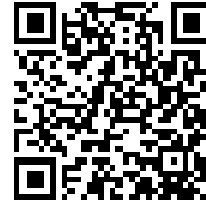


**To: All Members of the Policy and Resources Committee  
(and any other Members who may wish to attend)**



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.

**J. Henshaw  
LLB (Hons)  
Clerk to the Authority**

Tel: 0151 296 4000  
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/NP

Date: 16 March 2016

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, 24TH MARCH, 2016** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

Clerk to the Authority

Encl.

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**MERSEYSIDE FIRE AND RESCUE AUTHORITY**

**POLICY AND RESOURCES COMMITTEE**

**24 MARCH 2016**

**AGENDA**

**Members**

Les Byrom (Chair)  
Peter Brennan  
Roy Gladden  
Ray Halpin  
Denise Roberts  
Jean Stapleton  
Sharon Sullivan  
Lesley Rennie

**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 7 - 12)**

The Minutes of the previous meeting of the Policy and Resources Committee, held on 17<sup>th</sup> September 2015, are submitted for approval as a correct record and for signature by the Chair.

**3. SERVICE DELIVERY PLAN 2016-17 (Pages 13 - 116)**

To consider report CFO/017/16 of the Deputy Chief Fire Officer, concerning the Service Delivery Plan and Station Community Risk Management Plans for 2016/17.

4. **Emergency Services Communications Programme** (Pages 117 - 126)

To consider Report CFO/014/16 of the Deputy Chief Fire Officer, concerning progress of the Emergency Service Network (ESN) which is being introduced through the Emergency Services Mobile Communications Platform (ESMCP) project.

5. **Business Rates Retention - Liverpool City Region Pilot** (Pages 127 - 132)

To consider report CFO/026/16 of the Treasurer concerning acceptance by the Liverpool City Region of an offer from Government to pilot a scheme to develop the arrangements for local government funding based on a system of 100% Business Rates retention.

6. **Introduction of the Living Wage** (Pages 133 - 138)

To consider report CFO/018/16 of the Deputy Chief Fire Officer, concerning the implications of introducing the National Living Wage with effect from 01<sup>st</sup> April 2016.

7. **PFI Contract - Market Testing of Cleaning Services** (Pages 139 - 142)

To consider report CFO/016/16 of the Deputy Chief Fire Officer concerning the outcomes of the market testing relating to the cleaning function within the PFI contract.

***This Item contains EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.***

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

**Refreshments**

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



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## MERSEYSIDE FIRE AND RESCUE AUTHORITY

### POLICY AND RESOURCES COMMITTEE

17 SEPTEMBER 2015

#### MINUTES

**Present:** Cllr Leslie T. Byrom CBE (Chair) Councillors  
Denise Roberts, Jean Stapleton, Sharon Sullivan,  
Lesley Rennie, Robbie Ayres, Mike Kearns and Paul Tweed

**Also Present:** Linda Maloney

**Apologies of absence were received from:**  
Peter Brennan, Roy Gladden and Ray Halpin

#### 8. CHAIRS ANNOUNCEMENT

Prior to the start of the meeting, the Chair checked that all in attendance had copies of the following documents:

- Urgent Item 8 – Liverpool City Region Combined Authority – Governance Arrangements
- Appendix B – “Letter of Representation” to Agenda Item 4, to which an additional paragraph was added at the request of the External Auditors, Grant Thornton.

Information regarding general housekeeping and confirmation of the recording of proceedings was provided by the Chair to all in attendance.

The Chair then declared the meeting open and recording of the proceedings commenced.

#### 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) The following declarations of interest were made by Members in relation to items of business on the Agenda:

- Cllrs Lesley Rennie, Jean Stapleton and Denise Roberts declared a personal interest in relation to Agenda Item 7 – Wirral Youth Zone, due to being Wirral Councillors
- Cllr Jean Stapleton also declared an interest in the item, due to being a member of the Wirral Youth Zone Steering Group, since its inception.
- Cllr Lesley Rennie, also declared an interest in the Item as it makes reference to a John Syvret of Cammell Lairds being involved in the project, who Cllr Rennie knows personally as they both sit on the Mersey Maritime Board.

b) The following additional item of business was determined by the Chair to be considered as a matter of urgency;

- Agenda Item 8 – Liverpool City Region Combined Authority – Governance Arrangements

c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

However it was noted that Appendix A to Agenda Item 7 – Wirral Youth Zone, contained EXEMPT information by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972; and should discussion around this Appendix be required, members of the press and public would need to be excluded before discussion commenced.

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

The Minutes of the previous meeting of the Policy and Resources Committee, held on 26<sup>th</sup> March 2015, were approved as a correct record and signed accordingly by the Chair.

## **3. Audit Findings 2014-15**

Representatives from the Authority's external auditors – Grant Thornton, were in attendance to present their Audit Findings Report for 2014/15.

Mike Thomas – Director at Grant Thornton, presented a summary of their findings, stating that they anticipate providing an unqualified opinion on the Authority's financial statements and an unqualified value for money conclusion.

Furthermore the overview emphasised that given the substantial financial savings already delivered by MFRA; the Authority will face a significant challenge moving forward, to continue to address the budget gap whilst continuing to meet its statutory responsibilities.



Members thanked the Auditors for their attendance.

Members resolved that:

The content of the report be noted.

**4. Statement of Accounts 2014/15 - authorisation for issue**

(CFO/075/15 Appendix A)

Members considered report CFO/075/15 of the Treasurer, concerning the audited 2014/15 Statement of Accounts.

Members were provided with an overview of the report, which emphasised that there have been no changes to the accounts from the 2014/15 year end outturn position reported and approved in June.

Members were informed that Appendix B to the report – “Letter of Representation”, had been amended at the request of the auditors, to include reference to a contingent liability in relation to additional backdated commutation payments which may be due to some retired members of the Firefighters Pension Scheme, for which a reliable estimate cannot be provided at present as figures have not been provided to date.

Members Resolved that:

- a) The audited Statement of Accounts 2014/15, be approved.
- b) The Statement of Accounts 2014/15, be authorised for issue.
- c) The amended Letter of Representation in relation to the 2014/15 accounts, be approved.

**5. Financial Review 2015/16 - April to June**

(CFO/074/15)

Members considered Report CFO/074/15 of the Treasurer, concerning a review of the financial position, revenue and capital, for the Authority for 2015/16 for the period April to June 2015.

Members were provided with an overview of the report, which highlighted progress in relation to the delivery of saving options, changes to the approved capital programme and the drawdown of reserves to fund schemes.

Questions were raised regarding the Authority’s Treasury Management process and the financial rating of those institutions in which the Authority has funds invested.

Members were advised that the Authority's treasury management continues to be provided by Liverpool City Council, who constantly monitor investments on the Authority's behalf.

Members Resolved that:

- a) The contents of the report be noted.
- b) The Treasurer be instructed to continue working with budget managers to maximise savings in 2015/16.

**6. Purchase of Prime Movers**

(CFO/077/15)

Members considered report CFO/077/15 of the Chief Fire Officer, concerning the recent procurement exercise for two replacement prime mover vehicles.

Members were provided with information regarding the function of; and age profile of the Authority's prime movers.

Members were also informed that the vast majority of the Authority's fleet are now Scania models. As such, it would be more efficient and would ensure greater continuity and interoperability if the replacement prime movers were also Scania models. However, as the cost of replacing these vehicles would exceed European thresholds, the vehicles need to be purchased using a framework agreement to ensure compliance with Contract Standing Orders and other relevant legislation.

Members Resolved that:

The purchase of two prime mover vehicles as proposed, be approved.

**7. Wirral Youth Zone**

(CFO/078/15)

Before consideration of this item, the Chair of the Committee informed Members that the item would be considered in open session, unless there was a requirement for discussion around the Exempt Appendix A.

Members considered Report CFO/078/15 of the Deputy Chief Fire Officer, concerning confirmation of their previous in principle decision (CFO/048/14), to transfer the land released during the building of Birkenhead Community Fire and Rescue Station, to support the creation of the Hive Youth Zone.

Members were provided with an overview of the report and some contextual information concerning the development of a Youth Zone on land adjacent to Birkenhead Community Fire & Rescue Station.

Members were informed that a company has been established for the Youth Zone and a Business Plan has been drawn up. It is intended that the Deputy Chief Fire Officer will be a member of the company board.

The principles of the Youth Zone reflect those of Merseyside Fire & Rescue Service; the 'Hive' will seek to engage young people from across Wirral.

Members were provided with an overview of the legal implications of the report, which highlighted that as the value of the land is less than £2m, the land can be disposed of under General Disposal Consent; and that necessary provisions have been put in place to protect the Authority and ensure the land is only used for the purpose it was provided for.

Discussion took place around the report with Members commenting that the facility will make a huge difference to young people within the area, raising their aspirations and reducing anti-social behaviour in the area.

Members resolved that:

- a) The land adjacent to Birkenhead Community Fire and Rescue Station, be transferred to Wirral Metropolitan Borough Council for the purposes of building a state of the art Youth Zone for the improvement of the economic, social and environmental wellbeing of the area.
- b) The transfer of the land be at nominal consideration.
- c) The creation of a designated Youth Engagement facility within the Youth Zone be approved, from which Merseyside Fire and Rescue Authority (MFRA) can deliver its youth programmes.

**8. Liverpool City Region Combined Authority - Governance Arrangements**

Members considered Report CFO/081/15 of the Chief Fire Officer, concerning a response from the Authority to David Parr (Chief Executive Halton Council) on the options under consideration by the Liverpool City Region Combined Authority over future governance arrangements for Merseyside Fire & Rescue Service, which could involve Halton falling under the operational responsibility of the Service.

Members were provided with an summary of the report, which advised of correspondence received from David Parr (Chief Executive of Halton Council), concerning discussions with DCLG and the Home Office around implications of

the Cities and Local Government Devolution Bill and an overview of that correspondence.

Members were informed that there are currently 3 options under consideration; and were provided with an overview of the Authority's proposed response to each of those options.

It was agreed that option 3 would be the Authority's preferred way forward, however it was acknowledged that this option would be an advantage to Merseyside but a disadvantage to Cheshire; and ultimately, any decision would be for Halton and the five constituent local authorities to determine.

Furthermore, it was noted that the primary focus of devolution is to drive economic growth, increasing economic prosperity and reducing deprivation. As the Authority's overriding concern is public safety, they would support any decision of the Combined Authority which achieves that outcome.

Members resolved that:

The response as set out within the report, be approved.

Close

Date of next meeting Thursday, 24 March 2016

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

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

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>24 MARCH 2016</b>	<b>REPORT NO:</b>	<b>CFO/017/16</b>
<b>PRESENTING OFFICER</b>	<b>DEPUTY 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 MANAGEMENT GROUP</b>		
<b>TITLE OF REPORT:</b>	<b>SERVICE DELIVERY PLAN 2016-17</b>		

<b>APPENDICES:</b>	<p><b>APPENDIX 1: SERVICE DELIVERY PLAN 2016-17</b></p> <p><b>APPENDIX 2: KPI LIST 16-17</b></p> <p><b>APPENDIX 3: KIRKDALE FIRE STATION COMMUNITY RISK MANAGEMENT PLAN 16-17</b></p> <p><b>APPENDIX 4: LIVERPOOL CITY CRM PLAN 16-17</b></p> <p><b>APPENDIX 5: KENSINGTON CRM PLAN 16-17</b></p> <p><b>APPENDIX 6: SPEKE CRM PLAN 16-17</b></p> <p><b>APPENDIX 7: TOXTETH CRM PLAN 16-17</b></p> <p><b>APPENDIX 8: OLD SWAN CRM PLAN 16-17</b></p> <p><b>APPENDIX 9: BELLEVALE CRM PLAN 16-17</b></p> <p><b>APPENDIX 10: AINTREE CRM PLAN 16-17</b></p> <p><b>APPENDIX 11: CROXTETH CRM PLAN 16-17</b></p> <p><b>APPENDIX 12: BIRKENHEAD CRM PLAN 16-17</b></p> <p><b>APPENDIX 13: BROMBOROUGH CRM PLAN 16-17</b></p> <p><b>APPENDIX 14: HESWALL CRM PLAN 16-17</b></p> <p><b>APPENDIX 15: UPTON CRM PLAN 16-17</b></p> <p><b>APPENDIX 16: WALLASEY CRM PLAN 16-17</b></p> <p><b>APPENDIX 17: BOOTLE NETHERTON CRM PLAN</b></p> <p><b>APPENDIX 18: CROSBY CRM PLAN 16-17</b></p> <p><b>APPENDIX 19: FORMBY CRM PLAN 16-17</b></p> <p><b>APPENDIX 20: SOUTHPORT CRM PLAN 16-17</b></p> <p><b>APPENDIX 21: HUYTON CRM PLAN 16-17</b></p> <p><b>APPENDIX 22: KIRKBY CRM PLAN 16-17</b></p> <p><b>APPENDIX 23: ST HELENS CRM PLAN 16-17</b></p> <p><b>APPENDIX 24: NEWTON LE WILLOWS CRM PLAN</b></p> <p><b>APPENDIX 25: ECCLESTON CRM PLAN 16-17</b></p> <p><b>APPENDIX 26: STATION POSTER (EXAMPLE)</b></p>
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### **Purpose of Report**

1. To request that Members consider and approve the Service Delivery Plan for 2016/17, attached at Appendices 1, and- 2 and note the contents of the station plans attached at Appendices 4 - 25.

### **Recommendation**

- 
2. That Members consider and approve the attached Service Delivery Plan for 2016/17 prior to publication on the website

---

## Introduction and Background

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3. Merseyside Fire and Rescue Authority (MFRA) produces an annual Service Delivery Plan to bring together in one document the annual IRMP medium term objectives; the actions arising from the Functional Plans; the Equality Objectives; the Station Community Risk Management Plans and the annual Performance Indicators. The Plan for 2016/17 can be found as an appendix to this report.
4. Performance against the actions and targets contained within the Service Delivery Plan are monitored by officers at monthly Performance Management Group meetings and reported to Strategic Management Group and Performance and Scrutiny Committee on a quarterly basis. This Plan includes an estimate of year end Local Performance Indicator results 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. There have been some changes to the Key Performance Indicators (KPI's) with a new tier of Benchmark (Outcome) KPI's which give a quick overview of how MFRA are performing against some headline KPI's. The next tiers of Local Performance Indicators give some context to the outputs which have contributed to these outcomes.
6. Performance indicators have also been renumbered using the methodology below:

In order to propose a new ID numbering scheme for Merseyside Fire & Rescue performance indicators, the following method was applied:

Current and proposed performance indicators were collated.

These indicators were then 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 & Safety, E = Energy & The Environment, M = Finance*
- **Owner** where a secondary code is applied based on the functional owner of the performance indicator: *C = Community Risk Management, O = Ops Preparedness, R = Ops Response, E = Estates, S = Strategy & 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<sup>1</sup>, 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.

While the performance indicators will remain in groups according to type i.e. accidental dwelling fires, health and safety etc. the new numbering scheme will now make it clear which functional area owns the indicator Appendix 2.

### Targets

7. Targets for station outputs have been set by station staff in consultation with the relevant functions e.g. Site Specific Risk Inspections (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 have a large number of SSRI's, as expected in a City Centre, so will concentrate more on this area of performance while Heswall has very few 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 Community Risk Management Plans at Appendices 4 - 25.
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 use a technique called trend analysis. This approach uses historical data, applying mathematical insight to the data to produce an anticipated target. For the 2016/17 Plan, between 4 and 7 years of historical incident data have been used to create statistically robust targets for Outcome related Performance Indicators.
9. Each Function has produced a Functional Plan for 2016-17. The key deliverables from these plans can be found in the Service Delivery Plan and will be reported on quarterly to the Performance and Scrutiny Committee.
10. Following the management restructure in August 2015 MFRA no longer have dedicated management teams on District. . The new management structure delivers through 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 Community Risk Management Plans which have been written by station staff and are bespoke to the individual station area.

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<sup>1</sup> Summary Indicators are new for 2016/17. A summary indicator reflects overall performance based on a subject, this includes: Total 999 calls, Total Incidents, Total Fires, Total False Alarms etc.

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**Equality and Diversity Implications**

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11. There are no equality and diversity implications arising from this report. Equality and diversity is a specific section within the Service Delivery Plan. Any implications associated with actions contained within the plan will be the subject of further reports to the Authority.

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**Staff Implications**

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12. Staff at all levels of the service have been encouraged to get 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 risk and demographic make-up of an area.
13. Equality and diversity implications of the functional plans have been considered by officers during their creation.

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**Legal Implications**

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14. There are no legal implications arising from this report. Any implications associated with actions contained within the Plan will be the subject of further reports to the Authority.

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**Financial Implications & Value for Money**

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15. 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. This becomes even more important as the Authority is required to deliver the savings required during 2016/17 and onwards to 2019/20.
16. Any costs associated with actions contained within the Plan will be the subject of further reports to the Authority.

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

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

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

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18. 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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**GLOSSARY OF TERMS**

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<b>MFRA</b>	<b>M</b> erseyside <b>F</b> ire and <b>R</b> escue <b>A</b> uthority
<b>MFRS</b>	<b>M</b> erseyside <b>F</b> ire and <b>R</b> escue <b>S</b> ervice
<b>SSRI</b>	Site Specific Risk Inspection
<b>KPI</b>	Key Performance Indicator
<b>LPI</b>	Local Performance Indicator
<b>HFSC</b>	Home Fire Safety Check
<b>CRM</b>	Community Risk Management

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*Our Mission: -*

*To Achieve Safer Stronger Communities -*

*Safe Effective Firefighters*

***DRAFT***

***SERVICE DELIVERY PLAN***

***April 2016- March 2017***

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DRAFT

## 1.1 INTRODUCTION:

Merseyside Fire and Rescue Authority is driven to maintain the very highest quality of services to the communities of Merseyside, and is working hard to minimise the impact of the financial cuts and their effect on our range of services.

Between 2011/12 and 2015/16 The Fire Authority approved £25.6 million of savings to meet the known financial challenge following the Government grant reductions. On top of £15.5 million of cuts to our budget between 2011 and 2016, we anticipate a further £11 million of savings will be required by 2019/20. The Fire Authority's priority has always been to minimise the impact of grant reductions on frontline services, but recognises that this is no longer possible given the magnitude of the challenge.

During 2015/16 the Authority closed Allerton fire station and concluded consultation on merging 6 outdated fire stations into 3 new, more strategically placed fire stations in Wirral, Knowsley and St Helens.

It is envisaged that the Fire Authority will have to explore further station closures and changes to the way we deliver our services in the coming years as budget cuts force the Authority to cut around £5 million from employee budgets and £6 million from non-employee budget lines.

Despite these cuts the Authority, through our excellent community safety work, continues to keep people safe. Between April 2015 and March 2016 firefighters, prevention staff and volunteers delivered over 46,000 Home Fire Safety Checks, introduced co responding as part of a piloted approach in order to respond to cardiac arrest victims alongside the Ambulance Service, maintained the fastest response times to dwelling fires of all the Metropolitan Fire and Rescue Authorities in the UK and the second fastest of any FRA nationally. Built on our fantastic youth engagement work which has resulted in 88% of the young people participating in our Prince's Trust programmes securing either employment, education or further training opportunities.

In December 2015 Government responsibility for the Fire and Rescue Service passed from DCLG to the Home Office and we are embracing the opportunities that this presents to work more closely with our blue light partners at Merseyside Police and North West Ambulance Service. We already host the Joint Police and Fire Control Centre at our Service Headquarters and share facilities on seven fire stations with North West Ambulance Service. We are now looking at how further joint working can deliver efficiencies.

We believe that we have responded to the challenges we have faced in a professional and pragmatic way and we remain steadfast in our resolve to protect our Service and the residents of Merseyside.

Included within this Plan are objectives and actions relating to our Integrated Risk Management Plan, our Functional (departmental) plans, our Medium Term and Equality and Diversity Objectives. The Plan also includes details of the performance indicators we use to measure how well we are performing across a range of activities and how well we are doing against the targets we have set.

Chief Fire Officer - Dan Stephens

Chair of the Fire Authority - Cllr Dave Hanratty

## 1.2 CORPORATE MISSION AND AIMS:

### Our Mission Is To Achieve:-

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

### Our Aims:

- Excellent Operational Preparedness:

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

- Excellent Operational Response

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

- Excellent Prevention and Protection

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

- Excellent People

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

## 1.3 CORE VALUES:

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

- **Make a positive difference to our Community;**

We will build upon our unique position of trust and respect within the community and the professionalism of our staff to tackle the real underlying factors which affect risk.

We will achieve this by seeking partnerships in areas where we believe we can contribute to making communities safer from fire and other emergencies.

- **Provide an excellent and affordable service**

We will manage our emergency response flexibly, with an emphasis on those most at risk. We will do this by managing the number and type of appliances which are available to respond to emergencies at different locations throughout the day, night and at different times of the year to more accurately reflect the changing level and location of risk.

- **Everyone matters**

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

- **Respect our environment**

We will fulfil our responsibilities for protecting the built and natural environment, with support and commitment at the highest level. We will continue to identify and manage our activities, which have an impact on the environment, without compromising our operational response or our service delivery to the communities of Merseyside.

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

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



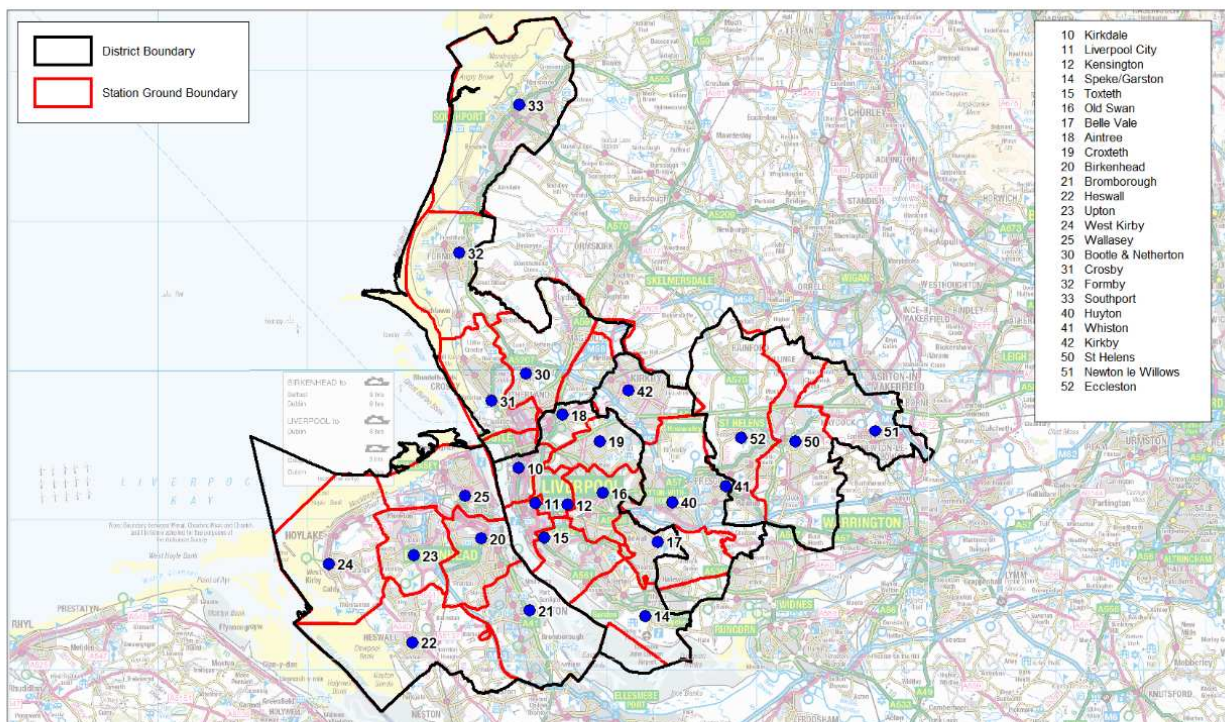
## 1.4 ABOUT MERSEYSIDE:

Merseyside is an area in the north west of England, which straddles the Mersey Estuary 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 high density urban areas, suburbs, semi-rural and rural locations, but overwhelmingly the land use is urban. It has a focused central business district, formed by Liverpool City Centre, but Merseyside is also a polycentric county and each of the metropolitan districts has at least one major town centre and outlying suburbs.

