

**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: 14 March 2018

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, 22ND MARCH, 2018** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

Clerk to the Authority

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

POLICY AND RESOURCES COMMITTEE

22 MARCH 2018

AGENDA

Members

Les Byrom (Chair)
Joe De'Asha, St Helens
Barbara Murray
Lesley Rennie
James Roberts
Sharon Connor
Sharon Sullivan
Edna Finneran

1. Preliminary Matters

Members are requested to consider the identification of:

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

2. Minutes of the Previous Meeting (Pages 5 - 12)

The Minutes of the previous meeting of the Policy and Resources Committee, held on 27th July 2017, are submitted for approval as a correct record and for signature by the Chair.

3. Local Government Association Subscription 2018/19 (Pages 13 - 18)

To consider Report CFO/020/18 of the Monitoring Officer, concerning continuation of the Authority's membership of the Local Government Association (LGA).

4. IRMP 2017 Update - consultation report (Pages 19 - 74)

To consider Report CFO/0181/18 of the Deputy Chief Fire Officer, concerning the outcomes from a two month public consultation on the Integrated Risk Management Plan 2017/20 Update Report.

5. **SERVICE DELIVERY PLAN 2018-19** (Pages 75 - 176)

To consider Report CFO/019/18 of the Deputy Chief Fire Officer, concerning the Service Delivery Plan for 2018/19.

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

27 JULY 2017

MINUTES

Present: Cllr Leslie T. Byrom CBE (Chair) Councillors Lesley Rennie, James Roberts, Sharon Sullivan, Edna Finneran and Sharon Connor

Also Present:

Apologies of absence were received from:
Joe De'Asha and Barbara Murray

11. CHAIR'S ANNOUNCEMENTS

Information regarding general housekeeping was then provided by the Chair to all in attendance.

The Chair confirmed to all present that the proceedings of the meeting would be filmed and requested that any members of the public present who objected to being filmed, make themselves known.

No members of the public voiced any objection therefore the meeting was declared open and recording commenced.

1. PRELIMINARY MATTERS

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

Resolved that:

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

2. MINUTES OF THE PREVIOUS MEETING

The Minutes of the previous meeting of the Policy and Resources Committee, held on 23rd March 2017, were approved as a correct record and signed accordingly by the Chair.

3. Grant Thornton - Audit Findings 2016/17

The Annual Audit Findings Report for 2016/17 was presented to the Committee by Mike Thomas - representing the Authority's External Auditors, Grant Thornton.

Members were informed that the Annual Audit Findings set out the work undertaken by the External Auditors for 2016/17. The External Auditors are required to provide an opinion on the Authority's financial statements, the Annual Governance Statement; and value for money conclusion; and respond to any objections from members of the public in relation to the accounts.

Members were informed that two such objections were received which Grant Thornton are currently in the process of responding to.

Members were advised that the report is positive with only minor amendments to the financial statement, with regards to the presentation of information. One issue was regarding the Authority's Payroll system and the incorrect calculation of National Insurance Contributions. This issue has been highlighted to the system providers to resolve this issue.

With regards to value for money, Members were informed that the Authority's historical performance in relation to meeting the significant financial challenges, has been robust; and therefore the auditors are confident that the Authority will continue to meet future challenges in this regard.

It was confirmed to Members that the audit fees for 2016/17 were £32,424; and that they would be remaining at this amount for 2017/18.

The Chair of the Committee expressed his thanks to Grant Thornton and the Finance Team, on behalf of the Authority, for their work undertaken.

Grant Thornton also requested that their thanks be recorded to the Finance Team for all their work and assistance, particularly with meeting the earlier deadlines.

4. TREASURY MANAGEMENT ANNUAL REPORT 2016/17

Members considered Report CFO/044/17 of the Treasurer, concerning the activities of the Treasury Management operation and actual performance against the agreed Prudential Indicators in 2016/17. This report meets the requirements of the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authority's, which the

Authority is required to comply with through Regulations issued under the Local Government Act 2003.

Members were provided with an overview of the report, informing Members of the Authority's treasury management activity for 2016/17.

Questions were raised regarding the prudence of the current strategy of only investing in "A" rated or higher funds, or whether it would be appropriate to invest in BBB rated funds as some other local authorities have. Members were advised that if they were minded to reduce the rating for investments, then this option could be offered to Members in the 2018/19 Budget Report, however it must be noted that this would present a greater financial risk to the Authority.

Further questions were raised regarding the level of return on investments and possible opportunities for re-financing loans.

In relation to the level of return on investments, Members were advised that a good level of return is one of the benefits of working with Liverpool City Council.

With regards to opportunities for re-financing loans, Members were informed that this is something which would be considered and kept under review, however currently the penalties associated with re-financing do not make this a viable option.

The Chair of the Committee thanked the Treasurer and the Finance Team for their work, on behalf of the Authority.

Members Resolved that:

The Treasury Management Annual Report 2016/17 (attached as Appendix A), be noted.

5. THE ANNUAL GOVERNANCE STATEMENT 2016/2017

Members considered Report CFO/045/17 of the Treasurer, concerning the Authority's Annual Governance Statement, which fulfils the Authority's statutory requirement to prepare a statement of internal control in accordance with proper practices; and presents an annual review of the effectiveness of the current system.

Members were provided with an overview of the report, which highlights the processes and procedures in place to enable the Authority to carry out its functions effectively; and provides assurance about the Authority's governance framework. It also outlines the Authority's internal systems of control and significant governance issues, including the delivery of savings and potential future governance changes as a result of the introduction of new legislation.

Members were informed that the Authority's External Auditor – Grant Thornton, have requested that a questionnaire be completed in relation to several risks, which has been completed by the Strategic Management Group and the

previous Chair of the Audit & Scrutiny Sub-Committee. A copy of the completed questionnaire is attached to the report at Appendix B.

Comments were made by Members regarding the Authority's ongoing collaboration work; and potential future governance arrangements, with reference made to the working party established to consider reform of the Authority.

Members Resolved that:

The 2016/2017 Annual Governance Statement, be approved.

6. REVENUE & CAPITAL OUTTURN 2016/17

Members considered Report CFO/049/17 of the Treasurer, concerning the Authority's year-end financial position for 2016/17.

Members were provided with an overview of the report, which highlights delivered savings of £2.349m and proposals for utilising those savings; and variances in the revenue budget.

Members were also advised of the various earmarked reserves; and £7.9m of capital budget which will be re-phased from 2016/17 into 2017/18.

The Chair of the Committee commented on the favourable position, but made reference to the potential for additional, un-funded, firefighter pay awards, which would be difficult for the Authority to absorb without affecting frontline services.

Members Resolved that:

- a) The actual financial performance against the approved budget and the achievement of a net revenue saving in 2016/17 of £2.349m, be noted.
- b) the proposal to utilise the £2.349m saving to;
 - i. fund the creation of £0.480m year-end earmarked reserves in order to finance approved 2016/17 spend that has been re-phased into 2017/18, be approved: and
 - ii. fund an increase of £1.869m in the Capital Investment Reserve in order to increase the reserve contribution towards the planned refurbishment of the TDA, be approved.

7. STATEMENT OF ACCOUNTS 2016/17 - AUTHORISATION FOR ISSUE

Members considered Report CFO/048/17 of the Treasurer, concerning the audited 2016/17 Statement of Accounts for approval and authorisation for issue.

Members were provided with an overview of the report, which highlighted the principle financial statements which have been prepared in line with the relevant Codes and Regulations; and notional movements in terms of expenditure, reserves and assets and liabilities.

Members were advised that the Authority's External Auditors – Grant Thornton, would be issuing an unqualified statement; and would be requesting that the Chair of the Committee sign the Letter of Representation in relation to the 2016/17 Accounts, should the report be approved.

Members Resolved that:

- a) The audited Statement of Accounts 2016/17, attached as Appendix A to this report, be approved: and
- b) The Statement of Accounts 2016/17, be authorised for issue: and
- c) The letter of representation in relation to the 2016/17 accounts, attached as Appendix B, be approved.

8. CORPORATE RISK REGISTER DEC-MAR 17

Members considered Report CFO/050/17 of the Deputy Chief Fire Officer, concerning the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures – including reference to any new risks introduced or any risks that no longer apply and can be removed.

Members were advised that it is a backwards looking report and therefore new emerging risks around employee pay offers and associated increase in the financial challenge; and risks highlighted following the Grenfell Tower incident, will be captured within the next iteration of the document.

With regards to risks highlighted as a result of the Grenfell Tower incident, Members were provided with information concerning high rise premises within Merseyside; and the action being taken by MFRA to mitigate risk.

Members Resolved that:

The updated Corporate Risk Register for the period December 2016 to March 2017, be approved.

9. REVIEW OF SAFEGUARDING POLICY & PROCEDURES

Members considered Report CFO/051/17 of the Deputy Chief Fire Officer, concerning the refresh of the Merseyside Fire and Rescue Authority (MFRA) Safeguarding policy and associated procedure(s).

Members were informed that a Task & Finish Group had been established to undertake a review of policies and service instructions around Safeguarding, which resulted in the production of one single service instruction and a revised policy, with the aim of providing greater clarity.

Members were reassured that where any immediate risks are identified, these will be reported immediately. Members were also advised that training and competency issues have also been considered; and are detailed in the appendices to the report.

Questions were raised by Members in relation to raising awareness of potential radicalisation. Members were advised that this issue has been addressed and training provided separately, under the "Prevent" agenda.

Members Resolved that:

- a) The consolidation of Service Instruction (SI) 0712, 0713 and 0714 into a new single Service Instruction, be approved.
- b) The draft revision of PROPOL09 Safeguarding Policy, be approved; and
- c) The implementation of a Workforce Development Strategy for Safeguarding, be approved.

10. REPRESENTATION OF THE POLICE AND CRIME COMMISSIONER FOR MERSEYSIDE ON MERSEYSIDE FIRE AND RESCUE AUTHORITY

Members considered Report CFO/052/17 of the Monitoring Officer, concerning the appointment of the Police and Crime Commissioner for Merseyside to Merseyside Fire and Rescue Authority.

Members were informed that the Policing & Crime Act enables and supports greater collaboration between Fire and Rescue Authorities and Police and Crime Commissioners, either through adopting a "Governance or Single Employer Model", which is essentially the PCC taking over responsibility for Fire and Rescue Services, or through a "Representation Model", in which the PCC can be appointed as a voting Member to a Fire and Rescue Authority.

Members were advised that the Chair of the Authority has therefore wrote to the PCC for Merseyside, to ask if they would like to sit on the Authority, with the response received being that they would like to do so.

At present, the PCC is appointed to the Authority's Joint Fire & Police Collaboration Committee as a Co-Opted Member. However, this Committee does not have any decision making powers and therefore the PCC does not have any voting rights on the Authority. Members were therefore advised that the recommendations within the report, will further improve collaboration and the

relationship between the two organisations, for the benefit of the communities of Merseyside.

Questions were raised by Members regarding clarification of voting rights for the PCC and potential conflicts of interests. With regards to the voting rights of the PCC, Members were advised that the PCC will have the same voting rights and be subject to the same rules and regulations as other Elected Members, including access to the Members Allowance Scheme. However, they were informed that the PCC has indicated that they do not wish to receive an allowance for the role.

With regards to potential conflicts of interest, Members were advised that there may well be conflicts, however it is proposed that the Monitoring Officer meet with the PCC to highlight such issues and provide appropriate advice.

Further comments were made by Members in relation to the proactive approach taken by the Authority, with reference made to the potential reform of the Authority and possible future governance changes. Members also commented that the Authority's primary aim is to continue to deliver a first class service to the communities of Merseyside.

Members Resolved that:

- a)The appointment of the Police and Crime Commissioner for Merseyside (The PCC) to Merseyside Fire and Rescue Authority (MFRA), be approved; and
- b)The Monitoring Officer be instructed to amend the Constitution and make all other legal and practical arrangements to ensure that the appointment takes place without delay.

Close

Date of next meeting Thursday, 14 December 2017

Signed: _____

Date: _____

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	22ND MARCH 2018	REPORT NO:	CFO/020/18
PRESENTING OFFICER	MONITORING OFFICER		
RESPONSIBLE OFFICER:	JANET HENSHAW	REPORT AUTHOR:	GEMMA SUNG
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	LOCAL GOVERNMENT ASSOCIATION SUBSCRIPTION 2018/19		

APPENDICES:	APPENDIX A: LGA LETTER FROM CHIEF EXECUTIVE RE: LGA MEMBERSHIP 2018/19
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Purpose of Report

1. To request that Members consider continuing Authority membership of the Local Government Association (LGA).

Recommendation

2. That Members;
 - a. Consider if the Authority wish to continue membership of the LGA;
 - b. Note the freeze of the LGA subscription fee for a further year and the 2.5% loyalty discount to all Fire and Rescue Authorities not on notice, alongside the 2.5% prompt payment discount to Authorities who pay the annual subscription in full by 30th June 2018, and;
 - c. Consider if the Authority wish to take up the offer of the discounted subscription, for 2018/19, of £10,460 plus VAT, and instruct the Democratic Services Manager to raise purchase order and make subscription payment in full, before 30th June 2018.

Introduction and Background

3. Members will be aware that the Authority has been a long standing member of the LGA. The purpose of this report is to advise that notification of the fees for 2018/19 has been received, and seek approval for continued affiliation and payment.
4. The LGA have previously stated that they are committed to keeping the cost of membership as low as possible. The LGA Leadership Board agreed in November 2014 to freeze membership subscriptions, and this would now be

the 6th year, of again offering a 2.5% loyalty discount for Fire and Rescue Authorities who are not on notice. This is alongside an offer of 2.5% prompt payment to Authorities who pay the subscription fee in full, before 30th June 2018, and equates to the same fees paid for the last 5 years since 2013/14.

5. The Authority is asked to consider the value of being a member of the LGA and if it wishes to continue affiliation with the LGA for 2018/19, consider taking advantage of the discounted subscription for early payment.
6. A letter from Mark Lloyd, LGA Chief Executive is attached (Appendix A) detailing the wide range of issues which the LGA have worked with Fire and Rescue Authorities, to address.

Equality and Diversity Implications

7. Membership with the LGA is a network for sharing views and discussing issues amongst similar organisations, to assist in the influencing of national LGA policy.
8. A network of this type allows equality and diversity considerations to be taken into account before national policies are set.

Staff Implications

9. There are no direct staff implications relating to this report.

Legal Implications

10. The National Fire Lawyers Group, of which the Clerk is a member, receives regular updates from the LGA and therefore continued membership would assist this valuable service.

Financial Implications & Value for Money

11. If the Authority gives approval to take advantage of the discounted loyalty fee and prompt payment discount, the cost of this £10,460 subscription can be met from existing budgets.
12. This would see value for money with a freeze of subscription matching that of the last 5 years, compared to higher membership charges in previous years in excess of £10,735.
13. It is important to note that additional costs are likely to be incurred for travel and accommodation (if required) when attending LGA Conferences, however these costs are usually contained within existing budgets and are covered by the Members Allowance Scheme.

Risk Management, Health & Safety, and Environmental Implications

14. There are no direct implications within this report relating to risk management, health and safety or the environment.

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

15. Membership of the LGA allows the Authority to contribute to, and benefit from the work of the LGA in championing the local government sector.

BACKGROUND PAPERS

CFO/006/15

GLOSSARY OF TERMS

LGA Local Government Association

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From the Chief Executive
Mark Lloyd

Dan Stephens
Chief Fire Officer
Merseyside Fire & Rescue Service
Merseyside Fire Service Headquarters
Bridle Road
Bootle
L30 4YD

February 2018

Dear Dan

LGA Membership 2018/2019

As we move through 2018, the challenges facing public services continue, with Fire and Rescue Authorities under continuing financial pressures, including around rewarding fire employees to reflect the positive impact that the broader work of fire and rescue services, in collaborating with health and other partners, could have.

As your membership association we have worked hard over the past 12 months to be your national voice and to call for the resources and powers needed to place you in the best position possible to serve your communities. There is no doubt that we are stronger when we speak with one voice.

Whilst the Autumn Budget and the Local Government Finance Settlement offered little to ease those challenges, there have nevertheless been some wins over the course of the year and we will, of course, be lobbying hard throughout the coming year.

We will not know the full implications for fire safety of the tragedy at Grenfell Tower until the conclusion of the police investigation and the public inquiry led by Sir Martin Moore-Bick. In the immediate aftermath of the fire we worked closely with the then Department of Communities and Local Government and the National Fire Chiefs Council to identify those social housing tower blocks with aluminium composite material (ACM) cladding.

As the extent of use of ACM on a range of public and private buildings became clear we lobbied for a review of building and fire safety regulations. After Dame Judith Hackitt was appointed to lead the review we submitted evidence that highlighted the need for fundamental reform of the building safety regulatory system. Many of the points we made in that submission have been reflected in the review's interim report. Improving building safety will continue to be an important strand of the LGA's work in the next year.

Over the last year we have shaped the development of the new fire and rescue service inspection framework through our participation in HMICFRS's stakeholder group. We have been keen to ensure that inspections do not prove overly burdensome to Fire and Rescue Authorities while providing a fair assessment of services' performance. As we approach the pilots of the inspection process we believe HMICFRS has developed a framework that delivers these objectives.

Improving the inclusiveness and diversity of the service is an important strand of the Home Office's fire reform agenda. Our conference publication on the inclusive fire service set out how Fire and Rescue Authorities could improve inclusion and diversity within their services, while the Inclusive Fire Service Group established by the National Joint Council published improvement strategies to help services with the recruitment and progression of female, BME and LGBTQ employees as well cultural issues such as bullying and harassment in general. This work was supported by an inclusion and diversity masterclass for Authority members and the memorandum of understanding we signed with the National Fire Chiefs Council (NFCC) and a range of unions and equalities organisations on equalities, diversity, behaviours and organisational culture.

We have continued to collectively represent Fire and Rescue Authorities' interests in the legal challenge being brought against the transitional arrangements introduced as part of the changes to the pension scheme

In addition we have been involved in the development of the new national framework for the fire and rescue service, which is currently out for consultation. Alongside the NFCC we have stressed the need for all fire and rescue authorities irrespective of their governance model to produce integrated risk management plans. We have also been involved in the development of the new professional standards body, and have heavily lobbied the Home Office to make the assessment of police and crime commissioner's (PCC) business cases to take on fire governance as independent as possible. More recently we have been supporting the Fire and Rescue Authorities where the transfer of governance to PCCs has been opposed.

In October we returned to our Westminster headquarters where - like fire authorities - we are making the space work much harder. Three floors will be let commercially to generate income to support our work for members. Likewise, Layden House in Farringdon, is now being refurbished ahead of being let entirely on commercial terms.

We know very well the pressures facing Fire and Rescue Authorities. For the sixth year running we have frozen subscriptions. We will again be offering a 2.5 per cent loyalty discount for those authorities committed to maintain their membership, alongside the 2.5 per cent prompt payment discount for those authorities that pay in full by 30 June 2018.

Your 2018/19 subscription, including discounts will be held at £10,460 (plus VAT). To cut down on admin burdens at both ends, it would be enormously helpful if a purchase order could be raised and sent to Andrea Gillian (andrea.gillian@local.gov.uk) in my office.

I look forward to continuing to work with you over the coming year.

Yours sincerely



Mark Lloyd
Chief Executive

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	22 MARCH 2018	REPORT NO:	CFO/018/18
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	PHIL GARRIGAN	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:	DAVE MOTTRAM, MIKE CUMMINS, JACKIE SUTTON		
TITLE OF REPORT:	IRMP 2017 UPDATE - CONSULTATION REPORT		

APPENDICES:	APPENDIX A:	IRMP 2017/20 UPDATE REPORT PUBLIC CONSULTATION RESPONSE
	APPENDIX B:	CONSULTATION RESPONSE
	APPENDIX C:	FBU RESPONSE
	APPENDIX D:	LANCASHIRE FRS RESPONSE
	APPENDIX E:	GREATER MANCHESTER FRS RESPONSE
	APPENDIX F:	FOA RESPONSE

Purpose of Report

1. To inform Members of the outcomes from the public consultation undertaken in relation to the Integrated Risk Management Plan 2017/20 Update Report.

Recommendation

2. That Members note the responses to consultation on the IRMP 2017/10 Update Report and consider any implications.

Introduction and Background

3. In 2017 Merseyside Fire and Rescue Authority (MFRA) introduced its 2017/2020 Integrated Risk Management Plan. The key objectives from the IRMP were contained within the Service Delivery Plan and are incorporated into Functional Plan objectives were applicable.
4. The National Framework (currently under review) requires each Fire and Rescue Authority to produce an Integrated Risk Management Plan adhering to the following criteria:

Each fire and rescue authority integrated risk management plan must:

- be easily accessible and publicly available
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and 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 fire and rescue authorities are able to deliver the requirements set out in this Framework
 - reflect up to date risk analyses and the evaluation of service delivery outcomes
5. The 2017/20 IRMP was reviewed in late 2017 to determine progress to date and whether there are any significant changes or new actions that need to be considered (see Appendix A). It is not intended to produce a new IRMP in 2018/19 as the existing IRMP is still current. It is however intended to include an IRMP update in the Service Delivery Plan (the subject of a separate report on this agenda). MFRA approved a consultation period of two months on the website to inform stakeholders about progress and invite comment to help inform the planning process. This was also the subject of social media posts. In addition, consultation took place with the Representative Bodies and links were sent to Local Authorities and Fire and Rescue Services.

