Merseyside FIRE & RESCUE SERVICE

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.
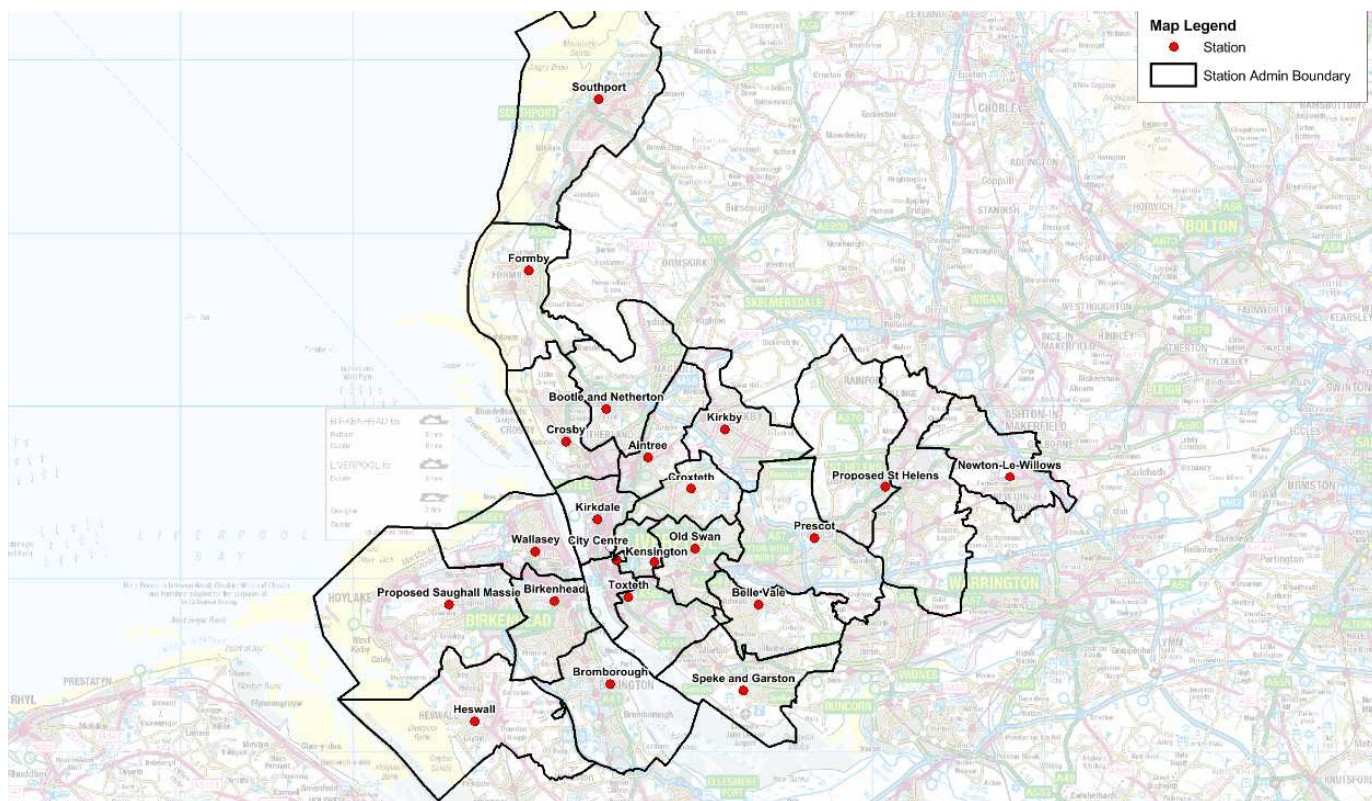
1.4 ABOUT MERSEYSIDE

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.