Mid 2014 Office of National Statistics (ONS) estimated figures showed that Merseyside has a population total of 1,391,113 which is a 0.72% increase on the 2011 Census figures. The population is split 48.6% male and 51.4% female, with 17.7% of the population being children (0-15), 63.9% being of working age (16-64) and 18.4% above 65. Merseyside has an aging population.

There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime. According to the Indices of Multiple Deprivation 2015; out of 326 Local Authorities across England, Knowsley and Liverpool both appear in the top 10 most deprived Local Authorities. The Local Authority breakdown is as follows: Knowsley is ranked 2<sup>nd</sup>, Liverpool is ranked 4<sup>th</sup>, St Helens is ranked 25<sup>th</sup>, Wirral is ranked 36<sup>th</sup> and Sefton 41<sup>st</sup>.



Author: Nicholas Cowley  
Date: 11.6.2015  
Produced using MapInfo  
Strategy & Performance

Map Reference: KIM \Work Requests\Data and Systems\  
Phil Garrigan\Fire Stations Map 2015\  
Community\_Fire\_Station\_Locations\_2.png

### MF&RS Community Fire Station Locations

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

Approximately 1061 staff are employed by Merseyside Fire and Rescue Authority at 25 Community Fire Stations, a Water Rescue station, the Training and Development Academy, our headquarters and within its operational workshops.

For many years Merseyside Fire & Rescue Authority has provided the highest level of response to fires and other emergencies as well as offering a range of services to reduce and respond to risk in our communities. In recent years we have had to deal with significant budget cuts and this will continue in the future. The budget cuts envisaged as we move towards 2020, are now so severe that they present a significant challenge to the services we deliver. However, as an innovative and forward thinking Authority we will continue to look at pioneering ways of preventing incidents, whilst still responding efficiently and effectively to fires and other emergencies when they do happen.

Our Integrated Risk Management Plan (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 outline below:

### **Operational Preparedness**

- Providing our firefighters with training, information, procedures and equipment to ensure they can resolve all emergency incidents safely and effectively.
- Operational Preparedness ensure MFRA has suitable arrangements in place to identify, plan and prepare for all foreseeable emergencies that could have an impact on our community, neighbouring authorities and the national infrastructure. This internal planning approach ensures that our firefighters have the correct training and equipment to enable them to respond safely and effectively to these emergencies within a multi-agency command structure.
- The Operational Preparedness function is led by an operational Third Officer Area Manager and is responsible for all operational training, equipment, planning, intelligence, national resilience assets and Fire Control

## **Operational Response**

The Operational Response function is led by an operational Third Officer Area Manager and is responsible for the operational element of the MFRA workforce.

- Operational Response will maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core
- Continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.
- Manage our resources efficiently and effectively in order to continue to deliver an excellent Operational Response in the context of further reductions in available resources over the 4 year period covered by the 2015 Spending Review
- Manage fire stations through Service Delivery effectively and efficiently, ensuring we maintain safe effective fire fighters and contribute to achieving safer stronger communities.

## **Excellent Prevention**

- Working with partners and our community to protect the most vulnerable through targeted local risk reduction interventions.
- The four key drivers for the MFRA's Prevention Strategy are; Home Safety, Road Safety – Road Traffic Collision (RTC) Reduction. Arson/Anti-Social Behaviour Reduction and Youth Engagement
- The Prevention team is led by the Group Manager for Prevention. The work is led by teams based in the five districts of Merseyside and each of these key areas also has a functional co-ordinator with responsibility for joining up prevention activity and improved outcomes for communities, including seasonal campaigns such as the bonfire period and community reassurance following incidents.

## **Excellent Protection**

- Working in partnership to reduce risk in the built environment and the robust application of our legal powers.
- MFRA has duties to enforce, consult and provide fire safety advice on matters relating to Community Fire Protection. The Regulatory Reform (Fire Safety) Order 2005 is most commonly associated with Fire Authority enforcement; additional relevant legislation includes sub-surface railways, petroleum, fireworks and explosives, and building regulations.
- The Community Fire Protection (CFP) Policy :
  - Provides the rationale and basis of the Authority's risk based audit approach to CFP;
  - Provides strategic direction on the extent to which fire safety legislation applies;
  - Directs resources to ensure levels of fire protection are met and enforced as required in the relevant fire safety legislation;
  - Provides overarching direction for all CFP priorities, instructions and guidance.

## *Our People*

Our aim at MFRA is to have Excellent People

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

Our Core Values that shape what we do and how we do it are:

- Make a positive difference to our community
- Provide excellent and affordable response
- Respect our environment
- Everyone matters
- Our people are the best they can be

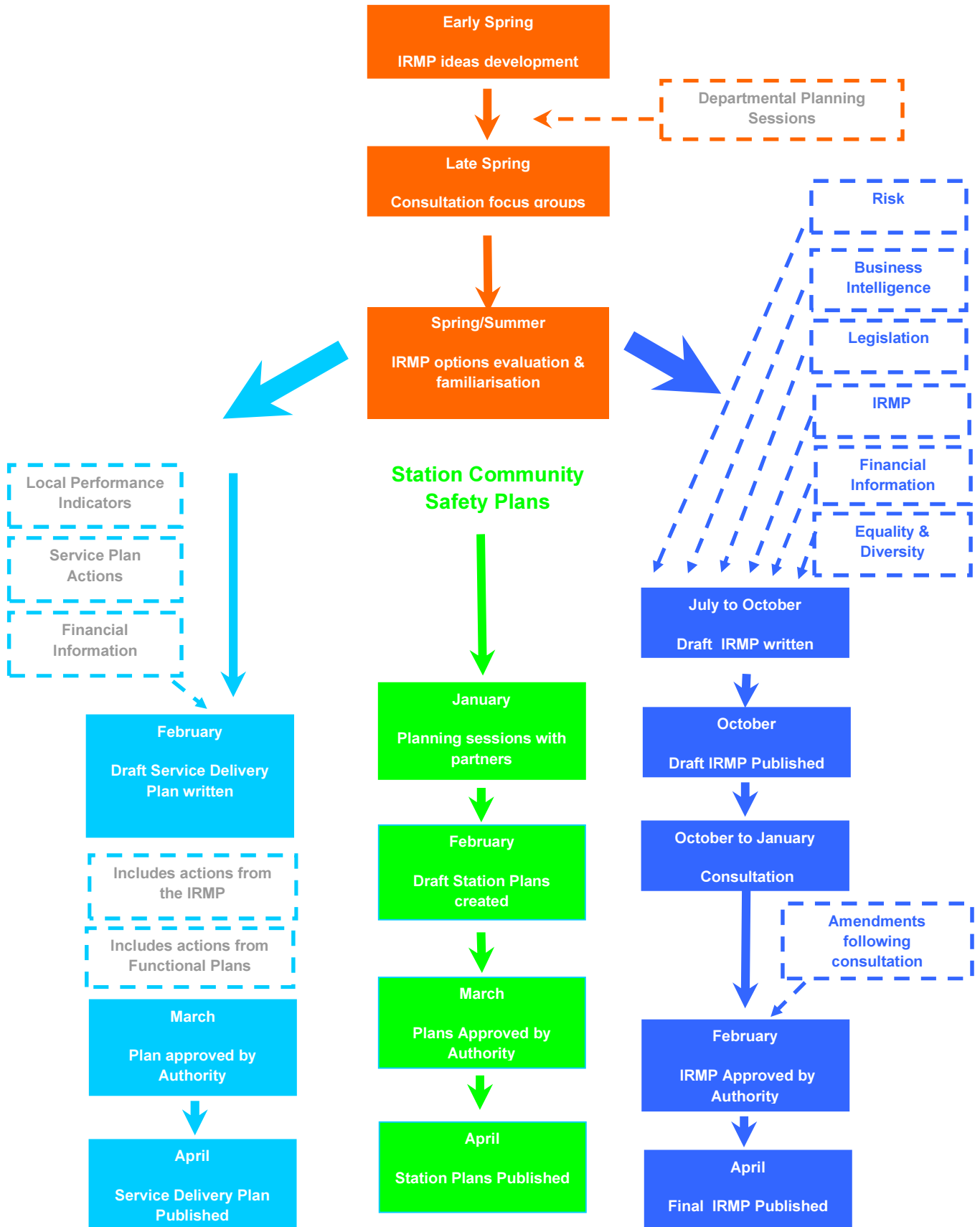
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## 2.2 SERVICE DELIVERY

### The Annual Integrated Planning Process:

#### Service Delivery Plan

#### IRMP



## 3.1 FINANCIAL CHALLENGES 2016-17:

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

### **Principle 1**

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

### **Principle 2**

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

### **Principle 3**

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

### **Principle 4**

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

### **Principle 5**

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

## 3.2 THE AUTHORITY'S BUDGET:

Merseyside Fire and Rescue Authority has suffered the largest cut in government grant of any Fire and Rescue service in the country, over 35% between financial years 2010/11 and 2015/16. The Government has announced further significant grant cuts over the next four years, and the Authority now faces a reduction in real terms of 50% in its Revenue Support Grant.

These further Government cuts mean that the Authority has had to make some tough choices in the 2016/17 – 2019/20 financial plan which delivers the £11m in savings required to balance the budget.

The plan reveals prudent planning to minimise the impact on frontline services by reducing management and support services costs by £6m, with a known increase in the council tax base taking the total savings up to £7m.

However, this leaves a further £4m to be saved from operational response. The Authority has already seen the number of fire engines reduce from 42 in 2010 to the current 28, a 33% reduction.

A further operational saving of £4m means that the Authority has little option but to approve the new financial plan, based upon the loss of up to 100 firefighter posts. This will result in the loss of up to 4 fire engines, the possible closure of a number of fire stations and further reductions in support services.

Full consultation with the public and stakeholders will be undertaken during Spring 2016 on a number of possible operational options to make the savings required. These include station closures, changing crewing from wholetime to day crewed stations, where suitable, and changes to the number of firefighters on an appliance.

To minimise the impact on Merseyside Fire & Rescue Service, the Authority has reluctantly agreed a council tax increase of just under 2%.

Despite this reduction in resources, the Service has maintained the fastest response times to dwelling fires of all the Metropolitan Fire and Rescue Authorities in the UK and played a significant role during the recent floods which devastated the North of England.

However this latest round of cuts will inevitably put these achievements at risk over the next five years as the Service faces the significant challenges ahead.

## 4.1 PERFORMANCE INDICATORS:

Performance Indicators measure key areas of performance and allow 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 historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

In December 2015 a review of Performance Indicators was undertaken to ensure that they are still relevant for Organisational needs and a number of amendments were made including the removal of the Equality and Diversity performance indicators as they are already reported in the [Equality and Diversity 3 Year Plan - Year 2 update](#). As a result of these reviews, the way performance indicators are monitored and reported has now been divided into four strands:

- **Benchmark Key Performance Indicators – Summary Indicators – Reported to Authority**
- **Key Performance Indicators (KPI) –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. The results will be published on our website [www.merseyfire.gov.uk](http://www.merseyfire.gov.uk).

While only key performance indicators will be reported in detail to Authority, performance against other performance data will be illustrated in the quarterly Service Delivery Plan Report with data and narrative from the related 1<sup>st</sup> and 2<sup>nd</sup> tier outputs. Further data can be requested from the Strategy and Performance Department.

For 2016/17, targets will only 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 and Site Specific Risk Information visits completed but achieving the targets will be managed locally on station on an annual basis.

The amended suite of indicators for 2016/17 on which we will report to Authority, shown in the four tiers, can be found at Appendix 2.

The estimated performance for 2015/16 is detailed below (using actual data from April 2015 to February 2016). This will be replaced with the final end of year figures in June.



## 4.2 PERFORMANCE FOR 2015/16:

Performance against targets set for 2015/16 can be seen below. Where there is no target the Status is shown as not applicable (N/A). Performance Indicators have been recorded in groups for reporting to the Authority. Within the groups indicators are colour coded as in key below.

Key →

	Key Performance Indicator (KPI) – Outcomes – reported to Authority
	Tier 1: Local Performance Indicator – Outputs
	Tier 2: Local Performance Indicator – Outputs

Group	PI	Narrative	Performance 2014/15	Target 2015/16	Estimated Performance 2015/16	Status	
Total Fires Attended	61	The total number of fires in Merseyside	6871	6580	7057		
	66	Number of primary fires attended	2503	2434	2609		
Dwelling Fires	44	Number of accidental fires in dwellings	1050	1082	1083		
	45	Number of fatalities from accidental dwelling fires	10	8	14		
	46	Number of injuries from accidental dwelling fires	121	118	100		
	48	Number of deliberate dwelling fires in occupied properties	163	169	165		
	48a	Number of deliberate dwelling fires in unoccupied properties	44	52	50		
	49	Number of deaths occurring in deliberate dwelling fires	2	1	0		
	50	Number of injuries occurring in deliberate dwelling fires	14	26	16		
			<i>Total number of Home Fire Safety Checks (HFSC's) completed including FSN, stations and Prevention Teams</i>	43932	For Context	46320	
	4		Total number of Home Fire Safety Checks (HFSC's) completed by operational crews	34820	For Context	33988	
	6a		Number of new high risk home safety visits carried out by Prevention Officers	3803	For Context	5130	
	5e		Number of HFSC's carried out by FSN	5309	For Context	7209	
	5		Home Fire Safety Checks carried out in domestic dwellings as a revisit	40129	For Context	40422	
	5d		Number of HFSC's carried out on high and medium risk people	13795	For Context	23646	
	1		The % of accidental dwelling fires attended where: a smoke alarm had activated	48.6%	For Context	44.78%	
	2		The % of accidental dwelling fires attended where: a smoke alarm was fitted but did not activate	15.5%	For Context	13.50%	

Group	PI	Narrative	Performance 2014/15	Target 2015/16	Estimated Performance 2015/16	Status
Dwelling Fires	3	The % of accidental dwelling fires attended where : no smoke alarm was fitted	37.2%	For Context	42.03%	Red
	138	Number of accidental kitchen fires in dwellings owned by Registered Social Landlords	183	For Context	198	Yellow
	6b	Average number of high risk home safety visits carried out by prevention officers per month	25.3	For Context	30.5	Green
	47	Percentage of accidental dwelling fires confined to room of origin	92.5%	92%	92.53%	Green
	137	Attendance Standard – the first attendance of an appliance at all life risk incidents in 10 minutes	96.2%	90%	95.83%	Green
	55	Percentage of 999 calls answered within 10 seconds	97.7%	96%	98.27%	Green
	129	Alert to mobile in under 1.9 minutes	95%	95%	96.58%	Green
Non Domestic Property	19	Number of deliberate fires in non-domestic premises	93	84	93	Red
	19a	Number of accidental fires in non-domestic premises	218	223	184	Green
	20	Average number of fire safety audits by Fire Protection Officers per month	10.8	8	10	Green
	142	Conduct 100% of scheduled COMAH on site exercises	100%	100%	100%	Green
	143	Conduct 100% of scheduled COMAH off site exercises	100%	100%	100%	Green
Anti-Social Behaviour	61a	Number of deliberate vehicle fires	503	488	541	Red
	61b	Number of deliberate anti-social behaviour small fires	3917	4481	3969	Green
	10a	Retention rates for young people on youth engagement courses - % of those completing courses	86.76%	For Context	87.5%	Green
	10b	Percentage of young people on Princes Trust courses moving into education, employment or training	88.24%	For Context	88%	Green
Road Traffic Collisions	36	Number of road traffic collisions (RTC) attended	580	541	514	Green
	40	Total number of injuries at road traffic collisions (RTC's) attended	454	442	337	Green
	41	Number of injuries at RTC's (minor)	375	For Context	281	Green
	42	Number of injuries at RTC's (serious)	79	For Context	56	Green
	42a	Number of fatalities at RTC's	11	8	7	Green
	120	RTC's involving fire service vehicles	56	For Context	91	Red

Group	PI	Narrative	Performance 2014/15	Target 2015/16	Estimated Performance 2015/16	Status
Road Traffic Collisions	120 a	Fire appliance hit other vehicle/object whilst responding to operational incident	23	24	33	Red
	120 b	Fire appliance hit other vehicle/object whilst engaged in routine activity	25	39	34	Green
	120 c	Light vehicle hit other vehicle/object whilst responding to operational incident.	0	For Context	2	Red
	120 d	Light vehicle hit other vehicle/object whilst engaged in routine activities	8	23	21	Green
False Alarms	140	Total number of false alarms attended	4440	4283	4580	Yellow
	141	Total number of false alarm good intent	1437	For Context	1544	Yellow
	52	Number of malicious false alarms attended	179	188	189	Yellow
	53	The number of false alarm calls due to automatic fire alarm equipment in non-domestic	563	548	578	Yellow
	135	The number of automatic fire alarms which are classed as 'unwanted'	2022	For Context	2233	Red
	136	Number of calls received by Fire Control to fire alarms actuations	4076	For Context	4304	Yellow
	112	The number of working days/shifts lost to sickness absence per head, all personnel	8.88	7.54	Unable to estimate	
	111 a	Number of working days/shifts lost to sickness per wholetime equivalent GREY book (operational) personnel	9.29	7.54	Unable to estimate	
	111 b	Number of working days/shifts lost to sickness per wholetime equivalent GREEN and RED book (non uniformed) personnel	7.81	7.54	Unable to estimate	
Risk – Health and Safety	98 Total	Total number of operational staff injuries	50	53	48	Green
	98a	Number of operational staff injuries at incidents/risk critical training	28	35	27	Green
	98b	Number of operational staff injuries conducting other routine duties	22	18	21	Red
	133	% of operational personnel who have completed Safe Person Assessments (SPA)	94.44%	100%	93.96%	Yellow
	106	Number of non-operational staff injuries – on duty	10	For Context	9	Green
	130	% of operational personnel who have completed on-line assessments	90.6%	100%	85.1%	Red
	131	% of operational personnel who have attended all risk critical training courses	82%	100%	65%	Red
	132	% of senior officers who have completed an assessment of operational competence	91%	100%	82%	Red
	121	Site Specific Risk Information (SSRI) – Firefighter safety – number of sites visited resulting in a site specific plan	951	QA	1075	Green
	139	Near miss reports recorded by the service	36	QA	51	Green

Group	PI	Narrative	Performance 2014/15	Target 2015/16	Estimated Performance 2015/16	Status
Equality and Diversity	144	<i>"Our aim is to create a cohesive and diverse organisation which is positive to rising to the future challenge we face". To increase the diversity of our workforce and volunteers to reflect the local community we serve.</i>	No recruitment during this year			
	145	To increase the applications for roles within the organisation (including volunteering) for those protected groups under-represented within our workforce				
	134	% of staff appraisals to be completed during the 4 <sup>th</sup> quarter of each year, for staff in work at that time.	92.5%	100%		
Energy and the Environment	97	Carbon output of all buildings	90	113	90	
	93	Electricity used by all MFRS buildings – divided by floor space	111	QA	114	
	94	Gas used by all MFRS buildings – divided by floor space	134	QA	129	
	95	Water used by all MFRS buildings – (M <sup>3</sup> per person)	14	QA	15	
	96	Waste generated per person per annum	99	QA	107	
	99	% of high risk (category 1&2) environmental incidents of all environmental incidents	0	QA	0	

	Within 10% of Target
	Target achieved
	Greater than 10% above last year

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

### **KPI 45 Number of fatalities from accidental dwelling fires**

Regrettably this indicator failed to meet the target set for 2015/16. Of the 14 fatalities (to date) 7 were over 65 years of age, 6 had a disability and 7 lived alone reinforcing the importance of intelligently targeting prevention work to those residents over 65 years of age or identified as vulnerable. We continue to work closely with partners to ensure we deploy our resources effectively and efficiently.

### **KPI 19 Number of deliberate fires in non-domestic premises**

Deliberate non domestic property fires have exceeded the target set for 2015/16. The most common property type to have a fire are prisons with at least 25 incidents attended. The next most common property type to see fires are hospitals, accounting for 13 incidents overall (at January 2016). Merseyside Fire and Rescue Service staff work closely with partners to help them reduce this type of incident.

### **KPI 61a Number of deliberate vehicle fires**

The number of deliberate vehicle fires is anticipated to exceed the target for 2015/16. At the time of writing (January 2016) the number of incidents has increased steadily each month since July with Wirral experiencing 90 incidents against a target of 62 and Liverpool 214 against a target of 206. It is thought the increase is due to criminality in these areas and our staff have been liaising with police and local authority colleagues to try and reduce this number.

### **KPI 98b Number of operational staff injuries conducting other routine duties**

The majority of incidents recorded were slips and trips, incidents involving being struck by falling or moving objects or falls from height. No injuries sustained were of such a serious nature that the required a hospital stay. The Health and Safety Department closely monitor and investigate any recorded injuries and work with staff to try and reduce them.

## 4.3 KEY PERFORMANCE INDICATORS:

KPI Ref	Narrative	Target 2016/17
<b>Benchmark Key Performance Indicators</b>		
TO00	Total number of emergency calls received	For Context
TC01	Total number of incidents attended	14225
TC02	Total number of fires attended in Merseyside	7184
TC03	Total number of primary fires attended	2525
TC04	Total number of secondary fires attended	4659
TC05	Total number of special service calls attended	2561
TC06	Total number of false alarms attended	4480
TC07	Total number of non-emergency interventions <sup>1</sup>	For Context
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes <sup>2</sup>	90%
<b>Dwelling Fires</b>		
DC11	Number of accidental fires in dwellings	1072
DC12	Number of fatalities from accidental dwelling fires	10
DC13	Number of injuries from accidental dwelling fires attended	118
DC14	Number of deliberate dwelling fires in occupied properties	167
DC15	Number of deliberate dwelling fires in unoccupied properties	48
DC16	Number of deaths occurring in deliberate dwelling fires	0
DC17	Number of Injuries occurring in deliberate dwelling fires	23

<sup>1</sup> Non-emergency intervention are 999 calls where Fire Control do not deploy an emergency response (as this was not required) but are followed up with an intervention such as an Advocate visiting the caller.

<sup>2</sup> This indicator now measures from call answered to appliance booking in attendance at an incident, to bring MFRA in line with other FRA's and is a change from the way MFRS previously monitored this.

