Merseyside FIRE & RESCUE SERVICE

Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

SERVICE DELIVERY PLAN

April 2019- March 2020

Updated December 2019

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1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2019/20. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2019-20. It also highlights our alternative proposals contained in the Integrated Risk Management Plan (IRMP) Supplement 2019-21.

A number of significant national and international incidents have occurred since the IRMP 2017-20 was consulted on and published during 2016/17. In addition there have been changes to the city region infrastructure and the initial findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), following the first tranche of inspections, have given the Chief Fire Officer and the Fire and Rescue Authority cause to review the suitability of its plans to ensure they are still fit for purpose.

Following this review, a two year supplement to the existing IRMP has been written and, at time of writing, is due to go out for 12 weeks consultation with the public, staff, partners and stakeholders. This IRMP supplement ensures that the Authority complies with Fire and Rescue National Framework for England 2018 which places a duty on the Authority to assess all foreseeable fire and rescue related risks that could affect its communities, whether they are local, cross-border, multi-authority and/or national in nature, from fires to terrorist attacks. As Lead Authority for co-ordination and deployment of National Resilience capabilities on behalf of the Home Office this is particularly relevant to MFRA.

Our review identified emergent risk related to terrorism, environmental changes and the risk of fire spread in high rise and clad buildings. The learning from Significant Incidents emphasised the need to improve our resilience should a large, complex or prolonged incident occur. To meet this demand the Authority has proposed the prudent use of reserves to service debt in order to increase the number of available appliances from 26 to 30 (including a search and rescue appliance) and the number of firefighters from 620 to 642, the first increase in numbers since 2006.
The IRMP Supplement also includes proposals to increase the number of staff in Protection (legislative fire safety) to make commercial and public buildings safer.

To meet the cost of this re-investment in Response and Protection the Authority will use reserves combined with an ambitious debt repayment plan, outlined in the Finance section of this Service Delivery Plan.

Our plans reflect the link between risk, demand and vulnerability. They will ensure the Service remains able to respond quickly, whilst increasing our resilience to deal with large and protracted incidents. Our investment in Protection will ensure we are able to better protect people from the risk of fire, and our prevention services will remain targeted to the most vulnerable in our communities.

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

Merseyside are the only Service to be reinvesting in its frontline services at this time.

Chief Fire Officer – Phil Garrigan

Chair of the Fire Authority - Cllr Les Byrom

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.

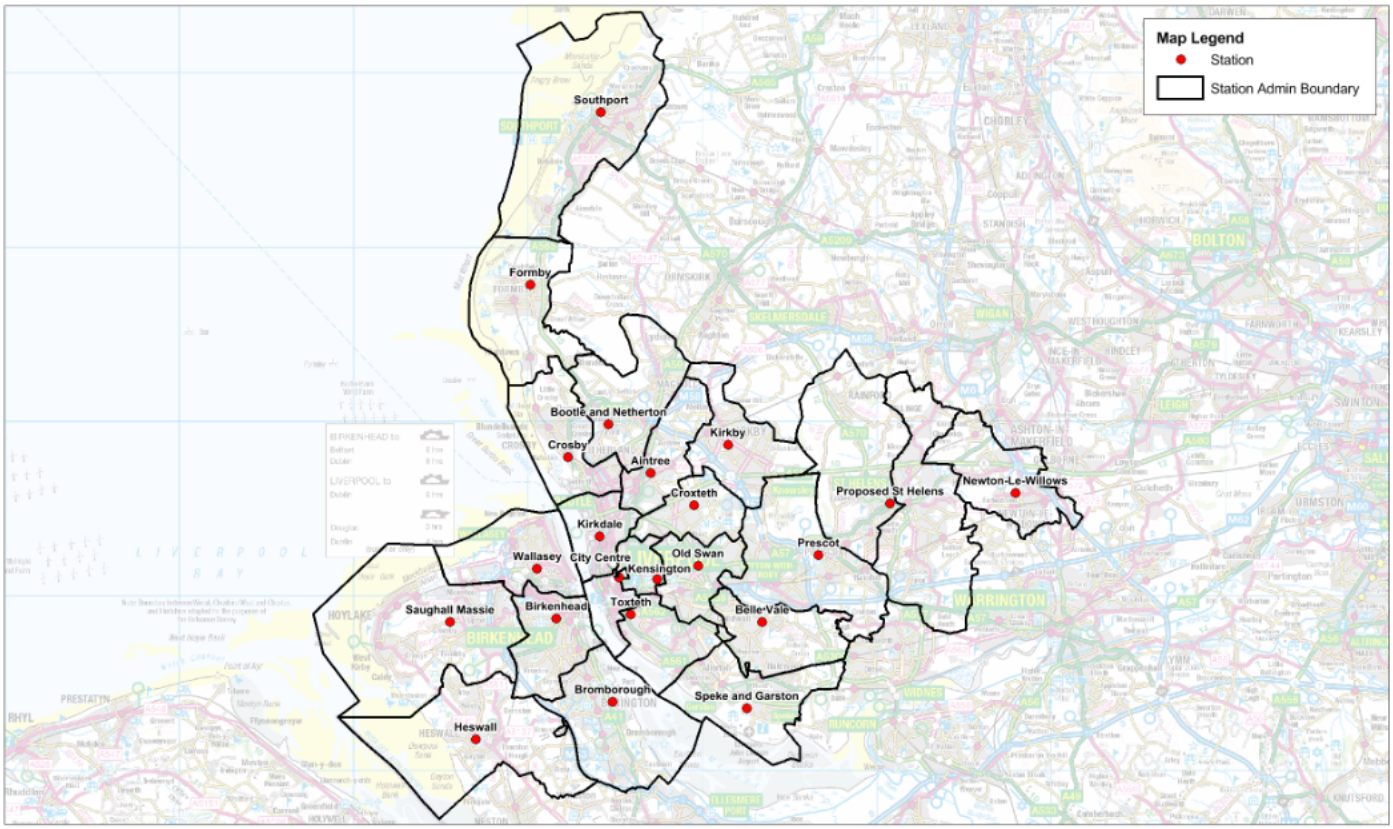
1.4 ABOUT MERSEYSIDE

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 2017 estimated figures showed that Merseyside has a population total of 1,416,800. This is a 2.6% increase on 2011 census figures. The population is split 48.9% male and 51.1% female. Merseyside has a lower proportion of children (17.9%) and higher proportions of working age residents (63.4%) 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% Black and Minority Ethnic

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: 22/01/2019
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 and the strategic direction for our activities comes from centrally based departments. 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 on a 30 minute recall at night if there are particularly high numbers of incidents or a large or protracted incident 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 fire station at night
- WTR – Wholetime retained – crew available on 30 min recall for strategic cover during busy periods, large scale or protracted incidents

LIVERPOOL

Population:	491,549	**Fire Stations:**	Kirkdale – WT	Old Swan – WT
Homes:	211,219		Liverpool City – DCWTR, WT Night cover	Belle Vale – LLAR
Businesses:	18,718		Kensington – DCWTR	Croxteth – 1 WT 1 SRT
Land area:	162 sq km		Speke and Garston – WT	Aintree – DCWTR
Roads:	888.7 miles		Toxteth - 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 4th highest ranked Local Authority for deprivation in England

WIRRAL

Population:	322,796	**Fire Stations:**	Birkenhead – WT
Homes:	145,879		Bromborough - WT
Businesses:	8462		Heswall - LLAR
Land area:	220 sq km		Saughall Massie – WT
Roads:	764.6 miles		Wallasey – DCWTR, WT Night cover

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:	274,589	**Fire Stations:**	Bootle & Netherton – WT
Homes:	124,775		Crosby – DCWTR
Businesses:	8145		Formby – LLAR
Land area:	216 sq km		Southport – WT
Roads:	615.4 miles		

Sefton is bordered by a 35 km coastline from dock estates in the south of the borough to scientifically important wildlife habitats in the sand dune and pinewoods in the north. There are stark social inequalities between the north and south of Sefton, where there are higher levels of deprivation, child poverty and worklessness. 21.3% of the population are over 65 which is higher than the Merseyside average of 18.7%.

KNOWSLEY

Population:	148,560	**Fire Stations:**	Kirkby – 1 WT
Homes:	65,506		Prescot – 1 WT
Businesses:	3353		
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:	179,331	**Fire Stations:**	St Helens – 1 WT, 1 DCWTR, 1WTR
Homes:	80,875		Eccleston – 1 DCWTR
Businesses:	4610		Newton le Willows – 1 LLAR
Land area:	136 sq km		
Roads:	459.1 miles		

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

(Mid 2017 ONS population data, CIPFA dwelling and non-domestic properties estimates)

District Priorities

Through our 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.

Our 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 vehicle 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, applied by the Government to date, have been so severe that they have presented a significant challenge to the services we deliver. Until the outcome of the Comprehensive Spending Review results are published in December 2019 it is unclear what further cuts MFRA may face beyond 2020. This Service Delivery Plan outlines our IRMP Supplement 2019-21 proposals to meet some emerging risks with an innovative way of crewing appliances to increase front line services for the first time in many years, details can be found on page 21

Our 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 directorate is led by an operational Area Manager who is responsible for all operational training, planning, intelligence, and collaboration with blue light partners. The Area Manager also oversees National Resilience assets, appliances and equipment along with specialist vehicles. Within the directorate are the Search and Rescue Team, the Marine Rescue Unit and Merseyside Fire and Rescue Control (which also provides National Resilience control services).

- Operational Preparedness provide firefighters with training, information, procedures, appliances/specialist vehicles and equipment to ensure they can resolve all emergency incidents safely and effectively.

- The Operational Preparedness directorate 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 or the national infrastructure. This internal planning approach ensures that Merseyside 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.

- In line with the Policing and Crime Act 2017 commitment to closer working between the three emergency services, the Collaboration team engage with our blue light partners to improve efficiency and/or effectiveness and to enhance interoperability by working together.

Operational Response

The Operational Response department is led by an operational 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.

National Resilience

The Deputy Chief Fire Officer is responsible for managing the Authority's approach to its national role of coordinating National Resilience for the fire and rescue service on behalf of the Home Office.

National Resilience is the term used to describe all the services, equipment and expertise (assets) that are available across the country to deal with unusually large or complex emergencies (e.g. widespread flooding). Merseyside Fire and Rescue Service coordinates these assets through the National Resilience Assurance Team (NRAT) on behalf of the government.

MFRA also has responsibility for the national mobilisation and coordination of National Resilience assets via the National Resilience Fire Control, National Resilience skills acquisition training and National Resilience Long Term Capability Management which provides support, asset refresh and contract management for the maintenance of all National Resilience fleet and equipment.

Community Risk Management

The Community Risk Management (CRM) function incorporates Prevention and Protection. The activities undertaken on behalf of the directorate have been an integral part of the Service's 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, 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
  - Road safety
  - Water safety

- Youth Engagement

- **PREMISES** (Community Fire Protection Department)
  - Business safety

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 2019-20

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 2019/20 – 2023/24

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 £60.3m or £13.3m which represents an 18% cash or 40% real reduction.

3. The Authority had set a financial plan in 2016/17 that would deliver the required savings needed as a result of government cuts up to 2019/20. Each year since 2016/17 the Authority reviews the approved plan and amends it for any required adjustments to reflect changes in costs, income or Service needs. These drastic cuts from the Government has forced the Authority to make and continue to make tough choices.

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 over £9m 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. These plans being detailed in the 2017-20 Integrated Risk Management Plan.

5. The Authority has a new Chair and Vice Chair and a new principle officer team, thus as part of the 2019/20 budget process the Chief Fire Officer has expressed an operationally focused desire to re-invest £1m back into operational response and protection services in light of an increased risks from fire and other emergencies, particularly the services ability to respond to large and/or protracted incidents as well as the need to enhance protection functions in the light of the Grenfell Tower fire and other major incidents. The Authority will consult on the alternative proposals in its supplement to the 2017-2020 IRMP – the supplement if approved would see its current plan extended to 2021.

6. If approved following consultation the Authority, as an important and safety driven change of direction will commit £1m to increase the firefighter numbers on Merseyside by an additional 22 posts and increase appliance availability from 26 to 30. The Authority must identify savings from elsewhere in its budget to cover this investment as the Government's 2019/20 settlement has provided no additional funding for the Authority despite a comprehensive lobbying strategy by the Leader and Members' of the Authority and local MPs.

7. The Chief Fire Officer and Director of Finance have identified a strategy to release current debt servicing and pension deficit payment budgets to fund this £1m investment.

8. The Authority is concerned that the reductions in services due to Government funding cuts since 2010/11 have already gone too far. Future Government funding cuts may force the Authority to make further reductions in frontline services including a review of the proposed £1m investment. Therefore the Authority will continue to lobby the Government against the level of cuts in funding made since 2010/11 and highlight the consequences that further cuts will have on the effective delivering of a vital emergency service.

9. The Authority has undertaken a process of lobbying more extensively than any other Authority in the Country and we believe this may have avoided further and deeper cuts and our views on future funding have been heard at the highest levels of Government. The Authority has said it will not allow these unsafe levels of cuts to just roll over us, but we will use every political device we can to improve funding so as to maintain the highest levels of public and staff safety here on Merseyside.

