SERVICE DELIVERY PLAN

April 2020- March 2021

Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

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1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2020/21. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2020/21 including those set out in our Integrated Risk Management Plan (IRMP) 2017-20 and IRMP Supplement 2019-21.

Since our last Service Delivery Plan was published the Service has received the results of its first inspection for many years and we are pleased to report that Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) found that we were performing as Good over each of the three pillars of the inspection: Effectiveness, Efficiency and People and we are delighted that our longstanding and successful commitment to Prevention and our role as national lead Authority for National Resilience were recognised with judgements of Outstanding. The only Service in England to receive two Outstanding judgements. We are to be inspected again in July 2020 as part of round two of the national inspection programme and we are confident that the inspection team will once again recognise the high quality of service delivery and positive outcomes that we deliver for the people of Merseyside.

In common with all other Fire and Rescue Authorities, we read the Phase 1 Grenfell Fire Inquiry with interest and have already set to work to determine how we can respond to the recommendations made. We increased our Protection (legislative fire safety) team as part of our IRMP Supplement and this will help us respond effectively, but we are well aware that the issues identified go further than Protection, so we have a multidisciplinary working group looking at all aspects of the report.

Our IRMP Supplement was formally approved by the Fire and Rescue Authority in July 2019 and we have already implemented the changes required to increase the number of fire appliances and firefighters at our Liverpool City fire station with similar changes taking place at Wallasey in March 2020 and at St Helens at the end of 2020 when the brand new fire station is due to be completed.

Our IRMP supplement reversed some of the cuts in frontline services experienced over recent years, cuts that we have had to endure over an extended period, not because we have received additional funding, but because we have used our funding differently, repositioning risk in order to protect the frontline. These changes have made the Service more resilient and better able to respond to the risk it faces. The changes equally reflect the demands on the Service and the vulnerability of the people who live within the communities we serve.

We don't believe that any other fire and rescue service has taken this approach in recent times.

We have set a balanced budget for 2020/21 and have arrangements in place to respond to any outcome of the Spending Review.

But, the financial future is uncertain, as details of our Government funding for 2021/22 and beyond will not be released until the end of 2020. As a result we will continue to work with the sector and Government to ensure Merseyside Fire & Rescue Service receives the funding it requires to protect its communities.

In preparation for our next planning cycle we will be consulting with the public in order to align our IRMP for 2021/24 to their aspirations for the Service and you can rest assured that regardless of the Government funding outcome, we will continue to strive to deliver the best possible services to make Merseyside Safer and Stronger.

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.

- Office for National Statistics Mid 2018 estimated figures showed that Merseyside has a population total of 1,423,065. This is a 4% increase on 2011 census figures. The population is split 48.9% male and 51.1% female. Merseyside has a lower proportion of children (18.1%) and higher proportions of working age residents (63%) and older people (18.9%) than North West averages.
- According to Census figures, 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 Index of Deprivation 2019; out of 317 Local Authorities across England, Knowsley and Liverpool both appear in the top 10 most deprived Local Authorities.
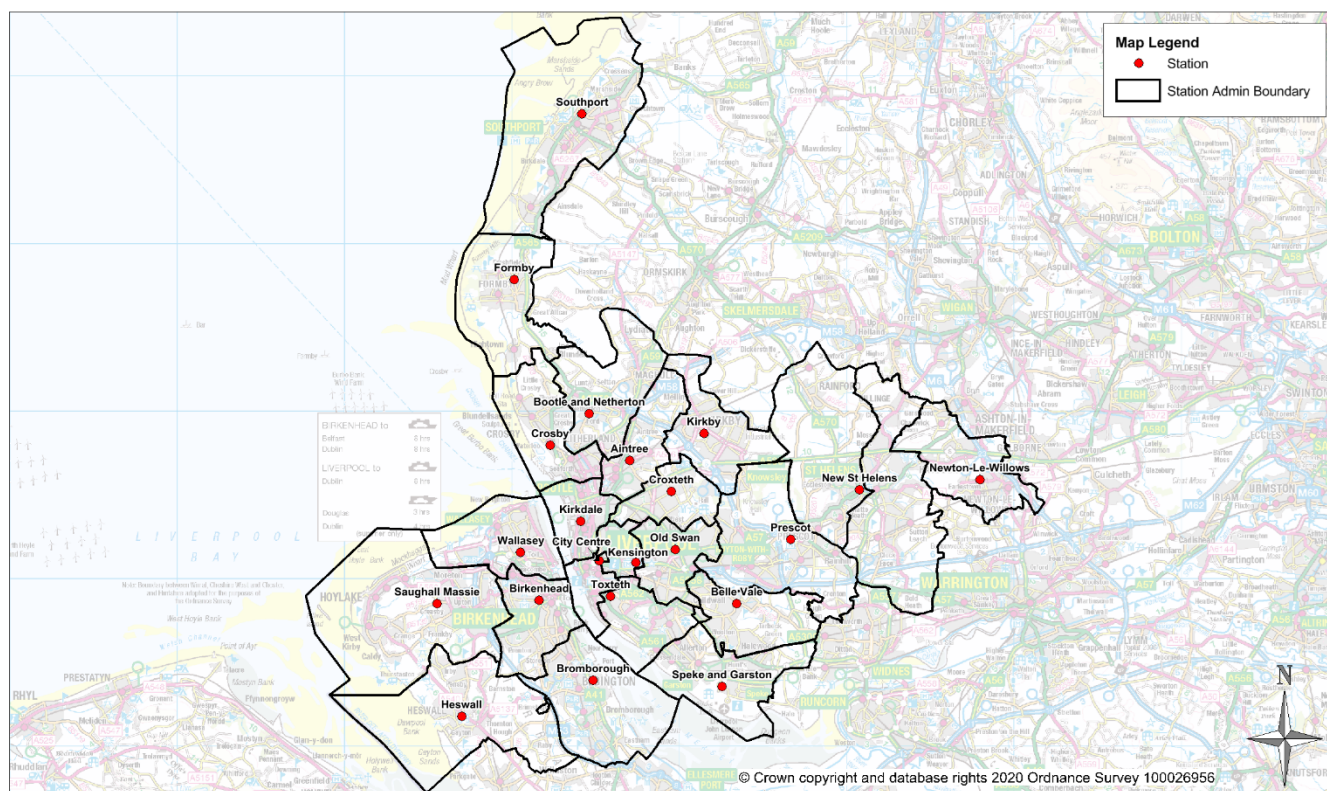
Author: Strategy & Performance
Date: 07/02/2020
Produced using MapInfo