KPI Ref	Narrative	Target 2016/17
<b>Non Domestic Property Fires</b>		
NC11	Number of deliberate fires in non- domestic premises	91
NC12	Number of accidental fires in non-domestic premises	200
<b>Anti-Social Behaviour</b>		
AC11	Number of deliberate vehicle fires in Merseyside	495
AC12	Number of accidental vehicle fires attended	For Context
AC12	Number of deliberate anti-social behaviour small fires in Merseyside	4181
AC14	Number of accidental small fires attended	For Context
<b>Road Traffic Collisions</b>		
RC11	Total Number of Road Traffic Collisions (RTC's)	529
RC12	Number of injuries in RTC's attended	382
RC13	Number of fatalities in RTC's attended	7
<b>False Alarms Attended</b>		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non Domestic Property	571
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in domestic properties	2267
<b>Sickness &amp; Risk</b>		
SD11	% of working days/shifts lost to sickness absence per head, all personnel	4.2%
SD12	% of working days/shifts lost to sickness per wholetime equivalent GREY book (operational) personnel	4.2%
SD13	% of working days/shifts lost to sickness per wholetime equivalent GREEN and RED book (non uniformed) personnel	4.2%
<b>Energy &amp; the Environment</b>		
EE11	Carbon Output of all buildings	86.43

## 5.1 INTEGRATED RISK MANAGEMENT PLAN (IRMP):

Our Integrated Risk Management Plan sets out how we will balance the risks and needs of our communities against our duties as a Fire and Rescue Authority and the resources we have available. Our current IRMP runs until April 2017 and can be found here [IRMP 2015-17](#)

### IRMP Medium Term Strategy 2012 - 2017

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

The aim of our strategy is to ensure that our objectives are focussed upon the achievement of our Mission;

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

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

##### Objective 1:

To reduce accidental dwelling fires and the deaths and injuries which result from these fires in Merseyside.

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

**Target:** We will reduce accidental fires in homes and the deaths and injuries they cause on Merseyside by 5% by 2017.

**2015/16 update – During quarters 1 and 2 of 2015/16 Accidental Dwelling Fires (ADF's) have been within 10% of target improving during the third quarter to under target. Injuries are below target and less than last year. However sadly, at the time of writing (February 2016), there have been 14 fatalities in accidental dwelling fires, this is double the figure for this period last year. We continue to intelligently target those identified as most at risk in Merseyside, particularly older people.**

##### Objective 2:

To achieve an appropriate speed and weight of attack in emergency response to fires and road traffic collisions.

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

**Target:** To achieve a 90% attainment level against our response standards for fires and road traffic collisions.

**2015/16 update – On average we are attending life risk emergency incidents within 10 minutes on 95.7% of occasions despite reducing the number of fire appliances from 42 to 28 over the last few years.**



### **Objective 3:**

To reduce fires caused by antisocial behaviour in those areas of Merseyside identified as most at risk.

**Action:** To analyse risk to ensure we target our intervention activity to reduce antisocial behaviour in those areas where risk is highest across Merseyside.

**Target:** To reduce antisocial behaviour fires by 5% by 2017.

**2015/16 update – Antisocial behaviour fires are well below target to date, despite the expected peak in October/November. The number of deliberate vehicle fires increased and exceeded the target during the 3<sup>rd</sup> quarter. This is thought to be due to criminality and we work with partners to try to reduce this. Our Youth Engagement team continue to successfully deliver Beacon and Princes' Trust courses, with 87.5% of participants completing the course. As young people are often those starting anti-social behaviour fires, we believe that working with them helps to create more socially responsible adults.**

### **Objective 4:**

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

**Action:** We aim to use all available resources to ensure we minimise the risk to commercial property from accidental and deliberate fires and to help affected businesses recover to normality as soon as possible.

**Target:** To reduce fires in commercial premises by 5% by 2017.

**2015/16 update – MFRA continues to work closely with local businesses to reduce these incidents in non-domestic premises. Continuing to take part in the Primary Authority Scheme (PAS) led by the Chief Fire Officers Association (CFOA) and the Better Regulation Delivery Officer (BRDO) with an aim to provide consistent fire safety advice to the business and retail sectors with regard to enforcement, prosecution, audit and fire risk assessment. Working with business partners to agree protocols locally which are then adopted nationally to provide consistent regulatory advice.**

### **Objective 5:**

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

**Action:** We will work with all businesses and stakeholders to educate and inform the business community about their responsibilities for fire safety in the workplace and to protect the public, to ensure compliance with the requirements of the Regulatory Reform (Fire Safety) Order 2005.

We will lobby and assist all parties to improve fire safety design in buildings.

**Target:** We will improve regulatory compliance rates by 5% by 2017.

**2015/16 update** – our risk based approach to meeting our legislative fire safety duties and responsibilities will assist us to continue improving safety in non-domestic properties. In October 2015 MFRS hosted, in collaboration with the Chief Fire Officers Association (CFOA), the Institute of Fire Engineers (IFE) and the Asian Fire Service Association (AFSA), a seminar ‘Engaging with Diverse Businesses for Business Safety Compliance’. The aim was to draw together professionals in fire protection and diversity to take on the challenge of engaging with, supporting and educating our diverse business communities with regard to fire regulations and to encourage them to prosper, grow and have confidence that they will be dealt with fairly by those who regulate them.

#### **Objective 6:**

To ensure that the operational workforce operate safely and effectively in the resolution of all emergency incidents.

**Action:** We will continue a programme for assessment of competence which reflects the evolving risks facing the Fire and Rescue Service in Merseyside and nationally and assess all staff within the operational workforce.

**Target:** We will assess the operational workforce across all areas of generic risk annually by 2013 and beyond.

**2015/16 update** – We continue to assess operational personnel through the use of operational monitoring during incidents and through a structured audit of station training, which is on-going through the year. Personnel complete online training and assessment utilising Safe Person Assessments and Learnpro. Any areas of improvement or best practice are dealt with through our Operational Improvement Group.

#### **Objective 7:**

To ensure that we can respond safely and effectively to all emergency incidents locally, regionally and nationally.

**Action:** We will continue a programme to test operational plans and procedures using internal and multi-agency exercises.

**Target:** We will test the effectiveness of all operational plans and procedures annually by 2014 and beyond.

**2015/16 update** - We continue to review and exercise against Operational Plans and site specific risks alongside multi agency partners. We are actively involved in the broader Merseyside Resilience Forum (MRF) and participate in the validation, exercising and testing of MRF Multi Agency plans identified through the National Risk Assessment (NRA) and MRF Community Risk Register (CRR).

## 6.1 EQUALITY OBJECTIVES:

### Equality Objectives 2012/17

Our Equality Objectives are an important part of our Integrated Risk Management Plan and are integral to our approach to providing services to those people and communities who need them most. Performance against these objectives is reflected in our overall Local Performance Indicator reports in section 7. We set our Equality and Diversity Objectives as part of our 2012 -15 Integrated Risk Management Plan and took particular care to ensure they were part of our primary objectives rather than standing alone.

#### Equality Objective 1

In the past ten years Merseyside Fire and Rescue Authority has reduced accidental fires in the home by 37%

**Action:** We will continue to build on this work through the use of our customer insight modelling and our station planning process to target individuals at risk

**Target:** To reduce accidental fires in the home and the deaths and injuries they cause on Merseyside by a further 5% by 2017.

**How this impacts on Equality and Diversity: Protected Characteristic – Age and Disability:** We know through extensive research that some of the people at highest risk from fire are also covered by the nine protected characteristics that form part of the Equality Act 2010, for example elderly and disabled people. Our activity focuses on reducing risk for vulnerable people.

#### Equality Objective 2

We will reduce risk for people who live in rented properties across Merseyside

**Action:** By continuing to build productive relationships with Registered Social Landlords

**Target:** To cut accidental kitchen fires in social housing by 5% by 2017.

**How this impacts on Equality and Diversity: Protected Characteristics – Age and Disability, Socio-Economic Disadvantage:** We know that people who live in rented properties often have other needs and fall within the protected characteristics. We've worked well with Registered Social Landlords to protect their residents, but some of the higher risk people live in privately rented accommodation and we want to help them too.

#### Equality Objective 3

We will continue to engage with young people in vulnerable areas

**Action:** Through our award winning youth engagement programmes

**Target:** Reducing deliberate antisocial behaviour fire setting by 5% by 2017.

**How this impacts on Equality and Diversity: Protected Characteristics – Age, Socio-Economic Disadvantage:** The antisocial behaviour of a minority of young people can impact most on the elderly and on other young people too. We want to help young people become good role models for others in their area and help older people feel safer in their homes.

#### **Equality Objective 4**

We will work with at risk groups and local partners to contribute to the reduction in the number and severity of road traffic collisions across Merseyside

**Action:** To work towards achieving the local target of reducing the number of people killed or seriously injured in road traffic collisions

**Target:** Reducing the number of people killed or seriously injured in road traffic collisions by 37.5% by 2020.

**How this impacts on Equality and Diversity: Protected Characteristic – Age:** Young people are at a particularly high risk of being killed or seriously injured in road traffic collisions. We want to have a positive impact on this group and help to keep them safer on the roads, whilst also monitoring RTC risks in relation to young and old across all 5 district and responding accordingly.

**Equality Objective 5** Our aim is to create a strong cohesive organisation which is positive about rising to the future challenges we face.

**Action:** Our aim is to increase the representation of all minority groups within the communities of Merseyside in the Fire and Rescue Service

**Target:** To increase the diversity of our workforce and volunteers in order to reflect the local community we serve and increase applications for roles within the organisation (including volunteering) for those protected groups under-represented currently within our workforce.

**How this impacts on Equality and Diversity: Protected Characteristic – Gender and Ethnic Origin:** We'd like our workforce to better represent the make-up of our communities and will work to encourage applications from under-represented groups when we carry out any recruitment.

## 7.1 OVERVIEW OF THE DISTRICTS OF MERSEYSIDE

Working closely with partner organisations in all the districts of Merseyside is key to us achieving improved outcomes for our communities. During 2015, in order to make savings, we had to move away from our approach of having management teams in each of the Council areas. That means that the strategic direction for our activities comes from centrally based departments, but we are keen to retain a focus on the districts through involvement in statutory and local partnerships. It is important that we tailor our services to meet the specific needs of the local areas and the following sections outline the make-up of those areas and the resources located there.

### LIVERPOOL

Liverpool has 466,415 residents and is the fourth largest city in the UK. There are 17,284 businesses and almost a quarter of a million people work within Liverpool every day. The city centre has seen a great deal of investment over the last ten years with the Liverpool One development, numerous luxury hotels and blocks of apartments being built. Alongside this, two universities, Liverpool and John Moores, have brought much development and construction of student accommodation in and around the city centre.

There are, however, significant challenges for many of our communities. Liverpool is ranked as the most deprived local authority area in England (IMD2015), and the second most deprived authority in relation to employment.

We have 9 fire stations in the Liverpool City Council area and 29 specialist appliances spread across our stations in Kirkdale, Liverpool City Centre, Kensington, Speke and Garston, Old Swan, Toxteth, Old Swan, Bellevalle, Aintree and Croxteth. The marine rescue team are based in a station on the cruise ferry terminal.

Specialist appliances include urban search and rescue modules available for deployment throughout Merseyside, nationally and internationally, as well as a high volume pump and incident response unit.

*(ONS mid 2014 population, CIPFA dwellings and non-domestic properties estimate)*

## **WIRRAL**

Wirral is a borough of contrasts; a peninsula of 157 square kilometres, with 24 miles of coastline comprised of both rural and urban areas. The population of Wirral is 320,914. There are 144,239 dwellings and 8096 business premises in Wirral combining many industries.

MFRS is well prepared to respond to incidents across the borough including those occurring at oil and chemical works, shipbuilding yards and docklands, large retail developments, major transport links such as motorways, railways, the Mersey tunnels and a growing leisure and tourism industry.

The west of the Wirral peninsula is affluent, contrasting sharply with the east, where social deprivation is concentrated. This polarisation is apparent in illness and there is a difference of 10.3 years in life expectancy between the most and least deprived areas of Wirral.

The elderly population is higher than the national average, additionally one in three over 65's live alone, with rates highest in areas of deprivation all indicators of vulnerability to fire. Wirral's older population is expected to increase by 30% by 2030. Increases are even predicted for the 90+ age group, which is expected to increase by 103% by 2030.

At present there are 6 fire stations located in the Wirral Council area Birkenhead, Bromborough, Heswall, Upton, West Kirby and Wallasey. MFRS plans to build a new fire station at Saughall Massie which will replace Upton and West Kirby fire stations.

## **SEFTON**

Sefton is a diverse area covering 153 square kilometres. The boundary of the borough starts at the heavily industrialised area around the Port of Liverpool in South Sefton and follows the coastline to Southport in the north of the borough, which is a popular tourist destination. The entire west side of the borough is coastline from dock estates in the south to scientifically important wildlife habitats in the sand dunes and pinewoods to the north.

To the south there are areas of derelict land, however, new developments in and around the Freeport area include improving local housing and a significant port expansion development. Bootle has a large number of office blocks. Development of the new Super Port container terminal has, and will continue to bring more employment and business to the area, including increased heavy vehicles on the roads.

There are further densely populated but generally wealthier suburbs towards the north of the borough including Crosby, Formby, Southport and Maghull. These areas are interspersed with extensive areas of high-grade agricultural land and scientifically important wild habitat, which includes the beaches of Formby, Ainsdale and Southport.

Sefton has one of the highest proportions of older residents nationally and there are also stark social and health inequalities within Sefton. South Sefton has significantly higher levels of deprivation, child poverty, worklessness, crime and disorder. The population of Sefton in 2014 was estimated to be circa 273531 with 122916 domestic dwellings and 7636 business premises.

There are 4 fire stations located in the Sefton Council area at Bootle & Netherton, Crosby, Formby and Southport.

## **KNOWSLEY**

Knowsley has a population of 146,407 two thirds of which are of working age (16-64 years) and is home to over 3000 businesses. The district covers an area of 8620 hectares, of which 54% is designated as greenbelt. There are 63741 homes.

Located between Liverpool and Manchester, Knowsley is connected to these cities by the M57 and M62 motorways, and the A580 East Lancashire trunk road. Its superior connectivity means the borough is well placed for both business and commuting, within the City Region and further afield.

Knowsley is a borough of contrasts with areas where deprivation levels are amongst the highest in the country and other areas that are relatively affluent.

Knowsley is an important location for employment in the Liverpool City Region with a large industrial base concentrated mainly at Knowsley Industrial Park and business parks at Kirkby, Huyton and Prescot, as well as being home to renowned businesses such as Jaguar Land Rover, QVC and Matalan. The borough is also home to three of the country's top tier COMAH (Control of Major Accident Hazards) sites. In recent years there has been considerable investment in Knowsley's infrastructure including new schools, health centres and state-of-the-art leisure facilities.

There is a fire station in Kirkby and work is about to commence on a new fire station at Prescot which will see Huyton and Whiston fire stations merge at this new location.

## **ST HELENS**

St Helens sits on the borders of Cheshire and Greater Manchester with a population of 177,188 people, around 13% of the Merseyside population. There are 78991 domestic dwellings and 4501 business premises.

St Helens history is built around mining and glass making which at one time employed 50,000 people, over half the local working population. These industries declined in the 80's with over 30,000 job losses. This shift in the pattern of employment have been at the heart of challenges faced in the communities ever since.

Some parts of St Helens fall within the top 10% of areas of deprivation in Merseyside and the country but in contrast there are areas of affluence in Rainford, Billinge and Rainhill.

At present there are 3 fire stations located in the St Helens Council area. MFRS plans to merge St Helens and Eccleston fire stations to a new location in St Helens town centre and there is a further station at Newton le Willows.

## District Priorities

Whilst we, as a Service, have restructured and do not have dedicated management teams within the boroughs of Merseyside we continue to deliver our services and work with partners to keep our communities safe. Our new management structure will deliver through their functional plans activities and resources tailored to respond to local risk for example prevention activity will also be shaped to keep the most vulnerable in our communities as safe as possible linking our wider community safety priorities to local needs. 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 our Station Community Risk Management Plans. Details of these objectives are contained in Sections 8 and 9. Our priorities will also support partner agencies in a shared commitment to make our communities safer, healthier and more resilient.

## 8.1 FUNCTIONAL PLANS 2016/17

Functional Plans are departmentally focused or thematic. Although mainly an internal planning tool, key actions from these plans are included in the Service Delivery Plan. Each of the Function leads are asked to write an annual Functional Delivery Plan. In the Plan they introduce the Function and its role within MF&RS, review progress against their Key Deliverables for the previous year and identify their priority actions for the next year.

Each action point in the Service Delivery Plan is managed as a project providing an auditable lifecycle of progress set against the project plan. The Programme and Project Team assist the responsible officers in the management and creation of project plans, project briefs, risk logs, financial plans and efficient use of resources, this allows us to monitor and control activities and resources, identify impacts and outcomes that deliver value for money to the communities of Merseyside.

Relevant actions are also incorporated into the individual Station Community Risk Management Plans and used to identify priorities for all stations and those unique to a specific station area.

## General Priorities

Merseyside Fire and Rescue within this Service Delivery Plan will aim to deliver safe and effective services across Merseyside. Delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our core values and the risks within our communities and include particular activity drawn from our Integrated Risk Management Plan (IRMP) and collaboration with partner agencies to deliver affordable and effective interventions during challenging times both in prevention, emerging risks and responding to incidents.

Priorities common to all station areas continue to be prevention of incidents, injuries and deaths. Therefore the delivery of Home Fire Safety Checks (Safe & Well Visits), RTC reduction, anti-social behaviour reduction, youth engagement, working in partnership with local businesses to reduce risk in the built environment and site specific risk assessments of premises to help ensure firefighter safety at incidents.



## 8.2 SERVICE DELIVERY PLAN ACTION POINTS:

We have priorities that are really important to us as we strive to reduce risk. Some fit within the criteria of the Integrated Risk Management Plan and others sit outside it and the action points 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:

- FP/16/17/1.1** Review the Training and Development Academy (TDA) facilities and Croxteth Fire Station site in line with the core training delivery model.
- FP/16/17/1.2** Develop resilience arrangements to support Tactical Co-ordination Group (TCG) and Strategic Co-ordination Group (SCG) during large scale/significant incidents.
- FP/16/17/1.3** Cross directorate review of operational uniform and support staff uniform.

### Operational Response:

- FP/16/17/2.1** Ensure that we maintain the health, safety and welfare of all Merseyside Fire and Rescue Service staff.
- FP/16/17/2.2** Continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.
- FP/16/17/2.3** Manage our resources efficiently and effectively in order to continue to deliver an excellent operational response in the context of further reductions in available resources over the 4 year period covered by the 2015 Spending Review.
- FP/16/17/2.4** Utilise service delivery/station resources in the most effective and efficient way to ensure we maintain safe effective fire-fighters and deliver station plans which contribute to developing safer stronger communities.

### People and Organisational Development:

- FP/16/17/3.1** Continue to deliver a comprehensive workforce strategy.
- FP/16/17/3.2** Implement and evaluate the organisational Capability Procedure and revised Absence Management process.
- FP/16/17/3.3** Continue to introduce flexible contracts and working.
- FP/16/17/3.4** Deliver a support staff review.
- FP/16/17/3.5** Continue to develop a range of strategies to improve fitness and wellbeing.

## Prevention and Protection

### Prevention:

- FP/16/17/4.1** Reduce accidental dwelling fires and deaths and injuries which result from these fires in Merseyside. Proactively engage with internal and external stakeholders and partners to identify and assess risk, in homes and communities delivering interventions, promoting fire safety and community safety.
- FP/16/17/4.2** Reduce fires caused by antisocial behaviour in those areas of Merseyside most at risk. Reflecting the Anti-social Behaviour, Crime and Policing Act 2014 the Directorate will put vulnerable people and communities at the heart of everything it does.
- FP/16/17/4.3** Prevention work contributes to protecting vulnerable people and places, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We will work collaboratively with partners to support and protect our communities.

### Protection:

- FP/16/17/5.1** Develop and embed operational fire safety through the new Protection Watch Manager role. Introduce the Simple Fire Safety Assessment to operational crews.
- FP/16/17/5.2** Revise the new Risk Based Inspection Programme to reflect the new tiered structure of technical Fire Safety Officers. Implement the new Chief Fire Officers Association (CFOA) short audit to enhance the effectiveness of risk based targeting and reduce the regulatory burden on compliant businesses.
- FP/16/17/5.3** Support business fire safety compliance by developing actions arising from the Engaging with Business seminar. Further develop and embed the HeritProt<sup>3</sup> strategy.

### Finance:

- FP/16/17/6.1** Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.
- FP/16/17/6.2** Review the year-end closure of accounts process in order to meet the revised statutory deadline at the end of May (previously June) for completing the Statement of Accounts 2017/18.
- FP/16/17/6.3** Continue to develop the production of monthly reports for the identification of pensionable pay for FPS92, FPS06 and FPS15.

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<sup>3</sup> The HeritProt Strategy was developed as a result of an international project to develop and share best practice in relation to protection of heritage sites and buildings.

### Legal Services:

- FP/16/17/7.1** Provide an improved legal service to fire stations in the community.
- FP/16/17/7.2** Continue to provide timely legal support throughout the current station mergers project and any future projects.
- FP/16/17/7.3** Provide training and development to departments of the Authority where identified as required to ensure effective and efficient service provision.

### Procurement:

- FP/16/17/8.1** Support corporate priorities and work to ensure the successful delivery of priority work programmes.
- FP/16/17/8.2** Identify efficiencies and implement improvements in procurement activity.
- FP/16/17/8.3** Foster greater collaborative partnerships with other public sector organisations.

### Democratic Services:

- FP/16/17/9.1** Continue to look at ways in which these information management systems can be utilised to full capacity, to make processes across the Department as efficient as possible.
- FP/16/17/9.2** Continue improving Authority member engagement with all groups of staff.
- FP/16/17/9.3** Create an Intranet Portal page specifically for Authority members to enable easy access to relevant information from one place.

### Strategy and Performance

- FP/16/17/10.1** Continue to embed Equality and Diversity excellence into the organisation.
- FP/16/17/10.2** Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.
- FP/16/17/10.3** Develop and maintain effective communications and media management with high quality presentation and promotion of information.

### **Information and Communication Technology:**

- FP/16/17/12.1** Implement an information and communications infrastructure that will enable efficiency through current and emerging technology in light of a new ICT Managed Services Provisions Contract which starts in April 2016.
- FP/16/17/12.2** Respond to national initiatives. The Service is scheduled to switch from the current Airwave communication system to an Emergency Services Network which will provide broadband type connectivity which will allow us to utilise application type systems, consequently we are working to ensure the infrastructure and software systems support this.

### **Estates:**

- FP/16/17/13.1** Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (by developing and implementing a 5 year Asset Strategy).
- FP/16/17/13.2** Ensure when land and property assets become surplus to MFRA requirements we dispose of them to facilitate and drive service transformation and economic growth in the Merseyside region whilst generating maximum capital receipts.

### **Station Change Programme:**

- FP/16/17/14.1** Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (PFI and Station Merger Project).
- FP/16/17/14.3** Manage change projects to ensure that the Authority's physical infrastructure and Ways of Working are delivered in line with value for money principles.

## 9.1 STATION COMMUNITY RISK Management Plans:

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

### **Station Objectives**

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

### **Station Actions**

The staff based at the fire station will deliver a range of response interventions that are designed to mitigate life risk or harm from fire, road traffic accidents and water incidents. Additionally they will work to ensure properties, the environment and businesses are equally protected to help the area maintain jobs and prosperity. 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.

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

Following consultation with stakeholders each fire station has a bespoke Station Safety Plan. These Plans are attached as Appendix 3.

## 10.1 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.

Consultation is embedded within all aspects of planning in MF&RA. During 2014/15 and 15/16 we undertook extensive consultations regarding the merger and closure of fire stations. During this process we hosted a wide variety of consultation and engagement activities including:

- Public consultation facilitated by an independent organisation
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies
- On-line questionnaires
- Surveys delivered to homes in affected areas
- Extensive use of the local press to publicise events

The Authority runs annual consultation events in each of the five districts. These events are facilitated by an independent company which ensures that there is representation from a broad range of residents. Attendees are asked to consider a wide range subjects. The feedback from these consultations is used to inform the content of the IRMP.

