-type: none"> <li>• Train identified staff to required levels.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ We now have nine pilots that are fully trained with the required licences to operate.</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide and maintain 24/7 Drone availability.</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Two aircraft have now been procured via a lease arrangement and have arrived in service.</li> <li>⇒ The current vehicle has been adapted to store relevant equipment at workshops.</li> <li>⇒ Operational authorisation has been approved by the Civil Aviation Authority.</li> </ul>

**EQUALITY & DIVERSITY OBJECTIVE:**

<b>E&amp;D-21/22-5.7</b>		
<p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking.</p> <p>Then provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<p>Safeguarding training bespoke to Modern Slavery and Human Trafficking this will be recorded against individual training records.</p>	<ul style="list-style-type: none"> <li>⇒ Ongoing and will be built into the training calendar.</li> </ul>
	<p>A clear process to refer prevention and safeguarding concerns, to protect the most vulnerable and/or under represented members of our communities</p>	<ul style="list-style-type: none"> <li>⇒ Pathways are established via the Portal for welfare and safeguarding concerns</li> </ul>

**NATIONAL RESILLIENCE OBJECTIVES:**

<b>FP-21/22-6.1</b>	6.1.1 Update content to reflect new Home Office	<ul style="list-style-type: none"> <li>⇒ National Co-ordination Advisory Framework (NCAF)</li> </ul>
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<p>Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance.</p>	<p>structures associated with National Resilience</p> <p>6.1.2 Review the current levels of response in regards to significant, serious and catastrophic definitions</p> <p>6.1.3 Provide greater clarity on the functional roles within NCAF (NRCEU, NSAT, NRAT, NFCC Chair).</p> <p>6.1.4 Develop a document library based on a hierarchical structure of relevant documents associated with National Resilience capabilities.</p>	<p>Supporting Guidance and NCAF Recovery and Repatriation Guidance due to be completed for release by end of January 2022.</p>
<p><b>FP-21/22-6.2</b></p> <p>Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities.</p>	<p>6.2.1 Develop training materials providing information on role of NRAT, structure of team</p> <p>6.2.2 Facilitate periodic sessions for engagement between NRAT and NRCEU colleagues</p>	<p>⇒ On-line sessions have been provided to Home Office colleagues. In addition, HO Office colleagues are now invited to all future NRAT CPD sessions.</p> <p>⇒ Further capability sessions have been scheduled and there is flexibility in place to enable additional sessions to be provided on request.</p> <p>⇒ <b>Action closed</b></p>
<p><b>FP-21/22-6.3</b></p> <p>Following learning from the Covid</p>	<p>6.3.1 Review current arrangements for the sector led training delivery model including current MoUs for users and training delivery partners.</p>	<p>⇒ Existing Memorandum of Understanding (MoUs) with Training Delivery Partners (TDPs) have been reviewed and proposed updates have been made and the legal</p>

<p>pandemic, explore potential training delivery model options to provide greater resilience.</p>	<p>6.3.2 Explore potential training delivery model options and work with NRAT capabilities to identify additional options with other partners to provide greater resilience.</p> <p>6.3.3 Engage with identified partners and secure Arrangements.</p> <p>6.3.4 Produce MoUs or similar associated doctrine</p> <p>6.3.5 Review NRAT ICT and communications provision with consideration towards future proofing and embracing new and changing working methods.</p>	<p>implications are being reviewed.</p> <p>⇒ The Training Delivery Partners delivery methodology continues to prove effective and efficient with increased training scheduled throughout this year being successful delivered and on track to be fully delivered by the end of the financial year. Additional FRS's have submitted requests to become Training Delivery Partners with the applications currently being reviewed for follow up.</p>
<p><b>FP-21/22-6.4</b></p> <p>Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate.</p>	<p>6.4.1 Identify FRS who have implemented local arrangements for standard test recording.</p> <p>6.4.2 Liaise with the Prime Contractor to identify their requirements for resource management systems.</p> <p>6.4.3 Liaise with system support to establish feasibility of hosting a standard test recording system on the NR website.</p>	<p>⇒ Meaningful progress on establishing if a resource management system for equipment and/or people will not be feasible this financial year. This item will subsequently be rolled forward for action as part of the 2022/23 functional plan.</p>

	6.4.4 Liaise with NRAT capabilities to ensure training management system requirements are contained in the recording system.	
<b>FP-21/22-6.5</b>	6.5.1 Undertake training on how to utilise Resilience Direct system and create incident pages.	⇒ Further meetings had with Resilience Direct (RD) training provider with potential to deliver input to NRAT personnel in the New Year. Clarity is still required as to ascertaining the intended purpose for the use of RD for NRAT specifically.
Explore the use of Resilience Direct as a secure and reliable means to provide incident status updates to Home Office and other key stakeholders.	6.5.2 Liaise with NRCEU colleagues to confirm agreement in the use of Resilience Direct.	
	6.5.3 Run test sessions using past incidents prior to Implementation.	
<b>FP-21/22-6.6</b>	6.6.1 Establish needs of Devolved Administration (DA) partners	⇒ Procurement Director to re-engage with Devolved Administration (DA) partners to ascertain the specific needs and requirements of each. It is likely that logistical challenges for Northern Ireland FRS will prevent them from being able to duplicate the arrangements in place for Welsh FRS partners, however assignment to procurement frameworks is possible.
Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages, with the Devolved Administrations.	6.6.2 Review existing MoU with Welsh FRS and identify any implications.	
	6.6.3 Produce consistently applied MoUs with each Devolved Administration.	
<b>FP-21/22-6.7</b>	6.7.1 Engage with relevant partners and stakeholders as part of the planning arrangements for the G7 summit (June 2021) and climate conference (November 2021).	⇒ Relevant guidance, training and support to both the G7 and COP26 events was successfully provided in reported on in quarters 1 and 2. ⇒ <b>Action closed</b>
Provide support to relevant stakeholders for the forthcoming G7 summit and climate conference events.		

	<p>6.7.2 Review status of national resilience resources with a view to servicing any requests for assistance and support.</p>	
<p><b>FP-20/21-6.5- CARRY OVER</b></p> <p>Deliver phase 2 of the NR website development project.</p>	<p>6.8.1 Accord with timelines and objectives within the website development phase 2 process map for</p> <ul style="list-style-type: none"> <li>• Capability pages</li> <li>• Documentation and permissions</li> <li>• Assurance toolkit             <ul style="list-style-type: none"> <li>○ Technical Issues</li> <li>○ Exercises</li> </ul> </li> <li>• Self-assessment</li> <li>• Assurance review</li> <li>• Training Management System</li> <li>• Maintenance of Skills</li> </ul>	<ul style="list-style-type: none"> <li>⇒ Training Management System is now live with a few minor technical issues to address.</li> <li>⇒ Development of the Maintenance of Skills element has commenced and progress is on track to complete before end of financial year.</li> </ul>

<p><b>FINANCE OBJECTIVES:</b></p>		
<p><b>FP-21/22-8.1</b></p> <p>Monitor the development of Comprehensive Spending Review (CSR)</p>	<p>8.1.1 Respond to any consultation, and</p>	<p>⇒ The 2022/2023 Provisional Local Government Settlement was only for one year as the Fair Funding Review and Business Rates re-set is now likely to be implemented for the 2023/2024 settlement. The Government is likely to consult on this during 2022 and 2023 on these changes. Action Closed</p>

2021.	8.1.2 Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and	See above
	8.1.3 Assess the impact on the 2022/23 Medium Term Financial Plan (MTFP) and report as part of the 2022/23 Budget Process.	⇒ The final settlement for 2022/2023 is expected during January 2022 and the outcome will be fed into the 2022/2023 budget. Action Closed
<p data-bbox="107 614 286 646"><b>FP-21/22-8.2</b></p> <p data-bbox="107 885 638 965">To monitor the outcome of the McCloud pension challenge.</p>	8.2.1 Ensure the pension administration information required as part of the remedy and compensation settlement is provided to the relevant parties, and	⇒ Data cleansing and validation exercise is expected to be completed in January / February 2022.
	8.2.2 Assess the impact on the Authority's budget and MTFP and	Action closed
	8.2.3 Report on the funding solutions via the financial review updates and 2022/23 budget process.	Action closed
<p data-bbox="107 1200 286 1232"><b>FP-21/22-8.3</b></p> <p data-bbox="107 1337 660 1369">To review the current process for charging</p>	8.3.1 Identify the current Directorate discretionary fees and charges service and prices.	Action closed
	8.3.2 Prepare an overarching "policy / SI"	Action closed

<p>and recovering discretionary fees and charges income.</p>	<p>8.3.3 Review current process for invoicing and monitoring income and suggest amendments as required.</p>	<p>⇒ Completed as part of 8.3.1 and 8.3.2. as the previous significant time delay between special services and invoicing clients no longer exists. <b>Action closed</b></p>
<p><b>FP-21/22-8.4</b></p> <p>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.</p>	<p>8.4.1 Identify a suitable off the shelf application.</p>	<p>⇒ Proactis' ProContract software package has been established as business as usual. <b>Action closed</b></p> <p>⇒ Advanced reporting training is the only outstanding aspect and is to be scheduled for Q3. <b>Action closed</b></p> <p>⇒ Data from the legacy system will be provided from the previous provider in Quarter 3. <b>Action closed</b></p>
	<p>8.4.2 Implement and transfer relevant Transparency data onto site.</p>	<p>⇒ Transparency data is now being provided more or less in real time to the requirements of the Local Government Transparency code. <b>Action closed</b></p>
	<p>8.4.3 Use application going forward to advertise relevant contracts to potential suppliers</p>	<p>⇒ All contracting opportunities that need a tender exercise or a further competition are being conducted using the new application. <b>Action closed</b></p>
<p><b>FP-21/22-8.5</b></p> <p>Work with colleagues to upskill contract managers through an accreditation process, and thereby mitigate the identified contract management risk in the corporate risk register.</p>	<p>8.5.1 Work with Project lead to negotiate with chosen application provider the system that the relevant services wish to procure.</p>	<p>⇒ Prince-2 qualification achieved by Head of Procurement. <b>Action closed</b></p> <p>⇒ Senior members of the procurement team have had the contract management accreditation added to their personal development targets. <b>Action closed</b></p> <p>⇒ Contract managers have been identified within the safeguarding training as requiring specialist training to identify modern slavery practices. This is now normal business and as managers are identified training will be provided. <b>Action closed</b></p>

LEGAL SERVICES OBJECTIVES:		
<p><b>FP-21/22-9.1</b></p> <p>To undertake a comprehensive review to ensure that sums insured for each location remain accurate which will ensure the Authority is fully protected should an insured event occur.</p>	<p>9.1.1 Set up a working group from Finance, Estates, Ops Equipment, ICT, Workshops and other relevant teams to review the data we hold to ensure it is accurate and update as needed.</p>	<p>⇒ This has been completed</p> <p>Action closed</p>
<p><b>FP-21/22-9.2</b></p> <p>To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.</p>	<p>9.2.1 To review the requirements of the TDA site, obtain appropriate approval of the Authority and subject to approval obtain planning permission on the existing site and complete the relevant conveyancing.</p>	<p>⇒ The work remains on going and subject to change further to the outcomes of the pre-construction works, financial implications and planning application as well as Authority approval.</p>
DEMOCRATIC SERVICES OBJECTIVES:		
<p><b>FP-21/22-9.3</b></p> <p>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.</p>	<p>9.3.1 To review the current technology utilised for remote meetings and events, to ensure that it remains fit for purpose and provides the most efficient and effective solution.</p>	<p>⇒ This has been completed</p> <p>Action closed</p>
	<p>9.3.2 To review and continue to explore options for</p>	<p>⇒ This has been completed</p> <p>Action closed</p>

		undertaking Members training and development and staff engagement activity remotely, to ensure that these events are adding as much value as possible.	
	9.3.3	To ensure that the remote working arrangements, continue to enable effective oversight and scrutiny by Members.	⇒ This has been completed Action closed
	9.3.4	To continue to explore new opportunities for improving engagement between Members and staff, through the increased use of technology.	⇒ This has been completed Action closed
<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.	9.4.1	To undertake a review of the current Forward Work Plan for the Authority's Scrutiny Committee and identify any outstanding reviews requiring action.	⇒ This has been completed Action closed
	9.4.2	To work with Authority Members and Officers, to identify items for inclusion within a new Forward Work Plan, which are aligned to the new IRMP and future work streams and projects. This will ensure that the Authority's scrutiny work remains relevant and aligned to key objectives.	⇒ This has been completed Action closed

<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.	9.5.1	To review the Members Induction Programme for new Members, particularly in light of the current restrictions, to ensure that all new Members to the Authority, continue to be inducted and integrated as effectively as possible.	⇒ This has been completed <b>Action closed</b>
	9.5.2	To review and continue to explore options for delivering Member Training and Development activity remotely, to ensure they are meeting the requirements of Members.	⇒ This has been completed <b>Action closed</b>
	9.5.3	To implement the introduction of Skills Audit Meetings for all Authority Members, to identify current knowledge and skills; and also gaps.	⇒ A Skills Audit for all Authority Members is being planned for 2022 with input from POD
	9.5.4	To undertake a Training needs analysis for the Authority; and identify opportunities for peer mentoring/ support within the Authority Member group.	⇒ This is due to follow on from the Skills Audit in June and will form the basis of the mentoring programme for 22-23.

## STRATEGY & PERFORMANCE OBJECTIVES:

<b>FP-21/22-7.1</b>	7.1.1	To support and further develop MFRS Staff	
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To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.

networks to have a voice and higher visibility across all areas of the organisation

- To increase membership of all the networks during 2021/2022
- To establish links with other emergency services network leads to share best practice
- To support networks to identify and celebrate key events during 2021/2022
- For the networks to assist in the shaping and delivery of organisational strategy and policy, working with us to improve staff experience on issues relating to each network.
- To support the Positive Action Team
- For Senior Lead Sponsors to support networks to achieve their aims and objectives and provide leadership

⇒ Networks continue to develop holding regular meetings, leading on Service ED&I related events and contributing to the development of policy and Service improvement.

⇒ The network chairs delivered a highly successful workshop at the Asian Fire Service Association winter conference that was co-hosted by MFRS and held in Liverpool. Network members also won a number of awards.

⇒ Network chairs and Senior Sponsors are working well together to ensure that ED&I issues and ideas are picked up and supported at the highest levels of the organisation.

⇒ The networks continue to support the positive action team.

7.1.2 To complete Phase 2 of the face to face delivery of the Essential ED&I training for all members of Staff Authority Members and Volunteers by the end of March 2022. (subject to Covid 19 restrictions)

⇒ Training did restart in Q3 but due to further pandemic related lockdowns towards the end of the quarter, face to face training was again paused. This has now restarted and there is a plan in place to deliver the remaining training.

⇒ Over 60% of staff have received the face to face training and over 70% of staff have done the online training.

7.1.3 Feeding into the wider MFRS Training Needs Analysis to develop a suite of resources in various formats to compliment the Essential

⇒ The ED&I team continues to work with colleagues to identify and deliver suitable training.

	<p>ED&amp;I Training e.g.</p> <ul style="list-style-type: none"> <li>• Cultural awareness</li> <li>• Neurodiversity and disability awareness</li> <li>• Autism Awareness</li> <li>• Equality impact assessments</li> </ul>	<p>⇒ From April, structural changes will see ED&amp;I move into POD, which includes training and organisational development, with some engagement and training relating to cultural awareness remaining with the Strategy and Performance team.</p>
	<p>7.1.4 To undertake a self-assessment evaluation and benchmarking tool, to ensure MFRS continuously improves its ED&amp;I delivery against recognised best practice nationally</p> <ul style="list-style-type: none"> <li>• To complete ENEI's Talent Inclusion &amp; Diversity Evaluation (TIDE)</li> </ul>	<p>⇒ This activity has not been completed and is likely to be part of the ED&amp;I plans for 2022/23.</p>
	<p>7.1.5 To further develop our approach to community engagement through best practice identified in NFCC Equal Access Project.</p>	<p>⇒ An equality access audit has been completed and the implications are being considered. The team</p>
<p><b>FP-21/22-7.2</b></p> <p>To make the most effective use of organisational information whilst continuing to improve information security and governance: -</p> <p>a. Continuing to digitally transform the organisation.</p> <p>b. Continuing to ensure compliance with information governance and security legislation</p>	<p>7.2.1 To play a key role in the implementation and integration of the new CFRMIS (Community Fire Risk Management Information System) solution into organisation.</p>	<p>CFRMIS:</p> <ul style="list-style-type: none"> <li>⇒ Admin Dashboard rolled out to all station toughpads.</li> <li>⇒ Quick screen training completed for Systems Support and Development Team. This now gives us the ability to build bespoke screens to fit with our internal processes.</li> </ul> <p>Prevention:</p> <ul style="list-style-type: none"> <li>⇒ Dynamic HFSC status report has been developed using CFRMIS quick screens giving the crews the ability to open a HFSC form directly from the prioritised list of addresses.</li> <li>⇒ Started to work through Prevention phase 2 requirements to understand and build screens and workflows to support FSD processes.</li> </ul> <p>Protection:</p>
	<p>7.2.2 Final phase of development for the National Resilience application.</p>	
	<p>7.2.3 Continue to use our internal development team and the O365 tools available to systems support to contribute towards a digital transformation of the organisation and the</p>	

<p>and regulations.</p>	<p>removal of paper-based systems. In 2021/22 this will include the re-development of the OPS (Operational Performance System).</p>	<p>⇒ Over 100 standard paragraphs and 22 letter templates have been created ready for testing by Protection staff.</p> <p>Ops Intelligence:</p> <ul style="list-style-type: none"> <li>⇒ Draft SSRI and PORIS forms have been created and will be amended based on feedback from the stations SSRI survey.</li> <li>⇒ Working closely with Civica to ensure the next version of the Ops Intel module meets MFRS requirements.</li> </ul> <p>National Resilience application:</p> <ul style="list-style-type: none"> <li>⇒ A new release was deployed in October which contained the new 'Training Management System' – this new module will allow the training team to manage National Resilience training courses across all capabilities, including the management of delegates nominated for courses, delegate paperwork including joining instructions and attendance certificates, accommodation requirements and managing fill rates. This in turn will drive the data on the personnel register allowing FRS to manage the number of staff trained in each discipline, manage succession planning and drive the Training Needs Analysis.</li> <li>⇒ The team have now moved on to developing the Maintenance of Skills Recording System - this module will allow users from across all capabilities who have successfully completed NR training courses both nationally and locally to record their training and subsequently update their competency records in line with phase 3 of the capabilities Maintenance of Competency Framework documents. The legacy website has now been disabled to all but NRAT officers.</li> </ul>
	<p>7.2.4 Continue to work with all Functions to develop the Information Asset register for the Service, to enable us to understand and manage the</p>	<ul style="list-style-type: none"> <li>⇒ The information asset register is progressing and will be complete by April.</li> </ul>

	<p>information Assets and the risks to them, more effectively</p>	
<p><b>FP-21/22-7.3</b></p> <p>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<p>7.2.5 We will continue to review the processes used to manage Information Governance and Security to enable us to optimise the information accordingly and seek to provide a greater understanding to fulfil our objectives and minimise risks.</p> <p>7.3.1 To implement the actions outlined in the Communications Strategy, including:</p> <ul style="list-style-type: none"> <li>• The continued development of the new website and social media platforms/content</li> <li>• Maintaining and strengthening the new branding</li> <li>• Development of communications and marketing for the TDA (commercial) as appropriate during pandemic conditions</li> <li>• Support for functional plan delivery across the service</li> <li>• Support for specific areas of work including HMICFRS inspection, IRMP, Staff Survey</li> <li>• Maximise opportunities for collaboration with partners (e.g. Bonfire safety video in partnership with Police)</li> <li>• Continue to innovate and maximise resource/reduce expenditure e.g.investing in new video/audio/IT equipment to enable greater quality and output of video</li> </ul>	<p>⇒ This is an ongoing process with recent focus on records management and retention.</p> <p>⇒ Most of these areas of work are now ongoing.</p> <p>The team continues to develop new content for the website and social media using the new branding guidelines which are now well embedded. Investment in new equipment will assist with future content.</p> <p>The team has continued to support the TDA project this quarter.</p> <p>The team produced successful content, including video, for the bonfire period and a social media campaign that was well received.</p> <p>The team has supported pass outs and a long service awards event during the quarter, plus the carol service and ED&amp;I events and fire service campaigns</p> <p>The manager continues to meet regularly with nation groups related to UKISAR, EMP and central government.</p>

	<ul style="list-style-type: none"> <li>• Provide collaborative support to national partners around National Resilience, UKISAR/EMT deployment as required</li> <li>• Using the new vuelio media monitoring software, develop a simple and effective multimedia report on Service media coverage which can be shared with officers regularly.</li> </ul>	
<b>FP-21/22-7.4</b>  Create a 2021-2024 Integrated Risk Management Plan.	7.4.1 A new IRMP will continue to be developed to start in July 2021. Initial public consultation took place in 2021/22, preparation of the draft Plan and Authority approval will take place in 2021/22, with final public consultation in Spring and following Authority approval publication will be in July 2021.	<b>Completed in Q2</b>
<b>FP-21/22-7.5</b>  Work with other functions to deliver a successful Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) inspection for MFRS.	7.5.1 In order to ensure that the Service's good practice and positive outcomes continues to be recognised in the HMICFRS inspection process we will work with other functions to coordinate the collation of evidence, prepare a self-assessment, collect data, brief staff, prepare the timetable and facilitate visits for a second HMICFRS inspection.	<b>Completed in Q2</b>
<b>FP-21/22-7.6</b>	7.6.1 Three (3) key activities in the ICT service pipeline this year are: - CAD-MIS Project Phase Two	<b>CAD-MIS Project Phase Two</b> ⇒ CAD-MIS Phase One and the final Capita payment will be on the implementation of patch 5.27 in January 2022. In the meantime, a Vision BOSS pilot will take place and there is an opportunity to progress Phase Two

<p>Implement an ICT infrastructure that will enable efficiency through current and emerging technology.</p>	<ul style="list-style-type: none"> <li>- Enhanced Virgin Media Network</li> <li>- Move to O365 which includes e-mail hosting by Microsoft</li> </ul>	<p>requirements. An initial prioritised list of Phase Two projects is being finalised.</p> <p><b>Enhanced Virgin Media Network.</b></p> <ul style="list-style-type: none"> <li>⇒ Work on this major infrastructure project has been impacted by supply chain issues resulting from the pandemic and Brexit. As part of the initial phase of implementation, a 10gb fibre has been installed between SHQ &amp; TDA. Telent is testing and it will be brought into service once the Catalyst 4500 Supervisor Engine is installed at the TDA. Cisco hardware orders have been placed for additional network equipment; long lead times have been given and delivery is expected early 2022; the order is, however, progressing.</li> </ul> <p><b>Move to O365</b></p> <ul style="list-style-type: none"> <li>⇒ This was a major corporate software project, affecting all users. Migration to O365, involving Exchange migration to Microsoft-hosted O365 mailboxes and user adoption of O365 collaboration functionality, is now complete.</li> </ul>
<p><b>FP-21/22-7.7</b></p> <p>Respond to National Initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (ESN) which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the</p>	<p>7.7.1 Through the project board, and using project management principles, manage the preparations for transition to the ESN.</p>	<ul style="list-style-type: none"> <li>⇒ Work continues within telent and Capita to prepare the appropriate Fire Control systems within Merseyside FRS to a state of 'Technical Readiness' to support ESN trials and pilot testing in 2022.</li> </ul>
	<p>7.7.2 Have a fully operational connection to the ESN upon completion.</p>	<ul style="list-style-type: none"> <li>⇒ In our existing role as an Assurance Partner, Merseyside FRS has provided, and will continue to provide, assistance to the ESMCP in the form of testing and development of ESN Devices, UK coverage testing and Service Management applications. Our existing DNSP will continue to provide MFRS with the required access into the ESN.</li> </ul>

<p>infrastructure and software systems support this.</p>	<p>7.7.3 Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally</p>	<p>⇒ As an Assurance Partner, Merseyside FRS has influenced, and will continue to influence, the direction and pace of ESN activities, along with the benefits from the early introduction of new technology. Potential risks to both MFRS and the ESN project are managed via our Project Board and regular meetings with the Home Office Programme Delivery Groups.</p>
	<p>7.7.4 Work with the national programme and regional partners to provide assistance in testing and developing ESN products and services where possible.</p>	<p>⇒ The testing of early products is ongoing, with the next phase of Product Integration Testing (PIT) and Operational Validation of the devices planned for early 2022. In partnership with our colleagues in the North West, coverage testing continues, with specific focus on areas of concern (AOC) as we capture and monitor the EE signal strength for key locations across Merseyside and the region.</p>
<p><b>FP-21/22-7.8</b></p> <p>Consider ways in which catering services can become more environmentally sustainable.</p>	<p>7.8.1 Working with the Procurement, Estates and Finance departments, examine the feasibility of upgrading kitchen equipment to more energy efficient models as current equipment needs replacing.</p>	<p>⇒ This has progressed with more sustainable products being bought earlier in the year but has proved more difficult more recently sure to supply chain issues and product availability. This will be an action in 2022/23, but will also form part of an over arching environmental strategy in the future.</p>
<p><b>EQUALITY &amp; DIVERSITY OBJECTIVES:</b></p>		
<p><b>To support the organisation to deliver against the following four Equality and Diversity Objectives</b></p>	<p><b>ED/21/22/8.1</b></p> <p>Create a strong cohesive organisation that is positive to rising to the future challenges we face</p> <p><b>ED/21/22/8.2</b></p> <p>Ensure that people from diverse communities receive equitable services that meet their needs</p> <p><b>ED/21/22/8.3</b></p>	<p>⇒ Progress against all these objectives is embedded throughout the previous updates.</p> <p>⇒ Full feedback is provided every year in the ED&amp;I Annual report.</p>

Reducing fires and other incidents amongst the vulnerable protected groups

**ED/21/22/8.4**

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.”

### GLOSSARY OF TERMS:

24HRWTR	24 hour whole time retained	MFRS	Merseyside Fire & Rescue Service
ADF	Accidental Dwelling Fire	MERSOG	Merseyside Road Safety Partnership
AGM	Annual General Meeting	MHFA	Mental Health First Aid
AM	Area Manager	MoU	Memorandum of Understanding
APB	Annual Pension Benefit	MRSP	Merseyside Road Safety Partnership
ARA	Analytical Risk Assessment	MTFA	Marauding Terrorist and Firearms
ASB	Anti-Social Behaviour	NCAF	National Co-ordination and Advisory Framework
CBRNE	Chemical Biological Radioactive Nuclear and high yield Explosives	NFCC	National Fire Chiefs Council

CBT	Crew Based Training	NILO	National Interagency Liaison Officer
CFRMIS		NOG	National Operational Guidance
CFOA	Chief Fire Officers Association	NOL	National Operational Learning
CFP	Community Fire Prevention	NRA	National Risk Assessment
CFP	Community Fire Protection	NRAT	National Resilience Assurance Team
CM	Crew Manager	NPG	National Procurement Group
CPD	Continuous Professional Development	NVQ	National Vocational Qualification
CRM	Community Risk Management	NWAS	North West Ambulance Service
CSP	Community Safety Partnership	NWFO	North West Finance Officer
DCFO	Deputy Chief Fire Officer	NWFRS	North West Fire and Rescue Services
DCLG	Department of Communities & Local Government	NWRPT	North West Regional Procurement Team
DCWTR	Day Crewing Whole-time Retained	OH	Occupational Health
DIM	Detection, Identification and Monitoring	OIG	Operational Intelligence Group
DoH	Department of Health	OJEU	Official Journal of the European Union
DSE	Disability Equalities Scheme	PAS	Primary Authority Scheme
E&D	Equality & Diversity	PCC	Police & Crime Commission
E,D&I	Equality, Diversity and Inclusion	PID	Project Initiation Document
EET	Education, Employment or Training	POC	Proof of Concept
EFAD	Emergency Fire Appliance Driver	POD	People & Organisational Development
EIA	Equality Impact Assessment	PQRIS	Provision of Operational Risk Information System
EMR	Emergency Medical Response	PPE	Personal Protective Equipment
ESMCP	Emergency Services Mobile Communication Programme	PPRS	Prevention, Protection and Road Safety
ESN	Emergency Services Network	PRM	Premises Risk Model
FF	Fire-fighter	PTI	Physical Training Instructor
FSN	Fire Support Network	PVP	Protecting Vulnerable People
FRA	Fire & Rescue Authority	RBIP	Risk Based Inspection Programme
FRS	Fire & Rescue Service	RM1	Risk Management 1
GDPR	General Data Protection Regulations	RNLI	Royal National Lifeboat Institute
GM	Group Managers	RLSS	Royal Life Saving Society
HFSC	Home Fire Safety Check's	RRRG	Road Risk Review Group
H&S	Health & Safety	RSL	Registered Social Landlord
HMEPU	Hazardous Materials Environmental Protection Unit	RTC	Road Traffic Collision
HVP	High Volume Pump	SCG	Strategic Command Group
IC	Incident Commander	SI	Service Instruction
ICCS	Integrated Communication Control System	SIRAH	Site Information Risk and Hazard

ICT	Information Communication Technologies	SIT	Street Intervention Team
ICU	Incident Command Unit	SLT	Strategic Leadership Team
IIT	Incident Investigation Team	SME's	Small Medium Enterprises
IRMP	Integrated Risk Management Plan	SM	Station Manager
IRS	Incident Reporting System	SOFSA	Simple Operational Fire Safety Assessment
ITHC	Information Technology Health Check	SOP	Standard Operational Procedure
JCC	Joint Control Centre	SPA	Safe Person Assessment
KSI	Killed and Seriously Injured (in relation to road safety)	SSRI's	Site Specific Risk Information
LCR	Liverpool City Region	StARS	Staff Attendance Record System
LFRS	Lancashire Fire & Rescue Service	T&C's	Terms and Conditions
LJMU	Liverpool John Moores University	TCG	Tactical Command Group
LLAR	Low Level Activity Risk	TDA	Training and Development Academy
LPB	Local Pensions Board	TNA	Training Needs Analysis
LPI	Local Performance Indicators	VPI	Vulnerable Person Index
LSP	Local Safeguarding Partnership	UAT	User Acceptance Test
MAIC	Multi Agency Information Cell	UKFRS	United Kingdom Fire and Rescue Service
MASAD	Multi-agency Specialist Assessment Team	WM	Watch Manager
MASH	Multi Agency Safeguarding Hub	WTR	Whole-time Retained
MDT	Mobile Data Terminal	YE	Youth Engagement
MERPOL	Merseyside Police	YOS	Youth Offending Scheme
MFRA	Merseyside Fire & Rescue Authority	YPS	Your Pension Service

# SERVICE DELIVERY PLAN 2021-22:

April 2021 to December 2021

## 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 use Red, Amber, and Green to indicate how each indicator is performing. Amber reflects an indicator is within 10% of target.