MFRS 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 committed to retaining 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 – appliance immediately available 24 hours a day 7 days a week
- DCWTR – Day Crewed Wholetime Retained – appliance immediately available during 12 hour day shift, and available on a 30 minute recall for 12 hour night shift. Used for strategic support in the event of particularly high numbers of incidents or a large or protracted incident.
- DCWTRH – Day Crewed Wholetime Retained Hybrid – 1 appliance immediately available 24/7; 1 appliance immediately available during 12 hour day shift, and available on a 30 minute recall for 12 hour night shift; 1 appliance available on 30 minute recall 24/7.
- LLAR - Low Level Activity and Risk, crew are immediately available for 12-hour day shifts and available for recall within 1.9 minutes of the fire station during 12 hour night shift ensuring appliance immediately available.

LIVERPOOL

		Fire Stations:		
Population:	494,814	**Fire Stations:**	Kirkdale – WT	Old Swan – WT
Homes:	212,446		Liverpool City – DCWTRH	Belle Vale – LLAR
Businesses:	19,183		Kensington – DCWTR	Croxteth – 1 WT 1 SRT
Land area:	162 sq. km		Speke and Garston – WT	Aintree – DCWTR
Roads:	894.6 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

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WIRRAL

		Fire Stations:	
Population:	323,235	**Fire Stations:**	Birkenhead – WT
Homes:	146,155		Bromborough - WT
Businesses:	8569		Heswall - LLAR
Land area:	220 sq. km		Saughall Massie – WT
Roads:	756.6 miles		Wallasey – DCWTRH

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:	275,396	**Fire Stations:**	Bootle & Netherton – WT
Homes:	125,082		Crosby – DCWTR
Businesses:	8089		Formby – LLAR
Land area:	216 sq. km		Southport – WT
Roads:	616.4 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:	149,571	**Fire Stations:**	Kirkby – WT
Homes:	66,027		Prescot – WT
Businesses:	3285		
Land area:	86 sq. km		
Roads:	368.5 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:	180,049	**Fire Stations:**	St Helens – WT – Planned Implementation of DCWTRH
Homes:	81,261		Eccleston – DCWTR – to be merged with St Helens
Businesses:	4757		Newton le Willows – LLAR
Land area:	136 sq. km		
Roads:	460 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 2018 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, Headquarters, Fire Control and 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, but we have been able to increase our front line resources recently through the prudent use of the funds available to us. The budget cuts, applied by the Government in the past were severe and presented a significant challenge to the services we delivered. Until the outcome of the Comprehensive Spending Review results are published in December 2020 it is unclear whether MFRA will face cuts beyond 2020/21, but our 2019-2021 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 in the IRMP section.