Consultation responses and MFRS comments

6. The online survey received 43 responses (Appendix A) and written responses were received from the Fire Brigades Union (FBU) (Appendix C), Lancashire Fire and Rescue Service (Appendix D), Greater Manchester Fire and Rescue Service (Appendix E) and the Fire Officers' Association (FOA) (Appendix F). Unite and Unison representatives provided supportive verbal feedback at consultation meetings.
7. Respondents to the online survey were asked to answer four yes/no questions (see Table 1 below) and an additional free text question "*Are there any areas where you would think that Merseyside Fire and Rescue Service could do more in the future, or do things differently to help us achieve our Mission of "Safer, stronger communities; Safe, effective firefighters?"*" The Representative Bodies were asked to consider the update report and this was then the subject of discussion in meetings.
8. The number of people who responded to the online survey is small and the outcomes cannot be taken as statistically significant, but the respondents do provide us with valuable insight into what some people think about the Service and in several cases they repeat some common misconceptions which mean that their responses should be treated with caution. That said, it is incumbent on MFRA to communicate information on how it delivers its services in a way that can be easily understood and this will be considered in future communications about planning and service delivery.
9. As can be seen from Table 1 the majority of respondents were supportive of MFRA's approach in relation to it providing value for money and the majority also said they would be prepared to pay more council tax to protect the Service from further cuts. An equal number of respondents agreed and disagreed that MFRA had made sufficient progress during 2017 and a small majority felt that the work carried out during 2017 would not have had a positive impact on

vulnerable people. A majority felt that the Service should not respond to cardiac arrest victims.

Table 1: Online survey responses.

	Do you think that Merseyside Fire and Rescue Authority has made sufficient progress during 2017 against the proposals we set out in the IRMP 2017/20?	Do you think that Merseyside Fire and Rescue Authority is using its resources effectively to meet the demands placed on the service	Do you think that the work Merseyside Fire and Rescue Authority has done during 2017 will have a positive impact on more vulnerable people? For example the elderly	Do you think that Merseyside Fire and Rescue Service provides value for money?	Would you be prepared to pay more in Council Tax to protect the fire and rescue service from further cuts?	Do you think that Merseyside Fire and Rescue Authority should respond to cardiac arrest victims in support of (not as a replacement for) North West Ambulance Service
Yes	11	13	14	17	31	13
No	11	19	16	15	7	24
Don't Know	21	11	12	11	5	6
Total	43	43	42	43	43	43

10. It is important to read the comments associated with these views to get a more comprehensive picture of the way in which people decided how to respond on these matters. The comments can be read in full in Appendix B, but they fall into a number of broad themes which have been considered by officers. Those broad themes and the officers' responses are set out in Table 2 below for Member scrutiny.

Table 2: Consultation response themes.

Theme	MFRS Response
<p>Objection to the previously agreed IRMP objective to move to day crewing with wholtime retained (on call) at night on a number of stations; particularly Wallasey and Liverpool City (proposed) and Crosby (delivered)</p> <p>Wallasey was specifically mentioned in 11 responses; with some people thinking that the change would result in a 30 minute delay to emergency response, some thinking that the station was due to close and another person thinking that the station would be staffed at night, but not during the day.</p>	<p>The move to days and retained on six stations is a fundamental part of the 2017/20 IRMP that was extensively consulted on during 2016/17. This type of duty system has regularly been the subject of consultation over a number of years and has been accepted by stakeholders as a suitable alternative to station closure that will assist MFRA make the savings it is required to make to deal with budget cuts.</p> <p>The misconception that people would be subject to a 30 minute delay to an emergency during the night time retained period has previously been raised in the media. This is not the case, as an emergency response will always be sent</p>

<p>Formby should not have an immediate response at night when the more urban area of Crosby does not.</p> <p>The closure of West Kirby fire station had an impact on two fire deaths in Wirral.</p> <p>Crewing systems result in poor time management on stations.</p>	<p>from the nearest on duty fire station and the on call firefighters will only be recalled to a fire station if the number of available fire appliances drops below a prearranged number. They will never be mobilised directly from home to an emergency incident. The 10 minute response standard can still be met from surrounding stations.</p> <p>Concerns that more incidents occur during the night also reflect a misunderstanding, as the evidence show that this is not the case, hence why MFRA has considered the move to Days and Retained to be the least detrimental option by which to manage the cuts (accepting that there are no options to improve service when implementing cuts).</p> <p>Formby is a Key Station due to its geographical location. It is staffed using the Low Level of Activity and Risk crewing system due to the relatively low number of incidents, but it is essential that an immediate response can be maintained from Formby to meet MFRA's 10 minute response standard. Crosby's location means that other stations including Bootle/Netherton can meet the 10 minute response standard into Crosby's station area at night. No other station can do this in Formby's station area.</p> <p>There is no evidence to suggest that the two fire deaths in Wirral resulted from the closure of the fire station. Response standards were maintained and any changes to crewing are thoroughly assessed prior to implementation to ensure that acceptable levels of response can be maintained.</p> <p>The previous 7 hour rest period allocated to firefighters during a fifteen hour night shift was reduced to a 4 hours rest period when the night shift length was reduced to twelve hours. This effectively moved three hours of unproductive time into productive shift activity such as training and community work, but crewing systems are regularly reviewed (and new options considered) to enable MFRA to deliver the best service it can with limited resources.</p>
<p>North West Ambulance Service</p>	<p>It appears that the respondents opposing</p>

<p>(NWAS) has (or should have) the resources and training to respond to cardiac arrest victims and fire fighters should not be supporting them in responding to such incidents, particularly if this is to the detriment of FRS work. Firefighters should be offered counselling in relation to this area of work.</p>	<p>this did not realise that Firefighters would only respond to such incidents alongside NWAS to provide support and would not replace an ambulance.</p> <p>Research evidence has shown that with additional support given to a paramedic, the likelihood of someone surviving a cardiac arrest increases, and when MFRA trialled this approach in 2017 Firefighters successfully assisted paramedics in the return of spontaneous circulation in 33 patients.</p> <p>These life-saving services were not delivered to the detriment of fire and rescue related emergency response, which will always be the priority for MFRA, but made use of time that was available to provide a valuable service to the community.</p> <p>Additionally, MFRA believes it has one of the best occupational health service provisions of any Fire and Rescue Service in the country, with extensive support available to all staff. We are particularly proud of the award winning support we provide our staff in relation to their mental health.</p>
<p>MFRA does not carry out as many Home Fire Safety Checks as it used to, smoke alarms are no longer free and mentally ill and elderly people need more support.</p>	<p>It is true that MFRA does not carry out as many HFSCs as it used to. This is due to cuts resulting in a reduction in front line firefighters and support staff who carry out these activities, but they are more targeted at high risk people than was previously the case, and as a result more effective in preventing fires. Fires and deaths in the home have reduced in recent years.</p> <p>The majority of HFSCs are delivered to the over 65s, as they are at greatest risk of being injured or dying in a fire. People with medical and physical health conditions are also targeted where partner organisations share information about them. This concentrates our significantly reduced resources on those most at risk.</p> <p>All these HFSCs still include free smoke alarms if required, but they are not promoted as widely as they were because the service cannot be offered free to everyone.</p>

	The Service is also piloting a Safe and Well visit which provides additional health related prevention services to at-risk people.
There should be no more cuts, money should be put back into the Service, the Service is underfunded and being downgraded, council tax should be increased and managers are paid too much.	<p>Unfortunately, MFRA has no control over the grant that is provided to it by the Government. Previous lobbying by Principal Officers and MFRA members was successful in relation to MFRA receiving cuts that were equal to those of other Fire and Rescue Services rather than being significantly worse. Lobbying still continues, but there is no indication that the Government will increase the amount of funding it gives to the Fire and Rescue Service.</p> <p>Fire and Rescue Authorities have been permitted to increase the council tax precept for 2018/19 by an additional 1% and MFRA has taken this opportunity to reduce the amount of savings it needs to make. However, this increase is not sufficient to offset most of the savings required.</p> <p>As with any organisation, salaries vary according to the levels of responsibility attached to the role. Merseyside Fire and Rescue Service is no different to other organisations in this respect.</p>

11. The written responses received from the FBU and FOA have also been considered by officers and responses are provided in Table 3 below. It is important to state that all the Representative Bodies understood that MFRA has difficult decisions to make in the face of serious financial constraints, but not all representative bodies agreed with the objectives within the IRMP. Again, a themed approach has been taken to addressing this feedback. The full written response from the FBU can be found at Appendices C and F.

Table 3: Representative Body Responses

Theme	MFRS Response
FBU:	
The FBU reject the concept of cost being the main driver for change.	Although considerable consideration was given to the key risks on Merseyside and how those could be addressed when preparing the IRMP, unfortunately it is the case that resources are limited and the services

	that can be delivered need to be considered in relation to both risk and cost.
Reductions in deaths and injuries are more to do with luck than prevention or intervention.	<p>Independent research by Liverpool John Moores University supports the view that delivering HFSCs to over 65s in Merseyside has had a positive impact on fires, deaths and injuries.</p> <p>Emergency response levels remain good, with the attendance standard being met on over 90% of occasions and an average response time to life risk incidents of 5 minutes 41 seconds.</p>
The implementation of days and retained crewing is a “step too far”	See responses in Table 2 above.
FBU members in Merseyside work over and above their contractually agreed hours for less than nationally agreed pay rates.	This arrangement is part of a local agreement and is popular with some staff who are able to increase their wages by providing additional voluntary hours paid at the national hourly rate rather than at enhanced rates.
<p>Objection to the following in the introductory section of the IRMP update as they believe it gives the impression that Firefighters would not respond to terrorist attacks:</p> <p><i>“The Fire Brigades Union nationally have instructed their members not to take part in certain activities that were being widely piloted and rolled out across the fire and rescue service. This includes work in relation to emergency medical response and terrorist attacks.”</i></p>	The section refers to work in relation to emergency medical response and terrorist attacks rather than saying that the FBU instructed their members not to respond to terrorist attacks. This relates to the national marauding terrorist firearms attack (MTFA) work stream, but the more generic language was chosen to avoid being overly technical.
Operational response information regarding the number of fire appliances in Merseyside is incorrect.	<p>The original IRMP proposal stated 18 immediately available fire engines between 2030-0830hrs. This was before the decision to move an additional pump to Kirkdale. This makes 19 pumps immediately available.</p> <p>2200-0830hrs – 4 appliances on reduced turn out (LLAR). We do not consider LLAR to be delayed turnout as they must make a 1.9 minute alert to mobile response which is the same as WT crews.</p> <p>2030-0830hrs - 6 not 8 fire appliances are available on a 30 minute delay – It</p>

	clearly states in the IRMP update that 2 additional recruit development pumps will be available for the duration of the IRMP.
Contractual changes with regards to new recruits are in contravention of national conditions of service.	New Day Crewing Wholetime Retained contracts have been introduced to give contractual enablement to the decision of MFRA to adopt Emergency Medical Response (EMR) and uplift its Marauding Terrorist Firearms Attack (MTFA) capability. Legal advice confirms the contracts are lawful and do not contravene the Grey Book national terms and conditions for firefighters.
The continued use of resilience contracts is a major concern, having cost £1 million to date.	The Government requires MFRA to have in place arrangements to maintain emergency services in the event of industrial action. MFRA considered the options and risks and decided that ensuring in advance that fully trained professional resources would be available through the implementation of resilience contracts was preferable to waiting until industrial action was imminent and relying on goodwill, or paying for the provision of services by private companies employing less well trained staff.
The FBU regrets MFRA's decision not to reduce its numbers.	Given the current review of fire and rescue service governance by the Liverpool City Region Combined Authority, the Fire and Rescue Authority decided that making any significant changes to governance before the outcomes of the review are known would not be in the best interests of the Fire and Rescue Service.
FOA:	
<p>Although broadly supportive of the IRMP, FOA raised some matters not directly covered in the IRMP that they would like considering:</p> <ul style="list-style-type: none"> • The Incident Command Unit primary crewed with suitably command trained managers • DIM/Hazmat support offered by operational crews in support of DIM Officers • Although supportive of safe and 	<p>A review of command support is ongoing.</p> <p>The Service is actively working towards delivering DIM/Hazmat support to the DIM Team through operational crews Safe and well visits are currently being delivered through Advocacy Teams. In the event that this is extended to operational crews then the Service will ensure that they are well equipped to support the initiative</p>

well visits FOA would need to ensure staff are equipped to support this initiative.	
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12. The responses received from Lancashire and Greater Manchester Fire and Rescue Services are supportive of MFRA’s plans and can be read in full at appendices D and E.

Implications

13. Although raising valid comments in some cases, following careful consideration it is not considered that any changes are required to the 2017/20 IRMP as a result of this consultation. The reasons why no changes are required are set out in the tables above. However, further consideration of the way MRFA communicates information about change to its stakeholders, particularly the public, is appropriate and this this will be reviewed in the future.

Equality and Diversity Implications

14. The Equality Impact Assessment was updated when the IRMP was published in 2017. It is not considered that any of the matters raised would alter the EIA.

Staff Implications

15. Staff Representative Bodies were consulted during the consultation and individual staff were able to complete the online survey. Consideration of any implications for staff are set out in the tables above.

Legal Implications

16. MFRA publishes an IRMP reviews the IRMP as part of the requirements of the National Framework, itself a requirement of the Fire and Rescue Services Act 2004.

Financial Implications & Value for Money

17. There were no costs associated with the consultation. Any costs resulting from the objectives within the IRMP will be the subject of separate reports to MFRA.

Risk Management, Health & Safety, and Environmental Implications

18. The IRMP details MFRA’s assessment of risk, setting objectives for the medium term.

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

19. The IRMP is the main document in which MFRA sets out the way in which it aims to manage risk in Merseyside.

BACKGROUND PAPERS

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

GLOSSARY OF TERMS

MFRA Merseyside Fire and Rescue Authority

MFRS Merseyside Fire and Rescue Service



INTEGRATED RISK MANAGEMENT PLAN 2017-20

2017 UPDATE

December 2017

Introduction

Within the National Framework for Fire and Rescue Authorities, each fire and rescue authority is required to produce an integrated risk management plan (IRMP) which must:

- be easily accessible and publicly available
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and 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 fire and rescue authorities are able to deliver the requirements set out in this Framework
- reflect up to date risk analyses and the evaluation of service delivery outcomes

The Merseyside Fire and Rescue Authority 2017/20 IRMP is available on our website <http://www.merseyfire.gov.uk/aspix/pages/IRMP/IRMP2017-20/IRMP2017.html>

It is not intended to produce a new IRMP in 2018/19, as the existing IRMP is still current. But it is intended to include an IRMP update in the Service Delivery Plan for 2018/19, which will be published on our website by 1st April 2018.

In line with best practice, the IRMP has been reviewed to determine progress so far and whether there are any significant changes or new actions that need to be considered.

In general, our work has been progressing well, but some major developments have impacted on what we do now and will do in the future:

- Since the plan was published in April 2017 the tragic fire at Grenfell Tower has resulted in significant attention being placed on legislative fire safety, and this has also impacted on the way in which we work with our communities. We are able to report that our plans worked well and we delivered reassurance and legislative fire support to building owners and residents in partnership with several other agencies.
- In addition, the introduction of a Fire and Rescue Service inspectorate from 2018 is a new development that will have an impact on all FRSs and it will provide the government, the public and other stakeholders with more insight into the efficiency and effectiveness of all fire and rescue services.
- The Fire Brigades Union nationally have instructed their members not to take part in certain activities that were being widely piloted and rolled out across the fire and rescue service. This includes work in relation to emergency medical response and terrorist attacks.
- The Liverpool City Region Combined Authority is reviewing the governance arrangements for Merseyside Fire and Rescue Authority and more information about this will become available as the work progresses.

In order to inform the content of our Service Delivery Plan, Merseyside Fire and Rescue Authority is inviting members of the public and other stakeholders to read this update (and the current IRMP) and comment on our progress and intentions for the future.

An online survey is available **here**, or stakeholders are invited to email consultation2@merseyfire.gov.uk or write to the IRMP Officer at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle L40 3YD.

The consultation will close at 9am on 16th February.

Operational Response

IRMP Proposal

1. During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents & two appliances that can be mobilised within 30 mins.

Update

Subject to dynamic day to day essential staffing changes, the Authority currently provides 27 immediately available fire and rescue appliances during the day. This includes the two additional non-established recruit development appliances located at Aintree and Kensington.

The ending of the trial of a 24 hour whole time shift system in 2017 removed 2 fully whole time retained appliances. This shortfall of response appliances is covered for the length of the current IRMP by the 2 additional recruit development pumps

NB. Following a late adjustment to budget the Authority was able to reinstate an appliance based at Kirkdale Community Fire Station, increasing the number of available pumps during the day to 25 (not including the two whole time retained. This has resulted in the Authority being in a better position than was anticipated when the IRMP was published.

IRMP Proposal

2. Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay

Update

Subject to dynamic day to day essential staffing changes, the Authority currently provides 21 immediately available appliances during the night. This includes the 2 additional non established recruit development pumps located at Aintree and Kensington

The ending of the trial of a 24 hour whole time shift system in 2017 removed two fully whole time retained appliances. This shortfall of response appliances is covered for the length of the current IRMP by the 2 additional recruit development pumps

NB. Following a late adjustment to budget the Authority was able to reinstate an appliance based at Kirkdale Community Fire Station, increasing the number of available pumps during the night to 19 (not including the two whole time retained). This has resulted in the Authority being in a better position than was anticipated when the IRMP was published.

IRMP Proposal

3. These additional fire engines will be available through the use of secondary whole time retained contracts for firefighters.

Retirement of 80-100 firefighters during 2017-20

Update

The ending of the trial of a 24 hour whole time shift system in 2017 removed two fully whole time retained appliances is covered by the two additional recruit development pumps.

There are currently no secondary whole time retained contracts in use

30 Firefighters retired or left the Service left between 1/4/17 - 31/10/17

IRMP Proposal

4. Undertake recruitment between 2017-20 to ensure numbers & competence is maintained (making sure we have enough firefighters for the future)

Update

The organisational recruitment strategy has been amended to incorporate a continual recruitment process in order to address the identified organisational need for the next five years.

16 recruits began a recruit course in August 2017 and finished the course in December 2017.

The next recruitment course will begin in February 2018 and recruitment for a course in August 2018 is already underway.

IRMP Proposal

5. We will change some shift patterns from whole time to days only whole time crewing (retained cover provided at night)

Update

Our shift pattern change is on schedule and lined up with recruitment and retirements to ensure that the Service is efficient and effective in the numbers of staff employed at any one time.

It is planned that in Quarter 4 of 2017/18, Crosby and Eccleston community fire stations will convert from the whole time duty system to a day crewing whole time retained duty system, increasing our total number of day crewing whole time retained appliances to 4 (6 if recruit development appliances are included).

It is planned that In Quarter 4 of 2018/19, Wallasey and Liverpool City community fire stations will convert from the whole time duty system to a day crewing whole time retained duty system. This will increase our total number of day crewing whole time retained appliances to 6 (8 if recruit development appliances are included) and deliver this IRMP commitment.

IRMP Proposal

6. Completion of station mergers (closing two stations and building one new station) at three locations - (St Helens, Prescott & Saughall Massie)

Update

Prescot: Works are progressing well on site. If there are no delays the station will be opened during 2017/18

Saughall Massie: Pending a successful transfer of the land, work will begin in mid-2018 with completion by mid-2019.

St. Helens: Negotiations regarding the land are taking longer than anticipated. If issues can be resolved satisfactorily, it is hoped that the new station will be complete by the end of 2019.

IRMP Proposal

7. We propose that when the Emergency Medical Response trial is complete, Merseyside Fire and Rescue Authority will introduce EMR to all fire crews across Merseyside during the lifespan of this IRMP.

Update

During the 18 month trial, crews based at Southport, Wallasey and Speke provided a response to cardiac arrest incidents (an ambulance was also mobilised). They were mobilised to assist 249 times during that period, were actively involved in CPR on 93 occasions and on 33 occasions the fire crew's action resulted in the casualty regaining spontaneous circulation.

Nationally, the Fire Brigades Union instructed its members to cease carrying out Emergency Medical Response duties in September 2017, effectively ending the provision of EMR by fire and rescue services in most parts of the country. However, Merseyside Fire and Rescue Authority is convinced of the benefits of continuing to provide EMR services and is working to explore ways to do this.

Operational Preparedness

IRMP Proposal

8. We intend to add to the resilience of the marauding terrorist firearms attack (MTFA) capability by training and equipping proposed whole time day duty shift stations to perform this function in addition to the Search & Rescue Team

Update

The Authority continues to support MTFA and the proposed National resilience uplift programme by using staff at Croxteth community fire station. MTFA is now explicitly referred to within the contracts for recruit firefighters. Planning is ongoing with Merseyside Police to support operational procedures. Identification of stations to support the MTFA uplift is ongoing.

IRMP Proposal

9. We intend to supplement the resilience of the Urban Search and Rescue (USAR) capability by training all new recruits in to the Service to USAR technician level & create opportunities for staff to work in the USAR team.

10. We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B & C water rescue teams the Service can deploy.

Update

USAR and National Resilience awareness form part of the recruit course. It is proposed to offer the opportunity of a secondment into the Search and Rescue Team to all staff including new recruits.

Swift water training does not now form part of the initial recruit course training programme, however water awareness does. Any staff who take up the above mentioned secondments into the Search and Rescue Team will be given a swift water training course. It is intended type C boat teams will be provided by the day crewing stations.

We will consider the implications of any additional requests for secondments in relation to how we deliver USAR capability in the future.

IRMP Proposal

11. We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of Home Office.

12. We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.

Update

All National Resilience Assurance Team (NRAT) posts have been filled by staff from various UK fire and rescue services and a three year assurance process is now in place. A National Resilience Assurance Team Capability advisor has also been recruited who will focus on assurance for the capability. The wider assurance of National Resilience assets is an ongoing focus for Home Office and the National Resilience Board.

MFRA as Lead Authority has now been established. National Resilience Fire Control, NRAT, the LTCM and NR Training are swiftly becoming business as usual elements of the service.

Future years will see the NRAT identify and deliver additional training courses to fully embed devolution of responsibility.

IRMP Proposal

13. As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX team in similar joint training plans to further enhance response capability at major incidents.

Update

The USAR team and National Resilience asset hosting stations are exercised on a frequent basis with our multi agency partners. Operational planning department are now fully integrated with their counterparts, which will enhance planning and training opportunities. A number of areas for joint training have been identified and will be progressed in future years.

IRMP Proposal

14. We may change how we training is delivered in the longer term. We propose to work with partner organisations to explore opportunities for efficiencies, driving further collaboration & improving effectiveness.