10. In order to minimise the impact on the Fire and Rescue Service we propose a council tax increase of just under 3%.

11. The effect of the budget on the council tax will be a ***Band D Council Tax of £78.84 (which equates to £1.52 per week) an increase of less than 5p per week on the 2018/19 figure.***

12. Most people in Merseyside will pay ***Band a Council Tax of £52.56 or £1.01 per week towards their*** **Fire & Rescue Service*.***

13. The Authority recognises that the Fire and Rescue Service is required to resource on the basis of risk not demand. But it also appreciates that Merseyside faces more demands than most other services due to the high levels of deprivation that its communities experience.

14. The Authority agrees to reflect this financial plan in its 2019-2021 supplementary Integrated Risk Management Plan (IRMP) and will consult with the local community and stakeholders on the IRMP and the impact current and future Government cuts will have upon them.

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.

We review our Performance Indicators every year to ensure that they are still relevant for the organisation. The way performance indicators are monitored and reported is divided into four strands:

- **Key Performance Indicators (KPI) – Summary Indicators – Reported to Authority**
- **Key Performance Indicators – 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. These reports focus on KPIs but also illustrate performance from related 1st and 2nd tier indicators. Further data can be requested from the Strategy and Performance Department.

For 2019/20, 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 Information Risk and Hazard (SIRAH) visits completed and achieving the targets will be managed locally on station on an annual basis.

The estimated performance for 2018/19 is detailed below (using actual data from April 2018 to December 2018). This will be replaced with the final end of year figures in June. 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 2018/19

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2017/18	Target 2018/19	Performance 2018/19	Status
TO00	Total number of emergency calls received	22980	Quality Assurance	27215	
TC01	Total number of incidents attended	15862	15567	16101	
TC02	Total number of fires in Merseyside	7266	7349	7523	
TC03	Total number of primary fires attended	2475	2558	2247	
TC04	Total number of secondary fires attended	4791	4791	5276	
TC05**	Total number of special services attended	3124	2920	3270	
TC06	Total number of false alarms attended	5472	5298	5308	
TC07	Total number of non-emergency interventions	80	Quality Assurance	37	
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.3%	90%	94%	
TD09	The % of available shifts lost to sickness absence, all personnel	4.11%	4%	3.41%	
TE10	Total carbon output of all MFRS buildings	87.2	85.0	88.1	
DWELLING FIRES					
DC11	Number of accidental dwelling fire	918	1005	899	
DC12	Number of deaths in accidental dwelling fires	4	8	4	
DC13	Number of injuries in accidental dwelling fires attended	89	107	82	
DC14	Number of deliberate dwelling fires in occupied properties	179	169	126	
DC15	Number of deliberate dwelling fires in unoccupied properties	36	36	24	
DC16	Number of deaths in deliberate dwelling fires	0	1	0	
DC17	Number of injuries in deliberate dwelling fires	10	16	9	

*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. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc.. We are not always in a position to influence a reduction in some of these incident types and this will be reflected in our 2019/20 targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types e.g. RTC's.

KEY PERFORMANCE INDICATORS		Performance 2017/18	Target 2018/19	Performance 2018/19	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non-domestic premises	90	94	76	
NC12	Number of accidental fires in non-domestic premises	202	201	192	
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	639	618	510	
AC12	Number of accidental vehicle fires attended	195	192	199	
AC13	Number of deliberate anti-social behaviour fires (small)	4195	4258	4259	
AC14	Number of accidental small fires attended	596	533	1017	
AC15	Number of 'other' primary fires attended	210	243	221	
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	553	554	617	
RC12	Number of injuries in road traffic collisions attended	298	361	325	
RC13	Number of fatalities in road traffic collisions attended	10	7	12	
SPECIAL SERVICE					
SR11**	Number of calls to cardiac and respiratory related incidents from NWAS – **on hold**	35	Quality Assurance	0	
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic properties	592	667	590	
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2789	2773	2679	
STAFF WELFARE, RISKS & COMPETENCY RELATED INDICATORS					
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	4.32%	4%	3.61%	
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	3.47%	4%	3.13%	
WR13	Total number of operational staff injuries	40	52	45	

** 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 target

Estimated performance for benchmark indicators Total incidents, Total Fires and Total Secondary Fires is within 10% of the annual performance target. However an in increase in most fire incident types occurred during hot, dry weather during Summer 2018. Whilst from August onwards performance returned to normal levels, this has had a significant impact on performance over the whole year.

There were areas where the number of incidents decreased, such as deliberate anti-social behaviour small fires, deliberate fires in non-domestic premises and deliberate vehicle fires. We continue to meet our Attendance Standard of the first appliance being in attendance at all life risk incidents within 10 minutes.

During 2018/19 3.41% of available shifts were lost to sickness absence among all staff. 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 continued to achieve the Attendance Standard for response to life risk incidents within 10 minutes on 94% of occasions, the target is 90%.

NC11 Number of deliberate fires in non-domestic premises
Deliberate fires in non-domestic premises decreased in 2018/19 (76 compared to 90 in 2017/18). However a large proportion of this type of fire (43) occur in prisons and these increased when compared to 2017/18 (39).

AC11 Number of deliberate vehicle fire attended
The number of deliberate vehicle fires attended fell from 639 in 2017/18 to 510 in 2018/19. This is a considerable reduction and reflects the joint working between MFRS and Merseyside Police. Operation Brookdale was aimed at reducing anti-social behaviour around the use of scrambler/off road motorcycles, the success of this operation has consequently reduced the number of fires involving motorcycles which were proportionately quite high for this indicator.

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

TO00 Total number of emergency calls received.
There were 27215 emergency calls received by Fire Control, this was 4235 more calls than in 2017/18. There were 239 more incidents attended than in 2017/18 this is due to sustained hot weather during the summer. There were 6076 emergency calls received in July which was the highest number since July 2006 when 9971 calls were received.

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. Assisting Merseyside Police in gaining entry and searching for missing people were included in this indicator in 2017/18. There are incident types such as some lift rescues and gaining entry to property which are chargeable and bring income into MFRA, approximately £15,000 in 2018/19. MFRS is not in a position to influence a reduction in many types of special service call (road traffic collisions and water rescue being exceptions) so there will be no target for other types of specials service calls in 2019/20.

4.3 KEY PERFORMANCE INDICATORS for 2019/20

KPI Ref	Narrative	Target 2019/20
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	*Quality Assurance*
TC01	Total number of incidents attended	15921
TC02	Total number of fires in Merseyside	7304
TC03	Total number of primary fires attended	2407
TC04	Total number of secondary fires attended	4897
TC05	Total special service calls attended	*Quality Assurance*
TC06	Total number of false alarms attended	5521
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	86.6
Dwelling Fires		
DC11	Number of accidental dwelling fires	960
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	98
DC14	Number of deliberate dwelling fires in occupied properties	150
DC15	Number of deliberate dwelling fires in unoccupied properties	33
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	15
Non Domestic Property Fires		
NC11	Number of deliberate fires in non- domestic premises	86
NC12	Number of accidental fires in non-domestic premises	195

KPI Ref	Narrative	Target 2019/20
	Anti-Social Behaviour	
AC11	Number of deliberate vehicle fires in Merseyside	569
AC12	Number of accidental vehicle fires attended	197
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	4157
AC14	Number of accidental small fires attended	740
AC15	Number of "Other" primary fires attended	217
	Road Traffic Collisions	
RC11	Total Number of Road Traffic Collisions (RTCs) attended	568
RC12	Number of injuries in RTCs attended	352
RC13	Number of fatalities in RTCs attended	7
	False Alarms	
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in **Non Domestic** property	661
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in **Domestic** properties	2812
FC13	The number of false alarm calls attended, discounting false alarm good intent.	*Quality Assurance*
	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	50

5.1 INTEGRATED RISK MANAGEMENT PLAN 2017-20 & IRMP SUPPLEMENT 2019-21

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. We published a three year IRMP in 2017 [link] but a number of significant incidents have given MFRA, in addition to a broader responsibility for National Resilience, cause to reflect on the role of the Fire and Rescue Service. These reflections have resulted in proposals to amend our previous plan with particular regard to the areas of Response and Protection (legislative fire safety).

It is on this basis that we are presenting a supplement to the previous IRMP 2017 – 2020 Plan, as we believe that the environment in which we are now operating has changed and it is different from the one we considered in 2016/17 when we first drew up the 2017 – 2020 IRMP. A two year IRMP Supplement 2019-21 will go out to consultation during Spring 2019 to take these proposals to the public, staff and stakeholders.

Our IRMP 2019/21 objectives and how they differ from our original plans are summarised below:

Operational Response

Original proposals IRMP 2017-20

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). *The secondary contract aspect of this action has been completed.*
4. Undertake recruitment between 2017-20 to ensure numbers and competence is maintained (making sure we have enough firefighters for the future). *To be extended to 2021*
5. We will change some shift patterns from wholetime to days only wholetime crewing (retained cover provided at night).

2019-21 IRMP Supplement

It is proposed that 1, 2 and 3 above are replaced with the following proposals to improve resilience, to effectively address new and emerging risk/learning arising from significant local and national events during this current IRMP period. In adopting the following changes MFRS believes it will be able to address demand and risk more effectively, providing a better service to Merseyside communities than would have been provided by the original proposals.

- *We propose to improve our emergency response and resilience by having up to 30 fire appliances available during the day and night (a combination of Wholetime and Retained). This is an increase on the 26 proposed in our original 2017-20 IRMP.*

- *We propose to achieve this increase in the number of fire engines from 26 (18 immediately available 24/7; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); and 2 fully wholetime retained fire engines which are available on a 30 minute recall 24/7)*

To 30 by providing 20 appliances immediately available; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); 3 fully wholetime retained fire engines which are available on a 30 minute recall 24/7 and 1 Search and Rescue fire appliance.

- *In practical terms this will mean that during the day we will have 27 (inc Search and Rescue appliance) immediately available fire appliances with a further 3 available within 30 mins (for resilience purposes).*

and

- *21 immediately available fire appliances (inc Search and Rescue appliance) during the night with a further 9 available within 30 minutes (for resilience purposes).*

- *To achieve this we intend to increase the number of firefighters employed by Merseyside Fire and Rescue Authority from 620 to 642.*

- *To achieve this we intend to recruit up to 60 new firefighters each year during the life of this plan to maintain the 642 figure.*

- *This proposal also includes a commitment to maintain fire engines with five firefighters at Key locations (including those where five firefighters are required to operate our National Resilience assets) with other locations operating with four firefighters per fire engine.*

- *We will also review the location of our specialist appliances to determine what is the most suitable location based on the risk and demand in the area, the appropriateness of the duty system and the capacity of a fire station to house the additional asset.*

An operational crew of four provides for a nationally recognised safe system of work for the UK fire and rescue service, however we intend to maintain a crew of five at around half our fire stations so that we can respond as efficiently and effectively as possible to life risk incidents.

These arrangements will ensure that we are always able to send at least nine firefighters to life risk incidents either by mobilising one fire engine with five firefighters and a second with five or four, or three fire engines with four firefighters on each.

- *We propose to increase the number of available fire engines by the introduction of a 'Hybrid' duty system at three locations; Liverpool City, Wallasey and St. Helens, this system combines elements of Days, Nights and Retained duties whilst also maintaining immediate cover with at least one 24/7 fire engine.*

- *Adopting such a model would allow us to provide day, night and retained cover and provide three fire engines at each of the locations above (an increase on what was planned in the 2017-20 IRMP)*

- *The Hybrid would deliver immediate and continuous night-time cover at both Liverpool City and Wallasey fire stations.*

The Hybrid model shift system will provide the following from each location:

- Two fire engines immediately available during the day between 0830hrs - 2030hrs and a third fire engine providing retained cover on a 30min recall to help deal with particular busy periods, large scale or protracted incidents.

- One fire engine immediately available during the night between 2030hrs – 0830hrs and two fire engines providing retained cover on a 30min recall to help deal with particular busy

periods, large scale or protracted incidents.