Principal Officers regularly engage with all staff during face to face briefings. These small group briefings allow staff to receive the most accurate information on MFRA plans and also for them to directly ask questions of the senior officers. The outcomes of these briefings are used to shape service delivery.

## 11.1 EQUALITY AND DIVERSITY:

MFRA recognises the importance of considering and promoting equality in everything that we do. Our commitment to equality and diversity is a key aspect of how we deliver our services and how we recruit, develop and manage our staff. This embedding of equality and diversity in all our practices and functions has resulted in the Authority achieving the Excellent Standard against the Fire and Rescue Service Equality Framework.

Our Equality and Diversity objectives, set in January 2012, have been refreshed and continue to be a main focus during 2015/16 as our work progresses to address the role of inequality in relation to fire and the resultant impact of fire on people's lives.

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 occurrence of incidents in relation to that information we have witnessed over the last three years. We use this information to target our prevention and protection 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>4</sup> which includes reviewing Census data, demographic data, Fire and rescue statistics and community consultation feedback.

For 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 and Diversity Annual Report](#)

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<sup>4</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.

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## APPENDIX 1: GENERAL MFRA – GLOSSARY OF TERMS

### Glossary of MF&RS Abbreviations:

<b>ACAS</b>	Advisory Conciliation and Arbitration Service	<b>D2A</b>	Drive to Arrive
<b>ADC</b>	Assessment Development Centres	<b>DAG</b>	Diversity Action Group
<b>AFA</b>	Automatic Fire Alarm	<b>DCFO</b>	Deputy Chief Fire Officer
<b>AFD</b>	Automatic Fire Detection	<b>DCU</b>	Damage Control Unit
<b>AGM</b>	Annual General Meeting	<b>DES</b>	Disability Equalities Scheme
<b>AM</b>	Area Manager	<b>DEOS</b>	Department of Environment and Operational Services
<b>ARA</b>	Analytical Risk Assessment	<b>DoE</b>	Duke of Edinburgh Awards
<b>ASB</b>	Anti-Social Behaviour	<b>DTI</b>	Department of Trade & Industry
<b>ASBO</b>	Anti-Social Behaviour Order	<b>EARLY</b>	Education Alternative Reaching Local Youth
<b>AVLS</b>	Automatic Vehicle Location System	<b>EDBA</b>	Extended Duration Breathing Apparatus
<b>BA</b>	Breathing Apparatus	<b>EEM</b>	Employee Expense Management
<b>BCA</b>	Basic Credit Approval	<b>EFAD</b>	Emergency Fire Appliance Driver
<b>CVS</b>	Council for Voluntary Services	<b>EIA</b>	Equality Impact Assessment
<b>CBT</b>	Crew Based Training	<b>EISEC</b>	Enhanced Information Service for Emergency Calls

<b>CCTV</b>	Closed Circuit Television	<b>EMR</b>	Emergency Medical Response
<b>CDRP</b>	Crime & Disorder Reduction Partnership	<b>EPU</b>	Emergency Planning Unit
<b>CFO</b>	Chief Fire Officer	<b>FACE</b>	Fire Awareness Child Education
<b>CFOA</b>	Chief Fire Officers' Association	<b>FBU</b>	Fire Brigades Union
<b>CS</b>	Community Safety	<b>FF</b>	Firefighter
<b>CIU</b>	Chemical Incident Unit	<b>FMIS</b>	Financial Management Information System
<b>CIPFA</b>	Chartered Institute of Public Finance & Accountancy	<b>FOA</b>	Fire Officers Association
<b>CLG</b>	Communities and Local Government	<b>FPA</b>	Fire Protection Association
<b>CM</b>	Crew Manager	<b>FPOS</b>	First Person on Scene
<b>CO</b>	Carbon Monoxide	<b>FREE</b>	Fire Reduction through Education and Engagement
<b>CoE</b>	Centre of Excellence	<b>FS</b>	Fire Safety
<b>COMAH</b>	Control of Major Accident Hazards	<b>FSB</b>	Fire Service Bulletins
<b>COSHH</b>	Control of Substances Hazardous to Health	<b>FSD</b>	Fire service Direct
<b>CPL</b>	Combined Platform Ladder (aerial appliance)	<b>FOI</b>	Freedom of Information
<b>CPP</b>	Combined Pump Platform (aerial/firefighting appliance)	<b>FSEC</b>	Fire Service Emergency Cover (modelling software)
<b>CSIMS</b>	Community Safety Information Management System	<b>FSIT</b>	Fire Service Improvement Team
<b>CSM</b>	Community Safety Manager	<b>FSI</b>	Fire Service Inspector
<b>DBS</b>	Disclosure and Barring Service	<b>FSN</b>	Fire Support Network
		<b>FSS</b>	Fire Standard Spending
		<b>NVQ</b>	National Vocational Qualification

<b>GIS</b>	Geographical Information System	<b>NW</b>	North West
<b>GM</b>	Group Manager	<b>NWCOE</b>	North West Centre of Excellence
<b>GRA</b>	Generic Risk Assessment	<b>NWFS</b>	Networking Women in the Fire Service
<b>HART</b>	Hazardous Area Response Team (Ambulance)	<b>OAT</b>	Operational Assurance Team
<b>HazMats</b>	Hazardous Materials	<b>OBC</b>	Outline Business Case
<b>HFSC</b>	Home Fire Safety Check	<b>OH</b>	Occupational Health
<b>HMU</b>	Hazardous Materials Unit	<b>OJEU</b>	Official Journal of the European Union
<b>HO</b>	Home Office	<b>ONS</b>	Office of National Statistics
<b>HOMA</b>	Home Officer Master Agreement	<b>ORC</b>	Operational Resource Centre
<b>HR</b>	Human Resources	<b>OSU</b>	Operational Support Unit
<b>HSE</b>	Health & Safety Executive	<b>OT</b>	Overtime
<b>ICT</b>	Information Communications & Technology	<b>Ops</b>	Operational
<b>IFE</b>	Institute of Fire Engineers	<b>PA</b>	Personal Assistant
<b>IIT</b>	Incident Investigation Team	<b>PCT</b>	Primary Care Trust
<b>IMD</b>	Indices of Multiple Deprivation	<b>PFI</b>	Private Finance Initiative
<b>IMT</b>	Incident Management Team		
<b>IMU</b>	Incident Management Unit		
<b>IOSH</b>	Institute of Safety & Health		

<b>IRMP</b>	Integrated Risk Management Plan	<b>PH</b>	Public Holiday
<b>JAG</b>	Joint Agency Group	<b>PI</b>	Performance Indicator
<b>JCP</b>	Joint Consultative Panel	<b>POEST</b>	Point of Entry Selection Test
<b>JESIP</b>	Joint Emergency Service Interoperability Project	<b>POD</b>	People and Organisational Development
<b>KMBC</b>	Knowsley Metropolitan Borough Council	<b>PPE</b>	Personal Protective Equipment
<b>LACDE</b>	Local Authorities Confronting Disaster & Emergencies	<b>PPV</b>	Positive Pressure Ventilation
<b>LASBU</b>	Liverpool Anti-Social Behaviour Unit	<b>PQAs</b>	Personal Qualities & Attributes
<b>LCC</b>	Liverpool City Council	<b>PQQ</b>	Pre-Qualification Questionnaire
<b>LGA</b>	Local Government Association	<b>PTV</b>	Princes Trust Volunteers
<b>LGBT</b>	Lesbian, Gay, Bisexual and Transgender Group	<b>PWLB</b>	Public Works Loans Board
<b>LJMU</b>	Liverpool John Moores University	<b>RAPID</b>	Risk Assessed Programme for Incident Deployment
<b>LLAR</b>	Low Level of Activity & Risk	<b>RCCO</b>	Revenue Contribution to Capital Outlay
<b>LPI</b>	Local Performance Indicator	<b>REPPAIR</b>	Radiation (Emergency Preparedness & Public Information)
		<b>RTC</b>	Road Traffic Collision
		<b>RFI</b>	Request for Information
		<b>RR(Fire Safety)O</b>	Regulatory Reform (Fire Safety) Order 2005
		<b>RSG</b>	Revenue Support Grant
		<b>RSL</b>	Registered Social Landlord

<b>MAG</b>	Multi Agency Group	<b>SRT</b>	Search & Rescue Team
<b>MCLG</b>	Mersey Capacity and Learning Group	<b>SAP</b>	Single Assessment Process
<b>MetaData</b>	Data that identifies the context of information	<b>SCA</b>	Supplementary Credit Approval
<b>MFRA</b>	Merseyside Fire & Rescue Authority	<b>SMG</b>	Strategic Management Group
<b>MFRS</b>	Merseyside Fire & Rescue Service	<b>SM</b>	Station Manager
<b>MIRWMS</b>	Merseyside Ionising Radiation Warning & Monitoring System	<b>SPARC</b>	Saving Parks And Recreational Centres
<b>MLRF</b>	Merseyside Local Resilience Forum	<b>SSP</b>	Statutory Sick Pay
<b>MOU</b>	Memorandum of Understanding	<b>TAP</b>	Technical Advisory Panel
<b>NAG</b>	Neighbourhood Action Group	<b>T&amp;D</b>	Training & Development
<b>NEBOSH</b>	National Examining Body for Occupational Safety & Health	<b>TFC</b>	Training for Competence
<b>NJC</b>	National Joint Council	<b>TNA</b>	Training Needs Analysis
<b>NNDR</b>	National Non-Domestic Rates	<b>TUPE</b>	Transfer of Undertakings, Protection of Employment
<b>NWAS</b>	North West Ambulance Service	<b>UHA</b>	University Hospital Aintree
<b>SHQ</b>	Service Headquarters	<b>USAR</b>	Urban Search & Rescue
<b>SIG</b>	Special Interest Group		
<b>SLA</b>	Service Level Agreement		

<b>SMART</b>	Specific, Measurable, Achievable, Realistic, Time-bound	<b>UwFS</b>	Unwanted Fire Signals
		<b>VFM</b>	Value For Money
<b>SMP</b>	Statutory Maternity Pay	<b>VAW</b>	Violence at Work
<b>SOP</b>	Standard Operational Procedure	<b>VS</b>	Voluntary Severance
<b>SORP</b>	Statement of Recommended Practice	<b>VER</b>	Voluntary Early Retirement
<b>YEO</b>	Youth Engagement Officer	<b>WM</b>	Watch Manager
<b>YIP</b>	Youth Inclusion Programme	<b>YOT</b>	Youth Offending Team

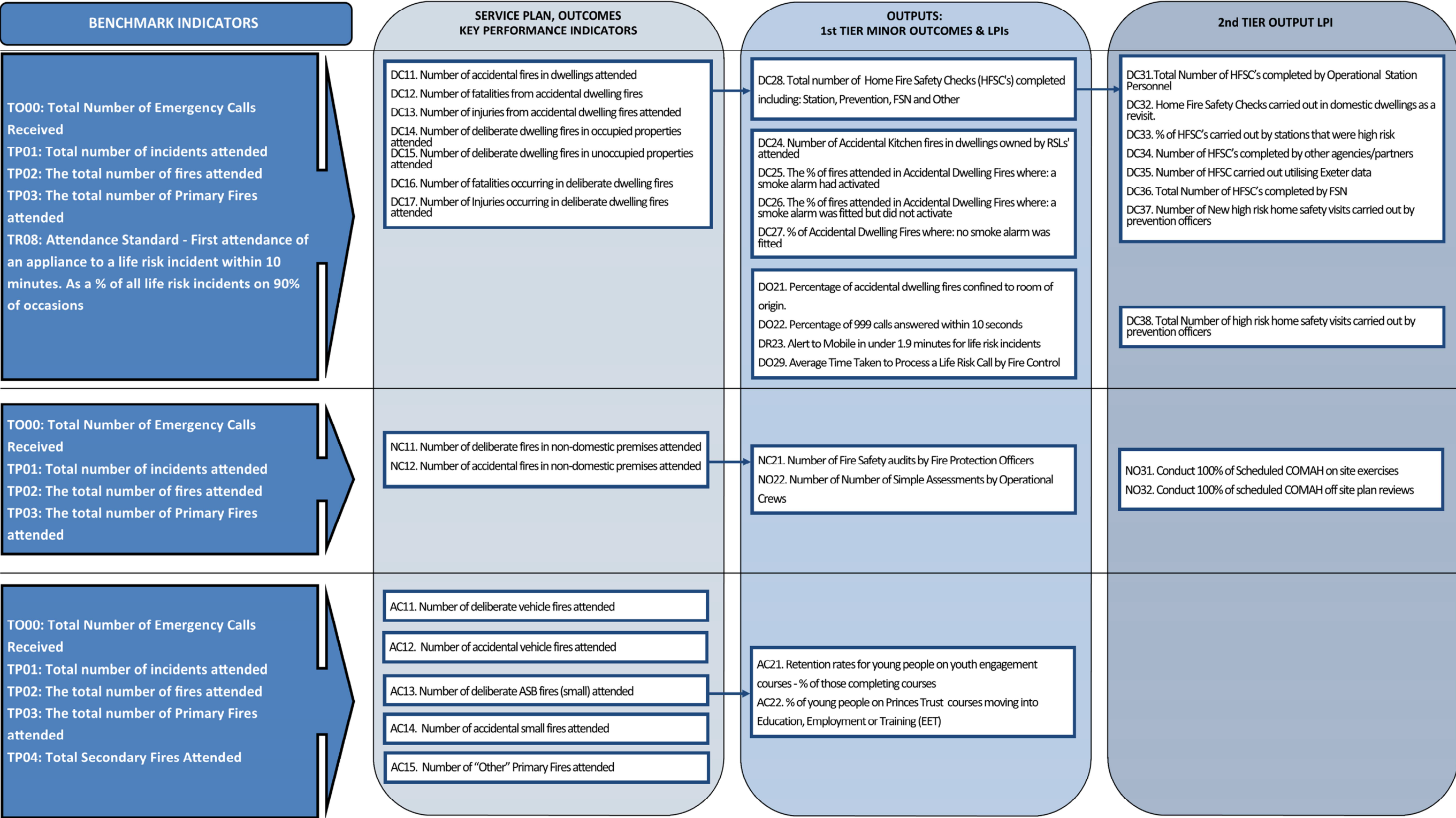
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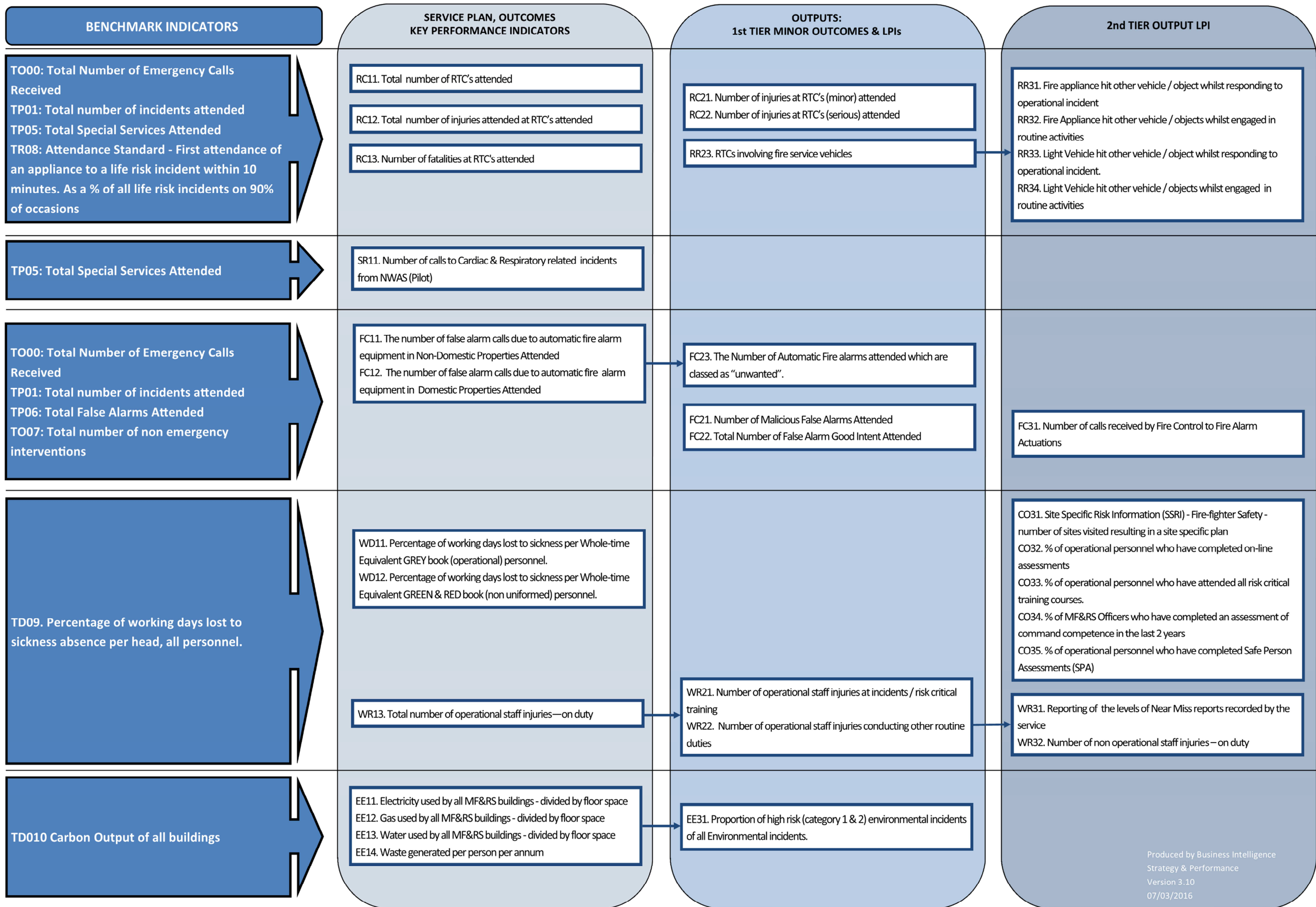


**Our Mission: Safer, Stronger Communities; Safe Effective Fire-fighters**

**Our Aims:**

- Excellent Operational Preparedness**  
We will provide our fire-fighters with the training, information, procedures and equipment to ensure they can safely and effectively resolve all emergency incidents
- Excellent Operational Response**  
To maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core.
- Excellent Prevention and Protection**  
We will work with our partners and our community to protect the most vulnerable through targeted local risk reduction interventions and the robust Application of our legal powers
- Excellent People**  
We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all.







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**Our Aims:**

<p><b>Excellent Operational Preparedness</b></p> <p><i>We will provide our fire-fighters with the training, information, procedures and equipment to ensure they can safely and effectively resolve all emergency incidents</i></p>	<p><b>Excellent Operational Response</b></p> <p><i>To maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core.</i></p>	<p><b>Excellent Prevention and Protection</b></p> <p><i>We will work with our partners and our community to protect the most vulnerable through targeted local risk reduction interventions and the robust Application of our legal powers</i></p>	<p><b>Excellent People</b></p> <p><i>We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all.</i></p>
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**Our Mission: Safer, Stronger  
Communities; Safe Effective Fire-fighters**

**BENCHMARK INDICATORS**

**TO00: Total Number of Emergency Calls Received**  
**TP01: Total number of incidents attended**  
**TP02: The total number of fires attended**  
**TP03: The total number of Primary Fires attended**  
**TR08: Attendance Standard - First attendance of an appliance to a life risk incident within 10 minutes. As a % of all life risk incidents on 90% of occasions**

**TO00: Total Number of Emergency Calls Received**  
**TP01: Total number of incidents attended**  
**TP02: The total number of fires attended**  
**TP03: The total number of Primary Fires attended**

**TO00: Total Number of Emergency Calls Received**  
**TP01: Total number of incidents attended**  
**TP02: The total number of fires attended**  
**TP03: The total number of Primary Fires attended**  
**TP04: Total Secondary Fires Attended**

**SERVICE PLAN, OUTCOMES  
KEY PERFORMANCE INDICATORS**

DC11. Number of accidental fires in dwellings attended  
 DC12. Number of fatalities from accidental dwelling fires  
 DC13. Number of injuries from accidental dwelling fires attended  
 DC14. Number of deliberate dwelling fires in occupied properties attended  
 DC15. Number of deliberate dwelling fires in unoccupied properties attended  
 DC16. Number of fatalities occurring in deliberate dwelling fires  
 DC17. Number of Injuries occurring in deliberate dwelling fires attended

NC11. Number of deliberate fires in non-domestic premises attended  
 NC12. Number of accidental fires in non-domestic premises attended

AC11. Number of deliberate vehicle fires attended  
 AC12. Number of accidental vehicle fires attended  
 AC13. Number of deliberate ASB fires (small) attended  
 AC14. Number of accidental small fires attended  
 AC15. Number of "Other" Primary Fires attended

**OUTPUTS:  
1st TIER MINOR OUTCOMES & LPIs**

DC28. Total number of Home Fire Safety Checks (HFSC's) completed including: Station, Prevention, FSN and Other  
 DC24. Number of Accidental Kitchen fires in dwellings owned by RSLs' attended  
 DC25. The % of fires attended in Accidental Dwelling Fires where: a smoke alarm had activated  
 DC26. The % of fires attended in Accidental Dwelling Fires where: a smoke alarm was fitted but did not activate  
 DC27. % of Accidental Dwelling Fires where: no smoke alarm was fitted  
 DO21. Percentage of accidental dwelling fires confined to room of origin.  
 DO22. Percentage of 999 calls answered within 10 seconds  
 DR23. Alert to Mobile in under 1.9 minutes for life risk incidents  
 DO29. Average Time Taken to Process a Life Risk Call by Fire Control

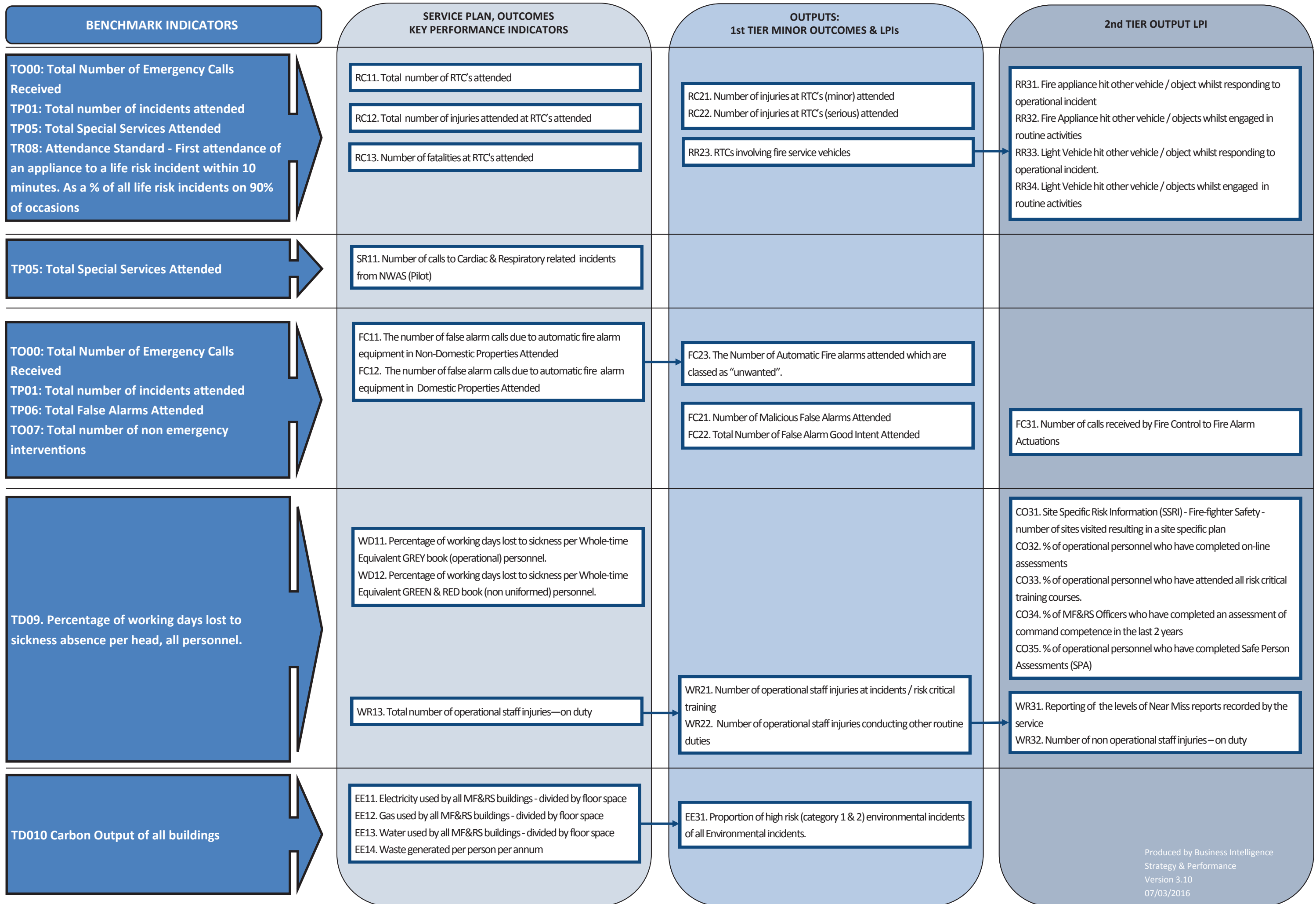
NC21. Number of Fire Safety audits by Fire Protection Officers  
 NO22. Number of Number of Simple Assessments by Operational Crews

AC21. Retention rates for young people on youth engagement courses - % of those completing courses  
 AC22. % of young people on Princes Trust courses moving into Education, Employment or Training (EET)

**2nd TIER OUTPUT LPI**

DC31. Total Number of HFSC's completed by Operational Station Personnel  
 DC32. Home Fire Safety Checks carried out in domestic dwellings as a revisit.  
 DC33. % of HFSC's carried out by stations that were high risk  
 DC34. Number of HFSC's completed by other agencies/partners  
 DC35. Number of HFSC carried out utilising Exeter data  
 DC36. Total Number of HFSC's completed by FSN  
 DC37. Number of New high risk home safety visits carried out by prevention officers  
 DC38. Total Number of high risk home safety visits carried out by prevention officers

NO31. Conduct 100% of Scheduled COMAH on site exercises  
 NO32. Conduct 100% of scheduled COMAH off site plan reviews





# Kirkdale Community Fire Station

## Community Risk Management Plan 2016-17



### Excellent Operational Preparedness

All staff will complete allocated SSRI inspections within specified station areas. Kirkdale will prioritise SSRI revisits and also look to acquire or update information on developing risks such as the docks. Quality assurance will be conducted via Service Delivery Station Manager's.

