



Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

SERVICE DELIVERY PLAN

April 2017- March 2018

CONTENTS:

1.1 Introduction	1
1.2 Corporate Mission and Aims	2
1.3 Our Core Values	3
1.4 About Merseyside	4
1.5 Overview of the Districts of Merseyside	5
2.1 The Services Provided By the Fire and Rescue Authority.....	8
• <i>Operational Preparedness</i>	<i>8</i>
• <i>Operational Response</i>	<i>9</i>
• <i>Community Risk Management</i>	<i>9</i>
• <i>Our People</i>	<i>9</i>
2.2 Service Delivery	11
3.1 Financial Challenges 2017-18.....	12
3.2 The Authority Budget	13
4.1 Performance Indicators	15
4.2 Performance for 2016/17 (estimated)	16
Comments on Key Performance Indicators where the target has not been met	18
4.3 Key Performance Indicators 2017-18 (with targets)	19
5.1 Integrated Risk Management Plan (IRMP) 2012-17	21
6.1 Equality and Diversity	24
6.2 Equality Objectives 2012-17	25
6.3 Equality Objectives 2017-20	27
7.1 Functional Plans 2017-18	31
7.2 Service Delivery Plan Action Points 2017-18	32
8.1 Station Community Risk Management Plans 2017-18.....	37
9.1 Consultation and Communication	38
Appendix 1 – General MFRA Glossary of Terms	
Appendix 2 – Full list of Local Performance Indicators 2017/18	
Appendix 3 – Individual Station Community Risk Management Plans 2017/18	

1.1 INTRODUCTION:

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

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

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

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

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

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

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

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

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

Chief Fire Officer - Dan Stephens

Chair of the Fire Authority - Cllr Dave Hanratty

1.2 CORPORATE MISSION AND AIMS:

Our Mission Is To Achieve:-

Safer Stronger Communities - Safe Effective Firefighters

Our Aims:

- **Excellent Operational Preparedness:**

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

- **Excellent Operational Response**

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

- **Excellent Prevention and Protection**

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

- **Excellent People**

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

1.3 CORE VALUES:

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

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

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

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

- **Provide an excellent and affordable service**

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

- **Everyone matters**

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

- **Respect our environment**

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

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

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

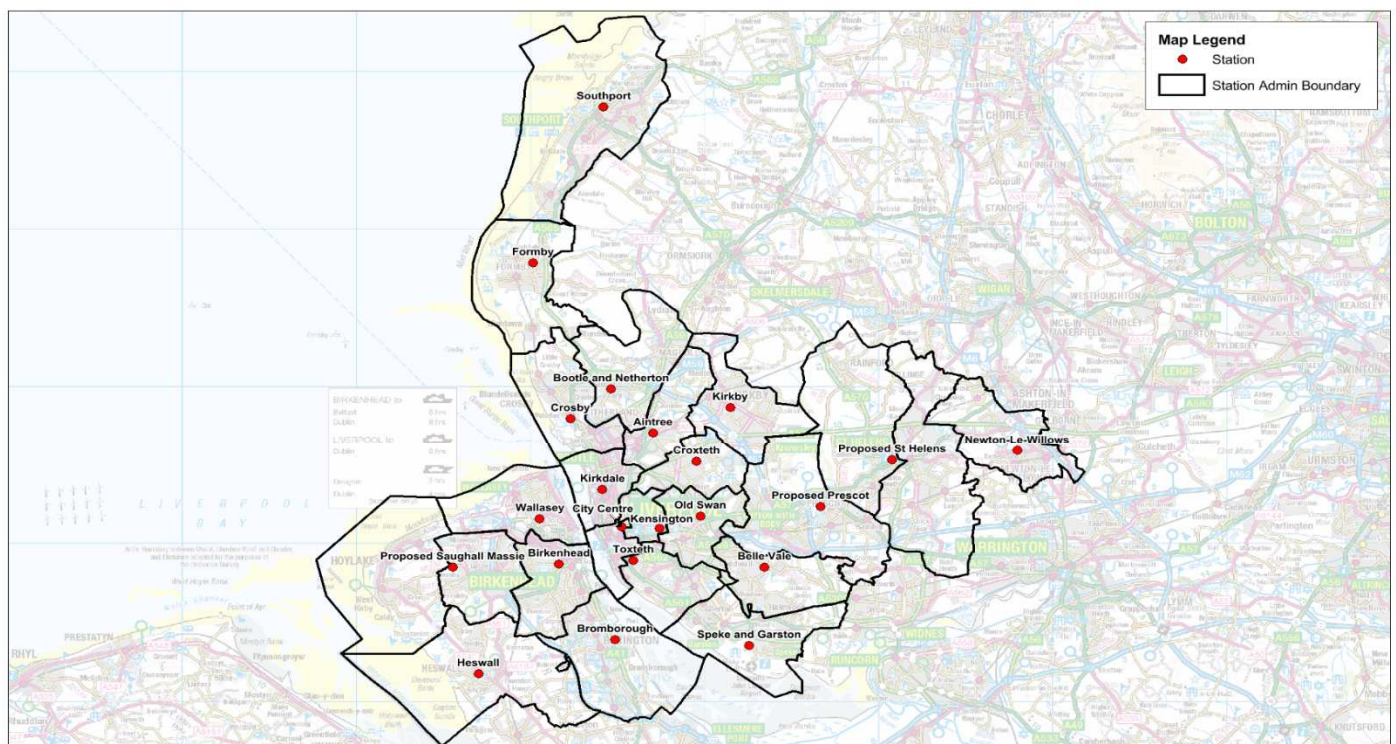
1.4 ABOUT MERSEYSIDE:

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

Merseyside spans 249 square miles (645 Km²) of land containing a mix of high density urban areas, suburbs, semi-rural and rural locations, but overwhelmingly the land use is urban. It has a focused central business district, formed by Liverpool City Centre, but Merseyside is also a polycentric county and each of the metropolitan districts has at least one major town centre and outlying suburbs.

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

There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime. According to the Indices of Multiple Deprivation 2015; out of 326 Local Authorities across England, Knowsley and Liverpool both appear in the top 10 most deprived Local Authorities.



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

MF&RS Proposed Future Station Locations



1.5 OVERVIEW OF THE DISTRICTS OF MERSEYSIDE:

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

LIVERPOOL

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

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

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

WIRRAL

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

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

SEFTON

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

Sefton is bordered by a 35 km coastline from dock estates in the south of the borough to 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. 22.6% of the population are over 65 which is higher than the Merseyside average of 18.5%.

KNOWSLEY

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

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

ST HELENS

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

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

District Priorities

Whilst we, as a Service, have restructured and do not have dedicated management teams within the boroughs of Merseyside we continue to deliver our services and work with partners to keep our communities safe. Our management structure will deliver through their functional plan activities and resources are tailored to respond to local risk. For example, prevention activity will be focussed to keep the most vulnerable in our communities as safe as possible, linking our wider community safety priorities to local needs. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level. These priorities become objectives in our functional and station community risk management plans. Details of these objectives are contained in Sections 7 and 8.

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

2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY:

Approximately 1000 staff are employed by Merseyside Fire and Rescue Authority at 25 Community Fire Stations, a Marine Rescue station, the Training and Development Academy, our headquarters and within its operational workshops.

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

Our Integrated Risk Management Plan (IRMP) and Service Delivery Plan set out how we will tackle the risks to our communities.

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

Operational Preparedness

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

- We 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.