Update

This is picked up as part for the collaboration process and all potential training opportunities are discussed by the relevant training managers.

It is currently anticipated that training will remain centralised at the MFRA Training and Development Academy in Croxteth, where a redevelopment will take place.

Community Risk Management

The Grenfell Tower tragedy in June 2017 has had a significant impact on Prevention and Protection (legislative fire safety) work during the second half of the year. It has resulted in the requirement to carry out preventative, reassurance and legislative work with residents and owners of high rise blocks that wasn't anticipated when the IRMP was first published. However, it is important to point out that MFRA has a risk based inspection programme that enables Protection teams to react to emerging trends and risks regarding fires in buildings both locally and nationally and consequently MFRA worked with partners to respond well to the impact of the Grenfell fires for Merseyside.

The tragedy also had a short term impact on the normal home safety strategy (focusing on over 65s) as we provided reassurance campaigns for residents of high rise properties throughout Merseyside.

The implications of the incident will be far reaching locally and nationally and it is expected that they will continue to have an impact on Protection in particular, in the coming years.

Prevention

IRMP Proposal

15. We are in discussion with local Clinical Commissioning Groups & Public Health professionals in relation to the introduction of Safe and Well visits across Merseyside.

Update

Excellent progress has been made against this objective, with a Safe and Well pilot delivered by Community Risk Management staff well underway.

In conjunction with Cheshire FRS and the NHS, the initiative has won awards such as the 'Innovation in Healthcare' award at the Transforming Healthcare Awards, in London for the contribution that the Safe and Well initiative has made to improving bowel cancer screening take up.

An evaluation is being carried out by Liverpool John Moores University and Public Health England and this will inform future developments with Safe and Well.

If the evaluation indicates that Safe and Well is effective and having a positive impact on vulnerable members of the community, MFRA will have to consider whether it is feasible to roll this initiative out further and will need to include approaching health service commissioning bodies for funding to continue delivering the initiative.

IRMP Proposal

16. Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully integrated early help services, creating shared service Community Safety/Early Help Hubs, which it is envisaged will better co-ordinate resources.

Update

The Wirral Hub is currently operating and MFRS is embedded within it. The Knowsley Hub is expected to be the next to be launched. The Hub is working well with all partner organisations collaborating and working as a team.

Other areas are expected to roll out in coming years if the Hub model is productive and seen to be delivering positive results for communities.

IRMP Proposal

17. With partners:

- We are committed to the building of digitally inclusive community where everyone has access to affordable broadband & devices, has the right skills & confidence to use the internet and the ability to use technology to improve their quality of life & get out of poverty.
- We propose to deliver a multi-disciplinary monitoring system, through smart smoke alarms linked to Fire Control to enable vulnerable residents to stay safe.

Update

Officers have instigated a Smart home pilot via the Wirral Leadership Academy which has now been formally handed over to the Home Safety team to progress.

Evaluation of the project will determine the next steps.

IRMP Proposal

18. We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify

Update

The initiative has gone well in its first year with 20 volunteers recruited and another 17 due to start in 2018. The volunteers have been helping with community safety campaigns and promotion.

As well as recruiting community volunteers, we encourage staff to volunteer to use the specialist skills that they acquired have to improve outcomes for communities even further.

Evaluation of the project will determine the next steps.

NEW Proposal

Marketing and Funding Strategy - MFRS would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes

Prevention

IRMP Proposal

19. Towards 2020 we will ensure targeting the right level of Protection expertise to the level of risk by using a wide range of data & intelligence sources.

Update

The Grenfell Tower incident was an extraordinary event that required an extraordinary response from all FRSs and it has resulted in a national focus on fire safety legislation.

Since the incident in June, the Protection focus has been on high rise properties and this has resulted in partners, such as local authorities, working more closely with MFRS.

IRMP Proposal

20. We propose that Business Fire Safety Advisors will complement the work of Protection by further supporting our risk based strategy, developing initiatives & campaigns to target specific business premises across Merseyside.

Update

A successful round of recruitment was completed with eight Business Fire Safety Advisors starting work and becoming important members of the Protection team, contributing to campaigns and routine workload.

The current Business Fire Safety Advisors have now developed into auditor roles and a Business Fire Safety Advisor apprenticeship scheme will be launched to develop Business Fire Safety Advisors for the future and improve the capacity of the department to deliver against its objectives.

IRMP Proposal

21. Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely & effectively to fires with a heightened knowledge of the built environment.

We propose further involvement in planning activities, exercise support & debriefing MFRS & multi-agency exercises.

The team will support the management of risk through undertaking 'peak performance' inspections with partners.

Update

The team is partially in place but is not able to provide the full anticipated service as yet.

MFRS will consider alternative approaches to improve the capacity of this team and this work will continue into future years.

Work in relation to planning and exercising has started and will continue in future years.

A number of Peak Hours inspections (eg visiting night clubs during their opening hours) have taken place and these will increase as the capacity of the team is improved (see above).

IRMP Proposal

22. MFRA will develop a Merseyside Better Business for All approach by April 2018 working with local stakeholders. By working together to remove real and perceived barriers to growth by understanding each other's perspective, we can develop our approach, tackle obstructions & find solutions to move forward.

Update

Better Business for All is part of the Government's Better Regulation agenda, designed to support economic growth through reducing unnecessary regulatory burdens whilst increasing the level of compliance with safety regulations. BBFA is a fundamental partnership that will help to assess these matters across Merseyside and the wider City Region.

Some progress has been made in this area and it is expected that the entire focus of business regulation and the practice of self-regulation will be scrutinised over time as a result of the Grenfell Tower fire.

Finance

IRMP Proposal

23. Financial proposals:

- Prepare a multi-year financial plan
- Set council tax increase in line with the financial plan
- Assume 1% pay increase for our staff for 2016/17-2019/20
- Focus our search for efficiencies on collaboration, management, support staff costs & other technical reviews. Assume £9.1m of savings by 2019/20
- Deliver station mergers programme to provide £2.6m outstanding from 2015/16 financial plan.
- Identify operational response proposals which will have the least negative impact on service delivery to deliver £1.9m of savings.
- Envisage the reduction in firefighters will be achieved by natural retirement by 2018/19.

Update

The Medium Term Financial Plan (MTFP) to 2021/22 was approved at the 2017/18 Budget Authority meeting. At each future Budget Authority meeting it will be reviewed and rolled forward one additional year.

The MTFP assumes that council tax will be set at just below the 2% referendum limit. This was the case in 2017/18 and the assumption in future years.

At the time of writing the 2017/18 Firefighter pay award has not been settled and the risk of a higher settlement than 1% is high. Pressure on Public Pay restraint may require a review of the pay assumption in the MTFP – this will be picked-up in the 2018/19 budget making process.

The approved 2017/18 – 2021/22 MTFP delivers the £9.1m savings in non-front line services

The building of the stations is still ongoing but the saving is delivered in cash terms.

Revised duty systems have delivered the operational response saving and maintained the response target.

The reduction in firefighters has been achieved for 2017/18 and is expected to be achieved for future years.

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Do you think that Merseyside Fire and Rescue Authority has made sufficient progress during 2017 against the proposals we set out in the IRMP 2017/20?		Do you think that Merseyside Fire and Rescue Authority is using its resources effectively to meet the demands placed on the service		Do you think that the work Merseyside and Rescue Authority has done during 2017 will have a positive impact on more vulnerable people? For example the elderly		Do you think that Merseyside Fire and Rescue provides value for money?		Would you be prepared to pay more in Council Tax to protect the fire and rescue service from further cuts?		Do you think that Merseyside Fire and Rescue Authority should respond to cardiac arrest victims in support of (not as a replacement for) North West Ambulance Service		Are there any areas where you would think that Merseyside Fire and Rescue Service could do more in the future, or do things differently to help us achieve our Mission of "Safer, stronger, Open-Ended Response"
Response	Please provide some information about why you think that	Response	Please provide some information about why you think that	Response	Please provide some information about why you think that	Response	Please provide some information about why you think that	Response	Please provide some information about why you think that	Response	Please provide some information about why you think that	Open-Ended Response
No	Government is blocking effective decision making- more funds - better service. As it stands : minimum funds and the 'shop'(the sure station closing at 8:3m(Mill Lane , Wirral). We know statistically more fires start at night	No	What resources - they have barely any. More resources and boy will they use them efficiently	No	Not enough fire resources. Case in point- e Liverpool Echo Arena fore : this used manpower form multiple regions- including the Wirral fire service. On the same. Isn't an elderly couple died in a home fire: no engines got there- all over in Liverpool.	No	No- it needs more money to be able to be the most efficient service. It is doing a valiant job with scraps of funds and resources	Yes		No	Ambulance service is best placed for this. Fire Service should do best what it has always done : fight fires and save lives from the effects of smoke / fires	Needs more money- protected/ ring fenced so that it can never be removed again. Cannot run any service effectively on fresh air/ money. It's an essential service : it MUST have funds- determined by the fire service not some parliamentary bigwig : once removed from the service. Apologies if MRFS already do this, but work closely with AirLiquide who provide home oxygen to patients in Merseyside, because a large proportion still smoke which is clearly a fire and explosion risk. I also think the 4 fire stations where it is proposed to reduce opening hours to 12 hours a day, this should not go ahead.
Yes		Yes		Yes		Yes		Yes		Don't Know	I think NWAS vehicles and staff have knowledge and equipment specific to their job, there may be a danger that with good intentions on behalf of MFRS produce bad outcomes, I think people don't expect the fire service to do this and also, it might give this government more excuses not to properly fund either service	
Yes		No	ore should be spent on front line crews and appliances	No	nothing like the level of HFRAs you carried out years ago	Don't Know		Yes		Yes	Should have been responding years ago, every station and appliance should be available to help ambulance service at medical calls	more co-responding and more community HFRAs
Yes		No		Yes		No		Yes		Yes		
Don't Know	I can find no figures relating to 2017 in your document for me to make a judgement eg p19 the figures relate to 2006/7 & 2015/16	Don't know		Yes		Yes		Yes		No	The Fire & Rescue service is already overstretched and this places a further burden on the resources of the fire & rescue authority	I am devastated to hear that the plan intends downgrading fire cover at Wallasey Fire Station of a night between 8:30pm and 8:30am which will result in firefighters being mobilized from home via pagers/mobile phones on a 30 minute turn in time. This amount of time clearly could be life threatening and does not constitute to making our community safe. I STRONGLY oppose this plan.
Yes		Yes		Yes		Yes		Don't Know		Don't Know		
Don't Know		Don't know		No	I don't see how such massive cuts can be positive for anyone that relies on the fire service.	Don't Know		Yes		No	I believe NHS and ambulance services should be sufficiently staffed and funded to respond effectively without such support.	Night cover in Wallasey should not be reduced as this is a clear safety risk. Cuts should be resisted in every way possible in order to preserve the already stretched cover. Please don't reduce the fire service it is crucial. Every second counts in a fire and budget cuts can only lead to casualties
Yes		Yes		Yes		Yes		Yes		Don't Know		
Don't Know		Yes		Yes		Don't Know		Don't Know		Yes		
No	Fireman are now expected to do thier own jobs and that of a paramedic and yet with some fatalities are not even offered counselling afterwards	Don't know		Yes		No		Yes		Yes		They used to provide the free smoke alarms service but have not been as visible for some years in the community
Don't Know		Don't know		Don't Know		Don't Know		Yes		Don't Know		
No		No		Don't Know		No		Yes		Yes		Stop the ridiculous idea of having a 30 minute call out at night time for Wallasey and other fire stations.
Don't Know		Yes		Yes		Don't Know		Yes		Don't Know		DO NOT close Wallasey Fire Station during the day time (thereby offering nighttime cover only)
Don't Know		Don't know		Don't Know		Don't Know		Yes		No		
Don't Know		No	We need more stations and engines, people are loosing lives due to cuts.	No	Loss of lives due to lack of engines.	No		Yes		No	Because we are not America and someone may need you elsewhere whilst your doing the paramedics job.	Keep our fire stations open and our firemen as firemen and employed.
No		No		No		No		Don't Know		No		
Don't Know		Yes		Don't Know		Yes		Yes		No	They may be trained in first aid but they're not specialist paramedics. Horses for courses.	Up council tax and employ more firefighters so that the public arent worrying if they are going to get there in time due to lack of firefighters.
Yes		No	There arent enough firefighters if there were to be a serious fire they would be pulled from all over merseyside leaving other possible fires unattended.	Yes		Yes		Yes		No		
No		No		Yes		No		No		No		
Don't Know		Yes		No	Not enough fire cover.	Don't Know		Yes		Yes		Make sure all stations are manned 24/7 and not part time
Don't Know		Yes		Don't Know		Yes		No		Yes	Provided that this doesn't compromise fire fighting duties	keep all fire stations manned 24/7

Yes		Yes		Yes		Yes		Yes	No	Our paramedics our trained for this.	Perhaps shut rural stations but areas like wallasey with many schools and a huge population should always have full cover.
Don't Know		No	Poor time management - staff are not paid to sleep at night in other night shift work - 3 shift pattern would reduce days off and second jobs plus increase availability	No	Time and resource poor - too much time spent watching tv by on duty staff - get out and about	No	No choice but to pay by council tax and tax payers. If it was a private service (which I do not want) they would have to answer why services advertised were not done or done in time but currently not subject to general public scrutiny	No	No	I am ex forces and have worked in USA with the Fire/Paramedical service - I'm a teacher of Maths but have training in English, which I'm allowed to cover in absence of other staff - but it wouldn't be to the capacity of my Maths teaching!	Engage more!
Don't Know Don't Know No	I think the fire service needs more money from central government. The local solution is not working.	Yes Don't know No	I think local government has the wrong priorities in that it doesn't listen to the FBU. The fire service should be a funding priority of national government.	Don't Know Don't Know No	We need more support for elderly and mentally ill people- the problem is that cuts to Social Care have exacerbated vulnerability.	Yes Don't Know No	I think the service provided is more important than money.	Yes Yes Don't Know	Yes Yes Yes		We need an increase in income tax to support local services such as the fire service. The local solution is a failure.
No	The general public are unaware of the level of cuts that have, and are being made, the safety implications of those cuts only become apparent when it is too late and lives have been lost.	No	Fire cover is too thin	No	Elderly people are perhaps put more at risk from the cuts to provision than other members of the population	Yes		Yes	No	Whist you should have the ability to respond to cardiac arrest victims, the fire service should not be used to plug the gaps in ambulance provision which is due to the cuts to the NHS	Publicise the detrimental impact of the cuts that you have had to administer and the consequent increase in response times, for instance the proposed closing of Wallasey fire station at night is a step too far that will endanger the surrounding population
Don't Know		Don't know		Yes	The Fire fighters risk their lives protecting the residents of Merseyside - they are often under manned and then face the reality of breaking H+S rules/laws to do their job! ie. going into burning buildings alone to save lives because they are under manned! NO CUTS!!	Yes	The Fire service provides more than value for money and I think it is a disgrace to even ask this question!! Saving lives should not be a costed item! The Fire service should tell us what they need to prevent, attend and save lives from fires and we should give it to them. Do you actually ask the Firemen and women rather than the bean counters?? NO CUTS!!	Yes	No	The Fire service is stretched to the limit and should be available 24/7 to attend fires and serious RTA's	The Fire service should be available 24/7 with more than adequate resources to be able to confidently attend any fire or serious RTA in the Wallasey/Merseyside area. There should be NO downgrade of staff or engines - in fact there should be an increase in staffing and engine levels right across Merseyside!! Any cuts will continue to cost lives!! The people of Merseyside deserve MORE Fire Fighters and MORE engines not less! The Fire Fighters deserve better working conditions all told not worse which is what is being presented here!! NO CUTS!!!
No	The main aim of this service should be to protect life and property but the continuing downgrading of fire cover at the most dangerous times is a failing of senior management and the fire authority	No	More emphasis should be placed on operational response to incidents that the service is legally responsible for.	No	The closure of West Kirby fire station had an impact on the fatalities of two elderly people in a fire. More lives have been put at risk as a continuance of the cuts agenda.	No	Senior manager salaries dwarf that of operational response crews.	Yes	No	The service is already making cuts why would it take on even more additional responsibilities.	Make all managers above the role of Stn Manager Receive the pay of operational firefighters. That way only people that truly want to help improve the service will do the job rather than for the money
Don't Know		Don't know		Don't Know		Don't Know		Yes	No		Stop the downgrading of the Wallasey station night cover
Yes		Yes		Yes		Yes		Don't Know	No	The NHS should be fianancially supported to enable them to provide the ambulance service. That is the work of trained paramedics	The service should be given the money it needs.
No	The service has been halved	No	Fully staffed night shifts should be retained	No	Vulnerable people are increasingly vulnerable, given the swingeing cuts	No	It doesn't have enough money to provide reasonable value	Yes	No		Restore annual spending by at least £12m
Don't Know		Don't know		Don't Know		Yes		Yes	Don't Know		I am not convinced that The Service has sufficient staff and equipment to deal with major incidents such as a fire in a high rise. I am appalled at the plans to close Wallasey Fire station at night. I would rather the Service had too many resources rather than not enough.
Don't Know		Don't know	But you shouldn't be suffering the demands you are. Austerity should stop.	Don't Know		Don't Know		Yes	Yes	YES UNDER THE CURRENT CIRCUMSTANCES, BUT YOU SHOUDN'T HAVE TO - AMBULANCE SERVICES SHOULD JUST BE FULLY FUNDED FOR FLICKS SAKF Unless it is agreed within the NJC	Fighting cuts from a political perspective
No	There should be reduction in fire cover in any area of Merseyside	No	Reserves could be better used to protect fire cover	No	More elderly people die in fires, most fatalities occur at night, fire cover at night should be protected	No	Constantly reducing fire cover does not represent best value for the people of Merseyside	Yes	No		
Don't Know		No	Because they are planning on putting stations that cover a complex area including High Rise buildings, Hospitals, Factories, Major Retail Areas etc. Day Manned such as City Centre, Wallasey etc	Don't Know		No	Cutting Stations to Day Manned that is extremely Dangerous and could potentially endanger lives	Yes	Yes		Don't put City Centre and Wallasey Community Fire Stations to Day Manned
Yes		Yes		Yes		Yes		No	Yes		The response to cardiac arrest type events should be Merseyside - wide. Rolling out the integrated health initiatives is great. Wonderful to see MFRS leading the way with FR response to Marauding terrorist attack incidents all done on drastically reduced budget.

Yes		Yes		No	Unfortunately reducing pumps has had a negative effect on all people of Merseyside	Yes		Yes		
No	Closure of Crosby and eccleston at night does not fit the original plan.	No	Formby has no major risk such as tower blocks and docks yet Crosby shuts at night and Formby remains open. Deprivation in Bootle should have a major effect on which stations close and which remain open or is it just the money wasted on PFI stations.	Don't Know		No	Less PFI more long term lending similar to Liverpool council lending Everton FC money at competitive rates.	No	Reduced cover already due to cuts such as closed stations at night, How would it affect the cover to Bootle/Litherland people in Bootle/Netherton and or Kirkdale Stations attending Cardiac events. Do what is required of the service first and best. If more Ambulances required create more properly trained ambulances and staff.	Safer stronger communities do not have stations closed. Look at risks and deprivation instead of which stations are PFI. Consider effects of the dock expansion and the congestion of Dunningsbridge road when Bootle/Netherton attend incidents in Crosbys area. The proposed new road across Rimrose valley will have no lateral junctions so will only benefit Bootle/Netherton in accessing Seaforth and the docks not Waterloo or
Don't Know		No		No		No		No	if MFA are responding then we will see a reduction in Ambulances	Yes put fire engines back on the road that is your main job to provide fire cover not to reduce it does the public know how many appliances have been lost in the past years. The public should have the same cover 24hrs a day not part of a day. what happened to the fire authorities pledge given that Merseyside would not loose any fire cover
Don't Know		No	Stop closing fire stations during the night	No	Elderly and vulnerable will become more alienated as government austerity programme bites even more.	Yes		No	I think the money should be found to fund the NHS better not employ a second rate response on the cheap.	Pay the operational staff a fairer living wage.
Don't Know		No	How a city can survive without a city centre fire station is crazy. The risk in the city is too big and they are one of the busiest stations.			Don't Know		Yes	Leave firefighters to do what they currently do	No

	Do you think that Merseyside Fire and Rescue Authority has made sufficient progress during 2017 against the proposals we set out in the IRMP 2017/20?	Do you think that Merseyside Fire and Rescue Authority is using its resources effectively to meet the demands placed on the service
Response		
Yes	11	13
No	11	19
Don't Know	21	11
Total	43	43

Do you think that the work Merseyside and Rescue Authority has done during 2017 will have a positive impact on more vulnerable people? For example the elderly	Do you think that Merseyside Fire and Rescue provides value for money?	Would you be prepared to pay more in Council Tax to protect the fire and rescue service from further cuts?
14	17	31
16	15	7
12	11	5
42	43	43

Do you think that Merseyside Fire and Rescue Authority should respond to cardiac arrest victims in support of (not as a replacement for) North West Ambulance Service

13
24
6
43



Merseyside Fire Brigades Union
Response to Merseyside Fire and Rescue
Authority Integrated Risk Management 2017-20
2017 Update

Forward

The Fire Brigades Union (FBU) welcomes and fully supports the principle of a risk based approach to Fire Service Emergency Cover (FSEC) and indeed have previously endorsed this approach into FBU Conference Policy.

The dedication and professionalism of all employees of MF&RS is beyond question and it is the employees who, throughout continued cuts to services and pay, have consistently delivered for the people of Merseyside.

The Fire Brigades Union represent the overwhelming majority of uniformed employees of Merseyside Fire and Rescue Service. We offer this document as part of the required consultation process. This document has been compiled utilising the vast wealth of expertise, knowledge and experience of those personnel who provide the emergency response and other vital services to the people of Merseyside.

The key principle of a risk based approach to Fire Service Emergency Cover (FSEC) is the introduction of the **Integrated Risk Management Plan (IRMP)** which all Fire and Rescue Authorities are required to undertake.

