Public Document Pack

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

The Protocol and Procedure for visitors attending meetings of Merseyside Fire and Rescue Authority can be found by clicking **here** or on the Authority's website: http://www.merseyfire.gov.uk - About Us > Fire Authority.

J. Henshaw
LLB (Hons)
Clerk to the Authority

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref: Our ref HP/NP Date: 15 March 2017

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, 23RD MARCH, 2017** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

K Kellaway PP

Clerk to the Authority

Encl.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

23 MARCH 2017

AGENDA

Members

Les Byrom (Chair)
Joe De'Asha, St Helens
Veronica McNeill, Knowsley Council
Barbara Murray
Lesley Rennie
James Roberts
Jean Stapleton
Sharon Sullivan

1. Preliminary Matters

Members are requested to consider the identification of:

a) declarations of interest by individual Members in relation to any item of business on the Agenda

b) any additional items of business which the Chair has determined should be considered as matters of urgency; and

c) items of business which may require the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting (Pages 5 - 10)

The Minutes of the previous meeting of the Policy and Resources Committee, held on 15th December 2016, are submitted for approval as a correct record and for signature by the Chair.

3. Deputation

To consider a Deputation from Mr John Brace and Mrs Leonora Brace, concerning: *Data Protection Matters relating to MFRA audits*.

4. **SERVICE DELIVERY PLAN 2017-18** (Pages 11 - 214)

To consider Report CFO/0191/17 of the Deputy Chief Fire Officer, concerning the Service Delivery Plan for 2017/18 and the contents of the station plans.

5. **Code of Corporate Governance** (Pages 215 - 254)

To consider Report CFO/020/17 of the Chief Fire Officer, concerning the revised Code of Corporate Governance and Service Instruction 0875, which sets out the Authority's assurance and transparency arrangements.

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

Refreshments

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

MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

15 DECEMBER 2016

MINUTES

Present: **Cllr Leslie T. Byrom CBE (Chair)** Councillors Joe De'Asha, Barbara Murray, Lesley Rennie, James Roberts, Jean Stapleton and Sharon Sullivan

Also Present: Peter Brennan, Dave Hanratty, Linda Maloney and Chris Meaden

Apologies of absence were received from:
Veronica McNeill

1. Preliminary Matters

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

Resolved that:

a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda

b) no additional items of business to be considered as matters of urgency were determined by the Chair; and

c) The following items required the exclusion of the press and public, due to the possible disclosure of EXEMPT information:

- **Agenda Item 10 –** ***"Microsoft Enterprise Agreement (EA) Renewal 2017"***
  Although the report does not contain EXEMPT information, the verbal update provided in support of this item did contain EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972; and therefore required the exclusion of press and public during consideration thereof.

- **Agenda Item 11 –** ***"Proposed Prescot Fire Station – Update"***
  This report contained EXEMPT information by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

2. Minutes of the Previous Meeting

The Minutes of the previous meeting of the Policy and Resources Committee, held on 28th July 2016, were approved as a correct record and signed accordingly by the Chair.

3. Annual Audit Letter - 2015-16

Members considered the Annual Audit Letter 2015/16 produced by the Authority's External Auditors – Grant Thornton, which summarises the key findings arising from the work carried out during 2015/16.

The Treasurer provided an overview of the report, confirming that Grant Thornton gave an unqualified opinion of the Authority's financial statements; and have certified MFRA's accounts.

Members resolved that:

The content of the report be noted.

4. FINANCIAL REVIEW 2016/17 - APRIL TO SEPTEMBER

Members considered Report CFO/086/16 of the Treasurer, concerning a review of the financial position, revenue and capital, for the Authority for 2016/17. The Authority receives regular comprehensive financial reviews during the year which provide a full health check on the Authority's finances. This report covers the first six months of the year (April to September 2016).

Members were provided with an overview of the report, which highlighted the revenue budget movements and confirmed that the Authority is on track to achieve the required budget savings.

Members were informed of a small underspend identified, which it is recommended be used to increase the Firefighter recruitment reserve.

Amendments to the capital programme were highlighted, along with treasury management activities.

Members were advised that there had been no new long term borrowing during the period; and the internal audit plan remains on track.

Members Resolved that:

a) The potential £0.550m favourable revenue position identified within the report, be noted.

b) Utilisation of the £0.550m favourable revenue position to increase the Firefighter recruitment reserve, in light of the expected Firefighter

retirement profile and need to recruit trainees before the establishment falls below the approved staffing level, be approved.

c) The Treasurer be instructed to continue to work with budget managers to maximise savings in 2016/17.

5. STATEMENT OF ASSURANCE 2015-16

Members considered Report CFO/084/16 of the Deputy Chief Fire Officer, concerning publication of the Authority's Statement of Assurance 2015/16 on the Authority website.

Members were informed that the Authority are required to provide assurance to Government on their operational, finance and governance arrangements, which is discharged through the annual Statement of Assurance.

Members were advised that the foreword to the document sets out the financial context within which the Authority is operating, to act as a sense check to readers.

Members Resolved that:

The Authority's draft Statement of Assurance 2015-16, be approved for publication on the Authority website.

6. EQUALITY AND DIVERSITY ACTION PLAN 2013-17 YEAR 4 ACTIONS 6 MONTH UPDATE

Members considered Report CFO/083/16 of the Deputy Chief Fire Officer, concerning an update on the agreed Equality and Diversity actions for Year 4 (2016/17) together with an update on progress against actions for Quarter 1 and 2; and an update on the progress against the Equality Objectives for 2016/17 as at Quarter 2.

Members commented on the inclusivity of the Prince's Trust programme; and conveyed their thanks to staff for the report.

Members Resolved that:

The content of the Equality and Diversity Progress report and Equality Objectives, be noted.

7. MFRA Partnership with LFC Foundation

Members considered Report CFO/082/16 of the Deputy Chief Fire Officer, concerning continuation of the partnership between MFRA and the LFC Foundation.

Members were provided with an overview of the report, which provided background information to the partnership, which has seen the LFC Foundation "Kicks" Programme delivered in two locations across Merseyside – at the Toxteth Fire Fit Hub and in Birkenhead.

Members were informed that the LFC Foundation requested support from MFRA for a new bid to the Premier League and to formalise partnership arrangements to continue the delivery of the programme for a further three years – initially at three locations, moving to five during the lifetime of the programme. Delivery will continue in Toxteth and Birkenhead, with a third programme delivered at Belle Vale, followed by programmes at Croxteth and St. Helens.

Members were advised that it has been agreed by the LFC Foundation that the Group Manager for Community Risk Management be co-opted onto the Operational Board.

The LFC Foundation have secured £80k to deliver the programme over the next three years. They also applied for a discretionary fund of £30k subject to match funding by MFRA. Therefore, the total budget for the programme will be £140k, with MFRA's contribution being £30k, which will be met from the Olympic Legacy Reserve.

Martin Tolbert – Head of Operational Delivery for the LFC Foundation was in attendance; and was invited to say a few words.

Members commented that the Foundation are very well thought of within the community; and they are happy for the Authority to be involved with the programme.

Members Resolved that:

a) The content of the report be noted.

b) The partnership with the LFC Foundation be approved.

8. Outcome of a 1st Tier Tribunal Hearing: Freedom of Information and Costs

Members considered Report CFO/085/16 of the Monitoring Officer, concerning the outcome of a recent Hearing in the 1st Tier Tribunal.

Members were provided with an overview of the report, which highlighted the background to the Hearing.

They were informed that the information requested was originally refused, however it was later found to have been published in a later Financial update.

The information was therefore provided along with an apology, however unfortunately, the matter still proceeded to Tribunal. As a result, Officers applied for; and were awarded costs of £500.

Members were informed that it is unusual to be awarded costs at Tribunal, however as can be seen in the attached appendix, there was concerns expressed regarding the use of public money.

Members Resolved that:

The outcome of a recent Hearing in the 1st Tier Tribunal, be noted.

9. Provision of B type pumping appliances

Members considered Report CFO/089/16 of the Chief Fire Officer, concerning the procurement of four replacement fire appliances with an option to purchase a further six appliances. This approach is consistent with our current assets refresh strategy.

Members were provided with an overview of the report, which highlighted the procurement process undertaken and the type of vehicles being procured.

Members Resolved that:

The award of contract for B Type pumping appliances to W.H. Bence, be approved.

10. Microsoft Enterprise Agreement (EA) renewal 2017

Members considered Report CFO/088/16 of the Deputy Chief Fire Officer, concerning the renewal of the Authority's Microsoft Enterprise Agreement.

Members were provided with an overview of the report; and a verbal update on the outcomes of the procurement process.

They were informed of the rationale for early renewal of the Authority's Microsoft Enterprise Agreement; and for recommending that the contract be awarded to "Trustmark".

Members Resolved that:

a) Renewal of the Microsoft Enterprise Agreement (EA) for a three year contract term, taking advantage of Early Commit pricing, be approved.

b) The increase in the capital programme of £123k, be approved.

c) The discount of circa £105k over the life of the contract, delivered through the "Early Commit" with Microsoft, be noted.

d) The award of contract to "Trustmark" be approved.

11. Proposed Prescot Fire Station – Update

Members considered Report CFO/087/16 of the Deputy Chief Fire Officer, concerning the developments and progress made at the site of the proposed Fire & Rescue and Police Station Prescot. The report covers a period of 6 months.

Members were provided with an overview of the report, which highlighted the background to the merger proposal and developments to date.

Members were informed of several issues encountered with the proposed site; and the subsequent requirement to increase the drawdown from the Capital Investment Reserve.

Members Resolved that:

a) The content of the report be noted.

b) The increase in drawdown from the Capital Investment Reserve by £145,000 to the amount approved in report CFO/028/16, be approved.

12. Information

Cllr Peter Brennan – Lead Member for Community Risk Management and Ambassador for Youth Engagement, thanked all Members who attended Princes Trust presentation events throughout the year, to support the young people. He also paid tribute to staff who are involved in delivery of the programme, who help those young people achieve all that they do.

Members were reminded on the Carol Concert taking place that evening and were encouraged to attend.

Members also requested that a message be added to “Message of the Day”, to wish all staff a Merry Christmas and Happy New Year, on behalf of the Authority.

Close

Date of next meeting Thursday, 23 March 2017

Signed:_____ Date:_____

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY & RESOURCES COMMITTEE**		
DATE:	**28 FEBRUARY 2017**	**REPORT NO:**	**CFO/019/17**
PRESENTING OFFICER	**DEPUTY CHIEF FIRE OFFICER**		
RESPONSIBLE OFFICER:	**DEB APPLETON**	**REPORT AUTHOR:**	**JACKIE SUTTON**
OFFICERS CONSULTED:	**STRATEGIC MANAGEMENT GROUP, SENIOR OFFICERS**		
TITLE OF REPORT:	**SERVICE DELIVERY PLAN 2017-18**		

APPENDICES:	**APP 1:**	**SERVICE DELIVERY PLAN 2017-18**
	APP 2:	**LPI LINK STRUCTURE 2017-18**
	APP 3:	**KIRKDALE STATION PLAN 17-18**
	APP 4:	**LIVERPOOL SP 17-18**
	APP 5:	**KENSINGTON SP 17-18**
	APP 6:	**SPEKE SP 17-18**
	APP 7:	**TOXTETH SP 17-18**
	APP 8:	**OLD SWAN SP 17-18**
	APP 9:	**BELLE VALE SP 17-18**
	APP 10:	**AINTREE SP 17-18**
	APP 11:	**CROXTETH SP 1718**
	APP 12:	**BIRKENHEAD SP 17-18**
	APP 13:	**BROMBOROUGH SP 17-18**
	APP 14:	**HESWALL SP 17-18**
	APP 15:	**UPTON SP 17-18**
	APP 16:	**WALLASEY SP 17-18**
	APP 17:	**BOOTLE SP 17-18**
	APP 18:	**CROSBY SP 17-18**
	APP 19:	**FORMBY SP 17-18**
	APP 20:	**SOUTHPORT SP 17-18**
	APP 21:	**HUYTON SP 17-18**
	APP 22:	**KIRKBY SP 17-18**
	APP 23:	**ST HELENS SP 17-18**
	APP 24:	**NEWTON SP 17-18**
	APP 25:	**ECCLESTON SP 17-18**

Purpose of Report

1. To request that Members consider and approve the Service Delivery Plan for 2017/18, attached at Appendices 1, and 2 and note the contents of the station plans attached at Appendices 3 – 25.

Recommendation

2. That Members consider and approve the attached Service Delivery Plan (Appendix 1) for 2017/18 prior to publication on the website

Introduction and Background

3. Merseyside Fire and Rescue Authority (MFRA) produces an annual Service Delivery Plan to bring together in one document the annual actions arising from the Functional Plans; the Equality Objectives; the Station Community Risk Management Plans and the Annual Performance Indicators. The Plan for 2017/18 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 Community Safety and Protection Committee on a four monthly 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 and Local Performance Indicators (KPI's) which can be found at Appendix 2.

6. Performance indicators were renumbered in 2016/17 using the methodology below:

   In order to propose a new ID numbering scheme for Merseyside Fire & Rescue Service 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, 1 = Key Performance

Indicator, 2 = 2nd Tier Performance Indicator, 3 = 3rd 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 3-25.

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 2017/18 Plan, where possible 5 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 2017-18. The key deliverables from these plans can be found in the Service Delivery Plan and will be reported regularly to the Community Safety and Protection 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.

Equality and Diversity Implications

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.

12. Each Functional Delivery Plan has an individual Equality Impact Assessment (EIA) and the Station Community Safety Plans have an EIA.

Staff Implications

13. 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.

14. Equality and diversity implications of the functional plans have been considered by officers during their creation.

Legal Implications

15. 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.

Financial Implications & Value for Money

16. 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.

Risk Management, Health & Safety, and Environmental Implications

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.

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

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.

BACKGROUND PAPERS

CFO/017/16 Service Delivery Plan 2016/17

GLOSSARY OF TERMS

MFRA **M**erseyside **F**ire and **R**escue **A**uthority

MFRS **M**erseyside **F**ire and **R**escue **S**ervice

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Merseyside FIRE & RESCUE SERVICE

Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

SERVICE DELIVERY PLAN

April 2017- March 2018

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Appendix 1 – General MFRA Glossary of Terms

Appendix 2 – Full list of Local Performance Indicators 2017/18

Appendix 3 – Individual Station Community Risk Management Plans 2017/18

1.1 INTRODUCTION:

This Service Delivery Plan sets out Merseyside Fire and Rescue Authority's plans and priorities for 2017-18. It also highlights our medium term plans up to 2020.

Merseyside Fire and Rescue Service continues to face financial and other challenges. On top of £25.6 savings required, due to Government grant cuts, between 2011 and 2016, a further £11 million of savings will be required by 2019/20. The Authority's priority has always been to minimise the impact of grant reductions on frontline services however, this is no longer possible. MFRA will strive to ensure our Mission of Safer Stronger Communities, Safe Effective Firefighters is achieved.

The Cities and Local Government Devolution Act received royal assent in January 2016. In May 2017 election of the Liverpool City Region Mayor will take place. The Policing and Crime Act 2017 received royal assent in early 2017 and will come into force in stages later in the year. We are yet to fully understand the implications for MFRS but we are working closely with our partners at Merseyside Police, North West Ambulance Service along with other public sector organisations to explore ways of working together. We already host the Joint Police and Fire Control Centre at our Service Headquarters and share facilities on a number of fire stations with North West Ambulance Service. We are now actively pursuing ways to identify where further collaboration can deliver efficiencies.

The risk profile of Merseyside is changing. The population is now increasing after decades of decline however it is also ageing. The link between old age and vulnerability to fire is well recognised within MFRA. During 2017-18 Community Risk Management will introduce the Safe and Well visit to enhance the existing Home Fire Safety Check delivered by operational and community safety teams.

Despite these challenges the Authority, through excellent community safety work, continues to keep people safe in their homes and at work. During 2016-17 MFRA commenced a trial of Emergency Medical Response to cardiac arrest incidents, alongside North West Ambulance. It is intended to expand this trial to all fire stations in 2017. At the time of writing (February 2017) operational crews have attended 206 cardiac arrest incidents, delivered CPR on 61 occasions and returned spontaneous circulation 17 times.

Merseyside Fire and Rescue Authority ran two rounds of public consultation this year to plan the new Integrated Risk Management Plan (IRMP) for 2017-20. The first round of consultations in May considered the principles MFRA should apply when planning for the IRMP 2017-20. These included speed of response to incidents, safety of staff and public, meeting demand for services and value for money. The next round of consultation in November addressed proposals to be contained in the IRMP around operational response, preparedness, community risk management and collaboration with Merseyside Police. Overall the public understood our rationale and considered our proposals reasonable in light of the savings required by 2020.

MFRS has maintained one of the fastest response times to dwelling fires of all the Fire and Rescue Authorities in the UK. Our Prince's Trust programmes have resulted in 88% of the young people participating securing either employment, education or further training opportunities.

MFRA is now lead authority for National Resilience. Members of the National Resilience Assurance Team (NRAT) have been seconded to MFRA to provide capability management and assurance to the Home Office that national specialist assets for dealing with for deal with a wide range of incidents are fit for purpose.

By 2020 Merseyside Fire and Rescue Service will look very different but what will not change is the quality of the people, or their commitment to deliver the best possible service to the communities of Merseyside.

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 the most vulnerable residents of Merseyside, but our key focus will be to work with our partners to identify and provide assistance to those individuals within the community who are most at risk from fire and other emergencies.

- ***Respect our environment***

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

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

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

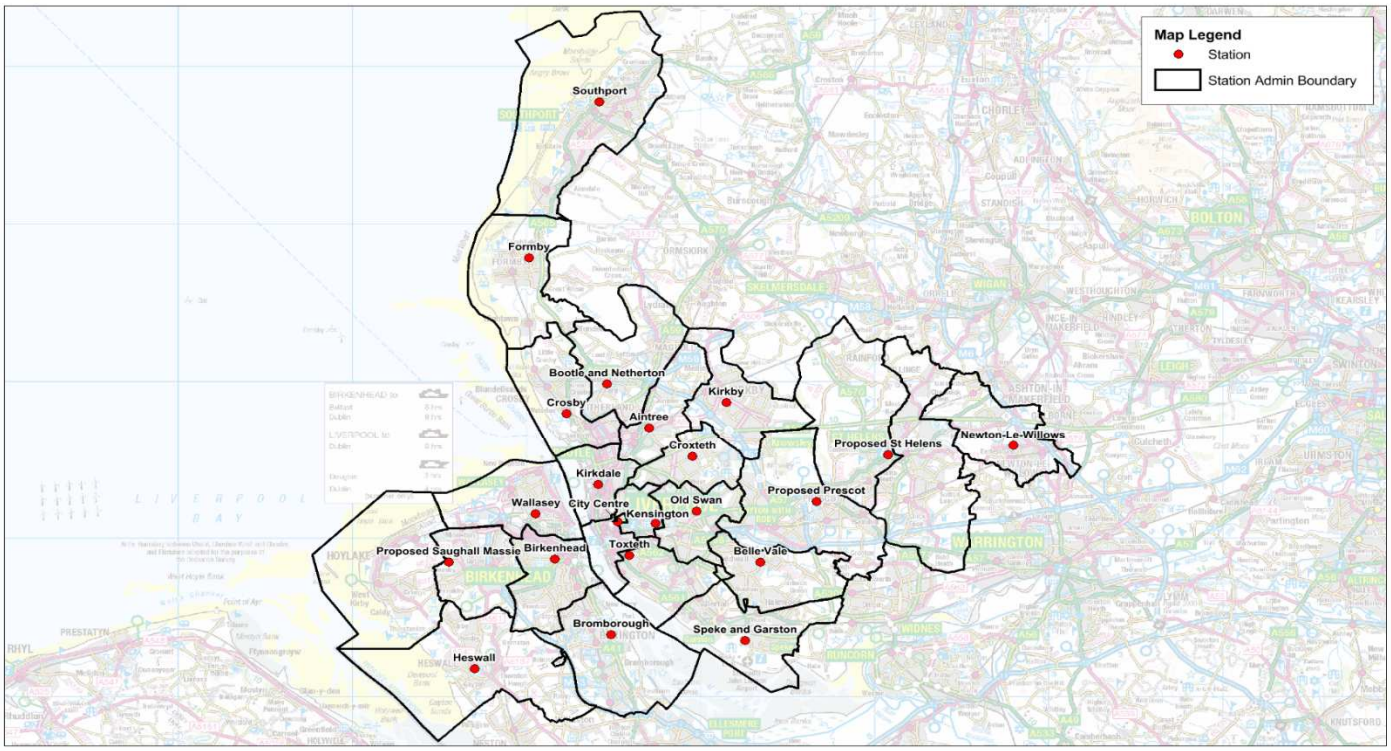
1.4 ABOUT MERSEYSIDE:

Merseyside is an area in the north west of England, which straddles the Mersey Estuary and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

Merseyside spans 249 square miles (645 Km2) 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 2015 estimated figures showed that Merseyside has a population total of 1,398,030. This is a 1.2% increase on 2011 census figures. The population is split 48.2% male and 51.8% female. Merseyside has a lower proportion of children (16.7%) and higher proportions of working age residents (64.8%) and older people (18.5%) than North West averages. Our Profile of Merseyside Demography, Equality and Diversity report outlines the communities we serve.

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.



Author: Strategy & Performance
Date: 25/04/2016
Produced using MapInfo

MF&RS Proposed Future Station Locations

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1.5 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 and we have adjusted well to this change. That means that the strategic direction for our activities now 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

Population:	478,580	**Fire Stations:**	Kirkdale	Old Swan
Homes:	205,703		Liverpool City Centre	Belle Vale
Businesses:	17,284		Kensington	Croxteth
Land area:	162 sq km		Speke and Garston	Aintree
Roads:	1427 km		Toxteth	Marine Rescue Team

Specialist urban search and rescue modules for deployment throughout Merseyside, nationally and internationally plus a high volume pump and incident response unit are housed in Liverpool.

There has been massive investment in Liverpool city centre over the past 10 years but it is still ranked in the top five most deprived areas of England.

WIRRAL

Population:	320,900	**Fire Stations:**	Birkenhead
Homes:	144,556		Bromborough
Businesses:	17,284		Heswall
Land area:	220 sq km		Upton (to be merged with West Kirby at mid point site)
Roads:	1208 km		West Kirby
			Wallasey

Wirral peninsula is a borough of contrasts with affluence on the west contrasting sharply with social deprivation in the east. The elderly population is higher than the national average and Wirral's older population is expected to increase by 30% by 2030.

SEFTON

Population:	273,707	**Fire Stations:**	Bootle & Netherton
Homes:	123,365		Crosby
Businesses:	7636		Formby
Land area:	216 sq km		Southport
Roads:	985 km		

Sefton is bordered by a 35 km coastline from dock estates in the south of the borough to scienfically important wildlife habitats in the sand dune and pinewoods in the north. There are stark social inequalities between the north and south of Sefton, where there are higher levels of deprivation, child poverty and worklessness. 22.6% of the population are over 65 which is higher than the Merseyside average of 18.5%.

KNOWSLEY

Population:	147,231	**Fire Stations:**	Huyton (to be merged with Whiston at a new Prescot site)
Homes:	64,188		Whiston
Businesses:	3040		Kirkby
Land area:	86 sq km		
Roads:	578 km		

Knowsley is the 2nd highest ranked area of deprivation in England. It is, however, an important location for employment in the Liverpool City Region with large industrial parks at Kirkby, Huyton and Prescot. The borough has a number of main arterial routes passing through it including the M57, M62 and East Lancashire Road.

ST HELENS

Population:	177,612	**Fire Stations:**	St Helens (to be merged with Eccleston at a mid point site)
Homes:	79,560		Eccleston
Businesses:	4501		Newton le Willows
Land area:	136 sq km		
Roads:	732 km		

Areas of St Helens fall within the top 10% of deprivation in Merseyside but there are constrasting areas of affluence in Rainford, Billinge and Rainhill.

(Mid 2015 ONS population data, CIPFA dwelling and non domestic properties estimates)

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 management structure will deliver through their functional plan activities and resources are tailored to respond to local risk. For example, prevention activity will be focussed 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 functional and station community risk management plans. Details of these objectives are contained in Sections 7 and 8.

Our priorities will also support collaboration with partner agencies in a shared commitment to make our communities safer, healthier and more resilient.

2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY:

Approximately 1000 staff are employed by Merseyside Fire and Rescue Authority at 25 Community Fire Stations, a Marine 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 outlined below:

Operational Preparedness

The Operational Preparedness is led by an operational Third Officer Area Manager and is responsible for all operational training, equipment, planning, intelligence, national resilience assets and Fire and Rescue Control

- We povide our firefighters with training, information, procedures and equipment to ensure they can resolve all emergency incidents safely and effectively.

- The Operational Preparedness department ensures that MFRA has suitable arrangements in place to identify, plan, prepare and mobilise resources 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, equipment and information to enable them to respond safely and effectively to these emergencies and operate effectively within a multi-agency command structure.

Operational Response

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

Operational Response department 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 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 effectively and efficiently, ensuring we maintain safe effective fire fighters and contribute to achieving safer stronger communities.

Community Risk Management

The function of Community Risk Management (CRM) incorporates the established functions of Prevention, Protection and Youth Engagement where activity has been an important part of reducing fires, deaths and injuries from accidental and deliberate fires for many years.

The work of CRM, has expanded to cover extensive and wide ranging activities to target risks and reduce vulnerabilities in the interests of protecting our communities and our firefighters. The remit of CRM has expanded to work with more collaboratively with our Community Safety partners in order to deliver increased efficiency and effectiveness in protecting vulnerable members of our communities. To reflect this risk based approach, the Structure of the function is now aligned under the 3 P's pf People, Place and Premises:

- Community Fire Prevention Department, delivering people focused interventions including Home Fire Safety and Safe and Well, targeting and reducing risks impacting upon the most vulnerable in our communities;
- Community Safety Department delivering place based interventions, working with key partners across Merseyside on Road Safety – Road Traffic Collision (RTC) Reduction, Water Safety, Arson/Anti-Social Behaviour Reduction and Incident Investigation;
- Community Fire Protection Department delivering premises based interventions to ensure compliance of fire safety legislation and building on the department's expertise on fire safety in the built environment to enhance the safety and effectiveness of our firefighting response;
- Youth Engagement delivering a suite of programmes utilising our brand strength bringing opportunity and development for young people and strengthening their relationship with the Fire and Rescue Service.