Operational Response

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

Operational Response department will:

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

Community Risk Management

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

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

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

Our People

Our aim at MFRA is to have Excellent People

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

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

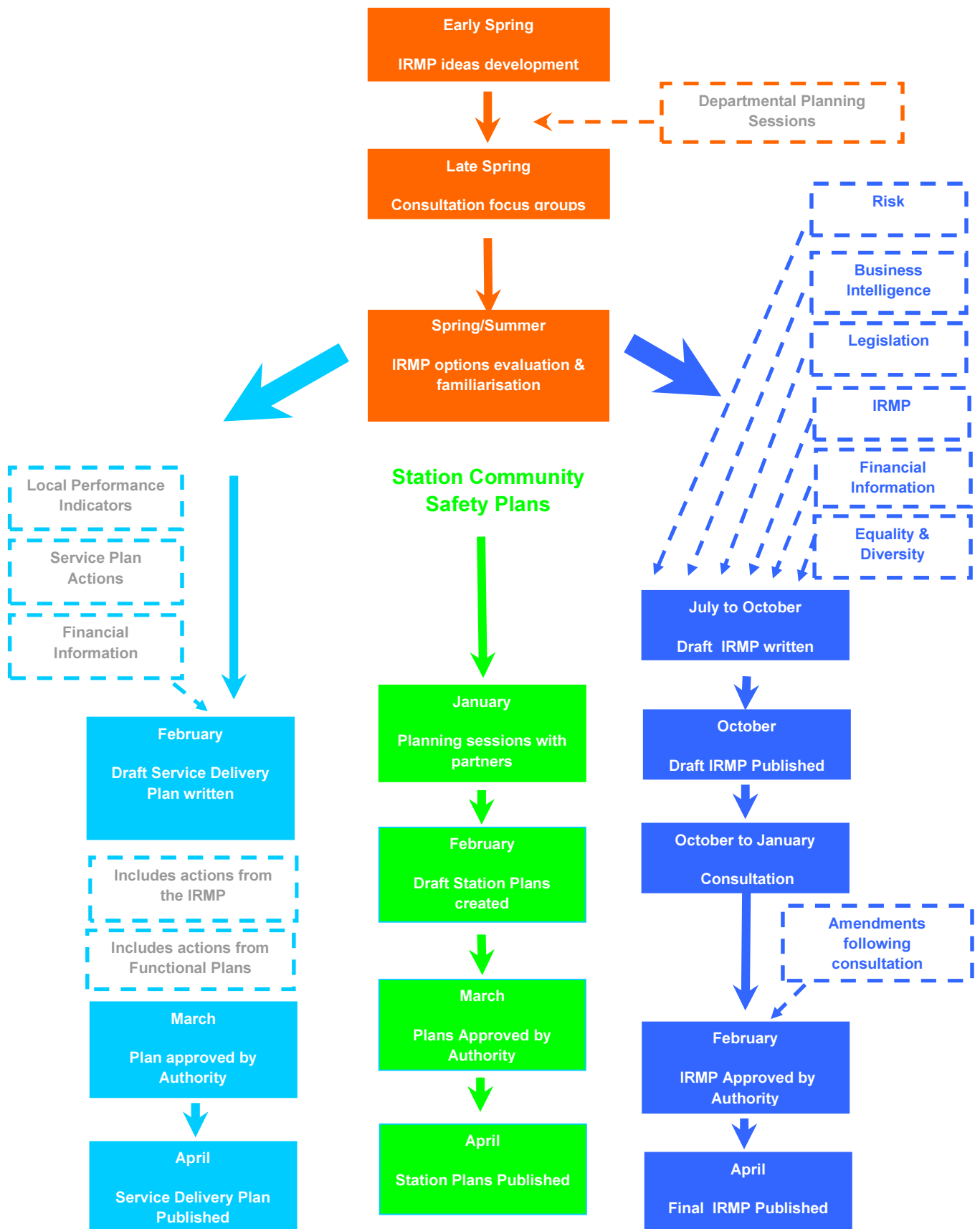
- Make a positive difference to our community
- Provide excellent and affordable response
- Respect our environment
- Everyone matters
- Our people are the best they can be

2.2 SERVICE DELIVERY

The Annual Integrated Planning Process:

Service Delivery Plan

IRMP



3.1 FINANCIAL CHALLENGES 2017-18:

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

Principle 1

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

Principle 2

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

Principle 3

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

Principle 4

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

Principle 5

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

3.2 THE AUTHORITY'S BUDGET:

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2017/18 – 2021/22

1. Merseyside Fire and Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country between 2010/11 and 2015/16. The 2015 Government Spending Review announced further significant grant cuts for the Authority from 2016/17 up to 2019/20.
2. Over the 2010/11 to 2019/20 period the Authority faces a 50%, in real terms, reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget will reduce from £73.6m to £59.5m or £14.1m which represents a 19% cash or 40% real reduction.
3. The Authority has set a financial plan that delivers the required savings needed as a result of government cuts up to 2019/20. These drastic cuts from the Government has forced the Authority to make tough choices.
4. The impact of the 2015 Comprehensive Spending Review meant the Authority had to find £11.0m of savings from the forecast planned spend for 2016/17 to 2019/20. The Authority has planned prudently to minimise the impact on frontline services and has identified significant efficiency savings of £9.1m by reducing management, support services costs and other technical amendments. Despite these efficiencies the Authority must approve an unavoidable reduction of £1.9m from the operational front line.
5. The Authority has already seen the number of fire appliances in Merseyside reduce from 42 wholetime pumps down to a budgeted 24 wholetime pumps and 4 retained pumps since 2010, which equates to 33% overall reduction. A further £1.9m operational response is likely to see a loss of up to 49 firefighter posts and result in 5 wholetime pumps converting to wholetime crewing during the day and retained crewing overnight.
6. The Authority is therefore extremely saddened to have to approve a financial plan which is based upon:-
 - (i) The loss of up to a further 49 firefighter posts
 - (ii) The conversion of 5 fire appliances from 24 hour wholetime crewing to 12 hour wholetime crewing during the day and with retained crewing overnight
 - (iii) Further reductions in support services to the detriment of the service
7. In order to minimise the impact on the Fire & Rescue Service the Authority has agreed a council tax increase of 2%.
8. The effect of the budget on the council tax will be a **Band D Council Tax of £74.34 (which equates to £1.43 per week) an increase of less than 3p per week on the 2016/17 figure.**

9. Most people in Merseyside will pay ***Band A Council Tax of £49.56 or 95p per week towards their Fire & Rescue Service.***
10. The Authority will continue to lobby the Government against the level of cuts being proposed and highlight the consequences that further cuts will have on effectively delivering an emergency service.
11. The Authority recognises that the Fire & Rescue Service is emergency risk based and not demand led. During this period of austerity we urge this Government to reflect on the impact these cuts are having on the Fire & Rescue Service and properly review all risks facing the country in the light of emerging risks (for example a heightened terrorist threat or responding to increased flooding events through climate change) and would hope that resources are allocated in a way that allow Merseyside to continue to respond effectively to local and national threats.

4.1 PERFORMANCE INDICATORS:

Performance indicators measure key areas of performance and allow managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using, where possible, 5 years historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

In December 2016 a review of Performance Indicators was undertaken to ensure that they are still relevant for organisational needs and a number of amendments were made to the Local Performance Indicators (LPI). As a result of these reviews, the way performance indicators are monitored and reported has now been divided into four strands:

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

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority members on the performance against targets set for the year. The results will be published on our website www.merseyfire.gov.uk.

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

For 2017/18, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks and Site Specific Risk Information visits completed but achieving the targets will be managed locally on station on an annual basis.

The amended suite of indicators for 2017/18 on which we will report to Authority, shown in the four tiers, can be found at Appendix 26.

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

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

4.2 PERFORMANCE FOR 2016/17:

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

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

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

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

There are areas where the number of incidents have decreased such as deliberate anti-social behaviour small fires, deliberate property fires, accidental dwelling fires and resultant injuries and deaths have all decreased which is a reflection of the hard work staff put into targeting those most 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 Benchmark Indicators where the target has not been achieved.