The graphic below describes the proposed change:

In practice, staff will work across all three appliances on a Hybrid duty system undertaking day shifts, night shifts and an equal amount of retained shifts. This equates to approximately 10 day shifts, 5 night shifts and 15 retained shifts per month and where a retained shift either follows a day shift or precedes a night shift, for example:

- 12 hour day shift (0830-2030hrs) followed by a 12 hour retained shift (2030-0830hrs)
- 12 hour retained shift during the day (0830-2030hrs) followed by a night shift (2030-0830hrs)

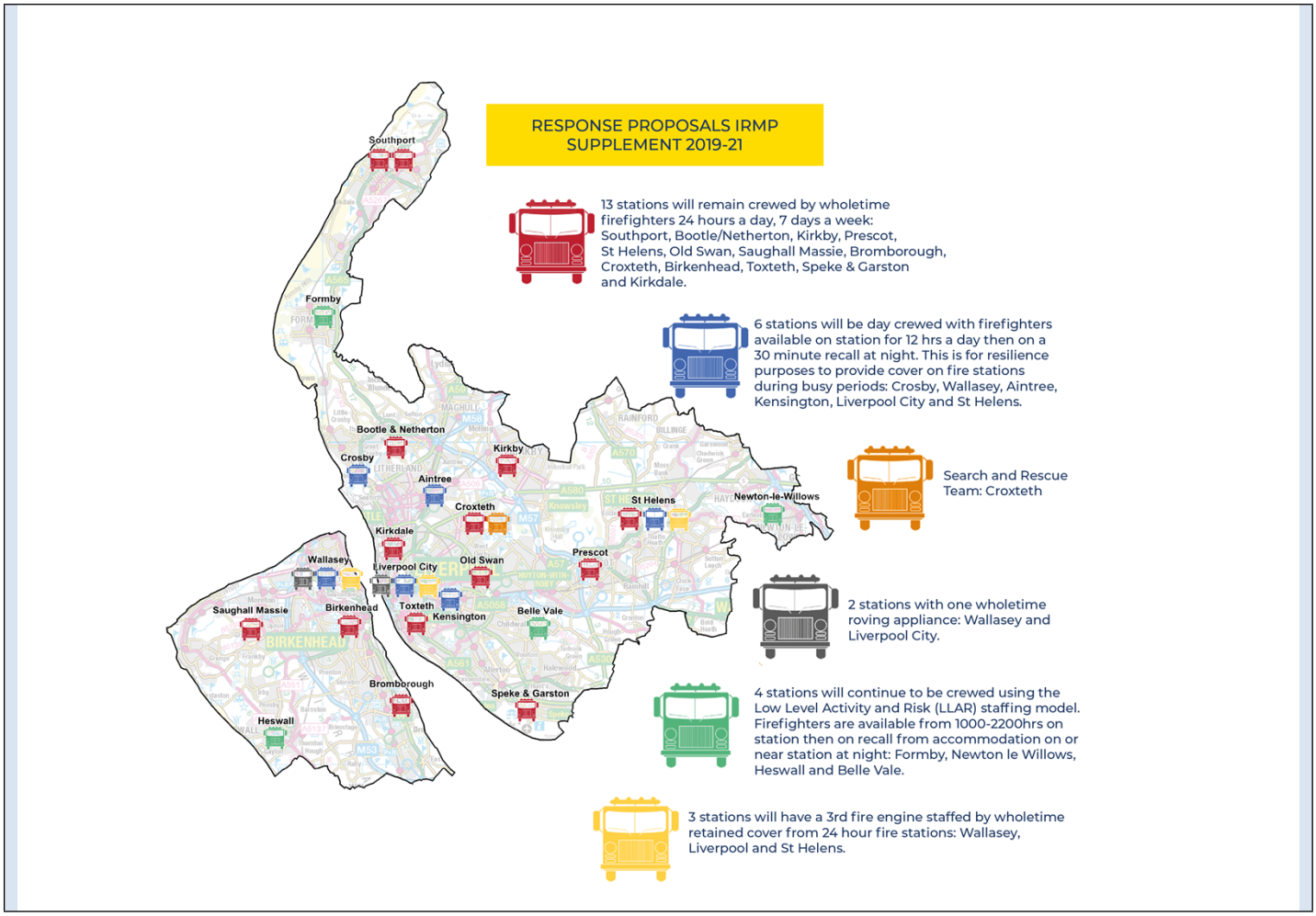
These stations would enhance our response capabilities to terrorist threat, marine and environmental (flood) risk.

The replacement of the original proposals 1-3 with the implementation of three Hybrid stations will increase MFRS appliance numbers from the current 26 to 30.

This proposal is based on the analysis of risk, demand, vulnerability and performance (further details are available in the IRMP Supplement 2019-21).

To achieve this the Authority will be required to utilise some of its financial reserves to pay off debt. This commitment will free up revenue budget that can be invested the front line and other priority areas.

The graphic below shows the number and type of fire engines that would be available if the new proposals are adopted:



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 – *Prescot is now complete and open, Saughall Massie is being built (it is due to open in 2019). In October 2018 the Fire Authority agreed to seek planning permission for a new station in St Helens (on land off Milverney Way/Watson Street).*

New - 2019-21 IRMP Supplement Proposal

We will continue to explore opportunities to improve the efficiency and effectiveness of the Service, including whether the current locations of our fire stations and other buildings allow us to provide the best services and whether there is any scope for further station mergers.

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 – *this will remain in the IRMP and be reviewed when the outcomes of national negotiations are known*

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 also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B and C water rescue teams the Service can deploy.
11. We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of the Home Office.
12. We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.
13. As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX team in similar joint training plans to enhance response capability at major incidents.
14. 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.

New - 2019-21 IRMP Supplement Proposal

We will explore the feasibility of introducing a drone capability which would be provided on a retained basis by crews operating from a hybrid station.

New - 2019-21 IRMP Supplement Proposal

We will explore the use of technology to support the mobilisation of resources to all operational incidents types, using mobile phone capabilities (data/technology) to better inform the mobilisation and dispatch of fire engines and specialist vehicles – e.g. 999Eye (as used by West Midlands FRS).

New - 2019-21 IRMP Supplement Proposal

In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance the information we hold about risks in neighbouring fire and rescue services to assist us when we respond to over the border incidents.

New - 2019-21 IRMP Supplement Proposal

In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance cross border training with neighbouring fire and rescue services to assist us when we respond to over the border incidents.

Community Risk Management

15. 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.
16. Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully integrated early help services, creating shared service Community Safety/Early Help Hubs, which it is envisaged will better co-ordinate resources.
17. 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. 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.

    18a. MFRA would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes.

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

New - 2019-21 IRMP Supplement Proposal

We will increase the number of staff in our Protection team to carry out legislative fire safety work.

We plan to introduce a non-uniformed role of Fire Engineer to provide technical expertise that will assist us provide expert advice to building owners and developers,

This new proposal reflects our additional commitment to Protection and helps to address concerns highlighted by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in their initial report on fire and rescue service inspection. This will help us improve the way in which we work closely with building owners and occupiers to improve compliance with legislation and take action to deal with non-compliance.

We believe that Protection is key to keeping people safe in public and commercial buildings and we propose to increase the number of staff carrying out Protection work by creating five new uniformed manager roles to help improve the capacity of the Protection team.

20. 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.
21. 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. The team will support the management of risk through undertaking 'peak performance' inspections with partners.
22. MFRA will develop a Merseyside Better Business for All approach by April 2018 working with local stakeholders. By working together to remove real and perceived barriers to growth by understanding each other's perspective, we can develop our approach, tackle obstructions and find solutions to move forward.

Finance

23. Financial proposals:

- Prepare a multi-year financial plan
- Set council tax increase in line with the financial plan
- Assume 2% pay increase for our staff for 2019/20 and each year thereafter
- Look to reinvest £1m in frontline services and increase the number of firefighters from 620 to 642.

- Fund the £1m investment from anticipated savings on future debt payments and pension deficit payments.
- Deliver the saving plan approved in the 2018/19 financial plan.

Our five year Medium Term Financial Plan rolls forward each year and it is updated to deal with any changes. Further details can be found in Section 3.2

6.1 EQUALITY, DIVERSITY AND INCLUSION

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 our IRMP and 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[1] 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. The next few years will have a strong focus on the training and support for our staff to equip them to understand Equality, Diversity and Inclusion and embed it into their day to day roles.

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, Diversity and Inclusion Annual Report 2017-18

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[1] **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.	

7.1 FUNCTIONAL PLANS 2019/20

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. IRMP proposals 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, ICT 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 the Fire and Rescue Authority (or one of its committees) 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.

This year Equality, Diversity and Inclusion actions have been incorporated into Functional Plans.

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.

Following approval of the Service Delivery Plan in March 2019, the Service received its Inspection report from Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and the Authority also approved a supplement to its Integrated Risk Management Plan to extend it to 2021.

Following a review of actions required as a result of the inspection, it was found that many were already included in this Plan and they have now been highlighted to make it clear that they are expected to contribute to MFRS improvement in the areas identified by the Inspectorate. A small number of new actions have also been added, or existing actions amended.

Similarly, amendments to this Plan have been made to highlight when actions will contribute to the delivery of objectives contained within the IRMP.

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:

Training	
FP/19/20/1.1 *IRMP*	Complete feasibility study and detailed costing exercise for the proposed redevelopment of the Training and Development Academy (jointly with North West Ambulance Service and Police) and provide MFRA with a fully costed options appraisal.
FP/19/20/1.2 *IRMP*	Progress and implement the most effective and efficient means in providing the correct infrastructure at the Training and Development Academy to deliver Service training.

Collaboration and Interoperability	
FP/19/20/1.3 *IRMP*	Ensure collaborative opportunities with Merseyside Police and North West Ambulance Service are fully explored and kept under review in line with the Policing & Crime Act 2017

Operational Planning and Intelligence	
FP/19/20/1.4 *HMI*	Continue to review Standard Operational Procedures (SOPs) and supporting guidance in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development and maintenance of NOG through Strategic Gap Analysis.
FP/19/20/1.5 *IRMP* *HMI*	Continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information into the development and implementation of Site Information Risk and Hazards , including how we can share cross border risk information and enhance training with neighbouring FRS's
FP/19/20/1.6 *HMI*	Fulfil legislative responsibilities to identify foreseeable risk to ensure the health safety and welfare of employees and the communities we serve by producing risk management plans, emergency response plans and consider National Operational Guidance

Operational Resources and Transport	
FP/19/20/1.7 *IRMP* *HMI*	Progress and implement the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response including feasibility of drone capacity and use of technology to support mobilisation of resources.

Operational Preparedness - Equality, Diversity and Inclusion Objectives:

ED/19/20/4.6 *IRMP*	To review the Training and Development Academy facilities and Croxteth fire station site, in line with the core training delivery model, to ensure Equality and Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.

Operational Response:

FP/19/20/2.1 *IRMP*	Ensure that we maintain the Health, Safety and Welfare of all Merseyside Fire & Rescue Service staff and continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response

HMI	function.
FP/19/20/2.2 *IRMP* *HMI*	Manage our resources efficiently and effectively in order to continue to deliver an excellent Operational Response in the context of planned change over the period covered by the IRMP 2017-20 and the IRMP Supplement 2019/21.
FP/19/20/2.3 *IRMP* *HMI*	Develop our people within Operational Response via continued and improved engagement to deliver a professional service which has a positive impact on our communities and workplace.
FP/19/20/2.4 *IRMP* *HMI*	Operational Response will continue to monitor and assess Fire-fighter, Crew Manager and Watch Manager competency during scheduled Station Manager, Group Manager and Area Manager Audits. This will further complement formal assessments delivered and monitored through the Training and Development Academy.

Operational Response - Equality, Diversity and Inclusion Objectives:

ED/19/20/2.9 *HMI*	Build on the feedback from the 2016 and 2018 Staff Survey and our Service aim 'Excellent People' through a range of staff engagement methods such as focus groups and functional communication.
ED/19/20/2.10	To ensure that operational staff contribute to Knowing our Communities and engage with them to ensure they are safer from fire and risk through equality assurance audits of Home Fire Safety Checks, particularly in relation to recording Equality & Diversity monitoring data. The importance of collecting monitoring data is to be reinforced through diversity briefings and improvements made where a need is identified.

People and Organisational Development:

FP/19/20/3.1 *HMI*	Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work
FP/19/20/3.2	Ways of working that respond to Service model needs
FP/19/20/3.3 *HMI*	Developing Cultural values and behaviours which make the Fire and Rescue Service a great place to work
FP/19/20/3.4	Deliver a support staff review
FP/19/20/3.5 *HMI*	Strengthen leadership and line management
FP/19/20/3.6	Maximise the wellbeing of our people

People & Organisational Development - Equality, Diversity and Inclusion Objectives:

ED/19/20/1.9	Ensure staffing structures and recruitment activity is inclusive for all staff by revisiting the support for staff around: family friendly working, flexible working options and requirements for staff with disabilities.

Community Risk Management

Prevention

FP/19/20/4.1 *HMI*	Evaluate the effectiveness of our Home Fire Risk Assessment methodology in assessing fire risk in domestic premises in consideration of national best practice emerging out of the National Fire Chiefs Council Home Safety Toolkit.
FP/19/20/4.2 *IRMP*	Develop a Safe and Well component within the Home Safety strategy based on the learning from the external evaluation of the Safe and Well Pilot to effectively reduce fire risk in the home due to Health vulnerabilities.
FP/19/20/4.3 *IRMP*	Restructure the department to align our people resource, including staff and volunteers, to optimise delivery of our Prevention priorities.

Community Safety	
FP/19/20/4.4	Review MFRS attendance at community safety strategic partnerships across Merseyside.
FP/19/20/4.5 *HMI*	Implement and embed the MFRS Road and Water Safety Strategies, working with partners.
FP/19/20/4.6 *IRMP*	Produce a sustainable and targeted Youth Engagement Strategy

Protection	
FP/19/20/4.7 *IRMP* *HMI*	Evaluate the effectiveness of our Risk Based Inspection Programme and the Premises Risk Model that underpins it.
FP/19/20/4.8 *IRMP*	Assess the impact of the Hackitt review and other emerging incidents and legislation to inform the resourcing forecast to meet increased demand on MFRS Protection
FP/19/20/4.9 *IRMP* *HMI*	Refresh the Department Succession plan and expand its remit to consider retention risk (technical knowledge, skills and experience).