## BENCHMARK INDICATORS

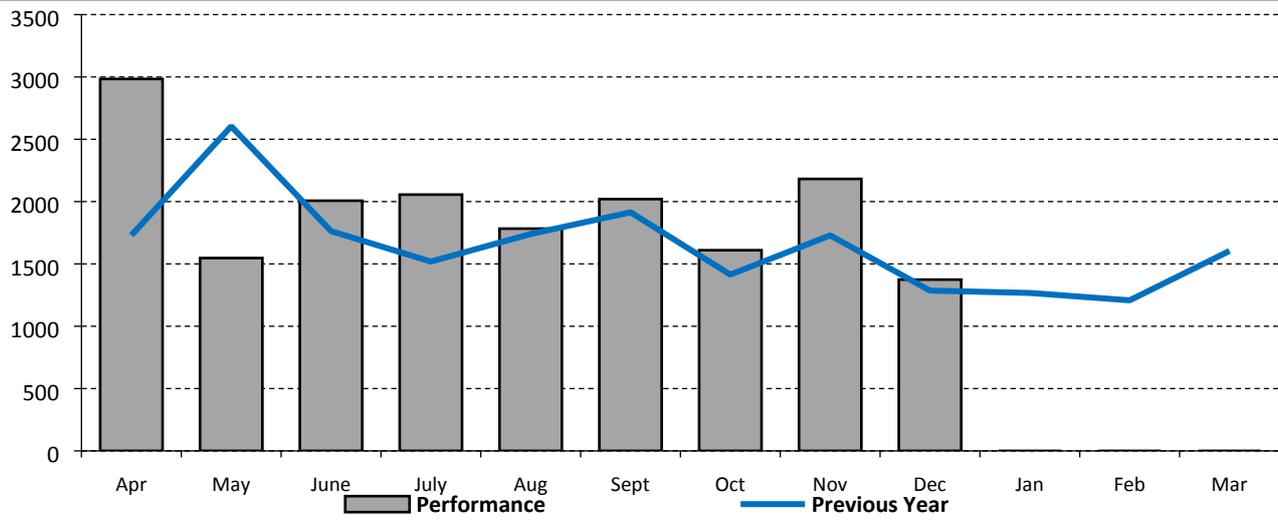
### TC00 Total number of emergency calls received

Service Plan Target

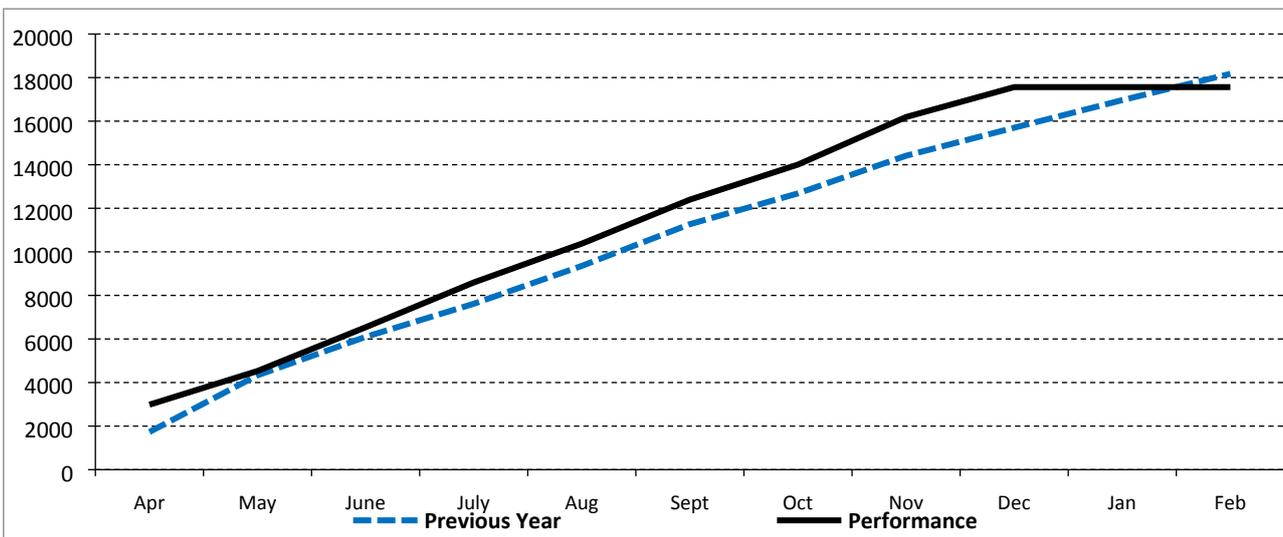
No target - Quality Assurance

Progress to Date

17563



### Cumulative Performance



**TO00 Total number of emergency calls received**

For quality assurance only

**DO22 The % of 999 calls answered within 10 seconds**

TC00	<p>By the end of quarter 3 of 2021/22, 17563 emergency calls had been received by Fire Control. This was 1864 more than the same period last year when 15699 calls were received. This reflects the increase in all incident types this year to date when compared to 2020/21 - when Covid restrictions were in place for much of the period, meaning the majority of Merseyside residents spent more time at home.</p> <p>Looking at peaks and troughs, the busiest day for calls with 5<sup>th</sup> November with 260 calls, this was followed by the 26<sup>th</sup> and 27<sup>th</sup> November, which accounted for 469 calls when storm Arwen landed.</p> <p>This indicator does not have a target it is monitored for quality assurance only.</p>
DO22	<p>Cumulatively 96.6% of 999 calls were answered within 10 seconds. This is better performance than the 95% target.</p>

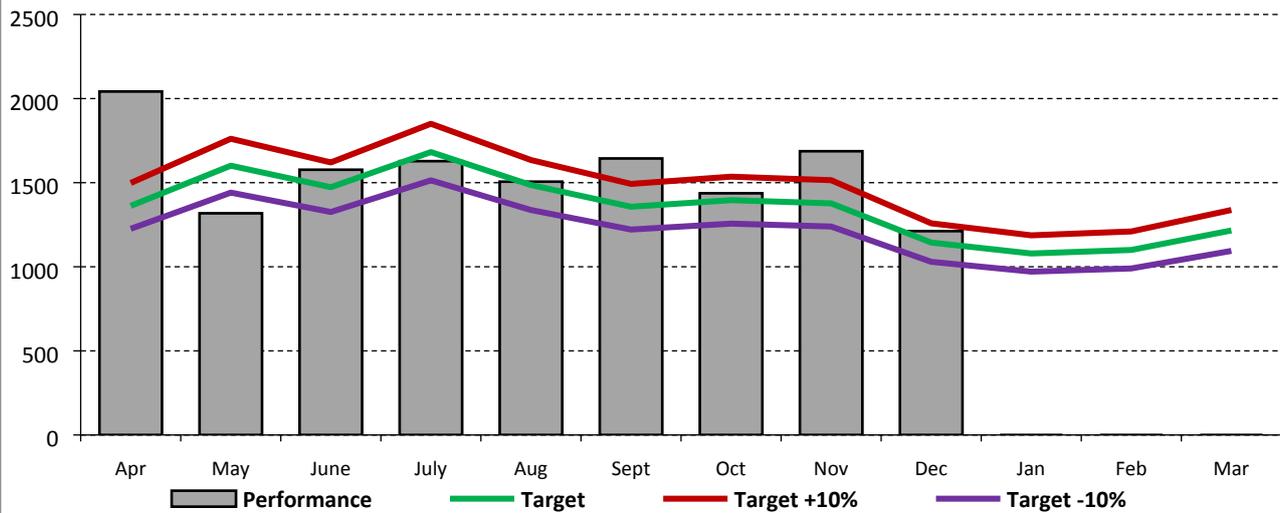
## TC01 The total number of incidents attended

Service Plan Target  
Apr-Dec 2021/22

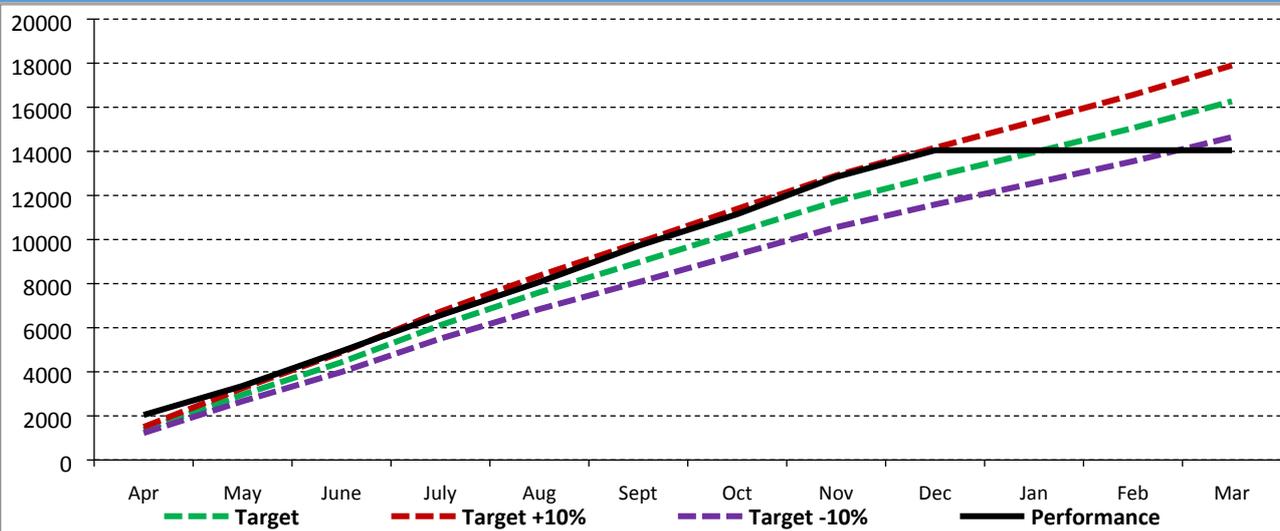
12878

Progress to Date

14051



## Cumulative Performance



## TC01 Total number of incidents attended

TC01

Following a peak in the number of incidents in April (when 1917 incidents were attended), incident numbers have remained consistent throughout the year with an expected slight increase in November (1687) over the Bonfire period.

Cumulatively, there have been 14051 incidents attended, compared to 12390 for the same period of 2020/21 – an increase of 1661 incidents, or 13.4%.

There has been a significant increase in Special Service incidents attended compared to previous years, this is due to the FRS assisting partner agencies on a more regular basis as well as having a memorandum of understanding with North West Ambulance Service when effecting entry and exit.

When compared to the previous year, the majority of incident types have seen increases during 2021/22; this is partially due to Covid restrictions during 2020/21. This performance was within 10% of target for this period (12878).

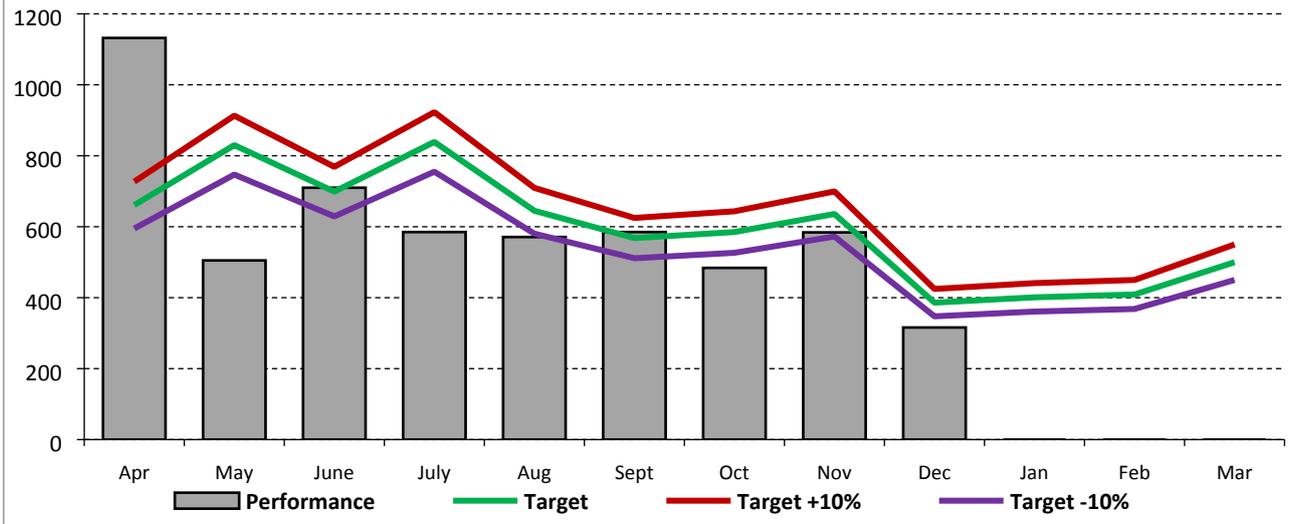
## TC02 Total number of fires attended in Merseyside

Service Plan Target  
Apr-Dec 2021/22

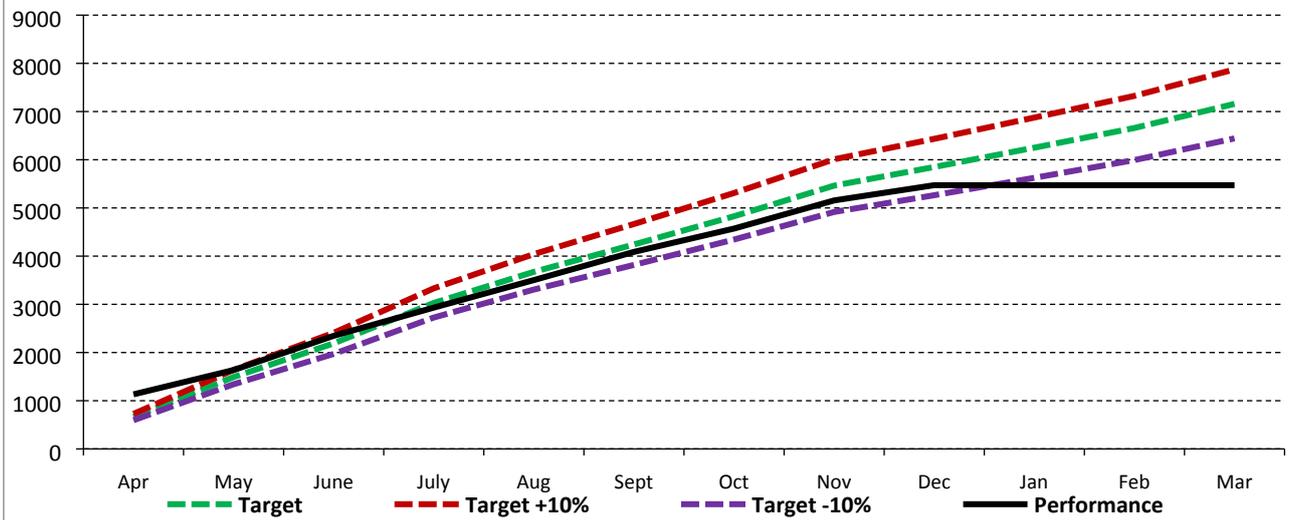
5849

Progress to Date

5472



## Cumulative Performance



## TC02 Total number of Fires attended in Merseyside

### TC02

Crews attended 5472 fires during the period April to December 2021. This is 513 more than the equivalent period of 2020/21 (4959), though less than the cumulative target of 5849.

Despite Merseyside seeing an increase in fires during April (1072) and June (710), incident numbers have remained relatively consistent with approximately 570 per month. The number of fires attended in November (584) during the bonfire period was less than November 2020 (636).

Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service.

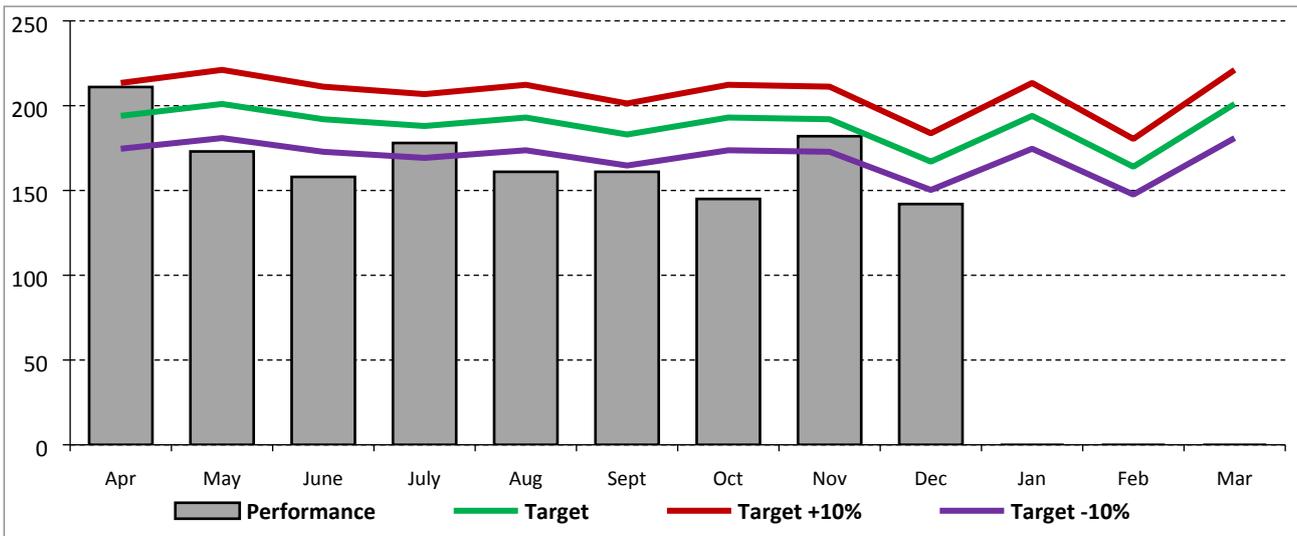
## TC03 Total number of primary fires attended

Service Plan Target  
Apr-Dec 2021/22

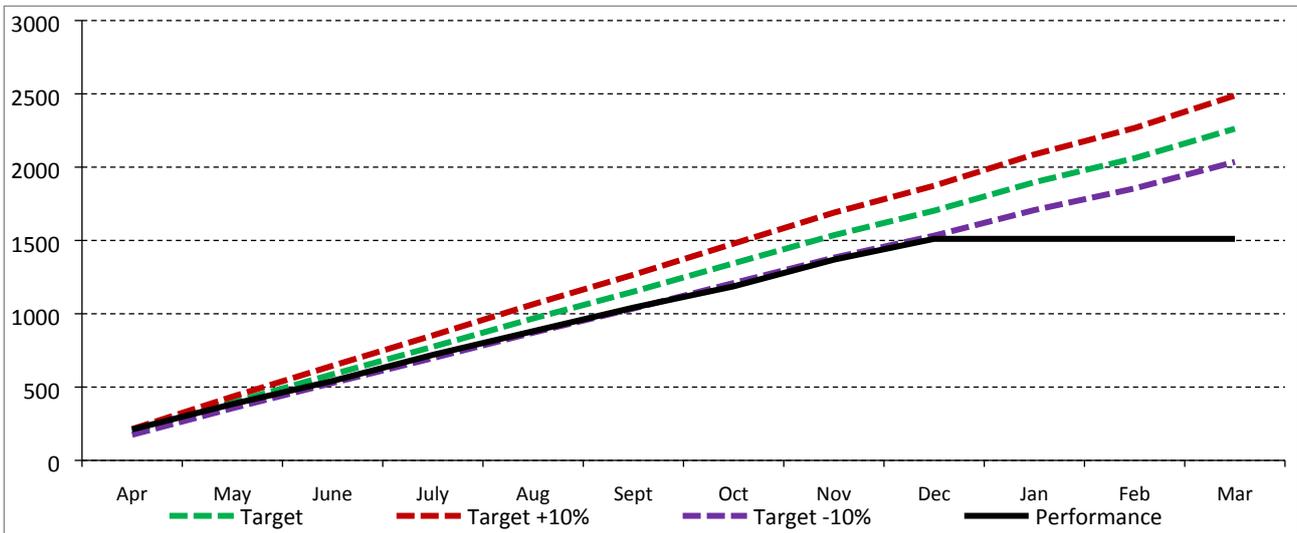
1703

Progress to Date

1511



## Cumulative Performance



## TC03 Total number of primary fires attended

### TC03

There were 1511 Primary fires at the end of the 3<sup>rd</sup> quarter of 2021/22. This is 158 more than the equivalent period of 2020/21. This difference is partially due to the Covid-19 lockdown in 2020/21, as Merseyside residents were primarily restricted to their homes, meaning fewer businesses being open and therefore fewer deliberate acts against property during that year.

Another area of note is deliberate vehicle fires, though there has been an increase in incidents during 2021/22 (313 against 238) it is still well down when compared to pre Covid years – for example 335 during 2019/20 and 387 during 2018/19.

Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where 5 or more appliances are in attendance.

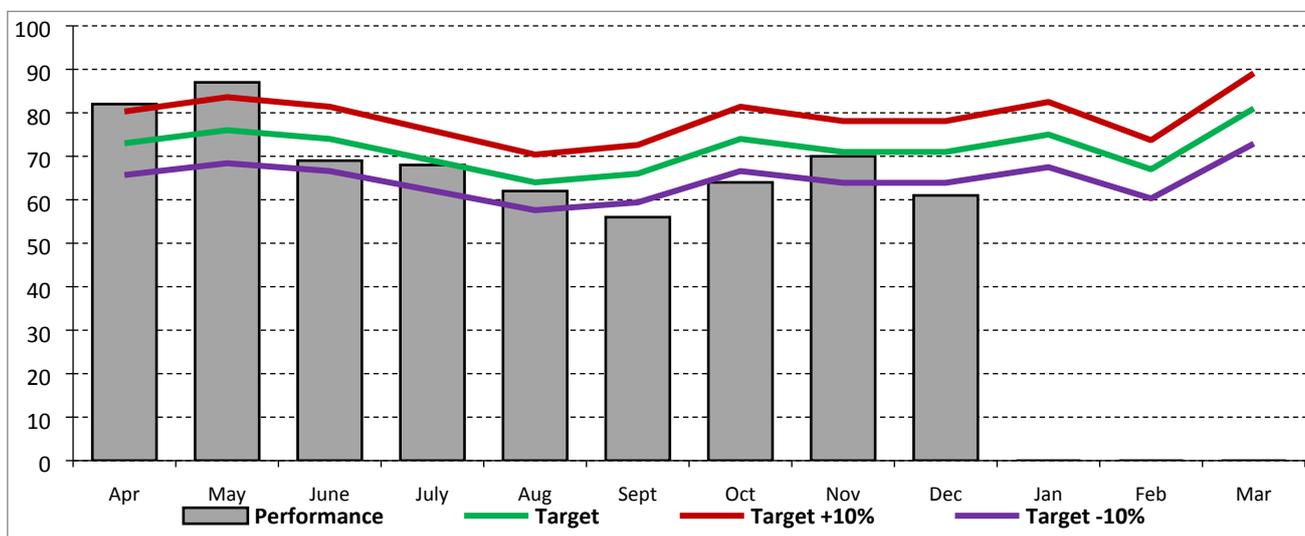
<b>DC11</b>	<b>Number of accidental dwelling fires</b>	
<b>DC12</b>	<b>Number of fatalities in accidental dwelling fires</b>	
<b>DC13</b>	<b>Number of injuries in accidental dwelling fires</b>	
<b>DC14</b>	<b>Number of deliberate dwelling fires in occupied properties</b>	
<b>DC15</b>	<b>Number of deliberate dwelling fires in unoccupied properties</b>	
<b>DC16</b>	<b>Number of deaths occurring in deliberate dwelling fires</b>	
<b>DC17</b>	<b>Number of injuries occurring in deliberate dwelling fires</b>	

**COMMENTARY:**

<b>DC11</b>	Accidental dwelling fires (at 619) are lower than the cumulative target (638) for the year to date. This performance is higher than the same period of 2020/21, when crews had attended 590 accidental dwelling fires.
<b>DC12</b>	To December 2021 there had been two fatalities in accidental dwelling fires. Since then, sadly there have been a further two in the new year.
<b>DC13</b>	There have been 42 injuries in Accidental Dwelling Fires, which is the same as at this time in 2020/21 and considerably under the cumulative target of 68. Whilst there has been an increase in Accidental Dwelling Fire incidents, this continues to be the opposite in relation to injuries.
<b>DC14</b>	Deliberate dwelling fires in occupied property (96) is below target (105) and there have been 16 fewer incidents than at this time in 2020 (112).
<b>DC15</b>	Deliberate fires in unoccupied properties (16) is on target (16), though higher than in 2020/21 (13).
<b>DC16 DC17</b>	There have been no fatalities in the deliberate dwelling fires to date and five injuries which is considerably less than at December 2020 when there had been 12 injuries.