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, operational equipment including research and development, uniform 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 (Including MFRS ISAR), 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.

- Operational Preparedness oversees Fire Control who are responsible for receiving calls from the 999 system, mobilising appliances and officers to the scene of the emergency quickly and effectively and monitoring the status of all fire appliances, officers and specialist appliances across

Merseyside. Merseyside Fire & Rescue Service is the lead authority for National Resilience and as such, Fire Control co-ordinates National Resilience assets for the whole of the UK.

- 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.

- The directorate oversees arrangements that are put in place to prevent and mitigate risks identified on the Community Risk Register. This is done through adjusting existing provision, effective collaboration and partnership working, whilst ensuring business continuity arrangements are in place in accordance with the Service's duties under the Civil Contingencies Act 2004.

Operational Response

The Operational Response department is led by an operational Area Manager and is responsible for the operational element of the MFRA workforce, including operational assurance plus the management of Health and Safety for all activities conducted by MFRA employees. 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.

- Continue to champion a strong health and safety culture across the organisation.

National Resilience

The Deputy Chief Fire Officer is responsible for managing the Authority's responsibility in discharging its role as lead authority for National Resilience on behalf of the Home Office.

National Resilience assets and resources refers to specialist capabilities, equipment and people 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 coordinates the mobilisation of National Resilience assets via the National Resilience Fire Control. The authority also manages the National Resilience training program for skills acquisition and maintenance as well as contractual arrangements for Long Term Capability Management which provides support and asset refresh for the maintenance of all National Resilience fleet and equipment.

Prevention

MFRS delivers a range of preventative activities through the Prevention Directorate on behalf of Merseyside Fire and Rescue Authority. The Prevention Directorate, is delivered through two distinct strategies, the Home Safety Strategy (including Safe and Well) and the Community Safety Strategy (including Road and Water Safety, Arson and ASB Reduction and Youth Engagement). Both of these strategies are underpinned by a one-year Functional Delivery Plan which has a clear set of objectives.

The Prevention strategies provide the framework and clear expectations for the delivery of all prevention activity in line with our IRMP, Medium Term Financial Plan and People Strategy. Our strategies are intelligence led, based on a range of information and data from a number of sources including people and placed based factors. We use a targeted risk based approach that prioritizes those individuals and communities deemed most vulnerable, whilst still affording an appropriate level of interventions based upon risk, demand and vulnerability.

Our direct interventions and engagement activity are delivered within communities based upon MFRA business intelligence in how to avoid fires and other accidents in the home, on the road and near water including longitudinal incident data and by assisting other lead agencies such as the police, housing and health partners to achieve their objectives which may impact upon fire safety and ASB in the community and improve feelings of safety for our communities.

Protection

Our aim is to reduce the risk and impact of fire in our communities, safeguarding firefighters, heritage and the environment, reducing the loss of life, injuries, commercial, economic and social costs. It is our statutory duty to enforce The Fire Safety Order and promote fire safety. We will support business and communities to fulfil their legal duties; in maintaining the safety of *relevant persons*, who may be present. Which will also support the economic growth of Merseyside.

Alongside the Fire Safety Order, The Authority (Licensing Authority) is responsible for enforcing all or some of the provisions of a range of legislation which imposes controls on the safe keeping of explosives and petroleum-spirit. In the context of the relevant legislation, the term 'safe' means safe from the risks of fire and explosion. Enforcing this legislation fulfils the Authority's statutory obligations The Health and Safety at work Act 1974.

Our Buildings Regulations Team consult with regards to the application of Building Regulations and structures are established to ensure that this duty is met. Through effective consultation with 'building control bodies' the Authority will ensure that buildings are adequately protected from the effects of fire as required by the Building Regulations. In order to facilitate the consultation, process the 'building control body' will take the coordinating role with this Authority and, where appropriate, with other regulatory bodies. Any recommendations and advice given will be channelled through the 'building control body' to the applicant. Consultations will comply with the current national 'Building Regulations and Fire Safety Procedural Guidance' document.

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.

Support Services

As with any organisation, MFRA requires the support of a number of non-operational departments to ensure that it is run in an efficient way and that front-line staff are able to carry out their duties effectively. These departments include direct support for our operational functions, Finance, Legal and Human Resources departments and Estates Management, vehicle management and ICT/information management related services.

3.1 FINANCIAL CHALLENGES 2020-21

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 2020/21/ – 2024/25

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 2010/2011 and 2019/2020. Over the period the Authority faced a 50% in real terms reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget reduced from £73.6m to £60.3m which represents an 18% cash or 40% real reduction.