Hydrant surveys will be completed annually. Staff at Kirkdale will take a seasonal approach to this work stream.

Personnel to attend all Training & Development Academy core risk critical training courses.

The station will train against identified risks within their station/specified areas as per Site Specific Operational Response Plans. Kirkdale may also be utilised to assist in exercises relevant to its asset base.

Staff will develop skills against the additional assets held at Kirkdale.

All personnel at Kirkdale to complete allocated Learnpro and National Resilience e-learning packages and achieve the required standard.

### Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

All personnel to complete allocated Safe Person Assessments.

Watch Managers will ensure that alert to mobile times are met.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

All Kirkdale staff will take responsibility to ensure National Resilience information notes appertaining to Kirkdale based assets are actioned accordingly.

### Excellent Prevention and Protection

All Operational staff will undertake weekly Community Safety campaigns to reduce risk for those identified as vulnerable and high risk. Kirkdale will target resources in areas affected by ADF's utilising historical data. Quality assurance will be achieved via a collaborative Prevention/Service Delivery approach.

We will continue our information sharing protocols to further refine the vulnerable person's index by engaging with health providers and registered providers to ensure we are targeting over 65's and the most vulnerable in the community. We will work with partners to ensure we are supporting the most vulnerable people in the community.

WM's will develop projects to assist promote social cohesion and community inclusion & reducing ASB fires.

Kirkdale will work closely with the commercial sector and undertake simple operational fire safety assessments to inform and educate on Fire Protection.

Staff at Kirkdale will support station based youth engagement activities such as MFRS cadet schemes.

### Excellent People

Individuals will be set appraisal objectives that will facilitate the station organisational aims and objectives.

All appraisals to be completed within specified time scales.

Absence levels will be in line with service procedures.

Staff at Kirkdale will support colleagues in the development of skills and knowledge appertaining to additional station based assets.

Managers at Kirkdale will support staff and work with departments in order to reduce absence to its lowest possible levels.



**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.

	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	72	56	Site Specific Risk Information (SSRIs)	65
Anti-Social Behaviour Fires (ASBs)	270	245	Home Fire Safety Checks	2160
All Fires	439	418	Hydrant Surveys	71
Unwanted Fire Signals	89	47	Waste and Fly Tipping	96
Alert to Mobile	96.09%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	27	23	Simple Operational Fire Safety Assessments	72
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	92%	80%		

The 2016/17 targets are based on 5 years performance data.

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



# Liverpool City Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

All personnel will follow the monthly training planner to ensure operational competency is maintained and SPA/learnpro expectation is achieved.

All personnel to attend Training & Development Academy core risk critical training courses.

All personnel to maintain operational competence on the aerial appliance.

All personnel will engage & complete allocated SSRI inspections within the City Centre to progress towards removing all overdue files.

All personnel will contribute in generating new SSRI files from known risks within the Liverpool City station area.

All hydrant surveys will be completed within the 12 month period.

The station will train against identified risks within their station/specified areas as per Site Specific Operational Response Plans.

## Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protective Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively engage to ensure a positive health and safety culture in the work place.

All personnel will ensure that alert to mobile times are met.

## Excellent Prevention and Protection

All personnel will engage in Community Safety Campaigns and support the Directorates to achieve organisational aims and events identified on the CFOA Campaign Calendar

All personnel will actively target the high risk over 65 group for prevention activity and home fire safety checks.

WM's will use local knowledge and liaise with the Prevention Team to identify vulnerable groups or individuals to receive prevention education.

All personnel will be proactive in identifying potential anti-social behaviour and waste material build-up to reduce ASB fires.

All personnel will provide Protection advice after attending unwanted AFA activations to support the business community and assist the Directorate in reducing attendances to this incident type.

## Excellent People

All personnel to complete an appraisal and identify objectives and development opportunities which will support the Liverpool City station plan.

During appraisals the SM and WM's will identify individuals who would like to develop or progress their careers and ensure opportunities are created during the year to support this.

Appraisal objectives are to be reviewed on a regular basis to ensure they are progressing.

All appraisals to be completed within specified time scales.

All personnel will be proactive in managing their health and well-being and utilise appropriate supportive resources to maintain the expected attendance record.

All staff will engage in creating a culture on the station which supports colleagues and ensures a positive working environment.

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	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	29	29	Site Specific Risk Information (SSRIs)	240
Anti-Social Behaviour Fires (ASBs)	114	101	Home Fire Safety Checks	648
All Fires	264	240	Hydrant Surveys	71
Unwanted Fire Signals	324	123	Waste & Fly Tipping	96
Alert to Mobile	97%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	15	17	Simple Operational Fire Safety Audits	72
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	88.8%	80%		

The 2016/17 targets are based on 5 years performance data.

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



# Kensington Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

Kensington Community Fire Station has 175 sites for which we have obtained site specific risk information. Of these 64 are scheduled for re - inspection during 2016/17.

Familiarisation and new SSRI will be conducted on new developments, such as New Royal Liverpool Hospital and Anfield Football stadium and other properties identified.

73 Hydrant surveys will be completed annually.

All Operational Personnel will attend the Training & Development Academy to maintain core risk critical training courses

Watch Managers will arrange two off site tactical exercises during 2016/17 and support other stations in testing operational preparedness against SSRI and site specific operational response plans.

All personnel to complete allocated Learnpro and achieve the required standard

## Excellent Operational Response

All station personnel will maintain competence in role by continuously developing their skills, knowledge and understanding of service equipment and procedures. We will promote positive learning from all incidents by conducting debriefs and sharing good practice.

All personnel will demonstrate underpinning operational competence by completing all allocated Safe Person Assessments.

Kensington appliances will mobilise to incidents rapidly to ensure that resources reach incidents within prescribed timescales.

All staff will follow service guidance, instructions and procedures.

All staff will develop a positive safety culture to reduce accidents and actively record health and safety in the work place

All staff will ensure correct Personal Protection Equipment is worn and maintained

## Excellent Prevention and Protection

Kensington Community Fire station contains a diverse, multi-cultural society across its area. It has areas some of the highest levels of deprivation nationally.

Station staff will utilise the vulnerable person index, local knowledge and incident history to coordinate HFSC activity within the station area, to ensure we are targeting over 65's and other most vulnerable groups within the community.

Operational staff will undertake Community Safety campaigns organised by station or Prevention department.

Working with the local prevention teams, staff will develop projects to assist promote social cohesion and community inclusion & reducing ASB fires.

Simple Operational Fire Safety Audits will be conducted to review fire risk assessments within local businesses.

## Excellent People

Individual appraisals will be conducted to review individual performance and support the development of our staff.

Realistic objectives will be set that will support individual, team and organisational aims and objectives.

All appraisals will be conducted within April and May of 2016.

Watch Managers will manage absence levels in line with service procedures.

Staff will promote a positive working environment that reflects the values expected of MFRS staff.

# Kensington Community Fire Station

Community Risk Management Plan 2016-17



**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.

	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	69	61	Site Specific Risk Information (SSRIs)	64
Anti-Social Behaviour Fires (ASBs)	244	258	Home Fire Safety Checks	2160
All Fires	23	435	Hydrant Surveys	73
Unwanted Fire Signals	157	79	Waste & Fly Tipping	24
Alert to Mobile	95.12%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	20	18	Simple Operational Fire Safety Audits	72
Sickness		4.2%	Off station exercising	4
Station Audit Performance	85.5%	80%		

The 2016/17 target is based on 5 years performance data.

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



# Speke Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

All staff will complete allocated SSRI inspections within specified station areas. SSRI Will be incorporated into the training calendar and cross referenced against local risk

Hydrant surveys will be completed at optimum times utilising a seasonal based approach

Personnel to attend all Training & Development Academy core risk critical training courses

The station will train against identified risks within their station area. Speke will undertake four weekly training plans linking SSRI/Training Calendar and local risk along with neighbouring stations to ensure all personnel are both safe and effective

All personnel to complete allocated Learnpro and achieve the required standard.

Speke will develop a training relationship with personnel from John Lennon Airport fire station.

## Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

All personnel to complete allocated Safe Person Assessments.

Watch Managers will ensure that alert to mobile times are met.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

All personnel will communicate and understand the risk they face on a day to day basis to their peers and line managers

## Excellent Prevention and Protection

Speke will undertake weekend Community Safety campaigns to reduce those identified as high risk vulnerable people by targeting specific areas affected by ADF's utilising quarterly and 12 month historical data.

We will continue our information sharing protocols to further refine the vulnerable person's index by engaging with health providers and registered providers to ensure we are targeting over 65's and the most vulnerable in the community. We will work with partners to ensure we are supporting the most vulnerable people in the community

Speke will work closely with the Community risk Management prevention team to deliver seasonal campaigns and initiatives that will promote social cohesion and reduce ASB within the most socially deprived areas.

Speke will work closely with the commercial sector and undertake audits to inform and educate on matters relating to Fire Protection

## Excellent People

Station personnel will be set appraisal objectives that will ensure the aims of the station plan are achieved.

All appraisals to be completed within specified time scales.

Speke management team will work closely to assist in the personal development of operational staff

Absence levels will be in line with service procedures

# Speke and Garston Community Fire Station

Community Risk Management Plan 2016-17



**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.**

	Current	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	32	36	Site Specific Risk Information (SSRIs)	96
Anti-Social Behaviour Fires (ASBs)	228	190	Home Fire Safety Checks	2160
All Fires	375	320	Hydrant Surveys	75
Unwanted Fire Signals	42	22	Waste and Fly Tipping	72
Alert to Mobile	96.86%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	29	32	Simple Operational Fire Safety Audits	36
Sickness		4.2%	Off Station Exercising	4
Station Audit Performance	91.1%	80%		

The 2016/17 target is based on 5 years performance.

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



# Toxteth Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

All staff will complete allocated SSRI inspections within specified station areas. SSRI Will be incorporated into the training calendar and cross referenced against local risk

Hydrant surveys will be completed at optimum times utilising a seasonal based approach

Personnel to attend all Training & Development Academy core risk critical training courses

The station will train against identified risks within their station area. Toxteth will undertake four weekly training plans linking SSRI/Training Calendar and local risk along with neighbouring stations to ensure all personnel are both safe and effective

All personnel to complete allocated Learnpro and achieve required standard.

Toxteth will undertake special Command Support training to ensure Command Support is both effective and efficient at all operational and training incidents.

## Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

All personnel to complete allocated Safe Person Assessments.

Watch Managers will ensure that alert to mobile times are met.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

All personnel will communicate and understand the risk they face on a day to day basis to their peers and line managers

## Excellent Prevention and Protection

Toxteth will undertake weekend Community Safety campaigns to reduce those identified as high risk vulnerable people by targeting specific areas affected by ADF's utilising quarterly and 12 month historical data.

We will continue our information sharing protocols to further refine the vulnerable person's index by engaging with health providers and registered providers to ensure we are targeting over 65's and the most vulnerable in the community. We will work with partners to ensure we are supporting the most vulnerable people in the community

Toxteth will work closely with the Community risk Management prevention team to deliver seasonal campaigns and initiatives that will promote social cohesion and reduce ASB within the most socially deprived areas.

Toxteth will work closely with the local commercial sector and undertake regular audits to inform and educate in matters relating to fire protection

## Excellent People

Station personnel will be set appraisal objectives that will ensure the aims of the station plan are achieved.

All appraisals to be completed within specified time scales.

Toxteth management team will work closely to assist in the personal development of operational staff

Absence levels will be in line with service procedures

# Toxteth Community Fire Station

Community Risk Management Plan 2016-17



**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.

	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	71	74	Site Specific Risk Information (SSRIs)	96
Anti-Social Behaviour Fires (ASBs)	252	207	Home Fire Safety Checks	2160
All Fires	428	380	Hydrant Surveys	97
Unwanted Fire Signals	242	127	Waste and Fly Tipping	60
Alert to Mobile	95.82%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	26	30	Simple Operational Fire Safety Audits	24
Sickness	Not Comparable	4.2%	Off Station Exercising	4
Station Audit Performance	88.4%	80%		

The 2016/17 target is based on 5 years performance

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

# Old Swan Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

Old Swan Community Fire Station has 204 sites for which we have obtained site specific risk information. From these, staff will complete the 72 scheduled SSRI re inspections due during 2016/17.

Familiarisation and new SSRI will be conducted on new developments, and other properties identified within the area.

95 Hydrant surveys will be completed annually to ensure all hydrants within the area are ready for use.

All Operational Personnel will attend the Training & Development Academy to maintain core risk critical training courses

Watch Managers will arrange two off site tactical exercises during 2016/17 and support other stations in testing operational preparedness against SSRI and site specific operational response plans.

All personnel to complete allocated Learnpro and achieve the required standard.

## Excellent Operational Response

All station personnel will maintain competence in role by continuously developing their skills, knowledge and understanding of service equipment and procedures. We will promote positive learning from all incidents by conducting debriefs and sharing good practice.

All personnel will demonstrate underpinning operational competence by completing all allocated Safe Person Assessments.

Watch Managers will ensure will ensure that appliances mobilise to incidents rapidly to reach incidents within prescribed timescales.

All staff will follow service guidance, instructions and procedures.

All staff will develop a positive safety culture to reduce accidents and actively record health and safety in the work place

All staff will ensure correct Personal Protection Equipment is worn and maintained.

## Excellent Prevention and Protection

Old Community Fire station contains a high density of housing stock with one of the highest populations of over 65s within Merseyside. There are currently over 9,000 properties identified with residents in the over 65 target group.

Station staff will utilise the vulnerable person index, local knowledge and incident history to coordinate HFSC activity within the station area, to ensure we are targeting over 65's and other vulnerable groups within the community.

Operational staff will undertake Community Safety campaigns organised by station or Prevention department.

Working with the local prevention teams, staff will develop projects to assist promote social cohesion and community inclusion & reducing ASB fires.

Simple Operational Fire Safety Audits will be conducted to review fire risk assessments within local businesses.

## Excellent People

Individual appraisals will be conducted to review individual performance and support the development of our staff.

Realistic objectives will be set that will support individual, team and organisational aims and objectives.

All appraisals will be conducted within April and May of 2016.

Watch Managers will manage absence levels in line with service procedures.

Old Swan staff will promote a positive working environment that reflects the values expected of MFRS staff.

# Old Swan Community Fire Station

Community Risk Management Plan 2016-17



**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.**

	Current	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	80	76	Site Specific Risk Information (SSRIs)	72
Anti-Social Behaviour Fires (ASBs)	233	283	Home Fire Safety Checks	2160
All Fires	417	476	Hydrant Surveys	95
Unwanted Fire Signals	151	62	Waste & Fly Tipping	72
Alert to Mobile	97.76%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	39	34	Simple Operational Fire Safety Audits	36
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	92.4%	80%		

The 2016/17 targets are based on 5 years performance data.

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





# Belle Vale Community Fire Station

## Community Risk Management Plan 2016-17



### Excellent Operational Preparedness

There are 36 projected SSRI's for revisit in 2016/17 which crews will complete via the station schedule. Crews will monitor local Business and risk for any new SSRI's that may be generated. SM will QA SSRI's.

35 hydrant surveys will be completed by crews for Belle Vale's station area.

The station training planner provides the LearnPro schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate.

Crews will lead on HVP training and exercising for the three other HVP stations. The intention is to train all LLAR staff to HVP Operator level.

All staff will complete risk critical core training at the TDA. Crews will also undertake an FPOSI in preparation for Emergency Medical Response (EMR).

Crews will identify suitable sites in Merseyside for conducting large HVP exercises to increase experience of all LLAR staff

### Excellent Operational Response

The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion rate.

Belle Vale will continue to maintain its excellent record of achieving the 1.9min alert to mobile. This will also extend to the retained period and the overall 10min response standard.

Crews will undertake regular on - station training in line with monthly themes which will be assured via Station Manager Audits. This includes assurance of PPE and equipment.

Crews will work with other Stations to identify suitable locations that HVP can be deployed and include them in SSRI planning process.

Crews will utilise new training aids and equipment to develop and maintain their skills for EMR.

Staff will remain vigilant to H&S and this will be regularly monitored and promoted to further reduce accident occurrence in 2016/17.

### Excellent Prevention and Protection

There were 28 ADF's in 2015. The station risk profile is predominantly residential and of mixed age and affluence. Crews will use all available data to identify and reach high risk groups within their area as part of their HFSC activity aspiring to the completion of 2160 HFSCs over the year.

Crews will use local knowledge to target other vulnerable groups such as those suffering dementia and will be reactive to any incidents.

Crews will support CFOA and Service campaigns throughout the year and target the identified groups/areas.

Belle Vale will Trial the new Simple Operational Fire safety Audits in 2016 and assist in its development. Audits will be aimed at the local smaller businesses and be identified using intelligence from Protection and local knowledge.

### Excellent People

Crews will complete appraisals during Apr/May utilising a new format. Jointly agreed objectives will be set which will support the station plan and be periodically revisited by managers. Development opportunities will be identified where appropriate.

As Belle Vale are Lead station for the HVP the crew will be developed to include a number of HVPIs. This will enable more resilient and regular training to all other stations

Absence levels will continue to be kept minimal due to the flexibility that the LLAR system offers. Absence will be monitored by the SM on a monthly basis and staff encouraged to manage their health and well-being. The support mechanisms available under Conduct & Capability and OH will be utilised where absence does occur.

SM will work with TRM to attract new personnel to LLAR and maintain full strength staffing.

# Belle Vale Community Fire Station

Community Risk Management Plan 2016-17



**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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	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	33	30	Site Specific Risk Information (SSRIs)	36
Anti-Social Behaviour Fires (ASBs)	140	122	Home Fire Safety Checks	2160
All Fires	225	198	Hydrant Surveys	48
Unwanted Fire Signals	65	41	Waste & Fly Tipping	48
Alert to Mobile	98.39%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	15	17	Simple Operational Fire Safety Audits	48
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	90.5%	80%		

The 2016/17 targets are based on 5 years performance data.

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



# Aintree Community Fire Station

## Community Risk Management Plan 2016-17



### Excellent Operational Preparedness

All staff will complete allocated SSRI inspections within specified station areas. Aintree will prioritise SSRI revisits and also look to acquire or update information on developing risks such as the Aintree University Hospital. Quality assurance will be conducted via Service Delivery Station Manager's.

Hydrant surveys will be completed annually. Staff at Aintree will take a seasonal approach to this work stream.

Personnel to attend all Training & Development Academy core risk critical training courses.

The station will train against identified risks within their station/specified areas as per Site Specific Operational Response Plans. Aintree may also be utilised to assist in exercises relevant to its support pump status.

Staff will develop skills against the additional support pump assets for Aintree.

All personnel at Aintree to complete allocated Learnpro and National Resilience e-learning packages and achieve the required standard.

### Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

All personnel to complete allocated Safe Person Assessments.

Watch Managers will ensure that alert to mobile times are met.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

All Aintree staff will take responsibility to ensure National Resilience information notes appertaining to support pump assets are actioned accordingly.

### Excellent Prevention and Protection

All Operational staff will undertake weekly Community Safety campaigns to reduce those identified as high risk vulnerable people. Aintree will target resources in areas affected by ADF's utilising quarterly and 12 month historical data. Quality assurance will be achieved via a collaborative Prevention/Service Delivery approach.

We will continue our information sharing protocols to further refine the vulnerable person's index by engaging with health providers and registered providers to ensure we are targeting over 65's and the most vulnerable in the community. We will work with partners to ensure we are supporting the most vulnerable people in the community.

WM's will develop projects to assist promote social cohesion and community inclusion & reducing ASB fires.

Aintree will work closely with the commercial sector, prison and hospital to undertake simple operational fire safety assessments to inform and educate on matters relating to Fire Protection. Quality assurance will be achieved via a collaborative Protection/Service Delivery approach.

### Excellent People

Individuals will be set appraisal objectives that will facilitate the station organisational aims and objectives.

All appraisals to be completed within specified time scales.

Absence levels will be in line with service procedures.

Staff at Aintree will support colleagues in the development of skills and knowledge appertaining to support pump assets.

Managers at Aintree will support staff and work with departments in order to reduce absence to its lowest possible levels.