**DC11 Number of accidental fires in dwellings**

Service Plan Target Apr-Dec 2021/22	<b>638</b>	Progress to Date	<b>619</b>
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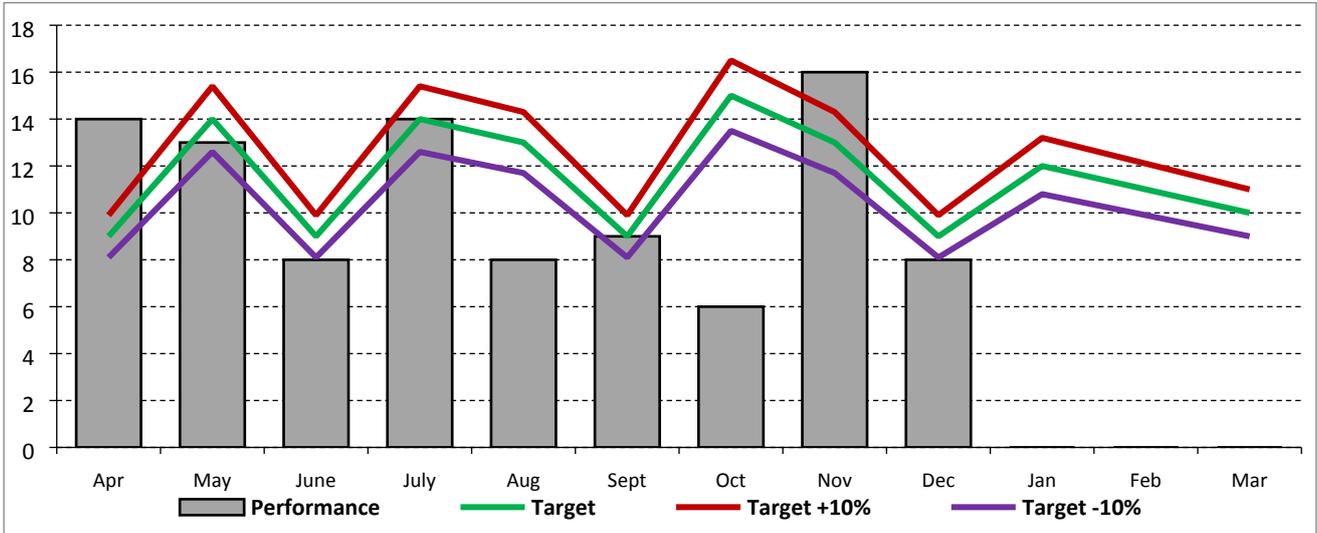
## DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target  
Apr-Dec 2021/22

105

Progress to Date

96



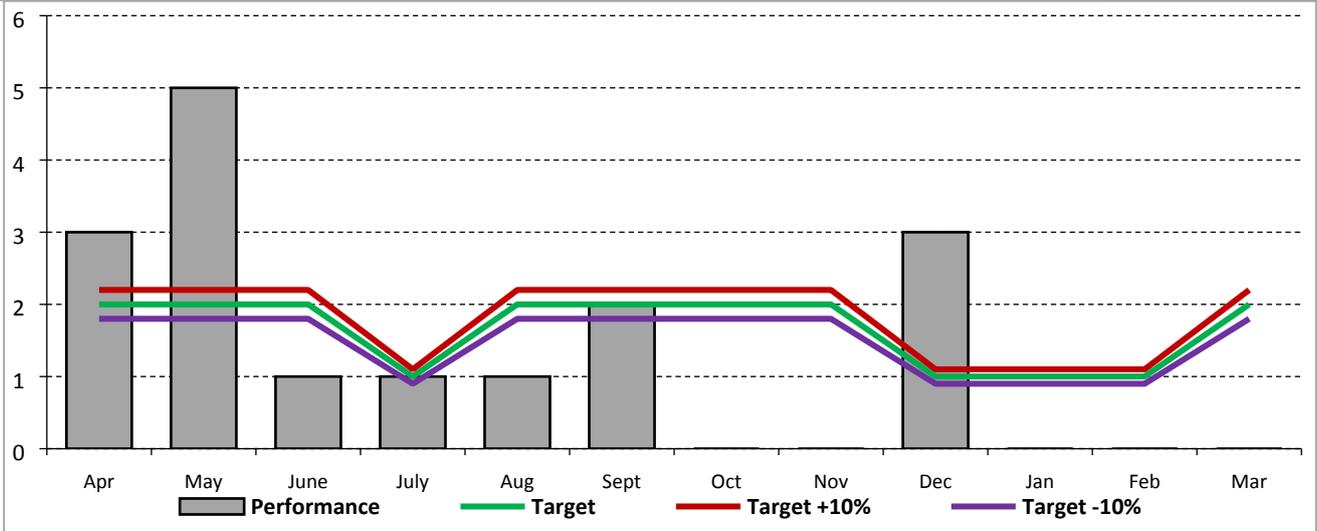
## DC15 Number of deliberate fires in unoccupied properties

Service Plan Target  
Apr-Dec 2021/22

16

Progress to Date

16



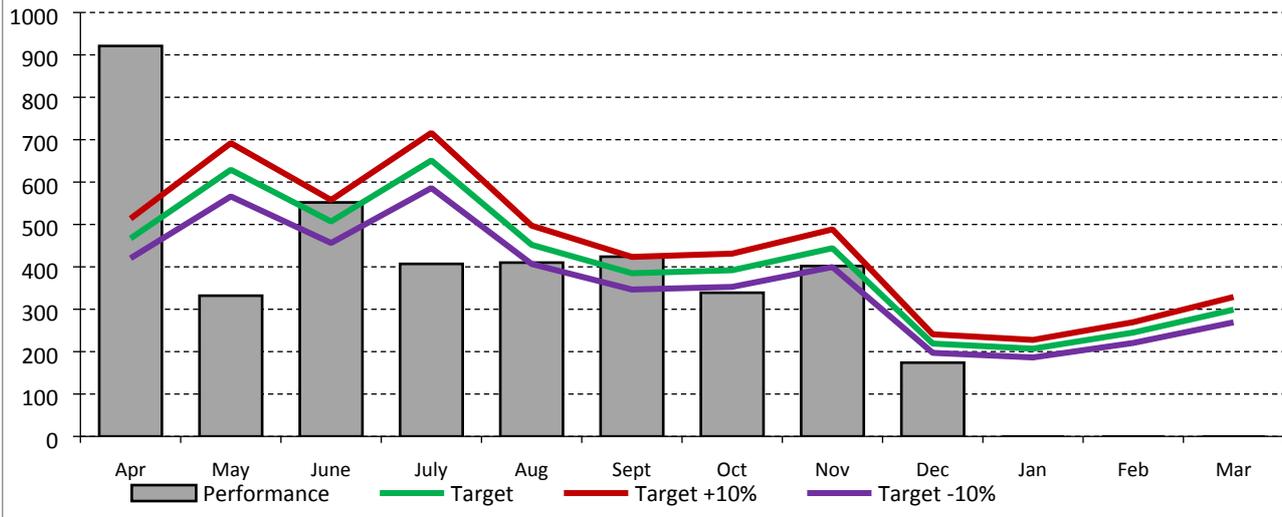
## TC04 Total number of secondary fires attended

Service Plan Target  
Apr-Dec 2021/22

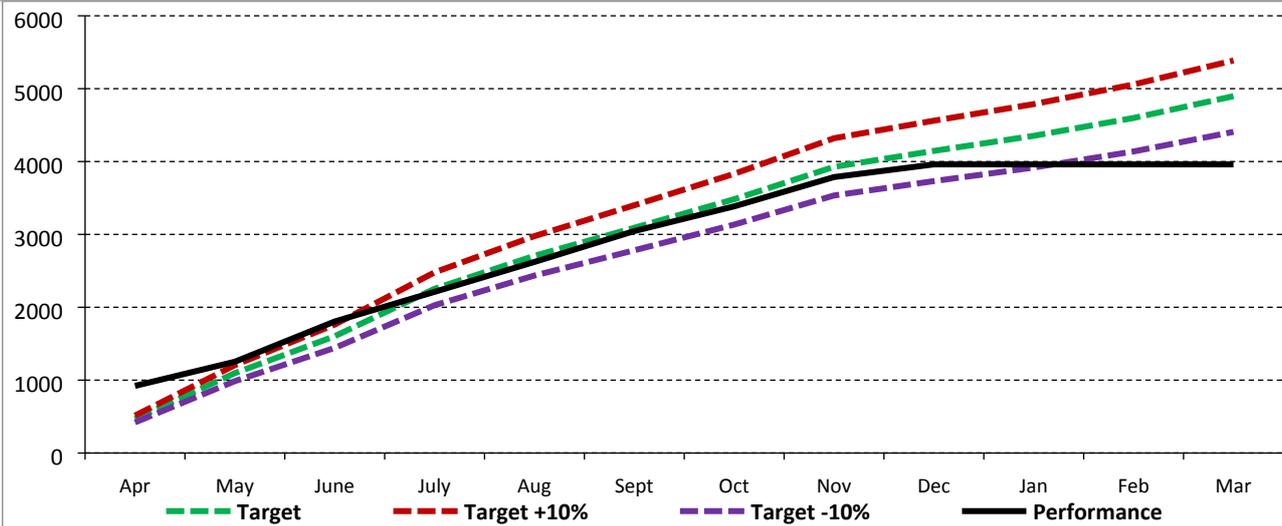
4146

Progress to Date

3961



## Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 3961 secondary fires during this reporting period. This is 355 more fires than the cumulative total for quarter 3 2020/21 (3606).

AC13

The count of anti-social behaviour fires attended are higher this year (2700) than at quarter 3 2020/21 (2464), but remain within 10% of the target (2683). Since a peak in April (when 610 incidents took place), incident counts have fallen and remained relatively consistent. The expected peak in November was not as high as previous years with 308 incidents - compared to 364 in 2019

The Arson Reduction Team continue to work with partner agencies on initiatives such as Beachsafe on the Sefton coast to discourage barbecues and fires being lit and left in the Pinewoods and sand dunes.

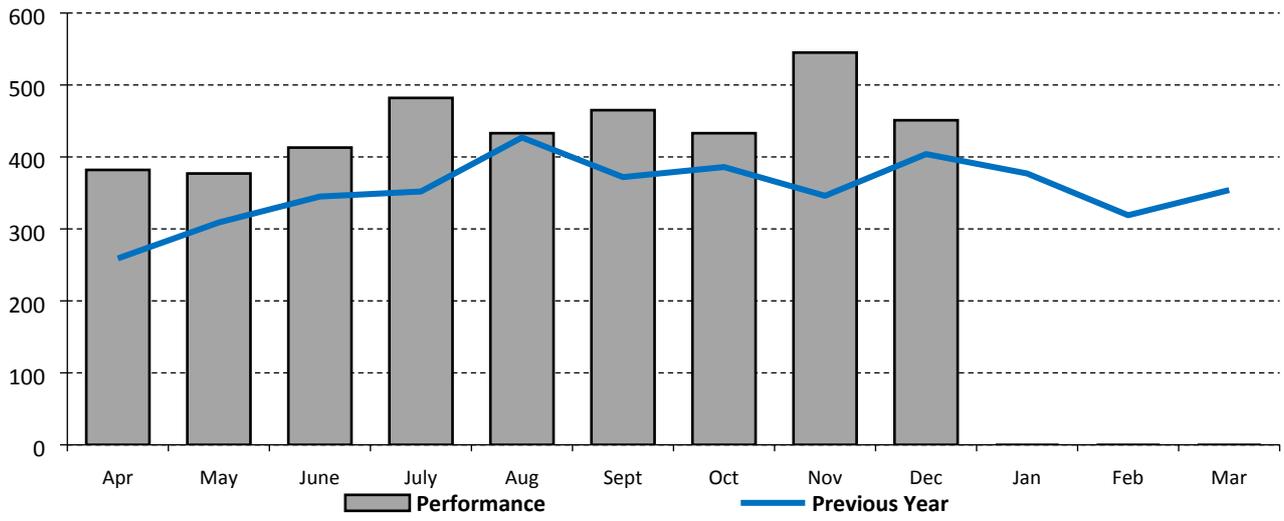
## TC05 Total number of special services attended

Service Plan Target

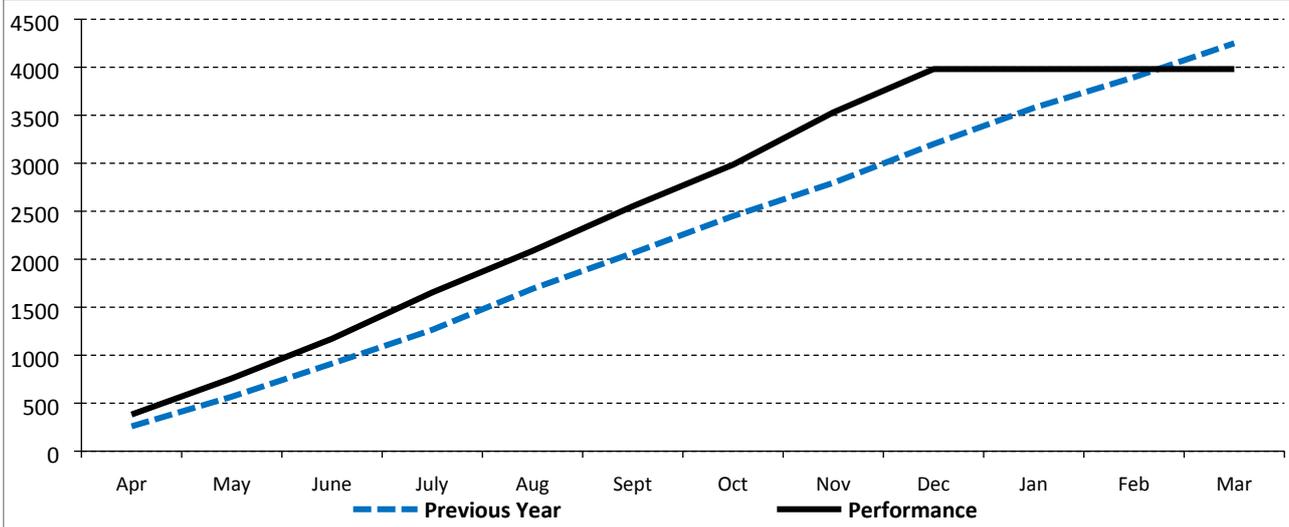
Quality Assurance

Progress to Date

3981



### Cumulative Performance



### TC05 Total number of Special Services attended

### For quality assurance only

#### TC05

When personnel and equipment are deployed for services other than fire fighting, those services are referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.' Many are related to assisting partner agencies such as the Police and Ambulance, particularly related to providing medical assistance and effecting entry. They also include incident types like Road Traffic Collisions and Water Rescue.

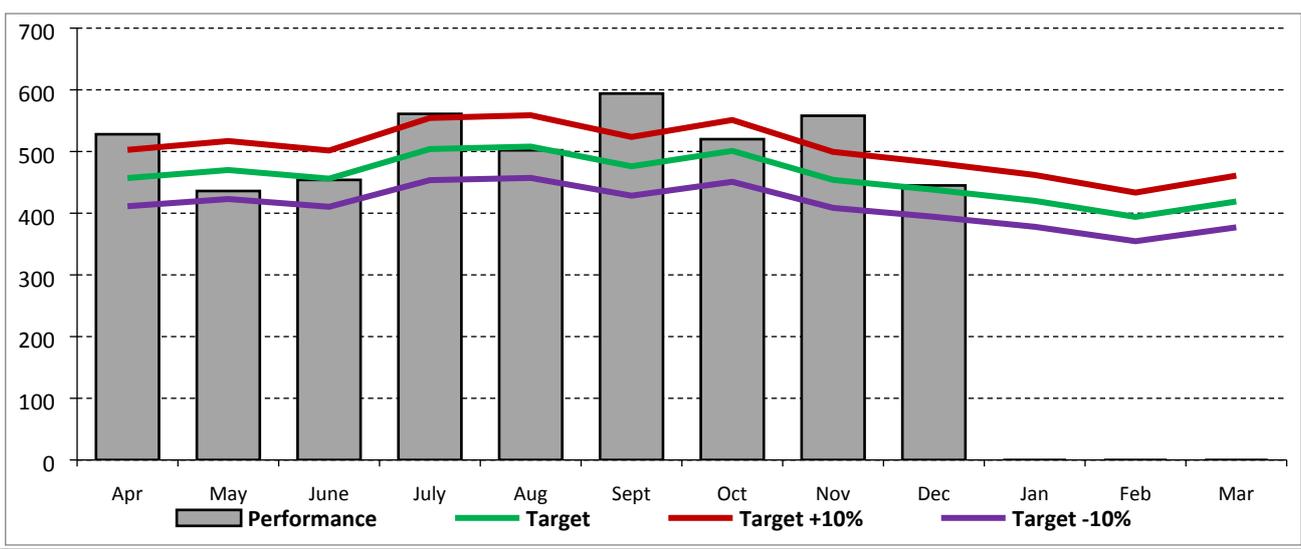
During quarter 3 2021/22 the number of special services attended (3981) was considerably higher than during the same period in 2020/21 (3200). Assisting other agencies account for 907 of these incidents, this is 23% of all special service calls and over 200 more than this period in 2020. There was a peak in calls in November (545) when 15% of calls were assisting other agencies or assisting partners and 15% were RTC's.

Special service calls attended are counted for quality assurance only as a number of incident types (particularly those where MFRS is assisting other

	agencies) are encouraged, rather than MFRS being in a position to take action to prevent them as is the case with most other emergency response activity.
<b>RC11</b>	The number of Road Traffic Collisions attended at the end of Quarter 3 (662) is far higher than at the equivalent period of 2020/21 (438), this is likely due to Covid 19 lockdown restrictions.
<b>RC12</b>	Sadly, there have been 14 fatalities in RTC's attended by MFRS and 227 injuries again considerably higher than this period in 2020/21.
<b>RC13</b>	
<b>RC15</b>	
<b>RC24</b>	Police 'Killed and Seriously Injured' data around the 16-24 year old age group MTRS Prevention teams target also shows an increase (63 incidents attended) on 2020 data (34)  Water rescues are also included in Special Service calls and this type of incident has increased from 25 at December 2020 to 41 for the same period this year. This incident type includes rescues from floods, rivers including the Mersey, park lakes and ponds. As with road traffic collisions, arson and antisocial behaviour, the community safety team takes action with partners to reduce these types of incident.

**TC06 Total number of false alarms attended**

Service Plan Target Apr-Dec 2021/22	<b>4264</b>	Progress to Date	<b>4598</b>
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**TC06 Total number of false alarms attended**

<b>TC06</b>	The number of false alarms attended (4598) is within 10% of the 3rd quarter target (4264). The number of incidents have fluctuated each month.
<b>FC23</b>	The total number of False Alarm Good Intent incidents attended during the last nine months was 2824, compared to quarter 3 2020 (2659). There has been an increase in the number of False Alarm Good Intent incidents during the Covid period due in part to controlled burning in gardens being reported as a fire. This type of incident continues to account for a proportion of the calls attended.
<b>FC12/11</b>	False Alarm incidents due to smoke alarm actuations in domestic dwellings (2223) are comparable with this period in 2020 (2204). Incidents attended in non-domestic premises (448) have increased when compared to last year (357). Repeat attendances continue to be predominantly sheltered self-contained

	accommodation. Protection teams work closely with these premises to reduce false alarm calls.
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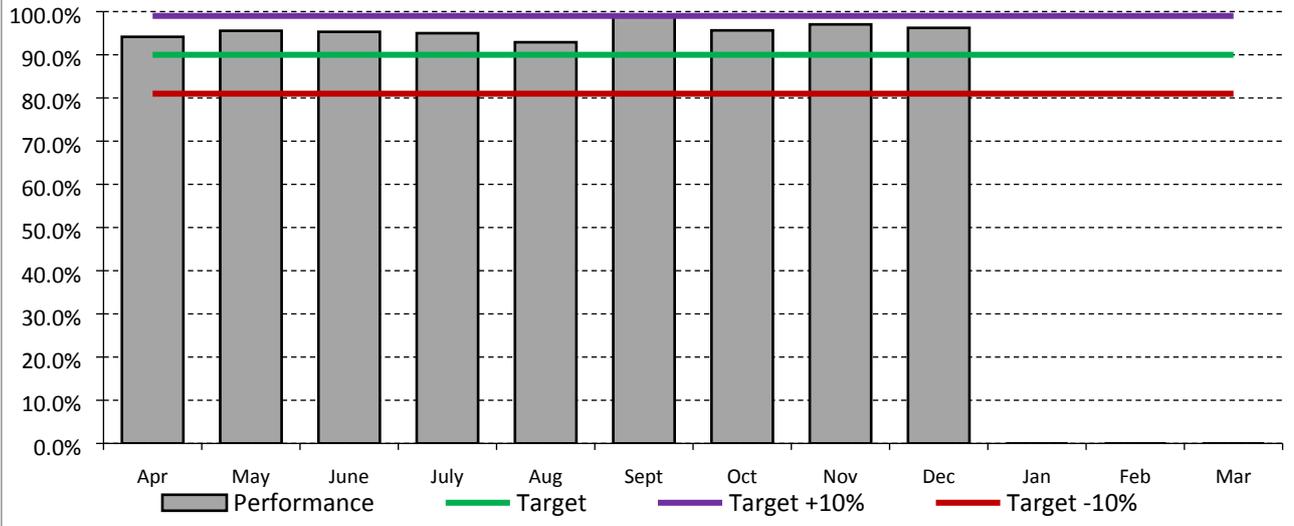
**TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes**

Service Plan Target  
Apr-Dec 2021/22

90%

Progress to Date

95.5%



**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**



<b>TR08</b>	Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 95.5% of occasions, better than the target of 90%.
<b>DR23</b>	Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.2% of incidents achieving the target 95%.

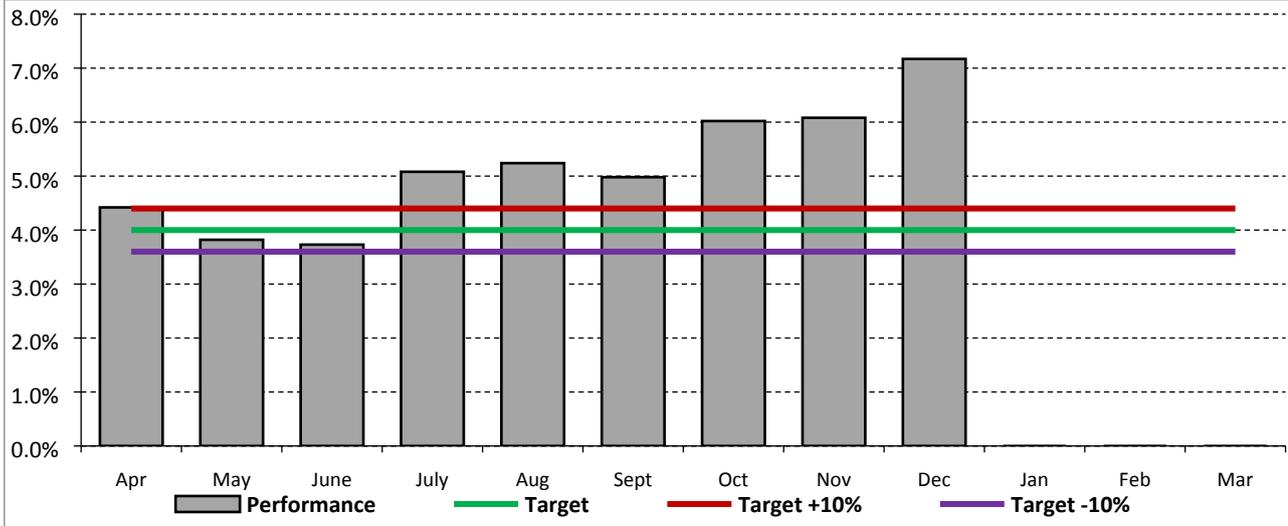
**TD09 The % of available shifts lost to sickness absence, all personnel**

Service Plan Target  
Apr-Dec 2021/22

4%

Progress to Date

5.16%



**COMMENTARY:**

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

**WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel**

**WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel**

**TD09**

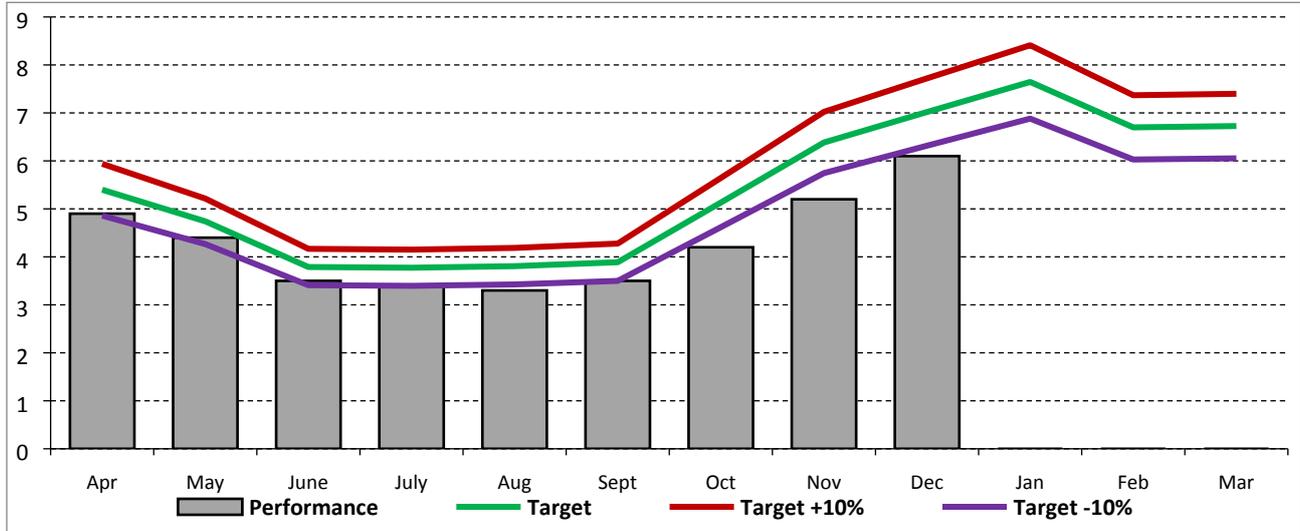
Overall sickness among all staff at 5.16% shifts lost to sickness absence exceeds the 4% target. For this period during 2020 performance against this indicator was 4%. Sickness absence has increased during the third quarter of this reporting period. October saw 6.04% of shifts lost among all staff, November 6% and December 7.65% this has been the highest level of sickness absence this year. If Covid 19 related absence was omitted then sickness would be 3.38%.

**WD11  
WD12**

5.28% of shifts were lost to sickness absence among uniformed staff (3.23% with Covid related absence removed, this included staff self-isolating). The peak in December saw 7.65% of shifts lost to sickness absence this is the highest level of sickness recorded. Non-uniformed staff absence was 4.96% (3.64% without Covid 19 absence). These figures exceeded the 4% target for this period.

## TE10 Total carbon output of all buildings

Service Plan Target Apr-Dec 2021/22	<b>43.9</b>	Progress to Date	<b>38.5</b>
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### TE10 Total carbon output of all buildings

<b>TE10</b>	Carbon output at 38.5 from all buildings is in line with this period last year (38.9) and below the target of 43.9. This measurement is based on tonnage of CO2# for the MFRS estate.
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ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	UPDATE	START IRMP YEAR 1	DUE BY	STATUS (Red, Amber, Green)
Res/1.1	Introduce a Hybrid duty system at Kirkdale fire station	Response/ Preparedness	Appliances moved from Croxteth to Kirkdale on 1 <sup>st</sup> December 2021. Station went live at 1030hrs.	YEAR 1 2021-22	December 2021	
Res/1.4	Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function	Response	All moves of specialist units completed. All moves to happened on the 1 <sup>st</sup> December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.	YEAR 1 2021-22	November 2021	
Res/1.6a	Create specialist capabilities/fire stations:  <b>LIVERPOOL CITY</b> – Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis	Response	All moves of specialist units completed. All moves to happened on the 1 <sup>st</sup> December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.	YEAR 1 2021-22	November 2021	

	(deployed within 30 minutes)					
Res/1.6a.1	<b>LIVERPOOL CITY</b> – Relocate 1 Combined Platform Ladder 34 (CPL) from Kirkdale to Liverpool City and train drivers	Response	Wholetime Combined Platform Ladder established, 45m High Reach Extendable Turret (HRET) not yet purchased.	YEAR 1 2021-22	Phase 1 – 17 July 2021  Phase 2 – November 2021  Phase 3 - TBC	
Res/1.6b	<b>WALLASEY</b> – 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)	Response	All assets are now located at Wallasey and are available for mobilisation with retained crew.	YEAR 1 2021-22	Phase 1 – 30 August 2021  Phase 2 – April 2022	
Res/1.6c	<b>ST HELENS</b> – Hazmat – Hazmat Environmental Protection Unit	Response	All appliances were in place by November 2021. Initial training has been received with Hazmat and specialist training to be delivered in January/February 2022. Asset is available on retained activation.	YEAR 1 2021-22	Phase 1 – September 2021	

	(HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)				Phase 2 – TBC	
Res/1.6e	<b>KIRKDALE</b> – Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis	Response/Prep	<p>Mass Decontamination Unit was moved to Prescott on 13<sup>th</sup> January 2022, this was a change outside of IRMP proposals that was approved at Ops Board on 29th November 2021. Staff to be trained by 31<sup>st</sup> March 2022</p> <p>Marauding Terrorist Attack (MTA) is fully available</p> <p>Flood Response is fully available</p>	YEAR 1 2021-22	December 2021	
Res/1.6f	<b>BELLE VALE</b> – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis	Response	The High Volume Pump (HVP) is continually staffed by one driver. The original plans for training related to this action were not appropriate for the staff involved and other options are being considered.	YEAR 1 2021-22	Completed	

Res/1.6g	<b>HESWALL</b> – Wildfire – All terrain vehicle – Complementary crewed	Response	The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.	YEAR 1 2021-22	March 2022	
Res/1.6h	<b>FORMBY</b> – Wildfire – All terrain vehicle – Complementary crewed	Response	The vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.	YEAR 1 2021-22	March 2022	
Res/1.6i	Flexible working vehicle - a temporary capability (a 32nd fire engine) during 2021 to ensure there are no negative impacts on our emergency response due to specialist training.	Response	A Review is underway of potential options of where MFRS would locate a temporary 32 <sup>nd</sup> fire engine  <i>Suggestion this may be located at the TDA with the staff possibly utilised to support training so a joint venture between Preparedness and Response. BM</i>	YEAR 1 2021-22	March 2022	
Prev/2.1	Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic	Prevention	Home Fire Safety Checks were disrupted during the latter part of 2021 due to pandemic restrictions. We have maintained delivery of Safe and Well checks for those who are most vulnerable. The Service was able to hold its annual Older Persons Day completing approx 750 HFSCs.	YEAR 1 2021-22	Live throughout IRMP period	

	deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas					
Prev/2.6	Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist	Prevention/ POD	Prevention Department is reviewing its workforce profiles (gender, age, ethnicity etc). The team has two members co-opted onto the Positive Action Working Group and staff who support a number of networks. There has been some success in the recruitment of women to the team but we want to do more to encourage people from under represented ethnic backgrounds to join us.	YEAR 1 2021-22	December 2021	
Prot/3.4	Increase mobile/agile working for staff	Protection	All inspecting staff have been given mobile devices to enhance agile working. CFRMIS is progressing and once fully operational with all modules will see greater use of mobile working.	YEAR 1 2021-22	January 2022	
Prot/3.9	Our drone capability will be introduced after being proposed in our previous Plan.	Protection	We have implemented our drone capability.	YEAR 1 2021-22	September 2021	
Prep/4.5	Develop operational plans for all key risks including heritage	Preparedness/ Response	Site Specific Risk Information (SSRI) survey undertaken and completed in September 2021. 2000 Heritage sites are to be considered for exercising options. This was reported to Operations Board on 29 <sup>th</sup> November 2021.	YEAR 1 2021-22	March 2022	

	sites and sites of scientific interest		Heritage sites are now incorporated into the SSRI update reported to Ops Board.			
Prep/4.7	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.	Preparedness	A new shift pattern has been introduced with an element of retained cover included to improve resilience. The new shift pattern is now in consultation, aiming to close action March 2022.	YEAR 1 2021- 22	January 2022	
NR/5.1	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	Preparedness	Key Performance Indicators are now online. Assurance processes are planned and this is a continual process. Regular six-weekly National Resilience (NR) meetings are in place and held regularly to plan to address any internal and external National Resilience gaps.	YEAR 1 2021- 22	March 2022	

ACTION NOS	IRMP ACTION	FUNCTION/ OWNER	PROJECT MANAGER	START - IRMP YEAR 2	DUE BY	
Res/1.5	Introduce a Stinger/Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder.	Prep/Resp	Specifications for the vehicle are being finalised with the supplier	YEAR 1 2021-22	January 2023	
Prep/4.2	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	Preparedness/	<p>A new approach to collecting and using site specific risk information has been approved. Cross border information is available to staff on Mobile Data Terminals and our intranet. We will use the national Resilience Direct platform for sharing risk information with neighbouring fire and rescue services.</p> <p>Operational Intelligence will launch a PORIS assessment by April 2022, in order for Operational Crews to triage current category 3&amp;4 SSRI records to determine accurate risk category which will be captured in CFRMIS. Further Operational Intelligence configuration includes the production of a data capture form, approval process, automation of uploading and format of how the risk information is consumed at various stages of an incident.</p>	YEAR 1 2021-22	March 2022	