Our People

Our aim at MFRA is to have Excellent People

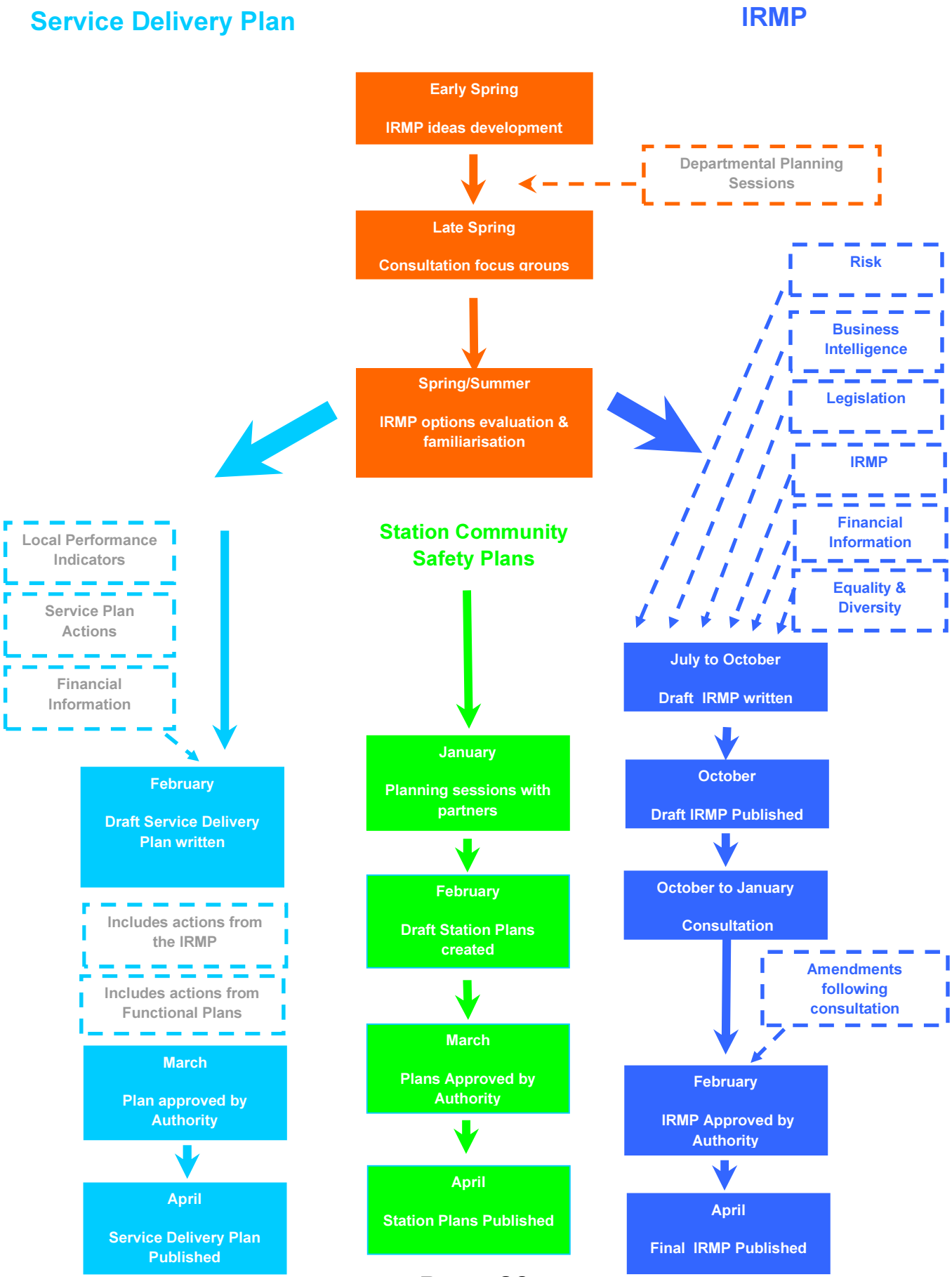
- We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all to ensure that we continue to recruit, train, develop and empower all our staff to deliver our services making the best use of their capabilities and professionalism.

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

2.2 SERVICE DELIVERY

The Annual Integrated Planning Process:



3.1 FINANCIAL CHALLENGES 2017-18:

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 Budget and Medium Term Financial Plan Resolution 2017/18 – 2021/22

1. Merseyside Fire and Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country between 2010/11 and 2015/16. The 2015 Government Spending Review announced further significant grant cuts for the Authority from 2016/17 up to 2019/20.

2. Over the 2010/11 to 2019/20 period the Authority faces a 50%, in real terms, reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget will reduce from £73.6m to £59.5m or £14.1m which represents a 19% cash or 40% real reduction.

3. The Authority has set a financial plan that delivers the required savings needed as a result of government cuts up to 2019/20. These drastic cuts from the Government has forced the Authority to make tough choices.

4. The impact of the 2015 Comprehensive Spending Review meant the Authority had to find £11.0m of savings from the forecast planned spend for 2016/17 to 2019/20. The Authority has planned prudently to minimise the impact on frontline services and has identified significant efficiency savings of £9.1m by reducing management, support services costs and other technical amendments. Despite these efficiencies the Authority must approve an unavoidable reduction of £1.9m from the operational front line.

5. The Authority has already seen the number of fire appliances in Merseyside reduce from 42 wholetime pumps down to a budgeted 24 wholetime pumps and 4 retained pumps since 2010, which equates to 33% overall reduction. A further £1.9m operational response is likely to see a loss of up to 49 firefighter posts and result in 5 wholetime pumps converting to wholetime crewing during the day and retained crewing overnight.

6. The Authority is therefore extremely saddened to have to approve a financial plan which is based upon:-

   (i) The loss of up to a further 49 firefighter posts
   (ii) The conversion of 5 fire appliances from 24 hour wholetime crewing to 12 hour wholetime crewing during the day and with retained crewing overnight
   (iii) Further reductions in support services to the detriment of the service

7. In order to minimise the impact on the Fire & Rescue Service the Authority has agreed a council tax increase of 2%.

8. The effect of the budget on the council tax will be a ***Band D Council Tax of £74.34 (which equates to £1.43 per week) an increase of less than 3p per week on the 2016/17 figure.***

9. Most people in Merseyside will pay ***Band A Council Tax of £49.56 or 95p per week towards their*** **Fire & Rescue Service*.***

10. The Authority will continue to lobby the Government against the level of cuts being proposed and highlight the consequences that further cuts will have on effectively delivering an emergency service.

11. The Authority recognises that the Fire & Rescue Service is emergency risk based and not demand led. During this period of austerity we urge this Government to reflect on the impact these cuts are having on the Fire & Rescue Service and properly review all risks facing the country in the light of emerging risks (for example a heightened terrorist threat or responding to increased flooding events through climate change) and would hope that resources are allocated in a way that allow Merseyside to continue to respond effectively to local and national threats.

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, where possible, 5 years historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

In December 2016 a review of Performance Indicators was undertaken to ensure that they are still relevant for organisational needs and a number of amendments were made to the Local Performance Indicators (LPI). 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.

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

For 2017/18, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks 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 2017/18 on which we will report to Authority, shown in the four tiers, can be found at Appendix 26.

The estimated performance for 2016/17 is detailed below (using actual data from April 2016 to February 2017). This will be replaced with the final end of year figures in June.

Performance against targets set for 2016/17 can be seen below. Where there is no target the Status is shown as 'Quality Assurance'. Performance Indicators have been recorded in groups for reporting to the Authority.

4.2 PERFORMANCE FOR 2016/17:

BENCHMARK KEY PERFORMANCE INDICATORS		Performance 2015/16	Target 2016/17	Estimated Performance 2016/17	Status
TO00	Total number of emergency calls received	21685	Quality Assurance	21903	
TC01	Total number of incidents attended	14072	14225	14985	
TC02	Total number of fires in Merseyside	7169	7184	7367	
TC03	Total number of primary fires attended	2618	2525	2577	
TC04	Total number of secondary fires attended	4413	4659	4790	
TC05	Total number of special services attended	2638	2561	2632	
TC06	Total number of false alarms attended	4636	4480	4986	
TC11	Total number of false alarms attended, discounting false alarm good intent	3017	3020	3279	
TC07	Total number of non emergency interventions	83	Quality Assurance	68	
TR08	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.9%	90%	96.02%	
TD09	The % of available shifts lost to sickness absence, all personnel		4%	2.89%	
TE10	Total carbon output of all MFRS buildings	89.5	112.6	86.9	
DWELLING FIRES					
DC11	Number of accidental fires in dwellings	1086	1072	1028	
DC12	Number of fatalities in accidental dwelling fires	16	8	6	
DC13	Number of injuries in accidental dwelling fires attended	112	118	99	
DC14	Number of deliberate dwelling fires in occupied properties	171	167	163	
DC15	Number of deliberate dwelling fires in unoccupied properties	48	48	37	
DC16	Number of deaths in deliberate dwelling fires	0	1	0	
DC17	Number of injuries in deliberate dwelling fires	17	23	22	

KEY PERFORMANCE INDICATORS		Performance 2015/16	Target 2016/17	Estimated Performance 2016/17	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non domestic premises	92	91	119	
NC12	Number of accidental fires in non domestic premises	206	200	203	
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	516	495	574	
AC12	Number of accidental vehicle fires attended	213	197	217	
AC13	Number of deliberate anti-social behaviour fires (small)	4035	4181	4175	
AC14	Number of accidental small fires attended	490	478	615	
AC15	Number of 'other' primary fires attended	260	255	236	
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC)	550	529	614	
RC12	Number of injuries in road traffic collisions attended	364	382	390	
RC13	Number of fatalities in RTC's	7	8	4	
SPECIAL SERVICE					
SR11	Number of calls to cardiac and respiratory related incidents from NWAS	34	Quality Assurance	187	
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic properties	593	571	605	
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2237	2267	2482	
STAFF WELFARE, RISKS & COMPETENCY RELATED INDICATORS					
WD11	% of available shifts lost to sickness/absence per wholetime equivalent GREY book (operational) personnel	3.90%	4%	3.17%	
WD12	% of available shifts lost to sickness/absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	2.20%	4%	2.34%	
WR13	Total number of operational staff injuries	54	53	47	

	Within 10% of Target
	Target achieved
	10% worse than 16/17

Benchmark performance indicators for Total incidents, Total Fires and Total Primary Fires are within 10% of the annual performance target. However when read alongside the indicators which are over target, below, an increase in most incident types has occurred during 2017/18.

There are areas were the number of incidents have decreased such as deliberate anti-social behaviour small fires, deliberate property fires, accidental dwelling fires and resultant injuries and deaths have all decreased which is a reflection of the hard work staff put into targeting those most a risk of either setting fires or being a victim of fire. We continue to meet our Attendance Standard of the first appliance being in attendance at all life risk incidents within 10 minutes.

3.79% of available shifts were lost to sickness absence among all staff in 2016/17. This is a further reduction in sickness absence.

Comments on Benchmark Indicators where the target has not been achieved.

TC04 Total number of secondary fires attended
The vast majority of secondary fires are deliberate grass, rubbish and bin fires. December 2016 saw the highest number of secondary fires in December since 2009. October (601) and November (519) were the expected peaks during the bonfire period. However November 2016 saw 203 more incidents than November 2015.

TC05 Total number of special services attended
The types of special service call attended most frequently include flooding, rescue from lifts, water rescue, affecting entry and removal of objects. The introduction of emergency medical response this year has contributed to the increase in this incident type however the number of all types of special service incidents we attend has increased. For example in November 2016 there were 208 more incidents than in November 2015.

TC06 Total number of false alarms attended
Domestic fire alarms account for the majority of false alarm calls attended. These tend to be apartments in larger premises such as sheltered and student accommodation. Community risk management work with owners and employees at premises attended repeatedly to educate them in management of their systems. At the end of December 2016 MFRS had attended 3867 incidents while in December 2016 we attended 3547 incidents.

TC11 Total number of false alarms attended discounting false alarm good intent
To give a more accurate picture of the number of unwanted and/or malicious false alarms attended, MFRS discounted 'false alarm good intent' from this indicator for 2016/17. Good intent accounts for a high proportion of false alarms attended and we would not wish to discourage people from calling us if they believe there is a fire. At the end of the third quarter 1295 of the 3867 false alarms attended were good intent.

4.3 KEY PERFORMANCE INDICATORS:

KPI Ref	Narrative	Proposed Target 2017/18
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	*Quality Assurance*
TC01	Total number of incidents attended	14600
TC02	Total number of fires in Merseyside	7200
TC03	Total number of primary fires attended	2509
TC04	Total number of secondary fires attended	4691
TC05	Total special service calls attended	2633
TC06	Total number of false alarms attended	4667
TC11	Total number of false alarms attended, discounting false alarm good intent	3243
TC07	Total number of non-emergency interventions[1]	*Quality Assurance*
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes[2]	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	87.9
Dwelling Fires		
DC11	Number of accidental fires in dwellings	1046
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	114
DC14	Number of deliberate dwelling fires in occupied properties	163
DC15	Number of deliberate dwelling fires in unoccupied properties	41
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	22

[1] 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.

[2] 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	Proposed Target 2017/18
Non Domestic Property Fires		
NC11	Number of deliberate fires in non- domestic premises	93
NC12	Number of accidental fires in non-domestic premises	200
Anti-Social Behaviour		
AC11	Number of deliberate vehicle fires in Merseyside	525
AC12	Number of accidental vehicle fires attended	199
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	4193
AC14	Number of accidental small fires attended	498
AC15	Number of "Other" primary fires attended	242
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTC's)	557
RC12	Number of injuries in RTC's attended	390
RC13	Number of fatalities in RTC's attended	6
Special Service		
SR11	Number of calls to cardiac and respiratory related incidents from NWAS	*Quality Assurance*
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non Domestic Property	616
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in domestic properties	2443
Staff Welfare, Risks and Competency		
WD11	% of available shifts lost to sickness/absence per wholetime equivalent GREY book (operational) personnel	4%
WD12	% of available shifts lost to sickness/absence per wholetime equivalent GREEN and RED book (non uniformed) personnel	4%
WR13	Total number of operational staff injuries – on duty	48

Full list of indicators – Appendix 2

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 2020 and can be found here (link to be added when available).

IRMP Medium Term Strategy 2012 - 2017

Our Medium Term Strategy covered a 5-year period and we reviewed 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.

2016/17 update – The 5 year target to reduce accidental dwelling fires and injuries in these fires by 5% has been achieved. However fatalities in accidental dwelling fires have remained at the same level. Despite an increase during 2015/16 (16) at the time of writing (February 2017) there have been 6 fatalities in accidental dwelling fires compared to 14 at this point in 2015/16.

Accidental dwelling fires	**2012/13**	**1106**	**2016/17**	***1028***	***(estimate)***
Injuries in ADF's	**2012/13**	**127**	**2016/17**	***99***	
Fatalities in ADF's	**2012/13**	**6**	**2016/17**	***6***	

During 2016/17 accidental dwelling fires and injuries sustained in these fires have achieved the quarterly targets from April to December 2016. Intelligent targeting of home fire safety checks (HFSC's) to the most vulnerable residents ensures MFRA are able to provide support to those most in need. During the last 5 years MFRA have delivered over 250,000 HFSC's.

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.

2016/17 update – On average the first appliance attending life risk emergency incidents is on scene within 10 minutes on 95.8% of occasions despite reducing the number of fire appliances from 42 to 26 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.

2016/17 update – Sadly the 5 year target of reducing anti-social behaviour fires by 5% has not been achieved. Deliberate vehicle fires have increased due to criminality around car and motorcycle/scooter fires. We work closely with Merseyside Police to try to reduce this incident type.

ASB fires	**2012/13**	**3855**	**2016/17**	***4175***	***estimate***
Deliberate vehicle fires	**2012/13**	**504**	**2016/17**	***504***	

Anti social behaviour fires are well below target to date for 2016/17, despite the expected peak in October/November. The number of deliberate vehicle fires exceeded the target during the 3rd quarter. While deliberate anti social small fires have not reached the target of 5% reduction by 2017 numbers have fluctuated in the five year period, with 2013/14 recording 5127 small anti-social behaviour fires. Work continues within the community with young people. Our Youth Engagement team continue to successfully deliver Princes' Trust courses, with 86% of participants completing the course.

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.

2016/17 update – Accidental fires in non domestic premises have achieved the 5% reduction in incidents by 2017 but deliberate fires have not.

Deliberate fires in non domestic property	**2012/13**	**94**	**2016/17**	**119**
Accidental fires in non domestic property	**2012/13**	**254**	**2016/17**	**203**

MFRA continues to work closely with local businesses to reduce these incidents in non-domestic premises.

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.

2016/17 update – Since 2012/13 we have worked extensively with businesses to assist them with their statutory duties under the Regulatory Reform (Fire Safety) Order 2005. We have ran campaigns and initiatives such as business safety week, we have worked with responsible persons to fit sprinklers in their premises and we have employed seven business safety advisors to assist all businesses, but particularly small and medium enterprises.

Obtaining a meaningful assessment of regulatory compliance of premises throughout this period has been difficult to gauge. Increases in satisfactory audits of premises, will on the face it indicate a relative increase in compliance levels. However, this target is not representative of our risk based strategy of targeting premises of higher societal life risk, with an increased likelihood of non-compliance. Directing our resources to premises that are non-compliant will mean that we are targeting risk more effectively despite the fact that this will show a comparative compliance level decrease in premises complying with the RR(FS)O. It is for this reason that this target has not been pursued throughout this 5 year IRMP period as this does not assist our overall objective of making Merseyside Safer.

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.

2016/17 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.

2017/18 update - Operational Plans and site specific risks are reviewed using a risk based approach which may include exercising with multi agency partners. We are in the process of reviewing Operational Information and how this will be presented moving forward and in line with ESMCP developments. Additionally we are reviewing our Standard Operating Procedures (SOP's) in line with updated National Operational Guidance (NOG).

We are Lead Authority for Fire and Rescue Service National Resilience (NR) which includes coordination of all NR assets, via Fire and Rescue Control, to national incidents.

We continue to be involved with the Merseyside Resilience Forum (MRF) and are actively involved in the development of a Community Risk Register (CRR) based on the recently published National Risk Assessment (NRA) and Local Risk Management Guidance (LRMF). This also includes a robust training, exercising and validation process.

6.1 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.

Our Equality and Diversity objectives, originally set in January 2012, have been refreshed and continue to be a main focus during 2016/17 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 that have occurred over the last three years. We use this information to target our community risk management resources at the areas of greatest risk.

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics set out in the Equality Act 2010 which MFRA is required to take into account under its Public Sector Equality Duty. This is dealt with through the Equality Impact Assessment process[3] which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

Regular updates on progress against our objectives are submitted to the Fire Authority. For these updates and more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our Equality and Diversity Annual Report 2015/16

We have reviewed and updated the 2012-17 Objectives (pages 22-23) to better demonstrate how we show due regard to eliminating discrimination, harassment and victimisation, advance equality of opportunity and foster good relations. The new Equality Objectives 2017-20 can be found on pages 29-31.

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[3] **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.

6.2 EQUALITY OBJECTIVES 2012/17:

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. As we approach the end of 2016/17 an update has been included on progress against each objective.

Equality Objective 1 To reduce accidental fires in the home, and the deaths and injuries they cause on Merseyside, by a further 5% by 2017	
Action	In the past ten years Merseyside Fire and Rescue Authority has reduced accidental fires in the home by 37%. 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.
How this impacts on Equality and Diversity: protected characteristics – 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 discabled people. Our activity ficuses on reducing risk for vulnerable people.	
Update at Quarter 3 2016/17: At the end of Q3 2016/17 there have been a total of 713 Accidental Dwelling Fires. This is a reduction of 86 incidents on 2015/16. Operational Crews have conducted over 36,000 Home Fire Safety Checks (HFSC) during Q1, Q2 and Q3 (75% of the annual target). Prevention staff have also implemented specific HFSC campaigns aimed at selective licencing areas, targeting Private Landlord accommodation.	

Equality Objective 2 To cut accidental kitchen fires in social housing by 5% by 2017	
Action	We will reduce risk for people who live in rented properties across Merseyside by continuing to build productive relationahsips with registered social landlords.
How this impacts on Equality and Diversity: protected characteristics – Age, disability and 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 rivately rented accommodation and we want to help them too.	
Update at Quarter 3 2016/17: At the end of Q2 2016/17 there have been 79 Accidental Kitchen Fires in properties owned by Registered Social Landlords. Though this is a reduction of 16 Accidental Kitchen Fires on Q2 2015/16. Kitchen and Cooking safety has been highlighted throughout campaigns during Q1 and Q2. This combined with the	

Fire Kills campaign in July has seen this highlighted with Registered Providers, Private Landlords and Residents.

Equality Objective 3 To reduce deliberate antisocial behaviour fire setting by 5% by 2017	
Action	We will continue to engage with young people in vulnerable areas through our award winning youth engagement programmes
How this impacts on Equality and Diversity: protected characteristics – Age and socio-economic disadvantage: The anti-social 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.	
Update at Quarter 3 2016/17: At the end of Q3 2016/17 there have been a total of 3358 deliberate secondary fires attended. This is a reduction of 34 incidents. Through an intelligence led risk management approach, we will continue to identify Arson and ASB hotspots to reduce secondary fires through education and engaging with our partner agencies. We will also deploy our resources efficiently during spate conditions to ensure that our communities receive a quality service delivery around the reduction of risk in our communities.	

Equality Objective 4 To reduce the number of people killed or seriously injured in road traffic collisions by 37.5% by 2020	
Action	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
How this impacts on Equality and Diversity: protected characteristics – 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 people safer on the roads, whilst also monitoring RTC risks in relation to young and old across all five districts and responding accordingly.	
Update at Quarter 3 2016/17: Concerning both RTCs and resulting injuries, there have been increases within both categories when compared to Q3 2015/16. RTC's have seen an increase of 23 incidents, from 413 to 436. Injuries resulting from RTC's have increased from 270 to 281, a difference of 11.	

Equality Objective 5 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.	
Action	Our aim is to create a strong cohesive organisation which is positive about rising to the future challenges we face by increasing representation of all minority groups within the communities of Merseyside in the fire and rescue service.
How this impacts on Equality and Diversity: protected characteristics – Gender and ethnic origin: We'd like our workforce to better represent the make-up of our communiuties and will work to encourage applications from under represented groups when we carry out any recruitment.	
Update at Quarter 3 2016/17: In all cases we have exceeded our baseline figure for Gender. Significantly, female apprentices by 15 percentage point and firefighters by 11 percentage points. In terms of our BME baseline figures, this has not been met, further work needs to take place to focus on Positive Action and the part it can play in relation to recruiting BME	

candidates for both apprenticeship and firefighter roles.

6.3 EQUALITY OBJECTIVES 2017/20:

Equality Objective 1 Create a strong cohesive organisation that is positive to rising to the future challenges we face.	
Action	• Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups • Delivering Positive Action programmes across all occupations where under representation exists, and learning from and sharing results • Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as an employer of choice to those groups underrepresented in our workforce • Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief • Reviewing progression and promotion across all levels of the organisation
How we will measure our success	Increased diversity of our workforce and volunteers, at all levels, in order to reflect the local community we serve. Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment	

Equality Objective 2 Ensure that people from diverse communities receive equitable services that meet their needs.	
Action	• Carry out activities to help us know and understand our diverse communities including: ○ Gathering and data and intelligence to help us know and understand our diverse communities better ○ Engaging with diverse communities to understand their needs in relation to the services we provide ○ Using knowledge and data, to target services to the diverse communities at most risk ○ Improving Equality Monitoring of the services we deliver to our communities (e.g HFSC Monitoring) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation • Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve
How we will measure our success	We will have meaningful data that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses)
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: This work will strengthen our services to meet the needs of a wide range of diverse communities. By understanding people's needs and carrying out engagement we can ensure that those groups are fully supported by the Fire and Rescue Service to help reduce risk.	

Equality Objective 3 Reducing fires and other incidents amongst the vulnerable protected groups	
Action	• Continuing to prioritise Home Fire Safety Checks to high risk people and places • Continuing to engage with young people in vulnerable areas • Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, hate crime and safeguarding • Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents
How we will measure our success	• We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: By better understanding the impacts for diverse community groups in terms of fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of : Age, Gender, Ethnicity, Religion, LGBT and Disability	

Equality Objective 4 To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."	
Action	• Development of equality and diversity training including: e-learning, equality and diversity related workshops, inductions for new staff • Embedding Equality and Diversity in our volunteering programmes and youth engagement. • Helping Authority Members understand their role in scrutinising the organisation's delivery of equality and diversity outcomes • Carrying out Equality Impact Assessments • Creating a diverse supplier base for goods and services in our procurement procedures • Supporting staff groups and forums to help us understand our diverse groups of staff and their contribution to the organisation • Using staff survey results to understand levels of engagement in relation to the protected groups
How we will measure our success	• Staff will feel better equipped to manage their functions and delivery of services to all communities in a confident way. This could be measured through the Staff Survey engagement and the outcomes delivered to different groups and community feedback from after the incident reports. Monitoring the number of training sessions completed around Equality and Diversity • Improvement in levels of engagement amongst staff from the protected groups
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand and meet the needs of different protected groups and foster good relations between groups	

Equality Objective 5 To continue to aspire to achieving excellence, or equivalent, in a Fire and Rescue Service Equality Framework	
Action	• Prepare an Equality and Diversity self-assessment • Undertake a Peer Assessment, if available
How we will measure our success	By maintaining excellence in a Fire and Rescue related Equality and Diversity Framework if available
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: Taking part in an assessment helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regard to the needs of staff and public we serve in relation to the 9 protected groups.	

7.1 FUNCTIONAL PLANS 2017/18

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 MFRS, review progress against their Key Deliverables for the previous year and identify their priority actions for the next year.

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

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

Each action point in the Service Delivery Plan is managed as a project providing an auditable lifecycle of progress set against the project plan. Each Function lead reports regularly on their Functional Plan in PIPS (Planning, Intelligence and Performance System) on the MFRS Intranet Portal. These updates are collated into a report to Community Safety and Protection Committee on a four monthly basis which is published on our website.

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

Within this Service Delivery Plan Merseyside Fire and Rescue Authority will aim to deliver safe and effective services across Merseyside. Delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our core values and the risks 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, planning for 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 are key objectives.

7.2 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 key deliverables below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans:-

Operational Preparedness:

Operational Planning

FP/17/18/1.1 As lead Authority for National Resilience develop a structure to support the provision of National Resilience training and maintain links with the National Resilience Assurance Team (NRAT).

FP/17/18/1.2 Review and continue implementation of the Standard Operational Procedures (SOP) in line with the National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG.

FP/17/18/1.3 To continue with a full review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and amend or replace as necessary.

FP/17/18/1.4 Review resilience arrangements to support Tactical Co-ordinating Group (TCG) and Strategic Co-ordinating Group (SCG) during large scale/significant incidents.

Training

FP/17/18/1.5 Develop the Training and Development Academy and Croxteth fire station site.

Operational Support

FP/17/18/1.6 Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Operational Response function.

FP/17/18/1.7 Continue a cross directorate review of operational personal protective equipment and support staff uniform.

FP/17/18/1.8 Create a mobile logistics/welfare system available for deployment.

Operational Response:

Health and Safety

FP/17/18/2.1 Evaluate and review the organisational and individual risk posed by staff working different shift patterns.

FP/17/18/2.2 Undertake a review of the current management of occupational road risk processes in line with legislation and UK fire and rescue services guidance.

FP/17/18/2.3 Involvement in the National Operational Learning Project to develop, trial and review the Bow Tie Risk Assessment methodology with a view to implementation into MFRS Standard Operating Procedures,

FP/17/18/2.4 Research and develop an interactive analytical risk assessment template capable of being completed electronically.

Service Delivery

FP/17/18/2.5 Build on the feedback from the 2016 staff survey and our Service aim 'Excellent People'.

FP/17/18/2.6 Continue to support and develop a greater understanding and awareness of equality and diversity and support our equality and diversity plan.

FP/17/18/2.7 Manage the performance outputs of each fire station to support our Service aims 'Excellent Prevention and Protection' and 'Excellent Operational Preparedness'.

FP/17/18/2.8 Continue to build commitment to our Service aim 'Excellent Operational Response'.

Time and Resource Management

FP/17/18/2.9 Develop a business case for the planned phase 3 developments of StARS including introduction of self-rostering duty systems into the application and implement changes subject to approval of the business case.

FP/17/18/2.10 Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing wholetime retained working at a further 2 locations.

FP/17/18/2.11 In conjunction with Service Delivery review the performance of our current wholetime retained working and implement changes as necessary to improve performance.

Operational Response

FP/17/18/2.12 During 2016/17 we were able to undertake a benchmarking exercise to evaluate our Time and Resource Management, Health and Safety and Service Delivery models, structure and performance in comparison to our peers. This important task will be prioritised in 2017/18 to ensure we are utilising our resources in the cost effective and efficient manner.

People and Organisational Development:

FP/17/18/3.1 Continue to deliver a comprehensive workforce strategy.

FP/17/18/3.2 Evaluate organisational roles and grades against delivery requirements.

FP/17/18/3.3 Continue to introduce flexible contracts and working.

FP/17/18/3.4 Deliver a support staff review.

FP/17/18/3.5 Continue to develop a range of strategies to improve fitness and wellbeing.

Community Risk Management

People

FP/17/18/4.1 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/17/18/4.2 Our prevention work contributes to protecting vulnerable people, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We recognise the Equality Objectives set by the Service and that Merseyside has a number of social challenges and how those challenges can place additional stress on individuals and communities.

Place – Community Safety

FP/17/18/4.3 Reflecting the emphasis on anti-social behaviour in the Crime and Policing Act 2017. The Function acknowledges the need to put vulnerable people and communities at the heart of everything we do. This means a move towards a more intelligence led service that looks to intervene much earlier to prevent escalation and to reduce demand on services.