- The unprecedented reduction in Government funding required the Authority to make tough choices but it has a proven track record in managing its financial affairs well. Although the Authority planned prudently to minimise the impact on frontline services and identified significant efficiency savings by reducing management, support services costs and other technical amendments unfortunately the Authority had no choice but to approve an unavoidable reduction in the operational front line.

- The impact of these required cuts meant: -

  o The firefighter establishment was reduced from 1,000 Full Time Equivalents (FTE) in 2010/2011 to potentially 620 FTEs, 38% lower, by 2019/2020.

  o Support and technical staff reduced from 425 FTE to 291 FTE, a 32% reduction, and many of these staff carry out important front line preventative and response work with the Merseyside community.

  o In 2010/11 the Authority had 26 full time fire stations, the current budget will see that reduce to 22 on a variety of duty cover systems by the end of 2020.

  o In 2010/11 the Authority had 42 wholetime fire appliances immediately available and 1 retained - 43 appliances in total. The government cuts meant this would reduce to 26.

- In 2019/2020 the Authority appointed a new Chair and Vice Chair(s) alongside the appointment of a new Principal Officer team. As part of the 2019/2020 budget process the new Chief Fire Officer working with the Director of Finance identified options to reverse some of the cuts to frontline services by releasing revenue monies through prudent debt management in order to re-invest £1m back into operational response and protection services. This was proposed on the basis of increased risk of fire and other emergencies, particularly the services ability to respond to large and/or protracted incidents; terrorist related threat and other major incidents; as well as the need to enhance protection functions in the light of the Grenfell Tower fire.

- The Authority consulted on the alternative proposals in its supplement to the 2017-2020 IRMP and received support from the public on its proposals.

- The Director of Finance identified a strategy to release debt servicing and pension deficit payment budgets to fund this £1m investment, and I'm happy to confirm the £1m has been delivered that can now fund the required investment that will see: -

  o an increase the firefighter numbers on Merseyside by an additional 22 posts, to 642 and,
  o an increase in retained (on call) contract holders
  o increase fire engine/appliance availability from 26 to 30, and
  o a new fire engineer post to work with partners ensuring the safety of residents in high rise buildings.

- The Authority was and remains concerned that the reductions in services due to Government funding cuts since 2010/11 have gone too far, and that the £1m investment only delivers some of the additional resources it believes are required by the Service.

- The 2020/2021 Government Funding settlement meant the Authority will receive an increase of only 1.6% on its 2019/2020 settlement, less than the 2019/2020 firefighter pay award and below the expected increase in pay in 2020/2021. The Authority will benefit from a 1.7% increase in its Council Tax base, but in order to minimise the impact of a lower than inflation rise in Government support on the Fire and Rescue Service, it proposes a council tax increase of just under 2%.

- The effect of the budget on the council tax will be a ***Band D Council Tax of £80.40 (which equates to £1.55 a week) an increase of 3p per week on the 2019/2020 figure.***

- Most people in Merseyside will pay ***Band A Council Tax of £53.60 (£1.03 per week), an increase 2p per week on the 2019/2020 figure, towards their*** Fire & Rescue Service*.*

- 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. The Authority would ask that this Government reflect on the impact the last 10 years of cuts are having on the Fire and Rescue Service and properly review all risks facing the country in the light of emerging risks (for example a heightened terrorist threat or responding to increased flooding events through climate change) and would hope that resources are allocated in a way that allow Merseyside to continue to respond effectively to local and national threats.

- Future Government funding cuts may force the Authority to make further reductions in frontline services despite achieving a £1m investment. Therefore, the Authority will continue to lobby the Government against the level of cuts in funding made since 2010/2011 and highlight the consequences that further cuts will have on the effective delivering of a vital emergency service.

- 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 stated that it will

not allow these cuts to go unchallenged, and it will use every political device available to improve funding so as to maintain the highest levels of public and staff safety here on Merseyside.