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

	Current	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	35	34	Site Specific Risk Information (SSRIs)	86
Anti-Social Behaviour Fires (ASBs)	161	159	Home Fire Safety Checks	2160
All Fires	314	292	Hydrant Surveys	48
Unwanted Fire Signals	74	41	Waste and Fly Tipping	0
Alert to Mobile	95.6%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	13	16	Simple Operational Fire Safety Assessments	72
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	91.1%	80%		

The 2016/17 targets are based on 5 years performance data.

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



# Croxteth Community Fire Station

## Community Risk Management Plan 2016-17



### Excellent Operational Preparedness

There are 47 projected SSRI's for revisit in 2016/17 which crews will complete via the station schedule. Crews will monitor local Business and risk for any new SSRI's that may be generated. SM will QA SSRI's.

29 hydrant surveys will be completed by crews for Croxteth's station area.

The station training planner provides the LearnPro schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate.

Crews will visit and train to maintain their USAR, Boat and Rope Competencies.

All staff will complete risk critical core training at the TDA. Crews will also take part in Emergency Medical Response (EMR).

Crews will conduct exercises and training at venues across Merseyside as they become available (e.g. demolition sites, construction sites with large cranes) to further develop technical rescue skills .

### Excellent Operational Response

The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion rate.

Croxteth will continue to maintain its excellent record of achieving the 1.9min alert to mobile. This will also extend to the development FF/WTR team.

Crews will undertake regular on - station training in line with monthly themes which will be assured via Station Manager Audits. This includes assurance of PPE and equipment.

Crews will utilise new training aids and equipment to develop and maintain their skills for EMR.

Staff will remain vigilant to H&S and this will be regularly monitored and promoted to reduce accidents in 2016/17.

### Excellent Prevention and Protection

There were 34 ADF's in 2015 which resulted in 0 fatalities. The station risk profile is predominantly residential with a mixed population in terms of age affluence. There is approximately 4100 addresses of over 65's on status reports which crews will utilise status reports to identify and target high risk groups for HFSC activity aspiring to achieve 2160 in the year.

Crews will use local knowledge to proactively target other vulnerable groups such as those suffering dementia and will be reactive to any incidents.

Crews will work with P&P to reduce the high levels of deliberate secondary fires on Croxteth area (217 in 15-16)

Croxteth will Trial the new Simple Operational Fire safety Audits 2016 and assist in its development. Audits will be aimed at the local smaller businesses and be identified using intelligence from Protection and local knowledge.

### Excellent People

Crews will complete appraisals during Apr/May utilising a new format. Jointly agreed objectives will be set which will support the station plan and be periodically revisited by managers. Development opportunities will be identified where appropriate.

As Croxteth is a USAR/Technical Rescue station Crews will continue to maintain existing skills and develop new ones as required and will respond to the requirements of the new Con Ops Document.

Absence levels will continue to be kept minimal due to the high commitment shown by SRT staff. Absence will be monitored by the SM on a monthly basis and staff encouraged to manage their health and well-being. The support mechanisms available under Conduct & Capability and OH will be utilised where absence does occur.

SM will work with TRM to attract new personnel to SRT to maintain staffing against projected retirements.

# Croxteth Community Fire Station

Community Risk Management Plan 2016-17



**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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	Current	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	40	45	Site Specific Risk Information (SSRIs)	46
Anti-Social Behaviour Fires (ASBs)	241	292	Home Fire Safety Checks	2160
All Fires	376	427	Hydrant Surveys	60
Unwanted Fire Signals	73	28	Waste & Fly Tipping	48
Alert to Mobile	97.91%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	26	28	Simple Operational Fire Safety Audits	72
Sickness	4.2%	TBC	Off Station Exercising	4
Station Audit Performance	93.8%	80%		

The 2016/17 targets are based on 5 years performance data.

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



# Birkenhead Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

All staff will complete allocated SSRI inspections within specified station areas. SM to Quality Assure returns.

Each Watch to deliver 1 operational exercise at local business – delivered in collaboration with Wirral Chamber of Commerce.

SM to liaise with local Police, RSLs and other key strategic partners to assist in Operational Preparedness matters.

Quarterly Management meetings arranged with all WMs/SM to set objectives and check progress.

Hydrant surveys will be completed annually.

Personnel to attend all Training & Development Academy core risk critical training courses

The station will train against identified risks within their station/specified areas as per Site Specific Operational Response Plans.

All personnel to complete allocated Learnpro and achieve the required standard.

## Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

All staff will train to enhanced level of Command Support as nominated ICU support station.

SM to be available for local training sessions to complement the Operational assurance monthly audit

All personnel to complete allocated Safe Person Assessments.

Watch Managers will ensure that alert to mobile times are met.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

## Excellent Prevention and Protection

All Operational staff will undertake weekly Community Safety campaigns to reduce those identified as high risk vulnerable people. SM to QA and ensure ongoing effectiveness in delivery.

SM to liaise with Wirral Prevention and Protection teams and other partners to establish areas of challenges and allocate resources accordingly.

We will continue our information sharing protocols to further refine the vulnerable person's index by engaging with health providers and registered providers to ensure we are targeting over 65's and the most vulnerable in the community. We will work with partners to ensure we are supporting the most vulnerable people in the community

Crews will deliver Simple Operational Fire Safety Assessments in line with Prevention Functional requirements.

WM's will develop projects to assist promote social cohesion and community inclusion & reducing ASB fires.

## Excellent People

Individuals will be set appraisal objectives that will facilitate the station organisational aims and objectives.

SM/WM team to ensure that all crew members are actively encouraged through positive engagement to take individual responsibility for delivering a positive and engaged culture at Birkenhead.

SM/WM team to offer support, guidance and assistance for individuals who wish to develop their career further enabling a more positive and interactive experience for those individuals.

All appraisals to be completed within specified time scales and to be meaningful and deliverable.

Absence levels in line with service procedures with meaningful return to work interviews complimented with robust support plan.

Quarterly Management meetings arranged with all WMs/SM set objectives and check progress.

# Birkenhead Community Fire Station

Community Risk Management Plan 2016-17



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

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	Current	Target		Monthly	Annual
Accidental Dwelling Fires (ADFs)		78	Site Specific Risk Information (SSRIs)	5	60
Anti-Social Behaviour Fires (ASBs)		299	Home Fire Safety Checks (HFSC's)	180	2160
All Fires		487	Hydrant Checks	7	84
Unwanted Fire Signals		71	Waste and Fly Tipping	4	48
Alert to Mobile		95%	Prevention Talks	2	24
Road Traffic Collisions (RTCs)		27	Simple Operational Fire Safety Assessments	6	72
Sickness		TBC	Local Business Operational Exercise		4
Station Audit Performance		80%			

The current target is the average over 5 years and the target is what we hope our actions will deliver on 2015-16. We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Monthly targets are averaged over 12 months; however they will vary due to seasonal drivers and emerging risks but the annual target is a commitment staff will deliver





# Bromborough Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

The station area has significant COMAH, hospital, industrial risk and river risk. SSRI inspections will be completed and will be a quality assured by the SM.

Core risk critical training and courses will be undertaken at the Training & Development Academy.

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All personnel will ensure that they attend the required training when applying for their shifts within the self-rostering system.

Training will be planned and conducted in line with the schedule set by the training and development academy. These competencies will be measured using both SPA and LearnPro assessment systems.

Hydrant surveys will be completed within the 12 month period.

Training will be planned against identified risks within the station areas as per the Site Specific Operational Response plans.

## Excellent Operational Response

Bromborough is a key station area and will have an appliance to its 10 minute response isochrones at all times.

We will ensure that both the Whole Time appliance at this station and the Wirral based Whole Time Retained appliances are staffed with 5 riders at all times.

Attendance times for incidents will be in line with attendance standards in the IRMP. This will be quality assured and reported upon.

We will train and assess competence against National and Local policy, guidance and procedures in all areas of operational response.

We will comply with all areas of Health & Safety. We will conduct operational assurance in the operation environment as quality assurance for this.

We will strive to achieve a positive safety culture. We will identify, investigate and learn from near miss and accidents and injuries

## Excellent Prevention and Protection

The station area contains significant areas of socio-economic deprivation and high risk communities. We will use internal and partner supplied data to ensure that we target the high risk and vulnerable over 65 community for prevention activity and safe and well visits. HFSC's will be a quality assured by the SM

We will use CFOA Campaign Calendar and local safety campaigns to engage with the Community to ensure we contribute towards our mission of safer stronger communities.

We will work closely with the Community Prevention Team directorate to identify vulnerable groups or individuals to receive prevention education.

We will be target anti-social behaviour and waste material build-up to reduce ASB fires.

We will undertake the Simple Operational Fire Safety audits to ensure businesses are complying with the RRO.

## Excellent People

We will use the appraisal process to identify personal objectives and development opportunities which will support the station plan.

All appraisals will be completed before the beginning of the station plan year.

The appraisals process will be used by the managers and individuals to identify role performance and areas of performance above and below what is expected. It will set objectives to enhance and support development within role or to progress to the next level.

Appraisal objectives will be reviewed throughout the year to ensure they are being met.

We will manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low.

All staff will engage in creating a culture within the station which supports colleagues and ensures a positive working environment.

# Bromborough Community Fire Station

Community Risk Management Plan 2016-17



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

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

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	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	21	27	Site Specific Risk Information (SSRIs)	84
Anti-Social Behaviour Fires (ASBs)	118	99	Home Fire Safety Checks	2160
All Fires	226	182	Hydrant Surveys	41
Unwanted Fire Signals	74	41	Waste & Fly Tipping	72
Alert to Mobile	95.31%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	31	23	Simple Operational Fire Safety Audits	72
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	92.2%	80%		

The 2016/17 targets are based on 5 years performance data.

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



# Heswall Community Fire Station

## Community Risk Management Plan 2016-17



### Excellent Operational Preparedness

All staff will complete allocated SSRI inspections within timeframes. SM will quality assure ongoing progress.

Additionally, crews will undertake review of local farms to raise meaningful new SSRI for these risks.

Each Watch to deliver 1 operational exercise at local business – delivered in collaboration with Wirral Chamber of Commerce.

SM/WM team to assist delivery of SSRI at neighbouring stations and into CCF&RS Service area.

Hydrant surveys will be completed annually.

Personnel to attend all Training & Development Academy core risk critical training courses

The station will train against identified risks within their station/specified areas as per Site Specific Operational Response Plans.

All personnel to complete allocated Learnpro and achieve the required standard.

### Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

Crews will undertake ongoing HVP training to ensure local, regional and national resilience is achieved.

SM to be available for local training sessions to complement the Operational assurance monthly audit

All personnel to complete allocated Safe Person Assessments.

Watch Managers will ensure that alert to mobile times are met.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

### Excellent Prevention and Protection

All Operational staff will undertake weekly Community Safety campaigns to reduce those identified as high risk vulnerable people. SM to QA and ensure ongoing effectiveness in delivery.

SM to liaise with Wirral Prevention and Protection teams and other partners to establish areas of challenges and allocate resources accordingly.

We will continue our information sharing protocols to further refine the vulnerable person's index by engaging with health providers and registered providers to ensure we are targeting over 65's and the most vulnerable in the community. We will work with partners to ensure we are supporting the most vulnerable people in the community

Crews will deliver Simple Operational Fire Safety Assessments in line with Prevention Functional requirements.

WM's will develop projects to assist promote social cohesion and community inclusion & reducing ASB fires.

### Excellent People

Individuals will be set appraisal objectives that will facilitate the station organisational aims and objectives.

SM/WM team to ensure that all crew members are actively encouraged through positive engagement to take individual responsibility for delivering a positive and engaged culture at Birkenhead.

SM/WM team to offer support, guidance and assistance for individuals who wish to develop their career further enabling a more positive and interactive experience for those individuals.

All appraisals to be completed within specified time scales and to be meaningful and deliverable.

Absence levels in line with service procedures with meaningful return to work interviews complimented with robust support plan.

Quarterly Management meetings arranged with all WMs/SM set objectives and check progress.



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	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	12	14	Site Specific Risk Information (SSRIs)	48
Anti-Social Behaviour Fires (ASBs)	15	21	Home Fire Safety Checks (HFSC's)	2160
All Fires	55	59	Hydrant Surveys	31
Unwanted Fire Signals	13	8	Local farm SSRI visits	12
Alert to Mobile	94.12%	95%	Simple Operational Fire Safety Assessments	48
Road Traffic Collisions (RTC's)	15	12	Waste and Fly Tipping	12
Sickness	TBC	4.2%	Seasonal Prevention Campaigns	4
Station Audit Performance	94.8%	80%	Off Station Exercising	4

The 2016/17 targets are based on 5 years performance data.

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



# Upton Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

The station area contains hospital, motorway, coastal and significant industrial risk. It has large areas of SSSI and an island which can only be reached at low tide.

SSRI inspections will be completed and will be quality assured by the SM.

Core risk critical training and courses will be undertaken at the Training & Development Academy. All personnel will attend the required courses when applying for their shifts within the self-rostering system.

Training will be planned and conducted in line with the schedule set by the training and development academy. These competencies will be measured using both SPA and LearnPro assessment systems.

Training exercises will be planned against identified risks within the station SSOP.

Hydrant surveys will be completed within the 12 month period.

## Excellent Operational Response

Upton is a key station area and will have an appliance to respond to its 10 minute response isochrones at all times.

We will ensure that both the Whole Time appliance at this station and the Wirral based Whole Time Retained appliances are staffed with 5 riders at all times.

Attendance times for incidents will be in line with attendance standards in the IRMP. This will be quality assured and reported upon.

We will train and assess competence against National and Local policy, guidance and procedures in all areas of operational response.

We will comply with all areas of Health & Safety. We will conduct operational assurance in the operation environment as quality assurance for this.

We will strive to achieve a positive safety culture. We will identify, investigate and learn from near miss and accidents and injuries

## Excellent Prevention and Protection

The station area contains large population with areas of socio-economic deprivation and high risk communities. We will use data to ensure that we target the high risk and vulnerable over 65 community for prevention activity and safe and well visits. HFSC's will be quality assured by the SM.

We will use CFOA Campaign Calendar and local safety campaigns to engage with the Community to ensure we contribute towards our mission of safer stronger communities.

We will work closely with the Community Prevention Team directorate to identify vulnerable groups or individuals to receive prevention education.

We will target anti-social behaviour and waste material build-up to reduce ASB fires.

We will undertake the Simple Operational Fire Safety audits to ensure businesses are complying with the RRO.

## Excellent People

We will use the appraisal process to identify personal objectives and development opportunities which will support the station plan.

All appraisals will be completed before the beginning of the station plan year.

The appraisals process will be used by the managers and individuals to identify role performance and areas of performance above and below what is expected. It will set objectives to enhance and support development within role or to progress to the next level.

Appraisal objectives will be reviewed throughout the year to ensure they are being met.

We will manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low.

All staff will engage in creating a culture within the station which supports colleagues and ensures a positive working environment.

# Upton Community Fire Station

Community Risk Management Plan 2016-17



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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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	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	36	43	Site Specific Risk Information (SSRIs)	64
Anti-Social Behaviour Fires (ASBs)	147	171	Home Fire Safety Checks	2160
All Fires	294	290	Hydrant Surveys	65
Unwanted Fire Signals	94	29	Waste & Fly Tipping	72
Alert to Mobile	96.58%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	20	22	Simple Operational Fire Safety Audits	72
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	90.4%	80%		

The 2016/17 targets are based on 5 years performance data

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



# Wallasey Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

All personnel will follow the monthly training planner to ensure operational competency is maintained and SPA/learnpro expectation is achieved.

All personnel to attend Training & Development Academy core risk critical training courses.

All personnel to maintain competence on the aerial appliance.

All personnel will engage & complete allocated SSRI inspections to progress towards removing all overdue files and adhering to the revisit schedule.

All hydrant surveys will be completed within the 12 month period.

The crews will train against identified risks within the station/specified areas as per the Site Specific Operational Response plans.

## Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment, guidance, instructions and procedures.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protective Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively engage to ensure a positive health and safety culture in the work place.

All personnel will ensure that alert to mobile times are met.

## Excellent Prevention and Protection

All personnel will engage in Community Safety Campaigns and support the Directorates to achieve organisational aims and events identified on the CFOA Campaign Calendar

All personnel will actively target the high risk over 65 group for prevention activity and home fire safety checks which will be a focal point for the station due to the high fatality numbers within the Wallasey Station area last year.

WM's will use local knowledge and liaise with the Prevention Team to identify vulnerable groups or individuals to receive prevention education.

All personnel will be proactive in identifying potential anti-social behaviour and waste material build-up to reduce ASB fires.

## Excellent People

All personnel to complete an appraisal and identify objectives and development opportunities which will support the Wallasey station plan.

During appraisals the SM and WM's will identify individuals who would like to develop or progress their careers and ensure opportunities are created during the year to support this.

Appraisal objectives are to be reviewed on a regular basis to ensure they are progressing.

All appraisals to be completed within specified time scales.

All personnel will be proactive in managing their health and well-being and utilise appropriate supportive resources to maintain the expected attendance record.

All staff will engage in creating a culture on the station which supports colleagues and ensures a positive working environment.

# Wallasey Community Fire Station

Community Risk Management Plan 2016-17



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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.

	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	50	61	Site Specific Risk Information (SSRIs)	72
Anti-Social Behaviour Fires (ASBs)	191	202	Home Fire Safety Checks	2160
All Fires	346	341	Hydrant Surveys	70
Unwanted Fire Signals	103	46	Waste & Fly Tipping	48
Alert to Mobile	97.08%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	24	15	Simple Operational Fire Safety Audits	72
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	90.6%	80%		

The 2016/17 targets are based on 5 years performance data

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





# Bootle & Netherton Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

All station personnel will train and exercise against identified risks within their station area as per Site Specific Operational Response Plans.

All personnel will maintain their operational competence as promulgated by the training planner. This will be further enhanced by daily innovative drill and learning sessions.

Bootle and Netherton will complete 43 allocated SSRI inspections within the station area.

Hydrant surveys will be completed annually. With the main focus during the drier months.

Personnel to attend all Training & Development Academy core risk critical training courses

All personnel to complete allocated Learnpro and achieve the required standard.

## Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

All personnel to complete allocated Safe Person Assessments.

Bootle & Netherton has a good response standard Watch Managers will ensure that alert to mobile times continue to be met.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place. All near misses will be reported.

## Excellent Prevention and Protection

All Operational staff will undertake weekly Community Safety campaigns

The station risk profile is mainly residential with a varied age profile. The main focus will be on the over 65 age group and the most vulnerable in the community as taken from the status reports. We will work with partners to ensure we are supporting the most vulnerable people in the community. This will be met by carrying out 2160 Home Fire Safety Checks

WM's will continue to develop projects to assist and promote social cohesion and community inclusion & reducing ASB fires. There was a small increase in ASB and fires during 2015 in a small area. Although this has now subsided due to excellent high profile engagement. A Primary school will be adopted and staff will engage and become role models for pupils

Crews will carry out Protection audits and liaise with protection staff to ensure non domestic fires are reduced.

## Excellent People

Watch Managers will continue to develop individuals this will be achieved by setting appraisal objectives that will facilitate the station organisational aims and objectives.

All appraisals to be completed within specified time scales. For 2016 this will be the end of May.

Absence levels on the station will be monitored and staff encouraged to manage their health and well-being and utilise appropriate supportive resources to maintain the expected attendance record.

Staff will take part in regular gym sessions to enhance fitness and longevity ability.

# Bootle & Netherton Community Fire Station

Community Risk Management Plan 2016-17



**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.

	2016/17	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	42	42	Site Specific Risk Information (SSRIs)	43
Anti-Social Behaviour Fires (ASBs)	130	165	Home Fire Safety Checks	2160
All Fires	255	283	Hydrant Surveys	48
Unwanted Fire Signals	40	29	Waste and Fly tipping	72
Alert to Mobile	96.65%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	29	24	Simple Operational Fire Safety Audits	72
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	87.1%	80%		

The 2016/17 targets are based on 5 years performance data.

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



# Crosby Community Fire Station

## Community Risk Management Plan 2016-17



### Excellent Operational Preparedness

All station personnel will train and exercise against identified risks within their station area as per Site Specific Operational Response Plans. The port area will play a major part in the station preparedness.

All personnel will maintain their operational competence as promulgated by the training planner. This will be further enhanced by daily innovative drill and learning sessions.

Crosby will complete 59 allocated SSRI inspections within the station area.

Hydrant surveys will be completed annually. With the main focus during the drier months. Attention will be given to the port area and hydrant location.

Personnel to attend all Training & Development Academy core risk critical training courses

All personnel to complete allocated Learnpro and achieve the required standard.

All personnel will train on the Command Support Unit and attend promulgated training.

### Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures.

All personnel to complete allocated Safe Person Assessments.

Crosby has a good response standard Watch Managers will ensure that alert to mobile times continue to be met.

All staff will follow service guidance, instructions and procedures.

All staff will ensure correct Personal Protection Equipment is worn and maintained.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place. All near misses will be reported.

All Personnel will provide CSU capability and attend incidents in support of the ICS function.

### Excellent Prevention and Protection

All Operational staff will undertake weekly Community Safety campaigns

The station risk profile is mainly residential with a varied age profile. The main focus will be on the over 65 age group and the most vulnerable in the community as taken from the status reports. We will work with partners to ensure we are supporting the most vulnerable people in the community. This will be met by carrying out 2160 Home Fire Safety Checks

WM's will continue to develop projects to assist and promote social cohesion and community inclusion & reducing ASB fires. There was a small increase in ASB and fires during 2015 in a small area. Although this has now subsided due to excellent high profile engagement.

Crews will carry out Protection audits and liaise with protection staff to ensure non domestic fires are reduced.

### Excellent People

Watch Managers will continue to develop individuals this will be achieved by setting appraisal objectives that will facilitate the station organisational aims and objectives.

All appraisals to be completed within specified time scales. For 2016 this will be the end of May.

Absence levels on the station will be monitored and staff encouraged to manage their health and well-being and utilise appropriate supportive resources to maintain the expected attendance record.

Staff will take part in regular gym sessions to enhance fitness and longevity ability.

# Crosby Community Fire Station

Community Risk Management Plan 2016-17



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	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	65	66	Site Specific Risk Information (SSRIs)	59
Anti-Social Behaviour Fires (ASBs)	149	183	Home Fire Safety Checks	2160
All Fires	294	339	Hydrant Surveys	73
Unwanted Fire Signals	93	47	Waste and Fly tipping	48
Alert to Mobile	94.81%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	16	19	Simple Operational Fire Safety Audits	72
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	87.1%	80%		

The 2016/17 targets are based on 5 years performance data

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



# Formby Community Fire Station

## Community Risk Management Plan 2016-17



### Excellent Operational Preparedness

There are 47 projected SSRI's for revisit in 2016/17 which crews will complete via the station schedule. Crews will monitor local Business and risk for any new SSRI's that may be generated. SM will QA SSRI's.

29 hydrant surveys will be completed by crews for Formby's station area.

The station training planner provides the LearnPro schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate.

Crews will visit and train at RAF Woodvale, undertaking at least 1 live multi-agency exercise.

All staff will complete risk critical core training at the TDA. Crews will also undertake an FPOSI in preparation for Emergency Medical Response (EMR).

Crews will maintain regular contact with local Rangers/Coastguard to develop and undertake training scenarios for the Pinewoods/coastline.

### Excellent Operational Response

The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion rate.

Formby will continue to maintain its excellent record of achieving the 1.9min alert to mobile. This will also extend to the retained period and the overall 10min response standard.