FP/17/18/4.4 Reflecting the emphasis on road safety in the Police and Crime Commissioners Police and Crime Plan 2017/20 the Function acknowledges that road safety is a key partnership priority impacting on both community safety and economic growth. This means more intelligence led interventions that improve road safety and reduce demand for services.

FP/17/18/4.5 Reflecting the emphasis on water safety in the National Water Safety Strategy 2016/26 the Function acknowledges that Merseyside has a large number of water related risks. We will work with partners to move towards more intelligence led interventions that improve water safety and reduce demand for services.

Premises – Community Fire Protection

FP/17/18/4.6 Review the Risk based Inspection Programme to target risk more effectively.

FP/17/18/4.7 Work with Liverpool City Region Local Enterprise Partnership (LEP) to develop a Merseyside wide Better Business for All partnership .

FP/17/18/4.8 Improve operational fire safety by embedding the Simple Operational Fire Safety Assessment (SOFSA), introduction of Protection Hubs, delivery of training in premises with fire engineered solutions and heritage status and enhance the Protection Watch Manager role to provide tactical advice at operational incidents.

Youth Engagement

FP/17/18/4.9 Develop a youth engagement strategy.

FP/17/18/4.10 Enhance integration within the Community Risk Management Function.

FP/17/18/4.11 Explore collaboration opportunities with Merseyside Police youth engagement.

Strategy and Performance

FP/17/18/5.1 Continue to embed Equality and Diversity excellence into the organisation.

FP/17/18/5.2 Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.

FP/17/18/5.3 Develop and maintain effective communications and media management with high quality presentation and promotion of information.

FP/17/18/5.4 Work with other functions to ensure the Service is prepared for a future Fire and Rescue Service standards and inspection programme.

Finance:

FP/17/18/6.1 Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.

FP/17/18/6.2 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/17/18/6.3 Support the Fire and Police Support Service Collaboration team in production of any business plans and option evaluations.

Legal Services:

Democratic Services:

FP/16/17/7.1 Create a website page specifically for Authority members, to enable easy access to relevant information from one place.

FP/16/17/7.2 Continue to improve Authority member engagement with all groups of staff and increase awareness of all employees to the role of the Authority and members.

FP/16/17/7.3 Support corporate priorities and work to ensure the successful delivery of priority work programmes.

Procurement:

FP/16/17/7.4 Identify efficiencies and implement improvements in procurement activity.

Legal:

FP/16/17/7.5 Provide an improved legal service to fire stations in the community.

FP/16/17/7.6 Continue to provide timely legal support throughout the current station mergers project and any future projects particularly with regards to risk and insurance,

contractual and commercial arrangements, potential challenges (eg judicial review) and land and title issues.

FP/16/17/7.7 Legal, procurement and democratic services will together provide advice, training and development to all departments and fire stations as identified and required.

Strategic Change and Resources

Estates:

FP/16/17/8.1 Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio.

FP/16/17/8.2 Ensure operational goals and objectives can be achieved through the estates portfolio including co-location and shared use of facilities.

Information and Communication Technology:

FP/16/17/8.3 Implement an information, communication and technology infrastructure that will enable efficiency through current and emerging technology.

FP/16/17/8.4 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.

Station Change Programme:

FP/16/17/8.5 Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio.

FP/16/17/8.6 Manage change projects to ensure that the Authority's physical infrastructure and Ways of Working are delivered in line with value for money principles.

8.1 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 Community Risk Management Plan. These Plans are attached as Appendix 3.

9.1 CONSULTATION AND COMMUNICATION:

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

Consultation is embedded within all aspects of planning in MFRA. During 2016/17 we undertook extensive consultation regarding the planning principles MFRA should apply when developing draft proposals for the draft IRMP 2017/20. Then later in 2016 we ran a further 12 week consultation to seek opinions on the proposals in the draft IRMP. 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
- Extensive use of the internet (website, portal, Facebook and Twitter) 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.

APPENDIX 1: GENERAL MFRA – GLOSSARY OF TERMS

ACAS	Advisory Concilliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BBfA	Better Business for All
BME	Black Minority Ethnic
CBT	Crew Based Training
CBRNE	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFP	Community Fire Protection
CFOA	Chief Fire Officers Association
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Sunstances Hazardous to Health
CPL	Combined Platform Ladder
CRM	Community Risk Management
CRR	Corporate Risk Register
CSM	Community Safety Manager
CSU	Command Support Unit
D2A	Drive to Arrive
DAG	Diversity Action Group
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
DoE	Duke of Edinburgh Awards
DPM	District Prevention Manager
DTI	Department of Trade and Industry
EDBA	Extended Duration Breathing Apparatus
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
EMR	Emergency Medical Response
EPU	Emergency Planning Unit
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPOS	First Person on Scene
FS	Fire Safety
FSD	Fire Service Direct

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

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

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Merseyside FIRE & RESCUE SERVICE

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.

BENCHMARK INDICATORS	SERVICE PLAN, OUTCOMES KEY PERFORMANCE INDICATORS	OUTPUTS: 1st TIER MINOR OUTCOMES & LPIs	2nd TIER OUTPUT LPI
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	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	DC28. Total number of Home Fire Safety Checks (HFSC's) completed including: Station, Prevention and Other DC27. % of Accidental Dwelling Fires where: no smoke alarm was fitted New: DC210. % of accidental dwelling fires, where the origin of the fire was in the kitchen New: DC211. Number of accidental fires taking place in Sheltered Accommodation DR21. The % 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	DC31.Total Number of HFSC's completed by Operational Station Personnel DC32. % of HFSC completed by Operational Station Personnel, who have been identified from Status Reports DC34 .% of HFSC's carried out by stations that were high risk DC35. Number of HFSC's completed by other agencies/partners 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
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	NC11. Number of deliberate fires in non-domestic premises attended NC12. Number of accidental fires in non-domestic premises attended	NC21. Number of Fire Safety audits by Fire Protection Officers NC22. Number of Simple Operational Fire Safety Audits by Operational Crews (SOFSA)	NO31. Conduct 100% of Scheduled COMAH exercises NO32. Conduct 100% of scheduled COMAH external plan reviews
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	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	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)	

BENCHMARK INDICATORS	SERVICE PLAN, OUTCOMES KEY PERFORMANCE INDICATORS	OUTPUTS: 1st TIER MINOR OUTCOMES & LPIs	2nd TIER OUTPUT LPI
TO00: Total Number of Emergency Calls Received **TP01: Total number of incidents attended** **TP05: Total Special Services 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**	RC11. Total number of RTC's incidents attended RC13. Number of fatalities at RTC' incidents attended RC12. Number of Injuries at Road Traffic Collisions incidents attended	RR23. RTCs involving fire service vehicles RC22. Number of injuries at RTC's (serious) attended RC21. Number of injuries at RTC's (slight) attended	RR31. Fire appliance hit other vehicle / object whilst responding to operational incident RR32. Fire Appliance hit other vehicle / objects whilst engaged in routine activities RR33. Light Vehicle hit other vehicle / object whilst responding to operational incident. RR34. Light Vehicle hit other vehicle / objects whilst engaged in routine activities
TP05: Total Special Services Attended	SR11. Number of calls to Cardiac & Respiratory related incidents from NWAS (Pilot) New: SR12. Number of ATTENDANCES to Cardiac & Respiratory related incidents from NWAS (Pilot)		
TO00: Total Number of Emergency Calls Received **TP01: Total number of incidents attended** **TP06: Total False Alarms Attended** **TC07: Total number of non emergency interventions** **TC011: Total Number of False Alarms Attended, discounting False Alarm Good Intent**	FC11. The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic Properties Attended FC12. The number of false alarm calls due to automatic fire alarm equipment in Domestic Properties Attended	FC23. The Number of Automatic Fire alarms attended which are classed as "unwanted". FC21. Number of Malicious False Alarms Attended FC22. Number of False Alarm Good Intent Attended	FC31. Number of calls received by Fire Control to Fire Alarm Actuations
TD09. Percentage of available shifts lost to sickness / absence	WD11. Percentage of available shifts lost to sickness / absence per Whole-time Equivalent GREY book (operational) personnel. WD12. Percentage of available shifts lost to sickness / absence per Whole-time Equivalent GREEN & RED book (non uniformed) personnel. WR13. Total number of operational staff injuries—on duty	WR21. Number of operational staff injuries at incidents / risk critical training WR22. Number of operational staff injuries conducting other routine duties	CO31. Site Specific Risk Information (SSRI) - Fire-fighter Safety - number of sites visited resulting in a site specific plan CO32. % of operational personnel who have completed on-line assessments CO33. % of operational personnel who have attended all risk critical training courses. CO34. % of MF&RS Officers who have completed an assessment of command competence in the last 2 years CO35. % of operational personnel who have completed Safe Person Assessments (SPA) WR31. Reporting of the levels of Near Miss reports recorded by the service WR32. Number of non operational staff injuries – on duty
TE010 Carbon Output of all buildings	EE11. Electricity used by all MF&RS buildings - divided by floor space EE12. Gas used by all MF&RS buildings - divided by floor space EE13. Water used by all MF&RS buildings - divided by floor space EE14. Waste generated per person per annum	EE21. Proportion of high risk (category 1 & 2) environmental incidents of all Environmental incidents.	

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Kirkdale Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Kirkdale will: Complete allocated SSRI inspections within specified station area. Complete all hydrant surveys. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant Standard Operating Procedures. Liaise and collaborate with strategic partners to assist in operational preparedness matters. Compete all e-learning packages and achieve the required standard.	The team at Kirkdale will: Continuously develop skills, knowledge and understanding of service equipment and procedures through practical and theoretical training. Attend partner stations to carry out joint training events and host similar events on a monthly basis. Continue to develop their skills and knowledge in mass decontamination to further enhance their role in this area. Complete all allocated SPA's Follow Service guidance, policies and procedures. Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace.	The Kirkdale team will: Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals. Support partner stations in targeted community safety activities. Ensure robust liaison with Community Risk Management and District Prevention is continued so resources are utilised effectively. Develop strategies and activities to reduce ASB fires. Carry out Simple Operational Fire Safety Assessments.	The Kirkdale team will: Support each other to develop and promote a positive culture whereby all individuals fulfil their potential. Carry out appraisals that address individual development needs and organisational objectives. Work towards reducing absence in line with Service policies. Engage with, and support, local youth groups to promote MFRS values.

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.

	Estimated 2016/17	Target 2017/18
All Fires	409	424
Accidental Dwelling Fires (ADFs)	48	57
Anti-Social Behaviour Fires (ASBs)	243	252
RTC	30	25
Malicious False Alarm	13	9
Unwanted Fire Signals	110	94
Alert to mobile	95.64%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	57
Home Fire Safety Checks (HFSC's)	1836
Hydrant Surveys	82
Waste and Fly Tipping	24
Simple Operational Fire Safety Assessments	96
Prevention Talks	12
Off Station Exercising	2

The 2017/18 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

Liverpool City Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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, in both driving and cage operation. All personnel will engage & complete allocated 186 SSRI inspections within the City Centre station area. Hydrant surveys will be completed annually. With the main focus during the drier months. Attention will be given to the areas of the city where fires have occurred. The station will train against identified risks within their station/specified areas as per Site Specific Operational Response Plans.	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. All personnel to complete allocated Safe Person Assessments.	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. Crews will carry out Simple operational fire safety assessments and liaise with protection staff to ensure non domestic fires are reduced	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. For 2017 this will be the end of May. 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.

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.

	Estimated 2016/17	Target 2017/18
All Fires	281	243
Accidental Dwelling Fires (ADFs)	20	28
Anti-Social Behaviour Fires (ASBs)	110	104
RTC	22	18
Malicious False Alarm	27	30
Unwanted Fire Signals	349	276
Alert to mobile	96.87%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	186
Home Fire Safety Checks	556
Hydrant Surveys	71
Waste & Fly Tipping	48
Prevention talks	24
Simple Operational Fire Safety Audits	96
Off Station Exercising	2

The 2017/18 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 2017-18

Excellent Operational Preparedness

Staff will complete allocated SSRI inspections within station areas and ensure this is current and available to crews.

Manage the availability of water supplies through hydrant inspections and open water source identification.

Attend all core and risk critical training courses at the TDA.

Train against identified risks within their station area and site specific operational response plans.

Complete allocated Learnpro and achieve the required standard.

Undertake Safe Person Assessments ensuring the required standard is met, maintained and recorded.

Familiarise and exercise against risks in the station area such as a major hospital, football stadia, businesses and city centre premises which the crew often attend.

Excellent Operational Response

All personnel will maintain the highest standards of operational response through training, exercising and audit.

Maintain competencies against IRU and flood response through regular pre-planned training and yearly validation.

Test and maintain all equipment and PPE in line with Service policy

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

Support key station principle to maintain the 10 minute response standard on 90% of occasions.

Remain vigilant to prevent accidents occurring, actively record and manage health and safety in the workplace.

Established crews will play a key role in supporting the operational response of the Firefighters in development through various activities.

Excellent Prevention and Protection

Staff at Kensington will deliver HFSC's on a risk based approach, utilising status reports, local knowledge, incident data and partner information to identify specifically over 65's and the most vulnerable in our community.

Incorporate a number of seasonal campaigns and themes into prevention activities which will be both locally and functionally led and will respond to local demands as well as national campaigns such as CFOA and Firekills.

Conduct Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation and to familiarise crews.

Link in with the Arson Reduction Team to support intelligence activities.

Excellent People

Appraisals for all staff will be conducted in April and May to review performance and promote personal development.

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

During appraisals individuals will be identified who would like to develop or progress their careers and ensure opportunities are created to support this.

Provide sufficient support for the Firefighters in development via mentorship, dedicated contact managers, training and development activities.

Training opportunities in line with station roles where the exigencies of the service allow.

Absence levels will be in line with services policy.

Fitness levels will be maintained supported by shift related physical training activity.

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.

	Estimated 16/17	Target 2017/18
All Fires	418	435
Accidental Dwelling Fires (ADFs)	60	61
Anti-Social Behaviour Fires (ASBs)	237	258
RTC	28	19
Malicious False Alarm	15	17
Unwanted Fire Signals	189	154
Alert to mobile	97.11%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual Target 2017/18
Site specific risk information (SSRIs)	64
HFSC's	2160
Hydrant checks	73
Waste & fly tipping	24
Prevention talks	24
SOFSA	72
Seasonal prevention campaigns	4
Off station exercises	4

The 2017/18 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

Speke and Garston Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness

Staff will complete allocated Site Specific Risk Information (SSRI) inspections within station areas.

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

Attend all core risk critical training courses as required

Complete allocated Learnpro packages to maintain theoretical knowledge

Organise off site training exercises against risks in our station area

Maintain close links with personnel at John Lennon Liverpool Airport Fire Station to share information about risk and engage in joint training activity

Excellent Operational Response

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

Complete all allocated Safe Person Assessments.

Ensure correct Personal Protective Equipment is worn and maintained in line with service policies

Remain vigilant to prevent accidents and engage to support a strong health and safety culture

Ensure that alert to mobile times are met.

Communicate risks we face effectively to peers and managers

Excellent Prevention and Protection

Staff at Speke will target Home Fire Safety Check (HFSC) activity using status reports & historical data so that we reach the most vulnerable in our community.

Ensure that referrals requiring Advocate intervention, or safeguarding, are made via the approved process, containing sufficient information to enable others to act quickly and effectively.

Complete seasonal campaigns and prevention talks based on the PPRS calendar to promote social cohesion, reduce anti-social behaviour and contribute to safer, stronger communities

Engage with local businesses to complete simple fire safety audits of premises and promote business fire safety.

Work closely and share information effectively with Community Risk Management to identify building or vehicle fires & assist in delivery of post fire campaigns to reassure our local community.

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.

Identify and support firefighters who would like to seek promotion.

Reduce absence levels to the lowest possible level and ensure that back to work interviews and support plans are completed for those staff who need them, in line with relevant timescales.

Speke and Garston Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 16/17	Target 2017/18
All Fires	288	327
Accidental Dwelling Fires (ADFs)	34	34
Anti-Social Behaviour Fires (ASBs)	157	196
RTC	29	33
Malicious False Alarm	3	6
Unwanted Fire Signals	43	42
Alert to mobile	97.67%	95%
Station Audit Performance		80%
Sickness		4%

The 2017/18 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 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Old Swan will: Complete allocated SSRI inspections within specified station area. Complete all hydrant surveys. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant Standard Operating Procedures. Liaise and collaborate with strategic partners to assist in operational preparedness matters. Compete all e-learning packages and achieve the required standard.	The team at Old Swan will: Continuously develop skills, knowledge and understanding of service equipment and procedures through practical and theoretical training. Attend partner stations to carry out joint training events and host similar events on a monthly basis. Continue to develop their skills and knowledge to further enhance their role. Complete all allocated SPA's Follow Service guidance, policies and procedures. Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace.	The Old Swan team will: Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals. Support partners stations in targeted community safety activities. Ensure robust liaison with Community Risk Management and District Prevention is continued so resources are utilised effectively. Develop strategies and activities to reduce ASB fires. Carry out Simple Operational Fire Safety Assessments.	The Old Swan team will: Support each other to develop and promote a positive culture whereby all individuals fulfil their potential. Carry out appraisals that address individual development needs and organisational objectives. Work towards reducing absence in line with Service policies. Engage with, and support, local youth groups to promote MFRS values.

Old Swan Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 2016/17	Target 2017/18
All Fires	434	471
Accidental Dwelling Fires (ADFs)	81	73
Anti-Social Behaviour Fires (ASBs)	251	280
RTC	41	37
Malicious False Alarm	5	10
Unwanted Fire Signals	162	131
Alert to mobile	96.99%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	63
Home Fire Safety Checks (HFSC's)	1836
Hydrant Surveys	95
Waste and Fly Tipping	72
Simple Operational Fire Safety Assessments	96
Prevention Talks	24
Off Station Exercising	2

The 2017/18 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

Toxteth Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Staff will complete allocated Site Specific Risk Information (SSRI) inspections within station areas. Hydrant surveys will be completed at optimum times utilising a seasonal based approach Attend all core risk critical training courses as required. Complete allocated Learnpro packages to maintain theoretical knowledge. Organise off site training exercises against risks in our station area. Develop and maintain skills and knowledge to ensure we can provide an excellent level of command support at incidents as part of our specialist role.	All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures. Complete all allocated Safe Person Assessments. Ensure correct Personal Protective Equipment is worn and maintained in line with service policies Remain vigilant to prevent accidents and engage to support a strong health and safety culture Ensure that alert to mobile times are met. Communicate risks we face effectively to peers and managers	Staff at Toxteth will target Home Fire Safety Checks (HFSC) activity using status reports and historical data so that we reach the most vulnerable in our community. Ensure that referrals requiring Advocate intervention, or safeguarding, are made via the approved process, containing sufficient information to enable others to act quickly and effectively. Complete seasonal campaigns and prevention talks based on the PPRS calendar to promote social cohesion, reduce anti-social behaviour and contribute to safer, stronger communities Engage with local businesses to complete simple fire safety assessments of premises and promote business fire safety. Work closely and share information effectively with Community Risk Management to identify building or vehicle fires and assist in delivery of post fire campaigns to reassure our local community.	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. Identify and support firefighters who would like to seek promotion. Reduce absence levels to the lowest possible level and ensure that back to work interviews and support plans are completed for those staff who need them, in line with relevant timescales.

Toxteth Community Fire Station

Community Risk Management Plan 2017-18

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.

	Current	Target 2017/18
All Fires	445	384
Accidental Dwelling Fires (ADFs)	56	72
Anti-Social Behaviour Fires (ASBs)	275	212
RTC	31	30
Malicious False Alarm	19	15
Unwanted Fire Signals	258	243
Alert to mobile	93.93%	95%
Station Audit Performance		80%
Sickness		4%

Site specific risk information (SSRIs)	76
HFSC's	1836
Hydrant checks	97
Waste & fly tipping patrols	60
Prevention talks	24
SOFSA	50
Seasonal prevention campaigns	4
Off station exercises	2

The 2017/18 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

Aintree Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Staff will complete allocated SSRI inspections within station areas and ensure this is current and available to crews. Manage the availability of water supplies through hydrant inspections and open water source identification. Attend all core and risk critical training courses at the TDA. Train against identified risks within their station area and site specific operational response plans. Complete allocated Learnpro and achieve the required standard. Undertake Safe Person Assessments ensuring the required standard is met, maintained and recorded. Familiarise and exercise against risks in the station area such as major hospital, 2 prisons, neurological hospital, Aintree racecourse, business parks, motorway networks and small businesses.	All personnel will maintain the highest standards of operational response through training, exercising and audit. Maintain competencies against IRU and flood response through regular pre-planned training and yearly validation. Test and maintain all equipment and PPE in line with Service policy Test local and operational plans through training, exercising and table top scenarios. Support key station principle to maintain the 10 minute response standard on 90% of occasions. Remain vigilant to prevent accidents occurring, actively record and manage health and safety in the workplace. Established crews will play a key role in supporting the operational response of the Firefighters in development through various activities.	Staff at Aintree will deliver HFSC's on a risk based approach, utilising status reports, local knowledge, incident data and partner information to identify specifically over 65's and the most vulnerable in our community. Incorporate a number of seasonal campaigns and themes into prevention activities which will be both locally and functionally led and will respond to local demands as well as national campaigns such as CFOA and Firekills. Conduct Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation and to familiarise crews. Link in with the Arson Reduction Team to support intelligence activities.	Appraisals for all staff will be conducted in April and May to review performance and promote personal development. Realistic objectives will be set that will support individual, team and organisational aims and objectives. During appraisals individuals will be identified who would like to develop or progress their careers and ensure opportunities are created to support this. Provide sufficient support for the Firefighters in development via mentorship, dedicated contact managers, training and development activities. Training opportunities in line with station roles where the exigencies of the service allow. Absence levels will be in line with the Service's policy. Fitness levels will be maintained supported by shift related physical training activity.

Aintree Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 17/18	Target 2017/18
All Fires	283	296
Accidental Dwelling Fires (ADFs)	32	34
Anti-Social Behaviour Fires (ASBs)	109	160
RTC	12	17
Malicious False Alarm	9	7
Unwanted Fire Signals	86	77
Alert to mobile	98.74%	95%
Station Audit Performance		80%
Sickness		4%

Site specific risk information (SSRIs)	86
HFSC's	2160
Hydrant checks	48
Waste & fly tipping	48
SOFSA	72
Seasonal prevention campaigns	4
Off station exercises	2

The 2017/18 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

Belle Vale Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Belle Vale will: Manage water supplies for operational incidents by inspecting each hydrant and other water supplies within the station area. Identify and test alternative water supplies. Gather Site Specific Risk Information on premises to ensure that key risk information is available to operational crews. Attend TDA to ensure core skills are maintained. Maintain specialist skills through training and prepare for specific incident types matching the station profile. Complete all Learnpro assessments to maintain underpinning knowledge and understanding. Identify, risk assess and test key locations for HVP access to large capacity open water supplies.	The team at Belle Vale will: Maintain operational competence to ensure all aspects of operational response can be conducted safely and efficiently. Maintain high volume pump capability by training and exercising with other HVP crews, plus familiarisation to non- HVP crews. Conduct routine testing and maintenance of equipment. Test operational plans through routine off site and table-top exercising. Promote a positive safety culture to manage health and safety requirements. Support the Key Station principle by providing cover moves to maintain 10 minute response standard. Mobilise to incidents in the fastest possible time.	As part of the service delivery plan for Community Risk Management, Belle Vale will: Deliver Home Fire Safety Checks (HFSC's) on a risk based approach to ensure that our resources are utilised to maximum effect. Station staff will utilise status reports, local knowledge and incident history to ensure we are targeting vulnerable groups. Conduct seasonal and post fire hot spot campaigns. Incorporate seasonal themes as identified through local and national campaigns. Conduct Simple Operational Fire Safety Assessments to provide advice and guidance to ensure small businesses comply with legislation. Deliver presentations talks and demonstrations to groups to support community safety. Belle Vale is a Safe Haven and staff will promote the facility to the community.	Individual appraisals will be conducted within April and May of 2017 to continue support and development of staff. Objectives will be set that will support individual team and organisational aims and objectives. Review individual performance and support staff to promote continuous improvement The station management team will manage absence levels and support staff in line with service procedures We will develop staff wishing to progress into management roles. All staff will promote a positive working environment that reflects the values expected of MFRS staff We will review and share best practice. We will manage staffing to ensure efficient use of resources.

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.

	Estimated 2016/17	Target 2017/18
All Fires	190	202
Accidental Dwelling Fires (ADFs)	28	30
Anti-Social Behaviour Fires (ASBs)	120	126
RTC	27	18
Malicious False Alarm	5	4
Unwanted Fire Signals	90	74
Alert to mobile	97.49%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	34
Home Fire Safety Checks (HFSC's)	1836
Hydrant Surveys	54
Waste and Fly Tipping	24
Simple Operational Fire Safety Assessments	96
Prevention Talks	12
Off Station Exercising	2

The 2017/18 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 2017-18

There are 46 projected SSRI's for revisit in 2017/18 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.

61 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 a100% 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 .

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.

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 2017/18.

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 Community Risk Management to reduce the high levels of deliberate secondary fires on Croxteth area.

Croxteth will continue to train with the new Simple Operational Fire Safety Audits and assist in its development. Audits will be aimed at the local smaller businesses and be identified using intelligence from Protection and local knowledge.

Crews will complete appraisals during Apr/May. 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 Concept of Opeations Document.

Absence levels will continue to be kept minimal due to the high commitment shown by Search and Rescue Team (SRT) staff.

The support mechanisms available under Conduct & Capability and Occupational Health will be utilised where absence does occur.

SM will work with Time and Resource Manangement to attract new personnel to SRT to maintain staffing against projected retirements.

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.

	Estimated 16/17	Target 2017/18
All Fires	509	422
Accidental Dwelling Fires (ADFs)	50	45
Anti-Social Behaviour Fires (ASBs)	371	287
RTC	36	30
Malicious False Alarm	10	9
Unwanted Fire Signals	74	60
Alert to mobile	97.33%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	46
Home Fire Safety Checks	2160
Hydrant Surveys	61
Waste & Fly Tipping	48
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	72
Off Station Exercising	2

The 2017/18 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 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Birkenhead will: Complete allocated SSRI inspections within specified station area. Complete all hydrant surveys. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant SSOP's. Liaise and collaborate with strategic partners to assist in operational preparedness matters. Compete all e-learning packages and achieve the required standard.	The team at Birkenhead will: Continuously develop skills, knowledge and understanding of service equipment and procedures through practical and theoretical training. Attend partner stations to carry out joint training events and host similar events on a monthly basis. Continue to develop their skills and knowledge in command support to further enhance their role as a nominated ICU support station. Complete all allocated SPA's Follow Service guidance, policies and procedures. Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace.	The Birkenhead team will: Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals. Support partners stations in targeted community safety activities. Ensure robust liaison with Community Risk Management and Wirral District Prevention is continued so resources are utilised effectively. Develop strategies and activities to reduce ASB fires. Carry out Simple Operational Fire Safety Assessments.	The Birkenhead team will: Support each other to develop and promote a positive culture whereby all individuals fulfil their potential. Carry out appraisals that address individual development needs and organisational objectives. Work towards reducing absence in line with Service policies. Engage with, and support, local youth groups to promote MFRS values.

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.