TC04 Total number of secondary fires attended

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

TC05 Total number of special services attended

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

TC06 Total number of false alarms attended

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

TC11 Total number of false alarms attended discounting false alarm good intent

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

4.3 KEY PERFORMANCE INDICATORS:

KPI Ref	Narrative	Proposed Target 2017/18
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	<i>Quality Assurance</i>
TC01	Total number of incidents attended	14600
TC02	Total number of fires in Merseyside	7200
TC03	Total number of primary fires attended	2509
TC04	Total number of secondary fires attended	4691
TC05	Total special service calls attended	2633
TC06	Total number of false alarms attended	4667
TC11	Total number of false alarms attended, discounting false alarm good intent	3243
TC07	Total number of non-emergency interventions ¹	<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	87.9
Dwelling Fires		
DC11	Number of accidental fires in dwellings	1046
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	114
DC14	Number of deliberate dwelling fires in occupied properties	163
DC15	Number of deliberate dwelling fires in unoccupied properties	41
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	22

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

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

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

5.1 INTEGRATED RISK MANAGEMENT PLAN (IRMP):

Our Integrated Risk Management Plan sets out how we will balance the risks and needs of our communities against our duties as a Fire and Rescue Authority and the resources we have available. Our current IRMP runs until April 2020 and can be found [here \(link to be added when available\)](#).

IRMP Medium Term Strategy 2012 - 2017

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

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

Safer Stronger Communities - Safe Effective Firefighters

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

Objective 1:

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

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

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

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

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

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

Objective 2:

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

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

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

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

Objective 3:

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

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

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

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

ASB fires	2012/13	3855	2016/17	4175 <i>estimate</i>
Deliberate vehicle fires	2012/13	504	2016/17	504

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

Objective 4:

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

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

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

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

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

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

Objective 5:

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

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

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

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

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

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

Objective 6:

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

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

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

2016/17 update – We continue to assess operational personnel through the use of operational monitoring during incidents and through a structured audit of station training, which is on-going through the year. Personnel complete online training and assessment utilising Safe Person Assessments and Learnpro. Any areas of improvement or best practice are dealt with through our Operational Improvement Group.

Objective 7:

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

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

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

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

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

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

6.1 EQUALITY AND DIVERSITY:

MFRA recognises the importance of considering and promoting equality in everything that we do. Our commitment to equality and diversity is a key aspect of how we deliver our services and how we recruit, develop and manage our staff.

Our Equality and Diversity objectives, originally set in January 2012, have been refreshed and continue to be a main focus during 2016/17 as our work progresses to address the role of inequality in relation to fire and the resultant impact of fire on people's lives.

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

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics set out in the Equality Act 2010 which MFRA is required to take into account under its Public Sector Equality Duty. This is dealt with through the Equality Impact Assessment 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 Authority. For these updates and more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our [Equality and Diversity Annual Report 2015/16](#)

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

³ [Equality Impact Assessments](#)

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

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

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

6.2 EQUALITY OBJECTIVES 2012/17:

Equality Objectives 2012/17

Our Equality Objectives are an important part of our Integrated Risk Management Plan and are integral to our approach to providing services to those people and communities who need them most. Performance against these objectives is reflected in our overall Local Performance Indicator reports in section 7. We set our Equality and Diversity Objectives as part of our 2012 -15 Integrated Risk Management Plan and took particular care to ensure they were part of our primary objectives rather than standing alone. As we approach the end of 2016/17 an update has been included on progress against each objective.

Equality Objective 1

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

Action
In the past ten years Merseyside Fire and Rescue Authority has reduced accidental fires in the home by 37%. We will continue to build on this work through the use of our customer insight modelling and our station planning process to target individuals at risk.

How this impacts on Equality and Diversity: protected characteristics – Age and disability:

We know through extensive research that some of the people at highest risk from fire are also covered by the nine protected characteristics that form part of the Equality Act 2010, for example elderly and disabled people. Our activity focuses on reducing risk for vulnerable people.