The stated aims of this approach, as laid out by Government, is to produce IRMP's that improve public safety and consequently improve Fire and Rescue Services by reducing deaths, injuries and other consequences of fire and other emergencies such as Road Traffic Collisions (RTC's). This is set out in the Governments Guidance Note 1 to IRMP's at paragraph 1.2, in that:

'The government thinks that a modern and effective fire and rescue service should serve all sections of our society fairly and equitably by;

- ***reducing the number of fires and other emergency incidents occurring;***
- ***reducing loss of life in fires and other emergency incidents;***
- ***reducing the number and severity of injuries occurring in fires and other emergencies;***
- ***reduce the commercial, economic and social impact of fires and other emergency incidents;***
- ***safeguarding the environment and heritage (both built and natural); and providing communities with value for money.'***

IRMP's are plans for determining future Fire and Rescue Service activity aimed at keeping people safe from fire using a 'risk-based' approach which is built on the pillars of Intervention (Emergency Cover), Prevention (Community Fire Safety) and Protection (Legislative Fire Safety) activity as follows:

- **Prevention:** Stop fires before they start (education) and give early warning of fires if they do (e.g. smoke detectors), coupled with fire escape plans (what to do if a fire starts in your home to maximise your chances of escape/rescue). Merseyside Fire and Rescue Service offer this to each resident through the practice of operational firefighters and designated community fire safety officers undertaking Home Fire Safety Check (HFSC's).
- **Protection -** (in buildings covered by Fire Safety Legislation) stop fires before they start, give early warning of fire through automatic fire detection (AFD) equipment

and limit fire spread through building design and building management so that people can get out safely if a fire does start.

- Intervention - have sufficient emergency resources (firefighters/ emergency fire control operators / fire engines etc.) available to deal with fires (and other emergencies) when they do occur.

The provision to some Merseyside residents of free smoke detectors and to others of the fitting of smoke detectors provides all Merseyside community members the real opportunity for early detection and escape from death and injury in the event of fire.

With early detection must come swift intervention, and consequently with earlier detection must come swifter intervention. A real potential to save more lives.

Kevin Hughes
Brigade Secretary

Ian Hibbert
Brigade Chair

For and on behalf of Merseyside FBU Brigade Committee

Executive Summary

The Fire Brigades Union (FBU) submitted a comprehensive response to the Integrated Risk Management Plan (IRMP) 2017 - 2020 and much of that response remains relevant.

However we now seek to make further comment in relation to the IRMP 2017 Update and in particular to some elements of the 2017-20 plan that remain in place which the FBU can no longer tolerate.

The FBU has always been at the forefront of campaigning for improvements to the Service, improvements which over the years have undoubtedly saved the lives of both members of the public and firefighters alike. **However the Fire Brigades Union continue to wholly reject the concept of cost as the main driver for change.** IRMP's should be a 'risk' based plan not a financial plan.

The major incidents that we have seen in the last year, namely the tragic events of Grenfell Tower and the more recent and closer to home major incident at the Echo Arena Car Park fire in Liverpool City centre highlight our concerns that Merseyside no longer has a Fire & Rescue Service fit for purpose.

If an incident the size of Grenfell were to occur in Merseyside the FBU does not believe that MF&RS have the resources to cope and the effects of that could be catastrophic.

The major incident at the Echo Arena confirms our concerns and it must be noted that we didn't have the necessary resources to deal with what was in reality an incident on a much smaller scale than Grenfell Tower.

In our response to the IRMP 2017-2020 we again raised concerns regarding the policy of not attending Automatic Fire Alarms (AFA's) and set out our argument that by delaying our response to AFA's that incidents could be more developed when crews do finally attend. The Authority published data to support the implementation of the policy at that time and within it stated that 89.7% of AFA's were recorded as false alarms. That means that 10.3% of AFA actuations required the intervention of fire crews.

Using the figures provided at the time indicates fire crews could be attending well developed and more dangerous fire situations on more than 570 occasions. We continue to labour the point that this policy puts the public and firefighters at greater risk of serious injury or death from fire.

The FBU recognises that the Authority are attempting to provide the best service possible in the face of stringent Government cuts however we also recognise that the best of the worst case scenario's that the IRMP seeks to deliver are not the same as a fully resourced and effective Fire and Rescue Service. It is our belief that the reason death and serious injury from fire are not at higher levels has more to do with luck than prevention or intervention. The latest national statistics show a marked rise in fire deaths in the UK from the previous year.

The FBU can no longer tolerate any further cuts or loss of fire cover in the Merseyside area. Indeed we believe that in light of the recent incidents previously described the last round of fire cover reduction, namely the removal of immediate fire cover during the night in the Crosby and Eccleston areas are already a step too far. We are deeply concerned about the impact that will have, particularly in relation to Eccleston where there now remains only one fire appliance covering the areas of Eccleston, St Helens and Newton le Willows during the hours of 22:00 - 08:30.

The FBU would again point out that it is only through the dedication, hard work and commitment of the Authority's employees that the last ten years of swingeing cuts have not had a larger detrimental effect on the communities that we serve. Merseyside FBU members continue to work over and above their contractual hours for less than nationally agreed pay rates but continue to demonstrate their loyalty and dedication and adopt more skills despite continually being asked to do more for less. They should be proud of their contribution and the Authority should rightly be proud of its entire staff.

IRMP 2017 Update: FBU Comment

- *Introduction*

The IRMP 2017 Update includes the following statement contained within its introduction that the FBU believes is misleading and disingenuous;

“The Fire Brigades Union nationally have instructed their members not to take part in certain activities that were being widely piloted and rolled out across the fire and rescue service. This includes work in relation to emergency medical response and terrorist attacks.”

It should be noted that the pilot schemes referred to were in direct relation to 'Pay and Workstream' trials. Trials that were initiated by the FBU in an attempt to convince the Government to provide additional funding to FRS's in order to raise the level of basic pay for firefighters.

The comment above leads the reader to believe that MF&RS and in particular FBU members will not respond to terrorist attacks. It is important to note that MF&RS have a dedicated MTFAs response team and that **FBU members have not been instructed to not attend terrorist attacks.**

- *Operational Response*

The FBU believe that the number of available appliances contained within the Operational Response section is incorrect. Within the section it is stated that 'Overnight (2030-0830)' the Authority will provide 19 immediately available fire engines including the additional Kirkdale pump and a further 8 available on a 30 minute delay.

The FBU contend that during the night the IRMP will mean that the Authority will only be able to provide the following response;

20:30 - 22:00 = 19 immediately available fire appliances

22:00 - 08:30 = 15 immediately available fire appliances + 4 appliances on reduced turn out (LLAR)

20:30 - 08:30 = 6 available fire appliances on a 30 minute delay.

- *Recruitment*

The FBU welcomes the Authority's continued commitment to recruitment to ensure that numbers and competence are maintained and welcome the comment contained within the update regarding the next round of recruitment. The FBU would clearly have an aspiration for more firefighter recruitment but we note the difficulty for the Authority in that matter.

- *EMR and MTFA*

It is with deep regret that we note that the Authority has imposed a contractual change to recruit firefighter's contracts that explicitly refers to EMR and MTFA response. An imposed change that was implemented without any negotiation or consultation with the FBU and in direct contravention of the Good Industrial relations Protocol contained within the National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions of Service Sixth edition (Updated 2009). The 'Grey Book'.

The FBU have been left with no other option than to register a trade dispute with the Authority and that was done on 21st December 2017. It is with further regret that the Authority has now refused to seek the intervention of the NJC Joint secretariat in attempting to resolve the dispute.

The issue of EMR and MTFA are part of a national pay claim and it is deeply disappointing that the Authority by its actions have undermined that legitimate claim.

- *Finance*

It should be noted that the FBU locally, regionally and nationally recently rejected a 1% increased pay offer on the basis that any increase in pay without additional funding would mean further cuts in the Service. Merseyside FBU will continue to reject any pay offer that would effectively be paid for with jobs, whether that is front line or support staff. The FBU does not therefore support the assumption of a 1% pay increase for all staff for 2016/17 - 2019/20.

IRMP 2017 Update

Conclusion:

As we have previously stated within this document it is only through the dedication hard work and commitment of the Authority's employees that the last ten years of swingeing cuts have not had a larger detrimental effect on the communities that we serve.

Merseyside FBU members continue to work over and above their contractual hours for less than nationally agreed rates of pay and continue to demonstrate their loyalty and dedication by adopting more skills despite continually being asked to do more for less.

Whilst recognising the serious financial constraints placed on the Authority the FBU can no longer tolerate any further reduction in fire cover. The IRMP 2017 - 2020 outlines proposals for revised duty systems at a further two stations, Wallasey and City Centre. The revised duty system will mean that the between the overnight period of 20:30 - 08:30 the appliances will be only be available on a 30 minute delay.

For the reasons we have stated earlier the FBU believe these proposals are a step too far and will leave the public of Merseyside at much greater risk of serious injury or death from fire and we call upon the Authority to re-evaluate its plans.

The FBU will continue to jointly lobby the Government for additional funding in an effort to not only sustain the current levels of fire cover but also to reverse the stringent cuts that have been made in recent years. We will also continue to work with Service managers in an effort to find financial savings.

However, the Authority's continued use of resilience contracts is a major concern to FBU members, particularly when we are being informed that the cost of any future pay increases for frontline firefighters or support staff must be paid for with job losses.

For the period of 2006 - 2015/16 a total of over **£750, 000** was paid for resilience contracts. These payments were being made prior to the Authority becoming the lead for National Resilience responsibility.

For the last period that the FBU has available data (2015/16) 130 contracts at £500 p/a cost the Authority **£64,916.66**. Since then the cost of each contract has increased to £1000.

The FBU therefore estimate that the cost to the Authority in this financial year will amount to over **£130,000** and the total amount paid to date will be over **£1 million**.

It is with deep regret that we also note the Authority's position to reverse its decision to reduce its own numbers to deliver budget savings. FBU members find that decision incredulous and are currently reviewing their decision to undertake additional work for reduced rates of pay.

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Your Reference DK/SMA
Our Reference
Contact Mr D Keelan
0161 608 4003
keeland@manchesterfire.gov.uk



**GREATER MANCHESTER
FIRE AND RESCUE SERVICE**

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www.manchesterfire.gov.uk

Date 15 January 2018

Dear Sir/Madam

Please find this letter as a response to your invitation to comment upon the review of Merseyside Fire and Rescue Service's Integrated Risk Management Plan 2017-20.

The amendments to your IRMP proposals which have resulted currently in an additional fire appliance available both during the day and night time and progress against your station merger program is noted.

With regard to your review including changes to staffing, whilst we can see no adverse impact that this would have upon the communities of Greater Manchester we will continue to monitor the effectiveness and impact of the reinforcement arrangements which exists between us.

Greater Manchester Fire and Rescue Service will continue to provide mutual aid where requested, and will review this reflectively.

Yours faithfully


Dave Keelan
Assistant County Fire Officer
Emergency Response



Highly Commended
PUBLIC SERVICE
AND LOCAL
GOVERNMENT
Sector Award



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IRMP Consultation
Merseyside Fire & Rescue Service
Headquarters

Please ask for: Area Manager Norman
Telephone: (01772) 866802
Email: bennorman@lancsfireandrescue.org.uk
Your Ref:
Our Ref: BEN/MFRS
Date: 16 February 2018

Dear Chief Fire Officer

On behalf of Lancashire Fire and Rescue Service (LFRS), I would like to thank you for the opportunity to review and comment upon your 2017 update which forms a part of your Integrated Risk Management Plan 2017-2020.

It is evident that you have a draft over-arching delivery plan that focusses upon operational service delivery with organisational effectiveness and efficiency intentions that underpin the core work that you aim to deliver.

Your proposed plan has clear objectives that focus upon specific work stream areas that appear to be supportive of Merseyside's geographic and demographic demands whilst aligned to best practice changes within our sector.

This includes your reference to enhanced collaboration with your CCG's, Merseyside Police and Local Authorities. We note this includes targeted prevention and protection objectives including Safe and Well visits that are focussed towards those most at risk in Merseyside. Your proposals are recognised as an opportunity to enhance the successful delivery of your teams work with support from an increasing cohort of volunteers, increased use of digital devices and aspirations of funding youth engagement through private sector funds.

The plan provides clarity of your strategic intent and much of your work is aligned to regional and national activities along with LFRS' priorities and we therefore look forwards to working closely with Merseyside Fire and Rescue Service in this regard in 2018/19 and beyond.

Yours sincerely

A handwritten signature in black ink, appearing to read "Ben Norman".

BEN NORMAN
Head of Service Development
On behalf of Lancashire Fire and Rescue Service

Headquarters
Lancashire Fire & Rescue Service
Garstang Road, Fulwood
Preston PR2 3LH

making Lancashire safer

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FOA IRMP update response - February 2018

A few points picked up followed by a statement from FOA

Although not directly covered in the IRMP we would like to see :

- the ICU primary crewed with suitably command trained managers
- We believe that DIM/Hazmat support should be offered by ops crews in support of DIM Officers
- We are supportive of safe and well visits but would need to ensure staff are equipped to support this initiative

General statement

The Fire Officer's Association (FOA) recognises the severe financial challenge the Chief Officer and the Authority face and whilst we are concerned that the proposals are a lessening of service to the public MFRS serve we welcome the recognition that there cannot be any further reduction of response capability. Recent large incidents have stretched the Service and its staff severely highlighting the risks of further reductions. Given the current financial climate FOA supports this IRMP and specifically supports the inclusion of response to incidents such as terrorist events and Emergency Medical Response (EMR) as part of the Fire and Rescue Service duties where suitable consultation/agreement on policy and training has been reached. This position underlines our belief that the Fire and Rescue Service is uniquely equipped to assist across all emergencies or support other services in challenging circumstances.

Rob

Rob Pritchard BSc (Hons)., PG Dip Mgt., FIFireE., MICPEM., MCEA.
Merseyside Chair

National Vice President | Fire Officers Association | Mobile: 07818 034 999 | e-mail:
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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	22 MARCH 2018	REPORT NO:	CFO/019/18
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEBBIE APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2018/19		

APPENDICES:	APPENDIX 1:	DRAFT SERVICE DELIVERY PLAN 18-19
	APPENDIX 2:	LIST OF LOCAL PERFORMANCE INDICATORS 2018-19
	APPENDIX 3:	INDIVIDUAL STATIONS PLANS 2018-19
	APPENDIX 4:	IRMP PLANNING PROCESS

Purpose of Report

1. To request that Members consider and approve the Service Delivery Plan for 2018/19, attached at Appendix 1 and note the contents of the Community Fire and Rescue Station plans (Station Plans) attached at Appendix 3.

Recommendation

2. That Members consider and approve the attached Service Delivery Plan (Appendix 1) for 2018/19 prior to publication on the Authority website.

Introduction and Background

3. Merseyside Fire and Rescue Authority (MFRA) produces an annual Service Delivery Plan to bring together in one document the annual actions arising from the IRMP and Functional Plans, the Equality Objectives, Station Plans and Performance Indicators. The Plans for 2018/19 can be found at Appendices 1 and 3 to this report.
4. Performance against the actions and targets within the Service Delivery Plan are monitored by Officers at monthly Performance Management Group meetings and reported to Strategic Management Group and Authority Committees on a 4 monthly basis. This Plan includes an estimate of year end performance against the benchmark and key performance indicators which will be updated in June when the final performance figures have been compiled.

5. Each year, the Performance Management Group reviews the Local Performance Indicators to consider which should be retained, what new indicators are required and what the target should be. There have been some changes to the Key and Local Performance Indicators (KPI's/LPI's) which can be found in Appendix 2.
6. Performance indicators were renumbered in 2016/17 using the methodology below:

These indicators were tagged with the following information:

- **Context** where an initial code is applied based on the contextual meaning of the indicator: *T = Total Incidents, D = dwelling fires, N = Non Domestic, A = Anti-social Behaviour, R = Road Traffic Collisions, F = False Alarms, S = Staff Sickness/Risk/Health and Safety, E = Energy and the Environment*
 - **Owner** where a secondary code is applied based on the functional owner of the PI: *C = Community Risk Management, O = Operational Preparedness, R – Operational Response, E = Estates, S = Strategy and Performance, D = People & Organisational Development, F = Finance.* (Please note that though there are joint owners for some performance indicators, the primary function responsible for reporting of that indicator has been chosen).
 - **Tier** where a code is applied based on the level of performance indicator including: 0 = Benchmark Indicator, 1 = Key Performance Indicator, 2 = 2nd Tier Performance Indicator, 3 = 3rd Tier Performance Indicator.
 - **Code** a generic number used to differentiate each PI.
7. Targets for station outputs have been set by staff in consultation with the relevant functions e.g. Site Specific Risk 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 has a large number of commercial buildings requiring Site Specific Risk Information (SSRI) inspections in its area, so staff will concentrate more on activities related to this. In contrast Heswall has very few buildings requiring SSRI, but will concentrate more on home safety due to the large proportion of over 65's in what is a predominantly residential area. The individual targets can be found in the Station Plans at Appendix 3.
 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 18/19 Plan (where possible) 5 years of historical incident data has been used to create statistically robust targets for Outcome related Performance Indicators.
 9. Each Function has produced a Functional Plan for 2018-19 and where appropriate to the departments concerned, these plans will include actions to deliver Integrated Risk Management Plan objectives. The key deliverables from these plans can be found in the Service Delivery Plan.
 10. Performance in the first year of the Authority's Integrated Risk Management Plan 2017/20 has been reviewed and a period of public consultation has taken place. The outcomes from that public consultation are detailed in a separate report on this agenda and are considered in relation to future planning.

11. 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 Plans.

Equality and Diversity Implications

12. There are no equality and diversity implications from this report. Equality and diversity is a specific section within the Service Delivery Plan. Any implications associated with actions contained within the plan will be the subject of further reports to the Authority.
13. Each Functional Delivery Plan has an individual Equality Impact Assessment (EIA) and the Station Plans have an EIA.

Staff Implications

14. Staff at all levels of the service have been encouraged to be involved in the development of the plans, with Station and Watch Managers being pivotal in the creation of the Station Plans utilising their extensive understanding of the local risks and demographic make-up of an area.
15. Equality and diversity implications of the Functional Plans have been considered by Officers during their creation.

Legal Implications

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

Financial Implications & Value for Money

17. The performance management of the delivery of key objectives and targets each year through the Service Delivery ensures that MFRA is able to reassure itself that it is providing a value for money service to the community and is contributing to its mission, aims and objectives. This becomes even more important as the Authority is required to deliver the savings required during 2018/19 and beyond.

Risk Management, Health & Safety, and Environmental Implications

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

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

BACKGROUND PAPERS

CFO/019/17 Service Delivery Plan 2017-18

GLOSSARY OF TERMS

EIA	Equality Impact Assessment
HFSC	Home Fire Safety Check
IRMP	Integrated Risk Management Plan
KPI	Key Performance Indicator
LPI	Local Performance Indicator
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
SSRI	Site Specific Risk Information



Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

DRAFT

SERVICE DELIVERY PLAN

April 2018- March 2019

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1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2018/19. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2018-19. It also highlights our medium term plans up to 2020.

The Authority continues to face significant challenges. Having suffered one of the largest cuts in Government funding between 2010/11 and 2017/18, we are facing further significant grant cuts up to 2019/20, despite being permitted to raise council tax by slightly more than we were able to in the past.

We have reluctantly accepted that to deliver the savings required we will need to complete the transition from wholetime (24/7) crewing on six appliances (as we set out in our 2017/20 Integrated Risk Management Plan). The six stations will be fully staffed during a 12 hour day shift, but at night crews will be at home, available to return to work within 30 minutes if required. This doesn't mean that you will wait 30 minutes for a response to an emergency, this will be provided within our standard of 10 minutes from stations that are fully staffed at night. We consider this to be a better option than closing fire stations, but there is no doubt that the scale of the cuts we have been required to make is now beginning to compromise the way we respond to emergency incidents.

In addition, we will be forced deliver savings from non-firefighting services, although many of our support services have a direct impact on the delivery of emergency response. We will need to identify £426,000 of support service savings in 2019/20.

As well as the funding cuts, major national and local events during the last year have affected the Authority and will continue to do so in the future. The tragic Grenfell Tower fire resulted in significant attention being placed on legislative fire safety. Our plans worked well and we delivered reassurance and legislative fire support to building owners and residents alongside partner organisations. The last day of 2017 saw the most significant fire that Merseyside Fire and Rescue Service has had to deal with for many years at the Liverpool Echo Arena car park. There is no doubt that the incident stretched our resources and the outcomes will impact on Merseyside and other fire and rescue services in years to come.

Other developments that are impacting on the Authority or will do so in the future, are the Liverpool City Region Combined Authority review of governance arrangements for the fire and rescue service, the introduction of a fire and rescue service inspectorate and the Fire Brigades Union nationally calling a halt to trials in relation to emergency medical response (EMR) and terrorist attacks.

But we are still committed to providing the best possible services. People who live and work in Merseyside and visitors to the region can still expect one of the fastest responses in the country should they need us in an emergency. We have reduced accidental fires in the home and associated deaths, largely through the provision of free prevention services to those people who are most at risk – the elderly.

We also continue to invest in the Service for the future. Recruitment of firefighters to replace those who are retiring is the highest it has been for many years and the opening of our brand new joint fire and police station in Prescot provides improved working conditions for staff, to enable them to prepare and train for emergencies using the improved kit and equipment, as well as enabling us to realise the savings from closing two fire stations and building a new one in a central location. We will continue with our plans to do the same in Wirral and St Helens.

Although the years ahead remain challenging and difficult decisions will have to be made, you can be assured that the Fire and Rescue Authority will continue to strive to deliver the best possible service to 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.