	Estimated 2016/17	Target 2017/18
All Fires	478	492
Accidental Dwelling Fires (ADFs)	73	76
Anti-Social Behaviour Fires (ASBs)	275	301
RTC	39	29
Malicious False Alarm	13	14
Unwanted Fire Signals	207	179
Alert to mobile	98.39%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	73
Home Fire Safety Checks (HFSC's)	1836
Hydrant Surveys	84
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	24
Off Station Exercising	2

The 2017/18 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

Bromborough Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
We will Complete SSRI inspections on the COMAH, hospital, industrial risk and river. These provide operational intelligence for incidents. Undertake Core risk critical training at the Training & Development Academy. Attend the required courses when applying for their shifts within the self-rostering system. Measure competencies using both SPA and LearnPro assessment systems. Plan local training exercises identified risks within the station SSOP. Including large areas of SSSI and an island which can only be reached at low tide. Complete, the allocated hydrant surveys, within the 12 month period.	We will Ensure, that as a key station area, we respond to incidents within the 10 minute response isochrones as detailed in the IRMP. Train and assess competence against National and Local policy, guidance and procedures in all areas of operational response. Comply with all areas of Health & Safety. We will conduct operational assurance in the operation environment as quality assurance for this. Achieve a positive safety culture. Identify, investigate and learn from near miss and accidents and injuries.	The station area contains significant areas of socio-economic deprivation and high risk communities. As a station we will Target the high risk and vulnerable over 65 community for prevention activity and safe and well visits. Participate in CFOA and MFRS safety campaigns to engage with the Community. Contribute towards our mission of safer stronger communities. Work closely with the Community Prevention Team to identify vulnerable groups or individuals to receive prevention education. Target anti-social behaviour and waste material build-up to reduce ASB fires. Undertake the Simple Operational Fire Safety audits to ensure businesses are complying with the RRO.	We will Use the appraisal process to identify personal performance objectives. Set objectives to enhance and support development within role or to progress to the next level. Review all areas of the station plan and performance throughout the year as quality assurance. Manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low. 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 2017-18

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.

	Estimated 16/17	Target 17/18
All Fires	200	191
Accidental Dwelling Fires (ADFs)	28	25
Anti-Social Behaviour Fires (ASBs)	116	105
RTC	21	25
Malicious False Alarm	5	3
Unwanted Fire Signals	70	78
Alert to mobile	96.44%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	45
Safe and Well Visits	1836
Hydrant Checks	41
Waste & Fly Tipping	48
Prevention Talks	48
Simple Audits	96
Off station training exercises	2

The target is based upon 5 years historical incident data in 2017-18

Monthly targets are averaged over 12 months. Seasonal capability and projected completion of predetermined yearly targets will allow for a seasonal delivery of the annual figure.

Heswall Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Heswall will: Manage water supplies for operational incidents by inspecting hydrants and other water supplies within the station area. Gather Site Specific Risk Information on premises to ensure that key risk information is available to operational crews. Maintain core skills through training and prepare for specific incident types matching the station profile including high speed roads, rural incidents, mud rescue and coastline. Complete all Learnpro assessments to maintain underpinning knowledge and understanding. Take part in off site tactical exercises to test and embed our operational preparedness. Identify, risk assess and test key locations for HVP access for water supplies.	Maintain operational competence to ensure all aspects of operational response can be conducted safely and efficiently. Maintain HVP capability by training and exercising with other HVP crews. Manage routine testing and maintenance of equipment. Test operational plans through routine off site/tabletop exercising. Maintain knowledge and follow current service guidance, instructions and procedures. Mobilise to incidents in the fastest possible time and provide cover moves to maintain the key station standard. Develop a positive safety culture to manage Health and Safety requirements Promote organisation learning by conducting debriefs/shared learning	Crews from Heswall will: Deliver Home Fire Safety Checks (HFSC's) on a risk based approach so that our resources are utilised to maximum effect. We will direct our resources towards the elderly, socially isolated and other higher risk groups. Incorporate seasonal themes into prevention activities as identified through local needs, national campaigns and in line with the needs of our diverse community. Conduct Simple Operational Fire Safety Assessments to provide advice and guidance to ensure small businesses to comply with legislation. Support ongoing collaboration with community groups to utilise station facilities. Promote Heswall fire station as a Safe Haven to offer assistance to those feeling at risk.	We recognise that our people are our key asset and individual appraisals will be conducted in April and May to continue the support and development of staff. We will review individual performance and support staff to promote continuous improvement. We will develop staff to acquire and use new skills to support service delivery. We will develop staff wishing to progress into management roles. Station management team will manage absence levels and support staff in line with service procedures. The station management team will meet regularly to plan and maintain high standards of service delivery. Staff will promote a positive working environment that reflects the values expected of MFRS staff

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.

	Estimated 2016/17	Target 2017/18
All Fires	54	58
Accidental Dwelling Fires (ADFs)	14	13
Anti-Social Behaviour Fires (ASBs)	28	21
RTC	15	13
Malicious False Alarm	0	1
Unwanted Fire Signals	13	12
Alert to mobile	95%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	44
Home Fire Safety Checks (HFSC's)	1836
Hydrant Surveys	31
Waste and Fly Tipping	12
Simple Operational Fire Safety Assessments	96
Prevention Talks	12
Off Station Exercising	2

The 2017/18 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 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Crews at Upton Fire Station will: Complete Site Specific Risk Information (SSRI inspections) inspections on the hospital, motorway, coastal and significant industrial risk. These provide operational intelligence for incidents. Undertake core risk critical training at the Training & Development Academy. Attend the required courses when applying for their shifts within the self-rostering system. Measure competencies using both SPA and LearnPro assessment systems. Plan local training exercises identified risks within the station SSOP. Including large areas of SSSI and an island which can only be reached at low tide. Complete, the allocated hydrant surveys, within the 12 month period.	Operational crews will: Ensure, that as a key station area, we respond to incidents within the 10 minute response isochrones as detailed in the IRMP. We will ensure that both the Whole Time appliance at Upton are staffed with 5 riders at all times. Train and assess competence against National and Local policy, guidance and procedures in all areas of operational response. Comply with all areas of Health & Safety. We will conduct operational assurance in the operation environment as quality assurance for this. Achieve a positive safety culture. Identify, investigate and learn from near miss and accidents and injuries.	Upton's area contains a large population with areas of socio-economic deprivation and high risk communities. As a station we will Target the high risk and vulnerable over 65 community for prevention activity and safe and well visits. Participate in CFOA and MFRS safety campaigns to engage with the Community. Contribute towards our mission of safer stronger communities. Work closely with the Community Prevention Team directorate to identify vulnerable groups or individuals to receive prevention education. Target anti-social behaviour and waste material build-up to reduce ASB fires. Undertake the Simple Operational Fire Safety audits to ensure businesses are complying with the RRO.	All staff will: Use the appraisal process to identify personal performance objectives. Set objectives to enhance and support development within role or to progress to the next level. Review all areas of the station plan and performance throughout the year as quality assurance. Manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low. Engage in creating a culture within the station which supports colleagues and ensures a positive working environment.

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

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

	Estimated 16/17	Targe17/18
All Fires	278	294
Accidental Dwelling Fires (ADFs)	33	41
Anti-Social Behaviour Fires (ASBs)	158	171
RTC	25	23
Malicious False Alarm	1	4
Unwanted Fire Signals	103	77
Alert to mobile	97.5%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual Target 2017/18
Site Specific Risk Information (SSRIs)	45
HFSC's	1836
Hydrant Checks	65
Waste & Fly Tipping	48
Prevention Talks	48
Simple Audits	96
Off station training exercises	2

The target for 2017/18 is based on 5 years historical incident data.

Monthly targets are averaged over 12 months. Seasonal capability and projected completion of predetermined yearly targets will allow for a seasonal delivery of the annual figure. Upton is planned to become a merged station with West Kirby. As such with the station will take on the admin for West Kirby in this year.

Wallasey Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Wallasey will: Complete allocated SSRI inspections within specified station area. Complete all hydrant surveys. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant SSOP's. Liaise and collaborate with strategic partners to assist in operational preparedness matters. Compete all e-learning packages and achieve the required standard.	The team at Wallasey will: Continuously develop skills, knowledge and understanding of service equipment and procedures through practical and theoretical training. Attend partner stations to carry out joint training events and host similar events on a monthly basis. Continue to develop their skills and knowledge in command support to further enhance their role as a nominated CPL station. Complete all allocated SPA's Follow Service guidance, policies and procedures. Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace.	The Wallasey team will: Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals. Support partners stations in targeted community safety activities. Ensure robust liaison with Community Risk Management and Wirral District Prevention is continued so resources are utilised effectively. Develop strategies and activities to reduce ASB fires. Carry out Simple Operational Fire Safety Assessments.	The Wallasey team will: Support each other to develop and promote a positive culture whereby all individuals fulfil their potential. Carry out appraisals that address individual development needs and organisational objectives. Work towards reducing absence in line with Service policies. Engage with, and support, local youth groups to promote MFRS values.

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.

	Estimated 2016/17	Target 2017/18
All Fires	439	345
Accidental Dwelling Fires (ADFs)	71	58
Anti-Social Behaviour Fires (ASBs)	256	203
RTC	25	18
Malicious False Alarm	7	6
Unwanted Fire Signals	80	97
Alert to mobile	99.3%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	74
Home Fire Safety Checks (HFSC's)	1836
Hydrant Surveys	70
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	36
Off Station Exercising	2

The 2017/18 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 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
There are 56 projected SSRI's for revisit in 2017/18 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. 48 Hydrant surveys will be completed by crews for Bootle's station area. The station training planner provides the LearnPro schedule for the year and crews will complete monthly modules aspiring to a100% completion rate. Personnel to attend all Training & Development Academy core risk critical training courses	The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion rate. Bootle/Netherton 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. 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 record health and safety in the work place. All near misses will be reported.	There were 50 ADF's in 2015/16. The station risk profile is predominantly residential. Watches will prioritise the over 65's when carrying out Home Fire Safety Checks (HFSC's) and will complete 2160 HFSC's 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. Watches will carry out 12 prevention talks over the year to educate and inform community groups. 96 Simple Operational Fire safety Audits will be completed over the year. Audits are aimed at the local smaller businesses. Watches will aim to carry out 72 waste and fly tipping audits. Watches will prioritise busier periods such as during the bonfire period to carry out audits.	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 2017 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.

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.

	Estimated 2016/17	Target 2017/18
All Fires	311	281
Accidental Dwelling Fires (ADFs)	39	42
Anti-Social Behaviour Fires (ASBs)	149	161
RTC	24	27
Malicious False Alarm	0	3
Unwanted Fire Signals	61	49
Alert to mobile	97.17%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	56
Home Fire Safety Checks	2160
Hydrant Surveys	48
Waste and Fly tipping	72
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	96
Prevention Talks	12
Off station training exercises	2

The 2017/18 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 2017-18

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 46 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 Protective 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 Command Support Unit capability and attend incidents in support of the Incident Command System.

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 1836 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.

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

Crews will carry out Simple Operational Fire Safety Assessments 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 2017 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.

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

Crosby Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 2016/17	Target 2017/18
All Fires	310	335
Accidental Dwelling Fires (ADFs)	54	65
Anti-Social Behaviour Fires (ASBs)	150	179
RTC	18	19
Malicious False Alarm	8	8
Unwanted Fire Signals	114	86
Alert to mobile	93.92%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	46
Home Fire Safety Checks	1836
Hydrant Surveys	73
Waste and Fly tipping	48
Prevention talks	60
Simple Operational Fire Safety Audits	96
Off Station Exercising	4

The 2017/18 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 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Formby will Inspect hydrants and other water supplies within the station area. Identify, risk assess and test key locations for HVP access for water supplies. Gather Site Specific Risk Information on premises to ensure that key risk information is available to operational crews. Maintain core skills through training at the TDA. Prepare for specific incident types matching the station profile including Pine woods, high speed roads, rural, farms, coastline/mud rescue, animal rescue and aircraft incidents. Complete all Learnpro assessments to maintain underpinning knowledge and understanding. Conduct off site tactical exercises to test and embed our operational preparedness.	The team at Formby will: Maintain operational competence and knowledge of procedures to resolve incidents safely and efficiently. Maintain HVP capability by training and exercising with other HVP crews. Maintain and test appliances and equipment Test operational plans through routine off site/table-top exercising. Mobilise to incidents in the fastest possible time. Develop a positive culture to reduce accidents and actively record health and safety in the workplace. Promote organisation learning by conducting debriefs/shared learning Conduct operational assurance audits to confirm high standards are being maintained.	Crews from Formby will engage with the community and local businesses to ensure that we: Deliver Home Fire Safety Checks (HFSC's) on a risk based approach utilising status reports, local knowledge and incident history to ensure we are targeting vulnerable groups. Conduct post fire and seasonal prevention campaigns Incorporate seasonal themes into prevention activities as identified through local and national campaigns. Promote compliance with Legislation by conducting Simple Operational Fire Safety Assessments to local businesses. Support ongoing collaboration with community groups to utilise station facilities. Deliver 'Beach Safe' initiative and other safety talks to community groups.	The Formby Management Team recognise that staff are our key asset. Individual appraisals will be conducted in April and May to continue to support and develop staff. We will develop staff to acquire and use new skills to support service delivery. We will develop staff wishing to progress into management roles. We will conduct regular management team meetings to support service delivery Station management team will manage absence levels and support staff in line with service procedures. Staff will promote a positive working environment that reflects the values expected of MFRS staff We will review and share best practice. We will manage staffing to ensure efficient use of resources.

Formby Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 2016/17	Target 2017/18
All Fires	57	74
Accidental Dwelling Fires (ADFs)	10	11
Anti-Social Behaviour Fires (ASBs)	23	42
RTC	7	11
Malicious False Alarm	1	1
Unwanted Fire Signals	18	16
Alert to mobile	97.06%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	42
Home Fire Safety Checks (HFSC's)	1836
Hydrant Surveys	29
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	24
Off Station Exercising	2

The 2017/18 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

Southport Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
There are 193 projected Site Specific Risk Information (SSRI's) inspections for revisit in 2017/18. Crews will monitor local business and risk for any new SSRI's which may be generated. 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 a100% completion rate. All staff will complete risk critical core training at the Training & Development Academy. Crews will also develop and maintain First Aid skills to support the Emergency Medical Response (EMR). 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.	The station training planner provides a monthly Safe Person Assessment (SPA) schedule & 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 Personal Protective Equipment. One appliance from Southport will be available for deployment to EMR incidents with NWAS. This will be within the constraints of the EMR programme and exigencies of the Service. Staff will remain vigilant to Health & safety this will be regularly monitored and promoted to prevent incidents occurring in 2017/18.	There were 59 ADF's in 2015/16. The station risk profile is predominantly residential and of the older population. Watches will prioritise the over 65's when carrying out HFSC's and will complete 4320 HFSC's 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. Watches will carry out 24 prevention talks over the year to educate and inform community groups. 96 Simple Operational Fire safety Audits will be completed over the year. Audits are aimed at the local smaller businesses. Watches will aim to carry out 72 waste and fly tipping audits. Watches will prioritise busier periods such as during the bonfire period to carry out audits.	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. Station Manager will work with current station staff and Time & Resource Management to ensure the specialist skill sets for the aerial appliance are maintained and resourced. A number of staff who have expressed interest in progression will be developed toward passing assessments.

Southport Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 2016/17	Target 2017/18
All Fires	250	215
Accidental Dwelling Fires (ADFs)	80	64
Anti-Social Behaviour Fires (ASBs)	85	77
RTC	29	33
Malicious False Alarm	5	9
Unwanted Fire Signals	122	149
Alert to mobile	90.97%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	193
Home Fire Safety Checks	4320
Hydrant Surveys	108
Waste & Fly Tipping	72
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	48
Prevention Talks	24
Of station training exercises	2

The 2017/18 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 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Crews at Huyton Fire Station will: Complete 129 SSRI's due for re-inspection this year. Divide hydrant surveys between the 5 Watch Managers and complete the allocated hydrant surveys, within the 12 month period. Maintain core competencies by attending scheduled Training & Development Academy assessments. Arrange and complete 1 multi-pump exercise, based on an assessment of risk in the station area(high rise) Measure competencies using both SPA and LearnPro assessment systems attaining 100% completion Engage in the planning and preparation for the move to the new Prescot fire station before the end of the year.	Operational crews will: Complete daily training in line with the training planner Maintain core skills through completion of SPA's at 100% Attain a minimum of 80% audit performance Maintain 95% LPI standard for alert to mobile within 1.9 minutes and attendance standard, attending all life risk incidents within 10 minutes Ensure 5 riders on wholetime and retained appliances on 100% of occasions Ensure skills and competence are maintained on the support pod Promote a positive health and safety culture at all times	As a station we will Utilise the status report to target the high risk and vulnerable over 65 community for prevention activity and safe and well visits. Support the Princes Trust and other community groups Increase output of waste and fly-tipping reports to target anti-social behaviour (ASB) fires Maintain links with District Prevention Manager and Arson reduction Manager to target known hot spot areas and support campaigns Co-ordinate activities with the CFOA calendar Commence delivery of Simple Operational Fire Safety Assessment (SOFSA) Engage with new build social value plan, to embed the new Prescot fire station in the community	All staff will: Use the appraisal process to identify personal performance objectives and complete within the required timescale Monitor welfare of individuals and maintain absence levels to the lowest possible levels Create and promote a positive development culture, to encourage career progression and promotion on station Develop the 24 hour self-rosterng system

Huyton Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 16/17	Target 17/18
All Fires	431	404
Accidental Dwelling Fires (ADFs)	58	59
Anti-Social Behaviour Fires (ASBs)	271	248
RTC	45	37
Malicious False Alarm	15	5
Unwanted Fire Signals	63	42
Alert to mobile	98.51%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site specific risk information (SSRIs)	129
HFSC's	1479
Hydrant checks	76
Waste & fly tipping	60
Prevention talks	48
SOFSA	96
Seasonal prevention campaigns	4
Off station exercises	2

The 2017/18 target is based on 5 years historical incident data.

Monthly targets are averaged over 12 months. Seasonal capability and projected completion of predetermined yearly targets will allow for a seasonal delivery of the annual figure.

Kirkby Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Crews at Kirkby Fire Station will: Complete all CAT 1 & 2 SSRI's due for re-inspection this year. Divide hydrant surveys between the 5 Watch Managers and complete the allocated hydrant surveys, within the 12 month period. Maintain core competencies by attending scheduled Training & Development Academy assessments. Arrange and complete 1 multi-pump exercise, based on an assessment of risk in the station area (COMAH/Hazmat) Measure competencies using both SPA and LearnPro assessment systems attaining 100% completion	Operational crews will: Complete daily training in line with the training planner Maintain core skills through completion of SPA's at 100% Attain a minimum of 80% audit performance Maintain 95% LPI standard for alert to mobile within 1.9 minutes and attendance standard, attending all life risk incidents within 10 minutes Ensure 5 riders on wholetime and retained appliances on 100% of occasions Ensure skills and competence are maintained on the Incident Response Unit Promote a positive health and safety culture at all times	As a station we will Utilise the status report to target 1000 properties where high risk and vulnerable over 65 community live for prevention activity and safe and well visits. Support the Princes Trust and other community groups Increase output of waste and fly-tipping reports to target ASB fires Maintain links with District Prevention Manager and Arson reduction Manager to target known hot spot areas and support campaigns Co-ordinate activities with the CFOA calendar Commence delivery of Simple Operational Fire Safety Assessment (SOFSA)	All staff will: Use the appraisal process to identify personal performance objectives and complete within the required timescale Monitor welfare of individuals and maintain absence levels to the lowest possible levels Create and promote a positive development culture, to encourage career progression and promotion on station Develop the 24 hour self-rostering system

Kirkby Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 16/17	Target 17/18
All Fires	294	345
Accidental Dwelling Fires (ADFs)	36	34
Anti-Social Behaviour Fires (ASBs)	162	232
RTC	19	18
Malicious False Alarm	7	6
Unwanted Fire Signals	27	26
Alert to mobile	96.69%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site specific risk information (SSRIs)	144
HFSC's	1683
Hydrant checks	34
Waste & fly tipping	60
Prevention talks	48
SOFSA	96
Seasonal prevention campaigns	4
Off station exercises	2

The 2017/18 target is based on 5 years historical incident data.

Monthly targets are averaged over 12 months. Seasonal capability and projected completion of predetermined yearly targets will allow for a seasonal delivery of the annual figure.

St Helens Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at St Helens will: Complete allocated Site Specific Risk Information (SSRI) inspections within specified station area. Complete all hydrant surveys. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant Standard Operating Procedure's. Liaise and collaborate with strategic partners to assist in operational preparedness matters. Compete all e-learning packages and achieve the required standard.	The team at St Helens will: Continuously develop skills, knowledge and understanding of service equipment and procedures through practical and theoretical training. Attend partner stations to carry out joint training events and host similar events on a monthly basis. Continue to develop their skills and knowledge to further enhance their role as Combined Platform Ladder crew. Complete all allocated Safe Person Assessments (SPA's). Follow Service guidance, policies and procedures. Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace.	The St Helens team will: Ensure a minimum of 70% of Home Fire Safety Checks (HFSC's) are taken from status reports, they are updated every Monday. To keep the list active crews will print a new one each week to prevent duplication. Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals. Support partners stations in targeted community safety activities. Ensure robust liaison with Community Risk Management and Wirral District Prevention is continued so resources are utilised effectively. Develop strategies and activities to reduce anti-social behaviour fires. Carry out Simple Operational Fire Safety Assessments.	The St Helens team will: Support each other to develop and promote a positive culture whereby all individuals fulfil their potential. Carry out appraisals that address individual development needs and organisational objectives. Work towards reducing absence in line with Service policies. Engage with, and support, local youth groups to promote MFRS values.

St Helens Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 2016/17	Target 2017/18
All Fires	566	509
Accidental Dwelling Fires (ADFs)	49	52
Anti-Social Behaviour Fires (ASBs)	403	330
RTC	25	26
Malicious False Alarm	10	10
Unwanted Fire Signals	75	67
Alert to mobile	96.17%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	96
Home Fire Safety Checks (HFSC's)	1326
Hydrant Surveys	72
Waste and Fly Tipping	144
Simple Operational Fire Safety Assessments	96
Prevention Talks	96
Off Station Exercising	2

The 2017/18 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

Newton le Willows Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness

The team at Newton le Willows will:

Manage water supplies for operational incidents by inspecting hydrants and other water supplies within the station area.

Gather SSRI on premises to ensure that key risk information is available to operational crews.

Maintain core skills through training at the TDA.

Prepare for specific incident types matching the station profile including motorways, rural, domestic and large industrial incidents.

Complete all Learnpro assessments to maintain underpinning knowledge and understanding.

Take part in off site tactical exercises to test and ensure our operational preparedness are fit for purpose.

Identify, risk assess and test key locations for HVP access for water supplies.

Excellent Operational Response

The team at Newton le Willows will:

Maintain operational competence and knowledge of procedures to resolve incidents safely and efficiently.

Maintain HVP capability by training and exercising with other HVP and non HVP crews.

Maintain appliances and equipment through testing and maintenance.

Test operational plans through routine off site/table-top exercising.

Mobilise to incidents in the fastest possible time.

Develop a positive culture to reduce accidents and actively record Health and Safety in the workplace.

Promote organisation learning by conducting debriefs/shared learning

Obtain high performance scores in operational assurance audits.

Excellent Prevention and Protection

Crews from Newton le Willows will engage with the community and local businesses to ensure that we:

Deliver HFSC's on a risk based approach so that our resources are utilised to maximum effect. Station staff will utilise status reports, local knowledge and incident history to ensure we are targeting vulnerable groups.

Incorporate seasonal themes into prevention activities as identified through local needs, national campaigns and in line with the needs of our diverse community.

Conduct Simple Operational Fire Safety Assessments to provide advice and guidance to ensure small businesses to comply with legislation.

Facilitate community room use to provide space for groups who share FRS vision and aims.

Promote Newton le Willows fire station as a Safe Haven to offer assistance to those feeling at risk.

Excellent People

The Newton Management Team recognise staff are our key asset.

Individual appraisals will be conducted in April and May to continue the support and development of staff.

We will review individual performance, share good practice and support staff to promote continuous improvement.

We will review skill levels and develop staff to acquire and use new skills required.

Develop staff wishing to progress into management roles.

Station management team will manage absence levels and support staff in line with service procedures.

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

Newton le Willows Community Fire Station

Community Risk Management Plan 2017-18

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.

	Estimated 2016/17	Target 2017/18
All Fires	155	146
Accidental Dwelling Fires (ADFs)	23	23
Anti-Social Behaviour Fires (ASBs)	78	82
RTC	22	20
Malicious False Alarm	7	3
Unwanted Fire Signals	20	15
Alert to mobile	98.64%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	63
Home Fire Safety Checks (HFSC's)	1380
Hydrant Surveys	28
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	36
Off Station Exercising	2

The 2017/18 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

Eccleston Community Fire Station

Community Risk Management Plan 2017-18

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Eccleston will: Complete allocated SSRI inspections within specified station area. Complete all hydrant surveys. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant SSOP's. Liaise and collaborate with strategic partners to assist in operational preparedness matters. Compete all e-learning packages and achieve the required standard.	The team at Eccleston will: Continuously develop skills, knowledge and understanding of Service equipment and procedures through practical and theoretical training. Attend partner stations to carry out joint training events and host similar events on a monthly basis. Continue to develop their skills and knowledge to enhance their role as BA main control crew. Complete all allocated Safe Person Assessments (SPA's). Follow Service guidance, policies and procedures. Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace.	The Eccleston team will: Ensure a minimum of 70% of Home Fire Safety Checks (HFSC's) are taken from status reports, they are updated every Monday. To keep the list active crews will print a new one each week to prevent duplication. Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals. Support partners stations in targeted community safety activities. Ensure robust liaison with Community Risk Management and Wirral District Prevention is continued so resources are utilised effectively. Develop strategies and activities to reduce ASB fires. Carry out Simple Operational Fire Safety Assessments.	The Eccleston team will: Support each other to develop and promote a positive culture whereby all individuals fulfil their potential. Carry out appraisals that address individual development needs and organisational objectives. Work towards reducing absence in line with Service policies. Engage with, and support, local youth groups to promote MFRS values.

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.

	Estimated 2016/17	Target 2017/18
All Fires	203	225
Accidental Dwelling Fires (ADFs)	47	36
Anti-Social Behaviour Fires (ASBs)	117	132
RTC	35	22
Malicious False Alarm	5	3
Unwanted Fire Signals	65	47
Alert to mobile	95.74%	95%
Station Audit Performance		80%
Sickness		4%

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

	Annual
Site Specific Risk Information (SSRIs)	96
Home Fire Safety Checks (HFSC's)	1479
Hydrant Surveys	72
Waste and Fly Tipping	144
Simple Operational Fire Safety Assessments	96
Prevention Talks	96
Off Station Exercising	2

The 2017/18 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

Merseyside FIRE & RESCUE SERVICE

Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

SERVICE DELIVERY PLAN

April 2017- March 2018

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Appendix 1 – General MFRA Glossary of Terms

Appendix 2 – Full list of Local Performance Indicators 2017/18

Appendix 3 – Individual Station Community Risk Management Plans 2017/18

1.1 INTRODUCTION:

This Service Delivry Plan sets out Merseyside Fire and Rescue Authority's plans and priorities for 2017-18. It also highlights our medium term plans up to 2020.

Merseyside Fire and Rescue Service continues to face financial and other challenges. On top of £25.6 savings required, due to Government grant cuts, between 2011 and 2016, a further £11 million of savings will be required by 2019/20. The Authority's priority has always been to minimise the impact of grant reductions on frontline services however, this is no longer possible. MFRA will strive to ensure our Mission of Safer Stronger Communities, Safe Effective Firefighters is achieved.

The Cities and Local Government Devolution Act 2016 received royal assent in January 2017. In May 2017 election of the Liverpool City Region Mayor will take place. The Policing and Crime Bill has been approved by the House of Lords and is awaiting royal assent. We are yet to fully understand the implications for MFRS but we are working closely with our partners at Merseyside Police, North West Ambulance Service along with other public sector organisations to explore ways of working together. We already host the Joint Police and Fire Control Centre at our Service Headquarters and share facilities on a number of fire stations with North West Ambulance Service. We are now actively pursuing ways to identify where further collaboration can deliver efficiencies.

The risk profile of Merseyside is changing. The population is now increasing after decades of decline however it is also ageing. The link between old age and vulnerability to fire is well recognised within MFRA. During 2017-18 Community Risk Management will introduce the Safe and Well visit to enhance the existing Home Fire Safety Check delivered by operational and community safety teams.

Despite these challenges the Authority, through excellent community safety work, continues to keep people safe in their homes and at work. During 2016-17 MFRA commenced a trial of Emergency Medical Response to cardiac arrest incidents, alongside North West Ambulance. It is intended to expand this trial to all fire stations in 2017. At the time of writing (February 2017) operational crews have attended 206 cardiac arrest incidents, delivered CPR on 61 occasions and returned spontaneous circulation 17 times.