Community Risk Management - Equality, Diversity and Inclusion Objectives:

ED/19/20/2.1	Increase use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.
ED/19/20/2.3	Continue to deliver and embed an MFRS Safeguarding Strategy for young people and adults and carry out an EIA.
ED/19/20/2.6	Develop appropriate Business Safety Diversity campaigns to support and engage with the diverse businesses across Merseyside to enable them to comply with business safety legislation more effectively.
ED/19/20/3.1	Review Safe & Well delivery and to ensure that the Service takes into account the needs for different Protected Groups in relation to health, fire and wellbeing
ED/19/20/3.5	Continue to deliver tailored RTC interventions specifically to support those protected groups at most risk e.g. young and older age groups.
ED/19/20/3.6	Review the partnership meetings relating to dementia/age/disability attended by CRM staff
ED/19/20/3.7	Offer a re-visit service for the most vulnerable, to include those living with dementia.
ED/19/20/3.8	Introduce the vulnerable adult missing persons profile (the Herbert Protocol – safe and found). Seek to develop new, and maintain existing, partnerships with Dementia Action Alliance members to ensure we maintain current legislation, policies, new innovations and access referrals for Safe and Well visits.
ED/19/20/3.9	Support dementia friendly communities and Dementia Friends through our volunteers,

	Prince's Trust and staff groups – deliver a Memory Café (using Heritage Centre and volunteers – bringing old and young together. – promote Safe and Well visits for MFRA family members.
ED/19/20/4.4	Ensure that Prevention Advocate teams are supported around their skills and knowledge of Equality, Diversity and Inclusion to engage with diverse communities by - The development of an Advocate questionnaire to support appraisals, to identify experience our advocates have around protected groups. This can then help when targeting and engaging with specific protected groups. - Developing a media package including information on our external facing website about the interventions the Prevention team provide and how many campaigns we run each year.
ED/19/20/4.5 *HMI*	Review the Equality, Diversity & inclusion training for all protection staff including any new starters to support their continuing personal development, skills and knowledge especially around the Protected Groups.

Strategy and Performance

FP/19/20/5.1 *HMI*	Continue to embed Equality and Diversity excellence into the organisation
FP/19/20/5.2 *HMI*	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/19/20/5.3	Develop and maintain effective communications and media management with high quality presentation and promotion of information
FP/19/20/5.4 *HMI*	Develop a new Integrated Risk Management plan for 2020.
FP/19/20/5.5 *HMI*	Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology
FP/19/20/5.6	Respond to National ICT Initiatives. The service is scheduled to switch from the current Airwave communication system to an Emergency Services Network, which will provide broadband-type connectivity, allowing us to utilise application type systems. Consequently, we are working to ensure the infrastructure and software systems support this.
FP/19/20/5.7	Develop and implement changes to the catering provision at the Training and Development Academy and Service Headquarters to streamline processes, improve efficiency and income generation and provide card payment facilities.

Strategy and Performance - Equality, Diversity and Inclusion Objectives:

ED/19/20/4.1	Work with the training and development staff to implement the on-line Equality & Diversity training package
ED/19/20/4.2 *HMI*	Investigate the concept of unconscious bias in conjunction with the inclusive leadership work being undertaken by people and organisational development
ED/19/20/4.3	Deliver effective diverse community engagement with limited resources to ensure that MF&RS knows and understands its communities and can respond with appropriate services

Finance:

FP/19/20/6.1 *IRMP*	Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any new savings proposals
FP/19/20/6.2	Monitor the development of the Comprehensive Spending Review 2019; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review, and:- – Respond to any consultation, and – Provide relevant briefing statement to those identified as part of a lobbying strategy with goal of influencing the outcomes of these reviews in a more favourable direction for MFRA, and – Assess the impact on the 2020/21 MTFP and report as part of the 2020/21 Budget Process.
FP/19/20/6.3	Work with People and Organisational Development & Legal/Procurement teams on the procurement strategy / commencement for the replacement Finance/Procurement/HR-Payroll systems.

Legal Services:

Legal	
FP/19/20/7.1	Update and enhance legal service's frequently asked questions in line with issues raised by staff in 2018/19
FP/19/20/7.2	Liaise with and learn more about the objectives and aims of the MFRS functions in order to assist and advise at the earliest opportunity.

Procurement	
FP/19/20/7.3	Maximise procurement potential; seek opportunities to collaborate regionally/ nationally with Blue Light organisations and other public sector bodies
FP/19/20/7.4	Support corporate priorities to ensure the successful delivery of MFRA and National Resilience business objectives and work programmes.

Democratic Services	
FP/19/20/7.5	Re-invigorate engagement activity between staff and Members, to ensure that it is as inclusive as possible.
FP/19/20/7.6	Increase awareness across the organisation of Committees and the reporting process, following the introduction of the new meeting structures across the organisation.

Estates and Facilities	
FP/19/20/7.7	Implementation of the 5 year capital build programme Consideration of potential future mergers opportunities to be included in the Estates section of the functional plan, taking into consideration potential future Station mergers and changes in the IRMP.
FP/19/20/7.8	Ensure MFRS property is managed and maintained to meet operational goals and objectives to be met whilst obtaining value for money from Private Finance Initiative and Facilities Management contracts.

Legal Services - Equality, Diversity and Inclusion Objectives:

ED/19/20/2.16	To create a website page specifically for Authority Members, to enable easy access to relevant information from one place by • Identify information that would be beneficial for Members to have access to. Utilisation of Member's knowledge of their communities
ED/19/20/2.21 *HMI*	To carry out staff engagement across the departments to improve staff morale and challenge issues raised in the staff survey to improve staff perceptions/morale through ongoing staff engagement activities with functional staff.
ED/19/20/2.22	To continue to ensure that Equality & Diversity considerations are identified and mitigated against where required to ensure that buildings are accessible, through the development and implementation of a five year Asset Strategy for the estate by: • Making MF&RA accessible for people with disabilities especially those who are Deaf or have a hearing impairment, visually impaired or wheelchair users Ensure that all barriers and intercoms are accessible (e.g. hearing loops), suitable parking is available, at the front of the building and suitable signage installed, while still meeting our security needs
ED/19/20/4.12	Ensuring staff and Members are equipped to carry out their role by: • Ensuring that ALL groups get equitable treatment (e.g. challenged fairly) • Offering advice to officers (e.g. RRO) Staff/Members receive training to ensure they are equipped to carry out their role and show due regard to the needs of our diverse community groups as required by the Equality Act

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. Station Plans can be found at Appendix 3.

Station output targets for 2019/20 are:

	SSRI	HFSC	HYDRANT	WASTE & FLY	PREV TALKS	SOFSA
TOTALS	**1895**	**44148**	**1487**	**936**	**684**	**2208**

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

During Spring 2019 we undertook 12 weeks consultation with public, staff and stakeholders around proposals in the draft IRMP 2019-21 supplement. Details of the consultation are available on the MFRA website IRMP 2019/21 Supplement Consultation. 2019-21 Supplement to IRMP 2017/20 is also available on the website.

When developing a new IRMP or making significant changes (such as station closures or changes to crewing/appliances), 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 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 Radiation 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 the 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 Coordinating 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

Appendix 2

Aintree Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Complete allocated SSRI inspections within the station area and ensure this is current and available to all crews. Manage the availability of water supplies through hydrant inspections and open water source identification and pre-planning. Attend all core and risk critical training courses at the Training & Development Academy (TDA). Complete allocated LearnPro and continually achieve the required standard. Undertake Safe Person Assessments ensuring the required standard is met, maintained and recorded. Familiarise, train for and exercise against risks in the station area such as the major hospitals, prisons, racecourse, business parks, motorway network and small businesses.	Maintain the highest standards of operational response through training, exercising and audit. Maintain specialist competencies against MDU, through regular pre-planned training and annual validation. Test and maintain all equipment and Personal Protective Equipment (PPE) in line with Service policy Test local and operational plans through training, exercising and table top scenarios. Support the key station principle to maintain the 10 minute response standard on 90% of occasions. Remain vigilant to prevent accidents occurring and actively record and manage health & safety in the workplace.	Deliver HFSC's using a risk based approach, utilising status reports, local knowledge, incident data and partner information to identify specifically over 65's and the most vulnerable in our community. Incorporate a number of seasonal campaigns & themes into prevention activities which will be locally and functionally led, responding to local demands as well as national campaigns Conduct Simple Operational Fire Safety Assessments (SOFSA) providing advice and guidance to small businesses to ensure compliance with legislation whilst also providing familiarisation for crews. Link in with the Arson Reduction Team to support intelligence activities. Collate & monitor Equality Data from our activities to ensure that we target all groups within our community	Conduct appraisals in April and May to review performance and promote personal development. Set realistic objectives for staff that will support individual, team and organisational aims and objectives. Identify and support individuals who would like to develop or progress their careers ensuring suitable opportunities are created Provide sufficient support for the Firefighters in development via mentorship, structured training & development activities and station based NVQ assessors Provide opportunity and support to develop new drivers on station Keep absence levels in line with service policy. Maintain fitness levels through shift related physical training activities Support positive action by delivering station based taster days for potential future firefighters

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

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

	Estimated Performance 2018/19	Estimated Targets 2019/20
All Fires	406	308
Accidental Dwelling Fires (ADFs)	46	34
Anti-Social Behaviour Fires (ASBs)	206	148
RTC	14	16
Deliberate Vehicle Fires	31	30
Alert to Mobile	98.3%	95%
AFAs in Non Domestic Premises	82	60
Domestic Smoke Alarm Actuations	60	62

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	66
Home Fire Safety Checks	2019
Hydrant Surveys	48
Waste & Fly Tipping	24
Prevention talks	12
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

The targets are based on 5 years performance data.

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

Belle Vale Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Complete scheduled Site Specific Risk Information and Site Information Risk and Hazard inspections within station area to ensure that key risk information is available to operational crews. Complete the allocated hydrant surveys within the 12 month period. Maintain core skills by on station training and attendance at programed TDA courses Maintain specialist skills through training and prepare for specific incident types matching the station profile including Motorways, High Rise Buildings and Shopping Centres Complete all Learnpro modules and assessments. Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations Maintain National HVP Deployment capability.	Ensure all aspects of operational response can be conducted safely and efficiently. Maintain HVP capability by training and exercising with other HVP crews, plus familiarisation to non- HVP crews. Complete all Safe Person Assessments. Conduct routine testing and maintenance of equipment. Conduct routine off site and table-top exercising. Promote a positive safety culture to manage health and safety requirements. Support the Key Station principle by providing cover moves to maintain 10 minute response standard. Mobilise to incidents in the fastest possible time.	Deliver HFSC's on a risk based approach to ensure that our resources are utilised to maximum effect using status reports, local knowledge & incident history to ensure we are targeting vulnerable groups. Identify areas where standards of fire cover have not been achieved and carry out targeted activity in those areas. Engage with Youth engagement to support the Princes Trust. Work closely with Community Prevention teams & partners to identify vulnerable community members to provide interventions. Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns. Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.	Personnel maintain personal fitness levels in line with station work routine. Support is provided to staff who are exposed to critical incidents via established support networks. Individual and team performance is reviewed to support staff and promote continuous improvement. Absence levels are managed and staff are supported in line with service procedures. Individual appraisals are conducted within April and May of 2019 to support and develop staff. Staff wishing to progress into management roles are developed and supported. A positive working environment is promoted to reflects the values expected of MFRS staff Best practice is reviewed and shared from all activities where identified.

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

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

	Estimated 2018/19	Target 2019/20
All Fires	168	308
Accidental Dwelling Fires (ADFs)	27	34
Anti-Social Behaviour Fires (ASBs)	102	148
Deliberate Vehicle Fires	8	30
RTC	21	16
Alert to mobile	97.4%	95%
AFA in Non Domestic Premises	3	17
Domestic Smoke Alarm Actuations	101	108

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	34
Home Fire Safety Checks (HFSC's)	2178
Hydrant Surveys	54
Waste and Fly Tipping	24
Simple Operational Fire Safety Assessments	96
Prevention Talks	48
Off Station Exercising	2

The 2019/20 targets are based on 5 years performance data

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

Birkenhead Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Birkenhead will: Complete visits to premises, understand the risks that site poses and appropriately record this information. Complete all hydrant surveys. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Continuously develop knowledge and understanding of local risks: through station based training and multi-pump exercises at these sites utilising operational plans and information. Maintain specialist skills through training and prepare for specific incident types matching the station profile and allocated specialisms. Compete all e-learning packages and achieve the required standard.	The team at Birkenhead will: Continuously develop skills, knowledge and understanding of service equipment and procedures. Work with neighbouring fire station teams to carry out joint training events rotating on a monthly basis. Continue to develop their command support skills to provide this function at operational incidents. Complete all allocated SPA's Follow all Service guidance, policies and procedures. Remain vigilant and take action to prevent accidents occurring and actively promote a positive Health and Safety culture in our workplace. All respond to notification of incidents immediately and try to minimise our alert to mobile times.	The Birkenhead team will: Undertake prevention activities and campaigns to reduce risk for those at high risk of fire or other emergency within our community. Target community safety activity at those who are vulnerable, elderly or lead a high risk lifestyle. Liaise with Community Risk Management and Wirral District Prevention Teams to ensure effective use of resources. Develop and support activities to reduce ASB fires by effectively working with partners. Promote fire safety awareness in the small business community by conducting Simple Operational Fire Safety Assessments. We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors	The Birkenhead team will: Support each other. Help develop and promote a positive culture whereby all individuals fulfil their potential. Take practical steps to assist in the development of staff in their current role and career progression opportunities. Conduct regular appraisals that identify individual development needs, address organisational objectives and manage individual progress. Aim to achieve perfect attendance at work. Engage with and support local youth groups to promote our values.