Prep/4.3	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	Preparedness	All specialists assets had the inventories reviewed during the summer of 2021. The Service have introduced a process for staff to propose new ideas which can be submitted from portal forms and incident debriefs. It is now aligned to OSHENS, debrief feedback and significant incidents reports. The review continues into quarter 4.	YEAR 1 2021- 22	July 2021 – Ops paper on Specialist Appliance Review.  January 2023	
<b>ACTION NOS</b>	<b>IRMP ACTION</b>	<b>FUNCTION/ OWNER</b>	<b>PROJECT MANAGER</b>	<b>START - IRMP YEAR 3</b>	<b>DUE BY</b>	
Res/1.2a	Combine the stations at Aintree and Croxteth fire stations	Response	Following consultation in April/May 2021 with the public, stakeholders, partners, local councillors and staff there was overwhelming support for our proposals. The Fire Authority approved submission of plans to Liverpool City Council in December 2021 and the land deal is expected to be complete by May 2022.	YEAR 1 2021- 22	March 2022 carry out a public consultation to combine  March 2024 complete	

Res/1.2b	Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree	Preparedness	Project Manager and Area Manager Response are progressing requirements. Updates as Res1.2a above	YEAR 1 2021- 22	March 2024	
Res/1.3	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	Preparedness/ National Resilience/ Response	Autumn/Winter 2021 Grant has been received from National Resilience.  Training Zone workshops have been held to plan multi use areas, National Resilience areas and to increase commercial income from the new Training and Development Academy.  Group Manager for Training and Development Academy has taken an additional action to look at future opportunities in commercial income.	YEAR 1 2021- 22	March 2024	
Res/1.6d	<b>LONG LANE</b> – Search & Rescue (Urban Search and Rescue Mods – Specialist	Preparedness/NR	As above	YEAR 3 2023- 24	March 2024	

	Rescue Appliance) – immediately available supplemented on a retained basis					
Res/1.7	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.	Response	MFRS have met with the Chief Medical Officer for NWSAS to open discussions on Integrated Demand Management. Previous Emergency Medical Response documents (MOU and Service Instruction) have been shared and discussions will continue. Further meetings will be planned but this discussion will probably carry over into the next functional planning year.	YEAR 1 2021-22	March 2024	
Prev/2.2	Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)	Prevention	Year 2021/22 will be impacted by the pandemic, details are reported to the Authority. Progress monitored by PMG for yearly reporting	YEAR 1 2021-22	March 2024	
Prev/2.3	10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)	Prevention	It is anticipated that advocates will hit the target for the year. Figures reported at Performance Management Group (PMG) – next year will see the introduction of CFRMIS which will improve efficiency.	YEAR 1 2021-22	March 2024	

Prev/2.4	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	Prevention	This target will be met with a mix of HFSC and Safe & Well visits (details reported through PMG).	YEAR 1 2021-22	March 2024	
Prev/2.5	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	Prevention	This action has been delayed due to COVID, however Liverpool City Council have relaunched its strategy to engage with the private rented sector, MFRS will be engaged in this targeting.	YEAR 1 2021-22	December 2021  Autumn Conference planned	
Prev/2.7	Our fire stations and Prevention teams will be joined by staff from all departments	Prevention	This has been evidenced during the Bonfire Period and Older Persons Day. Arson advocates routinely work with Merseyside Police and local Officers on walkabouts at a local levels on a weekly / monthly basis.	YEAR 1 2021-22	March 2024	

	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.		This activity will feature as part of the CS plan for FDP for Prevention. Service staff encouraged to support campaigns in line with the prevention calendar			
Prot/3.1	Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding.	Protection	<p>We have employed a number of new staff to fill these roles and plan to employ more.</p> <p>Recruitment is also underway for three firefighters (already employed) who will be trained to undertake auditor/inspection duties. All of this will be funded through government grants.</p> <p>All recruitment has been completed and staff are expected to commence their roles in mid March.</p>	YEAR 1 2021-22	January 2022	
Prot/3.2	Visit every high and high risk premises (7,500 over the life of the Plan)	Protection	This target has been affected by the pandemic and staff retention issues. This figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the proposed move from the Premises Risk Model to the IFOG Planner (Inspection Frequency Officer Grade). This	YEAR 1 2021-22	March 2024	

			<p>will create a more intuitive and intelligence led approach to auditing high and very high-risk premises.</p> <p>IFOG will indicate priority premises in order and it is anticipated this may cause the number of inspections to decrease. To date, 1087 audits have been completed in this year’s reporting period, the target is 7500 over the 3 years of the IRMP</p>			
Prot/3.3	<p>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</p>	Protection	<p>During 2021 CFRMIS (Community Fire and Risk Management Information System) was implemented in the Fire Protection Department and is predominantly being used for recording data from Fire Safety Audits.</p> <p>Plans for 2022 include the introduction of standard letters, the use of the application by the Planning and Building Regulations Department, Explosives licencing, Fire Safety concerns reporting and the recording of Simple Operational Fire Safety Audits (SOFSA). Prevention have launched Home Fire Safety Checks (HFSC) on CFRMIS. Work continues to introduce CFRMIS for our Fire Service Direct call centre and Safe and Well Visits</p> <p>Operational Intelligence will launch a PORIS (Provision of Operational Risk Information System) assessment by April 2022, in order for Operational Crews to assess current category 3&amp;4 Site Specific Risk Information (SSRI)</p>	YEAR 1 2021- 22	December 2021	

			records to ensure accurate risk category will be captured in CFRMIS			
Prot/3.5	Deliver a full response to Grenfell Tower Fire Inquiry recommendations	Protection	This is still ongoing with good progress being made. To date, 30 of the 46 recommendations are established within service; 6 are awaiting changes to legislation and National Fire Chiefs Council (NFCC) guidance, and plans are in place to address the remaining 10.	YEAR 1 2021-22	March 2022	
Prot/3.6	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	Protection	<i>Update required</i>	YEAR 1 2021-22	March 2024	
Prot/3.7	Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside	Protection	A regular programme of inspections is underway and we are on track to achieve this objective	YEAR 1 2021-22	March 2024	
Prot/3.8	Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received	Protection	A total of 168 explosives visits were completed during the reporting period. Only 2 complaints were received during the reporting period, but neither required enforcement action.	YEAR 1 2021-22	March 2024	

	relating to any of these sites					
Prep/4.1	Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies	Preparedness	<p>A structure is now in place for collaboration opportunities. The assisting NWAS gaining entry Memorandum of Understanding is now well embedded as business as usual.</p> <p>The Interoperability Voice Channel trial is now up and running to promote the use of multi-agency radio talk groups at operational incidents. Further collaboration opportunities are currently being explored in the following areas:</p> <ul style="list-style-type: none"> <li>• Use of Drones</li> <li>• Welfare at Incidents</li> <li>• The Charter for bereaved families through public tragedy</li> <li>• High Demand - Frequent Call Handling.</li> </ul>	YEAR 1 2021-22	March 2021 OP Functional Plan 2021-22	
Prep/4.4	Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This	Preparedness	A new Command Training Strategy was put in place in September 2021. The training delivery programme is an 18-month plan with a target date of March 2023.	YEAR 1 2021-22	March 2023	

	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		<p>A trial of command software ‘Effective Command’ took place in December which will enhance how information is recorded and the training programme.</p> <p>Command Strategy, to be delivered by March 2023.</p>			
Prep/4.6	Prepare our fleet of vehicles for a move to alternative fuels	Preparedness	This action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030.	YEAR 1 2021-22	March 2024	
NR/5.2	Support the Government’s plans to refresh the National Resilience Assets	National Resilience	The National Resilience Assurance Team (NRAT) will work with the Lead Authority (Merseyside FRS) Home Office, along with internal and external UKFRS stakeholders to facilitate and complete a comprehensive review of National Resilience capabilities and undertake major asset refresh as part	YEAR 1 2021-22		

			of the New Dimensions 2 project to ensure specialist National Resilience capabilities remain efficient and effective.			
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No.	Area for improvement	Required outcomes	Action to achieve required outcomes	Responsible function	Timescale	RAG
1	The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.	Operational decisions are logged consistently Staff understand how to log decisions.	<b>Ops Response Functional Plan</b> Deliverable 8:  The Operational Assurance Team (OAT) will liaise with the Operational Procedural Review Team (OPRT) and the Command Department to confirm and understand current procedures in place to record operational decisions and offer support if they are in need of review from information/learning gathered from operational incidents.  The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.  Review of understanding to be provided through the operational assurance programme and monitoring of incidents  Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.	Response	Q4 2022/23	
2	The Service should assure itself that it has an effective succession planning mechanism in place for all roles	There are succession planning mechanisms for all roles; Grey, Green and Red Book.	<b>POD Functional Plan</b> Deliverable 3.1:  To work with functional leaders to ensure each area has a workforce plan and is able to understand the resourcing opportunities within their teams.  Review the Gateway process	People and Organisational Development	Feb 23	
3	The Service should ensure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.	Equality impact assessments are carried out in a consistent way. Staff understand when and how to carry out an EIA Actions are agreed and delivered.	This is built within the People Plan and Equality plan, taking the NFCC model and working with all interested parties including staff Networks to produce a robust mechanism for use by all managers, and clarity in relation to content and completion timescales to be brought to SLT/Authority upon completion	People and Organisational Development	2022	
		<b>Other improved outcomes</b>				
4	As well as the three formal areas for improvement detailed above, when reviewing the report, officers identified other	Prevention partnerships are consistently evaluated for efficiency, effectiveness and benefit to the public.	<b>Prevention Functional Plan</b> Deliverable 5	Prevention	Q2 2022/23	

	areas where the Service could improve. Many of these areas reflected work that is already in progress and included in MFRS plans, but these actions are summarised in this plan for completeness.		<p>We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working.</p> <p>A consistent process and methodology for evaluation will be presented for the consideration of SLT members. Liverpool University have agreed to review current partnership work and evaluate effectiveness and benefit to public.</p>			
5		Sampling of visits for assurance has increased and learning applied to improve future quality.	An internal Quality Assurance process to be introduced, undertaken by Senior Inspectors periodically. This will be aligned to the national accreditation process (4 per year) for auditors to be listed on the national contextualised register.	Protection	Q4 2022/23	
6		Engagement with local businesses has increased and there is evidence of better understanding of compliance.	<p><b>Protection Functional Plan</b> Deliverable 6</p> <p>We will develop and deliver a programme of business fire safety education events to the diverse communities of Merseyside. This will include an ED&amp;I monitoring process for all fire protection activity.</p> <p>We will develop partnership working with internal and external stakeholders to reduce UWFS.</p>	Protection	Q4 2022/23	
7		Control staff have received practical fire survival training and its success has been demonstrated through evaluation.	<p><b>Preparedness Functional Plan</b> Deliverable 9:</p> <p>Respond to the HMICFRS observation to deliver practical training to Fire Control staff on fire survival guidance.</p> <p>Review the current fire survival guidance eLearning and create a practical module to deliver to all Fire Control Staff. Create a training plan to deliver fire survival guidance to all staff in Fire Control.</p> <p>Review the current Fire Control training planner and introduce practical training across a number of incident types to support competency and include a</p>	Preparedness	Q4 2022/23	

			command assessment process for Fire Control Managers.  Embed an assurance program to review training standard and competency.			
8	Staff understand how and when to use operational discretion and log decisions (also see 1).	<p><b>Response Functional Plan</b></p> <p>Deliverable 9: The Operational Assurance Team (OAT) will liaise with the OPRT and the Command Department to confirm and understand current procedures and training in place in regards to understanding of operational discretion. Review will be undertaken on when this has been recorded at operational incidents.</p> <p>The OAT will support communication of procedures to operational crews and, if required, create literature to ensure understanding.</p> <p>Review of understanding to be provided through the operational assurance programme and monitoring of incidents</p> <p>Process to be reviewed with information provided to OPRT and the Command Department to continue the learning cycle.</p> <p>Review of decision logging to take place support this process.</p>	Response	Q4 2022/23		
9	Staff are confident about using new applications and devices within an agreed period of time following implementation (varying dependent on the system/technology involved).	<p><b>Strategy and Performance</b></p> <p>Feedback and customer service will be built into the roll-out of all new applications and technologies as business as usual.</p> <p><b>Response Functional plan</b> Deliverable 10: The OAT to undertake review of new technologies and what has been implemented on station to identify areas of focus. Complete staff survey to identify areas of concern.</p> <p>Review competence and understanding of staff to be provided through the operational assurance programme and</p>	<p>Strategy and Performance</p> <p>Response</p>	<p>Q1 2022/23</p> <p>Q4 2022/23</p>		

		<p>monitoring of incidents. Arrange additional input and supportive training where required.</p> <p>Feedback to relevant stakeholders on findings to support embedding technologies in the operational environment</p> <p>Monitor and review.</p>			
10	The behaviours associated with Service values are applied in the workplace and this is demonstrated through performance reviews. Authority members will also demonstrate these positive behaviours	<p><b>Response Functional Plan</b> Deliverable 10:</p> <p>Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input should will include exposure NFCC Code of Ethics, Service Values, ED&amp;I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.</p> <p><b>Legal Services Functional Plan</b> Deliverable 3:</p> <p>To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively.</p>	<p>People and Organisational Development</p> <p>Response</p> <p>Democratic Services</p>	Q4 2022/23	
11	There is an equalities plan with timescales that summarises key ED&I actions and timescales.	To rewrite, adopt and implement a revised Equality Action Plan in conjunction with all relevant partners	People and Organisational Development	April/may 22	
12	Staff have more information and guidance about diverse communities and interactions are improved as a result.	<p><b>Strategy and Performance Functional Plan</b> Deliverable 1.3</p> <p><b>Improve relationships and engagement with diverse communities:</b> Engage and consult - Introduce Community Inclusion Board to proactively engage with diverse groups from communities</p>	Strategy and Performance	Q3 2022/23	Q2 2022/23

			<p>Training needs analysis and assessment of operational crews in effective community engagement and put appropriate interventions in place where required</p> <p>Data –led risk and equality analysis</p>		Q2 2022/23	
13		The Service has a live recruitment and positive action strategy (and associated EIA)	<p><b>POD Functional plan</b>                  Improve our ability to provide good service by diversifying our workforce and creating a fair and equal place to work. Staff at all levels reflect the communities we serve. Increase applications for vacancies at all levels by people from protected group currently underrepresented.</p> <p>1.1 People Plan - Improve relationships with diverse communities to make MFRA an employer of choice to those underrepresented groups</p>	People and Organisational Development	ongoing	
14		The Service can demonstrate that work has taken place to encourage diverse applicants into middle and senior level posts and that outcomes are positive.	<p><b>People Plan 1.3 –</b>                  Increase leadership potential and create greater diversity in leadership positions</p> <p>In association with the review and realignment of the Gateway process to expand self-development opportunity and assessment within all appraisal processes and the implementation of an accelerated development scheme</p> <p><b>4.6 Functional Plan</b>                  Deliverable 4                  To implement an accelerated development scheme to support organisational advancement to those identified as future leaders</p>	People and Organisational Development	Ongoing  2022/23	
15		The Service has reviewed all grievance and discipline performance and taken action to improve where necessary.	The department will continue to look at the full implementation and delivery range of its Discipline and grievance policies including allocation and support of investigating and hearing officers as	People and Organisational Development	Ongoing	

			well providing appropriate support and training The Authority intends to explore alternative delivery models to expand informal and early intervention resolution		2022/23	
16		Information has been provided to all staff that explains how the Gateway process applies to them and they understand it.	A review of the Gateway process is currently ongoing with the Senior Leadership Team with a view to relaunching a revised and individual led development scheme and appointments process.  Further support and Training to be provided to ensure open and transparent Appraisals are undertaken and training needs identified and supported.	People and Organisational Development	2022/23	

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>24 MARCH 2022</b>	<b>REPORT NO:</b>	<b>CFO/010/22</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 2022-23</b>		

<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>DRAFT SERVICE DELIVERY PLAN 2022-23</b>
	<b>APPENDIX B:</b>	<b>STATION PLANS 2022-23</b>

### **Purpose of Report**

1. To request that Members consider and approve the Service Delivery Plan for 2022/23, attached at Appendix 1

### **Recommendation**

2. That Members consider and approve the attached Service Delivery Plan (Appendix 1) for 2022/23 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 B.
  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 2022/23 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 2022-23 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 section from page 39.

10. Following consultation with the public, staff, partners, stakeholders, local Councillors and others the IRMP 2021/24 was approved by the Fire Authority and published in July 2021. These consultations 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 and updates on the proposals can be found in the IRMP 2021-24 from page 31 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 (Appendix B).

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### **Equality and Diversity Implications**

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12. ED&I is a specific section within the Service Delivery Plan and 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 (one covering all Station Plans) have Equality Impact Assessments (EIA).

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### **Staff Implications**

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14. Staff have been 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**

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16. . 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 and internal risk management procedures.

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

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17. 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.

**Contribution to Our Vision:** *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

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**

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**GLOSSARY OF TERMS**

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# **SERVICE DELIVERY PLAN**

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## **April 2022- March 2023**

### **Our Vision:**

**To be the best fire and rescue service in the UK**

**One team, putting its communities first**

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## 1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2022/23. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2022/23 including those set out in our Integrated Risk Management Plan (IRMP) 2021-24 published in July 2021.

Since our last Service Delivery Plan was published, we have all continued to live through what must be the most challenging time 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 still delivered all our services..

Some of this has been challenging, but there have also been many positives to take away from the last two years, particularly how we have responded to the pandemic. Our excellent emergency response has not been affected and we have carried out work to support our communities by delivering food parcels and medical supplies delivering thousands of vaccinations and working with all Merseyside Local Resilience Forum partner organisations to help Merseyside communities deal with the impact of the pandemic

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.

In addition, Merseyside Fire and Rescue Service has continued to lead the pandemic response for the whole of the UK fire and rescue service, helping to make a difference all over the country.

The Service's commitment to ensuring we deliver excellent services and continually aim to improve has been recognised nationally. During the first half of 2022 we underwent our second full inspection by Her Majesty's Inspectorate of Fire and Rescue Services and we scored an unprecedented three 'outstanding' judgements across the 11-sub themes for fire prevention, response to major and multi-agency incidents and for providing value for money.

Overall, the Inspectorate judged us as:

- Good at effectively keeping people safe and secure from fire and other risks
- Outstanding at efficiently keeping people safe and secure from fire and other risks
- Good at looking after its people

More details are provided in the report in Section 7.1

There is still work for us to do, of course, and in particular we will be focussing on our organisational culture and making sure the Service is fully inclusive. During the last two years, we have looked at aligning our Mission, Aims and Core Values with the People Plan because People are at the heart of everything we do. As a result, we have worked with staff to create a new Leadership Message which explains what is important to us as a Service, what we want to achieve for the people of Merseyside and our own employees and the values

and behaviours that will get us there. You can read more about our Leadership Message on page ...

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.

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 (as highlighted in our inspection report). 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 next two years of the IRMP, we propose to build a new state of the art Training and Development Academy and National Resilience Centre of Excellence in Long Lane, Aintree. This 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. Consultation with the public, staff, partners, stakeholder, local Councillors and neighbours on Long Lane was undertaken during autumn 2021 and participants were supportive of our plans. The Fire Authority gave approval to submit a planning application to Liverpool City Council.

We have recruited more Fire Protection Officers to increase our ability to inspect high risk buildings and assist building owners and occupiers to comply with fire safety law. 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.

This Service Delivery Plan anticipates the IRMP proposals, new Leadership message and includes actions that will help us deliver both the IRMP 21-24 and HMICFRS recommendations during the next year.

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 VISION, PURPOSE AND AIMS

### **Our Vision: -**

*To be the best Fire & Rescue Service in the UK, acting as one team putting our communities first*

### **Our Purpose**

*Here to serve. Here to protect. Here to keep you safe*

### **Our Aims:**

- **Protect**  
*We protect people from harm, provide advice, guidance and when absolutely necessary, use enforcement to keep the public and our firefighters safe*
  
- **Prevent**  
*We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities*
  
- **Prepare**  
*We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective*
  
- **Respond**  
*We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe*

## 1.3 OUR SERVICE AND VALUES

### **Our Service:**

**We are bold** - Embracing new ideas to build on the confidence and trust the community place in us.

**We are professional** - Always giving our best to be the best we can be.

**We are safe** - Protecting lives and keeping our firefighters safe.

**We are built to help** - Looking after people and looking after each other.

**We are positive** - Recognising how far we have come and being positive about the future.

**We are relentless** - Overcoming barriers to help people feel safe.

We shape our actions by embedding **OUR VALUES** into the way we deliver our services:

### **We serve with Courage**

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

### **We serve with Integrity**

- By doing the right thing, even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

### **We serve with Compassion**

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

## 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.

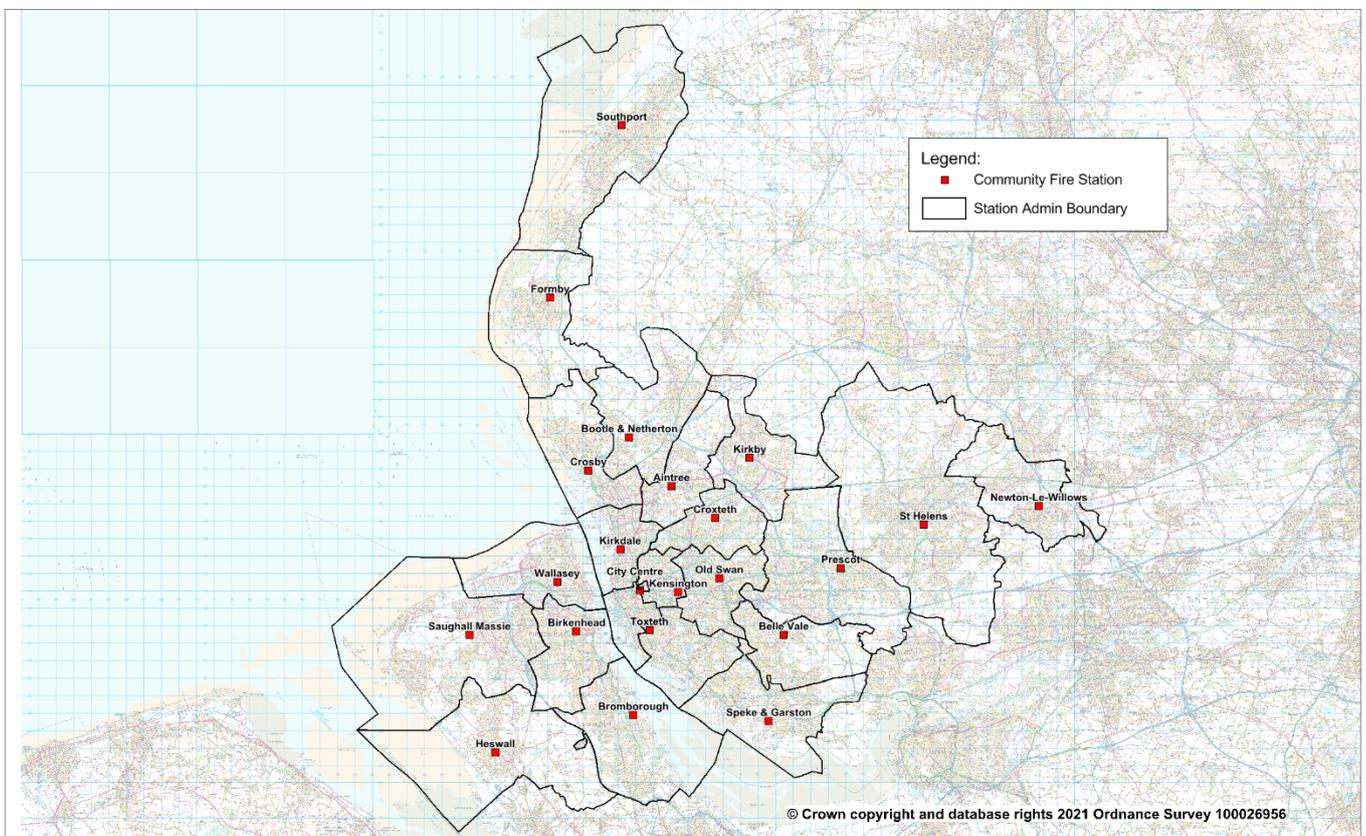
Merseyside spans 249 square miles (645 Km<sup>2</sup>) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's metropolitan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

Mid 2020, population figures show that Merseyside has a population 1,434,286. Since the 2011 census, the population of Merseyside has grown by 4.9% 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

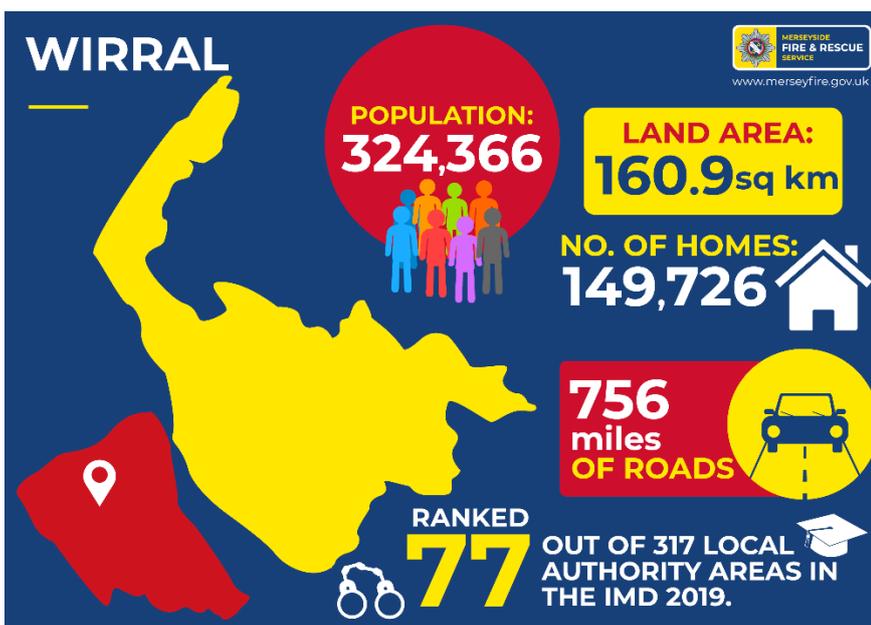
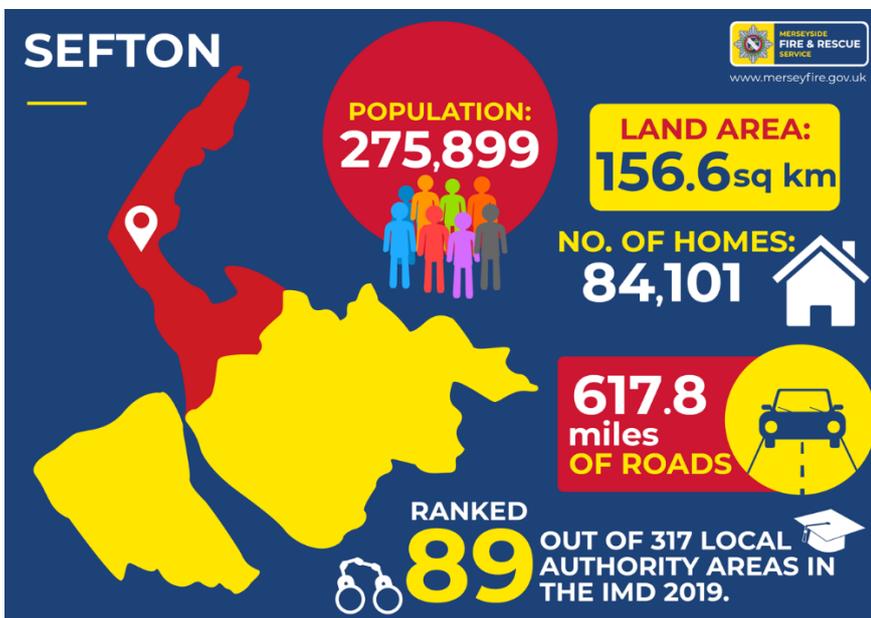
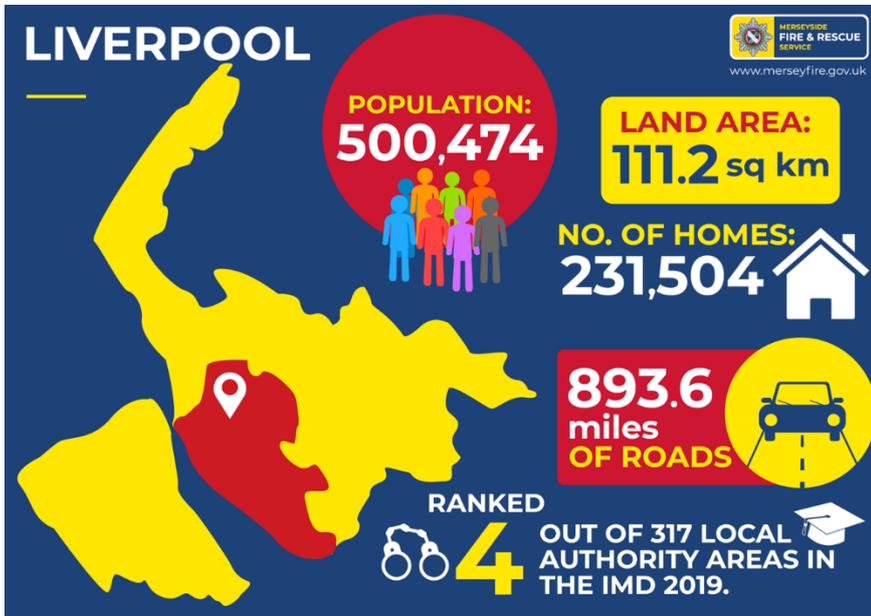
Merseyside is one of the most deprived areas in England, with Knowsley being the third most deprived local authority in England and Liverpool being fourth. There are better off areas, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social 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**





# ST HELENS



POPULATION:  
**181,095**



LAND AREA:  
**133.7sq km**

NO. OF HOMES:  
**127,621** 

**461.4**  
miles  
OF ROADS



RANKED  
**40**

OUT OF 317 LOCAL  
AUTHORITY AREAS IN  
THE IMD 2019.