Merseyside Fire and Rescue Authority ran two rounds of public consultation this year to plan the new Integrated Risk Management Plan (IRMP) for 2017-20. The first round of consultations in May considered the principles MFRA should apply when planning for the IRMP 2017-20. These included speed of response to incidents, safety of staff and public, meeting demand for services and value for money. The next round of consultation in November addressed proposals to be contained in the IRMP around operational response, preparedness, community risk management and collaboration with Merseyside Police. Overall the public understood our rationale and considered our proposals reasonable in light of the savings required by 2020.

MFRS has maintained one of the fastest response times to dwelling fires of all the Fire and Rescue Authorities in the UK. Our Prince's Trust programmes have resulted in 88% of the young people participating securing either employment, education or further training opportunities.

MFRA is now lead authority for National Resilience. Members of the National Resilience Assurance Team (NRAT) have been seconded to MFRA to provide capability management and assurance to the Home Office that national specialist assets for dealing with for deal with a wide range of incidents are fit for purpose.

By 2020 Merseyside Fire and Rescue Service will look very different but what will not change is the quality of the people, or their commitment to deliver the best possible Service to the communities of Merseyside.

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.

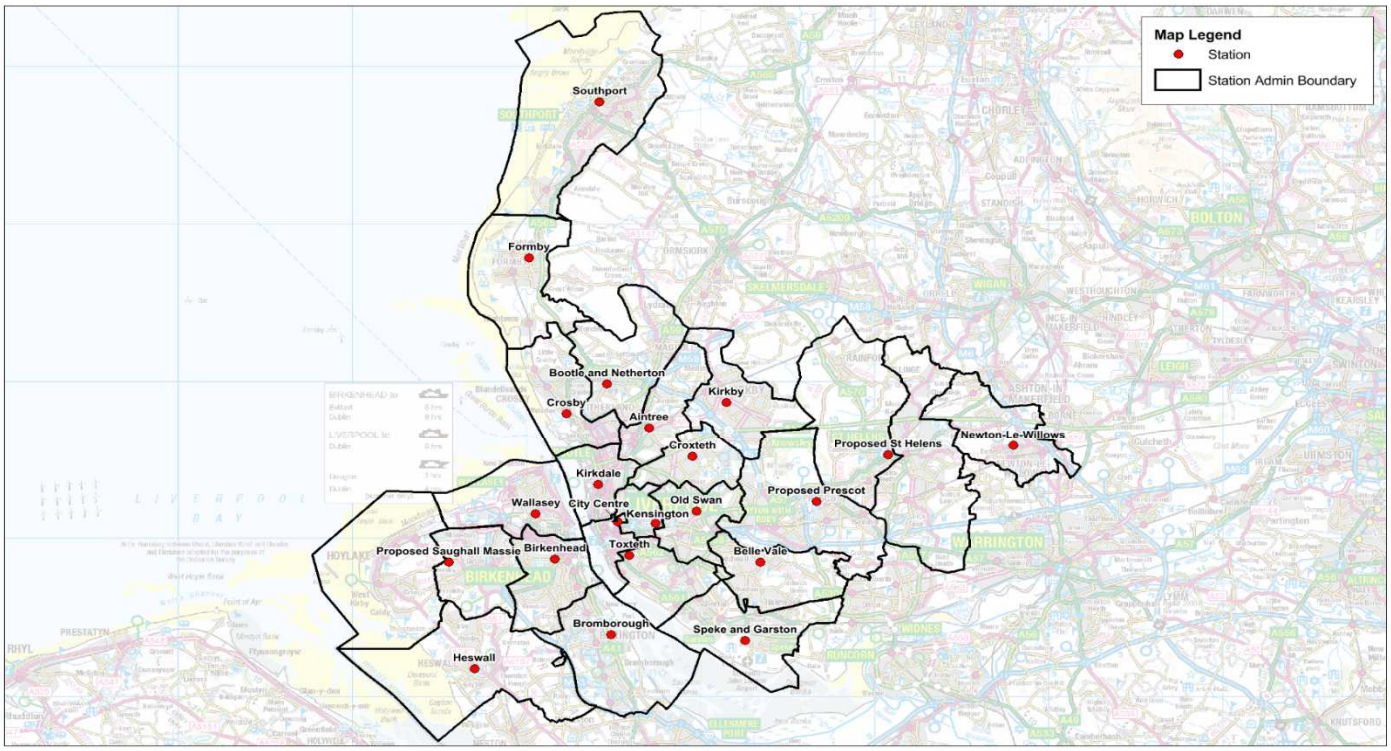
1.4 ABOUT MERSEYSIDE:

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 Km2) 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 2015 estimated figures showed that Merseyside has a population total of 1,398,030. This is a 1.2% increase on 2011 census figures. The population is split 48.2% male and 51.8% female. Merseyside has a lower proportion of children (16.7%) and higher proportions of working age residents (64.8%) and a higher proportion of older people (18.5%) than North West averages. Our Profile of Merseyside Demography, Equality and Diversity report outlines the communities we serve.

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.



Author: Strategy & Performance
Date: 25/04/2016
Produced using MapInfo

MF&RS Proposed Future Station Locations

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1.5 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 and we have adjusted well to this change. That means that the strategic direction for our activities now 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

Population:	478,580	**Fire Stations:**	Kirkdale	Old Swan
Homes:	205,703		Liverpool City Centre	Belle Vale
Businesses:	17,284		Kensington	Croxteth
Land area:	162 sq km		Speke and Garston	Aintree
Roads:	1427 km		Toxteth	Marine Rescue Team

Specialist urbans search and rescue modules for deployment throughout Merseyside, nationally and internationally plus a high volume pump and incident response unit are housed in Liverpool.

There has been massive investment in Liverpool city centre over the past 10 years but it is still ranked in the top five most deprived areas of England.

WIRRAL

Population:	320,900	**Fire Stations:**	Birkenhead	Upton
Homes:	144,556		Bromborough	West Kirkby
Businesses:	17,284		Heswall	Wallasey
Land area:	220 sq km			
Roads:	1208 km			

Wirral peninsula is a borough of contrasts with affluence on the west contrasting sharply with social deprivation in the east. The elderly population is higher than the national average and Wirral's older population is expected to increase by 30% by 2030.

SEFTON

Population:	273,707	**Fire Stations:**	Bootle & Netherton
Homes:	123,365		Crosby
Businesses:	7636		Formby
Land area:	216 sq km		Southport
Roads:	985 km		

Sefton is bordered by a 35 km coastline from dock estates in the south of the borough to scienfically important wildlife habitats in the sand dune and pinewoods in the north. There are stark social inequalities between the north and south of Sefton, where there are higher levels of deprivation, child poverty and worklessness. 22.6% of the population are over 65 which is higher than the Merseyside average of 18.5%.

KNOWSLEY

Population:	147,231	**Fire Stations:**	Huyton (to be merged with Whiston at a new Prescot site)
Homes:	64,188		Whiston
Businesses:	3040		Kirkby
Land area:	86 sq km		
Roads:	578 km		

Knowsley is the 2nd highest ranked area of deprivation in England. It is, however, an important location for employment in the Liverpool City Region with large industrial parks at Kirkby, Huyton and Prescot. The borough has a number of main arterial routes passing through it including the M57, M62 and East Lancashire Road.

ST HELENS

Population:	177,612	**Fire Stations:**	St Helens
Homes:	79,560		Eccleston
Businesses:	4501		Newton le Willows
Land area:	136 sq km		
Roads:	732 km		

Areas of St Helens fall within the top 10% of deprivation in Merseyside but there are constrasting areas of affluence in Rainford, Billinge and Rainhill. If a suitable site can be agreed it is proposed to merge St Helens and Eccleston fire stations at a site in the town centre.

(Mid 2015 ONS population data, CIPFA dwelling and non domestic properties estimates)

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 management structure will deliver through their functional plans activities and resources tailored to respond to local risk. For example, prevention activity will be focussed 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 functional and station community risk management plans. Details of these objectives are contained in Sections 8 and 9.

Our priorities will also support collaboration with partner agencies in a shared commitment to make our communities safer, healthier and more resilient.

2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY:

Approximately 1000 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

The Operational Preparedness department is led by an operational Third Officer Area Manager and is responsible for planning for all risks both locally and nationally.

- We povide our firefighters with training, information, procedures and equipment to ensure they can resolve all emergency incidents safely and effectively.

- The Operational Preparedness department ensures that MFRA has suitable arrangements in place to identify, plan, prepare and mobilise resources 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, equipment and information to enable them to respond safely and effectively to these emergencies and operate effectively within a multi-agency command structure.

- The Operational Preparedness department is led by an operational Third Officer Area Manager and is responsible for all operational training, equipment, planning, intelligence, national resilience assets and Fire and Rescue Control

Operational Response

The Operational Response department 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 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 effectively and efficiently, ensuring we maintain safe effective fire fighters and contribute to achieving safer stronger communities.

Community Risk Management

Community Risk Management department is led by an Area Manager and focuses on preventing fires and other incidents and reducingrisk in the built environment.

- 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.
- The Protection team works 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

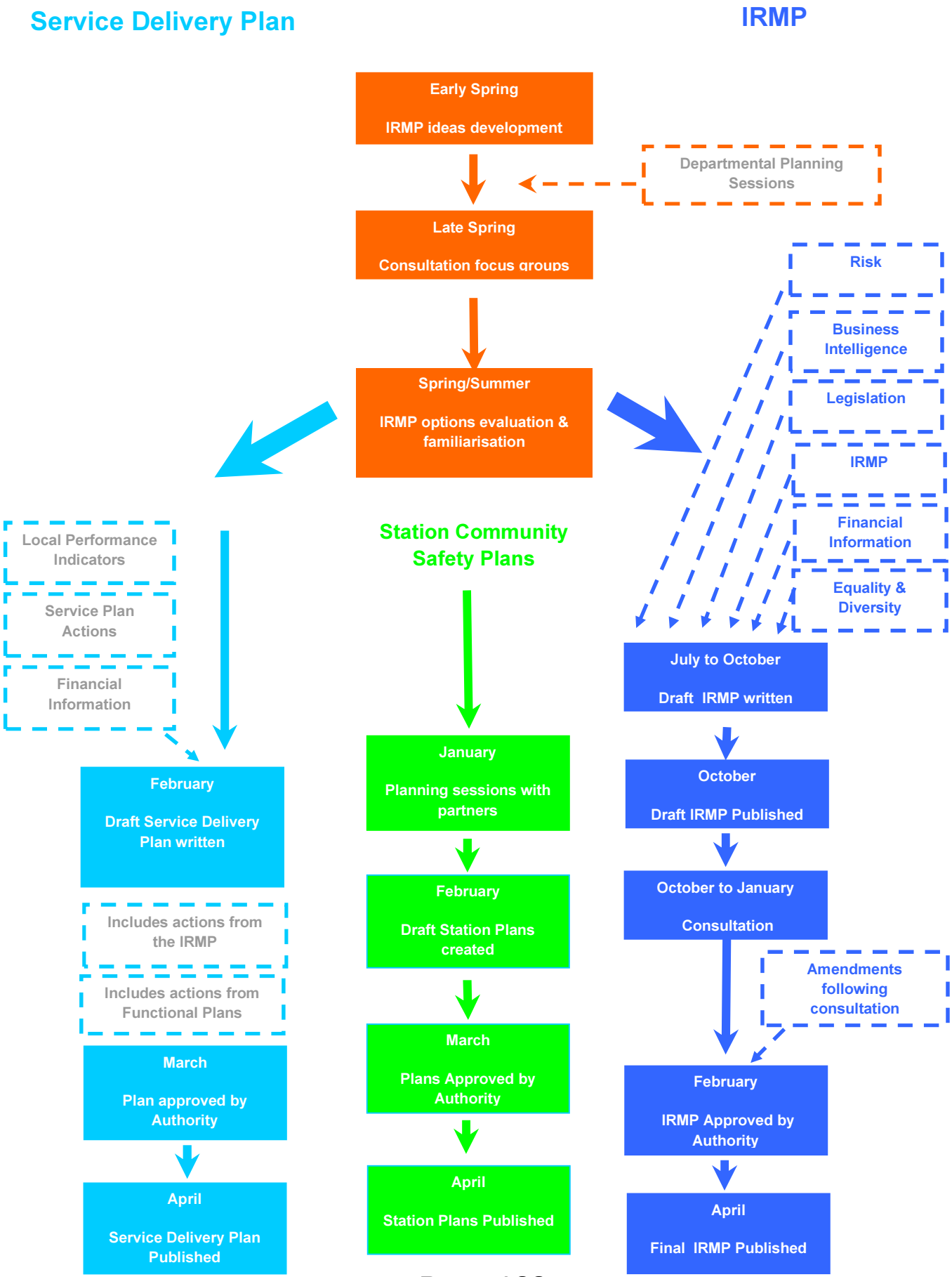
- We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all to ensure that we continue to recruit, train, develop and empower all our staff to deliver our services making the best use of their capabilities and professionalism.

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

2.2 SERVICE DELIVERY

The Annual Integrated Planning Process:



3.1 FINANCIAL CHALLENGES 2017-18:

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:

Replace with Budget Resolution to be agreed on 23rd Feb

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 2010/11 and 2015/16. The Government intends to impose further significant grant cuts between 2016/17 and 2019/20, which in real terms means that the Authority faces a further 50% reduction in grant funding.

These previous cuts have meant some very tough choices have had to be made over the years. We have now set a financial plan that delivers the £11m savings required between now and 2019/20.

The Authority has planned prudently to minimise the impact on frontline services and has assumed significant efficiency savings of £9m by reducing management and support service costs. Despite these efficiencies an unavoidable saving of up to £2m must still be found from operational response. The Authority has already seen the number of fire engines reduce from 42 in 2010 to the current 26, a 33% reduction.

A further operational saving of £2m means that the Authority had little option but to approve the new financial plan, based upon the loss of up to 100 firefighter posts and further reductions in support services.

Full consultation with the public and stakeholders was undertaken during Autumn 2016 on a number of possible operational options to make the savings required. These included changing crewing from wholetime to day crewed stations (0830-2030hrs), where suitable, with wholetime firefighters providing retained cover during the night (2030-0830hrs).

Despite this reduction in resources, the Service has maintained one of the fastest response times to life risk incidents of all the Metropolitan Fire and Rescue Authorities in the UK.

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, where possible, 5 years historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

In December 2016 a review of Performance Indicators was undertaken to ensure that they are still relevant for organisational needs and a number of amendments were made to the Local Performance Indicators (LPI). 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.

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

For 2017/18, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks 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 2017/18 on which we will report to Authority, shown in the four tiers, can be found at Appendix 2.

The estimated performance for 2016/17 is detailed below (using actual data from April 2016 to February 2017). This will be replaced with the final end of year figures in June.

Performance against targets set for 2016/17 can be seen below. Where there is no target the Status is shown as 'Quality Assurance'. Performance Indicators have been recorded in groups for reporting to the Authority.

4.2 PERFORMANCE FOR 2016/17:

BENCHMARK KEY PERFORMANCE INDICATORS		Performance 2015/16	Target 2016/17	Estimated Performance 2016/17	Status
TO00	Total number of emergency calls received	21685	Quality Assurance	21903	
TC01	Total number of incidents attended	14072	14225	14985	
TC02	Total number of fires in Merseyside	7169	7184	7367	
TC03	Total number of primary fires attended	2618	2525	2577	
TC04	Total number of secondary fires attended	4413	4659	4790	
TC05	Total number of special services attended	2638	2561	2632	
TC06	Total number of false alarms attended	4636	4480	4986	
TC11	Total number of false alarms attended, discounting false alarm good intent	3017	3020	3279	
TC07	Total number of non emergency interventions	83	Quality Assurance	68	
TR08	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.9%	90%	96.02%	
TD09	The % of available shifts lost to sickness absence, all personnel		4%	2.89%	
TE10	Total carbon output of all MFRS buildings	89.5	112.6	86.9	
DWELLING FIRES					
DC11	Number of accidental fires in dwellings	1086	1072	1028	
DC12	Number of fatalities in accidental dwelling fires	16	8	6	
DC13	Number of injuries in accidental dwelling fires attended	112	118	99	
DC14	Number of deliberate dwelling fires in occupied properties	171	167	163	
DC15	Number of deliberate dwelling fires in unoccupied properties	48	48	37	
DC16	Number of deaths in deliberate dwelling fires	0	1	0	
DC17	Number of injuries in deliberate dwelling fires	17	23	22	

KEY PERFORMANCE INDICATORS		Performance 2015/16	Target 2016/17	Estimated Performance 2016/17	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non domestic premises	92	91	119	
NC12	Number of accidental fires in non domestic premises	206	200	203	
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	516	495	574	
AC12	Number of accidental vehicle fires attended	213	197	217	
AC13	Number of deliberate anti-social behaviour fires (small)	4035	4181	4175	
AC14	Number of accidental small fires attended	490	478	615	
AC15	Number of 'other' primary fires attended	260	255	236	
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC)	550	529	614	
RC12	Number of injuries in road traffic collisions attended	364	382	390	
RC13	Number of fatalities in RTC's	7	8	4	
SPECIAL SERVICE					
SR11	Number of calls to cardiac and respiratory related incidents from NWAS	34	Quality Assurance	187	
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic properties	593	571	605	
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2237	2267	2482	
STAFF WELFARE, RISKS & COMPETENCY RELATED INDICATORS					
WD11	% of available shifts lost to sickness/absence per wholetime equivalent GREY book (operational) personnel	3.90%	4%	3.17%	
WD12	% of available shifts lost to sickness/absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	2.20%	4%	2.34%	
WR13	Total number of operational staff injuries	54	53	47	

	Within 10% of Target
	Target achieved
	10% worse than 16/17

Benchmark performance indicators for Total incidents, Total Fires and Total Primary Fires are within 10% of the annual performance target. However when read alongside the indicators which are over target, below, an increase in most incident types has occurred during 2017/18.

There are areas were the number of incidents have decreased such as deliberate anti-social behaviour small fires, deliberate property fires, accidental dwelling fires and resultant injuries and deaths have all decreased which is a reflection of the hard work staff put into targeting those most a risk of either setting fires or being a victim of fire. We continue to meet our Attendance Standard of the first appliance being in attendance at all life risk incidents within 10 minutes.

3.79% of available shifts were lost to sickness absence among all staff in 2016/17. This is a further reduction in sickness absence.

Comments on Benchmark Indicators where the target has not been achieved.

TC04 Total number of secondary fires attended
The vast majority of secondary fires are deliberate grass, rubbish and bin fires. December 2016 saw the highest number of secondary fires in December since 2009. October (601) and November (519) were the expected peaks during the bonfire period. However November 2016 saw 203 more incidents than November 2015.

TC05 Total number of special services attended
The types of special service call attended most frequently include flooding, rescue from lifts, water rescue, affecting entry and removal of objects. The introduction of emergency medical response this year has contributed to the increase in this incident type however the number of all types of special service incidents we attend has increased. For example in November 2016 there were 208 more incidents than in November 2015.

TC06 Total number of false alarms attended
Domestic fire alarms account for the majority of false alarm calls attended. These tend to be apartments in larger premises such as sheltered and student accommodation. Community risk management work with owners and employees at premises attended repeatedly to educate them in management of their systems. At the end of December 2016 MFRS had attend 3867 incidents while in December 2016 we attended 3547 incidents.

TC11 Total number of false alarms attended discounting false alarm good intent
To give a more accurate picture of the number of unwanted and/or malicious false alarms attended, MFRS discounted 'false alarm good intent' from this indicator for 2016/17. Good intent accounts for a high proportion of false alarms attended and we would not wish to discourage people from calling us if they believe there is a fire. At the end of the third quarter 1295 of the 3867 false alarms attended were good intent.

4.3 KEY PERFORMANCE INDICATORS:

KPI Ref	Narrative	Proposed Target 2017/18
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	*Quality Assurance*
TC01	Total number of incidents attended	14455
TC02	Total number of fires in Merseyside	7200
TC03	Total number of primary fires attended	2509
TC04	Total number of secondary fires attended	4691
TC05	Total special service calls attended	2633
TC06	Total number of false alarms attended	4622
TC11	Total number of false alarms attended, discounting false alarm good intent	3098
TC07	Total number of non-emergency interventions[1]	*Quality Assurance*
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes[2]	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	112.6
Dwelling Fires		
DC11	Number of accidental fires in dwellings	1046
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	114
DC14	Number of deliberate dwelling fires in occupied properties	163
DC15	Number of deliberate dwelling fires in unoccupied properties	41
DC16	Number of deaths occurring in deliberate dwelling fires	0
DC17	Number of Injuries occurring in deliberate dwelling fires	22

[1] 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.

[2] 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	Proposed Target 2017/18
Non Domestic Property Fires		
NC11	Number of deliberate fires in non- domestic premises	93
NC12	Number of accidental fires in non-domestic premises	200
Anti-Social Behaviour		
AC11	Number of deliberate vehicle fires in Merseyside	525
AC12	Number of accidental vehicle fires attended	199
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	4193
AC14	Number of accidental small fires attended	498
AC15	Number of "Other" primary fires attended	242
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTC's)	557
RC12	Number of injuries in RTC's attended	390
RC13	Number of fatalities in RTC's attended	6
Special Service		
SR11	Number of calls to cardiac and respiratory related incidents from NWAS	*Quality Assurance*
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non Domestic Property	587
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in domestic properties	2327
Staff Welfare, Risks and Competency		
WD11	% of available shifts lost to sickness/absence per wholetime equivalent GREY book (operational) personnel	4%
WD12	% of available shifts lost to sickness/absence per wholetime equivalent GREEN and RED book (non uniformed) personnel	4%
WR13	Total number of operational staff injuries – on duty	49

Full list of indicators – Appendix 2

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 2020 and can be found here

IRMP Medium Term Strategy 2012 - 2017

Our Medium Term Strategy covered a 5-year period and we reviewed 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.

2016/17 update – The 5 year target to reduce accidental dwelling fires and injuries in these fires by 5% has been achieved. However fatalities in accidental dwelling fires have remained at the same level. Despite an increase during 2015/16 (16) at the time of writing (February 2017) there have been 5 fatalities in accidental dwelling fires compared to 14 at this point in 2015/16.

Accidental dwelling fires	**2012/13**	**1106**	**2016/17**	***1028***	***(estimate)***
Injuries in ADF's	**2012/13**	**127**	**2016/17**	***99***	
Fatalities in ADF's	**2012/13**	**6**	**2016/17**	***7***	

During 2016/17 accidental dwelling fires and injuries sustained in these fires have achieved the quarterly targets from April to December 2016. Intelligent targeting of home fire safety checks (HFSC's) to the most vulnerable residents ensures MFRA are able to provide support to those most in need. During the last 5 years MFRA have delivered HFSC's.

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.

2016/17 update – On average the first appliance attending life risk emergency incidents is on scene within 10 minutes on 95.8% of occasions despite reducing the number of fire appliances from 42 to 26 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.

2016/17 update – Sadly the 5 year target of reducing anti-social behaviour fires by 5% has not been achieved. Deliberate vehicle fires have increased due to criminality around car and motorcycle/scooter fires. We work closely with Merseyside Police to try to reduce this incident type.

ASB fires	**2012/13**	**3855**	**2016/17**	***4175***	***estimate***
Deliberate vehicle fires	**2012/13**	**504**	**2016/17**	***504***	

Antisocial behaviour fires are well below target to date for 2016/17, despite the expected peak in October/November. The number of deliberate vehicle fires exceeded the target during the 3rd quarter. Our Youth Engagement team continue to successfully deliver Princes' Trust courses, with 86% of participants completing the course.

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.

2016/17 update – Accidental fires in non domestic premises have achieved the 5% reduction in incidents by 2017 but deliberate fires have not.

Deliberate fires in non domestic property	**2012/13**	**94**	**2016/17**	**119**
Accidental fires in non domestic property	**2012/13**	**254**	**2016/17**	**203**

MFRA continues to work closely with local businesses to reduce these incidents in non-domestic premises.

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.

2016/17 update – Since 2012/13 we have worked extensively with businesses to assist them with their statutory duties under the Regulatory Reform (Fire Safety) Order 2005. We have ran campaigns and initiatives such as business safety week, we have worked with responsible persons to fit sprinklers in their premises and we have employed seven business safety advisors to assist all businesses, but particularly small and medium enterprises.

Obtaining a meaningful assessment of regulatory compliance of premises throughout this period has been difficult to gauge. Increases in satisfactory audits of premises, will on the face it indicate a relative increase in compliance levels. However, this target is not representative of our risk based strategy of targeting premises of higher societal life risk, with an increased likelihood of non-compliance. Directing our resources to premises that are non-compliant will mean that we are targeting risk more effectively despite the fact that this will show a comparative compliance level decrease in premises complying with the RR(FS)O. It is for this reason that this target has not been pursued throughout this 5 year IRMP period as this does not assist our overall objective of making Merseyside Safer.

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.

2016/17 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.

2017/18 update - Operational Plans and site specific risks are reviewed using a risk based approach which may include exercising with multi agency partners. We are in the process of reviewing Operational Information and how this will be presented moving forward and in line with ESMCP developments. Additionally we are reviewing our Standard Operating Procedures (SOP's) in line with updated National Operational Guidance (NOG).

We are Lead Authority for Fire and Rescue Service National Resilience (NR) which includes coordination of all NR assets, via Fire and Rescue Control, to national incidents.

We continue to be involved with the Merseyside Resilience Forum (MRF) and are actively involved in the development of a Community Risk Register (CRR) based on the recently published National Risk Assessment (NRA) and Local Risk Management Guidance (LRMF). This also includes a robust training, exercising and validation process.

6.1 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.

Our Equality and Diversity objectives, set in January 2012, have been refreshed and continue to be a main focus during 2016/17 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 that have occurred over the last three years. We use this information to target our community risk management resources at the areas of greatest risk.

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics set out in the Equality Act 2010 which MFRA is required to take into account under its Public Sector Equality Duty. This is dealt with through the Equality Impact Assessment process[3] which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

Regular updates on progress against our objectives are submitted to the Fire Authority. For these updates and more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our Equality and Diversity Annual Report 2015/16

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3 **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.

We have reviewed and updated the 2012-17 Objectives (pages 22-23) to better demonstrate how we show due regard to eliminating discrimination, harassment and victimisation, advance equality of opportunity and foster good relations. The new Equality Objectives 2017-20 can be found on pages 24-26.

6.2 EQUALITY OBJECTIVES 2012/17:

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. As we approach the end of 2016/17 an update has been included on progress against each objective.

Equality Objective 1 To reduce accidental fires in the home, and the deaths and injuries they cause on Merseyside, by a further 5% by 2017	
Action	In the past ten years Merseyside Fire and Rescue Authority has reduced accidental fires in the home by 37%. We will continue to build on this work through the use of our customer insight modelling and ouu station planning process to target individuals at risk.
How this impacts on Equality and Diversity: protected characteristics – 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 discabled people. Our activity ficuses on reducing risk for vulnerable people.	
Update at Quarter 3 2016/17: At the end of Q3 2016/17 there have been a total of 713 Accidental Dwelling Fires. This is a reduction of 86 incidents on 2015/16. Operational Crews have conducted over 36,000 Home Fire Safety Checks (HFSC) during Q1, Q2 and Q3 (75% of the annual target). Prevention staff have also implemented specific HFSC campaigns aimed at selective licencing areas, targeting Private Landlord accommodation.	

Equality Objective 2 To cut accidental kitchen fires in social housing by 5% by 2017	
Action	We will reduce risk for people who live in rented properties across Merseyside by continuing to build productive relationahsips with registered social landlords.
How this impacts on Equality and Diversity: protected characteristics – Age, disability and 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 rivately rented accommodation and we want to help them too.	

Update at Quarter 3 2016/17:
At the end of Q2 2016/17 there have been 79 Accidental Kitchen Fires in properties owned by Registered Social Landlords. Though this is a reduction of 16 Accidental Kitchen Fires on Q2 2015/16.
Kitchen and Cooking safety has been highlighted throughout campaigns during Q1 and Q2. This combined with the Fire Kills campaign in July has seen this highlighted with Registered Providers, Private Landlords and Residents.