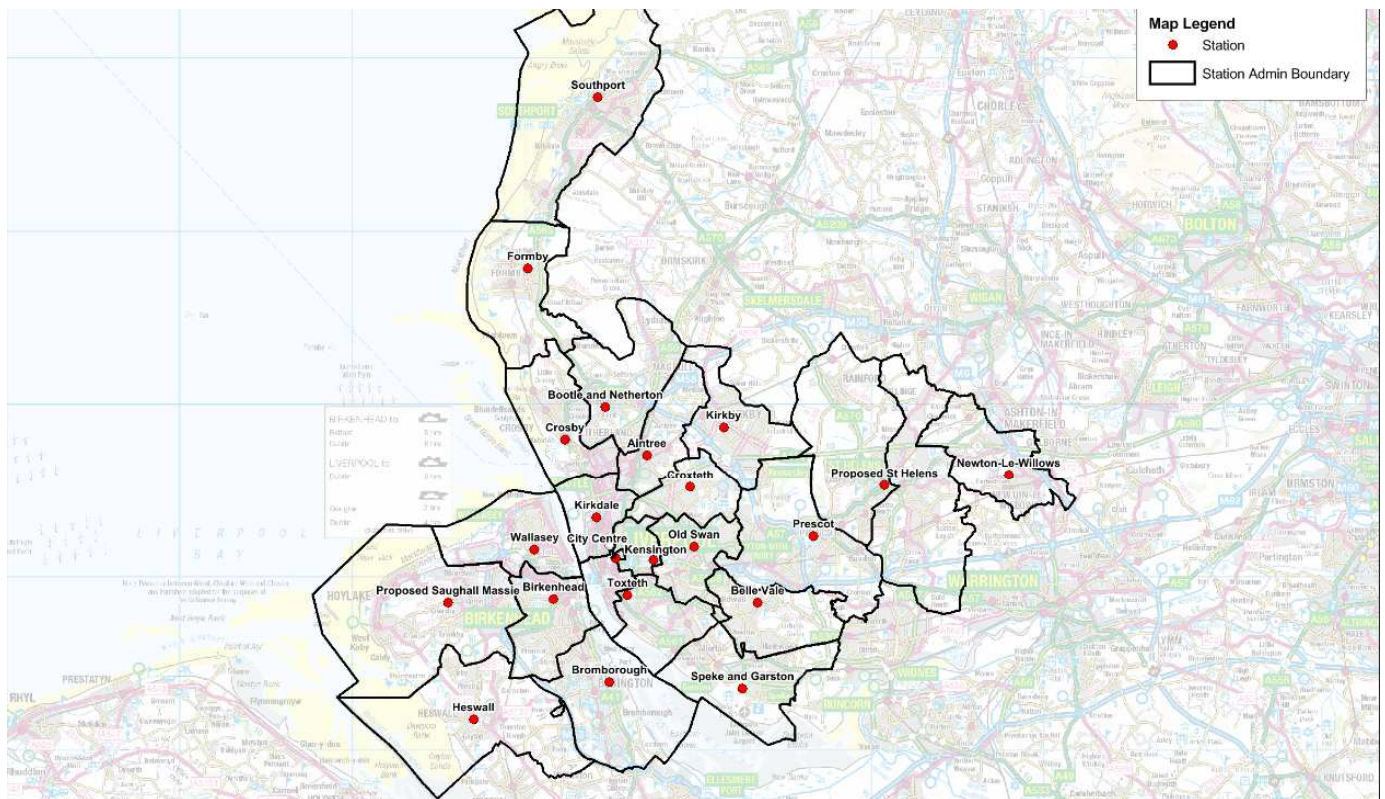
1.4 ABOUT MERSEYSIDE

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 2016 estimated figures showed that Merseyside has a population total of 1,406,447. This is a 1.8% increase on 2011 census figures. The population is split 48.7% male and 51.3% female. Merseyside has a lower proportion of children (18.9%) and higher proportions of working age residents (62.4%) and older people (18.7%) than North West averages.
- Of the total population of over 65's in Merseyside 98.4% are classed as White and 1.6% BME

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: 07/02/2018
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.

District details below include the appliances and crewing systems at each station:

- WT – Wholetime – fire engine crewed 24 hours a day 7 days a week
- DCWTR – Day crewed wholetime retained – appliance crewed 12 hour day with crew available for 30 minute recall on 12 hour night for strategic cover
- LLAR - low level activity and risk, crew are available on station for 12 hour day and available for recall within 5 minutes of the firestation at night

LIVERPOOL

Population:	484,578	Fire Stations:	Kirkdale – 2 WT	Old Swan – 1 WT
Homes:	208,866		Liverpool City Centre – 1 WT	Belle Vale – 1 LLAR
Businesses:	8,211		Kensington – 1 DCWTR	Croxteth – 1 WT 1 SRT
Land area:	162 sq km		Speke and Garston – 1 WT	Aintree – 1 DCWTR
Roads:	888.7 miles		Toxteth - 1 WT	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:	321,238	Fire Stations:	Birkenhead – 1 x WT
Homes:	145,495		Bromborough - 1 WT
Businesses:	8347		Heswall - 1 LLAR
Land area:	220 sq km		Upton – 1 WT
Roads:	764.6 miles		Wallasey – 1 WT

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:	274,261	Fire Stations:	Bootle & Netherton – 1 x WT
Homes:	124,338		Crosby – 1 x DCWTR
Businesses:	8039		Formby – 1 x LLAR
Land area:	216 sq km		Southport – 2 x WT
Roads:	615.4 miles		

Sefton is bordered by a 35 km coastline from dock estates in the south of the borough to scientifically 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. 22.8% of the population are over 65 which is higher than the Merseyside average of 18.7%.

KNOWSLEY

Population:	147,915	Fire Stations:	Kirkby – 1 x WT
Homes:	65,010		Prescot – 1 x WT
Businesses:	3286		
Land area:	86 sq km		
Roads:	360.8 miles		

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:	178,455	Fire Stations:	St Helens – 1 x WT
Homes:	80,590		Eccleston – 1 x DCWTR
Businesses:	4599		Newton le Willows – 1 x LLAR
Land area:	136 sq km		
Roads:	459.1 miles		

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

(Mid 2016 ONS population data, CIPFA dwelling and non domestic properties estimates)

District Priorities

Through our functional plans we deliver 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 Integrated Risk Management Plan, functional and station community risk management plans.

Details of these objectives are contained in Sections 7 and 8.

We work closely with our statutory partners and with other organisations with which we share common objectives. We use data and information about each of the five districts of Merseyside to determine where our resources need to be targeted to achieve the best outcomes for our communities. We call this Knowing our Communities and it underpins our approach to planning and service delivery, particularly in relation to community risk management.

As a result, our priorities 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 23 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 IRMP planning process can be found at Appendix 4.

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

Operational Preparedness

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

- We provide 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.
- 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.

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 the Community Risk Management (CRM) department incorporates the established functions of Prevention and Protection. The activities undertaken on behalf of the directorate have been an integral part of the Services Integrated Risk Management Plan since its introduction in 2005, reducing fires, deaths and injuries in domestic and commercial premises whilst making Merseyside safer and stronger.

The work of CRM, traditionally known as Prevention and Protection has expanded to cover extensive and wide ranging activities to actively target and reduce risks in the interests of protecting our communities and our firefighters. In order to manage these activities we have structured the function to align under the 3 P's:

- **PEOPLE** (Community Fire Prevention Department)
 - Home safety
- **PLACE** (Community Safety Department)
 - Community Safety Partnerships
 - Road safety
 - Water safety
- **PREMISES** (Community Fire Protection Department)
 - Business safety

In addition to the above, and underpinning all of the 3 P's we have our **Youth Engagement Department**.

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.

3.1 FINANCIAL CHALLENGES 2018-19

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

Principle 1

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

Principle 2

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

Principle 3

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

Principle 4

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

Principle 5

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

3.2 THE AUTHORITY'S BUDGET

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2018/19 – 2022/23

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 £59.9m or £13.7m which represents a 19% cash or 40% real reduction.
3. The Authority has to 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. To assist with the Authority's long term financial planning the current Plan extends up to and including 2022/25. However as the level of uncertainty over future costs and funding beyond 2019/20 is significant, particularly regarding the level of future Government support, any financial challenge from 202/21 have simply been noted at this time.
4. The impact of the 2015 Comprehensive Spending Review meant the Authority had to find £11m 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 identified significant efficiency savings of £9.1m by reducing management, support services costs and other technical amendments. Despite these efficiencies unfortunately the Authority had no choice but to approve an unavoidable reduction of £1.9m from the operational front line.
5. It is with extreme reluctance that the Authority has accepted the recommendation of the Chief Fire Officer to deliver the operational savings required as a result of the Government cuts up to and including 2019/20. The saving will be delivered through the transition from wholetime crewing to days and retaining crewing on 6 appliances as the least worst operational option. Compared to 2010/11 the number of fire appliances in Merseyside by 2019/20 will reduce from 42 wholetime pumps down to a budgeted 18 wholetime pumps; 6 day crewed appliances; and 2 fully wholetime retained appliances. This equates to a 57% reduction in wholetime pumps.
6. The Authority is therefore saddened to have to approve a financial plan that is based upon a significant reduction in the operational cover provided to the Merseyside community at a time when incidents such as that at Grenfell highlight the need to maintain a suitably resourced Fire and Rescue Service.
7. In order to minimise the impact on the Fire & Rescue Service the Authority has agreed a council tax increase of just under 3%.
8. The effect of the budget on the council tax will be a Band D Council Tax of £76.56 (which equates to £1.47 per week) an increase of less than 5p per week on the 2017/18 figure.

9. Most people in Merseyside will pay Band A Council Tax of £51.04 or 98p 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.

Annually a review of Performance Indicators is undertaken to ensure that they are still relevant for organisational needs. As a result of these reviews, the way performance indicators are monitored and reported has now been divided into four strands:

- **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.

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 indicators. Further data can be requested from the Strategy and Performance Department.

For 2018/19, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Specific Risk Information visits completed, but achieving the targets will be managed locally on station on an annual basis.

The amended suite of indicators for 2018/19, shown in the four tiers, can be found at Appendix 2.

The estimated performance for 2017/18 is detailed below (using actual data from April 2017 to January 2018). This will be replaced with the final end of year figures in June.

Performance against targets set for 2017/18 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 2017/18

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2016/17	Target 2017/18	Estimated Performance 2017/18	Status
TO00	Total number of emergency calls received	22465	Quality Assurance	24123	
TC01	Total number of incidents attended	15438	14600	16198	
TC02	Total number of fires in Merseyside	7346	7200	7604	
TC03	Total number of primary fires attended	2597	2509	2534	
TC04	Total number of secondary fires attended	4749	4691	5069	
TC05**	Total number of special services attended	3071	2633	3137	
TC06	Total number of false alarms attended	5021	4767	5456	
TC11	Total number of false alarms attended, discounting false alarm good intent	3330	3243	3633	
TC07	Total number of non emergency interventions	71	Quality Assurance	100	
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	96%	90%	95.80%	
TD09	The % of available shifts lost to sickness absence, all personnel	2.89%	4%	3.37%	
TE10	Total carbon output of all MFRS buildings	86.7	87.9	85	
DWELLING FIRES					
DC11	Number of accidental dwelling fire	991	1046	937	
DC12	Number of deaths in accidental dwelling fires	7	8	5	
DC13	Number of injuries in accidental dwelling fires attended	93	114	96	
DC14	Number of deliberate dwelling fires in occupied properties	170	163	194	
DC15	Number of deliberate dwelling fires in unoccupied properties	39	41	34	
DC16	Number of deaths in deliberate dwelling fires	1	1	0	
DC17	Number of injuries in deliberate dwelling fires	19	22	4	

* Attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance. ** Some Special Service attended generate income such as lift rescue and effecting entry, approx. £ 15,000 per annum. This indicator has had a number of new incident types added during 2017/18 including emergency medical response, gaining entry alongside Merseyside Police and assisting with searching for missing persons. This was not known when setting targets meaning that in some cases an increase in incidents is a positive development, in other cases it is not. We are intending to reflect this more accurately in 2018/19.

KEY PERFORMANCE INDICATORS		Performance 2016/17	Target 2017/18	Estimated Performance 2017/18	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non domestic premises	115	93	104	Red
NC12	Number of accidental fires in non domestic premises	200	207	201	Green
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	615	525	657	Red
AC12	Number of accidental vehicle fires attended	207	199	190	Green
AC13	Number of deliberate anti-social behaviour fires (small)	4154	4193	4451	Yellow
AC14	Number of accidental small fires attended	595	498	618	Red
AC15	Number of 'other' primary fires attended	251	242	252	Yellow
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	605	557	565	Yellow
RC12	Number of injuries in road traffic collisions attended	372	390	301	Green
RC13	Number of fatalities in road traffic collisions attended	5	6	9	Red
SPECIAL SERVICE					
SR11**	Number of calls to cardiac and respiratory related incidents from NWS – on hold	217	Quality Assurance	35	Green
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic properties	615	616	611	Green
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2521	2443	2804	Red
STAFF WELFARE, RISKS & COMPETENCY RELATED INDICATORS					
WD11	% of available shifts lost to sickness absence per wholtime equivalent GREY book (operational) personnel	3.46%	4%	3.57%	Green
WD12	% of available shifts lost to sickness absence per wholtime equivalent GREEN & RED book (non uniformed) personnel	1.96%	4%	2.87%	Green
WR13	Total number of operational staff injuries	43	48	50	Yellow

** SR11 attendance to cardiac and respiratory related incidents with NWS trial was ended on 18th September 2017 following a national decision by the Fire Brigades Union.

Yellow	Within 10% of Target
Green	Target achieved
Red	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 occurred during 2017/18.

There were areas where the number of incidents decreased, such as deliberate anti-social behaviour small fires, deliberate property fires, accidental dwelling fires and resultant injuries and deaths, which is a reflection of the hard work staff put into targeting those most at 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 Key Performance Indicators that have achieved their target

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

Fire crews continue to achieve the Attendance Standard attending life risk incidents within 10 minutes on 95.8% of occasions, the target is 90%.

DC11 Number of accidental dwelling fires

Accidental dwelling fires have decreased steadily over the last few years due to proactive fire prevention. Between April and December 2013 there had been 1153 incidents which was over target. However with the targeted approach MFRA use to deliver home fire safety checks to those most at risk in our communities the amount of incidents attend between April and December 2017 had fallen to 679. This is more than 100 incidents under target.

RC11 Number of road traffic collisions attended

The number of RTCs attended has fallen from 462 by December 2016 to 424 in 2017. This is a considerable reduction but a more significant improvement are the number of injuries sustained in RTCs which have fallen from 290 in 2016 to 230 in 2017. The Road Safety Team at MFRA work closely with partners to educate groups who are identified as more at risk of an RTC such as young, and elderly drivers.

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

TO00 Total number of emergency calls received.

At December 31st 2017 there had been 18756 emergency calls received at Fire Control, this was 900 more calls than at the same time in 2016. There had been 197 fewer incidents attended than by 31st December 2016 but there had been a number of incidents which attracted a lot of repeat calls due to the size and location including 7 incidents with more than 25 repeat calls and one incident with 82 calls.

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 Emergency Medical Response trial was included in this indicator which contributed to the increase in this incident type along with assisting Merseyside Police in gaining entry and searching for missing people. These new incident types were unknown when targets were set for 2017/18 so to some extent the target not being achieved is not entirely accurate. There are incident types such as some lift rescues and gaining entry are chargeable and bring income into MFRA, approx. £15,000 this year.

4.3 KEY PERFORMANCE INDICATORS for 2018/19

KPI Ref	Narrative	Target 2018/19
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	<i>Quality Assurance</i>
TC01	Total number of incidents attended	15567
TC02	Total number of fires in Merseyside	7349
TC03	Total number of primary fires attended	2558
TC04	Total number of secondary fires attended	4791
TC05	Total special service calls attended	2920
TC06	Total number of false alarms attended	5298
TC07	Total number of non-emergency interventions ¹	<i>Quality Assurance</i>
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	85
Dwelling Fires		
DC11	Number of accidental dwelling fires	1005
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	107
DC14	Number of deliberate dwelling fires in occupied properties	169
DC15	Number of deliberate dwelling fires in unoccupied properties	36
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	16

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	Target 2018/19
Non Domestic Property Fires		
NC11	Number of deliberate fires in non- domestic premises	94
NC12	Number of accidental fires in non-domestic premises	201
Anti-Social Behaviour		
AC11	Number of deliberate vehicle fires in Merseyside	618
AC12	Number of accidental vehicle fires attended	192
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	4258
AC14	Number of accidental small fires attended	533
AC15	Number of "Other" primary fires attended	243
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended	554
RC12	Number of injuries in RTCs attended	361
RC13	Number of fatalities in RTCs attended	7
Special Service		
SR11	Number of calls to cardiac and respiratory related incidents from NAWAS SMG – <i>Suspended at present due to national pay dispute</i>	<i>Quality Assurance</i>
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non Domestic property	667
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in Domestic properties	2773
FC13	The number of false alarm calls attended, discounting false alarm good intent.	3641
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 2017-20

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 [IRMP 2017-20](#).

Our IRMP 2017/18 objectives are summarised below:

Operational Response

1. During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents and 2 appliances that can be mobilised within 30 minutes.
2. Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay.
3. These additional fire engines will be available through the use of a secondary wholetime retained contracts for firefighters. (Retirement of 80-100 firefighters during 2017-20).
4. Undertake recruitment between 2017-20 to ensure numbers and competence is maintained (making sure we have enough firefighters for the future).
5. We will change some shift patterns from wholetime to days only wholetime crewing (retained cover provided at night).
6. Completion of station mergers (closing 2 stations and building one new station in a central location) at 3 locations – St Helens, Prescot and Saughall Massie.
7. We propose that when the Emergency Medical Response (EMR) trial is complete, MFRA will introduce EMR to all fire crews across Merseyside during the lifespan of the IRMP 2017-20.

Operational Preparedness

8. We intend to add to the resilience of the Marauding Terrorist Firearms Attack (MTFA) capability by training and equipping proposed wholetime day duty shift stations to perform this function in addition to the Search and rescue Team.
9. We intend to supplement the resilience of the Urban Search and Rescue (USAR) team capability by training all new recruits into MFRA to USAR technician level and create opportunities for staff to work in the USAR team.
10. We will commit to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of the Home Office.
11. We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.
12. As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX team in similar joint training plans to further enhance response capability at major incidents.
13. We may change how training is delivered in the longer term. We propose working with partner organisations to explore opportunities for efficiencies, driving further collaboration and improving effectiveness.

Community Risk Management

14. We are in discussion with local Clinical Commissioning Groups and Public Health professional in relation to the introduction of Safe and Well visits across Merseyside.
15. Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully integrated early help services, creating shared service Community Safety/Early Help Hubs, which it is envisaged will better co-ordinate resources.
16. With partners we are committed to the building of digitally inclusive community where everyone has access to affordable broadband and devices, has the right skills and confidence to use the internet and the ability to use technology to improve their quality of life and get out of poverty.
17. We propose to deliver a multi-disciplinary monitoring system, through smart smoke alarms linked to Fire Control to enable vulnerable residents to stay safe.
18. We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify vulnerable people and to support the service directly in the delivery of community reassurance and CFOA themed campaigns.
19. MFRA would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes.
20. Towards 2020 we will ensure targeting the right level of Protection expertise to the level of risk by using a wide range of data and intelligence sources.
21. We propose that Business Safety Advisors will complement the work of Protection by further supporting our risk based strategy, developing initiatives and campaigns to target specific business premises across Merseyside.
22. Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely and effectively to fires with an enhanced knowledge of the built environment. We propose further involvement in planning activities, exercise support and debriefing MFRA and multi-agency exercises.
23. MFRA will develop a Merseyside Better Business for All approach by April 2018 working with local stakeholders. By working together to remove real and perceived barriers to growth by understanding each other's perspective, we can develop our approach, tackle obstructions and find solutions to move forward.

Finance

Financial proposals:

- Prepare a multi-year financial plan
- Set council tax increase in line with the financial plan
- Assume 1% pay increase for our staff for 2016/17 – 2019/20
- Focus our search for efficiencies on collaboration, management, support staff costs and other technical reviews.
- Deliver station mergers programme to provide £2.6m outstanding from 2015/16 financial plan.
- Identify operational response proposals which will have the least negative impact on service delivery.
- Envisage the reduction in firefighters will be achieved by natural retirement by 2018/19.

An update for each proposal can be found in the meeting documents on the MFRS website in the Service Delivery Plan update which was presented at 1st February Community Safety and Protection Committee.

Internal Audit of our IRMP

In April 2017 MFRA requested the internal audit team, provided by Liverpool City Council, to look at our risk management procedures including the IRMP. It was suggested for future review consideration should be given to:

- The IRMP should set out its 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.
- Making it clearer in the Plan how it reflects up to date risk analyses and the evaluation of service delivery outcomes.

Both these recommendations were medium risk in a scale of:

- Essential/Strategic
- High
- Medium

Overall the IRMP audit findings for control environment and compliance were good. Both recommendations were considered when reviewing IRMP 2017-20 at the end of year 1 and will be included in future IRMP planning.