Crews will undertake regular on-station training in line with monthly themes which will be assured via Station Manager Audits. This includes assurance of PPE and equipment.

Crews will undertake periodic HVP training off site in conjunction with other support stations.

Crews will utilise new training aids and equipment to develop and maintain their skills for EMR.

In 2015/16 there were 3 injuries reported. Staff will remain vigilant to H&S and this will be regularly monitored and promoted to prevent further reoccurrence in 2016/17

### Excellent Prevention and Protection

There were 8 ADF's in 2015 which resulted in 0 fatalities. The station risk profile is predominantly residential and of the older population. There is approximately 4100 addresses of over 65's on status reports which crews will utilise to target HFSC activity, aspiring to the completion of 2160 over the year.

Crews will use local knowledge to target other vulnerable groups such as those suffering dementia and will be reactive to any incidents.

Crews will support Operation Beach-Safe to reduce and maintain low levels of incidence for ASB fires in and around the pinewoods and coastline.

Crews will support CFOA and Service campaigns throughout the year and target the identified groups/areas.

Formby will Trial the new Simple Operational Fire safety Audits from April 1<sup>st</sup> 2016 and assist in its development. Audits will be aimed at the local smaller businesses and be identified using intelligence from Protection and local knowledge.

### Excellent People

Crews will complete appraisals during Apr/May utilising a new format. Jointly agreed objectives will be set which will support the station plan and be periodically revisited by managers. Development opportunities will be identified where appropriate.

As Formby are a support station for the HVP the crew will be developed to attain 'operator' status where a gap exists. One WM will be identified and trained to HVPI level which will enable more localised training of staff.

Absence levels will continue to be kept minimal due to the flexibility that the LLAR system offers. Absence will be monitored by the SM on a monthly basis and staff encouraged to manage their health and well-being. The support mechanisms available under Conduct & Capability and OH will be utilised where absence does occur.

SM will work with TRM to attract new personnel to LLAR and attain full strength staffing.

# Formby Community Fire Station

Community Risk Management Plan 2016-17



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	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	8	12	Site Specific Risk Information (SSRIs)	47
Anti-Social Behaviour Fires (ASBs)	30	44	Home Fire Safety Checks	2160
All Fires	59	77	Hydrant Surveys	29
Unwanted Fire Signals	18	10	Waste & Fly Tipping	48
Alert to Mobile	96.88%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	6	12	Simple Operational Fire Safety Audits	48
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	87.1%	80%		

The 2016/17 targets are based on 5 years performance data

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



# Southport Community Fire Station

## Community Risk Management Plan 2016-17



### Excellent Operational Preparedness

There are 136 projected SSRI's for revisit in 2016/17 which crews will complete via the station schedule. Crews will monitor local business and risk for any new SSRI's which may be generated. SM will QA SSRIs.

108 Hydrant surveys will be completed by crews for Southport's station area.

The station training planner provides the LearnPro schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate.

All staff will complete risk critical core training at the TDA. Crews will also develop and maintain First Aid skills to support the Emergency Medical Response (EMR) programme.

Southport has an aerial appliance and staff will maintain their specialist skill set with dedicated weekly training each Thursday morning.

Crews will train with the local coastguard for the risks associated with Mud rescue and the coastline.

### Excellent Operational Response

The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion rate.

Southport will continue to maintain a high level of achievement against the 1.9min 'alert to mobile' and 10min response standard for both appliances.

Crews will undertake regular on - station training in line with monthly themes which will be assured via Station Manager Audits. This includes assurance of PPE and equipment.

1 appliance from Southport will be available for deployment to EMR incidents with NAWAS. This will be within the constraints of the EMR programme and exigencies of the Service.

In 2015/16 there were 3 injuries reported. Staff will remain vigilant to H&S and this will be regularly monitored and promoted to prevent further reoccurrence in 2016/17.

### Excellent Prevention and Protection

There were 60 ADF's in 2015 which resulted in 1 fatality. The station risk profile is predominantly residential and of the older population. There are approximately 14,000 addresses of over 65's on status reports which crews will utilise to target HFSC activity, aspiring to the completion of 4,320 over the year.

It is recognised that other vulnerable groups exist in the community and local knowledge and partnerships will be utilised to target these groups.

Crews will support CFOA and Service campaigns throughout the year and target the identified groups/areas.

Green Watch will Trial the new Simple Operational Fire safety Audits from April 1<sup>st</sup> 2016. Audits are aimed at the local smaller businesses and will be identified using intelligence from Protection and local knowledge. This will be progressively rolled out across all watches through the year.

Crews will work with SM to gather intelligence for a targeted reduction in the 187 AFA's attended in 2015.

### Excellent People

Crews will complete appraisals during Apr/May utilising a new format. Jointly agreed objectives will be set which will support the station plan and be periodically revisited by managers. Development opportunities will be identified where appropriate.

Where availability allows the CM role at Southport will continue to be used to assist in the development of newly appointed Officers.

Absence levels will be monitored on a monthly basis and staff encouraged to manage their health and well-being. The support mechanisms available under C&C and OH will be utilised where absence does occur.

SM will work with current station staff and TRM to ensure the specialist skill sets for the aerial appliance are maintained and resourced as a number of FF's from Southport retire.

A number of staff who have expressed interest in progression will be developed toward passing a TCA.



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	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	53	67	Site Specific Risk Information (SSRIs)	136
Anti-Social Behaviour Fires (ASBs)	59	78	Home Fire Safety Checks	4320
All Fires	194	216	Hydrant Surveys	108
Unwanted Fire Signals	170	70	Waste & Fly Tipping	72
Alert to Mobile	94.64%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	28	32	Simple Operational Fire Safety Audits	48
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	90.4%	80%		

The 2016/17 targets are based on 5 years performance data.

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



# Huyton Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

SSRI forecast for 2016/17 shows 125 premises due for re-inspection. The station will deliver 12 per month to include new visits.

76 Hydrant walks will be completed during the 12 month period.

WM's will liaise with TDA to ensure all staff competencies and core skills are maintained.

Learnpro will be monitored by individuals and 100% monthly completion rate will be achieved.

The station will complete 4 off station exercises per year against an identified risk within the station area.

Preparation will begin for the move to the new station within 12 months.

## Excellent Operational Response

WM's will plan training based on the monthly training planner.

All personnel will accept personal responsibility for performance against the SPA's and ensure that a 100% monthly completion rate is attained.

All watches will exceed 80% on operational audits.

All personnel will ensure the 1.54 min alert to mobile target is maintained.

All personnel will ensure that the 30 minute recall for the retained appliance is achieved on every occasion.

Operational staff will ensure that the current 5 riders on the Wholetime and Retained appliance is maintained.

WM's will program regular training in continued support of the BASU.

A positive Health and Safety culture will be promoted by all staff.

## Excellent Prevention and Protection

Huytons merged station area has approximately 12,000 properties on the status report. We will aim to reduce this by 1500 in the current year.

The station will continue to engage with community groups within the area and provide support to the Princes Trust team.

WM's will link directly with the DPM to ensure a co-ordinated approach to tackling ASB fires.

Completion of fly tipping and waste reports will be increased during the year.

Crews will introduce and undertake Simple Operational Fire Safety Audits during the year.

## Excellent People

Appraisal objectives will be set to support delivery of the objectives in station plan.

All appraisals to be completed within specified time scales.

SM will closely monitor absence levels and will liaise with Occupational Health to support the welfare of individuals.

WM's and SM will maintain a positive development culture on the station to encourage individuals to consider promotional opportunities.

# Huyton Community Fire Station

Community Risk Management Plan 2016-17



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	Current	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	74	60	Site Specific Risk Information (SSRIs)	144
Anti-Social Behaviour Fires (ASBs)	255	248	Home Fire Safety Checks	1740
All Fires	420	405	Hydrant Surveys	76
Unwanted Fire Signals	45	21	Waste and Fly Tipping	36
Alert to Mobile	98.13%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	39	35	Simple Operational Fire Safety Audits	24
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	89.8%	80%		

The 2016/17 targets are based on 5 years performance data.

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

# Kirkby Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

SSRI forecast for 2016/17 shows 128 premises due for re-inspection. The station will deliver 12 per month to include new visits.

34 Hydrant walks will be completed during the 12 month period. In addition the Station will produce a SSOP for Knowsley Industrial Parks water supplies.

WM's will liaise with TDA to ensure all staff competencies and core skills are maintained.

Learnpro will be monitored by individuals and 100% monthly completion rate will be achieved.

The 4 COMAH sites within the station area will be allocated 1 per watch as a reference for information sharing and exercising.

Personnel to attend all Training & Development Academy core risk critical training courses

## Excellent Operational Response

WM's will plan training based on the monthly training planner.

All personnel will accept personal responsibility for performance against the SPA's and ensure that a 100% monthly completion rate is attained.

All watches will exceed 80% on operational audits.

All personnel will ensure the 1.54 min alert to mobile target is maintained.

WM's will program regular training in continued support of the IRU.

All staff will follow service guidance, instructions and procedures.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

A positive Health and Safety culture will be promoted by all staff.

## Excellent Prevention and Protection

Kirkby has approximately 3500 properties on the status report, we will reduce this by 1500 during the current year.

The station will continue to engage with community groups within the area.

WM's will link directly with the DPM to ensure a co-ordinated approach to tackling ASB fires.

Completion of fly tipping and waste reports will be increased during the year.

Crews will introduce and undertake Simple Operational Fire Safety Audits during the year.

## Excellent People

Appraisal objectives will be set to support delivery of the objectives in station plan.

All appraisals to be completed within specified time scales.

SM will closely monitor absence levels and will liaise with Occupational Health to support the welfare of individuals.

WM's and SM will maintain a positive development culture on the station to encourage individuals to consider promotional opportunities.



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	20/15/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	28	36	Site Specific Risk Information (SSRIs)	144
Anti-Social Behaviour Fires (ASBs)	193	237	Home Fire Safety Checks	1980
All Fires	310	350	Hydrant Surveys	34
Unwanted Fire Signals	23	11	Waste and Fly tipping Reports	36
Alert to Mobile	96.83%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	17	17	Simple Operational Fire Safety Audits	24
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	90.8%	80%		

The 2016/17 targets are based on 5 years performance data.

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

# St Helens Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

St Helens has a high level of SSRI locations within its administrative boundary. A review will be undertaken to move some inspection requirements into neighbouring stations to afford a balanced approach across the St Helens area. The station will complete all remaining allocated SSRI inspections over the performance year.

All hydrant surveys will be completed over the 12 month performance period.

Personnel will attend all Training & Development Academy core risk critical training courses to maintain professional competence.

The station will train against identified risks within their communities through the use of realistic offsite exercises and liaison with risk owners. This will include cross border exercises.

All station personnel will complete allocated Leanpro modules, as per the station training planner, and achieve the required standard.

## Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures, through an averaged daily provision of an operational response training session.

All personnel will complete the allocated Safe Person Assessments as per the station training planner, to the necessary standard.

Watch Managers will ensure that alert to mobile standards are maintained to the highest levels possible through continuous monitoring.

All staff will ensure Personal Protective Equipment is worn, and maintained to required standards.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

## Excellent Prevention and Protection

All personnel will undertake community safety activity to reduce the risk to those identified as high risk, by targeting safe and well visits to over 65's and the most vulnerable in the community. Additional activity of safe and well visits will be undertaken in areas of post fire incidence to reassure the community and address emerging trends.

All personnel will engage with the community to educate where necessary, and promote community safety, through the use of fire safety and road safety education talks to various schools and community groups in the St Helens area.

St Helens has historically high levels of anti-social behaviour fires, and the station personnel will sustain their activity in the community to assist in the reduction of anti-social behaviour fires, through education where necessary, environmental audits and patrols.

## Excellent People

Individuals will be set appraisal objectives that will facilitate the delivery of the station plan, and assist the achievement of the organisational aims and objectives.

All personnel appraisals will be completed in the months of April and May, following the publication of the station plans.

Absence due to sickness will be reduced to the lowest practicable levels through active monitoring of absences and support of individuals to maintain attendance.

St Helens has an additional specialist appliance requirement through the Combined Platform Ladder, and all personnel will undertake regular training on this through a weekly programmed event on Wednesdays.



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	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	69	51	Home Fire Safety Checks	1560
Anti-Social Behaviour Fires (ASBs)	348	328	Site Specific Risk Information (SSRIs)	121
All Fires	500	514	Simple Operational Fire Safety Audits	36
Unwanted Fire Signals	72	33	Hydrant Checks	72
Alert to Mobile	97.03%	95%	Waste and Fly Tipping	96
Road Traffic Collisions (RTCs)	26	25	Seasonal Prevention Campaigns	4
Sickness	TBC	4.2%	Off Site Exercising	4
Station Audit Performance	92.3%	80%		

The 2016/17 targets are based on 5 years performance data.

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

# Newton le Willows Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

Newton has a moderate level of SSRI locations within its current administrative boundary. A review will be undertaken to move some inspection requirements from St Helens to the remit of Newton to afford a balanced approach across St Helens area. The station will complete all allocated SSRI inspections over the performance year.

All hydrant surveys will be completed over the 12 month performance period.

Personnel will attend all Training & Development Academy core risk critical training courses to maintain professional competence.

The station will train against identified risks within their communities through the use of realistic offsite exercises and liaison with risk owners. This will include cross border activity.

All station personnel will complete allocated Learnpro modules as per the station training planner and achieve the required standard.

## Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures, through an averaged daily provision of an operational response training session.

All personnel will complete the allocated Safe Person Assessments as per the station training planner, to the necessary standard.

Watch Managers will ensure that alert to mobile standards are maintained to the highest levels possible through continuous monitoring.

All staff will ensure Personal Protective Equipment is worn, and maintained to required standards.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

## Excellent Prevention and Protection

All personnel will undertake community safety activity to reduce the risk to those identified as high risk, by targeting safe and well visits to over 65's and the most vulnerable in the community. Additional activity of safe and well visits will be undertaken in areas of post fire incidence to reassure the community and address emerging trends.

All personnel will engage with the community to educate where necessary, and promote community safety, through the use of fire safety and road safety education talks to various schools and community groups in the Newton station area.

Newton has previous historic incidence of anti-social behaviour fires, and the station personnel will sustain activity in the community to assist in the reduction of anti-social behaviour fires, through education where necessary, environmental audits and patrols.

## Excellent People

Individuals will be set appraisal objectives that will facilitate the delivery of the station plan, and assist the achievement of the organisational aims and objectives.

All personnel appraisals will be completed in the months of April and May, following the publication of the station plans.

Absence due to sickness will be reduced to the lowest practicable levels through active monitoring of absences and support of individuals to maintain attendance.

Newton is a designated support station for both the Bulk Foam Unit and the High Volume Pump, and all personnel will undertake training on these through annually programmed refresher training.

# Newton le Willows Community Fire Station

Community Risk Management Plan 2016-17



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

	2015/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	20	24	Home Fire Safety Checks	1380
Anti-Social Behaviour Fires (ASBs)	78	82	Site Specific Risk Information (SSRIs)	96
All Fires	141	146	Simple Operational Fire Safety Audits	36
Unwanted Fire Signals	12	11	Hydrant Surveys	28
Alert to Mobile	98.21%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	17	20	Waste and Fly Tipping	96
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	92.4%	80%		

The 2016/17 targets are based on 5 years performance data.

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



# Eccleston Community Fire Station

Community Risk Management Plan 2016-17



## Excellent Operational Preparedness

Eccleston has a moderate level of SSRI locations within its administrative boundary. A review will be undertaken to move some inspection requirements from St Helens into Eccleston to afford a balanced approach across the St Helens area. The station will complete all allocated SSRI inspections over the performance year.

All hydrant surveys will be completed over the 12 month performance period.

Personnel will attend all Training & Development Academy core risk critical training courses to maintain professional competence.

The station will train against identified risks within their communities through the use of realistic offsite exercises and liaison with risk owners. This may include cross border activity with neighbouring FRS.

All station personnel will complete allocated Learnpro modules as per the station training planner and achieve the required standard.

## Excellent Operational Response

All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures, through an averaged daily provision of an operational response training session.

All personnel will complete the allocated Safe Person Assessments as per the station training planner, to the necessary standard.

Watch Managers will ensure that alert to mobile standards are maintained to the highest levels possible through continuous monitoring.

All staff will ensure Personal Protective Equipment is worn, and maintained to required standards.

All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place.

## Excellent Prevention and Protection

All personnel will undertake community safety activity to reduce the risk to those identified as high risk, by targeting safe and well visits to over 65's and the most vulnerable in the community. Additional activity of safe and well visits will be undertaken in areas of post fire incidence to reassure the community and address emerging trends.

All personnel will engage with the community to educate where necessary, and promote community safety, through the use of fire safety and road safety education talks to various schools and community groups in the station area.

Eccleston station area has historically high levels of anti-social behaviour fires, which it has tackled successfully in collaboration with Prevention Teams. Station personnel will sustain their activity in the community to assist in the reduction of anti-social behaviour fires, through education where necessary, environmental audits and patrols.

## Excellent People

Individuals will be set appraisal objectives that will facilitate the delivery of the station plan, and assist the achievement of the organisational aims and objectives.

All personnel appraisals will be completed in the months of April and May, following the publication of the station plans.

Absence due to sickness will be reduced to the lowest practicable levels through active monitoring of absences and support of individuals to maintain attendance.

Eccleston is a designated support station for the Breathing Apparatus Support Unit and to facilitate Main Control. All personnel will undertake training on these through annually programmed refresher training.

# Eccleston Community Fire Station

Community Risk Management Plan 2016-17



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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.

	Current	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	38	36	Home Fire Safety Checks	1740
Anti-Social Behaviour Fires (ASBs)	116	133	Site Specific Risk Information (SSRIs)	108
All Fires	196	226	Simple Operational Fire Safety Audits	48
Unwanted Fire Signals	50	23	Hydrant Surveys	72
Alert to Mobile	95.72%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	16	23	Waste and Fly Tipping	120
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	89%	80%		

The 2016/17 targets are based on 5 years performance data.

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

## OUTCOMES

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

Last year's performance

This year's target

All Fires	264	240
Accidental Dwelling Fires (ADFs)	29	29
Anti-Social Behaviour Fires (ASBs)	114	101
Unwanted Fire Signals	324	123
Alert to Mobile	97%	95%
Road Traffic Collisions	15	17
Hoax Calls	35	19
Station Audit Performance	88.8%	80%

Outcome targets are based on 5yrs data

## OUTPUTS

are the quantifiable things we deliver to improve outcomes

This year we will deliver:

Site Specific Risk Information (SSRIs)	240
Home Fire Safety Checks	648
Hydrant Surveys	71
Waste & Fly Tipping Checks	96
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	72
Off Station Exercises	4



Reduce Sickness  
Below 4.2%



### Excellent Operational Response

We will:

- continuously train, learn and develop skills, knowledge & understanding of service equipment and procedures
- follow service guidance, instructions & procedures
- ensure correct personal protective equipment is worn & maintained
- will remain vigilant to prevent accidents occurring & actively engage to ensure a positive health & safety culture in the workplace
- ensure that alert to mobile times are met

**zero**  
Fire Deaths

### Excellent Operational Preparedness

As a Station we will:

- follow the monthly training planner to ensure operational competency is maintained & SPA/learnpro are completed.
- attend Training and Development Academy core risk critical training courses
- maintain operational competence on the aerial appliance
- engage & complete allocated SSRI inspections within the City Centre to progress towards removing all overdue files
- contribute to generating new SSRI files from known risks within the Liverpool City station area
- hydrant surveys will be completed within the 12 month period
- train against identified risks within the station/specified areas as per Site Specific Operational Plans

### Excellent Prevention & Protection

Together we will:

- engage in Community Safety Campaigns & to achieve organisational aims & events identified on the CFOA Campaign Calendar
- actively target the high risk over 65 group for prevention activity and HFSC's
- use local knowledge & liaise with the Prevention Team to identify vulnerable groups or individuals to receive prevention education.
- be proactive in identifying potential anti-social behaviour & waste material build-up to reduce ASB fires.
- provide Protection advice after attending unwanted AFA activations to support the business community & assist the Directorate in reducing attendances to this type of incident.

### Excellent People

At Liverpool City we will:

- complete an appraisal & identify objectives & development opportunities to support the station plan.
- identify individuals wishing to develop or progress their careers & ensure opportunities are created during the year to support this.
- review Appraisal objectives on a regular basis to ensure they are progressing.
- complete appraisals within specified timescale.
- be proactive in managing their health & well-being & utilise appropriate supportive resources to maintain the expected attendance record.
- engage in creating a culture on the station which supports colleagues & ensures a positive working environment.

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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 2016</b>	<b>REPORT NO:</b>	<b>CFO/014/16</b>
<b>PRESENTING OFFICER</b>	<b>DEPUTY CHIEF FIRE OFFICER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>AM JOHN MCNEILL</b>	<b>REPORT AUTHOR:</b>	<b>JOHN MCNEILL</b>
<b>OFFICERS CONSULTED:</b>	<b>ED FRANKLIN (HEAD OF TECHNOLOGY) IAN CUMMINS (TREASURER)</b>		
<b>TITLE OF REPORT:</b>	<b>EMERGENCY SERVICES COMMUNICATIONS PROGRAMME</b>		

<b>APPENDICES:</b>	<b>APPENDIX A:</b>	<b>ESMCP RISK AND IMPLICATIONS</b>
	<b>APPENDIX B:</b>	<b>ESMCP DCLG INDICATIVE COST SAVINGS</b>

## 1. Purpose of Report

- 1.1 This report provides members with an update on the progress of the Emergency Services Network (ESN) which is being introduced through the Emergency Services Mobile Communications Platform (ESMCP) project.

## 2. Recommendation

- 2.1 That members note the contents of the report and the wider implications of the ESMCP as detailed in the appendices to the report.

## 3. Introduction and Background

- 3.1 The Emergency Services Mobile Communication Programme (ESMCP), hosted by the U.K. Home Office is a cross-government programme to replace the existing mobile communications service for the three emergency services (Firelink for the FRS) with a new commercial system based on 4G.
- 3.2 The Firelink communication service delivered by Airwave Solutions Ltd (ASL) uses the Airwave TETRA service. The TETRA system offers narrow-band data and mission-critical voice services. Although it offers high availability for voice it is expensive and does not offer a suitable data solution.
- 3.3 The Airwave contract between Department of Communities and Local Government (DCLG) and Airwave was signed in 2006 for a period of 10 years. This contract is due for renewal at the end of 2016. The last Airwave / Police contracts end in 2020.

- 3.4 The ESMCP will provide the next generation communication system for the 3 emergency services (police, fire and rescue and ambulance) and other public safety users. This solution provided will be called the Emergency Services Network (ESN). ESN will provide the next generation integrated critical voice and broadband data services for the 3 emergency services.
- 3.5 ESN will be a mobile communications network with extensive coverage, high resilience, appropriate security and public safety functionality. This allows users to communicate even under the most challenging circumstances.
- 3.6 ESN will enable integrated critical voice and broadband data services that are:
- enhanced: to provide integrated broadband data services
  - flexible: to better match and be responsive to user needs
  - affordable: to address financial pressures on central and user budgets
- 3.7 There are three strategic drivers that are influencing the scope and timing of ESMCP's development. These are:
- Current contracts for the three services (provided by Airwave) expire between 2016 and 2020 and cannot readily be extended. As such there will be no Airwave Firelink service from 2020 meaning that now is a good time to procure an alternative system.
  - The current Airwave Firelink service is already significantly more expensive than similar public safety systems in Europe and price trends for publically available mobile telephony.
  - In addition to voice capability there is a need to be able to use an Emergency Service Networks for mission critical data services. Note: Within MFRS there is a shift towards the internal development of applications to support operational transformation. This cannot be enabled by current Airwave technologies, however the ESN will facilitate such innovation.
- 3.8 EE and Motorola Solutions successfully bid for Lot 2 and Lot 3 of the ESMCP.
- 3.9 Motorola Solutions will be responsible for the delivery of the user services contract (Lot 2), providing systems integration and public safety functionality.
- 3.10 EE, winner of the mobile services contract (Lot 3), will be required to provide an enhanced radio access service with nationwide coverage.