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

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

	Estimated Performance 2018/19	Estimated Target 2019/20
All Fires	463	489
Accidental Dwelling Fires (ADFs)	69	70
Anti-Social Behaviour Fires (ASBs)	249	288
Deliberate Vehicle Fires	34	37
RTC's	29	32
Alert to mobile	97.4%	95%
AFAs in Non-Domestic Premises	29	24
Domestic Smoke Alarm Actuations	241	269

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

	Annual 2019/20
Site Specific Risk Information (SSRIs)	73
Home Fire Safety Checks (HFSC's)	2019
Hydrant Surveys	84
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	24
Off Station Exercising	2

The targets are based on 5 years performance data

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

Bootle & Netherton Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness

There are 56 projected SSRI's for revisit in 2019/20 which crews will complete via the station schedule. Crews will monitor local business and risk for any new SSRI's which may be generated and prepare for the transition to SIRAH. SM will QA SSRIs and SIRAH inspections.

48 Hydrant surveys will be completed by crews for Bootle's station area with allowance for new build developments.

The station training planner provides the theoretical training schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate. Developing personnel will be supported in undertaking IFE examinations where applicable.

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

Two off station exercises will be arranged and completed by station watches, taking into account local risks and potential incidents.

Excellent Operational Response

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

Bootle/Netherton will continue to maintain a high level of achievement against the 1.9min 'alert to mobile' and 10min response standard for the rescue appliance.

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

All staff will comply with service guidance, instructions and procedures.

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

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

Excellent Prevention and Protection

There were 52 ADF's in 2017/18. (April to April). The station risk profile is predominantly residential. Watches will prioritise the over 65's when carrying out HFSC's and will complete 2178 HFSC's over the year.

Vulnerable or at risk groups will be prioritised through local partnerships and assisted by our crews to support their safety from fire or injury.

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

Watches will carry out 12 prevention talks over the year to educate and inform community groups, in addition to forging links with local schools to promote fire safety messages.

96 Simple Operational Fire Safety Assessments will be completed over the year to raise fire protection standards and commercial safety.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Watch Managers will continue to develop individuals through setting appraisal objectives that will facilitate the station organisational aims and objectives. This will include the development of Crew Managers through training, responsibility and operational exposure.

All appraisals to be completed within specified time scales. For 2019 this will be achieved by the end of May.

Absence levels on the station will be monitored and staff encouraged to manage their physical/mental health and well-being and utilise appropriate supportive resources to maintain the expected attendance record. This will be achieved in conjunction with Occupational Health where required.

Staff will take part in regular gym sessions to enhance fitness, performance and overall health.

Staff will actively promote Service values and ensure a healthy, safe and positive workplace is experienced by all employees.

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

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

	Estimated Performance 2018/19	Estimated Targets 2019/20
All Fires	283	290
Accidental Dwelling Fires (ADF's)	37	42
Anti-Social Behaviour Fires (ASB's)	151	148
RTC	36	32
Deliberate Vehicle Fires	23	27
Alert to Mobile	92.6%	95%
AFA in Non Domestic Premises	20	19
Domestic Smoke Alarm Actuations	87	87

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	56
Home Fire Safety Checks	2178
Hydrant Surveys	48
Waste and Fly tipping	48
Prevention Talks	12
Simple Operational Fire Safety Assessments	96
Seasonal Prevention Campaigns	4
Off Station Exercises	2

The targets are based on 5 years performance data.

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

Bromborough Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness

Crews at Bromborough Fire Station will:

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

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

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

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

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

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

Excellent Operational Response

Crews at Bromborough Fire Station will:

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

Train and assess competence against National and Local policy, guidance and procedures in all areas, to maintain the highest standards of operational response, to resolve incidents safely and effectively.

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

Obtain high performance scores in operational assurance audits.

Maintain appliances and equipment through testing and maintenance.

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

Excellent Prevention and Protection

The station area contains significant areas of socio-economic deprivation and high risk communities. As a station we will contribute towards our mission of safer stronger communities by:

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

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

Participate in NFCC & MFRS safety campaigns to engage with the community.

Work closely with the Community Prevention Team to identify vulnerable groups or individuals to receive prevention education.

Target anti-social behaviour & waste material build-up to reduce ASB fires.

Undertake the Simple Operational Fire Safety Assessments to provide advice and guidance to businesses to ensure compliance with legislation.

Excellent People

All staff will:

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

Identify & support individuals who wish to develop/progress their careers by setting objectives to enhance and support development within current role or to progress to the next level.

Review all areas of the station plan and performance throughout the year as quality assurance.

Manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low in line with Service policy.

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

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

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

	Estimated Performance 18/19	Estimated Target 19/20
All Fires	170	191
Accidental Dwelling Fires (ADFs)	35	25
Anti-Social Behaviour Fires (ASBs)	70	99
Deliberate Vehicle Fires	13	9
RTC's	19	23
Alert to mobile	94.7%	95%
AFAs in Non Domestic Premises	34	31
Domestic Smoke Alarm Actuations	86	95

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

	Annual 19/20
Site Specific Risk Information (SSRIs)	45
Home Fire Safety Checks	2178
Hydrant Checks	41
Waste & Fly Tipping	48
Prevention Talks	48
Simple Operational Fire Safety Assessments	96
Off Station Exercise	2

The target is based upon 5 years performance data

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

Crosby Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
All station personnel will train and exercise against identified risks within their station area as per Site Specific Operational Response Plans. The port are will play a major part in the station preparedness. All personnel will maintain their operational competence as promulgated by the training planner. This will be further enhanced by daily innovative drill and learning sessions. Crosby will complete xx allocated SSRI inspections within the station area. Manage the availability of water supplies through hydrant inspections be completed annually. With the main focus during the drier months. Attention will be given to the port area and hydrant location. Personnel to attend all Training & Development Academy core risk critical training courses All personnel to complete allocated Learnpro and achieve the required standard.	All personnel will continuously train, learn and develop their skills, knowledge and understanding of service equipment and procedures. All personnel to complete allocated Safe Person Assessments. Crosby has a good response standard Watch Managers will ensure that alert to mobile times continue to be met. All staff will follow service guidance, instructions and procedures. All staff will ensure correct Personal Protection Equipment is worn and maintained. All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place. All near misses will be reported. Support the key station principle to maintain the 10 minute response standard on 90% of occasions. Competent crews will play a key role in supporting the operational response of the Firefighters in development through various activities.	All Operational staff will undertake weekly Community Safety campaigns The station risk profile is mainly residential with a varied age profile. The main focus will be on the over 65 age group and the most vulnerable in the community as taken from the status reports. We will work with partners to ensure we are supporting the most vulnerable people in the community. This will be met by carrying out 1836 Home Fire Safety Checks WM's will use local knowledge and liaise with the Prevention Team to identify vulnerable groups or individuals to receive prevention education. All personnel will provide Protection advice after attending unwanted AFA activations to support the business community and assist the Directorate in reducing attendances type of incident. Crews will carry out Simple Operational Fire Safety Assessments and liaise with protection staff to ensure non domestic fires are reduced. We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors	Watch Managers will continue to develop individuals this will be achieved by setting appraisal objectives that will facilitate the station organisational aims and objectives. All appraisals to be completed within specified time scales. For 2017 this will be the end of May. Absence levels on the station will be monitored and staff encouraged to manage their health and well-being and utilise appropriate supportive resources to maintain the expected attendance record. Staff will take part in regular gym sessions to enhance fitness and longevity ability. All staff will engage in creating a culture on the station which supports colleagues and ensures a positive working environment. Provide sufficient support for the Firefighters in development via mentorship, dedicated contact managers, training and development activities.

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

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

	Estimated Performance 2018/19	Estimated Targets 2019/20
Total Fires	324	337
Accidental Dwelling Fires (ADFs)	47	56
Anti-Social Behaviour Fires (ASBs)	187	177
Road Traffic Collisions (RTCs)	21	17
Deliberate Vehicle Fires	14	21
Alert to Mobile	94.8%	95%
AFAs in Non Domestic Premises	8	17
Domestic Smoke Alarm Actuations	157	141

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	46
Home Fire Safety Checks	2019
Hydrant Surveys	73
Waste and Fly tipping	48
Prevention talks	48
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

The targets are based on 5 years performance data

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

Croxteth Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness

The Station will continue to complete SSRI's in 2019/20 which crews will complete via the station schedule, until the SIRAH project is delivered to Station. Crews will monitor local Business and risk for any new SSRI's that may be generated. SM will QA SSRI's.

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

The station training planner provides the LearnPro/SPA schedule for the year and crews will complete monthly modules aspiring to a100% completion rate.

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

All staff will complete risk critical core training at the TDA.

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

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

Excellent Operational Response

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

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

Train and assess competence against National and Local policy, guidance and procedures in all areas, to maintain the highest standards of operational response, to resolve incidents safely and effectively.

Crews will undertake regular on - station training in line with monthly themes which will be assured via Station Manager OAT Audits. This includes assurance of PPE and equipment. Contribute to organisational learning by conducting debriefs and sharing learning from off-site training exercises.

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

Excellent Prevention and Protection

The station area contains significant areas of socio-economic deprivation and high risk communities. As a station we will contribute towards our mission of safer stronger communities by:

Targeting the high risk and vulnerable over 65 community for prevention activity, crews will utilise status reports to identify and target high risk groups for HFSC activity aspiring to achieve 1854 in the year. Crews will ensure that Equality & Diversity information is captured to ensure we are engaging with all members of our community.

Crews will use local knowledge to proactively identify vulnerable groups or individuals.

Target anti-social behaviour & waste material build-up to reduce ASB fires.

Croxteth will continue to undertake Simple Operational Fire Safety Assessments. Audits will be aimed at the local smaller businesses and be identified using intelligence from Protection and local knowledge.

Excellent People

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

Identify & support individuals who wish to develop/progress their careers by setting objectives to enhance and support development within current role or to progress to the next level.

Review all areas of the station plan and performance throughout the year as quality assurance

As Croxteth is a USAR/Technical Rescue station Crews will continue to maintain existing skills and develop new ones as required and to support the development of newer members to the team.

Manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low in line with Service policy.

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

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

	Estimated Performance 18/19	Estimated Target 2019/20
All Fires	402	416
Accidental Dwelling Fires (ADFs)	41	45
Anti-Social Behaviour Fires (ASBs)	258	278
Deliberate Vehicle Fires	30	35
RTC's	27	28
Alert to mobile	97.1%	95%
AFA in Non Domestic Premises	3	6
Domestic Smoke Alarm Actuations	107	102

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	46
Home Fire Safety Checks	1854
Hydrant Surveys	61
Waste & Fly Tipping	48
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

The targets are based on 5 years performance data.

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

Eccleston Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Complete SSRI inspections on premises and significant industrial risk. To provide operational intelligence and risk information for all crews at incidents. Transition to and complete SiRAH inspections once training has been received. Conduct and complete all hydrant surveys. Maintain core competencies by attending scheduled core training at the Training & Development Academy. Plan training and exercises on local risks, identified through the SSRI process. Compete all e-learning packages and achieve the required standard. Progress any new development firefighter to achieve competence in a satisfactory time frame.	Complete daily training in line with the training planner and assess against National and local policy, guidance and procedures. Ensure we respond to incidents within the 10 minute response isochrones as detailed in the IRMP. Carry out joint training with partner stations, including integrating with new members of the service and incorporating ongoing training using the combined platform ladder to provide resilience for the service. Maintain core skills through completion of SPA's at 100% Promote a positive health and safety culture at all times ensuring compliance with instructions, identifying and investigating near misses, accidents and injuries. Maintain appliances and equipment to ensure operational readiness.	Utilise the status report to target properties where high risk and vulnerable over 65 community live for prevention activity and utilise the visit to collate equality and diversity data on our communities. Incorporate seasonal themes into prevention activities as identified through local needs, national campaigns and in line with the needs of our diverse community. Welcome community groups to utilise station facilities & promote safe & well living to make the community safer. Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide interventions. Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns. Undertake SOFSA to provide advice and guidance to ensure compliance with legislation.	Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction. Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum. Utilise dedicated time and station facilities to complete Physical fitness training. Create and promote a positive development culture where people can develop to their full potential. Encourage personal development, career progression and promotion on station Embrace and encourage the diverse community and working community we serve to make people safer and healthier.