# KNOWSLEY



POPULATION:  
**152,452**



LAND AREA:  
**86.5sq km**

NO. OF HOMES:  
**67,616** 

**372.9**  
miles  
OF ROADS



RANKED  
**3**

OUT OF 317 LOCAL  
AUTHORITY AREAS IN  
THE IMD 2019.



## 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 2022/23 and the performance indicators we will use to show whether what we have done has been a success.

When writing our Integrated Risk Management Plan our approach is broken down into three themes that all make a difference to the safety of **people, buildings and places** in Merseyside:

**Risk** – We identify people, buildings and places where there is a likelihood of an emergency incident happening that would have a potentially serious effect on our communities. For example, we work with the people responsible for buildings and locations to help to reduce that risk and we plan and review how we would deal with an emergency if it did occur.

**Demand** – We use information about incidents that have happened in the past and analyse how we have responded to them, to better understand what happened and how efficient and effective we have been. For example, this enables us to plan to respond effectively and efficiently to similar emergencies that occur in the future.

**Vulnerability** – we use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies.

Vulnerability can be anywhere on Merseyside so we need resources available everywhere but vulnerability is worse in areas of deprivation of which Merseyside have some of the highest levels.

**Resources** – 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.

**Consultation and Engagement** – we speak and listen to the public about our plans before we write our IRMP, and we do this again before we publish the final Plan. We also consult our staff and other organisations that we work with and that have an interest in the services we deliver, such as Councils and the Police.

Listening to the people involved in our consultation and engagement events helps us understand what you expect of us. This has helped us decide which proposals to include in the following Plan. These proposals explain what we believe are the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Merseyside in the most efficient and effective way.

## **Risks in Merseyside**

During preparation for the IRMP 2021-24 extensive work was completed around the National Security Risk Assessment (NSRA), to produce a Community Risk Register – on behalf of Merseyside 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:**

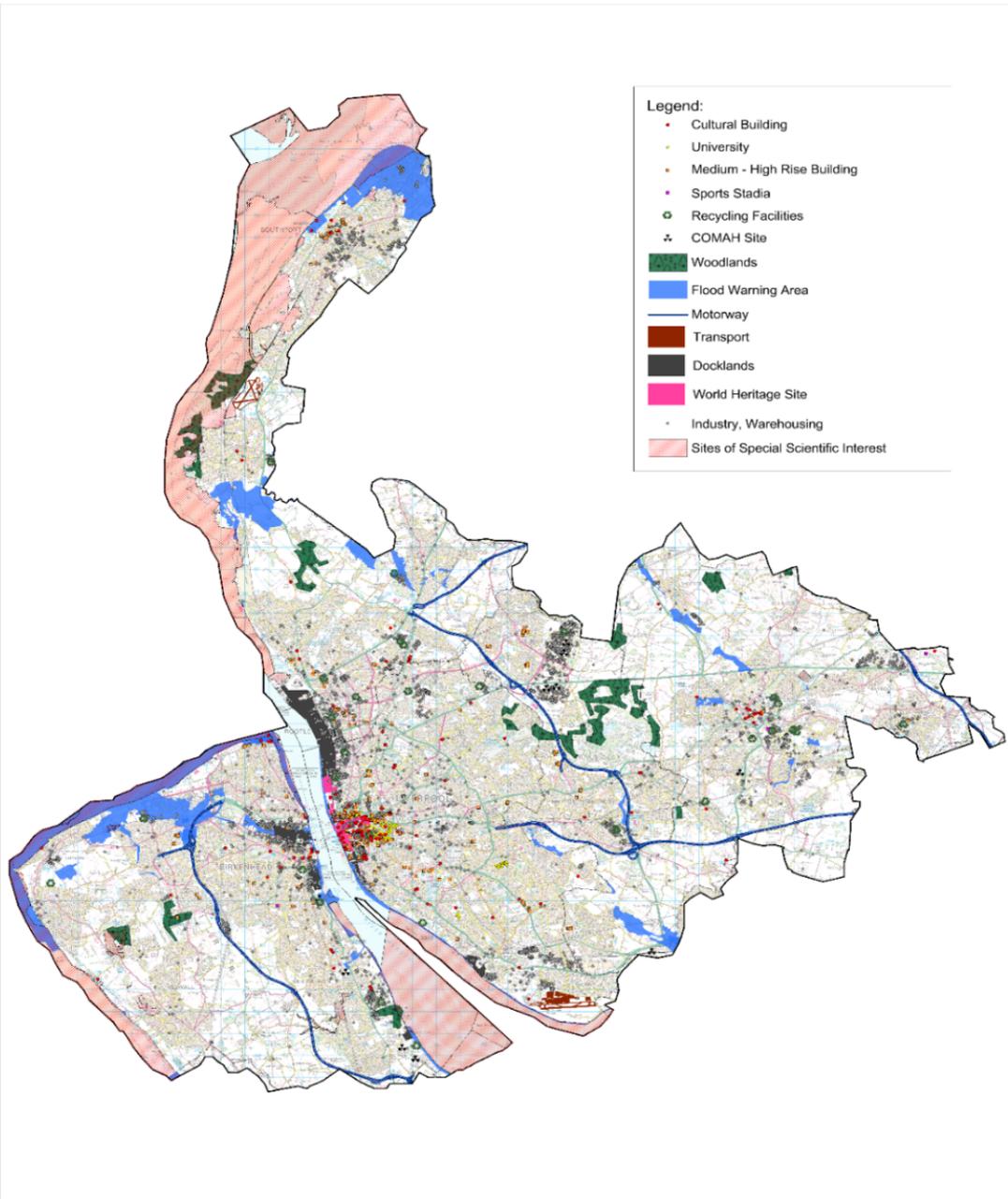
- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

These are the six high impact areas (identified using the NSRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

This does not mean they are the only risks we are prepared for, as there are many other types of incidents that we plan for and respond to. These include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day-to-day work, even though we also work hard to reduce these.

These risks are factored in to our wider training and exercise programme. Other sections of the IRMP, including those about Vulnerability, Demand and Response provide more information about our plans for those types of incident.

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:  
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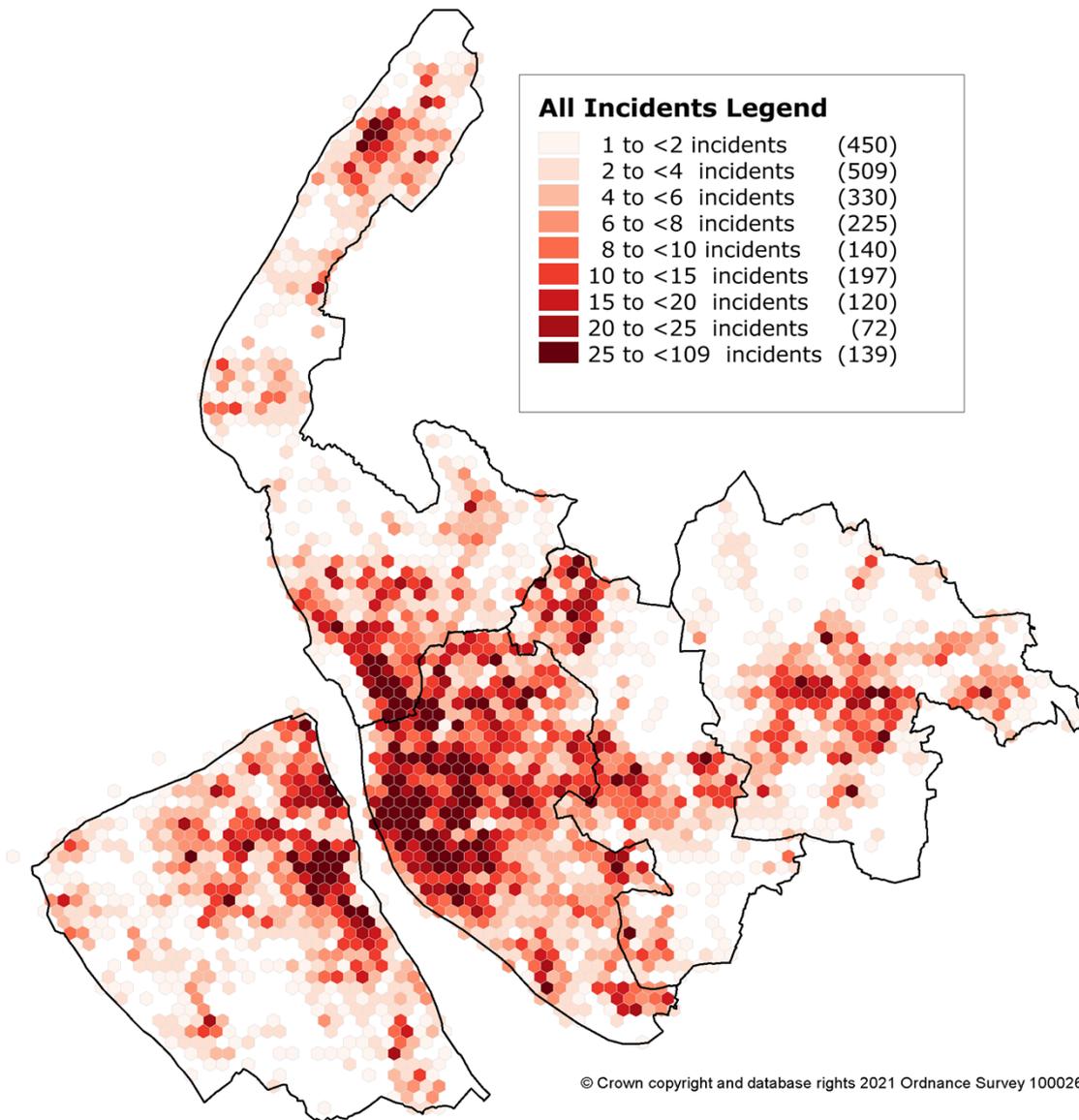
There are areas on this map that are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they 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

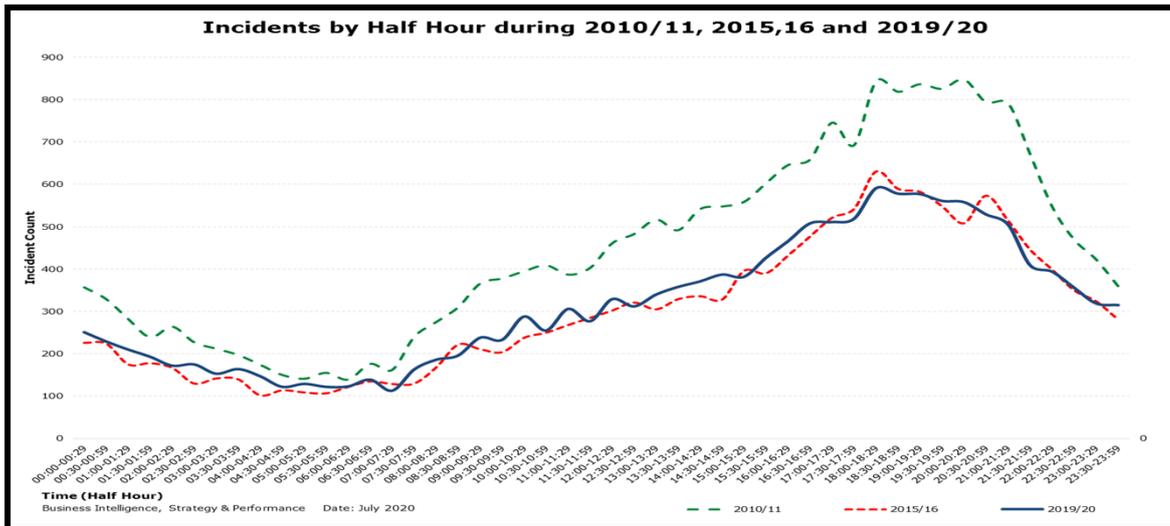
Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

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%

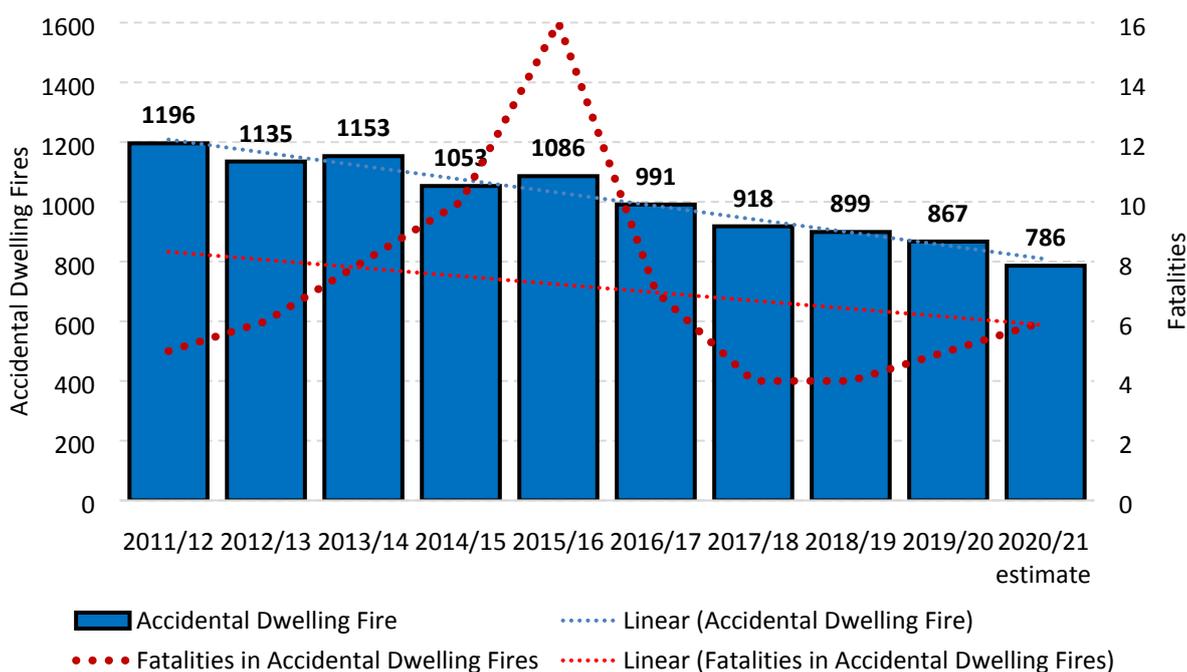


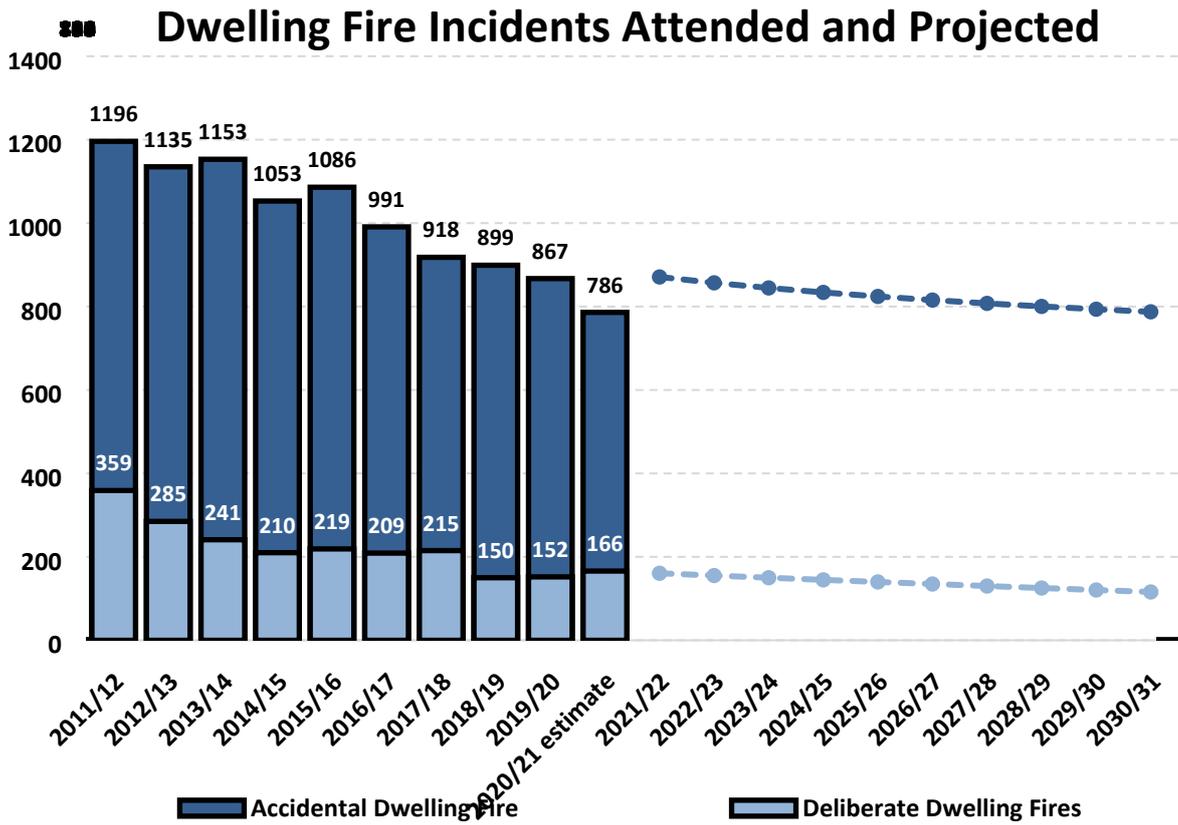
## Vulnerability in Merseyside

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.

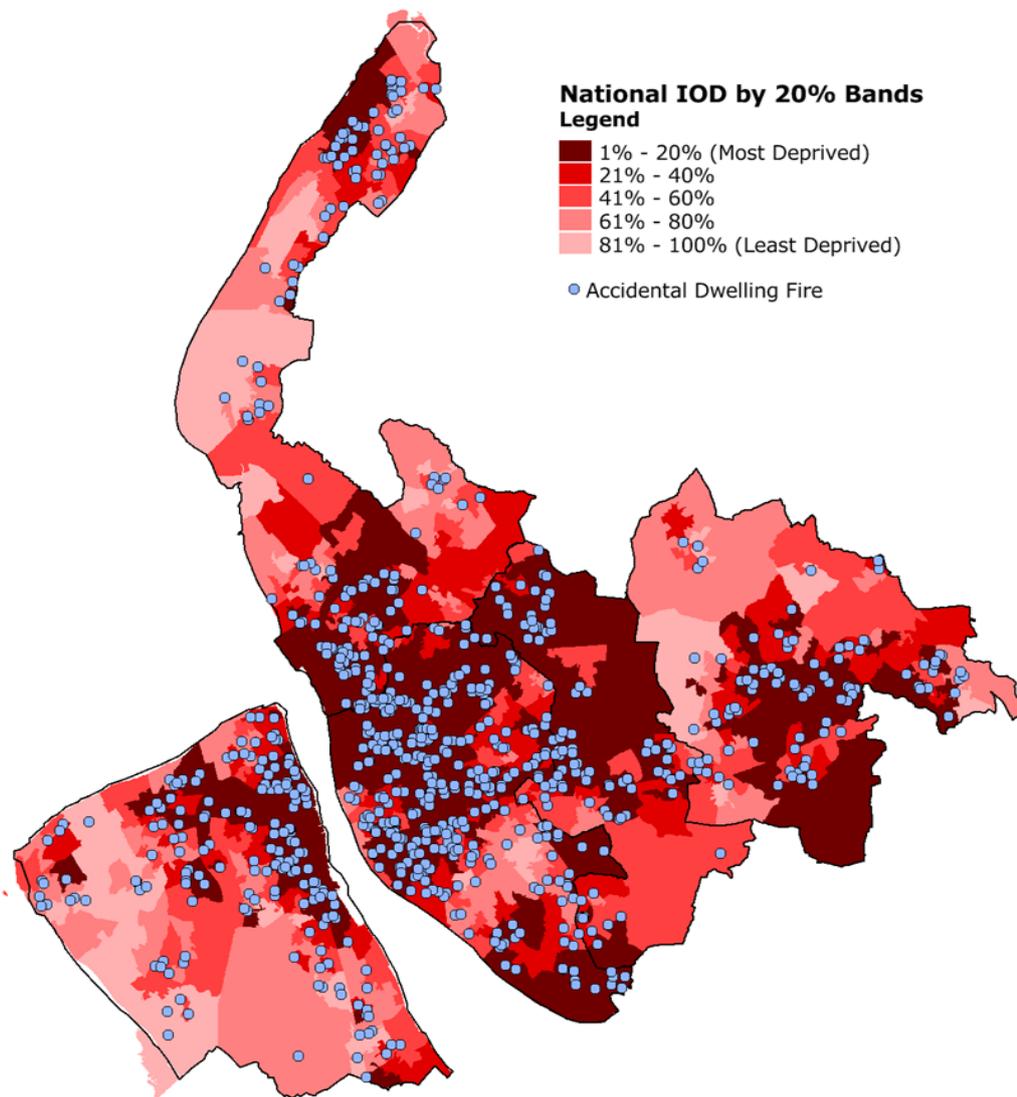
## Accidental Dwelling Fires and Fatalities - 10 Years





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. For several years we had to deal with significant budget cuts, but more recently we have been able to increase our fire engines and firefighters by using the money we have differently. Our 2021-2024 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 that 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).

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.

## **Operational Response**

The Operational Response Directorate is responsible for the frontline emergency response to fires and other emergencies. It is made up of four areas: Service Delivery, Health and Safety, Control 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.

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.

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.

Our Search and Rescue Team (including international search and rescue) are also managed by this directorate

### **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.

During the period of this Service Delivery Plan, we will be completing the introduction of a new Management Information System and mobile technology that is helping us manage the delivery of our services more effectively.

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 the last Service Delivery Plan we introduced a new Management Information System and mobile technology that is helping 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 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 inspected all 256 known buildings from the start of the plan; however, a number of additional buildings have been provided to us in the last 8 months that were unknown. These will carry the plan forward until about May.

We have also be working with the new Building Safety Regulator that 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 that has been delayed due to Covid 19.

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 have been using the extra money from the Government to increase the number of Fire Safety Inspectors and Auditors, improve the knowledge of our current team and to recruit from our communities' new staff to become Fire Safety Inspectors and Auditors.

### **Our 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 was 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 Vision, Purpose, 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 five-year 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 FTE firefighter, (36% lower),
- 32 FTE staff in fire control, (21% lower)
- 290 FTE support and technical staff, (32% lower),
- Appliances;
  - Days: 27 immediately available plus 4 on a 30 minute recall
  - Night: 21 immediately available plus 10 on a 30 minute recall
- 22 fire stations maintained by a variety of demand led duty cover systems.
  - Days: 27 immediately available plus 3 on a 30 minute recall
  - Night: 21 immediately available plus 9 on a 30 minute recall

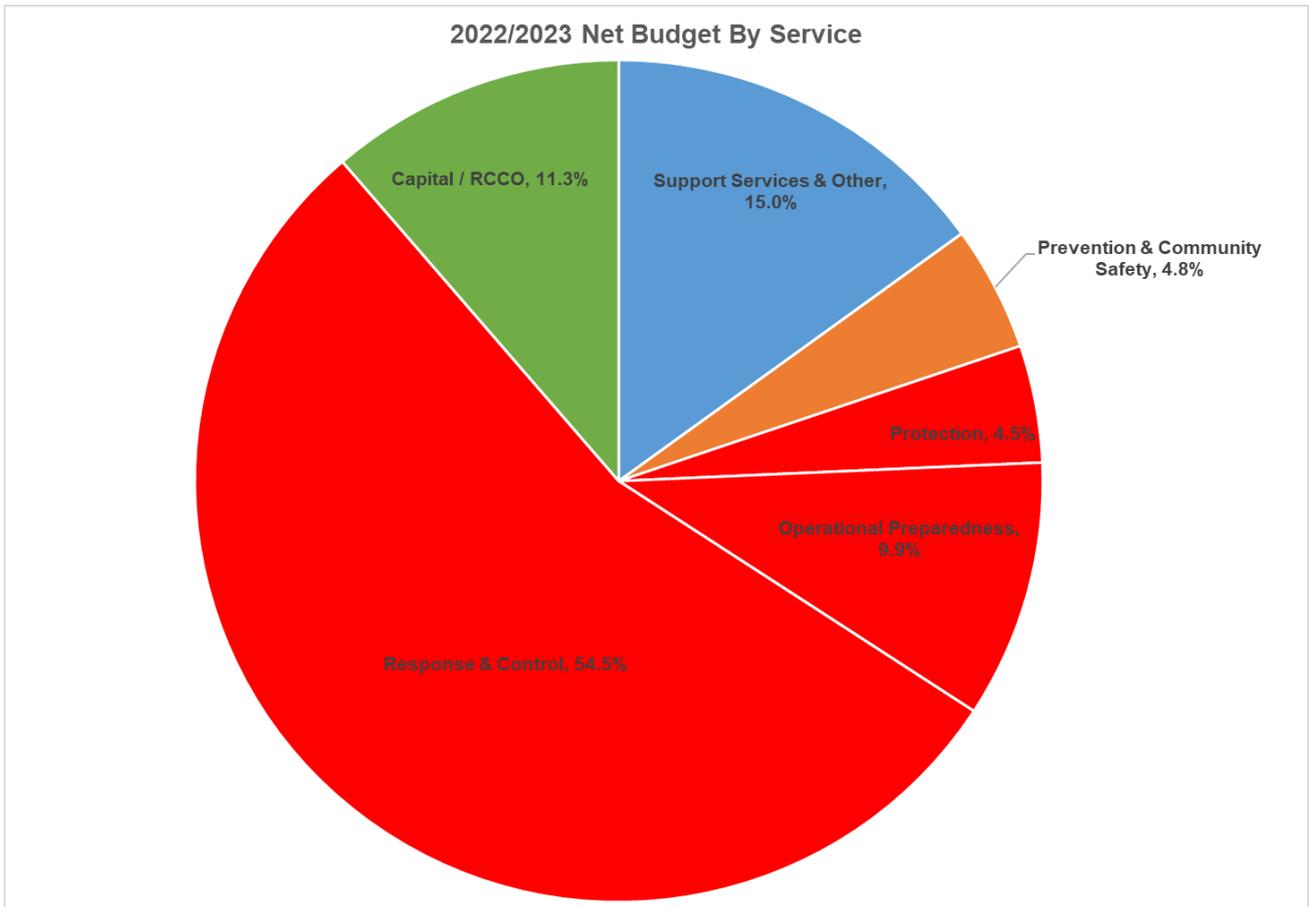
The updated MTFP covers a five-year period, 2022/2023 – 2026/2027. It takes into account the Government's 2022/2023 financial settlement and delivers a balanced financial position in 2022/2023 and 2023/2024. A potential financial challenge from 2024/2025 has been identified but due to significant uncertainty over future Government support and future costs (particularly pay awards), 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 £35m Training and Development

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

The Authority has an excellent track record of investing in line with its corporate priorities. The pie chart below outlines that most expenditure, 54.5%, goes on emergency and specialist response. In addition, 9.9% goes on Operational Preparedness and 9.3% on Protection, Prevention & Community Safety. Therefore 73.7% of expenditure is on the “front line” services. The 11.3% on capital costs relates mostly to previous investment in front line assets, fire stations, vehicles and equipment. The remaining 15.0% is on support and operational enabling services.



## 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 2022/23, 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 have been affected by the pandemic for the second year. 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. There was also a change to the numbers of fires and other incidents that occurred, which means that using data from those years to predict future performance is unreliable.

Estimated performance for 2021/22 is detailed below; actual performance will be updated 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 numbers, 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.

## 4.2 Estimated PERFORMANCE FOR 2021/22

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2020/21	Target 2021/22	Estimated Performance 2021/22	Status
<b>TO00</b>	Total number of emergency calls received	19778	<i>Quality Assurance</i>	22126	Quality Assurance
<b>TC01</b>	Total number of incidents attended	15867	16273	18009	On target
<b>TC02</b>	Total number of fires in Merseyside	6142	7159	6777	On target
<b>TC03</b>	Total number of ^primary fires attended	1770	2262	1974	On target
<b>QTC04</b>	Total number of secondary fires attended	4372	4897	4802	On target
<b>TC05**</b>	Total number of special services attended	4250	<i>Quality Assurance</i>	5287	Quality Assurance
<b>TC06</b>	Total number of false alarms attended	5475	5497	5946	Target missed
<b>TR08*</b>	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.4%	90.0%	95.3%	On target
<b>TD09</b>	The % of available shifts lost to sickness absence, all personnel	4.27%	4.00%	Greater than 4%	Target missed
<b>TE10</b>	Total carbon output of all MFRS buildings	57.4	65.0	56.8	On target
<b>FIRES IN THE HOME</b>					
<b>DC11</b>	Number of accidental dwelling fires	799	861	836	On target
<b>DC12</b>	Number of deaths in accidental dwelling fires	7	8	4	On target
<b>DC13</b>	Number of injuries in accidental dwelling fires attended	59	90	59	On target
<b>DC14</b>	Number of deliberate dwelling fires in occupied properties	139	138	119	On target
<b>DC15</b>	Number of deliberate dwelling fires in unoccupied properties	16	20	20	On target
<b>DC16</b>	Number of deaths in deliberate dwelling fires	0	1	0	On target
<b>DC17</b>	Number of injuries in deliberate dwelling fires	14	13	6	On target

^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.