MF&RS Proposed Future Station Locations

Author: Strategy & Performance
Date: 07/02/2018
Produced using MapInfo

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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 scienfically important wildlife habitats in the sand dune and pinewoods in the north. There are stark social inequalities between the north and south of Sefton, where there are higher levels of deprivation, child poverty and worklessness. 22.8% 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 constrasting 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 fundung beyond 2019/20 is significant, particularly regarding the level of future Government support, any financial challenge from 202/21 have simpley ben 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	🟥
NC12	Number of accidental fires in non domestic premises	200	207	201	🟩
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	615	525	657	🟥
AC12	Number of accidental vehicle fires attended	207	199	190	🟩
AC13	Number of deliberate anti-social behaviour fires (small)	4154	4193	4451	🟧
AC14	Number of accidental small fires attended	595	498	618	🟥
AC15	Number of 'other' primary fires attended	251	242	252	🟧
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	605	557	565	🟧
RC12	Number of injuries in road traffic collisions attended	372	390	301	🟩
RC13	Number of fatalities in road traffic collisions attended	5	6	9	🟥
SPECIAL SERVICE					
SR11**	Number of calls to cardiac and respiratory related incidents from NWAS – **on hold**	217	Quality Assurance	35	🟩
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic properties	615	616	611	🟩
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2521	2443	2804	🟥
STAFF WELFARE, RISKS & COMPETENCY RELATED INDICATORS					
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	3.46%	4%	3.57%	🟩
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	1.96%	4%	2.87%	🟩
WR13	Total number of operational staff injuries	43	48	50	🟧

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

🟧	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 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 toi 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 chargable 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	*Quality Assurance*
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]	*Quality Assurance*
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes[2]	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	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

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[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 NWAS SMG – *Suspended at present due to national pay dispute*	*Quality Assurance*
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
Objection to the previously agreed IRMP objective to move to day crewing with wholetime retained (on call) at night on a number of stations; particularly Wallasey and Liverpool City (proposed) and Crosby (delivered) 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. Formby should not have an immediate response at night when the more urban area of Crosby does not. The closure of West Kirby fire station had an impact on two fire deaths in Wirral.	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. 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

	from surrounding stations.
Crewing systems result in poor time management on stations.	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).
	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.
	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.
	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.
North West Ambulance Service (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.	It appears that the respondents opposing this did not realise that Firefighters would only respond to such incidents alongside NWAS to provide support and would not replace an ambulance.

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.
	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.
	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.
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.	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.
	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.
	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.
	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.	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.
	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. 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.

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.	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. 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.
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.
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: *"The Fire Brigades Union nationally have instructed their members not to take part in certain activities that were being widely*	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.

piloted and rolled out across the fire and rescue service. This includes work in relation to emergency medical response and terrorist attacks."	
Operational response information regarding the number of fire appliances in Merseyside is incorrect.	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 makes19 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.
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:	
Although broadly supportive of the IRMP,	A review of command support is ongoing.

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 process[3] which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

Regular updates on progress against our objectives are submitted to the Fire 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

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[3] **Equality Impact Assessments**

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

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

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

6.2 EQUALITY OBJECTIVES 2017/20

Equality Objective 1
Create a strong cohesive organisation that is positive to rising to the future challenges we face.

Action	- Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups - Delivering Positive Action programmes across all occupations where under representation exists, and learning from and sharing results - Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as an employer of choice to those groups underrepresented in our workforce - Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief - Reviewing progression and promotion across all levels of the organisation
How we will measure our success	Increased diversity of our workforce and volunteers, at all levels, in order to reflect the local community we serve. Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment

Equality Objective 2
Ensure that people from diverse communities receive equitable services that meet their needs.

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

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
This work will strengthen our services to meet the needs of a wide range of diverse communities. By understanding people's needs and carrying out engagement we can ensure that those groups are fully supported by the Fire and Rescue Service to help reduce risk.

Equality Objective 3	
Reducing fires and other incidents amongst the vulnerable protected groups	
Action	• Continuing to prioritise Home Fire Safety Checks to high risk people and places • Continuing to engage with young people in vulnerable areas • Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, hate crime and safeguarding • Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents
How we will measure our success	• We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
By better understanding the impacts for diverse community groups in terms of fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of : Age, Gender, Ethnicity, Religion, LGBT and Disability

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

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand and meet the needs of different protected groups and foster good relations between groups

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

*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

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

OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PCT	Primary Care Trust
PFI	Private Funding Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQA's	Personal 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 Severence
WM	Watch Manager
YOT	Youth Offending Team