Equality Objective 3
To reduce deliberate antisocial behaviour fire setting by 5% by 2017

Action	We will continue to engage with young people in vulnerable areas through our award winning youth engagement programmes

How this impacts on Equality and Diversity: protected characteristics – Age and socio-economic disadvantage: The anti-sical 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 ehlp older people fell safer in their homes.

Update at Quarter 3 2016/17:
At the end of Q3 2016/17 there have been a total of 3358 deliberate secondary fires attended. This is a reduction of 34 incidents.

Through an intelligence led risk management approach, we will continue to identify Arson and ASB hotspots to reduce secondary fires through education and engaging with our partner agencies. We will also deploy our resources efficiently during spate conditions to ensure that our communities receive a quality service delivery around the reduction of risk in our communities.

Equality Objective 4
To reduce the number of people killed or seriously injured in road traffic collisions by 37.5% by 2020

Action	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

How this impacts on Equality and Diversity: protected characteristics – 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 the safer on the roads, whilst also monitoring RTC risks in relation to yung and old across all five districts and responding accordingly.

Update at Quarter 3 2016/17:
Concerning both RTCs and resulting injuries, there have been increases within both categories when compared to Q3 2015/16. RTC's have seen an increase of 23 incidents, from 413 to 436. Injuries resulting from RTC's have increased from 270 to 281, a difference of 11.

Equality Objective 5
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 withi our workforce.

Action	Our aim is to create a strong cohesive organisation which is positive about rising to the future challenges we face by increasing representation of all minority groups within the communities of Merseyside in the fire and rescue service.

How this impacts on Equality and Diversity: protected characteristics – Gender and ethnic origin: We'd like our workforce to better represent the make-up of our communiuties and will work to encourage applications from under represented groups when we carry out any recruitment.

Update at Quarter 3 2016/17:
In all cases we have exceeded our baseline figure for Gender. Significantly, female apprentices by 15 percentage point and firefighters by 11 percentage points. In terms of our BME baseline figures, this has not been exceeded bad further work needs to take place to focus on Positive Action and its part it can play in relation to recruiting BME candidates for both apprenticeship and firefighter roles.

6.3 EQUALITY OBJECTIVES 2017/20:

Equality Objective 1 Create a strong cohesive organisation that is positive to rising to the future challenges we face.	
Action	• Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups • Delivering Positive Action programmes across all occupations where under representation exists, and learning from and sharing results • Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as employer of choice to those groups underrepresented in our workforce • Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief • Reviewing progression and promotion across all levels of the organisation
How we will measure our success	Increased diversity of our workforce and volunteers, at all levels, in order to reflect the local community we serve. Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment	

Equality Objective 2 Ensure that people from diverse communities receive equitable services that meet their needs.	
Action	• Carry out activities to help us know and understand our diverse communities including: ○ Gathering and data and intelligence to help us know and understand our diverse communities better ○ Engaging with diverse communities to understand their needs in relation to the services we provide ○ Using knowledge and data, to target services to the diverse communities at most risk ○ Improving Equality Monitoring of the services we deliver to our communities (e.g HFSC Monitoring) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation • Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve
How we will measure our success	We will have meaningful data that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses)
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity,	

Equality Objective 3 Reducing fires and other incidents amongst the vulnerable protected groups	
Action	• Continuing to prioritise Home Fire Safety Checks to high risk people and places • Continuing to engage with young people in vulnerable areas • Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, hate crime and safeguarding • Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents
How we will measure our success	• We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: By better understanding the impacts for diverse community groups in terms of fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of : Age, Gender, Ethnicity, Religion, LGBT and Disability	

Equality Objective 4 To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."	
Action	• Development of equality and diversity training including: e-learning, equality and diversity related workshops, inductions for new staff • Embedding Equality and Diversity in our volunteering programmes and youth engagement. • Helping Authority Members understand their role in scrutinising the organisation's delivery of equality and diversity outcomes • Carrying out Equality Impact Assessments • Creating a diverse supplier base for goods and services in our procurement procedures • Supporting staff groups and forums to help us understand our diverse groups of staff and their contribution to the organisation • Using staff survey results understand levels of engagement in relation to the protected groups
How we will measure our success	• Staff will feel better equipped to manage their functions and delivery of services to all communities in a confident way. This could be measured through the Staff Survey engagement and the outcomes delivered to different groups and community feedback from after the incident reports. Monitoring the number of training sessions completed around Equality and Diversity • Improvement in levels of engagement amongst staff from the protected groups
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:	

Equality Objective 5 To continue to aspire to achieving excellence, or equivalent, in a Fire and Rescue Service Equality Framework	
Action	• Prepare an Equality and Diversity self-assessment • Undertake a Peer Assessment, if available
How we will measure our success	By maintaining excellence in a Fire and Rescue related Equality and Diversity Framework if available
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: Taking part in an assessment helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regards to the needs of staff and public we serve around the 9 protected groups.	

7.1 FUNCTIONAL PLANS 2017/18

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 MFRS, review progress against their Key Deliverables for the previous year and identify their priority actions for the next year.

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

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

Each action point in the Service Delivery Plan is managed as a project providing an auditable lifecycle of progress set against the project plan. Each Function lead reports regularly on their Functional Plan in PIPS (Planning, Intelligence and Performance System) on the MFRS Intranet Portal. These updates are collated into a report to Community Safety and Protection Committee on a four monthly basis which is published on our website.

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

Within this Service Delivery Plan Merseyside Fire and Rescue 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, planning for 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 are key objectives.

7.2 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 key deliverables below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans:-

Operational Preparedness:

Operational Planning

FP/17/18/1.1 As lead Authority for National Resilience develop a structure to support the provision of National Resilience training and maintain links with the National Resilience Assurance Team (NRAT).

FP/17/18/1.2 Review and continue implementation of the Standard Operational Procedures (SOP) in line with the National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG.

FP/17/18/1.3 To continue with a full review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and amend or replace as necessary.

FP/17/18/1.4 Review resilience arrangements to support Tactical Co-ordinating Group (TCG) and Strategic Co-ordinating Group (SCG) during large scale/significant incidents.

Training

FP/17/18/1.5 Develop the Training and Development Academy and Croxteth fire station site.

Operational Support

FP/17/18/1.6 Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Operational Response function.

FP/17/18/1.7 Continue a cross directorate review of operational personal protective equipment and support staff uniform.

FP/17/18/1.8 Create a mobile logistics/welfare system available for deployment.

Operational Response:

Health and Safety

FP/17/18/2.1 Evaluate and review the organisational and individual risk posed by staff working different shift patterns.

FP/17/18/2.2 Undertake a review of the current management of occupational road risk processes in line with legislation and UK fire and rescue services guidance.

FP/17/18/2.3 Involvement in the National Operational Learning Project to develop, trial and review the Bow Tie Risk Assessment methodology with a view to implementation into MFRS Standard Operating Procedures,

FP/17/18/2.4 Research and develop an interactive analytical risk assessment template capable of being completed electronically.

Service Delivery

FP/17/18/2.5 Build on the feedback from the 2016 staff survey and our Service aim 'Excellent People'.

FP/17/18/2.6 Continue to support and develop a greater understanding and awareness of equality and diversity and support our equality and diversity plan.

FP/17/18/2.7 Manage the performance outputs of each fire station to support our Service aims 'Excellent Prevention and Protection' and 'Excellent Operational Preparedness'.

FP/17/18/2.8 Continue to build commitment to our Service aim 'Excellent Operational Response'.

Time and Resource Management

FP/17/18/2.9 Develop a business case for the planned phase 3 developments of StARS including introduction of self-rostering duty systems into the application and implement changes subject to approval of the business case.

FP/17/18/2.10 Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing wholetime retained working at a further 2 locations.

FP/17/18/2.11 In conjunction with Service Delivery review the performance of our current wholetime retained working and implement changes as necessary to improve performance.

Operational Response

FP/17/18/2.12 During 2016/17 we were able to undertake a benchmarking exercise to evaluate our Time and Resource Management, Health and Safety and Service Delivery models, structure and performance in comparison to our peers. This important task will be prioritised in 2017/18 to ensure we are utilising our resources in the cost effective and efficient manner.

People and Organisational Development:

FP/17/18/3.1 Continue to deliver a comprehensive workforce strategy.

FP/17/18/3.2 Evaluate organisational roles and grades against delivery requirements.

FP/17/18/3.3 Continue to introduce flexible contracts and working.

FP/17/18/3.4 Deliver a support staff review.

FP/17/18/3.5 Continue to develop a range of strategies to improve fitness and wellbeing.

Community Risk Management

People

FP/17/18/4.1 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/17/18/4.2 Our prevention work contributes to protecting vulnerable people, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We recognise the Equality Objectives set by the Service and that Merseyside has a number of social challenges and how those challenges can place additional stress on individuals and communities.

Place – Community Safety

FP/17/18/4.3 Reflecting the emphasis on anti-social behaviour in the Crime and Policing Act 2017. The Function acknowledges the need to put vulnerable people and communities at the heart of everything we do. This means a move towards a more intelligence led service that looks to intervene much earlier to prevent escalation and to reduce demand on services.

FP/17/18/4.4 Reflecting the emphasis on road safety in the Police and Crime Commissioners Police and Crime Plan 2017/20 the Function acknowledges that road safety is a key partnership priority impacting on both community safety and economic growth. This means more intelligence led interventions that improve road safety and reduce demand for services.

FP/17/18/4.5 Reflecting the emphasis on water safety in the National Water Safety Strategy 2016/26 the Function acknowledges that Merseyside has a large number of water related risks. We will work with partners to move towards more intelligence led interventions that improve water safety and reduce demand for services.

Premises – Community Fire Protection

FP/17/18/4.6 Review the Risk based Inspection Programme to target risk more effectively.

FP/17/18/4.7 Work with Liverpool City Region Local Enterprise Partnership (LEP) to develop a Merseyside wide Better Business for All partnership .

FP/17/18/4.8 Improve operational fire safety by embedding the Simple Operational Fire Safety Assessment (SOFSA), introduction of Protection Hubs, delivery of training in premises with fire engineered solutions and heritage status and enhance the Protection Watch Manager role to provide tactical advice at operational incidents.

Youth Engagement

FP/17/18/4.9 Develop a youth engagement strategy.

FP/17/18/4.10 Enhance integration within the Community Risk Management Function.

FP/17/18/4.11 Explore collaboration opportunities with Merseyside Police youth engagement.

Strategy and Performance

FP/17/18/5.1 Continue to embed Equality and Diversity excellence into the organisation.

FP/17/18/5.2 Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.

FP/17/18/5.3 Develop and maintain effective communications and media management with high quality presentation and promotion of information.

FP/17/18/5.4 Work with other functions to ensure the Service is prepared for a future Fire and Rescue Service standards and inspection programme.

Finance:

FP/17/18/6.1 Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.

FP/17/18/6.2 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/17/18/6.3 Support the Fire and Police Support Service Collaboration team in production of any business plans and option evaluations.

Legal Services:

Democratic Services:

FP/16/17/7.1 Create a website page specifically for Authority members, to enable easy access to relevant information from one place.

FP/16/17/7.2 Continue to improve Authority member engagement with all groups of staff and increase awareness of all employees to the role of the Authority and members.

FP/16/17/7.3 Support corporate priorities and work to ensure the successful delivery of priority work programmes.

Procurement:

FP/16/17/7.4 Identify efficiencies and implement improvements in procurement activity.

Legal:

FP/16/17/7.5 Provide an improved legal service to fire stations in the community.

FP/16/17/7.6 Continue to provide timely legal support throughout the current station mergers project and any future projects particularly with regards to risk and insurance, contractual and commercial arrangements, potential challenges (eg judicial review) and land and title issues.

FP/16/17/7.7 Legal, procurement and democratic services will together provide advice, training and development to all departments and fire stations as identified and required.

Strategic Change and Resources

Estates:

FP/16/17/8.1 Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio.

FP/16/17/8.2 Ensure operational goals and objectives can be achieved through the estates portfolio including co-location and shared use of facilities.

Information and Communication Technology:

FP/16/17/8.3 Implement an information, communication and technology infrastructure that will enable efficiency through current and emerging technology.

FP/16/17/8.4 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.

Station Change Programme:

FP/16/17/8.5 Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio.

FP/16/17/8.6 Manage change projects to ensure that the Authority's physical infrastructure and Ways of Working are delivered in line with value for money principles.

8.1 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 Community Risk Management Plan. These Plans are attached as Appendix 3.

9.1 CONSULTATION AND COMMUNICATION:

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

Consultation is embedded within all aspects of planning in MFRA. During 2016/17 we undertook extensive consultation regarding the planning principles MFRA should apply when developing draft proposals for the draft IRMP 2017/20. Then later in 2016 we ran a further 12 week consultation to seek opinions on the proposals in the draft IRMP. 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
- Extensive use of the internet (website, portal, Facebook and Twitter) 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.

APPENDIX 1: GENERAL MFRA – GLOSSARY OF TERMS

Glossary of MF&RS Abbreviations:

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

CCTV	Closed Circuit Television
CDRP	Crime & Disorder Reduction Partnership
CFO	Chief Fire Officer
CFOA	Chief Fire Officers' Association
CS	Community Safety
CIU	Chemical Incident Unit
CIPFA	Chartered Institute of Public Finance & Accountancy
CLG	Communities and Local Government
CM	Crew Manager
CO	Carbon Monoxide
CoE	Centre of Excellence
COMAH	Control of Major Accident Hazards
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder (aerial appliance)
CPP	Combined Pump Platform (aerial/firefighting appliance)
CSIMS	Community Safety Information Management System
CSM	Community Safety Manager
DBS	Disclosure and Barring Service

EMR	Emergency Medical Response
EPU	Emergency Planning Unit
FACE	Fire Awareness Child Education
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPA	Fire Protection Association
FPOS	First Person on Scene
FREE	Fire Reduction through Education and Engagement
FS	Fire Safety
FSB	Fire Service Bulletins
FSD	Fire service Direct
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (modelling software)
FSIT	Fire Service Improvement Team
FSI	Fire Service Inspector
FSN	Fire Support Network
FSS	Fire Standard Spending
NVQ	National Vocational Qualification

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

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

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

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

Merseyside FIRE & RESCUE SERVICE

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.

BENCHMARK INDICATORS	SERVICE PLAN, OUTCOMES KEY PERFORMANCE INDICATORS	OUTPUTS: 1st TIER MINOR OUTCOMES & LPIs	2nd TIER OUTPUT LPI
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	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	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	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
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	NC11. Number of deliberate fires in non-domestic premises attended NC12. Number of accidental fires in non-domestic premises attended	NC21. Number of Fire Safety audits by Fire Protection Officers NO22. Number of Number of Simple Assessments by Operational Crews	NO31. Conduct 100% of Scheduled COMAH on site exercises NO32. Conduct 100% of scheduled COMAH off site plan reviews
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	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	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)	

BENCHMARK INDICATORS	SERVICE PLAN, OUTCOMES KEY PERFORMANCE INDICATORS	OUTPUTS: 1st TIER MINOR OUTCOMES & LPIs	2nd TIER OUTPUT LPI
TO00: Total Number of Emergency Calls Received TP01: Total number of incidents attended TP05: Total Special Services 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	RC11. Total number of RTC's attended RC12. Total number of injuries attended at RTC's attended RC13. Number of fatalities at RTC's attended	RC21. Number of injuries at RTC's (minor) attended RC22. Number of injuries at RTC's (serious) attended RR23. RTCs involving fire service vehicles	RR31. Fire appliance hit other vehicle / object whilst responding to operational incident RR32. Fire Appliance hit other vehicle / objects whilst engaged in routine activities RR33. Light Vehicle hit other vehicle / object whilst responding to operational incident. RR34. Light Vehicle hit other vehicle / objects whilst engaged in routine activities
TP05: Total Special Services Attended	SR11. Number of calls to Cardiac & Respiratory related incidents from NWAS (Pilot)		
TO00: Total Number of Emergency Calls Received TP01: Total number of incidents attended TP06: Total False Alarms Attended TO07: Total number of non emergency interventions	FC11. The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic Properties Attended FC12. The number of false alarm calls due to automatic fire alarm equipment in Domestic Properties Attended	FC23. The Number of Automatic Fire alarms attended which are classed as "unwanted". FC21. Number of Malicious False Alarms Attended FC22. Total Number of False Alarm Good Intent Attended	FC31. Number of calls received by Fire Control to Fire Alarm Actuations
TD09. Percentage of working days lost to sickness absence per head, all personnel.	WD11. Percentage of working days lost to sickness per Whole-time Equivalent GREY book (operational) personnel. WD12. Percentage of working days lost to sickness per Whole-time Equivalent GREEN & RED book (non uniformed) personnel.		CO31. Site Specific Risk Information (SSRI) - Fire-fighter Safety - number of sites visited resulting in a site specific plan CO32. % of operational personnel who have completed on-line assessments CO33. % of operational personnel who have attended all risk critical training courses. CO34. % of MF&RS Officers who have completed an assessment of command competence in the last 2 years CO35. % of operational personnel who have completed Safe Person Assessments (SPA)
	WR13. Total number of operational staff injuries—on duty	WR21. Number of operational staff injuries at incidents / risk critical training WR22. Number of operational staff injuries conducting other routine duties	WR31. Reporting of the levels of Near Miss reports recorded by the service WR32. Number of non operational staff injuries – on duty
TD010 Carbon Output of all buildings	EE11. Electricity used by all MF&RS buildings - divided by floor space EE12. Gas used by all MF&RS buildings - divided by floor space EE13. Water used by all MF&RS buildings - divided by floor space EE14. Waste generated per person per annum	EE31. Proportion of high risk (category 1 & 2) environmental incidents of all Environmental incidents.	

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Kirkdale Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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.	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.	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.

Kirkdale 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	56	Site Specific Risk Information (SSRIs)	65
Anti-Social Behaviour Fires (ASBs)	271	245	Home Fire Safety Checks	2160
All Fires	441	418	Hydrant Surveys	82
Unwanted Fire Signals	96	99	Waste and Fly Tipping	24
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%		
Hoax Calls	5	10		

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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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.	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.	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.

Liverpool City 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.

	2015/16	Target 2016/17
Accidental Dwelling Fires (ADFs)	26	29
Anti-Social Behaviour Fires (ASBs)	114	101
All Fires	255	240
Unwanted Fire Signals	316	123
Alert to Mobile	97%	95%
Road Traffic Collisions (RTCs)	17	17
Sickness	TBC	4.2%
Station Audit Performance	88.8%	80%
Hoax calls	34	29

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

	Annual
Site Specific Risk Information (SSRIs)	220
Home Fire Safety Checks	648
Hydrant Surveys	71
Waste & Fly Tipping	48
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	48
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 death and injuries in our communities

Kensington Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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 4 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	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	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.	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)	67	61	Site Specific Risk Information (SSRIs)	64
Anti-Social Behaviour Fires (ASBs)	245	258	Home Fire Safety Checks	2160
All Fires	419	435	Hydrant Surveys	73
Unwanted Fire Signals	159	162	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	TBC	4.2%	Off station exercising	4
Station Audit Performance	85.5%	80%		
Hoax Calls	21	16		

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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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	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	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)	222	190	Home Fire Safety Checks	2160
All Fires	360	320	Hydrant Surveys	75
Unwanted Fire Signals	43	45	Waste and Fly Tipping	72
Alert to Mobile	96.86%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	33	32	Simple Operational Fire Safety Audits	36
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	91.1%	80%		
Hoax Calls	3	7		

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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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	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	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.		
	2015/16	Target 2016/17
Accidental Dwelling Fires (ADFs)	71	74
Anti-Social Behaviour Fires (ASBs)	245	207
All Fires	418	380
Unwanted Fire Signals	247	257
Alert to Mobile	95.82%	95%
Road Traffic Collisions (RTCs)	26	30
Sickness	TBC	4.2%
Station Audit Performance	88.4%	80%
Hoax Calls	20	14

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.	
	Annual
Site Specific Risk Information (SSRIs)	96
Home Fire Safety Checks	2160
Hydrant Surveys	97
Waste and Fly Tipping	60
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	24
Off Station Exercising	4

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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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 4 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.	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.	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.	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.

	Current	Target 2016/17
Accidental Dwelling Fires (ADFs)	78	76
Anti-Social Behaviour Fires (ASBs)	247	283
All Fires	432	476
Unwanted Fire Signals	145	137
Alert to Mobile	97.76%	95%
Road Traffic Collisions (RTCs)	38	34
Sickness	TBC	4.2%
Station Audit Performance	92.4%	80%
Hoax Calls	6	10

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

	Annual
Site Specific Risk Information (SSRIs)	72
Home Fire Safety Checks	2160
Hydrant Surveys	95
Waste & Fly Tipping	72
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	36
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 death and injuries in our communities.

Belle Vale Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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 a100% 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	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.	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.	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.

	2015/16	Target 2016/17
Accidental Dwelling Fires (ADFs)	34	30
Anti-Social Behaviour Fires (ASBs)	139	122
All Fires	222	198
Unwanted Fire Signals	65	77
Alert to Mobile	98.39%	95%
Road Traffic Collisions (RTCs)	16	17
Sickness	TBC	4.2%
Station Audit Performance	90.5%	80%
Hoax Calls	5	4

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

	Annual
Site Specific Risk Information (SSRIs)	36
Home Fire Safety Checks	2160
Hydrant Surveys	48
Waste & Fly Tipping	48
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	48
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 death and injuries in our communities.

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Aintree 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.

	Current	Target 2016/17
Accidental Dwelling Fires (ADFs)	35	34
Anti-Social Behaviour Fires (ASBs)	161	159
All Fires	314	292
Unwanted Fire Signals	74	41
Alert to Mobile	95.6%	95%
Road Traffic Collisions (RTCs)	13	16
Sickness	TBC	4.2%
Station Audit Performance	91.1%	80%
Hoax Calls	13	7

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

	Annual
Site Specific Risk Information (SSRIs)	86
Home Fire Safety Checks	2160
Hydrant Surveys	48
Waste and Fly Tipping	48
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Assessments	72
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

Croxteth Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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 a100% 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 .	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.	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.	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.

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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.	
	Current	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	48	45	Site Specific Risk Information (SSRIs)	46
Anti-Social Behaviour Fires (ASBs)	241	292	Home Fire Safety Checks	2160
All Fires	380	427	Hydrant Surveys	60
Unwanted Fire Signals	64	63	Waste & Fly Tipping	48
Alert to Mobile	97.91%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	34	28	Simple Operational Fire Safety Audits	72
Sickness	4.2%	TBC	Off Station Exercising	4
Station Audit Performance	93.8%	80%		
Hoax Calls	9	9		

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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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.	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.	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.

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

	2015/16	Target 2015/16
Accidental Dwelling Fires (ADFs)	81	78
Anti-Social Behaviour Fires (ASBs)	288	299
All Fires	497	487
Unwanted Fire Signals	226	188
Alert to Mobile	97.29%	95%
Road Traffic Collisions (RTCs)	30	27
Sickness	TBC	TBC
Station Audit Performance	92.6%	80%
Hoax Calls	12	15

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

	Annual
Site Specific Risk Information (SSRIs)	60
Home Fire Safety Checks (HFSC's)	2160
Hydrant Surveys	84
Waste and Fly Tipping	48
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Assessments	72
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

Bromborough Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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. 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.	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	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.	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.			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	27	Site Specific Risk Information (SSRIs)	84
Anti-Social Behaviour Fires (ASBs)	128	99	Home Fire Safety Checks	2160
All Fires	232	182	Hydrant Surveys	41
Unwanted Fire Signals	79	83	Waste & Fly Tipping	72
Alert to Mobile	95.31%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	29	23	Simple Operational Fire Safety Audits	72
Sickness	TBC	4.2%	Off Station Exercising	4
Station Audit Performance	92.2%	80%		
Hoax Calls	6	2		

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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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.	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.	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.

Heswall 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.

	2015/16	Target 2016/17
Accidental Dwelling Fires (ADFs)	14	14
Anti-Social Behaviour Fires (ASBs)	15	21
All Fires	58	59
Unwanted Fire Signals	12	12
Alert to Mobile	94.12%	95%
Road Traffic Collisions (RTC's)	15	12
Sickness	TBC	4.2%
Station Audit Performance	94.8%	80%
Hoax Calls	0	1

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

	Annual
Site Specific Risk Information (SSRIs)	48
Home Fire Safety Checks (HFSC's)	2160
Hydrant Surveys	31
Local farm SSRI visits	12
Simple Operational Fire Safety Assessments	48
Waste and Fly Tipping	12
Seasonal Prevention Campaigns	4
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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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	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.	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.

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Upton 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.

	2015/16	Target 2016/17
Accidental Dwelling Fires (ADFs)	37	43
Anti-Social Behaviour Fires (ASBs)	154	171
All Fires	306	290
Unwanted Fire Signals	98	93
Alert to Mobile	96.58%	95%
Road Traffic Collisions (RTCs)	22	22
Sickness	TBC	4.2%
Station Audit Performance	90.4%	80%
Hoax Calls	4	4

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

	Annual
Site Specific Risk Information (SSRIs)	64
Home Fire Safety Checks	2160
Hydrant Surveys	65
Waste & Fly Tipping	72
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	72
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

Wallasey Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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.	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.	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

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.

	2015/16	Target 2016/17
Accidental Dwelling Fires (ADFs)	52	61
Anti-Social Behaviour Fires (ASBs)	202	202
All Fires	360	341
Unwanted Fire Signals	107	102
Alert to Mobile	97.08%	95%
Road Traffic Collisions (RTCs)	22	15
Sickness	TBC	4.2%
Station Audit Performance	90.6%	80%
Hoax Calls	8	5

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

	Annual
Site Specific Risk Information (SSRIs)	72
Home Fire Safety Checks	2160
Hydrant Surveys	70
Waste & Fly Tipping	48
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	72
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

Bootle & Netherton Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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.	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.	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.

	2016/17	Target 2016/17
Accidental Dwelling Fires (ADFs)	48	42
Anti-Social Behaviour Fires (ASBs)	126	165
All Fires	261	283
Unwanted Fire Signals	41	52
Alert to Mobile	96.65%	95%
Road Traffic Collisions (RTCs)	31	24
Sickness	TBC	4.2%
Station Audit Performance	87.1%	80%
Hoax Calls	4	3

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

	Annual
Site Specific Risk Information (SSRIs)	43
Home Fire Safety Checks	2160
Hydrant Surveys	48
Waste and Fly tipping	72
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	72
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 death and injuries in our communities.

Crosby Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
All station personnel will train and exercise against identified risks within their station area as per Site Specific Operational Response Plans. The port are 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.	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.	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.	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

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.

	2015/16	Target 2016/17
Accidental Dwelling Fires (ADFs)	65	66
Anti-Social Behaviour Fires (ASBs)	142	183
All Fires	294	339
Unwanted Fire Signals	83	91
Alert to Mobile	94.81%	95%
Road Traffic Collisions (RTCs)	15	19
Sickness	TBC	4.2%
Station Audit Performance	87.1%	80%
Hoax Calls	6	8

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

	Annual
Site Specific Risk Information (SSRIs)	59
Home Fire Safety Checks	2160
Hydrant Surveys	73
Waste and Fly tipping	48
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	72
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 death and injuries in our communities.

Formby Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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 a100% completion rate. Crews will visit and train at RAF Woodvale, undertaking at least 1live 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.	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.	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 1st 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.	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

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)	8	12	Site Specific Risk Information (SSRIs)	47
Anti-Social Behaviour Fires (ASBs)	30	44	Home Fire Safety Checks	2160
All Fires	61	77	Hydrant Surveys	29
Unwanted Fire Signals	17	17	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 Statin Exercising	4
Station Audit Performance	87.1%	80%		
Hoax Calls	0	2		

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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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 a100% 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.	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 NWAS. 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.	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 1st 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.	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.

Southport Community Fire Station

Community Risk Management Plan 2015-16

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.		
	2015/16	Target 2016/17
Accidental Dwelling Fires (ADFs)	58	67
Anti-Social Behaviour Fires (ASBs)	61	78
All Fires	201	216
Unwanted Fire Signals	167	157
Alert to Mobile	94.64%	95%
Road Traffic Collisions (RTCs)	28	32
Sickness	TBC	4.2%
Station Audit Performance	90.4%	80%
Hoax Calls	4	9

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.	
	Annual
Site Specific Risk Information (SSRIs)	136
Home Fire Safety Checks	4320
Hydrant Surveys	108
Waste & Fly Tipping	72
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	48
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 death and injuries in our communities.