\* To respond to life risk incidents within 10 minutes on 90% of occasions. Our 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 2020/21	Target 2021/22	Estimated Performance 2021/22	Status
<b>FIRE IN NON DOMESTIC PROPERTIES</b>					
NC11	Number of deliberate fires in non-domestic premises	37	81	43	On target
NC12	Number of accidental fires in non-domestic premises	126	179	146	On target
<b>SMALL AND ANTI SOCIAL BEHAVIOUR FIRES</b>					
AC11	Number of deliberate vehicle fires attended	306	569	401	On target
AC12	Number of accidental vehicle fires attended	168	197	215	Target Missed
AC13	Number of deliberate anti-social behaviour fires (small)	2993	3208	3280	Target Missed
AC14	Number of accidental small fires attended	1379	1689	1523	On target
AC15	Number of 'other' primary fires attended	179	217	195	On target
<b>ROAD TRAFFIC COLLISIONS</b>					
RC11	Number of road traffic collisions (RTC) attended	555	Quality Assurance	788	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	232	Quality Assurance	282	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	8	Quality Assurance	19	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside <i>Based on Partnership RTC data</i>	347	Quality Assurance	483	Quality Assurance
RC15	New: Number of KSI's affecting 16-24 age group - <i>Based on Partnership RTC data</i>	59	110	109	On target
<b>FALSE ALARMS</b>					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	460	583	577	On target
FC12	The number of false alarm calls due to smoke alarm actuation in Domestic properties	2880	2949	2905	On target
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3465	Quality Assurance	3680	Quality Assurance
FC22	Number of Malicious False Alarms attended	125	222	195	On target
FC23	Number of False Alarm Good Intent attended	2010	1743	2268	Target missed
<b>STAFF SICKNESS &amp; INJURIES</b>					
WD11	% of available shifts lost to sickness absence per wholtime equivalent Grey book (operational) personnel	4.05%	4%	Greater than 4%	Target missed
WD12	% of available shifts lost to sickness absence per wholtime equivalent Green and Red book (non uniformed) personnel	4.62%	4%	Greater than 4%	Target missed
WR13	Total number of operational staff injuries	35	47	32	On target

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

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

### **TC02 Total number of fires attended**

Almost without exception, all types of fires attended have increased during 2021/22 (6777). This is probably due to reductions and changes in Covid 19 restrictions throughout the year. When compared to 2020/21 (when we attended 6142 fires). This is an increase of 635 incidents but is still 382 incidents below the annual target of 7159.

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

The number of primary fires (1974) attended during 2021/22 is greater than in 2020/21 (1770) but is 288 under the annual target (2262). The increase against performance in 2020/21 is likely to be related to the Covid 19 lockdown restrictions being less strict during 2021/22.

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

Despite the impact of the pandemic, fire crews maintained our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 95.3% of occasions.

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

Performance for 2021/22 (836) shows an increase in accidental dwelling fires when compared to 2020/21 (799). In part, this increase is likely due to the impact Covid 19 lockdowns have had over the last two years when compared to pre-Covid 2019/20, when 867 incidents were attended. However, this performance also reflects the continued success of our Home Safety and Arson Reduction Strategies. 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, leafleted extensively and carried out home safety campaigns to reassure people after serious fires.

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

During 2021/22 Covid related absence continued to increase sickness at times but targets were narrowly missed but the swift action of the Authority and staff 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 helped to keep absence as low as possible. If Covid related sickness is removed from the percentage figures the 4% targets for sickness were achieved.

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

### **FC23 Number of False Alarm Good Intent attended**

There has been an increase of 258 false alarm good intent calls attended in 2021/22 (2268) when compared to 2020/21 (2010). This is 578 incidents over the target for 2021/22 of 1743. A significant proportion of these incidents are the public reporting controlled burning in gardens as fires. We communicate regularly with the public to advise them of the risks associated with garden fires and barbecues and we will continue to do that, particularly through the spring and summer.

## 4.3 KEY PERFORMANCE INDICATORS for 2022/23

KPI Ref	Narrative	Proposed Target 2022/23
<b>Summary/Benchmark Key Performance Indicators</b>		
TO00	Total number of emergency calls received	<i>Quality Assurance</i>
TC01	Total number of incidents attended	18278
TC02	Total number of fires in Merseyside	7034
TC03	Total number of primary fires attended	2037
TC04	Total number of secondary fires attended	4997
TC05	Total special service calls attended	<i>Quality Assurance</i>
TC06	Total number of false alarms attended	5993
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>Fires in the Home</b>		
DC11	Number of accidental dwelling fires	850
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	129
DC15	Number of deliberate dwelling fires in unoccupied properties	19
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	13
<b>Fires in Non Domestic Properties</b>		
NC11	Number of deliberate fires in non- domestic premises	64
NC12	Number of accidental fires in non-domestic premises	168

KPI Ref	Narrative	Proposed Target 2022/23
<b>Small and Anti-Social Behaviour Fires</b>		
AC11	Number of deliberate vehicle fires in Merseyside	419
AC12	Number of accidental vehicle fires attended	193
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	3293
AC14	Number of accidental small fires attended	1704
AC15	Number of "Other" primary fires attended	195
<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	586
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in <b>Domestic</b> properties	2974
FC13	The number of false alarm calls attended, discounting false alarm good intent.	<i>Quality Assurance</i>
<b>Staff Injuries and Sickness</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, the resources we have available and the specific risks, demands and vulnerability of Merseyside.

Our IRMP 2021-24 was published on 3<sup>rd</sup> July 2021 and can be found [here](#). Progress against our actions for 2021 onwards are reported to the Fire Authority six-monthly and updates for the first 6 months (July to December 2021) are included below.

### Our 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  
**Update: the station move is complete; the station went live at 1030hrs on 1<sup>st</sup> December 2021.**
- 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  
**Update: Following consultation in April/May 2021 with the public, stakeholders, partners, local councillors and staff there was overwhelming support for our proposals. The Fire Authority approved submission of plans to Liverpool City Council in December 2021 and the land deal is expected to be complete by May 2022.**
- Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function  
**Update: All moves of specialist units completed. All moves to happened on the 1<sup>st</sup> December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.**
- 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.  
**Update: Specifications for the vehicle are being finalised with the supplier.**

Our aerial appliances would be based at:

- Liverpool City (45m Combined Platform Ladder (CPL)) – crewed 24/7

**Update: Wholetime CPL established, 45m High Reach Extendable Turret (HRET) not yet purchased.**

- Southport (34m Combined Platform Ladder) – complementary crewed – it will respond with the fire engine and crew who will operate the appliance

**Update: this appliance is in place and operational.**

- Saughall Massie (34m Combined Platform Ladder) – complementary crewed

**Update: awaiting purchase of 45m HRET purchased and completion of training.**

- St Helens (Stinger/Scorpion) – crewed 24/7 or using retained contracts

**Update: awaiting purchase of stinger.**

These 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).

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)

**Update: Action completed in September 2021**

- **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)  
**Update: All assets are now located at Wallasey and are available for mobilisation with retained crew.**
- **St Helens** – Hazmat (Hazardous Materials)– Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)  
**Update: All appliances were in place by November 2021. Initial training has been received with Hazmat and specialist training was delivered in January/February 2022. Asset is available on retained activation.**
- **Long Lane** – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis  
**Update: Workshops are being held to plan multi-use areas, National Resilience areas and ways to increase commercial income at the new Training and Development Academy**
- **Kirkdale** – Terrorist Response Specialist Capability (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis  
**Update: Mass Decontamination Unit was moved to Prescott in January 2022; this was a change to the IRMP proposal and was approved at Operations Board on 29th November 2021. Staff to be trained by 31<sup>st</sup> March 2022**  
**Marauding Terrorist Attack (MTA) is fully available**  
**Flood Response capability is fully available**
- **Belle Vale** – Water (High Volume Pump) including all LLAR stations – staffed on a whole time (permanent) basis  
**Update: the High Volume Pump (HVP) is continually staffed by one driver. The original plans for training related to this action were not appropriate for the staff involved and other options are being considered.**
- **Heswall** - Wildfire – All terrain vehicle – Complementary crewed  
**Update: the vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.**
- **Formby** – Wildfire – All terrain vehicle – Complementary crewed
- **Update: the vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.**

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.

## **Update: A Review is underway of potential options of where MFRS would locate a temporary 32<sup>nd</sup> fire engine**

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.

**Update: MFRS have met with the Chief Medical Officer for NWAS to open discussions on Integrated Demand Management. Previous Emergency Medical Response documents (MOU and Service Instruction) have been shared and discussions will continue. Further meetings will be planned but this discussion will probably carry over into the next functional planning year.**

## **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.

**Update: A series of public consultations were held with stakeholders, partners, staff, local councillors and businesses during 2021. These are now complete and were reported to Authority on 11<sup>th</sup> November 2021.**

**The Authority gave approval for submission of the planning application and this was submitted to Liverpool City Council in December 2021. The land deal is expected to be complete by May 2022.**

## **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.  
**Update: Home Fire Safety Checks were disrupted during the latter part of 2021 due to pandemic restrictions. We have maintained delivery of Safe and Well checks for those who are most vulnerable. The Service was able to hold its annual Older Persons Day completing approximately 750 HFSCs.**
- Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)  
**Update: Year 2021/22 will be impacted by the pandemic details are reported to the Authority.**
- 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)  
**Update: It is anticipated that we will will achieve the target for the year.**
- 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.  
**Update: This target will be met with a mix of HFSC and Safe & Well visits**
- 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.  
**Update: This action has been delayed due to the pandemic, however Liverpool City Council has relaunched its strategy to engage with the private rented sector, MFRS will be involved with this.**
- Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist.  
**Update: Prevention Department is reviewing its workforce profiles (gender, age, ethnicity etc.). The team has two members co-opted onto the Positive Action Working Group and staff who support a number of networks. There has been some success in the recruitment of women to the team but we want to do more to encourage people from under represented ethnic backgrounds to join us.**
- 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.  
**Update: This has been evidenced during the Bonfire Period and Older Persons Day. Arson advocates routinely work with Merseyside Police and local officers on walkabouts at a local level on a weekly/monthly basis.**

## 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).

**Update: We have employed a number of new staff to fill these roles and plan to employ more.**

**Recruitment is also underway for three firefighters (already employed) who will be trained to undertake auditor/inspection duties. All of this will be funded through government grants.**

**All recruitment has been completed and staff are expected to commence their roles in mid March.**

- Visit every very high and high risk premises (7,500 over the life of the Plan)  
**Update: This target has been affected by the pandemic and staff retention issues. This figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the proposed move from the Premises Risk Model to the IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises. IFOG will indicate priority premises in order and it is anticipated this may cause the number of inspections to decrease. To date, 1087 audits have been completed in this year's reporting period; the target is 7500 over the 3 years of the IRMP.**
- 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  
**Update: During 2021, CFRMIS (Community Fire and Risk Management Information System) was implemented in the Fire Protection Department and is predominantly being used for recording data from Fire Safety Audits. Plans for 2022 include the introduction of standard letters, the use of the application by the Planning and Building Regulations Department, Explosives licencing, Fire Safety concerns reporting and the recording of Simple Operational Fire Safety Audits (SOFSA). Prevention have launched Home Fire Safety Checks (HFSC) on CFRMIS. Work continues to introduce CFRMIS for our Fire Service Direct call centre and Safe and Well Visits**  
**Operational Intelligence will launch a PORIS (Provision of Operational Risk Information System) assessment by April 2022, in order for Operational Crews to assess current category 3&4 Site Specific Risk Information (SSRI) records to ensure accurate risk category will be captured in CFRMIS**
- Increase mobile/agile working for staff to improve efficiency and effectiveness  
**Update: All inspecting staff have been given mobile devices to enhance agile working. CFRMIS is progressing and once fully operational with all modules will see greater use of mobile working.**
- Deliver a full response to Grenfell Tower Fire Inquiry recommendations  
**Update: This is still ongoing with good progress being made. To date, 30 of the 46 recommendations are established within service, six are awaiting changes to legislation and National Fire Chiefs Council (NFCC) guidance, and plans are in place to address the remaining 10.**
- 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.

**Update: Since the IRMP 2021-24 was published in July 2021, firefighters have delivered 1379 Simple Operational Fire Risk Assessments (SOFSA's). This is on target to achieve 6336 by June 2024.**

- Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside.  
**Update: A regular programme of inspections is underway and we are on track to achieve this objective.**
- Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.  
**Update: 168 explosives visits were completed during the reporting period. Only two complaints were received during the reporting period, but neither required enforcement action.**
- In addition, our drone capability will be further developed after being proposed in our previous Plan.  
**Update: We have implemented our drone capability.**

## **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.  
**Update: A structure is now in place for collaboration opportunities. The assisting Nwas gaining entry Memorandum of Understanding is now well embedded as business as usual.**

**The Interoperability Voice Channel trial is now up and running to promote the use of multi-agency radio talk groups at operational incidents. Further collaboration opportunities are currently being explored in the following areas:**

- **Use of Drones**
  - **Welfare at Incidents**
  - **The Charter for bereaved families through public tragedy**
  - **High Demand - Frequent Call Handling.**
- 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  
**Update: A new approach to collecting and using site specific risk information has been approved. Cross border information is available to staff on Mobile Data Terminals and our intranet. We will use the national Resilience Direct platform for sharing risk information with neighbouring fire and rescue services.**

**Operational Intelligence will launch a Provision of Operational Risk Information System (PORIS) assessment by April 2022, in order for Operational Crews to assess current category 3&4 Site Specific Risk Information (SSRI) records to determine accurate risk category for premises which will be captured in the new Community Fire Risk Management Information System (CFRMIS). Further Operational Intelligence work will**

**include the production of a data capture form, approval process, automation of uploading and format of how the risk information is used at various stages of an incident.**

- 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.

**Update: All specialists assets were reviewed during the summer of 2021. The Service has introduced a process for staff to propose new ideas which can result from incident debrief feedback and significant incidents reports. The review continues.**

- 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.

**Update: A new Command Training Strategy was put in place in September 2021. The training delivery programme is an 18-month plan with a target date of March 2023.**

**A trial of command software 'Effective Command' took place in December which will enhance how information is recorded and the training programme.**

- Prepare our fleet of vehicles for a move to alternative fuels  
**Update: This action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030.**
- 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  
**Update: A new shift pattern has been introduced with an element of retained cover included to improve resilience. The new shift pattern is now in consultation, aiming to close action March 2022.**
- Develop operational plans for all key risks including heritage sites and sites of scientific interest  
**Update: Site Specific Risk Information (SSRI) survey undertaken and completed in September 2021. Two thousand heritage sites are to be considered for exercising options. This was reported to Ops Board on 29<sup>th</sup> November 2021. Heritage sites are now incorporated into the SSRI update reported to Operations Board.**

## **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

**Update: Key Performance Indicators are now online. Assurance processes are planned and this is a continual process. Regular six-weekly National Resilience (NR) meetings are in place and held regularly to plan to address any internal and external National Resilience gaps.**

- Support the Government's plans to refresh the National Resilience Assets  
**Update: The National Resilience Assurance Team (NRAT) will work with the Lead Authority (Merseyside FRS) Home Office, along with internal and external UKFRS stakeholders to facilitate and complete a comprehensive review of National Resilience capabilities and undertake major asset refresh as part of the ND2 project to ensure specialist National Resilience capabilities remain efficient and effective.**

## 5.2 FUNCTIONAL PLANS 2022/23

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. These updates are included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis and are published on our website.

Relevant actions are also incorporated into individual Station Plans. They are 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 previously been incorporated into Functional Plan reporting. For 2022/23, this will be reported through a separate ED&I Action Plan.

### **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 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.

## 5.3 STATION PLANS

Station Plans are local plans developed and owned by community fire and rescue station staff working with 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 2022/23 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 2022/23 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>46,038</b>	<b>1487</b>	<b>792</b>	<b>720</b>	<b>2112</b>

## 6.1 SERVICE DELIVERY PLAN ACTIONS 2022/23

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>	The continued implementation of the approved 5-year capital build programme and progress the development of the Training and Development Academy by building a new training facility that is fit for purpose that supports the training of highly skilled people 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 by reviewing our Shared Estate, Operations and Support Services. Operational Preparedness will continue to work with Blue Light partners and stakeholders to ensure that opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining an excellent response to fires and other emergencies
<b>FP/21/22/1.3</b>	To continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information (SSRI) onto the new CFRMIS platform
<b>FP/21/22/1.4</b>	To maintain and build upon our HMICFRS inspection report of outstanding for responding to major and multi-agency incidents we will implement a comprehensive review of the Incident Command Unit, Operational Support Room, and SCG/TCG Support whilst continuing to embed Resilience Direct throughout the organisation
<b>FP/21/22/1.5</b>	The continued implementation of the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against Government 2030 Green Plan and work with internal and external partners to progress the MFRS move to alternative fuelled vehicles across the MFRS fleet
<b>FP/21/22/1.6</b>	Introduce a High Reach Extendable Turret (HRET) fire engine vehicle at St Helens
<b>FP/21/22/1.7</b>	The procurement of a 45m Combined Platform Ladder following the Grenfell Tower recommendations.
<b>FP/21/22/1.8</b>	Review the Research & Development process to ensure Firefighters are fully engaged and informed ensuring MFRS Firefighters have the most up to date kit and equipment to keep them safe.
<b>FP/21/22/1.9</b>	Respond to the HMICFRS observation to deliver practical training to Fire Control staff on fire survival guidance

### Operational Response:

<b>FP/21/22/2.1</b>	Enhance the effectiveness and efficiency of the retained recall process across all operational areas to include station staff, specialist assets, flexi duty senior managers and Fire Control. Ensure the process provides a clear, pragmatic response that considers not just the initial activation but also the further impact of staff welfare and appliance availability until the return to normal business.
<b>FP/21/22/2.2</b>	Improve the recall of retained staff by the introduction of the Callmy Application to enable a more intelligence led response that limits the impact on overall staffing and is more efficient in the activation of assets.

<b>FP/21/22/2.3</b>	Expand the skills and knowledge of all operational staff by providing structured and pre-planned awareness training on the specialist assets, equipment and capability based at all stations as part of the IRMP 2021-24 implementation.
<b>FP/21/22/2.4</b>	Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.
<b>FP/21/22/2.5</b>	Implement over border exercising at a local level between stations sharing County borders with neighbouring Services to support the Memorandum of Understanding (MoU) signed with Lancashire and Greater Manchester Fire & Rescue Services. Explore if this agreement can be extended to Cheshire FRS.
<b>FP/21/22/2.6</b>	Improve access to hazard and risk information to support firefighter safety at operational incidents. This will be achieved by the transition to the CFRMIS software, which will provide an efficient procedure to gather, process and access risk information. Revision of the SSRI scoring methodology will align with National Operational Guidance and see the introduction of the PORIS risk assessment.

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

<b>FP/21/22/2.7</b>	Enhance the safety of our firefighters to limit exposure to toxic fire effluents and build upon current procedures to embrace latest reports and recommendations to achieve industry 'best practice'. The work will look to educate staff and support greater awareness and understanding of the risks associated with fire effluents, which will influence behaviour on station, in the training environment and at operational incidents. Commitment will be given to regional collaboration work on contaminants to ensure all learning is shared.
<b>FP/21/22/2.8</b>	Response to HMICFRS Report action:  The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.
<b>FP/21/22/2.9</b>	Response to HMICFRS Action:  During reality testing, understanding of operational discretion...and use of decision logging varied
<b>FP/21/22/2.10</b>	Response to HMICFRS action:  Technology transformations are often difficult to achieve. Some staff we spoke to are still adapting to the new ways of working and there are clearly snags that need ironing out. We are interested to review progress in this area in our next inspection.

### **People and Organisational Development:**

<b>FP/21/22/3.1</b>	To develop, expand and lead on the delivery of the People Plan for 2021-24.
<b>FP/21/22/3.2</b>	To implement and embed the 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
<b>FP/21/22/3.7</b>	Enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide

## Prevention

<b>FP/20/21/4.1</b>	Continue to deliver Home Safety through intelligent target led activity.
<b>FP/20/21/4.2</b>	Continue to deliver the Community Safety for Arson, Road and Water safety ensuring we target the most vulnerable people and places.
<b>FP/20/21/4.3</b>	Continue to support a wide range of Children and Young Peoples Programmes, developing our activity in line with the NFCC Youth Engagement Framework
<b>FP/20/21/4.4</b>	Continue to embed and review safeguarding throughout all areas of the Service
<b>FP/20/21/4.5</b>	We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working
<b>FP/20/21/4.6</b>	We will aim to align our current fire investigation procedures to national and international standards.
<b>FP/20/21/4.7</b>	Develop Information Sharing Agreements with key stakeholders to support improved outcomes for vulnerable people.
<b>FP/20/21/4.8</b>	Embed CFRMIS within all Prevention activity and explore other areas of new technology in line with NFCC Person Centred Approach
<b>FP/20/21/4.9</b>	Revise the risk management process (RM1) and introduce a new protocol, to assist Prevention teams and operational staff.

## Protection

<b>FP/21/22/5.1</b>	Resource and support operational response
<b>FP/21/22/5.2</b>	Enhance our regulatory activity via review and development
<b>FP/21/22/5.3</b>	Ensure departmental structure, training, competence and capacity is suitable in the context of risk, demand and vulnerability
<b>FP/21/22/5.4</b>	Develop a cross functional, single platform, Management Information System

<b>FP/21/22/5.5</b>	Implement the requirements of the Grenfell Tower Inquiry project
<b>FP/21/22/5.6</b>	Engage with our business communities

### **National Resilience:**

<b>FP/21/22/6.1</b>	Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate (carried over from 2021/22)
<b>FP/21/22/6.2</b>	Implement the use of Resilience Direct as a secure and reliable means to support routine working and provision of incident status updates to Home Office and other key stakeholders
<b>FP/21/22/6.3</b>	Work with Home Office in the review and revision of the Industrial Action Business Continuity Planning (IA BCP) process
<b>FP/21/22/6.4</b>	Develop and produce learning materials to complement the provision of the National Resilience Maintenance of Competency Framework
<b>FP/21/22/6.5</b>	Following the deployment of resources in support of the Greece wildfires, explore the feasibility of developing protocols and mechanisms to support future National Resilience provision in response to overseas deployment requests

### **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. <ul style="list-style-type: none"> <li>a. Continuing to digitally transform the organisation</li> <li>b. Continuing to ensure compliance with information governance and security legislation and regulations</li> </ul>
<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>	Work with other Functions to review and refresh the Corporate Risk Register 2022-23
<b>FP/21/22/7.5</b>	Monitor and coordinate the implementation of National Fire Standards
<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 Emergency Services Network (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.

## **Finance:**

<b>FP/21/22/8.1</b>	Review the outcome of the Fair Funding Review, Business Rates Re-set, CSR 2022 and determine the impact on the current Medium Term Financial Plan.
<b>FP/21/22/8.2</b>	Look at Immediate Detriment Framework challenge that would allow Firefighter Pension Scheme members access to their legacy scheme ahead of the legislation changes
<b>FP/21/22/8.3</b>	Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask

## **Legal & Democratic Services:**

<b>Legal</b>	
<b>FP/21/22/9.1</b>	To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.
<b>FP/21/22/9.2</b>	To undertake an audit of the management of risk within the insurance provisions and identify any recommendations for new ways of working

<b>Democratic Services</b>	
<b>FP/21/22/9.3</b>	To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively
<b>FP/21/22/9.4</b>	To undertake a review of the Teams delivery output to help facilitate decision making and governance arrangements for Members and the committees.

## 7.1 HMICFRS Inspection 2021

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) carried out a detailed inspection of the Service, and judged it as Good overall, broken down as follows:

- **Good** at effectively keeping people safe and secure from fire and other risks
- **Outstanding** at efficiently keeping people safe and secure from fire and other risks
- **Good** at looking after its people

In total, MFRS scored an unprecedented three 'outstanding' judgements across the 11-sub themes for its fire prevention, response to major and multi-agency incidents and for providing value for money.

The 2021 inspection was the third time HMICFRS has inspected MFRS; the first taking place in December 2018. The Service was deemed 'good' in all three areas in that report, a sector leading outcome at that time. The results of the most recent inspection represent further improvement and reinforces the bold decisions made by the Authority in the preceding years, which saw the Service use innovation to make it quicker to respond, more effective and more resilient. MFRS was also inspected in autumn 2020, with its response to the Covid-19 pandemic praised, particularly the Service's national role.

For this third inspection, inspectors spent several weeks over the summer of 2021 exploring areas covering operational and support functions and interviewing staff.

In the 2021 report, lead HMI Andy Cooke said MFRS 'proactively targets' its activities to reduce anti-social behaviour arson and violence, and improve water safety. Inspectors said they saw 'positive examples of its community work to increase awareness and reduce the risk of fire and other emergencies'.

Inspectors said the Service has responded positively and proactively to learning from the Grenfell Tower fire inquiry, with MFRS on track to have assessed the risk of each high-rise building in its service area by the end of 2021.

Inspectors also found that staff have access to an excellent range of services to support their physical and mental health, with a 'positive working culture' in place. Inspectors said they heard positive examples of how leaders 'actively engage with staff' to give information and receive feedback.

MFRS's vision is to be the best fire and rescue service in the UK and the 2021 report demonstrates that the Service is on its way to achieving that ambition. However, there are areas for improvement identified in the report and it is important that the Service addresses those areas and ensures that plans are in place to tackle any issues and promote continued improvement. There were only three formally identified areas for improvement in the report

Report page	Area for Improvement
17	The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.
36	The Service should assure itself that it has an effective succession planning mechanism in place for all roles
38	The Service should ensure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.

In addition, there were a number of areas in the report where formal areas for improvement were not given but the language used suggests that improvements can be made. MFRS is committed to improving in all areas. These areas are included in the HMICFRS Improvement Action Plan. Progress will be reported to the Authority six-monthly.

The full inspection report and those of the other fire & rescue services inspected in the first tranche are available on the HMICFRS website: [www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/](http://www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/)

## 8.1 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 64% of staff from across a wide range of functions have completed the training; this has been affected by the pandemic. In addition, an on-line training package has been developed for all staff to complete to ensure they have a grounding in the basics of ED&I whilst they are awaiting face to face training or as a reminder after they have completed the face to face training.

During 2021/22, our staff networks went from strength to strength with the support of their Senior Sponsors (despite the pandemic) . 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.

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

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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.

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 Report 2020-21](#)

## 8.2 EQUALITY OBJECTIVES 2021/24

### Objective 1

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

<p><b>Action</b></p>	<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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<p><b>How we will measure our success</b></p>	<p>We will see: Increased diversity in our workforce and volunteers, at all levels, in order to reflect the local community we serve. Increased applications for vacancies, at all levels, by people from the protected groups currently under represented. 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.****Action**

- Carry out activities to help us know and understand our diverse communities including:
  - 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
  - Engaging with diverse communities to understand their needs in relation to the services we provide
  - 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
  - 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
- Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve

**How we will measure our success**

We will have meaningful data and information that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses) and services that meet their needs.

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****Action**

- Continuing to prioritise Home Fire Safety Checks for vulnerable people and in vulnerable places
- To continue to work closely with Businesses owned and/or operated by people from protected groups to aid increased fire safety amongst those groups
- Continuing to engage with young people and others in deprived areas to reduce anti-social behaviour
- Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, Business Safety Audits, hate crime and safeguarding
- 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
- To use social media and other communication channels as a platform for safety messages and other campaigns, measuring the impact

**How we will measure our success**

- We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.
- We will contribute to increasing the knowledge, understanding and importance of Fire safety to residents and business owners across Merseyside

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><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>

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

#### 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.</p> <p>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>

<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

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.

## 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 this 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 included 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 use our website and social media platforms to publicise the consultation

Further consultation was undertaken in September 2021 with regard to one of our IRMP 21-24 proposals to combine Croxteth and Aintree fire stations including the Training and Development Academy and National Resilience Centre of Excellence at a new site on Long Lane in Aintree.

1. Following Authority approval on 30<sup>th</sup> June 2021, a consultation document and on-line survey were published on the Merseyside Fire and Rescue Authority website on 15<sup>th</sup> July. Facebook, Twitter and a press release were used to launch the consultation.