5.2 INTEGRATED RISK MANAGEMENT PLAN REVIEW 2017

We undertook a review and [consultation](#) at the end of the first year of the current IRMP to assess progress and consider whether there are any significant changes required. General themes from the online survey and our responses are outlined below:

Theme	MFRS Response
<p>Objection to the previously agreed IRMP objective to move to day crewing with wholtime retained (on call) at night on a number of stations; particularly Wallasey and Liverpool City (proposed) and Crosby (delivered)</p> <p>Wallasey was specifically mentioned in 11 responses; with some people thinking that the change would result in a 30 minute delay to emergency response, some thinking that the station was due to close and another person thinking that the station would be staffed at night, but not during the day.</p> <p>Formby should not have an immediate response at night when the more urban area of Crosby does not.</p> <p>The closure of West Kirby fire station had an impact on two fire deaths in Wirral.</p>	<p>The move to days and retained on six stations is a fundamental part of the 2017/20 IRMP that was extensively consulted on during 2016/17. This type of duty system has regularly been the subject of consultation over a number of years and has been accepted by stakeholders as a suitable alternative to station closure that will assist MFRA make the savings it is required to make to deal with budget cuts.</p> <p>The misconception that people would be subject to a 30 minute delay to an emergency during the night time retained period has previously been raised in the media. This is not the case, as an emergency response will always be sent from the nearest on duty fire station and the on call firefighters will only be recalled to a fire station if the number of available fire appliances drops below a prearranged number. They will never be mobilised directly from home to an emergency incident. The 10 minute response standard can still be met</p>

<p>Crewing systems result in poor time management on stations.</p>	<p>from surrounding stations.</p> <p>Concerns that more incidents occur during the night also reflect a misunderstanding, as the evidence show that this is not the case, hence why MFRA has considered the move to Days and Retained to be the least detrimental option by which to manage the cuts (accepting that there are no options to improve service when implementing cuts).</p> <p>Formby is a Key Station due to its geographical location. It is staffed using the Low Level of Activity and Risk crewing system due to the relatively low number of incidents, but it is essential that an immediate response can be maintained from Formby to meet MFRA's 10 minute response standard. Crosby's location means that other stations including Bootle/Netherton can meet the 10 minute response standard into Crosby's station area at night. No other station can do this in Formby's station area.</p> <p>There is no evidence to suggest that the two fire deaths in Wirral resulted from the closure of the fire station. Response standards were maintained and any changes to crewing are thoroughly assessed prior to implementation to ensure that acceptable levels of response can be maintained.</p> <p>The previous 7 hour rest period allocated to firefighters during a fifteen hour night shift was reduced to a 4 hours rest period when the night shift length was reduced to twelve hours. This effectively moved three hours of unproductive time into productive shift activity such as training and community work, but crewing systems are regularly reviewed (and new options considered) to enable MFRA to deliver the best service it can with limited resources.</p>
<p>North West Ambulance Service (NWS) has (or should have) the resources and training to respond to cardiac arrest victims and fire fighters should not be supporting them in responding to such incidents, particularly if this is to the detriment of FRS work. Firefighters should be offered counselling in relation to this area of work.</p>	<p>It appears that the respondents opposing this did not realise that Firefighters would only respond to such incidents alongside NWS to provide support and would not replace an ambulance.</p> <p>Research evidence has shown that with additional support given to a paramedic, the likelihood of someone surviving a cardiac arrest increases, and when MFRA trialed this approach in 2017 Firefighters successfully assisted paramedics in the return of</p>

	<p>spontaneous circulation in 33 patients.</p> <p>These life-saving services were not delivered to the detriment of fire and rescue related emergency response, which will always be the priority for MFRA, but made use of time that was available to provide a valuable service to the community.</p> <p>Additionally, MFRA believes it has one of the best occupational health service provisions of any Fire and Rescue Service in the country, with extensive support available to all staff. We are particularly proud of the award winning support we provide our staff in relation to their mental health.</p>
<p>MFRA does not carry out as many Home Fire Safety Checks as it used to, smoke alarms are no longer free and mentally ill and elderly people need more support.</p>	<p>It is true that MFRA does not carry out as many HFSCs as it used to. This is due to cuts resulting in a reduction in front line firefighters and support staff who carry out these activities, but they are more targeted at high risk people than was previously the case, and as a result more effective in preventing fires. Fires and deaths in the home have reduced in recent years.</p> <p>The majority of HFSCs are delivered to the over 65s, as they are at greatest risk of being injured or dying in a fire. People with medical and physical health conditions are also targeted where partner organisations share information about them. This concentrates our significantly reduced resources on those most at risk.</p> <p>All these HFSCs still include free smoke alarms if required, but they are not promoted as widely as they were because the service cannot be offered free to everyone.</p> <p>The Service is also piloting a Safe and Well visit which provides additional health related prevention services to at-risk people.</p>
<p>There should be no more cuts, money should be put back into the Service, the Service is underfunded and being downgraded, council tax should be increased and managers are paid too much.</p>	<p>Unfortunately, MFRA has no control over the grant that is provided to it by the Government. Previous lobbying by Principal Officers and MFRA members was successful in relation to MFRA receiving cuts that were equal to those of other Fire and Rescue Services rather than being significantly worse. Lobbying still continues, but there is no indication that the Government will increase the amount of funding it gives to the Fire and Rescue Service.</p> <p>Fire and Rescue Authorities have been permitted to increase the council tax precept</p>

	<p>for 2018/19 by an additional 1% and MFRA has taken this opportunity to reduce the amount of savings it needs to make. However, this increase is not sufficient to offset most of the savings required.</p> <p>As with any organisation, salaries vary according to the levels of responsibility attached to the role. Merseyside Fire and Rescue Service is no different to other organisations in this respect.</p>
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Feedback from The Fire Brigade’s Union and Fire Officers Association:

Theme	MFRS Response
FBU:	
The FBU reject the concept of cost being the main driver for change.	Although considerable consideration was given to the key risks on Merseyside and how those could be addressed when preparing the IRMP, unfortunately it is the case that resources are limited and the services that can be delivered need to be considered in relation to both risk and cost.
Reductions in deaths and injuries are more to do with luck than prevention or intervention.	<p>Independent research by Liverpool John Moores University supports the view that delivering HFSCs to over 65s in Merseyside has had a positive impact on fires, deaths and injuries.</p> <p>Emergency response levels remain good, with the attendance standard being met on over 90% of occasions and an average response time to life risk incidents of 5 minutes 41 seconds.</p>
The implementation of days and retained crewing is a “step too far”	See responses in Table 2 above.
FBU members in Merseyside work over and above their contractually agreed hours for less than nationally agreed pay rates.	This arrangement is part of a local agreement and is popular with some staff who are able to increase their wages by providing additional voluntary hours paid at the national hourly rate rather than at enhanced rates.
<p>Objection to the following in the introductory section of the IRMP update as they believe it gives the impression that Firefighters would not respond to terrorist attacks:</p> <p><i>“The Fire Brigades Union nationally have instructed their members not to take part in certain activities that were being widely</i></p>	The section refers to work in relation to emergency medical response and terrorist attacks rather than saying that the FBU instructed their members not to respond to terrorist attacks. This relates to the national marauding terrorist firearms attack (MTFA) work stream, but the more generic language was chosen to avoid being overly technical.

<p><i>piloted and rolled out across the fire and rescue service. This includes work in relation to emergency medical response and terrorist attacks.”</i></p>	
<p>Operational response information regarding the number of fire appliances in Merseyside is incorrect.</p>	<p>The original IRMP proposal stated 18 immediately available fire engines between 2030-0830hrs. This was before the decision to move an additional pump to Kirkdale. This makes 19 pumps immediately available. 2200-0830hrs – 4 appliances on reduced turn out (LLAR). We do not consider LLAR to be delayed turnout as they must make a 1.9 minute alert to mobile response which is the same as WT crews. 2030-0830hrs - 6 not 8 fire appliances are available on a 30 minute delay – It clearly states in the IRMP update that 2 additional recruit development pumps will be available for the duration of the IRMP.</p>
<p>Contractual changes with regards to new recruits are in contravention of national conditions of service.</p>	<p>New Day Crewing Wholetime Retained contracts have been introduced to give contractual enablement to the decision of MFRA to adopt Emergency Medical Response (EMR) and uplift its Marauding Terrorist Firearms Attack (MTFA) capability. Legal advice confirms the contracts are lawful and do not contravene the Grey Book national terms and conditions for firefighters.</p>
<p>The continued use of resilience contracts is a major concern, having cost £1 million to date.</p>	<p>The Government requires MFRA to have in place arrangements to maintain emergency services in the event of industrial action. MFRA considered the options and risks and decided that ensuring in advance that fully trained professional resources would be available through the implementation of resilience contracts was preferable to waiting until industrial action was imminent and relying on goodwill, or paying for the provision of services by private companies employing less well trained staff.</p>
<p>The FBU regrets MFRA’s decision not to reduce its numbers.</p>	<p>Given the current review of fire and rescue service governance by the Liverpool City Region Combined Authority, the Fire and Rescue Authority decided that making any significant changes to governance before the outcomes of the review are known would not be in the best interests of the Fire and Rescue Service.</p>
<p>FOA:</p>	
<p>Although broadly supportive of the IRMP,</p>	<p>A review of command support is ongoing.</p>

FOA raised some matters not directly covered in the IRMP that they would like considering:

- The Incident Command Unit primary crewed with suitably command trained managers
- DIM/Hazmat support offered by operational crews in support of DIM Officers
- Although supportive of safe and well visits FOA would need to ensure staff are equipped to support this initiative.

The Service is actively working towards delivering DIM/Hazmat support to the DIM Team through operational crews
Safe and well visits are currently being delivered through Advocacy Teams. In the event that this is extended to operational crews then the Service will ensure that they are well equipped to support the initiative

Implications

Although raising valid comments in some cases, following careful consideration it is not considered that any changes are required to the 2017/20 IRMP as a result of this consultation. The reasons why no changes are required are set out in the tables above. However, further consideration of the way in the Authority communicates information about change to its stakeholders, particularly the public, is appropriate and this this will be reviewed in the future.

6.1 EQUALITY AND DIVERSITY

MFRA recognises the importance of considering and promoting equality in everything that we do. We are committed to delivering services and employing staff in accordance with the Equality Act 2010. Not just because it is the law but because we believe it is the right thing to do.

In line with the responsibilities placed on the Authority by the Equality Act, we have established a number of equality objectives that are both inward looking (staff related) and outward looking (community and service delivery related).

Our Equality and Diversity objectives are an important part of the IRMP and for the IRMP 2017-20 we reviewed and updated our previous objectives to better demonstrate how we show due regard to the need to eliminating unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share protected characteristics and those who don't.

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

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics set out in the Equality Act 2010 which MFRA is required to take into account under its Public Sector Equality Duty. This is dealt with through the Equality Impact Assessment process³ 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 and Rescue 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 2016-17](#)

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 2017/20

Equality Objective 1

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

Action	<ul style="list-style-type: none"> • 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	<p>Increased diversity of our workforce and volunteers, at all levels, in order to reflect the local community we serve.</p> <p>Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.</p>

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	<ul style="list-style-type: none"> • Carry out activities to help us know and understand our diverse communities including: <ul style="list-style-type: none"> ○ 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	<p>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)</p>

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.

*Updates to the Equality Objectives will be added at the end of the first year (June 2018).

7.1 FUNCTIONAL PLANS 2018/19

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. Proposals in IRMP 2017-20 are addressed as action points in the Functional Plans, where relevant.

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

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

Each Function head reports regularly on their Functional Plan in our Planning, Intelligence and Performance System. These updates are collated into a report to an Authority Committee on a four monthly basis which is published on our website.

Relevant actions are also incorporated into the individual Station 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, in prevention, planning for emerging risks and responding to incidents.

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

7.2 SERVICE DELIVERY PLAN ACTION POINTS

As explained in the previous section, 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/18/19/1.1	Further embed National Resilience lead authority responsibilities in to Operational Preparedness business as usual.
FP/18/19/1.2	Review and continue implementation of the Standard Operational Procedures (SOP) and supporting guidance in line with the National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development and maintenance of further NOG.
FP/18/19/1.3	To continue with the review of the current operational risk information, including MFRS Site Specific Risk Information (SSRI) procedure and develop Site Information Risk and Hazards (SIRAH).
FP/18/19/1.4	Review resilience arrangements to support Tactical Co-ordinating Group (TCG) and Strategic Co-ordinating Group (SCG) during large scale/significant incidents.

Training	
FP/18/19/1.5	Deliver the Training and Development Academy and Croxteth fire station site development plan.

Operational Support	
FP/18/19/1.6	Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Operational Response directorate.
FP/18/19/1.7	Create a cross directorate review of operational protective equipment and support staff uniform
FP/18/19/1.8	Create a mobile logistics/welfare system available for deployment.

Operational Response:

Health and Safety

FP/18/19/2.1	Review the organisational and individual risk posed by staff working different shift patterns to ensure they are as safe as possible.
FP/18/19/2.2	Implement the revised management of occupational road risk processes in line with legislation and UK fire and rescue services guidance, with the aim of reducing accidents and controlling risk.
FP/18/19/2.3	Explore avenues to share organisational learning locally, regionally and nationally.
FP/18/19/2.4	Research and develop ways of recording safety, data and personal information to ensure this is fully utilised to support a safe working environment.

Service Delivery

FP/18/19/2.5	Build on the feedback from the 2016 staff survey and our Service aim 'Excellent People'.
FP/18/19/2.6	Review Incident Command and Command Support
FP/18/19/2.7	Review efficiency and effectiveness of Service Delivery

Time and Resource Management

FP/18/19/2.8	Undertake a review of current operational response working practices to ensure continued effectiveness
FP/18/19/2.9	Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing wholetime retained working at a further 2 locations taking the total to 6 station and completing this IRMP action.
FP/18/19/2.10	Develop future Response options for IRMP 2020 and beyond

Operational Response

FP/18/19/2.11	During 2017/18 we were able to undertake a benchmarking against peers to evaluate our Time and Resource Management, Health and Safety and Service Delivery models, structure and performance. In 2018/19 necessary changes will be implemented to ensure we are utilising our resources in the effective and efficient manner
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People and Organisational Development:

FP/18/19/3.1	Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work
FP/18/19/3.2	Ways of working that respond to Service model needs
FP/18/19/3.3	Developing Cultural values and behaviours which make the Fire and Rescue Service a great place to work
FP/18/19/3.4	Deliver a support staff review
FP/18/19/3.5	Strengthen leadership and line management
FP/18/19/3.6	Maximise the wellbeing of our people

Community Risk Management

Community Safety - Place	
FP/18/19/4.1	Restructure the Department to better facilitate strategic partnerships across each of the Local Authority districts in Merseyside.
FP/18/19/4.2	In line with the Arson Reduction Policy we will continue to develop seasonal plans to reduce anti-social behaviour fires.
FP/18/19/4.3	Deliver the MFRS Road and Water Safety Strategies working with partners to enhance and reduce demand on services
FP/18/19/4.4	Produce a sustainable and targeted Youth Engagement Strategy

Community Fire Protection - Premises	
FP/18/19/4.5	Review the Risk based Inspection Programme to optimise capacity and technical expertise against priority risks
FP/18/19/4.6	Develop a Waste and Recycling Fires Policy
FP/18/19/4.7	Implement an in-house management information system (MIS) to enhance efficiency and effectiveness

Community Prevention - People	
FP/18/19/4.8	Explore Safe and Well joint commissioning and development
FP/18/19/4.9	Develop a Volunteer Strategy.
FP/18/19/4.10	Develop use of assistive technology

Strategy and Performance

FP/18/19/5.1	Continue to embed Equality and Diversity excellence into the organisation
FP/18/19/5.2	Make the most effective use of organisational information whilst continuing to

	improve information security and governance. Continuing to digitally transform the organisation and ensure compliance with information governance and security legislation and regulations
FP/18/19/5.3	Develop and maintain effective communications and media management with high quality presentation and promotion of information
FP/18/19/5.4	Work with other functions to deliver a successful Her Majesties Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) inspection for MFRS

Finance:

FP/18/19/6.1	Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals
FP/18/19/6.2	Manage the upgrade to Oracle 12 and eFinancials/eProcurement Version 5
FP/18/19/6.3	Support the Fire and Police Support Service Collaboration team in production of any business plans and option evaluations

Legal Services:

Legal Team	
FP/18/19/7.1	Identify the potential of providing legal advice on a pro bono basis, to the community via a trial with employees and their relatives
FP/18/19/7.2	Gain a fuller understanding of operational requirements to enable the legal team to provide fully informed legal advice
FP/18/19/7.3	Provide advice, training and development to all departments and fire stations as identified and required, delivered across legal, procurement and democratic services

Democratic Services	
FP/18/19/7.4	Create a portal page specifically for Authority Members, to enable easy access to relevant information from one place
FP/18/19/7.5	Improve support provided to the Authority's Lead Member process, to enhance the Authority's scrutiny arrangements and provide development opportunities for staff

Procurement	
FP/18/19/7.6	Explore procurement opportunities to collaborate with other organisations within the Blue Light sector and also other Public sector organisations across the region and the country

FP/18/19/7.7	Support corporate priorities and work to ensure the successful delivery of priority work programmes

Strategic Change and Resources

Estates	
Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio including:	
FP/18/19/8.1	A 5 year Asset Strategy for the estate, condition surveys and life cycle cost analysis and the Training and Development Academy refurbishment
FP/18/19/8.2	Co-location and shared use of facilities. To include a role in the Local Authorities Strategic Boards to establish cross public service 'one public estate' approach, collaborative working between MFRA estates and other Blue Light partners exploring co-location including headquarters and workshops
FP/18/19/8.3	A complete feasibility study and detailed costing exercise for new build fire station in St Helens and construction of the new Saughall Massie community fire station

Station Change Programme	
FP/18/19/8.4	Ensure collaborative opportunities are fully explored by the management of change projects, and delivered in line with value for money principles, reviewing our ways of working, shared estate and corporate services.

Information and Communication Technology	
FP/18/19/8.5	Implement an information, communication and technology infrastructure that will enable efficiency through current and emerging technology.
FP/18/19/8.6	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.

8.1 STATION PLANS

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

Station Objectives

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

Station Actions

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

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.

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

It is not intended to produce a new IRMP for 2018/19, as the existing IRMP is still current but an [IRMP 2017-20 Update 2017](#) has been completed. A two month consultation on the IRMP update has been carried out and this was available to the public, stakeholders and staff on the MFRA website.

When developing a new IRMP or making significant changes (such as station closures), the Authority runs regular consultation events covering each of the five districts. These events ensure 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.

GENERAL MFRA – GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
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	Hazardous 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	Local Risk Management Guidance
MARAC	Multi Agency Risk Assessment Conference
MetaData	Data that identifies the context of information
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MIRWMS	Merseyside Ionising 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 Qualities and Attributes
PQQ	Pre-Qualification Questionnaire
RAPID	Risk Assessed Programme for Incident Deployment
REPPAIR	Radiation (Emergency Preparedness and Public Information)
RTC	Road Traffic Collision
RR (Fire Safety) O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
RSL	Registered Social Landlord
S&W	Safe and Well
SCG	Strategic Co-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 Severance
WM	Watch Manager
YOT	Youth Offending Team

Our Aims:

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

BENCHMARK INDICATORS

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

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

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

**SERVICE PLAN, OUTCOMES
KEY PERFORMANCE INDICATORS**

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

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

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

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

DC28. Total number of Home Fire Safety Checks (HFSC's) completed including: Station, Prevention and Other

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
 DC27. % of Accidental Dwelling Fires where: no smoke alarm was fitted

New: DO212: 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. **Based on Time of Call to Onscene Times**

NC21. Number of Fire Safety audits by Fire Protection Officers
 NC22. Number of Simple Operational Fire Safety Audits by Operational Crews (SOFSA)
 NC23. Number of Deliberate Primary Fires in Crown Properties

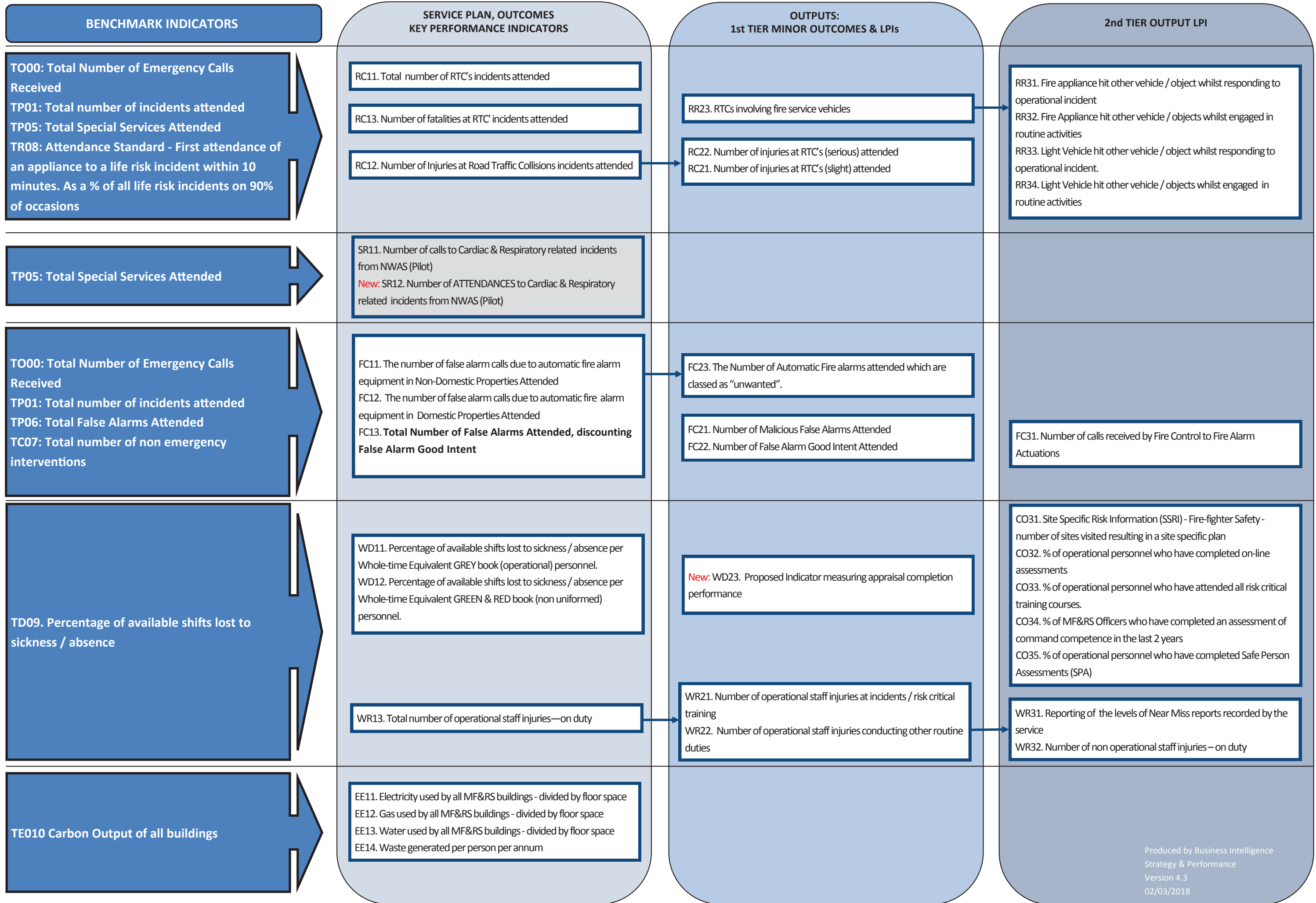
AC21. Retention rates for young people on youth engagement courses - % of those completing courses
 AC22. % of young people on Princes Trust courses moving into Education, Employment or Training (EET)

2nd TIER OUTPUT LPI

DC31. Total Number of HFSC's completed by Operational Station Personnel
 DC32. % 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 / volunteers

Renamed: DC37. Renamed: Number of Safe and Well visits carried out by prevention officers
 DC38. Total Number of high risk home safety visits carried out by prevention officers

NO31. Conduct 100% of Scheduled COMAH exercises
 NO32. Conduct 100% of scheduled COMAH external plan reviews





Aintree Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

Complete allocated SSRI inspections within the station area and ensure this is current and available to all crews.