Update at Quarter 3 2016/17:

At the end of Q3 2016/17 there have been a total of 713 Accidental Dwelling Fires. This is a reduction of 86 incidents on 2015/16.

Operational Crews have conducted over 36,000 Home Fire Safety Checks (HFSC) during Q1, Q2 and Q3 (75% of the annual target).

Prevention staff have also implemented specific HFSC campaigns aimed at selective licencing areas, targeting Private Landlord accommodation.

Equality Objective 2

To cut accidental kitchen fires in social housing by 5% by 2017

Action
We will reduce risk for people who live in rented properties across Merseyside by continuing to build productive relationships with registered social landlords.

How this impacts on Equality and Diversity: protected characteristics – Age, disability and socio-economic disadvantage:

We know that people who live in rented properties often have other needs and fall within the protected characteristics. We've worked well with registered social landlords to protect their residents, but some of the higher risk people live in privately rented accommodation and we want to help them too.

Update at Quarter 3 2016/17:

At the end of Q2 2016/17 there have been 79 Accidental Kitchen Fires in properties owned by Registered Social Landlords. Though this is a reduction of 16 Accidental Kitchen Fires on Q2 2015/16.

Kitchen and Cooking safety has been highlighted throughout campaigns during Q1 and Q2. This combined with the

Equality Objective 3

To reduce deliberate antisocial behaviour fire setting by 5% by 2017

Action	We will continue to engage with young people in vulnerable areas through our award winning youth engagement programmes
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How this impacts on Equality and Diversity: protected characteristics – Age and socio-economic disadvantage:

The anti-social behaviour of a minority of young people can impact most on the elderly and on other young people too. We want to help young people become good role models for others in their area and help older people feel safer in their homes.

Update at Quarter 3 2016/17:

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

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

Equality Objective 4

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

Action	We will work with at risk groups and local partners to contribute to the reduction in the number and severity of road traffic collisions across Merseyside
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How this impacts on Equality and Diversity: protected characteristics – Age: Young people are at a particularly high risk of being killed or seriously injured in road traffic collisions. We want to have a positive impact on this group and help to keep people safer on the roads, whilst also monitoring RTC risks in relation to young and old across all five districts and responding accordingly.

Update at Quarter 3 2016/17:

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

Equality Objective 5

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

Action	Our aim is to create a strong cohesive organisation which is positive about rising to the future challenges we face by increasing representation of all minority groups within the communities of Merseyside in the fire and rescue service.
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How this impacts on Equality and Diversity: protected characteristics – Gender and ethnic origin: We'd like our workforce to better represent the make-up of our communities and will work to encourage applications from under represented groups when we carry out any recruitment.

Update at Quarter 3 2016/17:

In all cases we have exceeded our baseline figure for Gender. Significantly, female apprentices by 15 percentage point and firefighters by 11 percentage points. In terms of our BME baseline figures, this has not been met, further work needs to take place to focus on Positive Action and the part it can play in relation to recruiting BME

candidates for both apprenticeship and firefighter roles.

6.3 EQUALITY OBJECTIVES 2017/20:

Equality Objective 1

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

Action	<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
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How we will measure our success	Increased diversity of our workforce and volunteers, at all levels, in order to reflect the local community we serve. Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.
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How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment

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
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How we will measure our success	We will have meaningful data that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses)
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How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

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

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 to 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.

7.1 FUNCTIONAL PLANS 2017/18

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

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

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

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

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

General Priorities

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

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

7.2 SERVICE DELIVERY PLAN ACTION POINTS:

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

Operational Preparedness:

Operational Planning

- | | |
|---------------------|--|
| FP/17/18/1.1 | As lead Authority for National Resilience develop a structure to support the provision of National Resilience training and maintain links with the National Resilience Assurance Team (NRAT). |
| FP/17/18/1.2 | Review and continue implementation of the Standard Operational Procedures (SOP) in line with the National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG. |
| FP/17/18/1.3 | To continue with a full review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and amend or replace as necessary. |
| FP/17/18/1.4 | Review resilience arrangements to support Tactical Co-ordinating Group (TCG) and Strategic Co-ordinating Group (SCG) during large scale/significant incidents. |