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<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

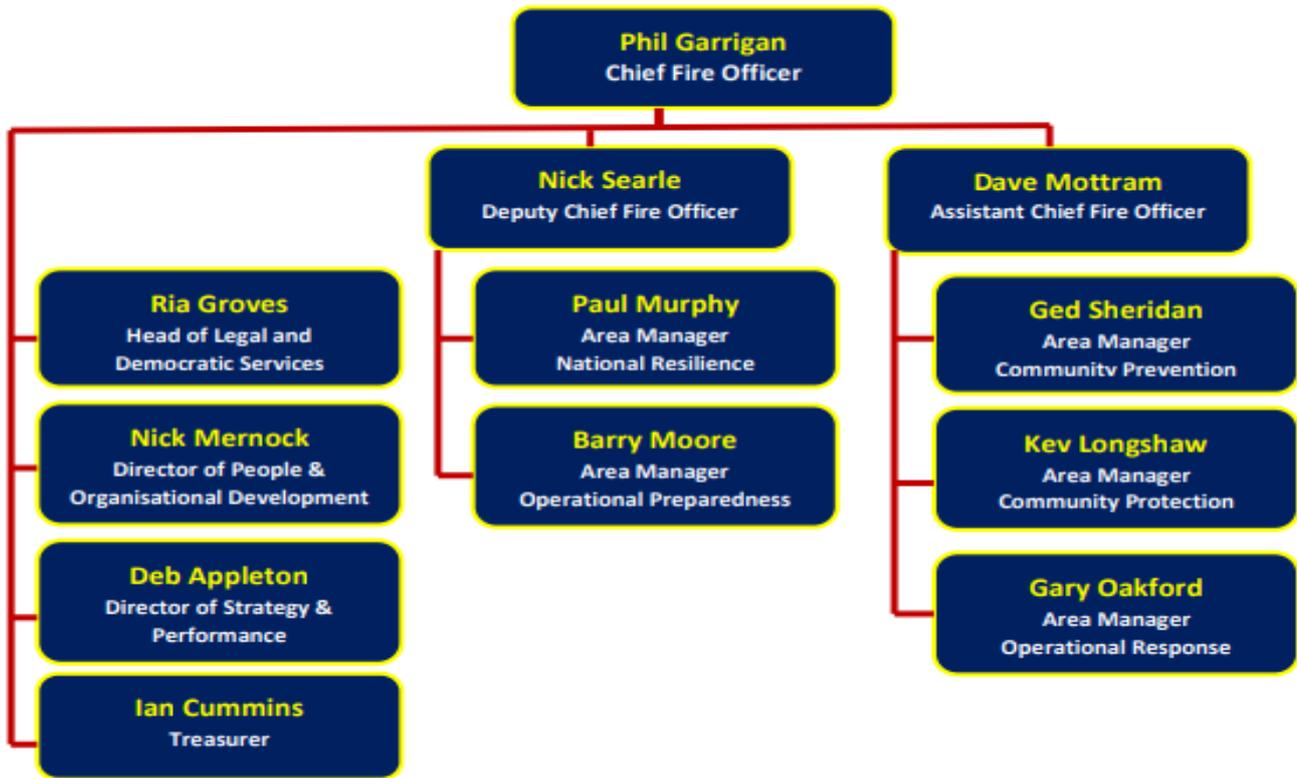
2. Consultation documentation was printed and distributed widely across the Aintree and Croxteth areas, published on the Authority website and promoted via social media and the press. Consultation documents were placed in public buildings including libraries, one stop shops and community centres and supermarkets across the two station areas.
3. The consultation document was sent by email to the offices of all local Members of Parliament, Merseyside Police Chief Constable, Northwest Ambulance, Police and Crime Commissioner, City Region Mayor Steve Rotheram, Liverpool City Region, all local ward councillors and the Democratic Services teams at each of the five local councils.
4. Online Public deliberative forums were hosted by Opinion Research Services (ORS) for each Station area affected plus an all Merseyside forum. Participants were universally supportive of building at Long Lane.
5. Authority social media accounts were used during the consultation period to direct people to information and encourage participation in the consultation process.
6. The Chief Fire Officer consulted with a number of local ward councillors in the two station areas to explain the authority's proposals and to seek their views.
7. The Chief Fire Officer has discussed the plans with the City Region Leaders, Mayor and the Mayor of Liverpool.
8. Stakeholders, including 22 businesses surrounding the proposed new site on Long Lane and 11 major sites in both station areas (including Aintree Hospital and HMP Altcourse), were invited to Service Headquarters to hear our proposals, ask questions and give their views.
9. The Chief Fire Officer spoke to staff at the affected stations to understand their views on the proposals.
10. The Fire Authority approved submission of a formal application for planning permission on 11<sup>th</sup> November 2021

# 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
CFRMIS	Community Fire Risk Management Information System
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)

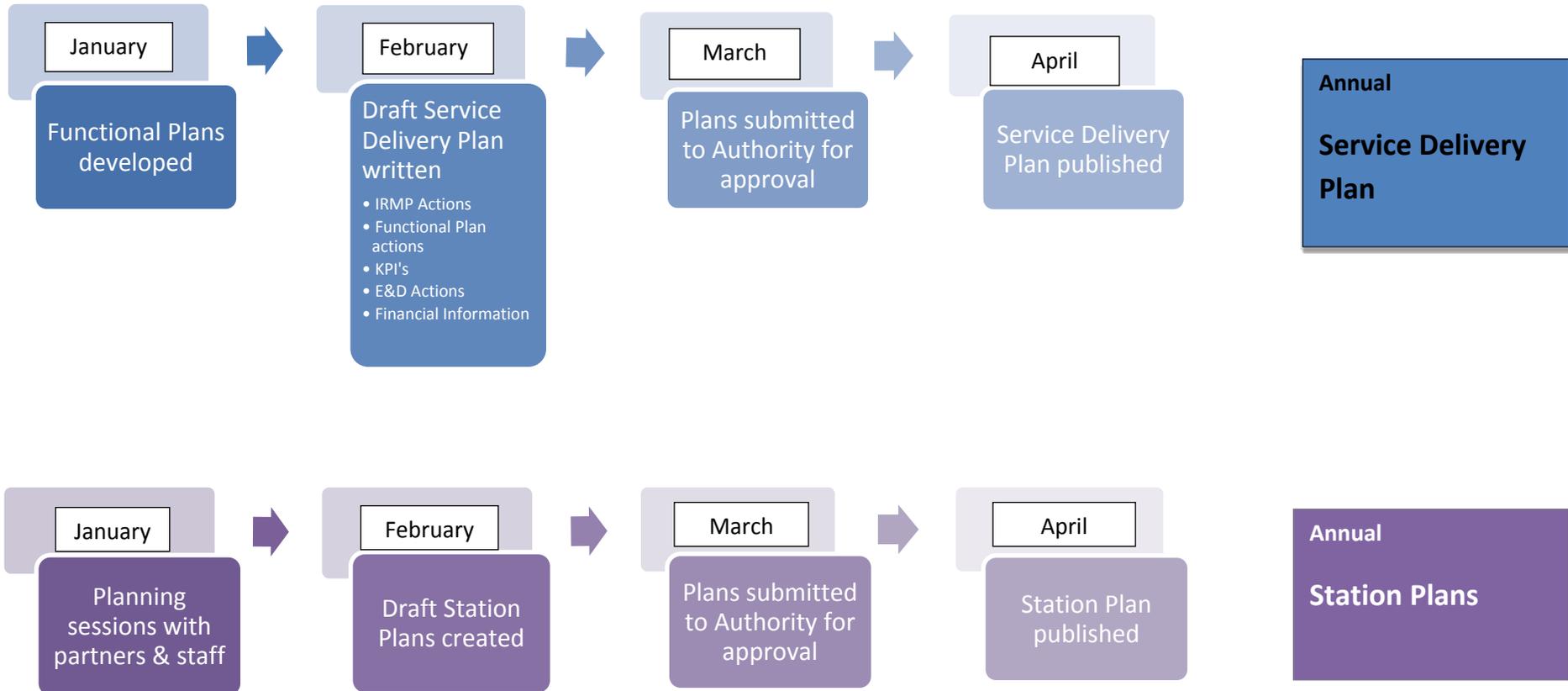
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
FRSNCC	Fire Rescue Service National Co-ordination Centre
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check
HMICFRS	Her Majesties Inspectorate of Constabularies and Fire 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

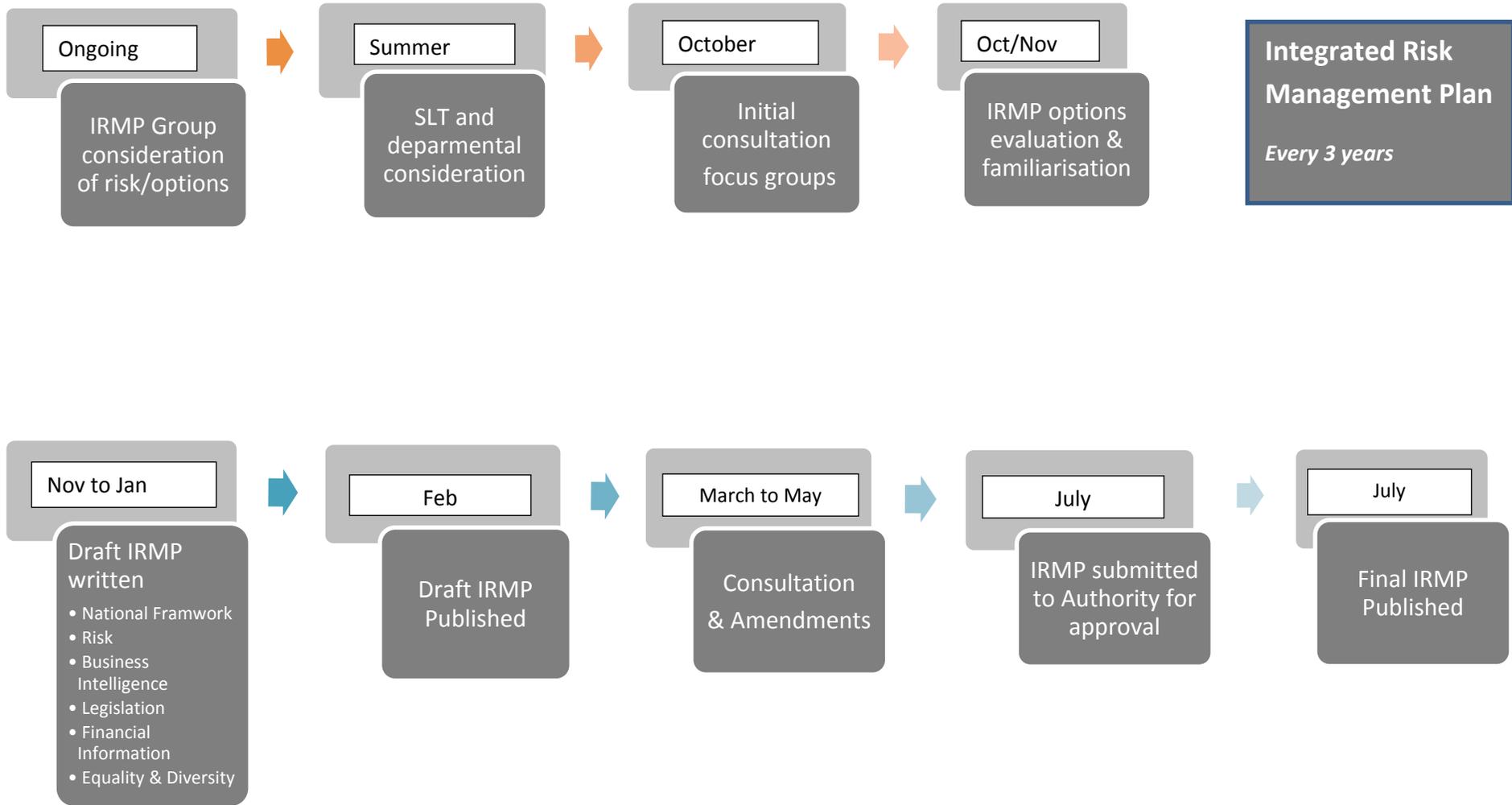


# MFRS Integrated Planning Process

Appendix 2



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# 10 - Kirkdale Community Fire Station

Community Risk Management Plan 2022-2023



## 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 inspections and open water identification & pre-planning

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

Measure and confirm competencies against Learnpro and SPA.

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

Train to maintain all competencies against USAR, MTA & technical skills.

## 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.

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

## Prevention and Protection

Kirkdale will:

Attend and 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.

## People

Kirkdale 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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# 10 - Kirkdale Community Fire Station

Community Risk Management Plan 2022-2023



**Our Vision:** To be the best Fire and Rescue Service in the UK – One team putting its communities first.

**Our Purpose:** Here to Serve. Here to Protect. Here to keep you safe.

**Our Aims:** To Protect, Prevent, Prepare and Respond

# 12 - Kensington Community Fire Station

Community Risk Management Plan 2022-23



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**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 2021/22	Targets 2021/22*		Annual Target 2022/23
All Fires	429	433	Site Specific Risk Information (SSRIs)	57
All Primary Fires	167	124	Home Fire Safety Checks	1838
Accidental Dwelling Fires (ADFs)	63	45	HFSC's delivered to over 65's (60% of HFSC target)	1067
Deliberate Vehicle Fires	38	32	Hydrant Surveys	82
All Secondary Fires	262	309	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	163	216	Prevention talks	48
AFA's in Non Domestic Premises	20	16	Simple Operational Fire Safety Assessments	112
% ADF No Smoke Alarm	15.9%		Off Station Exercising	2
Alert to Mobile	94.9%	95%		

# 11 - Liverpool City Community Fire Station

Community Risk Management Plan 2022-23



Operational Preparedness

Operational Response

Prevention and Protection

People

# 12 - Kensington Community Fire Station

## Community Risk Management Plan 2022-23



Liverpool City will:

Attend & assess premises to gather SSRI information to inform our response & identify risks & embed the PORIS software system.

Continue to effectively provide immediate & retained cover aligned to the Hybrid crewing system, including participating in any review & implementation of systems to provide a clear, pragmatic response.

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

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

Continue to assess & monitor emerging local developments such as the new Liverpool Royal Hospital, student accommodation & shopping complexes.

Provide feedback through preparedness to shape a efficient transport flow for the community.

Maintain high standards of appliance care including regular cleaning, equipment testing & fault reporting.

Undertake all assign Hydrant walks to ensure operational readiness, report faults in a timely fashion & familiarise crews with alternative water sources.

Liverpool City will:

Train on Fire service fundamental areas at a local level, via off site exercises & by attending organisation led planned training & service wide exercises.

Undertake & complete all Safe Person Assessments & theoretical training as designated by the monthly planner.

Plan & attend off site exercises based on local & neighbouring risks.

Support the implementation of the callmy app in relation to the response standard & retained capability.

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

Undertake regular driver training & constructive feedback sessions to promote high standards of driving & emergency response.

Understand & achieve the defined response times to ensure the communities we serve receive an effective & efficient service.

Deliver bespoke familiarisation training on the specialist asset at the station (ICU)

Identify & train at off site venues to develop staff on the skill sets associated with the CPL.

Liverpool City will:

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

Support local or seasonal campaigns such as Winter Warm, High Rise & Older Person's day. Respond to & protect those affected by hate crime through support, advice & equipment.

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

Support the most vulnerable members of the community through community impact funds

Identify & advise those considered the most vulnerable in the community (over 65's, areas of deprivation) around home safety through the undertaking of HFSCs.

Identify, report & prevent waste & fly tipping & the adverse effect it has on the community by reporting & utilising internal systems & support to notify partners.

Work with local businesses through the undertaking of SOFSA to promote & offer Fire Safety advice.

Reduce demand on resources through the identification of high demand areas such as AFA, Water related incidents & false alarms & joint working to educate & inform.

Liverpool City will:

Actively monitor & manage personnel's wellbeing taking in to account external factors, eg. COVID

Complete inductions for new staff coming in to the hybrid system, including explanation of the staffing requirements & retained elements.

Embrace & embed ED&I at the centre of our work. Attend webinars & events to promote & learn about diversity. Support staff networks & local events, eg. Liverpool Pride.

Support the most vulnerable members of the community through community impact fund

Continue to develop new entrants to the Service through training, incident exposure & accredited Apprenticeship qualification. Identify future leaders & those with high potential, deliver training & development sessions & support them through the gateway.

Conduct appraisals in a positive & engaging manor to ensure key deliverable & staff development is maximised along with engagement.

Know our community; understand the diversity & how this is affected by risk, vulnerability & demand. Utilise this information to undertake intervention that help our communities thrive.

Promote a healthy lifestyle amongst personnel, including encouraging fitness & mental health & well-being activities. Direct staff to support services available.

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# 12 - Kensington Community Fire Station

Community Risk Management Plan 2022-23



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**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	280	299	Site Specific Risk Information (SSRIs)	248
All Primary Fires	74	88	Home Fire Safety Checks	810
Accidental Dwelling Fires (ADFs)	29	21	HFSC's delivered to over 65's (60% of HFSC target)	413
Deliberate Vehicle Fires	6	15	Hydrant Surveys	71
All Secondary Fires	206	211	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	107	91	Prevention talks	24
AFA's in Non Domestic Premises	106	134	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	26.1%		Off Station Exercising	2
Alert to Mobile	95.3%	95%		

The targets are based on 5 years performance data.

\*Targets for 22/23 will be provided in March

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 2022-23



### Operational Preparedness

Kensington Community Fire Station will:

Attend & assess premises to gather SSRI information to inform our response & identify risks. Embed the PORIS software system.

Continue to effectively provide immediate & retained cover aligned to the DCWTR crewing system, including participating in any review & implementation of systems to provide a clear, pragmatic response.

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

Undertake all assigned Hydrant walks to ensure operational readiness, report faults in a timely fashion & familiarise crews with alternative water sources.

Continue to assess & monitor emerging local developments such as the new Liverpool Royal Hospital, diversity of population & commercial retail developments.

Build knowledge & understanding of high rise premises, tactics for dealing with fires in high rise buildings & undertake regular familiarisation visits & training exercises.

Maintain high standards of appliance care including regular cleaning, equipment testing & fault reporting.

### Operational Response

Kensington Community Fire Station will:

Train on Fire service fundamental areas at a local level, via off site exercises & by attending planned training & service wide exercises.

Undertake & complete all Safe Person Assessments & theoretical training as designated by the monthly planner.

Plan & attend off site exercises based on local & neighbouring risks.

Support the implementation of the callmy app in relation to the response standard & retained capability.

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

Undertake regular driver training & constructive feedback sessions to promote high standards of driving & emergency response.

Understand & achieve the defined response times to ensure the communities we serve receive an effective & efficient service.

Support the specialist assets at Liverpool City via training & exercising.

Maintain competencies, knowledge & skills of Mass Decontamination Unit & associated mass decontamination procedures through regular training & exercising.

### Prevention and Protection

Kensington Community Fire Station will:

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

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

Respond to & protect those affected by hate crime through support, advice & equipment.

Continue to advise on how to prevent fire within the significant elderly population & the broader demographic through HFSCs & joint working with partners

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

Support the most vulnerable members of the community through community impact funds  
Identify, report & prevent waste & fly tipping & the adverse effect it has on the community by reporting & utilising internal systems & support to notify partners.

Work with local businesses through the undertaking of SOFSA to promote & offer Fire Safety advice.

Reduce demand on resources through the identification of high demand areas such as AFA, Water related incidents & false alarms & joint working to educate & inform.

### People

Kensington Community Fire Station will:

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

Complete inductions for new staff coming in to the DCWTR system, including full explanation of the staffing requirements & retained elements.

Embrace & embed ED&I at the centre of our work. Attend webinars & events to promote & learn about diversity. Support staff networks & local events.

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

Identify future leaders & those with high potential, deliver training & development sessions & support them through the gateway.

Conduct appraisals in a positive & engaging manner to ensure key deliverable & staff development is maximised along with engagement.

Know our community; understand the diversity & how this is effected by risk, vulnerability & demand. Utilise this information to undertake intervention that help our communities thrive.

Promote a healthy lifestyle amongst personnel, including encouraging fitness & mental health & well being activities.

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# 12 - Kensington Community Fire Station

Community Risk Management Plan 2022-23



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**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 2021/22	Targets 2021/22*		Annual Target 2022/23
All Fires	331	341	Site Specific Risk Information (SSRIs)	57
All Primary Fires	110	131	Home Fire Safety Checks	1953
Accidental Dwelling Fires (ADFs)	55	49	HFSC's delivered to over 65's (60% of HFSC target)	1089
Deliberate Vehicle Fires	19	36	Hydrant Surveys	73
All Secondary Fires	220	210	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	143	152	Prevention talks	24
AFA's in Non Domestic Premises	40	39	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	20%		Off Station Exercising	2
Alert to Mobile	98.6%	95%		

The targets are based on 5 years performance data.

\*Targets for 22/23 will be added in March

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 2022/23



## Operational Preparedness

At Speke and Garston Fire Station we will;

Continue to identify and familiarise ourselves with risks in our station area, offering fire safety advice to the owners/occupants. (SOFSA) For larger premises we will conduct a more in-depth visit and update our records as necessary.

Annually inspect all hydrants within our station area to ensure that they are well maintained and working correctly.

Embed the PORIS (Provision of Risk Information system) as part of risk information gathering,

Maintain key skills and core competencies by training every day; developing training sessions that are as real to life as possible to test and improve our skills and knowledge.

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.

Continue building on our relationship with cross border fire stations and representatives from risks in our area, (for example, Jaguar Land Rover/Liverpool JLA), to arrange joint-training exercises.

## 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.

Conduct two off station exercises in 2022-23.

## 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/landowners 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.

## People

At Speke and Garston Fire Station we will;

Be true to our values; serving the public with courage, integrity and compassion.

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 ED&I calendar events, webinars and celebration months.

Embed the culture of coaching and mentoring within station staff to ensure our people can achieve satisfaction with the workplace and be the best that they can be.

Continue to support local charities including the recipient of our Community Impact Fund, Newhutte Community Kitchen.

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# 14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2022-23



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**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	276	313	Site Specific Risk Information (SSRIs)	120
All Primary Fires	63	109	Home Fire Safety Checks	1524
Accidental Dwelling Fires (ADFs)	26	33	HFSC's delivered to over 65's (60% of HFSC target)	982
Deliberate Vehicle Fires	13	38	Hydrant Surveys	75
All Secondary Fires	213	204	Waste & Fly Tipping	24
Anti-Social Behaviour Fires (ASBs)	168	161	Prevention talks	24
AFA's in Non Domestic Premises	14	8	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	16.7%		Off Station Exercising	2
Alert to Mobile	96.3%	95%		

The targets are based on 5 years performance data.

\* Targets for 22/23 will be provided in March

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 2022-23



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Operational Preparedness	Operational Response	Prevention and Protection	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>Embed the PORIS (Provision of Risk Information System) software and utilise as a tool for risk information gathering.</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&amp;S Arena, Convention Centre, River MF1 Coastguard and RNLI).</p> <p>Ensure consistent high standards of appliance cleanliness, readiness and availability to our communities.</p> <p>Train and familiarise with specialist assets held at separate locations to ensure efficiency in response.</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 or Personal Protective Equipment.</p> <p>Ensure correct support, training and development of apprentice Firefighters through the national programme.</p> <p>Recognise and record new and emerging risks in the station area including waterfront development, residential and commercial premises.</p>	<p>Together we will:</p> <p>Link in with the Arson Reduction Team to support intelligence led activities.</p> <p>Reinvigorate HFSC activity to protect the people of Merseyside.</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 support the development of the Princes Trust team.</p> <p>Strengthen links with all our religious communities 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>Forge links with the Thrive Careers Hub in the City Centre so they can benefit from a grant from the Community Impact Fund and also embed our Fire Fighters to assist in developing those from the community who are looking to gain work.</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 to develop staff.</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>Embed coaching and mentoring as a development aid.</p> <p>Support positive action by delivering taster days for potential new fire fighters from our underrepresented communities utilising the fire fit hub for awareness days.</p> <p>Support and develop new drivers on station.</p> <p>Maintain fitness levels through shift related physical training activities.</p> <p>Engage with and support our local community through the Community Impact Fund.</p>

# 15 - Toxteth Community Fire Station

Community Risk Management Plan 2022-23



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**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	493	429	Site Specific Risk Information (SSRIs)	100
All Primary Fires	147	145	Home Fire Safety Checks	1514
Accidental Dwelling Fires (ADFs)	74	55	HFSC's delivered to over 65's (60% of HFSC target)	863
Deliberate Vehicle Fires	37	44	Hydrant Surveys	97
All Secondary Fires	346	284	Waste & Fly Tipping	24
Anti-Social Behaviour Fires (ASBs)	217	220	Prevention talks	24
AFA's in Non Domestic Premises	37	24	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	19.6%		Off Station Exercising	2
Alert to Mobile	95.7%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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

# 16 - Old Swan Community Fire Station

## Community Risk Management Plan 2022-23



### Operational Preparedness

At Old Swan Fire Station, we will;

Continue to identify and familiarise ourselves with risks in our station area, offering fire safety advice to the owners/occupants. (SOFSA) For larger premises, we will conduct a more in-depth visit and update our records as necessary.

Embed the PORIS (Provision of Operational Risk Information System) as a means of recording risk information to keep crews safe.

Annually inspect all hydrants within our station area to ensure that they are well maintained and working correctly.

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

Maintain key skills and core competencies by training every day; developing training sessions that are as real to life as possible to test and improve our skills and knowledge. We will continue to pass on our skills, knowledge and experience to our Development Fire Fighters.

### 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 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.

### Prevention and Protection

Together we will;

Utilise demographic data and statistics to ensure 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/ landowners 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.

### People

At Old Swan Fire Station, we will;

Be true to our values; serving the public with courage, integrity and compassion.

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.

Embed the culture of coaching and mentoring to support staff development in the workplace.

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.

Provide ongoing support to the recipient of our Community Impact Fund, The Secret Garden Project.

# 16 - Old Swan Community Fire Station

Community Risk Management Plan 2022-23



**Our Vision:** To be the best Fire and Rescue Service in the UK – One team putting its communities first.

**Our Purpose:** Here to Serve. Here to Protect. Here to keep you safe.

**Our Aims:** To Protect, Prevent, Prepare and Respond

**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	345	400	Site Specific Risk Information (SSRIs)	63
All Primary Fires	129	146	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	55	58	HFSC's delivered to over 65's (60% of HFSC target)	1183
Deliberate Vehicle Fires	35	41	Hydrant Surveys	95
All Secondary Fires	217	254	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	149	197	Prevention talks	24
AFA's in Non Domestic Premises	32	30	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	40%		Off Station Exercising	2
Alert to Mobile	95.4%	95%		

The targets are based on 5 years performance data.

\*Targets will be added in March

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

# 17 - Belle Vale Community Fire Station

## Community Risk Management Plan 2022-23



### Excellent Operational Preparedness

Firefighters at Belle Vale Fire Station will;

Continue to identify and familiarise ourselves with risks in our station area, offering fire safety advice to the owners/occupants. (SOFSA) For larger premises, we will conduct a more in-depth visit and update our records as necessary.

Continue to conduct SSRI inspections to maximise operational risk knowledge and work to embed the PORIS (Provision of Risk Information System) software into site visits.

Annually inspect all hydrants within our station area to ensure that they are well maintained and working correctly.

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

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 from all 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 to ensure 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/ landowners 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.

### Excellent People

At Belle Vale Fire Station, we will;

Be true to our values; serving the public with courage, integrity and compassion.

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 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.

Continue to work with the recipient of the Community Impact Fund, New Horizons; a local charity providing enrichment and education to vulnerable members of the community.

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# 17 - Belle Vale Community Fire Station

Community Risk Management Plan 2022-23



**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	232	164	Site Specific Risk Information (SSRIs)	34
All Primary Fires	67	62	Home Fire Safety Checks	2178
Accidental Dwelling Fires (ADFs)	41	28	HFSC's delivered to over 65's (60% of HFSC target)	1353
Deliberate Vehicle Fires	10	15	Hydrant Surveys	54
All Secondary Fires	165	102	Waste & Fly Tipping	24
Anti-Social Behaviour Fires (ASBs)	154	85	Prevention talks	48
AFA's in Non Domestic Premises	12	12	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	16.7%		Off Station Exercising	2
Alert to Mobile	97.7%	95%		

The targets are based on 5 years performance data.

\*Targets will be added in March

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 2022-23



### Operational Preparedness

Aintree will:

Attend and assess premises to gather SSRI information to inform our response and identify risks. Understand and implement the PORIS system.

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.

Undertake all assign Hydrant walks to ensure operational readiness, report faults in a timely fashion and familiarise crews with alternative water sources, including Leeds Liverpool Canal.

Participate in consultation and feedback sessions around the development of the new TDA and Superstation at Long Lane.

### Operational Response

Aintree will:

Train on Fire service fundamental areas at a local level, via off site exercises and by attending organisation led planned training and service wide exercises.

Undertake and complete all Safe Person Assessments and theoretical training as designated by the monthly planner.

Plan and attend off site exercises based on local and neighbouring risks.

Support the implementation of the CallMy app in relation to the response standard and retained capability.

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

Undertake regular driver training and constructive feedback sessions to promote high standards of driving and emergency response.

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

Understand and achieve the defined response times to ensure the communities we serve receive an effective and efficient service.

### Prevention and Protection

Aintree will:

Attend and 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 crime through support, advice and equipment.

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

Support the most vulnerable members of the community through community impact funds.

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.

Identify, report and prevent waste and fly tipping and the adverse effect it has on the community.

Work with local businesses through the undertaking of SOFSA to promote and offer Fire Safety advice.

Reduce demand on resources through the identification of high demand areas such as AFA, Water related incidents and false alarms and joint working to educate and inform.

### People

Aintree will:

Actively monitor and manage personnel's wellbeing taking in to account external factors such as COVID.

Complete inductions for new staff coming in to the DCWTR system, including full explanation of the staffing requirements and retained elements.

Embrace and embed ED&I at the centre of our work. Attend webinars and events to promote and learn about diversity. Support staff networks and local events.

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

Identify future leaders and those with high potential, deliver training and development sessions and support them through the gateway. Conduct appraisals in a positive and engaging manner to ensure key deliverable and staff development is maximised along with engagement.

Know our community; understand the diversity and how this is effected by risk, vulnerability and demand. Utilise this information to undertake intervention that help our communities thrive.

Promote a healthy lifestyle amongst personnel, including encouraging fitness and mental health and well being activities. Direct staff to support services available.

# 19 - Croxteth Community Fire Station

Community Risk Management Plan 2022-23



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	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	261	310	Site Specific Risk Information (SSRIs)	66
All Primary Fires	103	128	Home Fire Safety Checks	2178
Accidental Dwelling Fires (ADFs)	43	28	HFSC's delivered to over 65's (60% of HFSC target)	1278
Deliberate Vehicle Fires	23	33	Hydrant Surveys	48
All Secondary Fires	158	182	Waste & Fly Tipping	24
Anti-Social Behaviour Fires (ASBs)	112	121	Prevention talks	24
AFA's in Non Domestic Premises	63	70	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	25.8%		Off Station Exercising	2
Alert to Mobile	98.5%	95%		

The targets are based on 5 years performance data.