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

Attend all core and risk critical training courses at the Training & Development Academy (TDA).

Complete allocated LearnPro and continually achieve the required standard.

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

Familiarise, train for and exercise against risks in the station area such as the major hospitals, prisons, racecourse, business parks, motorway network and small businesses.

Excellent Operational Response

Maintain the highest standards of operational response through training, exercising and audit.

Maintain specialist competencies against MDU, through regular pre-planned training and annual validation.

Test and maintain all equipment and Personal Protective Equipment (PPE) in line with Service policy

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

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

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

Play a key role in supporting the Operational Response of firefighters in development

Excellent Prevention and Protection

Deliver HFSC's using 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 & themes into prevention activities which will be locally and functionally led, responding to local demands as well as national campaigns

Conduct Simple Operational Fire Safety Assessments (SOFSA) providing advice and guidance to small businesses to ensure compliance with legislation whilst also providing familiarisation for crews.

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

Support & attend High Rise campaigns in line with The Services local response to Grenfell

Collate & monitor Equality Data from our activities to ensure that we target all groups within our community

Excellent People

Conduct appraisals in April and May to review performance and promote personal development.

Set realistic objectives for staff that will support individual, team and organisational aims and objectives.

Identify and support individuals who would like to develop or progress their careers ensuring suitable opportunities are created

Provide sufficient support for the Firefighters in development via mentorship, structured training & development activities and station based NVQ assessors

Provide opportunity and support to develop new drivers on station

Keep absence levels in line with service policy.

Maintain fitness levels through shift related physical training activities

Support positive action by delivering station based taster days for potential future firefighters

Aintree Community Fire Station

Community Risk Management Plan 2018-19

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.

	Estimates 2017/18	Targets 2018/19		Annual Target 18/19
All Fires	328	292	Site Specific Risk Information (SSRIs)	66
Accidental Dwelling Fires (ADFs)	37	33	Home Fire Safety Checks	1836
Anti-Social Behaviour Fires (ASBs)	158	143	Hydrant Surveys	48
RTC	18	15	Waste & Fly Tipping	24
Deliberate Vehicle Fires	34	31	Prevention talks	24
Unwanted Fire Signals	117	117	Simple Operational Fire Safety Audits	96
Alert to Mobile	97.3%	95%	Seasonal Prevention campaigns	4
			Off Station Exercising	2

The targets are based on 5 years performance data.

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



Belle Vale Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

The team at Belle Vale will:

Manage emergency water supplies by inspecting hydrants and alternative water supplies within the station area.

Gather Site Specific Risk Information to ensure that key risk information is available to operational crews.

Maintain core skills by on station training and attendance at programed TDA courses

Maintain specialist skills through training and prepare for specific incident types matching the station profile including Motorways, High Rise Buildings and Shopping Centres

Complete all Learnpro modules and assessments.

Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations

Maintain National HVP Deployment capability.

Excellent Operational Response

The team at Belle Vale will:

Ensure all aspects of operational response can be conducted safely and efficiently.

Maintain HVP capability by training and exercising with other HVP crews, plus familiarisation to non- HVP crews.

Complete all Safe Person Assessments.

Conduct routine testing and maintenance of equipment.

Conduct 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.

Excellent Prevention and Protection

The Team at Belle Vale will:

Deliver 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 diversity data and themes as identified through our station profile to deliver services to our community.

Collate and monitor Equality Data from our activities to ensure that we target all groups within our community.

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

Deliver presentations talks and demonstrations to groups to support community safety.

Excellent People

The Team at Belle Vale will ensure that:

Personnel maintain personal fitness levels in line with station work routine.

Support is provided to staff who are exposed to critical incidents via established support networks

Individual and team performance is reviewed to support staff and promote continuous improvement

Absence levels are managed and staff are supported in line with service procedures

Individual appraisals are conducted within April and May of 2018.

Staff wishing to progress into management roles are developed and supported.

A positive working environment is promoted to reflects the values expected of MFRS staff

Best practice is reviewed and shared from all activities where identified.

Belle Vale Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

	Estimated 2017-18	Target 2018-19		Annual
All Fires	202	292	Site Specific Risk Information (SSRIs)	34
Accidental Dwelling Fires (ADFs)	32	33	Home Fire Safety Checks (HFSC's)	1836
Anti-Social Behaviour Fires (ASBs)	107	143	Hydrant Surveys	54
Deliberate Vehicle Fires	31	31	Waste and Fly Tipping	24
RTC	10	15	Simple Operational Fire Safety Assessments	96
All AFA's	162	117	Prevention Talks	12
Alert to mobile	94.21%	95%	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 2018-19



Excellent Operational Preparedness

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.

Maintain specialist skills through training and prepare for specific incident types matching the station profile.

Complete all e-learning packages and achieve the required standard.

Excellent Operational Response

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 Command Support Unit 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.

Excellent Prevention and Protection

The Birkenhead 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 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.

Excellent People

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.

Birkenhead Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

	Estimated 2017/18	Target 2018/19		Annual 2018/19
All Fires	437	500	Site Specific Risk Information (SSRIs)	73
Accidental Dwelling Fires (ADFs)	66	74	Home Fire Safety Checks (HFSC's)	1836
Anti-Social Behaviour Fires (ASBs)	287	298	Hydrant Surveys	84
Deliberate Vehicle Fires	24	39	Waste and Fly Tipping	48
RTC's	32	30	Simple Operational Fire Safety Assessments	96
AFA's	339	261	Prevention Talks	24
Alert to mobile	96%	95%	Off Station Exercising	2

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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 2018-19



Excellent Operational Preparedness

There are 56 projected SSRI's for revisit in 2018/19 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 a 100% completion rate.

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

Excellent Operational Response

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 Protection Equipment is worn and maintained.

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

Excellent Prevention and Protection

The station risk profile is predominantly residential. Watches will prioritise the over 65's when carrying out 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.

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 2018/19 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 2018-19

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

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

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

	Estimated Performance 2017/18	Target 2018/19		Annual Targets
Accidental Dwelling Fires (ADFs)	53	42	Site Specific Risk Information (SSRIs)	56
Anti-Social Behaviour Fires (ASBs)	169	147	Home Fire Safety Checks	2160
All Fires	334	287	Hydrant Surveys	48
Unwanted Fire Signals	110	84	Waste and Fly tipping	72
Alert to Mobile	90.02%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	42	28	Simple Operational Fire Safety Audits	96
Deliberate Vehicle Fires	21	33	Prevention Talks	12

The 2018/19 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.



Bromborough Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

Crews at Bromborough Fire Station will:

Complete SSRI inspections on COMAH, industrial risk and premises. To provide operational intelligence and risk information for all crews at incidents.

Undertake Core risk critical training at the Training & Development Academy.

Measure competencies using both SPA and LearnPro assessment systems, ensuring that the required standard are met, recorded and maintained.

Plan local training exercises and familiarisation visits to identified risks within the station SSOP including COMAH sites, to also include local businesses identified through the SSRI process.

Complete, the allocated hydrant surveys, within the 12 month period.

Structured, multi-facetted training by all personnel to maintain fitness levels for their operational duties.

Excellent Operational Response

Crews at Bromborough Fire Station 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, to maintain the highest standards of operational response, to resolve incidents safely and effectively.

Contribute to organisational learning by conducting debriefs and sharing learning from off-site training exercises.

Obtain high performance scores in operational assurance audits.

Maintain appliances and equipment through testing and maintenance.

Comply with all areas of Health & Safety. Achieve a positive safety culture by Identifying, investigating and learning from near miss, accidents and injuries. Remain vigilant to prevent accidents.

Excellent Prevention and Protection

The station area contains significant areas of socio-economic deprivation and high risk communities.

As a station we will contribute towards our mission of safer stronger communities by:

Targeting the high risk and vulnerable over 65 community for prevention activity and safe and well visits.

Through Intelligence led information target areas of ADF's and undertake arson reduction campaigns

Participate in NFCC and MFRS safety campaigns to engage with the Community.

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 provide advice and guidance to businesses to ensure compliance with legislation.

Excellent People

All staff will:

Use the appraisal process to identify personal performance and to promote personal development by setting realistic aims & objectives to support individual, team and organisational direction

Identify & support individuals who wish to develop/progress their careers by setting objectives to enhance and support development within current 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 in line with Service policy.

Engage in creating a culture within the station which supports colleagues and the Princes Trust team to ensure a positive working environment, were people can develop to their full potential.

Bromborough Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

	Estimated 17/18	Target 18/19		Annual
All Fires	157	199	Site Specific Risk Information (SSRIs)	45
Accidental Dwelling Fires (ADFs)	24	25	Safe and Well Visits	1836
Anti-Social Behaviour Fires (ASBs)	83	110	Hydrant Checks	40
Deliberate Vehicle Fires	4	11	Waste & Fly Tipping	48
RTC's	22	23	Prevention Talks	48
AFA's	122	103	Simple Operational Fire Safety Assessments	96
Alert to mobile	92.64%	95%	Off Station Exercise	2

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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.



Crosby Community Fire Station

Community Risk Management Plan 2018-19



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 xx allocated SSRI inspections within the station area.

Manage the availability of water supplies through hydrant inspections 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.

Excellent Operational Response

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

All personnel to complete allocated Safe Person Assessments.

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

All staff will follow service guidance, instructions and procedures.

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

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

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

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

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 xxx 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.

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

Crosby Community Fire Station

Community Risk Management Plan 2018-19

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.

	Estimates 2017/18	Target 2018/19		Annual
Accidental Dwelling Fires (ADFs)	50	59	Site Specific Risk Information (SSRIs)	46
Anti-Social Behaviour Fires (ASBs)	211	177	Home Fire Safety Checks	1836
All Fires	371	337	Hydrant Surveys	73
Deliberate Vehicle Fires	26	25	Waste and Fly tipping	48
Unwanted Fire Signals	132	134	Prevention talks	60
Alert to Mobile	90.96%	95%	Simple Operational Fire Safety Audits	96
Road Traffic Collisions (RTCs)	12	18	Off Station Exercising	2

The targets are based on 5 years performance data

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



Croxteth Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

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 a 100% completion rate.

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

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

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

Excellent Operational Response

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

Croxteth will continue to maintain its excellent record of achieving the 1.9min alert to mobile.

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.

Utilise dedicated time and station facilities to complete Physical fitness training.

Excellent Prevention and Protection

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 1836 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.

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.

Excellent People

Crews will complete appraisals during Apr/May utilising. 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 continue to work with TRM to attract more new personnel to SRT to maintain staffing against projected retirements.

Croxteth Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

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	Estimated 17/18	Target 2018/19		Annual
All Fires	428	423	Site Specific Risk Information (SSRIs)	46
Accidental Dwelling Fires (ADFs)	56	45	Home Fire Safety Checks	1836
Anti-Social Behaviour Fires (ASBs)	257	294	Hydrant Surveys	61
Deliberate Vehicle Fires	43	38	Waste & Fly Tipping	48
RTC's	26	28	Seasonal Prevention Campaigns	4
AFA's	102	97	Simple Operational Fire Safety Audits	72
Alert to mobile	93.46%	95%	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 2018-19



Excellent Operational Preparedness

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.

Complete all e-learning packages and achieve the required standard.

Familiarise and exercise against risks in the station areas such as COMAH site, rugby stadia, businesses and town centre premises which the crew often attend,

Excellent Operational Response

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 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.

Excellent Prevention and Protection

The Eccleston team will:

Ensure a minimum of 70% of 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.

Excellent People

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.

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

Work towards reducing absence in line with Service policies.

Engage with, and support, local youth groups to promote MFRS values.

All appraisals to be completed within specified time scales. For 2018 this will be the end of May.

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

Eccleston Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

	Estimated 2017-18	Target 2018-19		Annual Targets
All Fires	234	236	Site Specific Risk Information (SSRIs)	96
Accidental Dwelling Fires (ADFs)	38	37	Home Fire Safety Checks (HFSC's)	1479
Anti-Social Behaviour Fires (ASBs)	153	143	Hydrant Surveys	72
Deliberate Vehicle Fires	10	13	Waste and Fly Tipping	144
RTC's	20	23	Simple Operational Fire Safety Assessments	96
AFA's	94	75	Prevention Talks	96
Alert to mobile	94.78%	95%	Off Station Exercising	2

The 2018/19 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



Formby Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

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 to ensure that key risk information is available to operational crews.

Maintain core skills through training on station and 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.

Conduct off site tactical exercises to test and embed our operational preparedness.

Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations

Excellent Operational Response

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, plus familiarisation to non- HVP crews.

Complete all Safe Person Assessments.

Conduct routine testing and maintenance of equipment.

Conduct 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

Excellent Prevention and Protection

The Team at Formby will:

Deliver 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.

Excellent People

The Team at Formby will ensure that.

Personnel will maintain personal fitness levels in line with station work routine.

Staff appraisals will be conducted to support and develop staff.

We will develop staff to acquire and use new skills to support service delivery.

Develop staff wishing to progress into management roles.

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 2018-19

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

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

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

	Estimated 2017-18	Target 2018-19		Annual
All Fires	85	68	Site Specific Risk Information (SSRIs)	42
Accidental Dwelling Fires (ADFs)	5	10	Home Fire Safety Checks (HFSC's)	1836
Anti-Social Behaviour Fires (ASBs)	51	38	Hydrant Surveys	29
Deliberate Vehicle Fires	4	1	Waste and Fly Tipping	48
RTC's	10	9	Simple Operational Fire Safety Assessments	96
AFA's	16	24	Prevention Talks	24
Alert to mobile	93.13%	95%	Off Station Exercising	2

The 2018/19 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 2018-19



Excellent Operational Preparedness

The team at Heswall will:

Manage emergency water supplies by inspecting hydrants and alternative water supplies within the station area.

Gather Site Specific Risk Information 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 modules and assessments

Arrange and conduct inter agency training and exercises to develop and test interoperable procedures.

Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations

Maintain National HVP Deployment capability.

Excellent Operational Response

The team at Heswall will:

Ensure all aspects of operational response can be conducted safely and efficiently.

Maintain HVP capability by training and exercising with other HVP crews, plus familiarisation to non- HVP crews.

Complete all Safe Person Assessments and maintain knowledge of current service guidance and procedures.

Manage routine testing and maintenance of equipment.

Conduct routine off site/tabletop exercising.

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

Excellent Prevention and Protection

The Team at Heswall will:

Deliver HFSC's on a risk based approach so that our resources are utilised to maximum effect.

Incorporate diversity data and themes as identified through our station profile to deliver services to our community including the elderly, socially isolated and other higher risk groups.

Collate and monitor Equality Data from our activities to ensure that we target all groups within our 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.

Excellent People

The Team at Heswall will ensure that:

Personnel maintain personal fitness levels in line with station work routine.

Individual appraisals are conducted to support and development staff.

Individual and team performance is reviewed to promote continuous improvement.

Staff wishing to progress into management roles are developed and supported.

Absence levels are managed and staff are supported in line with service procedures

Support is provided to staff who are exposed to critical incidents via established support networks

A positive working environment is promoted to reflect the values expected of MFRS staff

Best practice is reviewed and shared from all activities where identified.

Heswall Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

	Estimated 2017-18	Target 2018-19		Annual Targets
All Fires	94	59	Site Specific Risk Information (SSRIs)	44
Accidental Dwelling Fires (ADFs)	11	13	Home Fire Safety Checks (HFSC's)	1836
Anti-Social Behaviour Fires (ASBs)	19	21	Hydrant Surveys	31
Deliberate Vehicle Fires	1	3	Waste and Fly Tipping	12
RTC's	9	13	Simple Operational Fire Safety Assessments	96
AFA's	47	18	Prevention Talks	12
Alert to mobile	88.54%	95%	Off Station Exercising	2

The 2018-19 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



Kensington Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

Complete allocated SSRI inspections within the station area and ensure this is current and available to all crews.

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

Attend all core and risk critical training courses at the Training & Development Academy (TDA).

Complete allocated LearnPro and continually achieve the required standard.

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

Familiarise, train for and exercise against risks in the station area such as the major hospital, football stadia, business and high rise and other City Centre premises which the crew often attend.

Excellent Operational Response

Maintain the highest standards of operational response through training, exercising and audit.

Maintain specialist competencies against MDU, through regular pre-planned training and annual validation.

Test and maintain all equipment and Personal Protective Equipment (PPE) in line with Service policy

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

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

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

Play a key role in supporting the Operational Response of firefighters in development

Excellent Prevention and Protection

Deliver HFSC's using 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 & themes into prevention activities which will be locally and functionally led, responding to local demands as well as national campaigns

Conduct Simple Operational Fire Safety Assessments (SOFSA) providing advice and guidance to small businesses to ensure compliance with legislation whilst also providing familiarisation for crews.

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

Support & attend High Rise campaigns in line with The Services local response to Grenfell

Collate & monitor Equality Data from our activities to ensure that we target all groups within our community

Excellent People

Conduct appraisals in April and May to review performance and promote personal development.

Set realistic objectives for staff that will support individual, team and organisational aims and objectives.

Identify and support individuals who would like to develop or progress their careers ensuring suitable opportunities are created

Provide sufficient support for the Firefighters in development via mentorship, structured training & development activities and station based NVQ assessors

Provide opportunity and support to develop new drivers on station

Keep absence levels in line with service policy.

Maintain fitness levels through shift related physical training activities

Support positive action by delivering station based taster days for potential future firefighters

Kensington Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

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	Estimates 2017/18	Targets 2018/19		Annual Target 18/19
All Fires	407	305	Site Specific Risk Information (SSRIs)	120
Accidental Dwelling Fires (ADFs)	27	31	Home Fire Safety Checks	1443
Anti-Social Behaviour Fires (ASBs)	256	179	Hydrant Surveys	75
RTC	28	31	Waste & Fly Tipping	96
Deliberate Vehicle Fires	14	37	Prevention talks	24
Unwanted Fire Signals	54	66	Simple Operational Fire Safety Audits	96
Alert to Mobile	93.06%	95%	Seasonal Prevention campaigns	4
			Off Station Exercising	2

The targets are based on 5 years performance data.

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



Kirkby Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

Complete SSRI inspections on COMAH sites, industrial risk and premises, to provide operational intelligence and identify potential hazards to crews at operational incidents.

Complete the allocated hydrant surveys within the 12 month period.

Maintain core competencies by attending scheduled core training at the Training & Development Academy.

Maintain operational readiness via on and off site training. Measure and confirm competencies via SPA and Learn Pro assessments

Plan local training exercises and familiarisation visits to identified risks within the station SSOP including COMAH sites and High Rise premises, to also include local businesses identified through the SSRI process.

Excellent Operational Response

Complete daily training in line with the training planner and assess against National and local policy, guidance and procedures.

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

Promote a positive health and safety culture at all times ensuring compliance with instructions, identifying and investigating near misses, accidents and injuries.

Maintain appliances and equipment to ensure operational readiness.

Excellent Prevention and Protection

Utilise the status report to target properties where high risk and vulnerable over 65 community live for prevention activity and safe and well visits.

Identify areas where standards of fire cover have not been achieved and carry out targeted activity in those areas. Engage with Youth engagement to support the Princes Trust and cadet schemes. Welcome community groups to utilise station facilities and promote safe and well living to make the community safer.

Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide timely interventions.

Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns.

Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.

Excellent People

Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction.

Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum.

Utilise dedicated time and station facilities to complete Physical fitness training.

Create and promote a positive development culture where people can develop to their full potential. Encourage personal development, career progression and promotion on station

Embrace and encourage the diverse community and working community we serve to make people safer and healthier.

Kirkby Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

	Estimated 18-19	Target 18-19		Annual Targets
All Fires	379	330	Site specific risk information (SSRIs)	144
Accidental Dwelling Fires (ADFs)	29	33	HFSC's	1683
Anti-Social Behaviour Fires (ASBs)	217	213	Hydrant checks	34
Deliberate Vehicle Fires	34	34	Waste & fly tipping	60
RTC's	19	18	Prevention talks	48
AFA's	71	41	SOFSA	96
Alert to mobile	93.64%	95%	Seasonal prevention campaigns	4
			Off station exercises	2

The 2018-19 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.



Kirkdale Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

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

All personnel will complete allocated SSRI inspections within specified station area.

Manage the availability of water supplies through Hydrant surveys which 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.

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.

Complete all e-learning packages and achieve the required standard.

Excellent Operational Response

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.

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

Excellent Prevention and Protection

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.

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.

Crews will carry out Simple operational fire safety assessments and liaise with protection staff to ensure non domestic fires are reduced

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

Excellent People

Support each other to develop and promote a positive culture whereby all individuals fulfil their potential.

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 2018 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.

Kirkdale Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

	Estimated 2017/18	Target		Annual
All Fires	497	451	Site Specific Risk Information (SSRIs)	57
Accidental Dwelling Fires (ADFs)	50	53	Home Fire Safety Checks (HFSC's)	1836
Anti-Social Behaviour Fires (ASBs)	322	278	Hydrant Surveys	82
Deliberate Vehicle Fires	29	39	Waste and Fly Tipping	24
RTC	23	26	Simple Operational Fire Safety Assessments	96
Unwanted Fire Signals	140	142	Prevention Talks	12
Alert to mobile	94.03%	95%	Off Station Exercising	2

The 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 2018-19



Excellent Operational Preparedness

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

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

All personnel to maintain operational competence on the aerial appliance, in both driving and cage operation.