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

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

	Estimated Performance 2018-19	Estimated Target 2019-20
All Fires	216	228
Accidental Dwelling Fires (ADFs)	24	34
Anti-Social Behaviour Fires (ASBs)	122	140
Deliberate Vehicle Fires	14	11
RTC's	24	23
Alert to Mobile	98.8%	95%
AFA in Non Domestic Premises	25	11
Domestic Smoke Alarm Actuations	81	89

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	96
Home Fire Safety Checks (HFSC's)	1689
Hydrant Surveys	72
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	24
Off Station Exercising	2

The targets are based on 5 years performance data

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

Formby Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
There are 42 projected SSRI revisits in 2019/20 which crews will complete via the progress schedule. Preparation will be made for the transition to SIRAH. SM will QA SSRI and SIRAH inspections. Identify, risk assess and test key locations for HVP access for water supplies, including 29 hydrant inspections. The station training planner provides the theoretical training schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate. Developing personnel will be supported in undertaking IFE examinations where applicable. Personnel to attend all TDA and core risk critical training courses. Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations. Two off station exercises to be completed.	The station training planner provides a monthly SPA schedule and crews will undertake assessments achieving a 100% completion rate. Formby will continue to maintain a high level of achievement against the 1.9min 'alert to mobile' and 10min response standard for the rescue appliance. Maintain HVP capability and raise awareness by training and exercising with other HVP/non HVP crews. Crews will undertake regular on - station training in line with monthly themes which will be assured via Station Manager Audits. This includes assurance of PPE and equipment. All staff will comply with service guidance, instructions and procedures. All staff will remain vigilant to prevent accidents occurring and actively record health and safety in the work place. All near misses will be reported through OSHENs.	There were 13 ADF's in 2018. (January to January). The station risk profile is predominantly residential. Watches will prioritise the over 65's when carrying out HFSC's and will complete 2178 HFSC's over the year. Vulnerable or at risk groups will be prioritised through local partnerships and assisted by our crews to support their safety from fire or injury. Crews will support CFOA and Service campaigns throughout the year and target the identified groups/areas. 96 Simple Operational Fire safety Assessments will be completed over the year to raise fire protection standards, assure commercial safety. Watches will aim to carry out waste and fly tipping audits, focussing on peak periods or identified areas. Monitor and protect local heritage including Formby Pinewoods. Deliver "Beach Safe" initiative and safety talks to community groups.	Watch Managers will continue to develop individuals through setting appraisal objectives that will facilitate the station organisational aims and objectives. This will include the development of Crew Managers through training, responsibility and operational exposure. All appraisals to be completed within specified time scales. For 2019 this will be achieved by the end of May. Absence levels on the station will be monitored and staff encouraged to manage their physical/mental health and well-being and utilise appropriate supportive resources to maintain the expected attendance record. This will be achieved in conjunction with Occupational Health where required. Staff will take part in regular gym sessions to enhance fitness, performance and overall health. Staff will actively promote Service values and ensure a healthy, safe and positive workplace is experienced by all employees.

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

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

	Estimate Performance 2018-19	Estimated Target 2019-20
All Fires	104	72
Accidental Dwelling Fires (ADFs)	11	10
Anti-Social Behaviour Fires (ASBs)	51	38
Deliberate Vehicle Fires	0	2
RTC's	6	7
Alert to Mobile	93.8%	95%
AFA in Non Domestic Premises	2	3
Domestic Smoke Alarm Actuations	21	25

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	42
Home Fire Safety Checks (HFSC's)	2178
Hydrant Surveys	29
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	48
Off Station Exercising	2

The targets are based on 5 years performance data

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

Heswall Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Heswall will: Manage emergency water supplies by inspecting hydrants and alternative water supplies within the station area. Gather Site Specific Risk Information to ensure that key risk information is available to operational crews. Maintain core skills through training and prepare for specific incident types matching the station profile including high speed roads, rural incidents, mud rescue and coastline. Complete all Learnpro modules and assessments Arrange and conduct inter agency training and exercises to develop and test interoperable procedures. Maintain, test and train with National Resilience High Volume Pump (HVP) asset in conjunction with other LLAR stations Maintain National HVP Deployment capability.	The team at Heswall will: Ensure all aspects of operational response can be conducted safely and efficiently. Maintain HVP capability by training and exercising with other HVP crews, plus familiarisation to non- HVP crews. Complete all Safe Person Assessments and maintain knowledge of current service guidance and procedures. Manage routine testing and maintenance of equipment. Conduct routine off site/tabletop exercising. Mobilise to incidents in the fastest possible time and provide cover moves to maintain the key station standard. Develop a positive safety culture to manage Health and Safety requirements Promote organisation learning by	The Team at Heswall will: Deliver HFSC's on a risk based approach so that our resources are utilised to maximum effect. Incorporate diversity data & themes as identified through station profile to deliver services to our community including the elderly, socially isolated & other higher risk groups. Collate and monitor Equality Data from our activities to ensure that we target all groups within our community. Conduct Simple Operational Fire Safety Assessments to provide advice and guidance to ensure small businesses to comply with legislation. Support ongoing collaboration with community groups to utilise station facilities. Promote Heswall fire station as a Safe Haven to offer assistance to those feeling at risk.	The Team at Heswall will ensure that: Personnel maintain personal fitness levels in line with station work routine. Individual appraisals are conducted to support and development staff. Individual and team performance is reviewed to promote continuous improvement. Staff wishing to progress into management roles are developed and supported. Absence levels are managed and staff are supported in line with service procedures Support is provided to staff who are exposed to critical incidents via established support networks A positive working environment is promoted to reflects the values expected of MFRS staff Best practice is reviewed and shared from all activities where identified.

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

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

	Estimated Performance 2018-19	Estimated Target 2019-20
All Fires	56	57
Accidental Dwelling Fires (ADFs)	12	12
Anti-Social Behaviour Fires (ASBs)	26	23
Deliberate Vehicle Fires	0	2
RTC's	14	13
Alert to mobile	92.4%	95%
AFAs in Non Domestic Premises	17	10
Domestic Smoke Alarm Actuations	32	32

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	44
Home Fire Safety Checks (HFSC's)	2178
Hydrant Surveys	31
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	48
Off Station Exercising	2

The targets are based on 5 years performance data

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

Kensington Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness

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

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

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

Complete allocated LearnPro and continually achieve the required standard.

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

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

Excellent Operational Response

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

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

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

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

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

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

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

Excellent Prevention and Protection

Deliver HFSC's using a risk based approach, utilising status reports, local knowledge, incident data and partner information to identify specifically over 65's and the most vulnerable in our community. Ensuring that data captures the true ethnicity of the community

Incorporate seasonal campaigns & themes into prevention activities, responding to local demands as well as national campaigns.

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

Link in with the Arson Reduction Team to support intelligence activities. Link in with youth engagement within the local community and Princes Trust

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

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

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

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

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

Provide opportunity and support to develop new drivers on station

Keep absence levels in line with service policy.

Maintain fitness levels through shift related physical training activities

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

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

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

	Performance Estimates 2018/19	Estimated Targets 2019/20
All Fires	321	412
Accidental Dwelling Fires (ADFs)	49	57
Anti-Social Behaviour Fires (ASBs)	193	236
RTC	19	21
Deliberate Vehicle Fires	27	40
Alert to Mobile	97.2%	95%
AFA in Non Domestic Premises	37	40
Domestic Smoke Alarm Actuations	211	191

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	57
Home Fire Safety Checks	1854
Hydrant Surveys	73
Waste & Fly Tipping	48
Prevention talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

The targets are based on 5 years performance data.

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

Kirkby Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Complete SSRI and SIRAH inspections on COMAH sites, industrial risk and premises, to provide operational intelligence and identify potential hazards to crews at operational incidents. Complete the allocated hydrant surveys within the 12 month period. Maintain core competencies by attending scheduled core training at the Training & Development Academy. Maintain operational readiness via on and off site training. Measure and confirm competencies via SPA and Learn Pro assessments Plan local training exercises and familiarisation visits to identified risks within the station SSOP including COMAH sites and High Rise premises, to also include local businesses identified through the SSRI process.	Ensure all aspects of operational response can be conducted safely and efficiently in line with the training planner and assess against National and local policy, guidance and procedures. Maintain core skills through completion of SPA's at 100% Maintain 95% against LPI 129 alert to mobile within 1.9 minutes and LPI 137 attendance standard, attending all life risk incidents within 10 minutes Promote a positive safety culture to manage health and safety requirements. Maintain appliances and equipment to ensure operational readiness. Conduct routine testing and maintenance of equipment Mobilise to incidents in the fastest possible time.	Deliver HFSC's on a risk based approach to ensure that resources are utilised to maximum effect. Utilise status reports, local knowledge and incident history to ensure we are targeting vulnerable groups. Identify areas where standards of fire cover have not been achieved and carry out targeted activity in those areas. Engage with Youth engagement to support the Princes Trust and cadet schemes. Welcome community groups to utilise station facilities and promote safe and well living to make the community safer. Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide interventions. Undertake SOFSA to provide advice and guidance to ensure compliance with legislation. We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors	Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction. Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum. Utilise dedicated time and station facilities to complete Physical fitness training. Create and promote a positive working environment to reflect the values expected of MFRS staff Embrace and encourage the diverse community and working community we serve to make people safer and healthier. Best practice is reviewed and shared from all activities where identified. Support provided to staff who are exposed to critical incidents via established support networks.

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

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

	Estimated Performance 2018-19	Estimated Target 2019-20
All Fires	500	349
Accidental Dwelling Fires (ADFs)	44	32
Anti-Social Behaviour Fires (ASBs)	297	215
Deliberate Vehicle Fires	28	30
RTC's	20	19
Alert to Mobile	91.9%	95%
AFA in Non Domestic Premises	11	12
Domestic Smoke Alarm Actuations	68	56

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

	Annual Target 19/20
Site specific risk information (SSRIs)	144
HFSC's	1524
Hydrant checks	34
Waste & fly tipping	24
Prevention talks	24
Simple Operational Fire Safety Audits	96
Off station exercises	2

The target is based on 5 years historical incident data.

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

Kirkdale Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
All personnel will follow the monthly training planner to ensure operational competency is maintained and SPA/learnpro expectation is achieved. All personnel will complete allocated SSRI inspections within specified station area. Manage the availability of water supplies through Hydrant surveys which will be completed annually. With the main focus during the drier months. Attention will be given to the areas of the city where fires have occurred. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant SSOP's. Liaise and collaborate with strategic partners to assist in operational preparedness matters. Compete all e-learning packages and achieve the required standard.	Continuously develop skills, knowledge and understanding of service equipment and procedures through practical and theoretical training. Attend partner stations to carry out joint training events and host similar events on a monthly basis. Continue to develop their skills and knowledge in mass decontamination to further enhance their role in this area. Complete all allocated SPA's Follow Service guidance, policies and procedures. Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace. Support the key station principle to maintain the 10 minute response standard on 90% of occasions	Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals. Support partners stations in targeted community safety activities. Ensure robust liaison with Community Risk Management and District Prevention is continued so resources are utilised effectively. Incorporate a number of seasonal campaigns and themes into prevention activities which will be both locally and functionally led and will respond to local demands as well as national campaigns Crews will carry out Simple operational fire safety assessments and liaise with protection staff to ensure non domestic fires are reduced We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors	Support each other to develop and promote a positive culture whereby all individuals fulfil their potential. During appraisals the SM and WM's will identify individuals who would like to develop or progress their careers and ensure opportunities are created during the year to support this. Appraisal objectives are to be reviewed on a regular basis to ensure they are progressing. All appraisals to be completed within specified time scales. For 2018 this will be the end of May. All personnel will be proactive in managing their health and well-being and utilise appropriate supportive resources to maintain the expected attendance record. All staff will engage in creating a culture on the station which supports colleagues and ensures a positive working environment.

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

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

	Estimated Performance 2018/19	Estimated Target 2019/20
All Fires	334	427
Accidental Dwelling Fires (ADFs)	40	50
Anti-Social Behaviour Fires (ASBs)	183	256
Deliberate Vehicle Fires	25	33
RTCs	40	28
Alert to mobile	91.1%	95%
AFAs in Non Domestic Premises	14	19
Domestic Smoke Alarm Actuations	122	133

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

	Annual Target 2019/20
Site Specific Risk Information (SSRIs)	57
Home Fire Safety Checks (HFSC's)	1524
Hydrant Surveys	82
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	48
Off Station Exercising	2

The targets are based on 5 years performance data

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

Liverpool City Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness

The team at Liverpool City will:

Complete visits to premises, identify the risks that site poses and appropriately record this information.

Complete all hydrant surveys.

Identify locations where access to open water can be gained by the High Volume Pump and appropriately record this information.

Ensure all personnel maintain core risk critical competencies by attending courses hosted by the Training & Development Academy.

Continuously develop knowledge and understanding of local risks: through station based training, familiarisation visits and multi-pump exercises at these sites utilising operational plans and information.

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

Excellent Operational Response

The team at Liverpool City will:

Continuously develop skills, knowledge and understanding of service equipment and procedures.

Complete all allocated Safe Person Assessments.

Follow all Service guidance, policies and procedures.

Remain vigilant and take action to prevent accidents occurring and actively promote a positive Health and Safety culture in our workplace.

Work with neighbouring fire station teams to carry out joint training events rotating on a monthly basis.

All wear the correct personal protective equipment when required and ensure every other fire fighter does the same.

Respond to notification of incidents immediately and try to minimise our alert to mobile times.

Excellent Prevention and Protection

The team at Liverpool City will:

Undertake prevention activities and campaigns to reduce risk for those at high risk of fire or other emergency. Target community safety activity at those who are vulnerable, elderly or lead a high risk lifestyle.

Liaise with Community Risk Management and Wirral District Prevention Teams to ensure effective use of resources.

Develop and support activities to reduce ASB fires by effectively working with partners.

Offer advice after attending unwanted automatic fire alarm activations to support business continuity and reduce false alarms.

Promote fire safety awareness in the small business community by conducting SOFSA's.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

The team at Liverpool City will:

Support each other.