- 3.11 They join Kellogg, Brown & Root who were awarded the delivery partner services contract (Lot 1) in July 2015 and immediately started their work helping to oversee the new ESN.
- 3.12 In December 2015 DCLG contacted all FRS's in England and stated that it recognises that Fire communications systems continue to be the responsibility of each individual FRA. However Government has a strong interest in ensuring that the country is fully prepared to deal with civil contingency issues. As such the Government believes that it is important to have in place a communications system that enables inter-working across boundaries and between the three emergency services. Furthermore the Government believes it is important to ensure that emergency services communications are robust and resilient, using the latest technology to aid the delivery of a more effective service.
- 3.13 Consequently whilst not mandating the take up of ESMCP DCLG recommended that FRAs sign up to the system, both from a financial perspective (the fire and rescue service as a whole stands to make significant savings of approximately £80m) but also from an operational perspective.
- 3.14 Following consultation with the Strategic Management Group (SMG), the CFO; under delegated authority has formally notified DCLG of Merseyside FRA's intention to transition on to the new Emergency Services Network via the Emergency Services Mobile Communications Programme.
- 3.15 An Internal transition project has been initiated with the AM Strategic Change & Resources being the Project Sponsor, and the board membership being internal stakeholders.
- 3.16 A sub group of the CFOA regional operations group has been set up and a regional coordinator has been appointed. This is a centrally funded role with the individual being seconded from Cheshire FRS.
- 3.17 All communication and guidance documentation so far received by the Service make reference to the commitment from DCLG. The Service has requested that the regional coordinator gain assurance that, following the transfer of national FRS policy to the Home Office (HO) it is the HO intention that all implementation and funding arrangements for FRA' will remain the same.
- 3.18 The North West including MFRA is due to be the first region to transition to the ESN with the mobilisation phase commencing this year and cutover scheduled for summer 2017. Nationwide the transition will be complete by January 2020 by which time all FRSs will be in a steady state. The steady state will last until the end of the financial year 2032 by which point a retendering of the contracts will have taken place. (Please see Appendix A – Risk and Implications).

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#### **4. Equality and Diversity Implications**

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- 4.1 At this stage of the implementation no E&D implications have been recognised.
- 4.2 It is anticipated that all ESN infrastructure and hardware when procured will be subject to a full Equalities Impact Assessment.

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#### **5. Staff Implications**

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- 5.1 Currently all workload is being achieved from within existing department capacity. As the project moves into the mobilisation phase it is anticipated that staff will be dedicated to the project.
- 5.2 It is anticipated that additional staff costs will be met through the transition funding made available via DCLG/HO (para 7.1).

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#### **6. Legal Implications**

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- 6.1 At this stage in the implementation programme the legal implications around allocation of contract and compliance with procurement regulations is being managed by the central project team.
- 6.2 No local legal implications have been identified at this stage, however a member of the legal team is a permanent member of the transition board, ensuring that potential issues will be recognised at an early stage should they arise.

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

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- 7.1 DCLG has committed to provide all reasonable transition funding for FRAs moving on to ESN. This process is due to begin with the mobilisation phase in spring 2016. As such, before significant funding is provided to FRAs, DCLG requires Chief Fire Officers (or appropriate individuals) to provide them with a signed commitment that they would like to take up the new service (para 3.14)
- 7.2 DCLG have provided indicative cost savings (Appendix B) based upon comparative figures following assumptions made should MFRA continue with the current arrangements under the Airwave contract. The financial information is based upon figures included in the ESMCP Full Business Case and whilst it remains indicative the signature of the main ESN contracts has provided some assurance around aspects such as network costs. It is also important to recognise that aspects such as the number of devices included in the calculations are taken from early figures provided



by services and as such, given the recent FRS financial settlements, it would seem unlikely that device numbers are likely to rise in the future.

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## **8. Risk Management, Health & Safety, and Environmental Implications**

- 8.1 There are as number of implications arising from the project which will have to be formally managed as risks. (Appendix A), the transition team will maintain a risk log throughout the life of the project.
- 8.2 Project implementation plans include the requirement to ensure full Risk Assessment of network and hardware is carried out.

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

- 9.1 It is anticipated that the introduction of the ESN will provide a level of voice communication comparable with that currently experienced through Airwave, however the significant increase in data functionality will act as an enabler in reaching technological solutions for Service Delivery and Firefighter Safety

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## **BACKGROUND PAPERS**

Emergency Services Mobile Communications Programme (ESMCP) Fire and Rescue Authorities Financial Information and Sign Off Pack

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## **GLOSSARY OF TERMS**

<b>MFRA</b>	<b>Merseyside Fire and Rescue Authority</b>
<b>MFRS</b>	<b>Merseyside Fire and Rescue Service</b>
<b>ESMCP</b>	Emergency Services Mobile Communications Platform
<b>ESN</b>	Emergency Service Network
<b>DCLG</b>	Department of Communities and Local Government
<b>HO</b>	Home Office

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## ESMCP Implications

The current Airwave tetra-based radio solution is a very reliable and effective means of communication for the emergency services and other agencies, albeit, it is expensive and is only really suitable for voice communications and limited data transmission. The technology and standards required to deliver a fully functional replacement for Airwave, that can meet current and future data transmission requirements, does not yet exist. Ideally, the introduction of ESMCP should run alongside Airwave until it has been demonstrated that the replacement is fit for purpose. It is not clear if Government are willing to give a commitment to continue supporting Airwave beyond current contractual obligations. Should DCLG not extend the Airwave contracts, it may be left to individual FRS's to negotiate separate contracts with Airwave or source alternative solutions.

There will be a code of connection for ESN, the code of connection ensures our network has the necessary security features to enable our data network to be joined to the ESN. To connect the two Networks the Public Sector Network (PSN) will be used. To pass the code of connection, therefore, MFRS must achieve PSN compliance and be accredited by the Home Office.

In November 2015, Merseyside FRS accepted a proposal from CFOA to work as the pilot FRS in gaining PSN compliance and accreditation in readiness for the NW region transition.

This should fall in line with other codes of connection with which we already comply with i.e. Airwave. Indications are that the ESMCP project team is trying to use lessons learnt from past projects such as FireLink and FiReControl and the communication so far would suggest that we will get a practical and suitable solution. However, the procurement and commencement of rollout by 2016 is a major challenge.

The capacity of a commercial network, particularly if an incident occurred during a large event, is a concern and part of the ESMCP requirement is to be able to segregate and prioritise the network to reduce congestion issues for the emergency services. This represents a major challenge for the industry and question marks still exist over the technological solution for this and the commercial viability. Although there is currently a facility in place to prioritise emergency service mobile devices on commercial networks, it does not provide the necessary resilience and exclusivity necessary to carry a dedicated emergency services function.

The Airwave service under the Firelink contract for FRS's is a managed service but potentially ESN will not be. The Authority will have to ensure they have the resources to be able to manage the service themselves. There may be scope for ESN to be managed as a national service, either by CFOA or by the formation of a dedicated central team.

The Airwave network currently has 97.8% geographical coverage of mainland UK. Mobile networks currently provide 95% coverage of the population which means large rural areas do not have any coverage. This has implications for Emergency Services that cover scarcely populated areas. It may not be commercially viable for network coverage in remote areas and alternative technology may need to be developed. It is not yet clear who will bear the additional cost of this in areas where demand will be very low. The current Airwave network is a national contract and in effect, the cost of remote coverage is subsumed (and therefore subsidised) by the more urban populated areas. If the concept of "user pays" is adopted the final solution may be unaffordable in some areas. MFRS have submitted information on areas within the county where network coverage may be problematic.

Consideration must be given to the possibility of installing ESN equipment prior to cutover which would mean placing new equipment next to existing in appliances, server rooms, etc. This could prove to be a challenge as it is not yet known what this equipment will be.

## Appendix A

	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Core	£28,822	£45,671	£46,145	£48,104	£54,083	£58,243	£59,446	£60,815	£62,213	£63,639	£65,095	£66,581	£68,097	£68,592
Data	£8,849	£13,440	£13,376	£20,998	£20,930	£20,930	£20,930	£20,930	£20,930	£20,930	£20,930	£20,930	£20,930	£20,930
Devices	£-	£-	£-	£-	£4,191	£9,690	£2,301	£36,176	£26,891	£8,860	£10,698	£1,377	£-	£-
<b>Total</b>	<b>£37,671</b>	<b>£59,110</b>	<b>£59,521</b>	<b>£69,102</b>	<b>£79,205</b>	<b>£88,863</b>	<b>£82,677</b>	<b>£117,921</b>	<b>£110,034</b>	<b>£93,429</b>	<b>£96,724</b>	<b>£88,888</b>	<b>£89,028</b>	<b>£89,522</b>

### Indicative ESN Costs to Merseyside FRA

### Indicative Airwave Costs to Merseyside FRA over same period – [Please note Airwave cannot continue post Dec-2020 at the latest]

	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Airwave	£153,571	£234,964	£264,845	£270,142	£275,545	£281,055	£286,677	£292,410	£298,258	£304,224	£310,308	£316,514	£322,844	£329,301

### Indicative Net Saving/Cost to Merseyside FRA

	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Net Saving /Cost of ESN	£115,900	£175,854	£205,324	£201,039	£196,340	£192,192	£204,000	£174,489	£188,225	£210,794	£213,584	£227,626	£233,817	£239,779



<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>24 MARCH 2016</b>	<b>REPORT NO:</b>	<b>CFO/026/16</b>
<b>PRESENTING OFFICER</b>	<b>TREASURER</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>IAN CUMMINS</b>	<b>REPORT AUTHOR:</b>	<b>IAN CUMMINS</b>
<b>OFFICERS CONSULTED:</b>	<b>CHIEF FIRE OFFICER, DEPUTY FIRE OFFICER, JANET HENSHAW</b>		
<b>TITLE OF REPORT:</b>	<b>BUSINESS RATES RETENTION - LIVERPOOL CITY REGION PILOT</b>		
<b>APPENDICES:</b>	<b>APPENDIX A: TERMS OF AGREEMENT</b>		

### **Purpose of Report**

1. To inform Members that the Liverpool City Region has accepted an offer from Government to pilot a scheme to develop the arrangements for local government funding based on a system of 100% Business Rates retention.

### **Recommendation**

2. That Members;
  - a. Note the Terms of the Agreement attached as Appendix A, and
  - b. Note that the Authority will be participating in the City Region's 100% Business Rates retention scheme, and
  - c. Note that the Government have provided assurances that by participating in the pilot scheme the Authority will **not be any worse off financially** than it was under the four-year funding position announced in the 2016/17 Local Government Finance Settlement.

### **Introduction and Background**

3. The Authority currently receives its income from Council Tax and Government funding. The Government funds local government (including Fire and Rescue Authorities) through the Business Rates Retention scheme and Revenue Support Grant. Under this scheme Local Authorities keep up to 50% of the local business rates revenue, the local share. The 50% local share is split 49% to the billing authorities and 1% to the Fire and Rescue Authority if applicable. For 2016/17 the revenue funding for MFRA is outlined below:

	2016/17 £'000
a. Council Tax:	
i. Council Tax	25,934
ii. Collection Fund	647
b. Government	
i. Baseline Funding:	
• Local Business Rates Share 1%	4,263
• Top-Up Grant	14,165
ii. Revenue Support Grant	<u>16,523</u> 61,532

4. Under the current system if the local business rates income falls below the “baseline” level set by the Government, then a “top-up” grant is paid to cover any shortfall. The top-up grant is funded through the redistribution of business rates by charging a “tariff” to Authorities whose local business rates yield exceeds the baseline level set by the Government. All the City Region Authorities receive a top-up grant.
5. By the end of this Parliament the Government have committed to full localisation of business rates (increasing the local share from 50% to 100%) as the basis for the replacement of the Revenue Support Grant. Primary legislation will be needed before the Government can achieve this stated policy objective and therefore it is unlikely to be in place until 2018/19 at the earliest. A system of top-up grants and tariffs will still be required as not all Authorities will generate sufficient business rates yields to cover any baseline estimate.
6. The Government is therefore intending to use the intervening period to establish pilot areas to test how the new system will work in practice.
7. As part of the City Region’s ongoing discussions with the Government the Region (the 6 billing authorities and MFRA) was asked if it was interested in being a pilot area. The Chair of the Liverpool City Region Combined Authority and council leaders agreed to participate in the pilot.
8. The Government have announced that a 100% Business Rates Retention funding scheme will be introduced before the end of this Parliament so by participating in the pilot it offers the Region the opportunity to input into the development of the system.
9. Attached as Appendix A is the Terms of the Agreement with the Government and Region. The pilot approaches are to be without detriment to the resources that would have been available to individual authorities in the Region under the current local government finance regime. Therefore no individual Authority participating in the pilot will be financially worse off over the 2016/17 four-year financial settlement than under the current arrangements.



10. During 2016 the Region and Government will agree on how the pilot is to operate and it is anticipated that the scheme will commence from 2017/18. The Treasurer will bring further update reports to Members as the pilot scheme is developed.

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**Equality and Diversity Implications**

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11. There are no equality and diversity implications contained within this report.

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**Staff Implications**

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12. There are no staff implications contained within this report.

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**Legal Implications**

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13. There are no legal implications contained within this report.

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**Financial Implications & Value for Money**

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14. The Government have provided assurances that by entering into a pilot scheme for a 100% Business Rates Retained system the Authority will NOT be financially worse off over the 2016/17 four-year financial settlement than under the current arrangements.

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

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15. There are no risk management, health and safety or environmental implications contained within this report.

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

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16. The achievement of a sustainable long term revenue funding streams is essential if the Authority is to achieve its Mission.

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**BACKGROUND PAPERS**

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**GLOSSARY OF TERMS**

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## PILOTING EARLY IMPLEMENTATION OF 100% RATES RETENTION

Following recent discussions about piloting approaches to 100% rates retention in the Liverpool City Region, this letter sets out the principles upon which the Department for Communities and Local Government (DCLG) and the Liverpool City Region authorities will develop a 100% pilot.

All six local authorities in the Liverpool City Region and the Merseyside Fire and Rescue Service will participate in the 100% pilot.

As agreed, the precise details of the approaches to be piloted are to be worked up between the Liverpool City Region authorities and DCLG over the coming months and may include the development of mechanisms to manage risk and reward under 100% rates retention; and to finance from additional business rates new responsibilities and/or existing funding streams, including those that support economic growth at individual authority or combined authority level.

In developing the piloted approaches, Liverpool City Region will have the opportunity to help shape the design of the new 100% rates retention scheme before it is finally implemented in the City Region and more widely.

The piloted approaches are to be without detriment to the resources that would have been available to individual authorities in the Liverpool City Region under the current local government finance regime over the four-year settlement period. Such resources will include Revenue Support Grant and the actual current and future business rates income that authorities would have retained under the current scheme, including the benefits of growth.

To the extent that the pilot arrangements of themselves result in fewer resources being available to the Liverpool City Region than would have been the case under the existing local government finance regime (as described above), the Government will make good the difference, as measured at the level of the City Region.

To the extent that the pilot arrangements result in more resources being available in the period before full 100% rates retention is generally implemented than would have been available under the existing local government finance regime (as described above), any additional funding will, as necessary, be used to make good losses to any individual local authority and then invested in projects designed to secure further economic growth.

In developing the details of the approaches to be piloted, the Liverpool City Region and DCLG will have regard to the wider objectives the Government is seeking to achieve from 100% rates retention, namely:-

- Giving authorities an incentive to grow local tax bases by ensuring they see long-term rewards from growth;
- Maintaining a predictable income stream against which authorities can take long term investment decisions; and,
- Ensuring that local authorities can continue to provide a full range of local services, whilst recognising that decisions about spending priorities should be made locally by locally-elected representatives accountable to local taxpayers.

<b>MERSEYSIDE FIRE AND RESCUE AUTHORITY</b>			
<b>MEETING OF THE:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>		
<b>DATE:</b>	<b>24<sup>TH</sup> MARCH 2016</b>	<b>REPORT NO:</b>	<b>CFO/018/16</b>
<b>PRESENTING OFFICER</b>	<b>DCFO GARRIGAN</b>		
<b>RESPONSIBLE OFFICER:</b>	<b>DCFO GARRIGAN</b>	<b>REPORT AUTHOR:</b>	<b>NICK MERNOCK (DIRECTOR OF POD)</b>
<b>OFFICERS CONSULTED:</b>	<b>IAN CUMMINS, TREASURER MIKE REA, ACCOUNTANT</b>		
<b>TITLE OF REPORT:</b>	<b>INTRODUCTION OF THE LIVING WAGE</b>		

<b>APPENDICES:</b>	
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### Purpose of Report

1. To request that Members note the implications of introducing the National Living Wage with effect from 1<sup>st</sup> April 2016.
2. Note the differences between the Rowntree Living wage which members have considered previously and the Government introduced Living Wage and the scale of payment in relation to the National Minimum Wage (NMW)
3. To advise members that due to the length of the working week within Merseyside Fire and Rescue Service there will not be a cost impact for the Authority in 2016

### Recommendation

4. That Members:
  - a. Note the requirements placed on the Authority in relation to the implementation of the National Living Wage;
  - b. That members approve the application of the payments to all employees within the effected spinal column points as opposed to paying on an age related basis
  - c. That members request Officers to provide a further report advising of the financial impact in 2017 detailing the application of payments to all employees.

## **Introduction and Background**

5. The concept of the Living Wage originated in London with a group of parents who argued that working two jobs on the National Minimum Wage (NMW) in order to meet living costs, left no time for family life. They successfully campaigned to the accountancy firm KPMG who adopted the concept and advocated on their behalf. In 2005, The Greater London Authority (GLA) was persuaded that the London Living Wage as necessary and created a unit to set a London rate. Ken Livingstone and Boris Johnson have since promoted and remunerated in line with the Living wage
6. The concept has spread UK wide and is sponsored by the Joseph Rowntree Foundation who have seven Principle partners including AVIVA, Unison, Linklaters and Save the Children. The Archbishop of York has recently taken the Chair of the Living Wage Commission. Politicians on all sides have spoken favourably about the concept.
7. Organisations can become accredited to the Living Wage Foundation and receive a Living Wage Employer mark.
8. The Rowntree Living Wage is an informal benchmark, not a legally enforceable minimum level of pay like the National Minimum Wage (NMW). The NMW is set by the Chancellor of the Exchequer each year on the advice of the Low Pay Commission and is enforced by HM Revenue and Customs (HMRC).
9. Members will recall that this Authority has previously considered introducing the Rowntree Living Wage. However due to the severe financial restrictions imposed through the comprehensive spending review, and the real concerns raised in relation to the long term financial implications on the salary bill due to future increases to these salary points that were beyond inflation i rates and outside the control of the Authority , the decision taken was to revisit the living wage at a later date
10. Additionally the potential growth of the Rowntree version of the Living Wage represented a high risk of salary grade erosion that could have arisen regarding claims in relation to equal pay for work of equal value.
11. The current level of the Rowntree Living Wage is set at £8.55 an hour in London and £7.45 an hour in the rest of the UK.

### Introduction of the National Living Wage

12. The Chancellor has announced that a new National Living Wage (NLW) for employees aged 25 and above will be introduced on 1<sup>st</sup> April 2016 with the aim of reaching 60% of median UK earnings by 2020. The wage will begin at £7.20 per hour in 2016 and is projected to rise to at least £9 per hour by 2020. However the Office of Budget Responsibility (OBR) has estimated that projected median earnings growth may result in the rate reaching £9.35 per hour in 2020

13. Whilst the Government expectation is that this payment is applied to employees aged over 25, that in itself creates a potential age discriminatory pay structure, with no real logic to differentiate between ages 24 and 25 for example. It would have been more logical to introduce it from age 21 similar to Minimum wage
14. As a result it is proposed to introduce this payment by grade and not by age. This is consistent with other North West local Authorities, who at a recent Employers Association meeting indicated they would all pay by grade not age differentials
15. The table below sets out the current spinal column points currently in place. Spinal column point 5 (£13,500) was removed in October 2015 when it fell below the national minimum wage level.

SCP	Per Annum £	Per Hour £ 35 hours	Per Hour £ 37 hours	N.M.W. Oct 15	N.L.W April 16
6	13,614	7.46	7.06	£6.70	
7	13,715	7.52	7.11		
8	13,871	7.60	7.19		£7.20
9	14,075	7.71	7.30		
10	14,338	7.86	7.43		

Organisational Risks:

16. As the green book contracts for MFRA engage employees on 35 hours per week, the impact on this Authority of the introduction of the Living Wage is not immediate in the current budget round. MFRA salaries are divisible by 35 therefore the hourly rate is higher than it would otherwise be if divided by 37 hours.
17. Those organisations who employ staff on 37 hours a week will be impacted immediately as the table above demonstrates
18. Dependant on the percentage increase next year the Living Wage has the potential to increase the salary bill at a time when the Authority is seeking to deliver further savings in the Green / Red Book budgets
19. Whilst the initial uplift to the lower end of the pay scales is manageable financially, the longer term implications of introducing the NLW present a greater risk. The proposed increase to £9.00 an hour by 2020 , when predictions for global pay awards are low, will result in further spinal column point deletions, which may well culminate in 'grade creep' and the potential for an increase in re-gradings and pay claims based on unequitable pay
20. The current round of pay negotiations is still ongoing with the Representative bodies claim being

*Deletion of NJC and all local pay points which fall below the level of the UK Living Wage and a flat rate increase of £1 per hour on all other pay points*

21. If this is successful, then based on the table above the minimum pay point will be further reduced and the implications for the Authority will be a further increase in the pay bill, and a higher risk of potentially successful equal pay claims which will again add to the pay bill.
22. Living Wage employers are also required to introduce a procurement process to ensure all contracted and sub contracted staff are paid the Living Wage. This will further affect public sector organisations who have moved to outsourcing models to reduce costs, particularly those in Adult Social care.

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### **Equality and Diversity Implications**

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23. None. All employees regardless of the protected characteristics as determined by the Equalities Act 2010 would benefit from an increase in pay.

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### **Staff Implications**

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24. The introduction of the NLW will be implemented across all roles, and ensures Equality of application

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### **Legal Implications**

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25. The National Minimum Wage (Amendment) Regulations 2016 have introduced the living wage and levels of the same, which will be implemented on 1<sup>st</sup> April 2016. There are criminal sanctions for non-compliance.

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

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26. There are no financial implications in this current year
27. A further report will be brought to members to update them following the settlement of the current pay round, and the announcement of the percentage increase to the NLW for next financial year

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

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28. None

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

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29. Through ensuring that our lowest paid employees can concentrate on their employment with MFRA without recourse to additional jobs in order to provide wage considered to be “acceptable” by the Living Wage Foundations



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**BACKGROUND PAPERS**

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None

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**GLOSSARY OF TERMS**

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**NMW**            National Minimum Wage  
**NLW**            National Living Wage

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

This report is Restricted

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