All personnel will engage & complete allocated SSRI inspections within the City Centre station area.

Manage the availability of water supplies through Hydrant surveys which 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.

Excellent Operational Response

All personnel will Maintain the highest standards of operational response by continuously training, learning and developing 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.

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

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.

Excellent Prevention and Protection

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

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

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.

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

Excellent People

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

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

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

All appraisals to be completed within specified time scales. For 2018 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.

Liverpool City Community Fire Station

Community Risk Management Plan 2018-19

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

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

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	Estimates 2017/18	Targets 2018/19		Annual Target 18/19
All Fires	242	255	Site Specific Risk Information (SSRIs)	186
Accidental Dwelling Fires (ADFs)	18	25	Home Fire Safety Checks	556
Anti-Social Behaviour Fires (ASBs)	139	107	Hydrant Surveys	71
Deliberate Vehicle Fires	10	18	Waste & Fly Tipping	48
Unwanted Fire Signals	336	404	Prevention talks	24
Alert to Mobile	95.39%	95%	Simple Operational Fire Safety Audits	96
Road Traffic Collisions (RTCs)	15	18	Off Station Exercising	2

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The targets are based on 5 years performance data.

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



Newton le Willows Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

The team at Newton le Willows will:

Manage emergency water supplies by inspecting hydrants and alternative water supplies within the station area.

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

Maintain core skills by on station training and attendance at programed TDA courses

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

Complete all Learnpro modules and assessments

Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations

Maintain National HVP Deployment capability.

Excellent Operational Response

The team at Newton le Willows will:

Ensure all aspects of operational response can be conducted safely and efficiently.

Maintain HVP capability by training and exercising with other HVP crews, plus familiarisation to non- HVP crews.

Complete all Safe Person Assessments.

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

Excellent Prevention and Protection

The Team at Newton le Willows will:

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.

Collate and monitor Equality Data from our activities to ensure that we target all groups within our community.

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

Deliver presentations talks and demonstrations to groups to support community safety.

Promote Safe Haven Principles

Excellent People

The Team at Newton le Willows will ensure that:

Personnel maintain personal fitness levels in line with station work routine.

Support is provided to staff who are exposed to critical incidents via established support networks

Individual and team performance is reviewed to support staff and promote continuous improvement

Absence levels are managed and staff are supported in line with service procedures

Individual appraisals are conducted within April and May of 2018 support and development staff.

Staff wishing to progress into management roles are developed and supported.

A positive working environment is promoted to reflects the values expected of MFRS staff

Best practice is reviewed and shared from all activities where identified.

Newton le Willows Community Fire Station

Community Risk Management Plan 2018-19

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

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

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	Estimated 2017-18	Target 2018-19		Annual Targets
All Fires	155	166	Site Specific Risk Information (SSRIs)	63
Accidental Dwelling Fires (ADFs)	23	22	Home Fire Safety Checks (HFSC's)	1380
Anti-Social Behaviour Fires (ASBs)	92	96	Hydrant Surveys	28
Deliberate Vehicle Fires	9	14	Waste and Fly Tipping	48
RTC's	22	22	Simple Operational Fire Safety Assessments	96
AFA's	26	26	Prevention Talks	36
Alert to mobile	94.02%	95%	Off Station Exercising	2

The 2018-19 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



Old Swan Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

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 SSOP's.

Liaise and collaborate with strategic partners to assist in operational preparedness matters.

Complete all e-learning packages and achieve the required standard.

Excellent Operational Response

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.

Excellent Prevention and Protection

The Old Swan 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.

Excellent People

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 2018-19

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

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

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

	Estimated Performance 2017/18	Target 2018/19		Annual Target
All Fires	557	473	Site Specific Risk Information (SSRIs)	63
Accidental Dwelling Fires (ADFs)	70	72	Home Fire Safety Checks (HFSC's)	1836
Anti-Social Behaviour Fires (ASBs)	345	287	Hydrant Surveys	95
RTC	41	38	Waste and Fly Tipping	72
Deliberate Vehicle Fires	69	40	Simple Operational Fire Safety Assessments	96
Unwanted Fire Signals	195	194	Prevention Talks	24
Alert to mobile	93.20%	95%	Off Station Exercising	2

The 2018/19 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



Prescot Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

Complete SSRI inspections on premises and significant industrial risk. To provide operational intelligence and risk information for all crews at incidents.

Complete, the allocated hydrant inspections, within the 12 month period.

Maintain core competencies by attending scheduled core training at the Training & Development Academy.

Plan training and exercises on local risks, including High Rise, to include local risks identified through the SSRI process

Maintain operational readiness via on and off site training. Measure and confirm competencies via SPA and Learn Pro assessments

Establish systems and working practices at the new Fire and Police station including establishing relationships with internal staff and Merseyside Police colleagues based at the station.

Excellent Operational Response

Complete daily training in line with the training planner and assess against National and local policy, guidance and procedures.

Ensure, that as a key station area, we respond to incidents within the 10 minute response isochrones as detailed in the IRMP.

Maintain core skills through completion of SPA's at 100%

Attain a minimum of 80% audit performance

Promote a positive health and safety culture at all times ensuring compliance with instructions, identifying and investigating near misses, accidents and injuries.

Maintain appliances and equipment to ensure operational readiness.

Excellent Prevention and Protection

Utilise the status report to target properties where high risk and vulnerable over 65 community live for prevention activity and safe and well visits.

Identify areas where standards of fire cover have not been achieved and carry out targeted activity in those areas. Engage with Youth engagement to support the Princes Trust and cadet schemes. Welcome community groups to utilise station facilities and promote safe and well living to make the community safer.

Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide timely interventions.

Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns.

Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.

Excellent People

Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction.

Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum.

Utilise dedicated time and station facilities to complete Physical fitness training.

Create and promote a positive development culture where people can develop to their full potential. Encourage personal development, career progression and promotion on station

Embrace and encourage the diverse community and working community we serve to make people safer and healthier.

Prescot Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

	Estimated 17-18	Target 18-19		Annual
All Fires	387	407	Site specific risk information (SSRIs)	129
Accidental Dwelling Fires (ADFs)	50	59	HFSC's	1479
Anti-Social Behaviour Fires (ASBs)	229	245	Hydrant checks	76
Deliberate Vehicle Fires	44	27	Waste & fly tipping	60
RTC's	58	38	Prevention talks	48
AFA's	192	76	SOFSA	96
Alert to mobile	96.47%	95%	Seasonal prevention campaigns	4
			Off station exercises	2

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The 2018/19 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.



Southport Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

There are 193 projected SSRI's for revisit in 2018/19 which crews will complete via the station schedule. Crews will monitor local business and risk for any new SSRI's which may be generated. SM will QA SSRIs.

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

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

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

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

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

Excellent Operational Response

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

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

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

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

Staff will remain vigilant to H&S and this will be regularly monitored and promoted to prevent incidents occurring in 2018/19.

Excellent Prevention and Protection

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.

Excellent People

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

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

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

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

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

Southport Community Fire Station

Community Risk Management Plan 2018-19

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

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

	Estimated Performance 2017/18	Targets 2017/18		Annual Target
Accidental Dwelling Fires (ADFs)	59	63	Site Specific Risk Information (SSRIs)	193
Anti-Social Behaviour Fires (ASBs)	58	80	Home Fire Safety Checks	4320
All Fires	188	230	Hydrant Surveys	108
Unwanted Fire Signals	152	204	Waste & Fly Tipping	72
Alert to Mobile	82.14%	95%	Seasonal Prevention Campaigns	4
Road Traffic Collisions (RTCs)	39	29	Simple Operational Fire Safety Audits	48
Deliberate Vehicle Fires	13	11	Prevention Talks	24

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.



Speke Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

As a station we will;

Complete all SSRI's due within the forthcoming year, utilising a risk based strategy. The SSRI's due for revisit will be split equally between the 4 watches and will be prioritised on risk category and due by date

Complete all hydrant walks before the year end, maximising seasonal conditions to increase output during lighter dryer months.

Maintain competencies by ensuring attendance of all personnel at core training, before expiry of competence.

Arrange and complete 2 off site exercises, at known risks within the station area. (Airport & COMAH).

Ensure 100% completion of monthly allocated Learnpro packages and SPA's.

Strengthen links with the highest risks within the station area; Liverpool Airport, COMAH sites, Jaguar Landrover.

Excellent Operational Response

Complete daily training in line with the station training planner.

Maintain core skills through 100% completion of SPA's.

Attain minimum performance of 80% during quarterly audits.

Maintain 95% against LPI 129, Alert to mobile in 1.9 mins. And LPI 137 attendance to life risk incidents within 10 mins.

Promote a positive Health and Safety culture, to reduce Firefighter injuries and damage to Fire Appliances. Increased vigilance and completion of near miss reports where appropriate.

Ensure correct use, maintenance and recording of all PPE.

Excellent Prevention and Protection

Attain an increased output of HFSC's in our target groups, over 65's, utilising the status report, and realise a reduction in the status report by the year end.

Increase the output of Waste and Fly tipping reports, to combat the 17-18 increase in ASB fires.

Utilise the CRM risk routes to return to station regularly and where practicable.

Strengthen links with DPM and Arson reduction manager to target known hotspots areas and support campaigns.

Ensure collection of E&D information on all HFSC's.

Ensure SOFSA list is reduced by the allotted target prior to the year end.

Excellent People

Utilise 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 level.

Support management development to encourage career progression and promotion.

Embed a positive E & D culture across the station.

Contribute proactively to increasing staff numbers across the station.

Encourage and support the development of Service drivers as a priority.

Speke Community Fire Station

Community Risk Management Plan 2018-19

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.

	Estimates 2017/18	Targets 2018/19		Annual Target 18/19
All Fires	407	305	Site Specific Risk Information (SSRIs)	120
Accidental Dwelling Fires (ADFs)	27	31	Home Fire Safety Checks	1443
Anti-Social Behaviour Fires (ASBs)	256	179	Hydrant Surveys	75
RTC	28	31	Waste & Fly Tipping	96
Deliberate Vehicle Fires	14	37	Prevention talks	24
Unwanted Fire Signals	54	66	Simple Operational Fire Safety Audits	96
Alert to Mobile	93.06%	95%	Seasonal Prevention campaigns	4
			Off Station Exercising	2

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The targets are based on 5 years performance data.

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



St Helens Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

The team at St Helens 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.

Complete all e-learning packages and achieve the required standard.

Familiarise and exercise against risks in the station areas such as COMAH site, rugby stadia, businesses and town centre premises which the crew often attend.

Excellent Operational Response

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 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.

Excellent Prevention and Protection

The St Helens team will:

Ensure a minimum of 70% of 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.

Excellent People

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.

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

Work towards reducing absence in line with Service policies.

Engage with, and support, local youth groups to promote MFRS values.

All appraisals to be completed within specified time scales. For 2018 this will be the end of May.

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

St Helens Community Fire Station

Community Risk Management Plan 2018-19

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

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

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

	Estimated 2017-18	Target 2018-19		Annual Target
All Fires	504	534	Site Specific Risk Information (SSRIs)	96
Accidental Dwelling Fires (ADFs)	55	46	Home Fire Safety Checks (HFSC's)	1326
Anti-Social Behaviour Fires (ASBs)	345	371	Hydrant Surveys	72
Deliberate Vehicle Fires	29	33	Waste and Fly Tipping	144
RTC's	15	27	Simple Operational Fire Safety Assessments	96
AFA's	131	107	Prevention Talks	96
Alert to mobile	92.61%	95%	Off Station Exercising	2

The 2018-19 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 2018-19



Excellent Operational Preparedness

As a station we will;

Complete all SSRI's due within the forthcoming year, utilising a risk based strategy, prioritised on risk category and due by date.

Complete all hydrant walks before the year end, maximising seasonal conditions to increase output during lighter dryer months.

Maintain competencies by ensuring attendance of all personnel at core training, before expiry of competence.

Arrange and complete 2 off site exercises, at known risks within the station area. (River, Central Mosque).

Ensure 100% completion of monthly allocated Learnpro packages and SPA's.

Strengthen links with the highest risks within the station area; Echo Arena, Convention Centre. River (MF1, Coastguard, RNLI).

Formalise a training strategy across the CSU support stations.

Excellent Operational Response

As a Station we will;

Improve the effectiveness and integration of the CSU at operational incident.

Complete daily training in line with the station training planner.

Maintain core skills through 100% completion of SPA's.

Attain minimum performance of 80% during quarterly audits.

Maintain 95% against LPI 129, Alert to mobile in 1.9 mins. And LPI 137 attendance to life risk incidents within 10 mins.

Promote a positive Health and Safety culture, to reduce Firefighter injuries and damage to Fire Appliances. Increased vigilance and completion of near miss reports where appropriate.

Ensure correct use, maintenance and recording of all PPE.

Excellent Prevention and Protection

As a Station we will;

Increase the percentage of visits to vulnerable persons, using Exeter data (Status report) during HFSC planning.

Give consideration to the transient population; Students, Immigration, Asylum seekers, and consider the need to revisit properties regularly.

Liaise with the Arson reduction manager and increase the output of Waste and Fly tipping reports, to combat the 17-18 increase in ASB fires.

Utilise the CRM risk routes to return to station regularly and where practicable.

Strengthen links with DPM to familiarise crews with the diverse needs of the population and to share links with the service providers.

Ensure collection of E&D information on all HFSC's.

Ensure SOFSA list is reduced by the allotted target prior to the year end.

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.

Encourage and support the development of Service drivers as a priority.

Toxteth Community Fire Station

Community Risk Management Plan 2018-19

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.

	Estimates 2017/18	Targets 2018/19		Annual Target 18/19
All Fires	551	404	Site Specific Risk Information (SSRIs)	120
Accidental Dwelling Fires (ADFs)	44	67	Home Fire Safety Checks	1370
Anti-Social Behaviour Fires (ASBs)	368	233	Hydrant Surveys	97
RTC	23	29	Waste & Fly Tipping	96
Deliberate Vehicle Fires	56	42	Prevention talks	24
Unwanted Fire Signals	377	326	Simple Operational Fire Safety Audits	96
Alert to Mobile	93.19%	95%	Seasonal Prevention campaigns	4
			Off Station Exercising	2

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The targets are based on 5 years performance data.

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



Upton Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

Crews at Upton Fire Station will:

Complete SSRI inspections on premises and significant industrial risk. To provide operational intelligence and risk information for all crews at incidents.

Undertake Core risk critical training at the Training & Development Academy (TDA).

Measure competencies using both SPA and LearnPro assessment systems, ensuring that the required standards are met, recorded and maintained.

Plan local training exercises and familiarisation visits to identified risks within the station SSOP. To also include local businesses identified through the SSRI process and coastal areas such as Hilbre island which can only be reached at low tide.

Complete, the allocated hydrant inspections, within the 12 month period.

Structured, multi-faceted training by all personnel to maintain fitness levels for their operational duties.

Excellent Operational Response

Crews at Upton Fire Station 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, to maintain the highest standards of operational response, to resolve incidents safely and effectively.

Contribute to organisational learning by conducting debriefs and sharing learning from off-site training exercises.

Obtain high performance scores in operational assurance audits.

Maintain appliances and equipment through testing and maintenance.

Comply with all areas of Health & Safety. Achieve a positive safety culture by Identifying, investigating and learning from near miss, accidents and injuries. Remain vigilant to prevent accidents.

Excellent Prevention and Protection

Upton's area contains a large population with areas of socio-economic deprivation and high risk communities.

As a station we will contribute towards our mission of safer stronger communities by:

Targeting the high risk and vulnerable over 65 community for prevention activity and safe and well visits.

Through Intelligence led information target areas of ADF's and undertake arson reduction campaigns

Participate in NFCC and MFRS safety campaigns both locally and function led to engage with the Community.

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 provide advice and guidance to businesses to ensure compliance with legislation.

Excellent People

All staff will:

Use the appraisal process to identify personal performance and to promote personal development by setting realistic aims & objectives to support individual, team and organisational direction

Identify & support individuals who wish to develop/progress their careers by setting objectives to enhance and support development within current 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 in line with Service policy.

Engage in creating a culture within the station which supports colleagues and ensures a positive working environment.

Upton Community Fire Station

Community Risk Management Plan 2018-19

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

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

	Estimated 17-18	Target 18/19		Annual Target 2018/19
All Fires	273	368	Site Specific Risk Information (SSRIs)	45
Accidental Dwelling Fires (ADFs)	44	50	HFSC's	1836
Anti-Social Behaviour Fires (ASBs)	126	188	Hydrant Checks	62
Deliberate Vehicle Fires	19	30	Waste & Fly Tipping	48
RTC's	32	30	Prevention Talks	48
AFA's	111	148	Simple Operational Fire Safety Audits	96
Alert to mobile	98.29%	95%	Off Station Exercises	2

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The target for 2018/19 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.



Wallasey Community Fire Station

Community Risk Management Plan 2018-19



Excellent Operational Preparedness

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.

Maintain specialist skills through training and prepare for specific incident types matching the station profile.

Complete all e-learning packages and achieve the required standards.

Excellent Operational Response

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 regular basis.

Continue to develop their skills and knowledge in the use and application of the CPL 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.

Support the Key Station principle by providing cover moves to maintain 10 minute response standard.

Excellent Prevention and Protection

Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals.

Ensure robust liaison with Community Risk Management and Wirral District Prevention is continued so resources are utilised effectively.

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

Conduct Simple Operational Fire Safety Assessments (SOFSA).

Deliver prevention talks and demonstrations to groups to support community safety.

Excellent People

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.

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

Wallasey Community Fire Station

Community Risk Management Plan 2018-19

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

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

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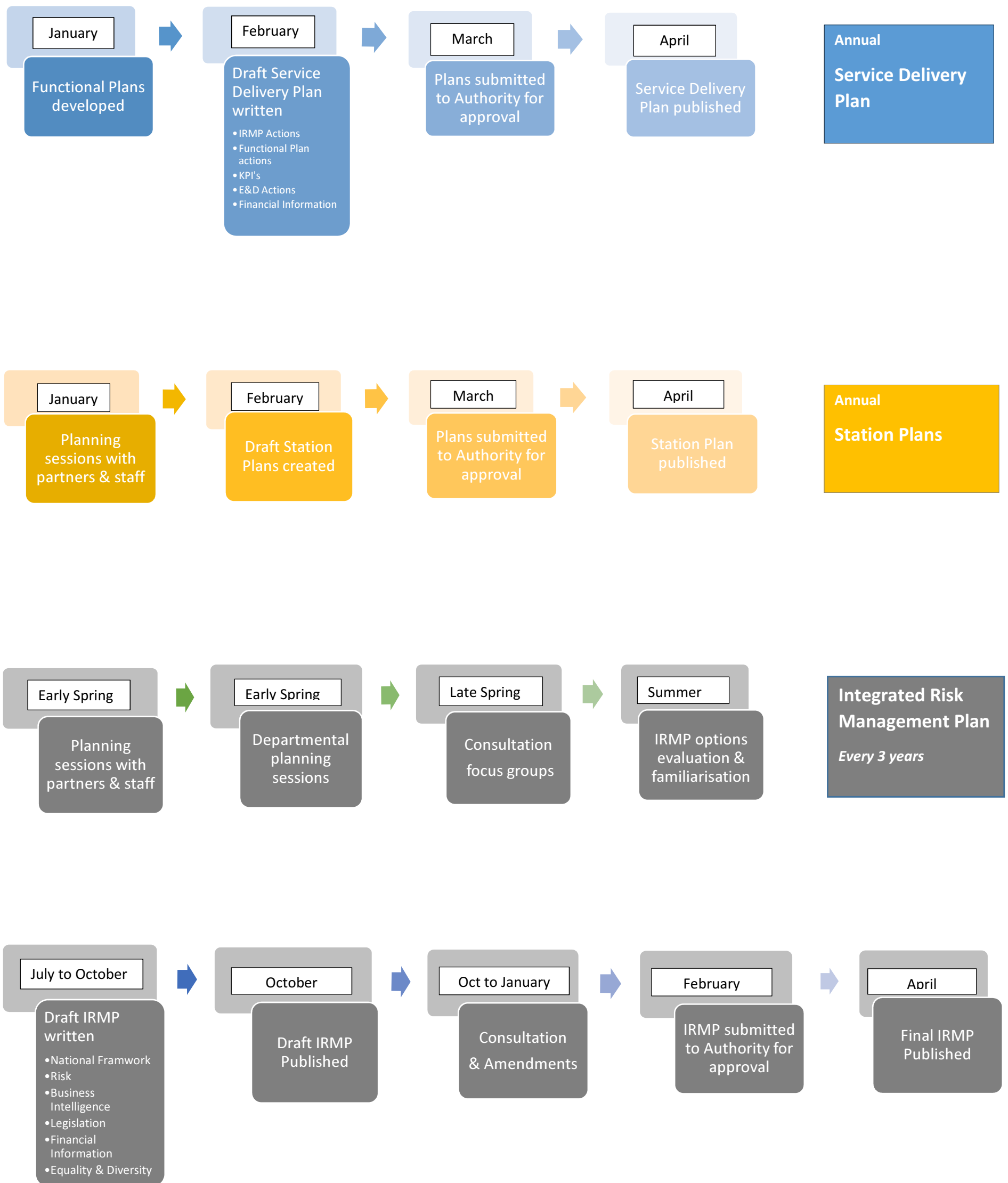
	Estimated 2017/18	Target 2018/19		Annual
All Fires	334	374	Site Specific Risk Information (SSRIs)	74
Accidental Dwelling Fires (ADFs)	43	56	Home Fire Safety Checks (HFSC's)	1836
Anti-Social Behaviour Fires (ASBs)	198	218	Hydrant Surveys	70
RTC	28	19	Waste and Fly Tipping	48
Deliberate Vehicle Fires	33	38	Simple Operational Fire Safety Assessments	96
Unwanted Fire Signals	135	132	Prevention Talks	36
Alert to mobile	97.41%	95%	Off Station Exercising	2

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The 2018/19 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

MFRS Integrated Planning Process



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