Help develop and promote a positive culture whereby all individuals fulfil their potential.

Take practical steps to assist in the development of staff in their current role and career progression opportunities.

Conduct regular appraisals that identify individual development needs, address organisational objectives and manage individual progress.

Aim to achieve perfect attendance at work.

Engage with and support local youth groups to promote our values.

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

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

	Estimated Performance 2018/19	Estimated Targets 2019/20
All Fires	232	254
Accidental Dwelling Fires (ADFs)	26	23
Anti-Social Behaviour Fires (ASBs)	103	111
Deliberate Vehicle Fires	6	15
Road Traffic Collisions	9	17
Alert to Mobile	96.3%	95%
AFAs in Non Domestic Premises	147	154
Domestic Smoke Alarm Actuations	201	209

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

	Annual Target 2019/20
Site Specific Risk Information (SSRIs)	186
Home Fire Safety Checks	510
Hydrant Surveys	71
Waste & Fly Tipping	48
Prevention talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

The targets are based on 5 years performance data.

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

Newton le Willows Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness

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

Transition to and complete SiRAH inspections once training has been received.

Conduct and complete all hydrant surveys.

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

Plan training and exercises on local risks, identified through the SSRI process.

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

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

Excellent Operational Response

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

Ensure we respond to incidents within the 10 minute response isochrones as detailed in the IRMP.

Carry out joint training with partner stations, including integrating with new members of the service and incorporating ongoing training using the HVP.

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

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

Maintain appliances and equipment to ensure operational readiness.

Excellent Prevention and Protection

Utilise the status report to target properties where high risk and vulnerable over 65 community live for prevention activity utilising visits to collate equality and diversity data on our communities. Incorporate seasonal themes into prevention activities as identified through local needs, national campaigns and in line with the needs of our diverse community.

Welcome community groups to utilise station facilities and promote safe and well living to make the community safer.

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

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

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

Excellent People

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

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

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

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

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

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

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

	Estimated Performance 2018-19	Estimated Target 2019-30
All Fires	116	157
Accidental Dwelling Fires (ADFs)	10	21
Anti-Social Behaviour Fires (ASBs)	67	89
Deliberate Vehicle Fires	6	10
RTC's	19	23
Alert to Mobile	98.1%	95%
AFA in Non Domestic Premises	5	6
Domestic Smoke Alarm Actuations	47	36

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

	Annual Target 2019/20
Site Specific Risk Information (SSRIs)	63
Home Fire Safety Checks (HFSC's)	2019
Hydrant Surveys	28
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	36
Off Station Exercising	2

The targets are based on 5 years performance data

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

Old Swan Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Old Swan will: Complete allocated SSRI inspections within specified station area. Complete all hydrant surveys. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Train against identified local risks: to include multi-pump off-site exercises which incorporate relevant SSOP's. Liaise and collaborate with strategic partners to assist in operational preparedness matters. Compete all e-learning packages and achieve the required standard.	The team at Old Swan will: Continuously develop skills, knowledge and understanding of service equipment and procedures through practical and theoretical training. Attend partner stations to carry out joint training events and host similar events on a monthly basis. Continue to develop their skills and knowledge to further enhance their role. Complete all allocated SPA's Follow Service guidance, policies and procedures. Remain vigilant to prevent accidents occurring and actively engage in promoting a positive Health and safety culture in the workplace.	The Old Swan team will: Undertake community safety activities and campaigns to reduce risk to vulnerable and high risk groups and individuals. Support partners stations in targeted community safety activities. Ensure robust liaison with Community Risk Management and District Prevention is continued so resources are utilised effectively. Develop strategies and activities to reduce ASB fires. Carry out Simple Operational Fire Safety Assessments. We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors	The Old Swan team will: Support each other to develop and promote a positive culture whereby all individuals fulfil their potential. Carry out appraisals that address individual development needs and organisational objectives. Work towards reducing absence in line with Service policies. Engage with, and support, local youth groups to promote MFRS values.

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

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

	Estimated Performance 2018/19	Estimated Targets 2019/20
All Fires	366	457
Accidental Dwelling Fires (ADFs)	50	66
Anti-Social Behaviour Fires (ASBs)	198	273
RTC	42	39
Deliberate Vehicle Fires	30	40
Alert to mobile	96.9%	95%
AFAs in Non Domestic Premises	26	34
Domestic Smoke Alarm Actuations	185	168

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

	Annual Target 2019/20
Site Specific Risk Information (SSRIs)	63
Home Fire Safety Checks (HFSC's)	2019
Hydrant Surveys	95
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	24
Off Station Exercising	2

The targets are based on 5 years performance data

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

Prescot Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Complete SSRI and SIRAH inspections on premises within station area to ensure that key risk information is available to operational crews. Complete, the allocated hydrant inspections, within the 12 month period. Maintain core competencies by attending scheduled core training at the Training & Development Academy. Plan training and exercises on local risks, including High Rise, to include local risks identified through the SSRI and SIRAH process. Maintain operational readiness via on and off site training. Measure and confirm competencies via SPA and Learn Pro assessments Strengthen systems and working practices on station, building on existing relationships with internal staff and Merseyside Police colleagues who are based at the station.	Ensure all aspects of operational response can be conducted safely and efficiently in line with the training planner and assess against National and local policy, guidance and procedures. Ensure, that as a key station area, we respond to incidents within the 10 minute response isochrones as detailed in the IRMP. Maintain core skills through completion of SPA's at 100% Promote a positive health and safety culture at all times ensuring compliance with instructions, identifying and investigating near misses, accidents and injuries. Maintain appliances and equipment to ensure operational readiness. Conduct routine testing and maintenance of equipment Mobilise to incidents in the fastest possible time.	Deliver HFSC's on a risk based approach to ensure that resources are utilised to maximum effect. Utilise status reports, local knowledge and incident history to ensure we are targeting vulnerable groups. Identify areas where standards of fire cover have not been achieved and carry out targeted activity in those areas. Engage with Youth engagement to support Princes Trust. Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide interventions. Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns. Undertake SOFSA to provide advice and guidance to ensure compliance with legislation. We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors	Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction. Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum. Personnel maintain personal fitness levels in line with station work routine Create and promote a positive working environment to reflect the values expected of MFRS staff. Embrace and encourage the diverse community and working community we serve to make people safer and healthier. Support provided to staff who are exposed to critical incidents via established support networks. Best practice is reviewed and shared from all activities where identified.

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

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

	Estimated Performance 18-19	Estimated Target 19-20
All Fires	405	402
Accidental Dwelling Fires (ADFs)	59	57
Anti-Social Behaviour Fires (ASBs)	242	239
Deliberate Vehicle Fires	31	29
RTC's	52	41
Alert to Mobile	93.1%	95%
AFA in Non Domestic Premises	21	22
Domestic Smoke Alarm Actuations	179	127

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

	Annual Target 2019/20
Site specific risk information (SSRIs)	129
HFSC's	1524
Hydrant checks	76
Waste & fly tipping	24
Prevention talks	24
Simple Operational Fire Safety Assessments	96
Off station exercises	2

The target is based on 5 years historical incident data.

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

Saughall Massie Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness

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

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

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

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

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

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

Excellent Operational Response

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

Train and assess competence against National and Local policy, guidance and procedures in all areas, to maintain the highest standards of operational response, to resolve incidents safely and effectively.

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

Obtain high performance scores in operational assurance audits.

Maintain appliances and equipment through testing and maintenance.

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

Excellent Prevention and Protection

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

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

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

Work closely with the Community Prevention Team to identify vulnerable groups or individuals to receive prevention education.

Target anti-social behaviour and waste material build-up to reduce ASB fires.

Undertake the Simple Operational Fire Safety Assessments to provide advice and guidance to businesses to ensure compliance with legislation.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

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

Identify & support individuals who wish to develop/progress their careers by setting objectives to enhance and support development within current role or to progress to the next level.

Review all areas of the station plan and performance throughout the year as quality assurance.

Manage the health, safety and well-being of personnel and ensure that levels of absence, accidents and injuries are kept low in line with Service policy.

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

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

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

	Estimated Performance 18-19	Estimated Target 19/20
All Fires	633	403
Accidental Dwelling Fires (ADFs)	55	48
Anti-Social Behaviour Fires (ASBs)	246	190
Deliberate Vehicle Fires	28	29
RTC's	36	32
Alert to mobile	98.2%	95%
AFAs in Non-Domestic Premises	60	51
Domestic Smoke Alarm Actuations	103	108

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

	Annual Target 2019/20
Site Specific Risk Information (SSRIs)	74
HFSC's	2019
Hydrant Checks	70
Waste & Fly Tipping	24
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercises	2

The target is based on 5 years historical incident data.

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

Southport Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness

There are 193 projected SSRI's for revisit and conversion to SIRAH in 2019/20 which crews will complete via the station schedule. Crews will monitor local businesses for any new sites and prepare for the transition to SIRAH. SM will QA SIRAH inspections.

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

The station training planner provides the schedule for the year and crews will complete monthly modules aspiring to a 100% completion rate. Developing personnel will be supported in undertaking IFE examinations where applicable.

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

Crews will maintain skills related to aerial appliances and prepare to receive the ALP in 2019.

Joint working with HM Coastguard will be promoted to enhance coordination and effectiveness of coastal response.

Excellent Operational Response

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

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

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

All staff will comply with service guidance, instructions and procedures.

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

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

Excellent Prevention and Protection

There were 62 ADF's in 2018/19. The station risk profile is predominantly residential. Watches will prioritise the over 65's when carrying out HFSC's and complete 4041 HFSC's this year.

Vulnerable or at risk groups will be prioritised through local partnerships and assisted by our crews to support their safety from fire or injury.

Watches will carry out 24 prevention talks over the year to educate and inform community groups, in addition to forging links with local schools to promote fire safety messages.

48 Simple Operational Fire Safety Assessments will be completed over the year to raise fire protection standards and commercial safety.

Watches will aim to carry out 48 waste and fly tipping audits, focussing on peak periods or identified arson prone locations.

We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors

Excellent People

Watch Managers will continue to develop individuals through setting appraisal objectives that will facilitate the station organisational aims and objectives. This will include the development of Crew Managers through training, responsibility and operational exposure.

All appraisals to be completed within specified time scales. For 2019 this will be achieved by the end of May.

Absence levels on the station will be monitored and staff encouraged to manage their physical/mental health and well-being and utilise appropriate supportive resources to maintain the expected attendance record. This will be achieved in conjunction with Occupational Health where required.

Staff will take part in regular gym sessions to enhance fitness, performance and overall health.

Staff will actively promote Service values and ensure a healthy, safe and positive workplace is experienced by all employees.

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

OUTCOMES are the impact our actions have on the community such as reducing incidents.			**OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.**	
	Estimates 2018/19	Target 2019/20		Annual Target 19/20
All Fires	248	224	Site Information Risks and Hazards (SIRAH)	193
Accidental Dwelling Fires (ADF's)	56	61	Home Fire Safety Checks	4041
Anti-Social Behaviour Fires (ASBs)	100	77	Hydrant Surveys	108
Road Traffic Collisions (RTCs)	41	32	Waste & Fly Tipping	48
Deliberate Vehicle Fires	14	12	Seasonal Prevention Campaigns	4
Alert to Mobile	83.8%	95%	Simple Operational Fire Safety Assessments	48
AFA in Non Domestic Premises	49	39	Prevention Talks	24
Domestic Smoke Alarm Actuations	157	173	Off Station Exercising	2

The targets are based on 5 years performance data.

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

Speke Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
As a station we will; Complete all SSRI's due within the forthcoming year, utilising a risk based strategy. The SSRI's due for revisit will be split equally between the 4 watches and will be prioritised on risk category and due by date Complete all hydrant walks before the year end, maximising seasonal conditions to increase output during lighter dryer months. Maintain competencies by ensuring attendance of all personnel at core training, before expiry of competence. Arrange and complete 2 off site exercises, at known risks within the station area. (Airport & COMAH sites). Ensure 100% completion of monthly allocated Learnpro packages and SPA's. Strengthen links with the highest risks within the station area; Liverpool Airport, COMAH sites, Jaguar Landrover.	As a Station we will; Complete daily training in line with the station training planner. Maintain core skills through 100% completion of SPA's. Attain minimum performance of 80% during quarterly audits. Maintain 95% against local performance indicators DR23 - Alert to mobile in 1.9 mins and TR08 - attendance to all life risk incidents within 10 mins. Promote a positive Health and Safety culture, to reduce Firefighter injuries and damage to Fire Appliances. Increased vigilance and completion of near miss reports where appropriate. Ensure correct use, maintenance and recording of all PPE.	As a Station we will; Attain an increased output of HFSC's in our target groups, over 65's, utilising the status report, and realise a reduction in the status report by the year end. Increase the output of Waste and Fly tipping reports. Utilise the CRM risk routes to return to station regularly and where practicable. Reduce ASB fire through making links with community groups and partner agencies Strengthen links with DPM and Arson reduction manager to target known hotspots areas & support campaigns. Ensure collection of Equality & Diversity information on all HFSC's. Ensure Simple Operational Fire Safety Assessments (SOFSA) list is reduced by the allotted target prior to the year end.	Utilise the appraisal process to identify personal performance objectives and complete within the required timescale. Monitor welfare of individuals and maintain absence levels to the lowest possible level. Support management development to encourage career progression and promotion. Embed a positive Equality and Diversity culture across the station. Contribute proactively to increasing staff numbers across the station. Encourage and support the development of Service drivers as a priority. Make provision for interaction with youth engagement through the Prince's Trust

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

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

	Estimated Performance 2018/19	Estimated Targets 2019/20
All Fires	345	325
Accidental Dwelling Fires (ADFs)	43	31
Anti-Social Behaviour Fires (ASBs)	210	194
RTC	24	30
Deliberate Vehicle Fires	37	37
Alert to Mobile	97.7%	95%
AFAs in Non Domestic Premises	14	12
Domestic Smoke Alarm Actuations	59	61

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	120
Home Fire Safety Checks	1524
Hydrant Surveys	75
Waste & Fly Tipping	24
Prevention talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

The targets are based on 5 years performance data.