Huyton Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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.	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.	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

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.

	Current	Target 2016/17
Accidental Dwelling Fires (ADFs)	69	60
Anti-Social Behaviour Fires (ASBs)	269	248
All Fires	435	405
Unwanted Fire Signals	46	46
Alert to Mobile	98.13%	95%
Road Traffic Collisions (RTCs)	40	35
Sickness	TBC	4.2%
Station Audit Performance	89.8%	80%
Hoax Calls	6	5

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

	Annual
Site Specific Risk Information (SSRIs)	144
Home Fire Safety Checks	1740
Hydrant Surveys	76
Waste and Fly Tipping	36
Seasonal Prevention Campaigns	4
Simple Operational Fire Safety Audits	24
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 death and injuries in our communities.

Kirkby Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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	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.	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.	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.

Kirkby 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.	
	20/15/16	Target 2016/17		Annual
Accidental Dwelling Fires (ADFs)	29	36	Site Specific Risk Information (SSRIs)	144
Anti-Social Behaviour Fires (ASBs)	184	237	Home Fire Safety Checks	1980
All Fires	307	350	Hydrant Surveys	34
Unwanted Fire Signals	27	27	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%		
Hoax Calls	5	6		

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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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 Leanrpro modules, as per the station training planner, and achieve the required standard.	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.	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.	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.

St Helens 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)	65	51	Home Fire Safety Checks	1560
Anti-Social Behaviour Fires (ASBs)	323	328	Site Specific Risk Information (SSRIs)	121
All Fires	472	514	Simple Operational Fire Safety Audits	36
Unwanted Fire Signals	70	72	Hydrant Checks	72
Alert to Mobile	97.03%	95%	Waste and Fly Tipping	96
Road Traffic Collisions (RTCs)	25	25	Seasonal Prevention Campaigns	4
Sickness	TBC	4.2%	Off Site Exercising	4
Station Audit Performance	92.3%	80%		
Hoax Calls	9	10		

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	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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.	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.	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

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.

	2015/16	Target 2016/17
Accidental Dwelling Fires (ADFs)	19	24
Anti-Social Behaviour Fires (ASBs)	80	82
All Fires	145	146
Unwanted Fire Signals	13	17
Alert to Mobile	98.21%	95%
Road Traffic Collisions (RTCs)	18	20
Sickness	TBC	4.2%
Station Audit Performance	92.4%	80%
Hoax Calls	5	2

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

	Annual
Home Fire Safety Checks	1380
Site Specific Risk Information (SSRIs)	96
Simple Operational Fire Safety Audits	36
Hydrant Surveys	28
Seasonal Prevention Campaigns	4
Waste and Fly Tipping	96
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 death and injuries in our communities.

Eccleston Community Fire Station

Community Risk Management Plan 2016-17

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
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.	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.	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.	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.

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Eccleston 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.

	Current	Target 2016/17
Accidental Dwelling Fires (ADFs)	44	36
Anti-Social Behaviour Fires (ASBs)	120	133
All Fires	210	226
Unwanted Fire Signals	49	49
Alert to Mobile	95.72%	95%
Road Traffic Collisions (RTCs)	17	23
Sickness	TBC	4.2%
Station Audit Performance	89%	80%
Hoax Calls	2	3

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

	Annual
Home Fire Safety Checks	1740
Site Specific Risk Information (SSRIs)	108
Simple Operational Fire Safety Audits	48
Hydrant Surveys	72
Seasonal Prevention Campaigns	4
Waste and Fly Tipping	120
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 death and injuries in our communities.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	**POLICY AND RESOURCES COMMITTEE**		
DATE:	**23 MARCH 2017**	**REPORT NO:**	**CFO/020/17**
PRESENTING OFFICER	**CHIEF FIRE OFFICER**		
RESPONSIBLE OFFICER:	**DEB APPLETON**	**REPORT AUTHOR:**	**DEB APPLETON**
OFFICERS CONSULTED:			
TITLE OF REPORT:	**CODE OF CORPORATE GOVERNANCE**		

APPENDICES:	**APPENDIX A:**	**MFRA CODE OF CORPORATE GOVERNANCE 2017**
	APPENDIX B:	**SI0875 ASSURANCE AND TRANSPARENCY ARRANGEMENTS**

Purpose of Report

1. To request that Members consider and approve the revised code of Corporate Governance and Service Instruction 0875 which sets out the Authority's assurance and transparency arrangements.

Recommendation

2. That Members approve the revised Code of Corporate Governance attached at Appendix A.

Introduction and Background

3. Corporate Governance is; "the system by which local government directs and controls their functions and relate to their communities." The general public have a right to expect the highest standards of conduct from its community leaders and institutions. This includes Merseyside Fire & Rescue Authority.

4. In 2008 the Authority approved and adopted a code of corporate governance which was consistent with the principles of the 2007 CIPFA/SOLACE framework "*Delivering Good Governance in Local Government*". Three key principles underpin the Authority's Code of Corporate Governance which are;

   Openness and inclusivity
   Accountability
   Integrity

5. These high level principles were supported by six detailed principles of good governance which are:
    - Focusing on the purpose of the Authority and on outcomes for the community and creating and implementing a vision for the local area
    - Members and officers working together to achieve a common purpose with clearly defined functions and roles
    - Promoting values for the Authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
    - Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
    - Developing the capacity and capability of members and officers to be effective
    - Engaging with local people and other stakeholders to ensure robust public accountability

6. The 2007 CIPFA/SOLACE framework has now been updated following the release of an updated 2016 version. This report takes into account the new framework and has revised the current Code of Corporate Governance. The proposed updated Code of Corporate is attached to this report as Appendix A.

7. The three fundamental principles that underpin the Code of Corporate Governance remain the same:-
    - Openness
    - Accountability
    - Integrity

8. The CIPFA/SOLACE Framework 2016 has revised and expanded the fundamental principles from six to seven which are based on the International Framework: Good Governance in the Public Sector, published by CIPFA in association with the International Federation of Accountants (IFAC) in July 2014. The 2014 International Framework places the attainment of sustainable economic, societal and environmental outcomes as a key focus of governance structures and processes and stresses the importance of taking account of the impact of current decisions and actions on future generations. The seven fundamental principles are;

    - Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
    - Ensuring openness and comprehensive stakeholder engagement
    - Defining outcomes in terms of sustainable economic, social, and environmental benefits
    - Determining the interventions necessary to optimise the achievement of the intended outcomes
    - Developing MFRA capacity, including the capability of its leadership and the individuals within it
    - Managing risks and performance through robust internal control and strong public financial management
    - Implementing good practices in transparency, reporting, and audit to deliver effective accountability

9. The proposed revised MFRA Code of Corporate Governance reflects these seven principles.

10. Transparency and Assurance are a key element of the requirements in relation to corporate governance and a new Service Instruction has been developed to set out the way in which the Authority will meet its obligations (attached at Appendix B).

Equality and Diversity Implications

11. The code of Corporate Governance and Transparency and Assurance Service Instruction do not include any new requirements or services, but bring together in one place activities and processes that are already in place. It is expected that individual EIAs will be completed or updated as changes are made in these areas.

Staff Implications

12. There are no staff implications arising from this report.

Legal Implications

13. This Code will ensure that Officers remain impartial and transparent and always act with integrity. It is required not by Statute but by clear expectations of good governance in the public sector.

Financial Implications & Value for Money

14. There are no financial implications arising from this report.

Risk Management, Health & Safety, and Environmental Implications

15. There are no environmental or health and safety implications arising from this report.

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

16. The Code of Corporate Governance and Transparency and Assurance Service Instruction set out the Authority's response to its obligations to our communities with regard to transparency, assurance and governance.

BACKGROUND PAPERS

CFO/059/08 "Code of Corporate Governance" Authority 18th March 2008

GLOSSARY OF TERMS

MERSEYSIDE FIRE RESCUE AUTHORITY

CODE OF CORPORATE GOVERNANCE

INTRODUCTION

Corporate Governance is: "the system by which local government directs and controls their functions and relate to their communities."

1. The general public have a right to expect the highest standards of conduct from its community leaders and institutions. This includes Merseyside Fire & Rescue Authority.

2. Three fundamental principles underpin Corporate Governance:-
   - Openness
   - Accountability
   - Integrity

   The concept of leadership overarches these three fundamental principles.

3. The CIPFA/SOLACE Framework 2016 expands the fundamental principles to define seven detailed principles of good governance. These core principles and sub principles for Delivering Good Governance in Local Government were interpreted from the International Framework: Good Governance in the Public Sector, published by CIPFA in association with the International Federation of Accountants (IFAC) in July 2014.

4. The 2014 International Framework places the attainment of sustainable economic, societal and environmental outcomes as a key focus of governance structures and processes and stresses the importance of taking account of the impact of current decisions and actions on future generations.

5. This Local Code of Corporate Governance has been devised by the Fire and Rescue Authority to reflect those seven principles, which are:

PRINCIPLE 1 – Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

- Behaving with integrity
- Demonstrating strong commitment to ethical values
- Respecting the rule of law

Merseyside Fire & Rescue Authority Commits itself to	How the Authority will do this	Responsible Committee/Officers
Behaving with integrity		
1 Ensure members and officers behave with integrity and lead a culture where acting in the public interest is visibly demonstrated thereby protecting the reputation of the organisation	Officers and Members communicate effectively and openly and work together towards the achievement of the Authority's Mission. A Constitution, Financial Regulations, Procedural and Contract Standing Orders, a range of policies, codes of conduct, Standard Operational Procedures and Service Instructions refer to the way in which the organisation should be led and governed. Annual and medium term plans are underpinned by Value for Money Principles, Planning Principles and organisational and personal Values. Committee agendas and reports (including the documents referred to above) are sent to all Members and representative bodies and are available on the website www.merseyfire.gov.uk. All are invited to attend committee meetings. The Chief Fire Officer carries out Leaders' briefing sessions Extensive information is published on the Authority's internet and portal sites and in the ModernGov information management system The Authority has in place consultation and negotiation procedures and local Joint Secretaries agreements.	Fire and Rescue Authority Strategic Management Group (SMG) Legal Director Democratic Services
2 Ensure members lead in establishing specific standard operating principles or values for the organisation and staff and that they are communicated and understood		
3 Lead by example using the above standard operating principles or values as a framework for decision making and other actions		
4 Demonstrate, communicate and embed the standard operating principles or values through appropriate policies and processes, reviewed regularly to ensure they are operating effectively		

Demonstrating strong commitment to ethical values		
1 Seek to establish, monitor and maintain MFRA's ethical standards	A Code of Conduct for Members is approved by the Authority and a Standards Committee is in place to deal with relevant issues referred to it by the Standards Board. A Code of Conduct for staff is also in place, together with relevant policies such as Bullying and Harassment, Appraisals, Conduct and Capability and Discipline. A Governance Statement is published annually which demonstrates compliance with relevant ethical standards Policies, Service instructions, plans and other reports are underpinned by Equality Impact Assessments.	Fire and Rescue Authority Strategic Management Group
2 Underpin personal behaviour with ethical values, ensuring they permeate all aspects of our culture and operations		
3 Develop and maintain robust policies and procedures which place emphasis on agreed ethical values		
4 Ensure that external providers of services on behalf of the organisation are required to act with integrity and in compliance with MFRA ethical standards		
Respecting the rule of law		
1 Ensure members and staff demonstrate a strong commitment to the rule of law as well as adhering to relevant laws and regulations	Codes of conduct, procedural, contract and financial standing orders set out the requirements. At the commencement of Authority meetings Members are asked whether they have any interests to declare. Registers of gifts, hospitality and Members' and Officers' interests are maintained, reviewed and reported on to the Standards Committee. Reminders of the need to make disclosures are issued to all staff and Members. Guidance on Members' interests is issued annually, and training is provided. The Director of Law is appointed as the Monitoring Officer and is responsible to the Authority for ensuring that all applicable law is complied with. The Treasurer is appointed as the officer having responsibility for the Authority's financial affairs under s.73 of the Local Government Act	Fire Authority Strategic Management Group
2 Create the conditions to ensure that the statutory officers, other key post holders, and members, are able to fulfil their responsibilities in accordance with legislative and regulatory requirements		Monitoring Officer
3 Strive to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders		Monitoring Officer
4 Deal with breaches of legal and regulatory provisions effectively		Monitoring Officer
5 Ensure corruption and misuse of power are dealt with effectively		

PRINCIPLE 2 – Ensuring openness and comprehensive stakeholder engagement

- Openness
- Engaging comprehensively with institutional stakeholders
- Engaging with individual citizens and services users effectively

Merseyside Fire & Rescue Authority Commits itself to	How the Authority will do this	Responsible Committee/Officers
Openness		
1 Ensure an open culture through demonstrating, documenting and communicating MFRAs commitment to openness	The Integrated Risk Management Plan, Statement of Assurance, Service Delivery Plan, Functional Plans, Community Safety Plans, partnerships with local councils and other partner agencies all set out accountability and effectiveness of relationships. A Service Instruction covering Assurance and Transparency brings together the ways in which the Authority promotes and delivers openness in relation to its activities. All Authority meetings are public meetings. Occasionally specific items will be exempt and require the exclusion of public and press but these are kept to a minimum. During consultation the reasoning and evidence for decisions are clearly explained and illustrated through presentations, historical/predicted data and literature. The Communication and Consultation approach includes: - Community forums and focus groups - Web based surveys - Public meetings - Postal surveys - Communication with staff through regular Principal Officer briefings and through Joint Secretaries - District community safety staff engage with hard to reach and at risk communities - Senior Officers engage with partner agencies through attendance at statutory and non-statutory partnerships	Fire and Rescue Authority Strategic Management Group Strategy and Performance Function
2 Make decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If this is not the case, a justification for the reasoning for keeping a decision confidential should be provided.		
3 Provide clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. Ensuring that the impact and consequences of those decisions are clear.		
4 Use formal and informal consultation and engagement to determine the most appropriate and effective interventions/course of action		

	- A biannual staff survey - Social media - Traditional media Comments from consultation are fed back through stakeholder meetings, reports to the Authority and its committees, the website, social media, traditional media and emails. Changes made to proposals as a result are reported through Authority reporting processes and published on the website	

Engaging comprehensively with institutional stakeholders			
1	Effectively engage with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably	The Integrated Risk Management Plan, Functional and Station Plans, annual reports and statutory partnership plans and reports all set out accountability and effectiveness of relationships The Communication and Consultation approach includes: - Community forums and focus groups - Web based surveys - Public meetings - Postal surveys - Communication with staff through regular Principal Officer briefings and through Joint Secretaries - District community safety staff engage with hard to reach and at risk communities - Senior Officers engage with partner agencies through attendance at statutory and non-statutory partnerships	Chief Fire Officer/Political Group Leaders Fire and Rescue Authority Strategic Management Group Strategy and Performance Function Community Risk Management Function
2	Develop formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively		

6. Ensure that partnerships are based on trust, a shared commitment to change, a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit	- A biannual staff survey - Social media - Traditional media Involvement with statutory and non-statutory partnership is based on organisational need and value. The arrangements are formally managed within the Community risk management Function and incorporate close working relationships with other departments.	

Engaging with individual citizens and service users effectively

1 Establish a clear policy on the type of issues that MFRA will meaningfully consult with or involve communities, individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievement of intended outcomes	Common processes are applied to all consultation and engagement exercises and a Service Instruction establishing these processes is in development.	Strategy and Performance Function
2 Ensure that communication methods are effective and that members and officers are clear about their roles with regard to community engagement		
3 Encourage, collect and evaluate the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	Outcomes from stakeholder consultation and engagement (as detailed previously) are fully considered in the development of plans and strategies. The full details of all consultation feedback are included in Authority reports to assist the Members make fully informed decisions. Feedback from after the incident questionnaires is considered by a dedicated Performance Management Group of officers from across	Strategy and Performance Function
4 Implement effective feedback mechanisms in order to demonstrate how views have been taken into account		
5 Balance feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity		

	the Service. Work is ongoing to broaden the range of this user feedback work. All Authority reports and minutes are published on the website prior to meetings and are circulated widely to partners and stakeholders.	
Take account of the impact of decisions on future generations of tax payers and service users	A five year financial plan and regular updates on performance against that plan consider the budget implications for future generations of the decisions taken by Members.	Treasurer

PRINCIPLE 3 – Defining outcomes in terms of sustainable economic, social, and environmental benefits

- Defining outcomes
- Sustainable economic, social and environmental benefits

Merseyside Fire & Rescue Authority Commits itself to	How the Authority will do this	Responsible Committee/Officers
Defining outcomes		
1 Have a clear vision, which is an agreed formal statement of MFRA purpose and intended outcomes containing appropriate performance indicators, which provide the basis for MFRA overall strategy, planning and other decisions	The Integrated Risk Management Plan, Service Delivery Plan, Functional Plans and Station Community Safety Plans clearly state our priorities, plans and expected outcomes. Every plan has an Equality Impact Assessment to ensure all our communities receive fair and sustainable service delivery. Plans are based on known and anticipated budget risks and focus	Fire and Rescue Authority Strategic Management Group
2 Specify the intended impact on, or changes for, stakeholders including citizens and service users.		Strategic Management Group

3	Deliver defined outcomes on a sustainable basis within the resource that will be available	on the Planning Principles and Value for Money principles. The proposals contained within the plans are developed following consideration of numerous options, selecting the options that are considered to provide the best services within the available resources.	Strategic Management Group
4	Identify and manage risks to the achievement of outcomes	The Authority maintains a Corporate Risk Register which is regularly updated and reported upon. A Community Risk Register is maintained by the Local Resilience Partnership of which MFRA is a contributing member.	Strategy and Performance Function Operational Preparedness Function
5	Manage service users' expectations effectively with regard to determining priorities and making the best use of the resources available	Stakeholders are consulted at a formative stage when the key plan (the IRMP) is being prepared and again during the 12 week consultation on the draft IRMP.	Strategy and Performance Function

Merseyside Fire & Rescue Authority Commits itself to		How the Authority will do this	Responsible Committee/Officers
Sustainable economic, social and environmental benefits			
1	Consider and balance the combined economic, social and environmental impact of policies and plans when taking decisions about service provision	All reports to the Authority (which includes policies and plans) consider the financial, equality and diversity and environmental implications as well as the implications for staff and in relation to risk management. Every report requires the author to consider the way in which the content of the report will assist the authority in achieving its Mission.	Fire and Rescue Authority Strategic Management Group
2	Take a longer term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between MFRA's intended	The IRMP covers a 3 year period, considers longer term budget or political implications (where these are known) and is reviewed regularly.	

	outcomes and short-term factors such as the political cycle or financial constraints	The production of a rolling 5 year financial plan ensures the longer term financial strategy determines the financial decisions made rather than short term benefits or solutions.	
3	Determine the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs	Consultation Forums explore the challenges and future opportunities for the Authority and these and contribute towards the development of future plans. Extensive consultation using a number of different techniques and channels then consider those plans.	
4	Ensure fair access to services	MFRA use the nine protected characteristics with addition of a tenth 'socio-economic disadvantage', as guidance when planning. Equality impact assessments are completed for any policies, service instructions, plans and proposals	
5	Manage service users' expectations effectively with regard to determining priorities and making the best use of the resources available	Formative consultation helped MFRS develop its Planning Principles. The Integrated Risk Management Plan (and other plans) then reflect these principles.	

PRINCIPLE 4 – Determining the interventions necessary to optimise the achievement of the intended outcomes

- Determining interventions
- Planning interventions
- Optimising achievement of intended outcomes

	Merseyside Fire & Rescue Authority Commits itself to	How the Authority will do this	Responsible Committee/Officers
	Determining interventions		
1	Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and associated risks. Therefore ensuring best value is achieved however services are provided	IRMP (and other planning) consists of analysis of intelligence and the consideration of many different options. Decision makers are presented with the most feasible options in order to determine which best meet VfM and planning requirements. Financial saving options and the financial strategy take into account what impact they would have on on the safety of the Merseyside Community and the Authority's firefighters.	Strategy and Performance Function Fire and Rescue Authority Strategic Management Group
2	Consider feedback from citizens and services users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills land and assets and bearing in mind future impacts	Extensive consultation takes place early in the planning process when proposals are being developed and once they have been developed and included in the IRMP. The Medium Term Financial Plan is linked to the development of the IRMP and vice versa.	Fire and Rescue Authority Strategic Management Group
	Planning interventions		
1	Establish and implement robust planning and control cycles that cover strategic and operational plans, priorities and targets	Plans are developed on a regular cycle: MTFP – 5 year IRMP – 3 year Functional, Station and Service Delivery Plans – 1 year Monitoring and management of performance against plans also takes place regularly.	Strategy and Performance Function Treasurer

2	Engage with internal and external stakeholders in determining how services and other courses of action should be planned and delivered	Extensive consultation takes place early in the planning process when proposals are being developed and once they have been developed and included in the IRMP. The Medium Term Financial Plan is linked to the development of the IRMP and vice versa.	Strategy and Performance Function People and Organisational Development Function
3	Consider and monitor risks facing each partner when working collaboratively, including shared risk	Community Risk Register Any joint projects are project managed and this includes a risk register Partnership arrangements are formalised and include consideration of risks.	Strategic Management Group
4	Ensure arrangements are flexible and agile so that the mechanisms for delivering goods and services can be adapted to changing circumstances	Plans are adaptable if necessary. Intelligence is used to develop and amend plans in relation to changing risk and resources.	Strategic Management Group
5	Establish appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured	Key performance indicators are published in the annual Service Delivery Plan. They are reviewed annually and scrutinised and reported to Performance Management Group monthly and the Community Safety and Protection Committee c4 monthly. A dedicated planning and performance management system (PIPS) allows joined up and dynamic review in addition to facilitating the production of business intelligence.	Fire and Rescue Authority, Strategic Management Group Strategy and Performance Directorate
6	Ensure capacity exists to generate the information required to review service quality regularly		
7	Prepare budgets in accordance with objectives, strategies and the medium term financial plan	Two Authority Strategy days are held before each Budget cycle to discuss and prioritise spend and to identify areas that would deliver any required savings. All interested parties are invited to the strategy days. A rolling 5 year medium term financial plan is maintained and savings and efficiencies are identified to maintain a balanced plan. Priority is given to protecting front line services. A rolling five year capital	Treasurer
8	Inform medium and long term resource planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy		Treasurer

	programme is maintained in order to maintain the Authority's infrastructure and investments. The programme takes into account the approved Asset Management Plan proposals and IRMP required investment. Any prudential borrowing is assessed for affordability and sustainability.	
Optimising achievement of intended outcomes		
1 Ensure the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	The protection of front line services to ensure the Merseyside Community and Firefighters safety is given priority when allocating resources. The Authority has a long record of robust financial planning and making the required decisions to deliver the long term savings that are required as Government funding is cut.	Treasurer
2 Ensure the budgeting process is all inclusive, taking into account the full cost of operations over the medium and longer term	The financial plan takes account of the revenue costs associated with capital investment requirements over the five year plan period. Most revenue expenditure relates to staff in particular firefighters and the Plan takes account of future retirements and recruitment requirements.	Treasurer
3 Ensure the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage	The single biggest external influence is the level of support the Authority receives from the Government. The financial plan builds in all known funding changes and makes prudent assumptions about funding and expenditure changes that may be reasonably expected over the financial plan period. Quarterly financial reviews go to the Authority for consideration and take account of any changes to the Plan's assumptions and the report identifies amendments to bring the plan back into a balanced position if required.	Treasurer
4 Ensure the achievement of 'social value' through service planning and commissioning	Plans are entirely focused on providing social value as the Mission is "Safer, stronger communities – Safe,` effective firefighters"	Strategic Management Group

PRINCIPLE 5 – Developing MFRA capacity, including the capability of its leadership and the individuals within it

- Develop MFRA capacity
- Develop the capability of MFRA's leadership and other individuals

Merseyside Fire & Rescue Authority Commits itself to	How the Authority will do this	Responsible Committee/Officers
Develop MFRA capacity		
1 Review operations, performance and use of assets on a regular basis to ensure their continuing effectiveness	Regular reports on performance against objectives, asset management plans, financial reporting, risk register, internal audit are considered by the Authority. Performance Management Group considers performance against performance indicators monthly.	Fire and Rescue Authority Strategic Management Group
2 Improve resource use through appropriate application of techniques such as benchmarking and other options in order to determine how resources are allocated so that defined outcomes are achieved effectively and efficiently	The Authority regularly shares and generates best practice and seeks advice from other FRS and partner organisations when developing plans. Simulation and mapping software are extensively used to model response options, creating a number of options to be considered as potential proposals for inclusion in plans.	Strategic Management Group
3 Recognise the benefits of partnerships and collaborative working where added value can be achieved	There are blue light collaborative partnership on fire stations and an organisational approach to partnership working. There is a standardised approach to setting up and monitoring the value of partnership working.	Strategic Management Group Community Risk Management Function
4 Develop and maintain an effective workforce plan to enhance the strategic allocation of resources	A workforce development strategy is in development.	People and Organisational Development Function

Developing the capability of MFRA's leadership and other individuals		
1 Develop protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that shared understanding of roles and objectives is maintained	Authority and Service roles and responsibilities are set out in: - Constitution - Procedural standing orders - Role maps - Job descriptions - These are all reviewed annually	Monitoring Officer
2 Publish a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	Schemes of delegation to committees and officers are reviewed annually at the AGM	Monitoring Officer
3 Ensure the leader and chief executive have clearly defined and distinctive leadership roles within a structure whereby the chief executive leads in implementing strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority	Procedural standing orders detail the terms of reference of each Member on a committee. The Chief Fire Officer and other officers have delegated powers that are set out in the Scheme of Delegation. All of which are reviewed each year.	Monitoring Officer
4 Develop the capabilities of members and senior management to achieve effective leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by: - Ensuring member and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is acceptable and encouraged - Ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis	Training and development strategies exist for Members and Officers including: - Seminars - Formal training - Informal training - Mentoring Training and development strategies exist for Members and officers. One to ones and appraisals assess individual training and development needs. Training is tailored to role and annual appraisals identify additional training needs for officers. All new Authority Members and staff receive an induction. Functional plans include consideration of training needs arising from new objectives.	Monitoring Officer Member Development Group People and Organisational Development Function

	- Ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from governance weaknesses both internal and external		
5	Ensure that there are structures in place to encourage public participation	External stakeholder consultation is part of the Diversity and Consultation Manager role. This includes a range of approaches to consultation including a Diversity Forum and close working with the Police is intended to combine resources.	Strategy and Performance Function
6	Take steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	FRA participate in Peer Reviews and annual audit provided by Liverpool City Council officers All Senior and Principal Officers have individual appraisals.	Strategic Management Group
7	Hold staff to account through regular performance reviews which take account of training or development needs	Every member of staff has an annual appraisal meeting to identify development and training needs	Strategic Management Group
8	Ensure arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	MFRA Occupational Health team offer extensive support including: Physiotherapy Counselling Stress risk assessments Flu vaccinations Occupational health nurse and doctor support Fitness and health assessments Online and telephone services Puffell portal The Conduct and Capability policy includes a structured support plan for employees returning from sickness absence.	People and Organisational Development Function

PRINCIPLE 6 – Managing risks and performance through robust internal control and strong public financial management

- Managing risk
- Managing performance
- Robust internal control
- Managing data
- Strong public financial management

Merseyside Fire & Rescue Authority Commits itself to	How the Authority will do this	Responsible Committee/Officers
Managing risk		
1 Recognise that risk management is an integral part of all activities and must be considered in all aspects of decision making	IRMP planning fully explores all risks to MFRA and the communities we serve. When planning for changes to the Service, due to budget cuts, we fully explore the impact on vulnerable groups, our communities and staff. With the ultimate aim of maintaining our response standard to attend all life risk incidents within 10 minutes. We fully consult with all stakeholders. Corporate Risk Register – action owners are identified and they manage the risk, provide updates and review annually. New risks can be added as required Annual Service Delivery Plan also addresses risk and incorporates KPI/LPI's and Functional Plan actions which are updated regularly and report to Authority. These updates are available to view on the website All reports to Strategic Management Group and Authority consider risk as a standard item.	Fire and Rescue Authority Strategic Management Group
2 Implement robust and integrated risk management arrangements and ensure that they are working effectively		
3 Ensure that responsibilities for managing individual risks are clearly allocated		