\*Targets will be added in March

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 2022-23



Operational Preparedness	Operational Response	Prevention and Protection	People
<p>We will:</p> <ul style="list-style-type: none"><li>Complete all SSRI inspections on premises within station area to ensure that key risk information is available to operational crews.</li><li>Complete all allocated hydrant inspections</li><li>Maintain core competencies by attending scheduled training at the Training and Development Academy.</li><li>Measure and confirm competencies against Earnpro and SPA.</li><li>Train to maintain all competencies against USAR, MTA &amp; technical rescue skills</li><li>Conduct training exercises across Merseyside to further develop technical rescue skills</li><li>Develop systems and working practices on station, building on existing relationships with internal staff &amp; HART colleagues based at Croxteth Station</li></ul>	<p>We will:</p> <ul style="list-style-type: none"><li>Ensure all aspects of operational response can be conducted safely in line with the training planner &amp; assess against national &amp; local policy, guidance and procedures</li><li>Maintain core skills through completion of Safe Person Assessments and theoretical learning</li><li>Maintain 95% standard for alert to mobile within 1.9 minutes &amp; attendance standard, attending all life risk within 10 minutes.</li><li>Promote a positive Health &amp; Safety culture to manage Health &amp; Safety requirements</li><li>Maintain appliance and equipment to maintain operational readiness</li><li>Conduct routine testing and maintenance of equipment</li><li>Ensure response times are effectively met</li></ul>	<p>Together we will:</p> <ul style="list-style-type: none"><li>Deliver HFSC's on a risk based approach utilising status reports, local knowledge, incident data &amp; partner information to identify specifically the over 65's and the most vulnerable groups in our community</li><li>Support local and seasonal campaigns such as Winter Warm, High Rise or Older Persons day</li><li>Undertake Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation &amp; familiarise crews</li><li>Target anti-social behaviour &amp; waste material build up to reduce ASB fires</li><li>Collate &amp; monitor Equality data from our activities to ensure we target all groups within the community</li><li>Look to support community based initiatives by use of the community impact fund</li></ul>	<p>At Croxteth we 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>Use the appraisal process to promote personal development by setting realistic aims &amp; objectives to support individuals and team</li><li>Identify &amp; support individuals who would like to develop/progress their careers &amp; ensure suitable opportunities are created</li><li>Provide support for development firefighters via mentorship, structured training &amp; development activities</li><li>Continue to maintain existing USAR/Technical Rescue skills &amp; help to support the development of newer team members</li><li>Maintain fitness levels through shift related physical training activities</li><li>Manage health, safety &amp; well-being of personnel &amp; ensure that levels of absence, accidents &amp; injuries are in line with Service policy</li></ul>

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# 19 - Croxteth Community Fire Station

Community Risk Management Plan 2022-23



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	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	292	382	Site Specific Risk Information (SSRIs)	46
All Primary Fires	93	106	Home Fire Safety Checks	1854
Accidental Dwelling Fires (ADFs)	39	43	HFSC's delivered to over 65's (60% of HFSC target)	1078
Deliberate Vehicle Fires	33	36	Hydrant Surveys	60
All Secondary Fires	199	276	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	149	201	Prevention talks	24
AFA's in Non-Domestic Premises	12	9	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	11.1%		Off Station Exercising	2
Alert to Mobile	95.2%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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 2022-23



### Operational Preparedness

Birkenhead 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.

Undertake two off station training scenarios. Utilising due for renewal SSRI locations to develop new relationships and realistic incident scenarios.

Embed the PORIS (Provision of Operational Risk Information System) following an initial trial period.

Arrange familiarisation visits to local high risk premises such as Cammell Laird and Tranmere Oil Terminal. Including an exercise for WM/CM development.

Explore mentoring possibilities between Birkenhead and Wallasey crews.

Maintain an excellent standard of readiness, cleanliness of the appliance, equipment and standards of dress.

Begin awareness training of Specialist Support POD's across the Stations.

Ensure all hydrant and Emergency Water Supply inspections are completed.

### Operational Response

Birkenhead 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.

Work with our partners such as NWS, Coastguard and RNLI 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.

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 through Operational Assurance Department.

Continue to engage in multi agency or locally relevant exercises including COMAH, Mersey Tunnels and rail systems.

### Prevention and Protection

Birkenhead Community Fire Stn will:

Continue to use targeted data to engage, inform, educate and make-safe those most vulnerable from fire.

Explore gateways into the Diverse Cultural Community, explore relationship with Deen Community Centre

Ensure understanding and 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. Explore relationship with The Hive Youth Zone.

Continue to work with Charles Thompson Mission to Engage with Vulnerable and at Risk. Generate HFSC referrals.

Deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period alongside Prevention Department and Partners.

Contribute to implementation of new CFRMIS Protection Department System via completion of allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.

### People

Birkenhead 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, identifying and support potential managers for the future.

Contributing to the Coaching and Mentoring Programs.

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.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

# 20 - Birkenhead Community Fire Station

Community Risk Management Plan 2022-23



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**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	477	444	Site Specific Risk Information (SSRIs)	73
All Primary Fires	132	138	Home Fire Safety Checks	1953
Accidental Dwelling Fires (ADFs)	50	57	HFSC's delivered to over 65's (60% of HFSC target)	1156
Deliberate Vehicle Fires	37	38	Hydrant Surveys	84
All Secondary Fires	345	306	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	249	205	Prevention talks	24
AFA's in Non Domestic Premises	16	23	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	22%		Off Station Exercising	2
Alert to Mobile	94.7%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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 2022-23



### Operational Preparedness

Our team will:

Maintain competence by attending all required 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.

Develop relationships with cross border service (Cheshire FRS), carrying out joint training sessions and sharing of knowledge and information regarding risks.

Encourage and develop apprentice 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). Develop awareness and use of the PORIS (Provision of Operational Risk Information) system to capture risk information.

Complete relevant Hydrant Surveys for the station area.

Support required COMAH training events as required.

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

### 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.

Train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively.

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the OSHENS system.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

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

### 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 for elderly, vulnerable or high-risk individuals.

Community impact fund of £1000 will be utilised to make a positive difference in our communities and enhance our ability to engage with them. Crews will continue to seek opportunity to appropriate funds.

Carry out Community Reassurance Campaigns in our most required areas in accordance with risk, vulnerability and demand.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, and 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 (SOFSA), to promote safety in the workplace and to reinforce Fire Safety Legislation.

### People

Our team will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Attend and support Staff Network events and ED&I calendar events to increase station personnel's knowledge of Equality Diversity and Inclusion.

Create a workplace that 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 staff 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.

Support Apprentices with their development of skills knowledge and behaviours throughout their Firefighter apprenticeship.

Embed coaching and mentoring within stations as a progressive development and staff welfare tool.

Continue to provide positive role modelling within our communities.

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# 21 - Bromborough Community Fire Station

Community Risk Management Plan 2022-23



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**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	231	189	Site Specific Risk Information (SSRIs)	45
All Primary Fires	84	60	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	23	24	HFSC's delivered to over 65's (60% of HFSC target)	1253
Deliberate Vehicle Fires	22	10	Hydrant Surveys	41
All Secondary Fires	147	129	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	101	72	Prevention talks	48
AFA's in Non Domestic Premises	27	25	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	47.6%		Off Station Exercising	2
Alert to Mobile	94.3%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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 2022-23



### 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.

Develop relationships with cross border service (Cheshire FRS), carrying out joint training sessions and sharing of knowledge and information regarding risks.

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) Develop awareness and use of the PORIS (Provision of Operational Risk Information) system to capture risk information.

Ensure training and development against regular incident types.

Complete Hydrant Surveys for the station area.

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

### 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.

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.

Maintain our capability to respond to significant incidents in Merseyside and throughout the UK through regular training with the HVP (High Volume Pump) National Resilience asset.

Enhance knowledge and capability of responding to Wildfire incidents utilising the all-terrain vehicle and enhanced training of personnel.

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

### 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.

Community impact fund of £1000 will be utilised to make a positive difference in our communities and enhance our ability to engage with them.

Carry out Community Reassurance Campaigns in accordance with risk, demand and vulnerability.

Fully integrate use of new systems such as CFRMIS to improve efficiency of recording data or capturing information.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres and Sheltered Accommodation to promote our safety messages.

Develop relationships with the rural community to reassure and educate communities and promote 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.

### People

Our team will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Attend Staff Network events and support ED&I calendar events to increase station personnel's knowledge of Equality Diversity and Inclusion.

Create a workplace that 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 staff to work with their line managers to set and achieve their goals.

Provide support to Firefighters and managers in development roles to allow them to become the best they can be.

Support Apprentices with their development of skills knowledge and behaviours throughout their Firefighter apprenticeship.

Embed coaching and mentoring within stations as a progressive development and staff welfare tool.

Continue to provide positive role modelling within our communities.

# 22 - Heswall Community Fire Station

Community Risk Management Plan 2022-23



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	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	46	62	Site Specific Risk Information (SSRIs)	44
All Primary Fires	18	24	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	9	11	HFSC's delivered to over 65's (60% of HFSC target)	1353
Deliberate Vehicle Fires	2	3	Hydrant Surveys	31
All Secondary Fires	28	38	Waste & Fly Tipping	12
Anti-Social Behaviour Fires (ASBs)	20	18	Prevention talks	48
AFA's in Non Domestic Premises	9	13	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	71.4%		Off Station Exercising	2
Alert to Mobile	94.2%	95%		

The targets are based on 5 years performance data.

\*Targets for 22/23 will be added in March

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 2022-23



Ch

### 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.

Assist with familiarisation of crews on a service wide basis to ensure knowledge of specific skillsets is devolved to all operational staff.

Undertake two off station training scenarios. Utilising due for renewal SSRI locations to develop new relationships and realistic incident scenarios. Embed the PORIS system following initial trials.

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

Ensure all hydrant and Emergency Water Supply inspections are completed.

Contribute to development and delivery of awareness training of LPP, BASU, Marine Tunnel and Damage Control Unit to Stations across Merseyside.

Explore collaborative training with NWS and Paramedics via on station relationships.

### 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 NWS, Coastguard and RNLI 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 through Operational Assurance Department.

Achieve Recall to Duty alert to mobile times for M25P3 and Specialist Support Assets using Call My App.

Ensure staffing provision is maintained to requirements of the Hybrid duty system model.

### 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 and 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. Explore relationship with The Hive Youth Zone

Identify community groups eligible for Community Impact Fund. Explore relationship with Local Community Group, The Voice of Egremont.

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

Contribute to implementation of new CFMIS Protection Department System via completion of allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.

Strengthen working relationship between Operational Crews, Protection and Prevention Teams via Monthly Meetings.

### People

Wallasey Community Fire Stn will:

Promote awareness of the importance of mental health wellbeing. 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. Exploration into Mentor Bridging Team for Apprentice Fire Fighters.

Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future. Contributing to the Coaching and Mentoring.

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.

Recognise and promote the value of EDI within the FRS and the wider communities we serve.

# 25 - Wallasey Community Fire Station

Community Risk Management Plan 2022-23



**Our Vision:** To be the best Fire and Rescue Service in the UK – One team putting its communities first.

**Our Purpose:** Here to Serve. Here to Protect. Here to keep you safe.

**Our Aims:** To Protect, Prevent, Prepare and Respond

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**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	387	370	Site Specific Risk Information (SSRIs)	90
All Primary Fires	100	106	Home Fire Safety Checks	3003
Accidental Dwelling Fires (ADFs)	35	45	HFSC's delivered to over 65's (60% of HFSC target)	1789
Deliberate Vehicle Fires	20	28	Hydrant Surveys	65
All Secondary Fires	286	264	Waste & Fly Tipping	24
Anti-Social Behaviour Fires (ASBs)	168	152	Prevention talks	24
AFA's in Non Domestic Premises	12	15	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	25.9%		Off Station Exercising	2
Alert to Mobile	96.8%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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 2022-23



## 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.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Ensure all staff development areas including FF apprentice, Crew and Watch Managers are supported to the highest standards.

Complete two off station Training Exercises, highlighting local risks.

Support wider risk training such as COMAH exercising when required.

Understand local risks by completing Site Specific Risk Inspections (SSRI) Develop awareness and use of the PORIS (Provision of Operational Risk Information) system to capture risk information.

Complete Hydrant Surveys for the station area.

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

## 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.

Continue to develop knowledge and skills in relation to local risk.

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

## 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.

Continue to deliver advice, support and reassurance for the elderly or vulnerable within our communities.

Community impact fund of £1000 will be utilised to make a positive difference in our communities and enhance our ability to engage with them.

Carry out Community Reassurance Campaigns in accordance with risk, demand and vulnerability.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres, and Sheltered Accommodation to promote our safety messages.

Develop working relationships with the rural community to reassure, educate and promote our safety message.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSAs), to promote safety in the workplace and to reinforce Fire Safety Legislation.

## People

Our team will:

Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic.

Attend Staff Network events and support ED&I calendar events to increase station personnel's knowledge of Equality Diversity and Inclusion.

Create a workplace that 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 staff 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.

Support Apprentices with their development of skills knowledge and behaviours throughout their Firefighter apprenticeship.

Embed coaching and mentoring within stations as a progressive development and staff welfare tool.

Continue to provide positive role modelling within our communities.

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# 26 - Saughall Massie Community Fire Station

Community Risk Management Plan 2022-23



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	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	381	469	Site Specific Risk Information (SSRIs)	74
All Primary Fires	93	109	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	34	42	HFSC's delivered to over 65's (60% of HFSC target)	1276
Deliberate Vehicle Fires	21	29	Hydrant Surveys	70
All Secondary Fires	288	360	Waste & Fly Tipping	12
Anti-Social Behaviour Fires (ASBs)	146	145	Prevention talks	24
AFA's in Non Domestic Premises	48	40	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	38.5%		Off Station Exercising	2
Alert to Mobile	93.4%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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 2022-23



## Operational Preparedness

Bootle and Netherton Community Station 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.

Understand local risks by completing Site Specific Risk Inspections (SSRI)

Embed and adapt to the PORIS (Provision of Risk Information System) software to gather and present risks and hazards that Firefighters may encounter within premises.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWS and forge good JESIP links and positive working relationships.

Ensure knowledge of specialist assets at other operational locations through familiarisation.

## Operational Response

Bootle and Netherton Community Station will:

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

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.

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

Ensure the highest standards of appliance cleanliness, readiness and equipment maintenance.

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

## Prevention and Protection

Bootle and Netherton Community Station 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.

Identify community groups eligible for Community Impact Fund.

Work with the Princes Trust to continue our commitment to Youth Engagement.

Contribute to implementation of new CFMIS Protection Department System via completion of allocated Site Specific Risk Information, PORIS and Simple Operational Fire Safety Audits within the station area.

Continue to quality assure the standard of home safety work within the operational staff cohort.

## People

Bootle and Netherton Community Station 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.

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

Create a workplace which reflects our organisational and personal values.

Recognise and promote the value of EDI within MFRS and the wider communities we serve.

Maintain high levels of attendance and promote fitness and well-being.

Develop and support personnel at all levels to be the best they can be and identify and support potential managers for the future. Contributing to the Coaching and Mentoring.

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

Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station. Exploration into Mentor Bridging Team for Apprentice Fire Fighters.

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# 30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2022-23



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	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	168	292	Site Specific Risk Information (SSRIs)	56
All Primary Fires	58	93	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	19	37	HFSC's delivered to over 65's (60% of HFSC target)	1252
Deliberate Vehicle Fires	21	26	Hydrant Surveys	48
All Secondary Fires	110	199	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	69	114	Prevention talks	48
AFA's in Non Domestic Premises	8	14	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	38.5%		Off Station Exercising	2
Alert to Mobile	93.1%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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# 31 - Crosby Community Fire Station

## Community Risk Management Plan 2022-23



### Operational Preparedness

Crosby will:

Train, familiarise and exercise against identified risks within the station area. The Port of Liverpool represents a significant area of consideration.

Complete allocated (SSRI) inspections within the station area and maintain currency. Develop awareness and use of the PORIS (Provision of Operational Risk Information System) software to capture and make risk information available.

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

Attend all core & risk critical training at the Training & Development Academy, ensuring FF apprentice skills are maintained in line with the required standards.

Complete all allocated E learning and acquire the required standard.

Commitment to develop and expand marine specialist training in collaboration with staff at Wallasey Community Fire Station.

Undertake Safe Person Assessments ensuring that the required standard is met.

Individuals will take ownership for the High Rise located within the station area & be responsible for all operational issues.

### Operational Response

Crosby will:

Continuously develop skills, knowledge & understanding of service equipment & procedures and develop against skills associated with marine response.

Maintain the highest standards of operational response through continuous training, exercising & audits.

Maintain competencies as a Mass Decon Support station through regular pre-planned training and validation exercises.

Test & maintain all equipment to the highest standard.

Test local and operational plans through training, exercising & table top scenarios.

Support key station principle to maintain 10-minute response time.

Actively record & monitor Health & Safety in the workplace through inspection, reporting and active monitoring.

Respond to notification of incidents immediately to minimise alert to mobile times and contribute to overall effectiveness..

### Prevention and Protection

Crosby will:

Undertake prevention activities & take part on campaigns to reduce the risk to the most vulnerable within our community.

Utilise accurate data to target those most vulnerable, elderly or impoverished within our community.

Liaise with CRM and the District Prevention Team to ensure effective use of resources in line with risk, demand and vulnerability.

Develop & support activities to reduce the number of special service incidents to Crosby beach. Effectively working with partners to ensure the safety of all users.

Promote Fire safety awareness with small businesses community by completing Simple Operational Fire Safety Assessments

Crosby have made contact with and committed to assist the following organisations by attending and delivering our fire safety message to the most vulnerable and also with a grant from the community impact fund to assist the organisations in providing the services they deliver.

Crosby Community Kitchen

Sefton Community Pantry

### People

Crosby will:

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

Develop & promote a positive culture whereby all individuals fulfil their potential

Take practical steps to improve the development of staff in their current role & career progression.

Continue to develop FF apprentice skills to national standards and support staff through assessment processes.

Embed a culture of coaching and mentoring within the station management groups to support and develop staff to their full potential.

Encourage and support future talent through identification, training and appraisal in line with role structures. Consider opportunities for staff to develop laterally.

Conduct regular appraisals that identify individual development needs, address organisational objectives & manage individual progress

Aim to achieve 100% attendance in the workplace.

Engage with and support our local community through the Community Impact Fund.

# 31 - Crosby Community Fire Station

Community Risk Management Plan 2022-23



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

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	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	280	326	Site Specific Risk Information (SSRIs)	56
All Primary Fires	70	101	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	46	47	HFSC's delivered to over 65's (60% of HFSC target)	1216
Deliberate Vehicle Fires	6	17	Hydrant Surveys	73
All Secondary Fires	210	225	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	135	129	Prevention talks	48
AFAs in Non Domestic Premises	8	10	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	27.3%		Off Station Exercising	2
Alert to Mobile	97.2%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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 2022-23



## Operational Preparedness

Formby Community Station will:

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

Attend monthly training on the High Volume Pump and maintain competencies.

Ensure local staffing is planned in advance to provide suitable fire/HVP cover.

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.

Understand local risks by completing Site Specific Risk Inspections (SSRI). Utilise CFRMIS and PORIS (Provision of Risk Information System) to achieve a more effective response.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWAS and forge good working relationships and JESIP links

## Operational Response

Formby Community Station will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.

Maintain an excellent High Volume Pump Response both locally and nationally when required.

Liaise with neighbouring stations in Lancashire FRS to develop off station exercises and familiarisation visits to each other's stations. This will include joint training, identification of similar incident types and inspection of common risks.

Continue to develop links with partner agencies towards an enhanced Wildfire response, supported by education, Training and Operational Assurance

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.

Ensure appliance readiness to the required standards.

## Prevention and Protection

Formby Community Station 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 with our safety message.

Continue to protect and support the over 65s population within the station area.

Ensure the safety of those visiting the Pinewoods area through development of wildfire skills and forward planning.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

## People

Formby Community Station 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.

Identify future talent and develop personnel through study, coaching and exposure to operational incidents.

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

Recognise and promote the value of EDI within the FRS and the wider communities we serve including observation of calendar events or themed months and engaging in dedicated webinars as supplied.

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# 32 - Formby Community Fire Station

Community Risk Management Plan 2022-23



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

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	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	62	92	Site Specific Risk Information (SSRIs)	42
All Primary Fires	18	23	Home Fire Safety Checks	2019
Accidental Dwelling Fires (ADFs)	5	8	HFSC's delivered to over 65's (60% of HFSC target)	1369
Deliberate Vehicle Fires	3	4	Hydrant Surveys	29
All Secondary Fires	44	69	Waste & Fly Tipping	24
Anti-Social Behaviour Fires (ASBs)	23	38	Prevention talks	48
AFA's in Non Domestic Premises	2	3	Simple Operational Fire Safety Assessments	64
% ADF No Smoke Alarm	20%		Off Station Exercising	2
Alert to Mobile	93.8%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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 2022-23



### Operational Preparedness

Southport Community Station 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). Utilise CFRMIS and the PORIS (Provision of Risk Information System) facility to achieve a more effective response.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWAS and forge good working relationships and JESIP links.

Develop awareness of specialisms at key locations through familiarisation to ensure maximum effective response.

### Operational Response

Southport Community Station will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times, Alert to Mobile and ensuring IRS completion standards are met.

Work with our partners such as Coastguards, Southport Off Shore Rescue to maintain excellent response to water and beach related incidents.

Liaise with neighbouring stations in Lancashire FRS to develop off station exercises and familiarisation visits to each other's stations.

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

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

Ensure standards of appliance cleanliness, readiness and availability are maintained.

### Prevention and Protection

Southport Community Station 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 message

Work with the Fire Cadets to continue our commitment to Youth Engagement.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

Contribute to implementation of new CFRMIS Protection Department System via completion of allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area.

Continue to identify opportunities to allocate the community impact fund to support cohesion.

### People

Southport Community Station 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.

Embed the culture of coaching, mentoring and development to support future talent into the Gateway for consideration.

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

Recognise and promote the value of EDI within the FRS and the wider communities we serve. Observe calendar events or themed months to recognise diversity of people within our communities.

# 33 - Southport Community Fire Station

Community Risk Management Plan 2022-23



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**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	191	267	Site Specific Risk Information (SSRIs)	193
All Primary Fires	81	107	Home Fire Safety Checks	4041
Accidental Dwelling Fires (ADFs)	42	55	HFSC's delivered to over 65's (60% of HFSC target)	2592
Deliberate Vehicle Fires	3	12	Hydrant Surveys	108
All Secondary Fires	110	160	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	44	61	Prevention talks	24
AFA's in Non Domestic Premises	16	29	Simple Operational Fire Safety Assessments	112
% ADF No Smoke Alarm	24.2%		Off Station Exercising	2
Alert to Mobile	90.3%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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# 42 - Kirkby Community Fire Station

## Community Risk Management Plan 2022-23



### Operational Preparedness

Kirkby Firefighters will;

Liaise with the Training and Development Academy and assist in conducting service wide High-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. Imbed the PORIS (Provision of Risk Information System) as a means of informing Crews of Hazards and Risk.

Complete Hydrant inspections within the station area including surveys of water supplies for Kirkby Industrial estate and emergency plans for large scale incidents.

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.

Crews to monitor Station Area regards new developments and ensure sufficient risk information is recorded via respective systems. In particular the new project around opening a new Train Station at Headbolt lane.

### 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.

Ensure Operational Assurance products such as incident notes, case studies and significant incident reports are made available and used to improve the knowledge and response of crews.

Continue to develop firefighter apprentices through operational exposure and mentoring at incidents.

### 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

In the form of a Community Impact Fund, Firefighters will support community based initiatives at a local level. They will help deliver projects in conjunction with partners, that will help them achieve their objectives and have a beneficial impact on the local Community. This will include the Trussell Trust food banks based in the Kirkby area.

### 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 and embed the culture of coaching and mentoring.

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

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# 42 - Kirkby Community Fire Station

Community Risk Management Plan 2022-23



**Our Vision:** To be the best Fire and Rescue Service in the UK – One team putting its communities first.

**Our Purpose:** Here to Serve. Here to Protect. Here to keep you safe.

**Our Aims:** To Protect, Prevent, Prepare and Respond

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**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 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	284	368	Site Specific Risk Information (SSRIs)	134
All Primary Fires	79	94	Home Fire Safety Checks	1838
Accidental Dwelling Fires (ADFs)	35	32	HFSC's delivered to over 65's (60% of HFSC target)	1059
Deliberate Vehicle Fires	8	31	Hydrant Surveys	34
All Secondary Fires	205	274	Waste & Fly Tipping	24
Anti-Social Behaviour Fires (ASBs)	168	178	Prevention talks	24
AFAs in Non Domestic Premises	6	9	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	18.5%		Off Station Exercising	2
Alert to Mobile	95.4%	95%		

The targets are based on 5 years performance data.

\*Targets for 22/23 will be added in March

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 2022-23



### Operational Preparedness

Prescot Firefighters will;

Complete allocated (SSRI) inspections within the station area and maintain currency. Develop awareness and use of the PORIS (Provision of Operational Risk Information System) software to capture and make risk information available

Deliver training to Mass Decontamination Unit support stations and develop the instructor cadre in line with National Resilience Key Performance Indicators. Train and maintain the skills associated with the MDU to national standards.

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.

### 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.

Ensure Operational Assurance products such as case studies, incident notes and significant incident reports are observed by staff and utilised to improve Firefighter Safety and efficiency of response.

Ensure staffing and skillsets are appropriate to the MDU provision.

### 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. This will include incorporation of the CFRMIS Home Safety module.

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

Highlight organisations or local bodies that could benefit from a grant from the community impact fund that we could also embed our firefighters alongside to assist. This will improve community cohesion and demonstrate that we are here to serve, to protect and keep communities safe.

### 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.

Continue to develop FF apprentice skills to national standards and support staff through assessment processes.

Embed a culture of coaching and mentoring within the station management groups to support and develop staff to their full potential.

Encourage and support future talent through identification, training and appraisal in line with role structures. Consider opportunities for staff to develop laterally.

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 and support of calendar events or themed months.

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 2022-23



**Our Vision:** To be the best Fire and Rescue Service in the UK – One team putting its communities first.

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

	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	331	384	Site Specific Risk Information (SSRIs)	110
All Primary Fires	112	134	Home Fire Safety Checks	1838
Accidental Dwelling Fires (ADFs)	39	53	HFSC's delivered to over 65's (60% of HFSC target)	1106
Deliberate Vehicle Fires	26	33	Hydrant Surveys	76
All Secondary Fires	219	250	Waste & Fly Tipping	24
Anti-Social Behaviour Fires (ASBs)	162	198	Prevention talks	24
AFAs in Non Domestic Premises	26	22	Simple Operational Fire Safety Assessments	112
% ADF No Smoke Alarm	11.5%		Off Station Exercising	2
Alert to Mobile	92.1%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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 2022-23



### 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 PORIS (Provision of Risk Information System) software to enhance this information being gathered.

Complete Hydrant Surveys for the station area including review of water supplies for industrial and commercial areas.

Maintain all competencies against HAZMAT and Foam capability through education and training to maintain technical skills.

Improve service awareness of the specialist assets at ST Helens through familiarisation sessions.

### 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.

Conduct cross border training days with GMFRS to ensure understanding of interoperability and improve working relationships.

Maintain staffing levels to provide specialist response.

### 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 leafleting or Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Continue to support and protect the over 65s cohort within our communities.

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 (SOFSAs) 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.

In the form of a Community Impact Fund, Firefighters will support community based initiatives at a local level. They will help deliver projects in conjunction with Teardrops and the Chrysalis Foundation, that help them achieve their objectives and have a beneficial impact on the local Community.

### 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.

Embed the culture of coaching and mentoring to ensure our staff are the best that they can be.

# 50 - St Helens Community Fire Station

Community Risk Management Plan 2022-23



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	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	933	688	Site Specific Risk Information (SSRIs)	159
All Primary Fires	174	184	Home Fire Safety Checks	3003
Accidental Dwelling Fires (ADFs)	72	71	HFSC's delivered to over 65's (60% of HFSC target)	1812
Deliberate Vehicle Fires	26	39	Hydrant Surveys	144
All Secondary Fires	758	504	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	576	391	Prevention talks	48
AFA's in Non Domestic Premises	31	33	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	22.2%		Off Station Exercising	2
Alert to Mobile	96%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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# 51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2022/23



## 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 embed the PORIS (Provision of Risk Information System) 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.

Engage with crews from GMFRS for joint training and cross border familiarisation to improve and refine interoperability when responding.

Complete two off site training exercises for the year 2022-2023.

## 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.

Ensure Operational Assurance products such as incident notes, case studies and significant incident reports are made available and are used to improve the efficiency and safety of response.

Ensure all records of training, learning and reporting are completed in the agreed, suitable and secure format.

Ensure continuity of officer development.

## 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.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises.

Support the Community Fridge project through the Community Impact Fund initiative which will assist local children to access school uniform for the most disadvantaged families within the area.

Continue to focus on the over 65 element within our communities to ensure safety from harm, injury or death from fire.

## 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.

Embed the culture of coaching and mentoring as a tool to develop and identify people who may have potential for future progression.

Continue to support staff through objectives set at the appraisal meeting and commit to further development.

# 51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2022-23



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	Estimated Performance 2021/22	Targets* 2021/22		Annual Target 2022/23
All Fires	154	137	Site Specific Risk Information (SSRIs)	63
All Primary Fires	41	50	Home Fire Safety Checks	2223
Accidental Dwelling Fires (ADFs)	17	19	HFSC's delivered to over 65's (60% of HFSC target)	1329
Deliberate Vehicle Fires	4	9	Hydrant Surveys	28
All Secondary Fires	113	87	Waste & Fly Tipping	48
Anti-Social Behaviour Fires (ASBs)	75	63	Prevention talks	24
AFA's in Non Domestic Premises	10	5	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	18.2%		Off Station Exercising	2
Alert to Mobile	94.9%	95%		

The targets are based on 5 years performance data.  
\*Targets for 22/23 will be added in March

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