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

St Helens Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Complete SSRI inspections on premises and significant industrial risk. To provide operational intelligence and risk information for all crews at incidents. Transition to and complete SiRAH inspections once training has been received. Conduct and complete all hydrant surveys. Maintain core competencies by attending scheduled core training at the Training & Development Academy. Plan training and exercises on local risks, including COMAH, rugby stadia, town centre risks, identified through the SSRI process Compete all e-learning packages and achieve the required standard.	Complete daily training in line with the training planner and assess against National and local policy, guidance and procedures. Ensure, that as a key station area, we respond to incidents within the 10 minute response isochrones as detailed in the IRMP. Carry out joint training with partner stations, including integrating with new members of the service and incorporating ongoing training using the combined platform ladder. Maintain core skills through completion of SPA's at 100% Promote a positive health and safety culture at all times ensuring compliance with instructions, identifying and investigating near misses, accidents and injuries. Maintain appliances and equipment to ensure operational readiness.	Utilise the status report to target properties where high risk and vulnerable over 65 community live for prevention activity and utilise visits to collate equality and diversity data on our communities. Work with the cadet unit to promote safe and strong communities. Work closely with Community Prevention teams and partners to identify vulnerable members of the community to provide timely interventions. Liaise with Arson reduction team to reduce ASB and identify waste materials to reduce ASB fires and support campaigns. Undertake SOFSA to provide advice and guidance to ensure compliance with legislation. We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors	Use the appraisal process to identify personal performance objectives and identify personal development in line with the service values and organisational direction. Monitor welfare and wellbeing of individuals and ensure relevant support services are identified and utilised where required to assist in keeping absence levels to a minimum. Utilise dedicated time and station facilities to complete Physical fitness training. Create and promote a positive development culture where people can develop to their full potential. Encourage personal development, career progression and promotion on station Embrace and encourage the diverse community and working community we serve to make people safer and healthier.

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

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

	Estimated Performance 2018-19	Estimated Target 2019-20
All Fires	578	528
Accidental Dwelling Fires (ADFs)	35	45
Anti-Social Behaviour Fires (ASBs)	405	368
Deliberate Vehicle Fires	27	27
RTC's	31	28
Alert to mobile	95.8%	95%
AFA in Non Domestic Premises	28	23
Domestic Smoke Alarm Actuations	86	112

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	96
Home Fire Safety Checks (HFSC's)	1689
Hydrant Surveys	72
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	24
Off Station Exercising	2

The targets are based on 5 years performance data

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

Toxteth Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
Complete all SSRi's due within the forthcoming year, utilising a risk based strategy, prioritised on risk category and due by date. Complete all hydrant walks before the year end, maximising seasonal conditions to increase output during lighter dryer months. Maintain competencies by ensuring attendance of all personnel at core training, before expiry of competence. Arrange and complete 2 off site exercises, at known risks within the station area. (River, Central Mosque). Ensure 100% completion of monthly allocated Learnpro packages and SPA's. Strengthen links with the highest risks within the station area; Echo Arena, Convention Centre. River (MF1, Coastguard, RNLI). Formalise a training strategy across the CSU support stations.	Improve the effectiveness and integration of the CSU at operational incident. Complete daily training in line with the station training planner. Maintain core skills through 100% completion of SPA's. Attain minimum performance of 80% during quarterly audits. Maintain 95% against LPI 129, Alert to mobile in 1.9 mins. And LPI 137 attendance to life risk incidents within 10 mins. Promote a positive Health and Safety culture, to reduce Firefighter injuries and damage to Fire Appliances. Increased vigilance and completion of near miss reports where appropriate. Ensure correct use, maintenance and recording of all PPE.	Increase the percentage of visits to vulnerable persons, using Exeter data (Status report) during HFSC planning. Give consideration to the transient population; Students, Immigration, Asylum seekers, and consider the need to revisit properties regularly. Liaise with the Arson reduction manager & increase the output of Waste & Fly tipping reports. Link in with the Arson Reduction Team to support intelligence activities. Link in with youth engagement within the local community and Princes Trust Strengthen links with DPM to familiarise crews with the diverse needs of the population and to share links with the service providers. Ensure SOFSA list is reduced by the allotted target prior to the year end. We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors	Station personnel will be set appraisal objectives that will ensure the aims of the station plan are achieved. All appraisals to be completed within specified time scales. Identify and support firefighters who would like to seek promotion. Reduce absence levels to the lowest possible level and ensure that back to work interviews and support plans are completed for those staff who need them, in line with relevant timescales. Encourage and support the development of Service drivers as a priority.

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

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

	Estimated Performance 2018/19	Estimated Targets 2019/20
All Fires	475	427
Accidental Dwelling Fires (ADFs)	75	61
Anti-Social Behaviour Fires (ASBs)	275	251
RTC	29	28
Deliberate Vehicle Fires	45	43
Alert to Mobile	95.2%	95%
AFAs in Non Domestic Premises	18	32
Domestic Smoke Alarm Actuations	299	305

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

	Annual Target 19/20
Site Specific Risk Information (SSRIs)	120
Home Fire Safety Checks	1392
Hydrant Surveys	97
Waste & Fly Tipping	24
Prevention talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

The targets are based on 5 years performance data.

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

Wallasey Community Fire Station

Community Risk Management Plan 2019-20

Excellent Operational Preparedness	Excellent Operational Response	Excellent Prevention and Protection	Excellent People
The team at Wallasey will: Complete visits to premises, understand the risks that site poses and appropriately record this information. Complete all hydrant surveys. Ensure all personnel maintain core risk critical competencies by attending TDA courses. Continuously develop knowledge and understanding of local risks: through station based training and multi-pump exercises at these sites utilising operational plans and information. Maintain specialist skills through training and prepare for specific incident types matching the station profile and allocated specialisms. Complete all e-learning packages and achieve the required standard.	Continuously develop skills, knowledge and understanding of service equipment and procedures. Work with neighbouring fire station teams to carry out joint training events rotating on a monthly basis. Aim to develop skills and knowledge in the use and application of the CPL to promote their role as a nominated CPL station. Complete all allocated SPA's Follow Service guidance, policies and procedures. Remain vigilant and take action to prevent accidents occurring and actively promote a positive Health and Safety culture in our workplace. All respond to notification of incidents immediately and try to minimise our alert to mobile times.	Undertake prevention activities and campaigns to reduce risk for those at high risk of fire or other emergency within our community. Target community safety activity at those who are vulnerable, elderly or lead a high risk lifestyle. Liaise with Community Risk Management and Wirral District Prevention Teams to ensure effective use of resources. Develop and support activities to reduce ASB fires by effectively working with partners. Promote fire safety awareness in the small business community by conducting SOFSA'a. Deliver prevention talks and demonstrations to groups to support community safety. We will carry out community reassurance campaigns in the residential high rise blocks within our station area, we will prioritise high rise blocks consisting of 8 or more floors	Support each other. Help develop and promote a positive culture whereby all individuals fulfil their potential. Take practical steps to assist in the development of staff in their current role and career progression opportunities. Conduct regular appraisals that identify individual development needs, address organisational objectives and manage individual progress. Aim to achieve perfect attendance at work. Engage with and support local youth groups to promote our values. Engage with and support our Fire Cadets and Prince's Trust Teams. Helping to develop these young people and to promote our values.

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

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

	Estimated Performance 2018/19	Estimated Target 2019/20
All Fires	377	362
Accidental Dwelling Fires (ADFs)	50	52
Anti-Social Behaviour Fires (ASBs)	201	206
RTC	24	21
Deliberate Vehicle Fires	30	33
Alert to mobile	94.6%	95%
AFAs in Non-Domestic Premises	8	19
Domestic Smoke Alarm Actuations	121	123

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

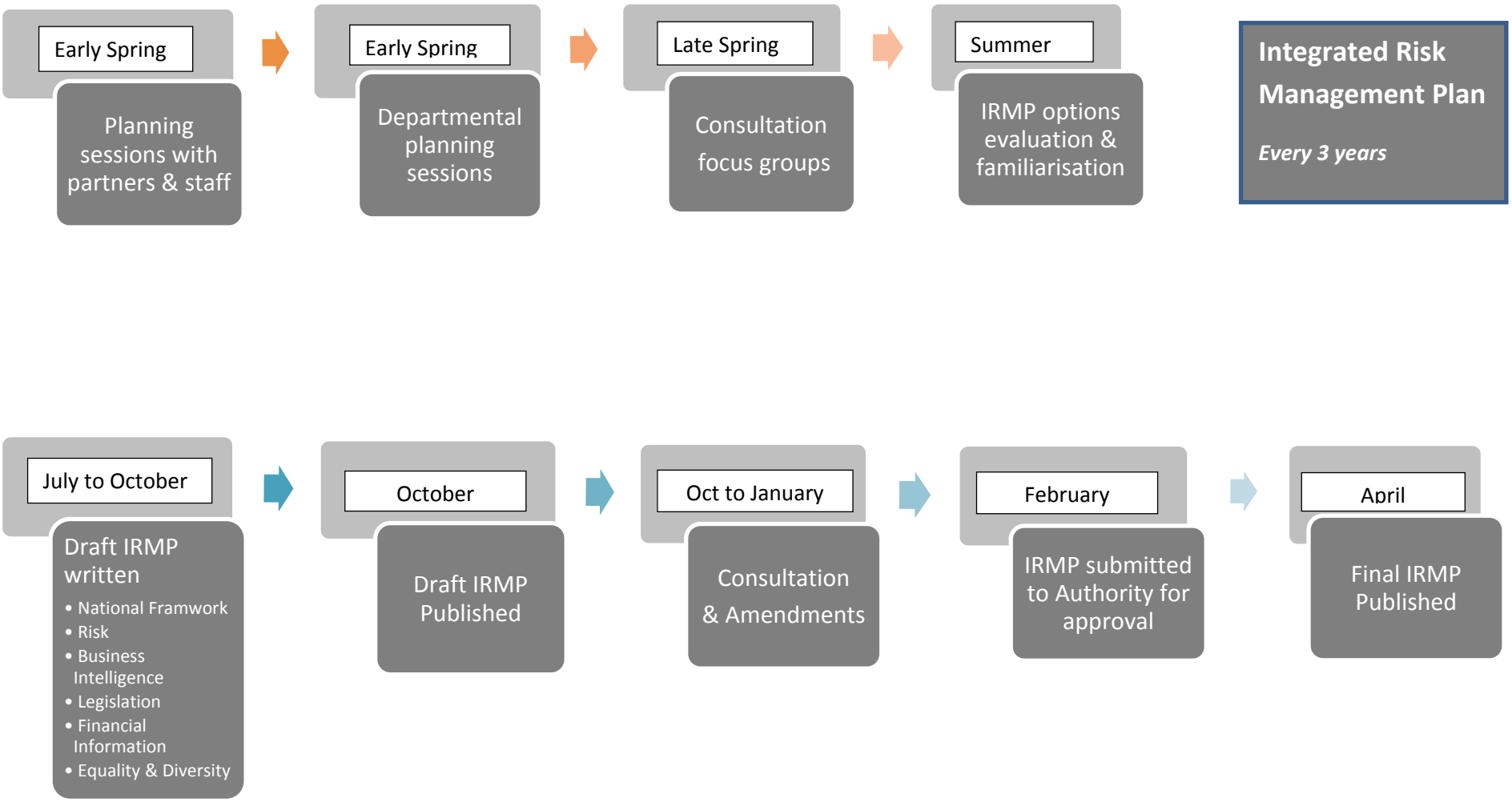
	Annual Target 19/20
Site Specific Risk Information (SSRIs)	45
Home Fire Safety Checks (HFSC's)	2019
Hydrant Surveys	65
Waste and Fly Tipping	48
Simple Operational Fire Safety Assessments	96
Prevention Talks	24
Off Station Exercising	2

The targets are based on 5 years performance data

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

Appendix 3

MFRS Integrated Planning Process


Early Spring
Planning sessions with partners & staff
Early Spring
Departmental planning sessions
Late Spring
Consultation focus groups
Summer
IRMP options evaluation & familiarisation
Integrated Risk Management Plan
Every 3 years
July to October
Draft IRMP written
• National Framwork
• Risk
• Business Intelligence
• Legislation
• Financial Information
• Equality & Diversity
October
Draft IRMP Published
Oct to January
Consultation & Amendments
February
IRMP submitted to Authority for approval
April
Final IRMP Published