Training

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

Operational Support

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|---------------------|---|
| FP/17/18/1.6 | Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Operational Response function. |
| FP/17/18/1.7 | Continue a cross directorate review of operational personal protective equipment and support staff uniform. |
| FP/17/18/1.8 | Create a mobile logistics/welfare system available for deployment. |

Operational Response:

Health and Safety

- | | |
|---------------------|---|
| FP/17/18/2.1 | Evaluate and review the organisational and individual risk posed by staff working different shift patterns. |
| FP/17/18/2.2 | Undertake a review of the current management of occupational road risk processes in line with legislation and UK fire and rescue services guidance. |

- FP/17/18/2.3** Involvement in the National Operational Learning Project to develop, trial and review the Bow Tie Risk Assessment methodology with a view to implementation into MFRS Standard Operating Procedures,
- FP/17/18/2.4** Research and develop an interactive analytical risk assessment template capable of being completed electronically.

Service Delivery

- FP/17/18/2.5** Build on the feedback from the 2016 staff survey and our Service aim 'Excellent People'.
- FP/17/18/2.6** Continue to support and develop a greater understanding and awareness of equality and diversity and support our equality and diversity plan.
- FP/17/18/2.7** Manage the performance outputs of each fire station to support our Service aims 'Excellent Prevention and Protection' and 'Excellent Operational Preparedness'.
- FP/17/18/2.8** Continue to build commitment to our Service aim 'Excellent Operational Response'.

Time and Resource Management

- FP/17/18/2.9** Develop a business case for the planned phase 3 developments of StARS including introduction of self-rostering duty systems into the application and implement changes subject to approval of the business case.
- FP/17/18/2.10** Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing wholetime retained working at a further 2 locations.
- FP/17/18/2.11** In conjunction with Service Delivery review the performance of our current wholetime retained working and implement changes as necessary to improve performance.

Operational Response

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

People and Organisational Development:

- FP/17/18/3.1** Continue to deliver a comprehensive workforce strategy.
- FP/17/18/3.2** Evaluate organisational roles and grades against delivery requirements.
- FP/17/18/3.3** Continue to introduce flexible contracts and working.
- FP/17/18/3.4** Deliver a support staff review.
- FP/17/18/3.5** Continue to develop a range of strategies to improve fitness and wellbeing.

Community Risk Management

People

- FP/17/18/4.1** Proactively engage with internal and external stakeholders and partners to identify and assess risk in homes and communities, delivering interventions, promoting fire safety and community safety.
- FP/17/18/4.2** Our prevention work contributes to protecting vulnerable people, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We recognise the Equality Objectives set by the Service and that Merseyside has a number of social challenges and how those challenges can place additional stress on individuals and communities.

Place – Community Safety

- FP/17/18/4.3** Reflecting the emphasis on anti-social behaviour in the Crime and Policing Act 2017. The Function acknowledges the need to put vulnerable people and communities at the heart of everything we do. This means a move towards a more intelligence led service that looks to intervene much earlier to prevent escalation and to reduce demand on services.
- FP/17/18/4.4** Reflecting the emphasis on road safety in the Police and Crime Commissioners Police and Crime Plan 2017/20 the Function acknowledges that road safety is a key partnership priority impacting on both community safety and economic growth. This means more intelligence led interventions that improve road safety and reduce demand for services.
- FP/17/18/4.5** Reflecting the emphasis on water safety in the National Water Safety Strategy 2016/26 the Function acknowledges that Merseyside has a large number of water related risks. We will work with partners to move towards more intelligence led interventions that improve water safety and reduce demand for services.