Merseyside Fire & Rescue Authority Commits itself to	How the Authority will do this	Responsible Committee/Officers
Managing performance		
1 Monitoring service delivery effectively including planning, specification, execution and independent post implementation review	IRMP planning takes place every three years and Service Delivery Planning is an annual activity. SMG members, Senior Officers and station crews plan each functional and station plan with specific priorities for their area. Managers use both historical and estimated data to decide priorities and set targets. Monthly station performance is monitored closely by Senior Officers and performance is reported to and considered by Performance Management Group. Service Delivery and Functional Plan updates are reported to Strategic Management Group and Committee quarterly. Scrutiny is provided during all decision making processes; for example reports are examined by Strategic Management Group (including the Treasurer and Monitoring Officer) before submission to Committee. Agendas and reports are sent to all Members and representative bodies. They are invited to attend every Committee meeting and offer challenge during the decision making process. All meetings are minuted and contain supporting evidence of decisions. These are available via our website. Meetings are recorded, these recordings are available on request.	Fire and Rescue Authority Strategic Management Group
2 Make decisions based on relevant, clear objective analysis and advice pointing out the implications and risks inherent in MFRA's financial, social and environmental position and outlook		
3 Ensure an effective scrutiny or oversight function is in pace which provides constructive challenge and debate on policies and objectives before, during and after decisions are made thereby enhancing MFRA's performance and that of any organisation for which it is responsible		
4 Provide members and senior management with regular reports on service delivery plans and on progress towards outcome achievement		Audit and Scrutiny Committee Monitoring Officer
5. Ensure there is consistency between specification stages (such as budgets) and post implementation reporting (eg	Comprehensive quarterly financial reports are prepared for members to highlight actual performance / budget delivery against the	Treasurer

financial statements)	approved plan. Financial Regulations and Standing Orders exist to ensure the legitimacy of spend against the budget plan	

Merseyside Fire & Rescue Authority Commits itself to	How the Authority will do this	Responsible Committee/Officers
Robust internal control		
1 Align the risk management strategy and policies on internal control with achieving objectives	A regular review of the risk register is carried out and shared with SMG / Members for consideration. Any identified risk is then assessed and mitigating actions identified to reduce the risk	Strategic Management Group
2 Evaluate and monitor risk management and internal control on a regular basis	The Corporate Risk Register is fully reviewed annually and updated then reported to Authority quarterly.	Strategy and Performance Function
3 Ensure effective counter fraud and anti-corruption arrangements are in place		Treasurer and Monitoring Officer
4 Ensure additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by internal auditors	Statement of Assurance and Corporate Risk register are being audited by Liverpool City Council Auditors at our request. SMG and Members approve the Annual Governance Statement Effective Internal Audit is procured via a Service Level Agreement with Liverpool City Council. The annual audit plan is agreed by SMG and Members and this plan includes annual reviews of fundamental systems and any project work based on service priorities. Updates on actual performance against the plan are brought to members for consideration during the year and at the year-end.	Strategic Management Group, Treasurer, Internal Audit
5 Ensure an audit committee or equivalent group/function, which is independent of the executive and accountable to the governing body - To provide a further source of effective assurance regarding arrangements for managing risk and maintaining an	The Authority has an Audit sub committee which fulfils this purpose.	Monitoring Officer

effective control environment - That its recommendations are listened to and acted upon		

Merseyside Fire & Rescue Authority Commits itself to	How the Authority will do this	Responsible Committee/Officers
Managing data		
1 Ensure effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data	The Authority has a Senior Information Risk Owner and other roles relating to Protective Security including Information Asset Owners and Service Security Officer. There are a suite of policies and SIs relating to information security, governance and management. Protective marking (Govt. Security Classifications) has been adopted. Information security audits take place. Information security is considered as part of the Protective Security and ICT and Information Management meetings.	Senior Information Risk Owner
2 Ensure effective arrangements are in place and operating effectively when sharing data with other bodies	All Information Sharing Agreements are written/considered by the Corporate Information Sharing Officers and signed off by the SIRO and relevant departmental managers (where appropriate). Privacy Impact Assessments are completed for information sharing Secure methods of transferring information are used.	Senior Information Risk Owner
3 Review and audit regularly the quality and accuracy of data used in decision making and performance monitoring	Arrangements for assessing data quality are subject to local departmental arrangements. Work will take place during 2017/18 to review these.	Senior Information Risk Owner

Strong public financial management			
1	Ensure financial management supports both long term achievement of outcomes and short-term financial and operational performance	A robust five year medium term financial plan and annual budget is produced, implemented and monitored regularly. Resources are allocated out based on the service priorities and needs. Any key performance failures would be assessed and if needed resources would be realigned.	Fire and Rescue Authority Treasurer Strategic Management Group
2	Ensure well-developed financial management is integrated at all levels of planning and control, including management of financial risk and controls	A comprehensive integrated financial system exists. The Treasurer has sufficient staffing resources to enable financial support to be given to all cost centre managers and the senior management team. The finance system ensures no spending commitment can be made without sufficient financial resources being available. Reserves have been established for those activities or financial assumptions that are deemed to carry a significant risk. Members receive quarterly financial reports on financial performance against the financial plan and strategy during the year.	Treasurer Strategic Management Group

PRINCIPLE 7 – Implementing good practices in transparency, reporting, and audit to deliver effective accountability

- Implementing good practice in transparency
- Implementing good practices in reporting
- Assurance and effective accountability

Merseyside Fire & Rescue Authority Commits itself to		How the Authority will do this	Responsible Committee/Officers
Implementing good practice in transparency			
1	Write and communicate reports for the public and other stakeholders in a fair, balanced and understandable style appropriate to the intended audience and ensure that they are easy to access and interrogate	A standard template is used for all reports to Authority, with glossaries included where required. Officers aim to write public reports and documents using plain English.	Director of Legal, Democratic and Procurement

2	Strike a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand	All information required by the Transparency regulations is provided. A Service Instruction sets out what is provided. Officers seek to provide performance information in an accessible format eg the Corporate Risk Register and Service Delivery Plan reporting formats have been modified over the years to make them easier to understand.	Strategic Management Group
3	Ensure that responsibilities for managing individual risks are clearly allocated	The Corporate Risk Register clearly identifies risk owners and those risk owners put in place mitigation and report back to Authority on those risks.	Strategic Management Group Strategy and Performance Function
Implementing good practices in reporting			
1	Report at least annually on performance, value for money and stewardship of resources to stakeholders in a timely and understandable way	Reports on all these subjects are considered by the Authority at least twice a year.	Strategy and Performance Function Treasurer
2	Ensure members and senior management own the results reported	All reports are owned / prepared by the relevant lead officer. Members, if required, are asked to approve any recommendations contained in a report.	Strategic Management Group
3	Ensure robust arrangements for assessing the extent to which the principles contained in this framework have been applied and publish the results on this assessment, including an action plan for improvement and evidence to demonstrate good governance (the annual governance statement)	The Annual Governance Statement is prepared each year and considered by the Authority.	Treasurer Strategy and Performance Function
4	Ensure that this Framework is applied to jointly managed or shared service organisations as appropriate	N/A	
5	Ensure the performance information that accompanies the financial statements is prepared	The Narrative report that accompanies the Statement of	Treasurer Strategic Management Group

	on a consistent and timely basis and the statements allow for comparison with other, similar organisations	Accounts allows the reader to consider the Authority's performance.	
Assurance and effective accountability			
1	Ensure that recommendations for corrective action made by external audit are acted upon	Reports on the outcomes of internal audit work are regularly considered by the Authority with proposals for action included where required.	Fire and Rescue Authority Strategic Management Group
2	Ensure an effective internal audit service with direct access to members is in place, providing assurance with regard to governance arrangements and that recommendations are acted upon	Internal audit is provided by Liverpool City Council. The lead auditor regularly reports back to the Authority on audit findings. An audit plan, progress report and year-end report are prepared for members' consideration. Liverpool's Internal Audit Service meets the Public Sector Internal Audit Standards (PSIAS) and an external assessment of the internal audit function is carried out once every five years by a qualified, independent assessor or assessment team.	Treasurer Head of Internal Audit
3	Welcome peer challenge, reviews and inspections from regulatory bodies and implementing recommendations are acted upon	An action plan is produced when an audit, peer review or inspection has been completed and actions are required.	Strategic Management Group
4	Gain assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	Annual Governance Statement	
5	Ensure that when working in partnership, arrangements for accountability are clear and the need for wider public accountability has been recognised and met	There is a partnerships process in place which considers all aspects of governance.	Community Risk Management and Strategy and Performance Functions

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Service Instruction 0875
Merseyside Fire and Rescue Authority
Assurance and Transparency arrangements

Document Control
Description and Purpose

To describe the assurance, governance and transparency arrangements that exists in Merseyside Fire and Rescue Authority (MFRA).

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26.01.2017	26.01.2018	Deb Appleton	Deb Appleton	Sue Coker

Permanent		Temporary		If temporary, review date must be 3 months or less.
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Amendment History

Version	Date	Reasons for Change	Amended by

Risk Assessment (if applicable)

Date Completed	Review Date	Assessed by	Document location	Verified by(H&S)
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Equalities Impact Assessment

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Civil Contingencies Impact Assessment (if applicable)

Date	Assessed by	Document location
N/A	N/A	N/A

Related Documents

Doc. Type	Ref. No.	Title	Document location

Contact

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Target audience

All MFRS	X	Ops Crews		Fire Protection		Fire Prevention	
Principal officers		Senior officers		Non uniformed			

Relevant legislation (if any)

Fire and Rescue Services Act 2004

Instruction

FIRE AND RESCUE AUTHORITY ASSURANCE

1. INTRODUCTION

The purpose of this Service Instruction to describe the assurance, governance and transparency arrangements that exists in Merseyside Fire and Rescue Authority (MFRA).

MFRA is required to assess all foreseeable fire and rescue related risks that could affect its communities and put in place arrangements to mitigate those risks. The Fire and Rescue Services Act 2004 details the duties and powers of fire and rescue services. MFRA also plans for and occasionally responds to incidents of such scale and/or complexity that local resources may be insufficient even when taking into account mutual aid agreements, pooling and reconfiguration of resources and collective action.

In demonstrating its accountability to communities for the service it provides, MFRA needs to:

- Be transparent and accountable to its communities for its decisions and actions, and to provide the opportunity for communities to help to plan its local service through effective consultation and involvement whilst holding it to account for the services it provides.
- Have scrutiny arrangements in place that reflect the high standards communities expect.
- Provide assurance to its communities and to Government, on financial, governance, operational matters, national resilience capability and equality and diversity.

2. Safer communities - Integrated Risk Management Plans

MFRAs Integrated Risk Management Plan (IRMP) provides an opportunity to demonstrate how it will discharge its responsibilities in a way that is open and transparent to its community and other stakeholders with an interest.

3. Identify and assess

The IRMP must identify and assess all foreseeable fire and rescue related risks that could affect MFRAs community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums (LRF) and any other local risk analyses as appropriate. MFRA will also consider the National Risk Register as well as any other local risk analyses to ensure that all foreseeable fire and rescue related risks are identified and included in the IRMP.

4. Prevent and protect

The IRMP must: -

Demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through MFRA and related agencies working either individually or collectively, in a cost effective way.

Set out MFRAs management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat.

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5. Response

MFRA must make provision to respond to incidents such as fires, road traffic accidents and emergencies within its area and in other areas in line with its mutual aid agreements and reflect this in the IRMP.

MFRA must have effective business continuity arrangements in place in accordance with its duties under the Civil Contingencies Act 2004 and to meet the full range of service delivery risks.

MFRA must collaborate with other FRAs to deliver intra-operability with other FRAs, other emergency services, wider Category 1 and 2 responders and LRFs to ensure interoperability.

MFRA must engage with the Fire and Rescue Strategic Resilience Board in order to support discussions and decision making in relation to national resilience.

6. Resilience

To enhance resilience to such risks, the Government has provided financial resources to build specialist capability that is located in a number of fire and rescue services, including Merseyside. This resource is also centrally coordinated by MFRA. This includes the following:

- Additional, specialist urban search and rescue (USAR) capability.
- High volume pumps; mass decontamination equipment.
- Detection, identification and monitoring (DIM) equipment for chemical, biological, radiological and nuclear (CBRN) incidents.
- Additional command and control capability.

6.1 National resilience assurance

In addition to the assurance arrangements detailed above, FRAs must work collectively and with the Fire and Rescue National Resilience Board (the MFRS Chief Fire Officer is the Chair of the Board) to provide assurance to Government that: -

- Risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified.
- Existing specialist national resilience capabilities are fit-for-purpose and resilient.
- Any new capabilities that FRAs are commissioned to deliver by Government are procured, maintained and managed in the most cost-effective manner that delivers value for money whilst ensuring capabilities are fit-for-purpose and resilient.

Assurance of national capabilities is provided by a National Resilience Assurance Team (NRAT). Responsibility for this has now passed to Merseyside FRS as the lead authority. The team's core function is to: -

- Provide bespoke professional sector-led advice
- Operational assurance through audits and inspections
- Support in the management, development and maintenance of the operational assurance of the capabilities
- Stakeholder engagement and communications

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- Through stakeholder engagement support CFOA in developing local and national arrangements for maximising the benefits of the capabilities
- Support the ongoing integration of all assets with host FRSs into ownership and core business
- Operational support through the National Co-ordination and Advisory Support Framework
- Support the development and implementation (and be an integral part) of an operational support structure for national emergencies

6.2 Gap analysis

FRA risk assessments must include an analysis of any gaps between their existing capability and that needed to ensure national resilience.
As part of their analysis, FRAs must highlight to the Home Office or the Fire and Rescue Strategic Resilience Board, any capability gaps that they believe cannot be met even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.

6.3 Capability building

FRAs must work collectively, through the Fire and Rescue Strategic Resilience Board, to agree with the Home Office whether and/or how to address any capability gaps identified through the gap analysis.

7. Working in partnership

In order to meet the requirements placed upon it, MFRA must work in partnership with its communities and a wide range of partners locally, regionally and nationally.

8. Accountable to communities

MFRA is accountable to its communities for its actions and decision making. It needs to have transparent processes in place to deliver this and engage with communities to provide them with the opportunity to influence their local service. Local accountability is a vital check on the services provided by MFRA.

9. Communities planning their local fire and rescue service

MFRA's IRMP will:

- Be easily accessible and publicly available.
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce, representative bodies and partners.
- Cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that MFRA is able to deliver the statutory requirements placed upon it.
- Reflect up to date risk analyses and the evaluation of service delivery outcomes.

10. Annual statement of assurance

MFRA must provide assurance on financial, governance and operational matters and show how they it has due regard to the expectations set out in its IRMP and the requirements included in the National Framework. To provide assurance, MFRA must publish an annual statement of assurance.

MFRA is responsible for ensuring that their business is conducted in accordance with the law and proper standards, and that public money is properly accounted for and used economically, efficiently and effectively.

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It is a statutory requirement under the Accounts and Audit (England) Regulations 2015 for MFRA to publish the financial results of its activities for the year. This 'Statement of Accounts', shows the annual costs of providing the service and is determined by a Code of Practice which aims to give a "true and fair" view of the financial position and transactions of the authority. MFRA is responsible for approval of the statement of accounts prior to publication.

The Audit Commission's Code of Audit Practice (the Code) requires MFRA to report to those charged with governance on the work MFRS has carried out to discharge their statutory audit responsibilities together with any governance issues identified.

The Code of Audit Practice sets out what local auditors of relevant local public bodies are required to do to fulfil their statutory responsibilities under the Local Audit and Accountability Act 2014. 'Relevant bodies' are set out in Schedule 2 of the Act and include local councils, fire authorities, police and NHS bodies. Local auditors must comply with the Code of Audit Practice.

The statement of assurance may briefly set out what assessment procedures are in place with regard to the authorities' statements of account.

11. Governance

MFRAs Annual Governance Statement (AGS) publicly explains how it manages its governance and internal control measures. It is an open and honest account of how MFRA ensures its financial management system is adequate and effective, as well as ensuring it has a sound system of internal control, assuring utmost integrity in all its dealings.

The Accounts and Audit (England) Regulations 2015 also requires MFRA to prepare an annual governance statement in support of its statement of accounts. This governance statement is an expression of the measures taken by MFRA to ensure appropriate business practice, high standards of conduct and sound governance. The statement of assurance may set out what work MFRA has undertaken to review the effectiveness of their governance framework, including the system of internal control.

Transparency is a key element of the Framework and is at the heart of the Government's commitment to enable the public to hold their authorities to account for the way they spend public money. In preparing the statement of assurance, MFRA will consider the principles of transparency set out in the Code of Recommended Practice for Local Authorities on Data Transparency.

Governance arrangements for MFRA also include a monitoring officer and chief finance officers (Section 151) role, standing orders, contract standing orders, financial regulations and published schemes of delegation.

MFRA functions within a clearly defined and specific statutory and policy framework. The key documents setting this out are: -

- The Fire and Rescue Services Act 2004
- The Civil Contingencies Act 2004
- The Regulatory Reform (Fire Safety) Order 2005
- The Fire and Rescue Services (Emergencies) (England) Order 2007
- The Localism Act 2011
- The Fire and Rescue National Framework for England

MFRA already consults on, and publishes its IRMP, which sets out local strategies including cross-border, multi-authority and national arrangements where appropriate. The statement of assurance should include details of consultation on these plans, and confirm that appropriate information was provided to enable active and informed participation.

Instruction

The statement of assurance may also indicate where fire and rescue authorities have entered into agreements and/or mutual aid arrangements with other relevant bodies. The level of detail included will be a matter for MFRA and may be linked to their IRMP.

It is not the aim of statements of assurance to set out the operational procedures for MFRA. However, the statement of assurance is the appropriate vehicle with regard to specific events which raise issues of operational competence or delivery. For example, if advice is received under health and safety or other legislation it would be appropriate for MFRA to use the statement of assurance as a means to inform its communities that these matters have been considered and, where appropriate, acted on.

When MFRA is satisfied that the systems it has in place and any specific measures they have undertaken fulfil their Framework requirements, this is clearly stated in the statement of assurance. Accordingly, where appropriate, MFRA will consider making a simple declaration that the Framework requirements have been met.

Section 25 of the Fire and Rescue Services Act 2004 requires the Home Secretary to report to Parliament every 2 years on:

- The extent to which fire and rescue authorities are acting in accordance with the national framework, and
- Any steps taken to ensure that fire and rescue authorities act in accordance with the national framework

The publication on 4th July 2016 by the Home Secretary on fire and rescue authorities' compliance with the fire and rescue national framework for England reported that the Home Secretary is satisfied that each fire and rescue authority in England has: -

- Complied with the publication of their annual statement of assurance for 2014 to 2015 financial year
- Complied with the publication of their updated integrated risk management plan element
- Complied with the national resilience assurance elements

12. Scrutiny arrangements transparent to communities

MFRA must hold its Chief Fire Officer/Chief Executive to account for the delivery of services by the fire and rescue service (FRS).
MFRA must have arrangements in place to ensure that its decisions are open to scrutiny.
There are committees established that are responsible for carrying out scrutiny of performance and review, finance and general purposes etc.

13. Transparent data enables communities to hold service providers to account

To hold MFRA to account, communities need to be able to access information in a way that enables them to compare the performance of MFRA with others.

FRAS must make their communities aware of how they can access data and information on their performance.

- Meeting the current code of recommended practice for local authorities on data transparency.
- Publishing pay policy statements (a duty under sections 38 and 39 of the Localism Act 2011).
- Raising awareness of sources of comparable data and how to access these; e.g. linking to other government department websites and data returns to the Chartered Institute of Public Finance and Accountancy (CIPFA).

Instruction

- Linking to tools and best practice guidance provided by organisations such as the Local Government Association (LGA) and the Chief Fire Officers' Association (CFOA).
- Acting in accordance with the Freedom of Information Act and publication schemes set out by the Information Commissioner.
- Publishing any action plans arising from peer reviews and self-assessments.
- Publishing any other locally held data that MFRA feels will aid transparency to their communities.

Details of the information published by MFRA under these requirements is included as **Appendix A**

14. Operational Assessment and Fire Peer Challenge

The Fire and Rescue sector has a strong and long standing commitment to sector-led improvement. As part of this, the CFOA developed the concept of Operational Assessment (OpA) in 2009, in partnership with the LGA and the Chief Fire & Rescue Advisor (CFRA). This process, which has a strong operational focus, comprises a self-assessment and external peer challenge and is designed to allow a "whole system" look at how a FRA leads, prioritises and delivers the interrelated functions of prevention, protection, preparedness and response in a way which is rooted in: -

- A deep understanding of community risk
- The allocation of resources in accordance with that risk
- The marshalling of partnership resources to assist in managing the risk; and
- A high regard for operational good practice and the health, safety, welfare and development of all FRS staff.

The OpA and Fire Peer Challenge process is designed to: -

- Form a structured and consistent basis to drive continuous improvement within the FRS, and
- Provide elected members on fire authorities, and chief officers, with information that allows them to challenge their operational service delivery, and their organisational effectiveness, to ensure they are efficient, effective and robust.

The OpA and Fire Peer Challenge will: -

- Assist the FRA to identify its service's strengths and areas to explore
- Inform the FRA's strategic improvement plans
- Deliver a robust process for assessing operational performance
- Complement and not duplicate any national requirements for financial audit, including the value for money judgement
- Be used as a tool to assist fras in the identification and dissemination of notable practice; and
- Be flexible in design, and simple in delivery.

The sector-led peer challenge process has been updated to take account of learning from the first three years of the programme, and the outcome of an evaluation conducted by Cardiff University. The overarching principles of peer challenge remain in that it is an effective way to help councils and FRAs strengthen local accountability and improve the way they evaluate and improve services.

Instruction

The Fire Peer Challenge is a voluntary process that is managed by and delivered for the sector. It is not a form of sector-led inspection and is a mechanism to provide fire authorities and chief officers with information that allows them to challenge their operational service delivery, and their organisational effectiveness, to ensure they are efficient, effective and resilient.

15. Support and intervention

The expectation of the Government is that fire and rescue authorities, and their political and professional leadership, have proactive processes in place that provide support and lead improvement. In this context, improvement is currently delivered through peer led responses and effective partnership working.

The Local Government Association, as part of their challenge and intelligence role, works collaboratively with fire and rescue authorities and other government departments to identify at an early stage where serious risks to performance are developing. It will act with them to mitigate the escalation of those risks which would have a negative impact on the reputation of the sector or could lead to serious service failure.

The Government intends to use its intervention powers only as a last resort, for example, where the risk of failure is deemed so serious as to require immediate and directive action to resolve17. Any use of intervention powers will be in accordance with the intervention protocol as set out in section 23 of the Fire and Rescue Services Act 2004.

Ministers may also ask the Chief Fire and Rescue Adviser, as a designated Her Majesty's Inspector under the Fire and Rescue Services Act 2004, to lead an investigation into instances of serious concern regarding operational performance. Ministers may also seek additional and separate assurance from the Chief Fire and Rescue Adviser, or other advisers, in respect of specific issues.

16. Future improvements

Where appropriate, MFRA will include a section in their statements of assurance on any potential improvements it has identified across its accounting, governance or operational responsibilities to communities, particularly where plans are underway.

17. Other methods of ensuring assurance

MFRA can and does use external agencies to provide insights to their performance. Examples of other bodies who provide a level of assurance for some FRAs include Investors in People (IiP), the Royal Society for the Prevention of Accidents (RoSPA), the Health and Safety Executive (HSE), Stonewall, ICT Security accreditations (ISO 27001), Department of Transport requirements (DfT), Driver and Vehicle Licensing Agency (DVLA), Information Commissioner Inspections and Two Ticks Employer.

MFRA is required by law to investigate and report to other agencies and authorities either independently or in partnership with others. Examples of these include police investigations following fire deaths and particularly where it involves firefighters, health and safety investigations, Coroners inquests etc.

MFRA has internal mechanisms by which it upholds discipline, codes of conduct and ethics, and deal with complaints. Other policies cover issues around whistle blowing, disclosure and barring, data protection and management etc.

MFRA is also expected to demonstrate its ability to comply with other legislation such as the Human Rights Act 1998, Equality Act 2010, Data Protection Act 1998 and Freedom of Information Act 2000.

Instruction

18. Inspection

The Police and Fire Minister has stated that an independent Fire and Rescue Service Inspectorate will be established to provide similar levels of assurance to Government as that provided by Her Majesty's Inspectorate of Constabulary. Further details on the structure and process involved will be provided in due course.

19. Firefighter fitness

MFRA must: -

- Have a process of fitness assessment and development to ensure that operational personnel are enabled to maintain the standards of personal fitness required in order to perform their role safely.
- Ensure that no individual will automatically face dismissal if they fall below the standards required and cannot be deployed operationally.
- Ensure that all operational personnel will be provided with support to maintain their levels of fitness for the duration of their career.
- Consider where operational personnel have fallen below the fitness standards required whether an individual is able to continue on full operational duties or should be stood down, taking into account the advice provided by the FRAs occupational health provider. In making this decision, the safety and well-being of the individual will be the key issue.
- Commit to providing appropriate and tailored development and support to enable individuals who have fallen below the required fitness standards to regain the necessary levels of fitness, in accordance with extant Capability procedures
- Refer an individual to occupational health where underlying medical reasons are identified that restrict/prevent someone from achieving the necessary fitness and that individual must receive the necessary support to facilitate a return to operational duties.
- Fully explore opportunities to enable the individual to remain in employment including through reasonable adjustment and redeployment in a role where it appears the medical condition does not allow a return to operational duties.

Instruction

APPENDIX A

Information to be published/submitted	Legislation/ regulations	Date/s	Department	Responsible Officer
Quarterly:				
Transactions on government procurement cards	Local Government Transparency Code 2015	NA	NA	NA
Procurement all spending transactions over £500		Published monthly	Finance	Mike Davies
Contracts Register (including contracts valued over £5,000)		Quarterly	Procurement	Sharon Mathews
Annually:				
Service Delivery Plan	N/A	April	Strategy and Performance	Deb Appleton/ Jackie Sutton
Statement of Assurance	National Framework	December	Strategy and Performance	Deb Appleton/ Jackie Sutton
Equality and diversity information – Annual Report	Equalities Act 2010	July (to Authority) September publication	Strategy and Performance	Deb Appleton/ Wendy Kenyon
Details of land and assets	Local Government Transparency Code 2015	April	Estates	Stewart Woods
Details of grants to voluntary, community and social enterprise organisations		April	Finance	Ian Cummins
The organisation chart		Required now - Not up to date on the website	POD	Nick Mernock

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Time and resources spent on trade union tasks and functions		September	POD	Nick Mernock/ Mike Cummins
Parking revenues and number of controlled parking spaces		NA	NA	NA
Details of officers' salaries over £50,000 MFRS publishes the Pay Policy		September	POD	Nick Mernock/ Mike Cummins
The Constitution		June	Legal and Democratic Services	Janet Henshaw
The pay multiple (the ratio between highest paid salary and the median salary of the whole workforce) MFRS publishes its Pay Policy to comply with this		September	POD	Nick Mernock/ Mike Cummins
CIPFA statistical return	Not statutory	May/June	Strategy and Performance	Deb Appleton/ Jackie Sutton
Home Office IRMP statistical return Estimates Actuals	Not statutory	April July	Strategy and Performance	Deb Appleton/ Jackie Sutton
Three yearly				
Integrated Risk Management Plan	National Framework	Three yearly - October (Draft) February (Final)	Strategy and Performance	Deb Appleton/ Jackie Sutton
As required				
Publications sent to the British Library and other institutions	Legal Deposit Libraries Act 2003	Within one month of publication	Strategy and Performance	Deb Appleton/ Andy Highton

Instruction

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