Premises – Community Fire Protection

- FP/17/18/4.6** Review the Risk based Inspection Programme to target risk more effectively.
- FP/17/18/4.7** Work with Liverpool City Region Local Enterprise Partnership (LEP) to develop a Merseyside wide Better Business for All partnership .
- FP/17/18/4.8** Improve operational fire safety by embedding the Simple Operational Fire Safety Assessment (SOFSA), introduction of Protection Hubs, delivery of training in premises with fire engineered solutions and heritage status and enhance the Protection Watch Manager role to provide tactical advice at operational incidents.

Youth Engagement

- FP/17/18/4.9** Develop a youth engagement strategy.
- FP/17/18/4.10** Enhance integration within the Community Risk Management Function.
- FP/17/18/4.11** Explore collaboration opportunities with Merseyside Police youth engagement.

Strategy and Performance

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|---------------------|--|
| FP/17/18/5.1 | Continue to embed Equality and Diversity excellence into the organisation. |
| FP/17/18/5.2 | Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance. |
| FP/17/18/5.3 | Develop and maintain effective communications and media management with high quality presentation and promotion of information. |
| FP/17/18/5.4 | Work with other functions to ensure the Service is prepared for a future Fire and Rescue Service standards and inspection programme. |

Finance:

- | | |
|---------------------|---|
| FP/17/18/6.1 | Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals. |
| FP/17/18/6.2 | Review the year-end closure of accounts process in order to meet the revised statutory deadline at the end of May (previously June) for completing the Statement of Accounts 2017/18. |
| FP/17/18/6.3 | Support the Fire and Police Support Service Collaboration team in production of any business plans and option evaluations. |

Legal Services:

Democratic Services:

- | | |
|---------------------|--|
| FP/16/17/7.1 | Create a website page specifically for Authority members, to enable easy access to relevant information from one place. |
| FP/16/17/7.2 | Continue to improve Authority member engagement with all groups of staff and increase awareness of all employees to the role of the Authority and members. |
| FP/16/17/7.3 | Support corporate priorities and work to ensure the successful delivery of priority work programmes. |

Procurement:

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

- | | |
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| FP/16/17/7.5 | Provide an improved legal service to fire stations in the community. |
| FP/16/17/7.6 | Continue to provide timely legal support throughout the current station mergers project and any future projects particularly with regards to risk and insurance, |

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

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

Strategic Change and Resources

Estates:

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

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

Information and Communication Technology:

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

FP/16/17/8.4 Respond to national initiatives. The Service is scheduled to switch from the current Airwave communication system to an Emergency Services Network which will provide broadband type connectivity which will allow us to utilise application type systems, consequently we are working to ensure the infrastructure and software systems support this.

Station Change Programme:

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

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

8.1 STATION COMMUNITY RISK MANAGEMENT PLANS:

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

Station Objectives

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

Station Actions

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

Station Plan on a Page

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

9.1 CONSULTATION AND COMMUNICATION:

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

Consultation is embedded within all aspects of planning in MFRA. During 2016/17 we undertook extensive consultation regarding the planning principles MFRA should apply when developing draft proposals for the draft IRMP 2017/20. Then later in 2016 we ran a further 12 week consultation to seek opinions on the proposals in the draft IRMP. During this process we hosted a wide variety of consultation and engagement activities including:

- Public consultation facilitated by an independent organisation
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies
- On-line questionnaires
- Extensive use of the internet (website, portal, Facebook and Twitter) to publicise events

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

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

APPENDIX 1: GENERAL MFRA – GLOSSARY OF TERMS

ACAS	Advisory 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 Substances 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 C-ordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SLA	Service Level Agreement
SRT	Search and Rescue Team
SM	Station Manager
SMART	Specific, Measurable, Achievable, Realistic, Timebound
SMG	Strategic Management Group
SOFSa	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSP	Statutory Sick Pay
SSRI	Site Specific Risk Information
TAP	Technical Advisory Panel
TCG	Tactical Co-ordinating Group
TDA	Training and Development Academy
TFC	Training for Competence
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
USAR	Urban Search and Rescue
UwFS	Unwanted Fire Signal
VAW	Violence at Work
VFM	Value for Money
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager
YOT	Youth Offending Team