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 2020/21, 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 2019/20 is detailed below (using actual data from April 2019 to December 2019). 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 2019/20

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2018/19	Target 2019/20	Estimated Performance 2019/20	Status
TO00	Total number of emergency calls received	27215	Quality Assurance	19212	
TC01	Total number of incidents attended	16101	15921	14386	On target
TC02	Total number of fires in Merseyside	7523	7304	5279	On target
TC03	Total number of primary fires attended	2247	2407	2007	On target
TC04	Total number of secondary fires attended	5276	4897	3311	On target
TC05**	Total number of special services attended	3270	Quality Assurance	3736	
TC06	Total number of false alarms attended	5308	5521	5489	On target
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	94%	90%	94%	On target
TD09	The % of available shifts lost to sickness absence, all personnel	3.41%	4%	3.90%.	On target
TE10	Total carbon output of all MFRS buildings	88.1	86.4	57.5	On target
DWELLING FIRES					
DC11	Number of accidental dwelling fire	899	960	846	On target
DC12	Number of deaths in accidental dwelling fires	4	8	8	On target
DC13	Number of injuries in accidental dwelling fires attended	82	98	92	On target
DC14	Number of deliberate dwelling fires in occupied properties	126	150	125	On target
DC15	Number of deliberate dwelling fires in unoccupied properties	24	33	15	On target
DC16	Number of deaths in deliberate dwelling fires	0	1	1	On target
DC17	Number of injuries in deliberate dwelling fires	9	15	11	On target

*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 is reflected in our 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 2018/19	Target 2019/20	Estimated Performance 2019/20	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non-domestic premises	76	86	62	On target
NC12	Number of accidental fires in non-domestic premises	192	195	168	On target
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	510	569	440	On target
AC12	Number of accidental vehicle fires attended	199	197	195	On target
AC13	Number of deliberate anti-social behaviour fires (small)	4259	4157	2667	On target
AC14	Number of accidental small fires attended	1017	740	644	On target
AC15	Number of 'other' primary fires attended	221	217	161	On target
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	617	568	734	Target missed
RC12	Number of injuries in road traffic collisions attended	325	352	343	On target
RC13	Number of fatalities in road traffic collisions attended	12	7	10	Target missed
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	590	661	575	On target
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2679	2812	3028	Target missed
STAFF WELFARE, RISKS & COMPETENCY RELATED INDICATORS					
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	3.61%	4%	5.01%	Target missed
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	3.13%	4%	5.29%	Target missed
WR13	Total number of operational staff injuries	45	52	32	On target

	Target achieved

   	Within 10% of Target
   	10% worse than target

Comments on 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%.

AC13 Number of deliberate anti-social behaviour fires (small)

Deliberate Anti-Social Behaviour fires decreased during 2019/20 (2667 compared to 4259 in 2018/19). This large reduction in incidents is due in part to the hard work conducted by Fire & Rescue Service personnel in conjunction with local partners. The contrast between the weather conditions for the summer of 2018 and 2019, with 2019 being particularly inclement also contributes to the reduction in incidents.

FC11   The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties

False alarms attended in Non-Domestic Properties has achieved its annual target of fewer than 661 properties being visited. The prevention team has targeted repeat offenders in a bid to control the number of automated false alarms being attended in line with the MF&RS Unwanted Fire Signals Policy. The success of achieving this indicator is all the more impressive given that each year the numbers of non-domestic properties (including businesses, hospitals etc.) are increasing.

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

RC11   Number of road traffic collisions attended

This indicator has always been calculated based on the RTCs that the Service is requested to attend and does not reflect the total number of RTCs in Merseyside or the RTCs involving the Service's targeted age group of people aged 16-24. As a result, the indicator does not reflect the success or otherwise of our preventative educational measures taken in collaboration with the Merseyside Road Safety Partnership. MFRS now has access to Police RTC data that for 2020/21 allows us to set a target that better reflects the impact of our RTC reduction work, whilst continuing to monitor this indicator as a measure of Service emergency response activity.

4.3 KEY PERFORMANCE INDICATORS for 2020/21

KPI Ref	Narrative	Target 2020/21
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	*Quality Assurance*
TC01	Total number of incidents attended	16158
TC02	Total number of fires in Merseyside	7044
TC03	Total number of primary fires attended	2165
TC04	Total number of secondary fires attended	4879
TC05	Total special service calls attended	*Quality Assurance*
TC06	Total number of false alarms attended	5497
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	60%
Dwelling Fires		
DC11	Number of accidental dwelling fires	861
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	90

DC14	Number of deliberate dwelling fires in occupied properties	138
DC15	Number of deliberate dwelling fires in unoccupied properties	20
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	13
Non Domestic Property Fires		
NC11	Number of deliberate fires in non- domestic premises	81
NC12	Number of accidental fires in non-domestic premises	179
KPI Ref	**Narrative**	**Target 2019/20**
Anti-Social Behaviour		
AC11	Number of deliberate vehicle fires in Merseyside	476
AC12	Number of accidental vehicle fires attended	193
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	4157
AC14	Number of accidental small fires attended	722
AC15	Number of "Other" primary fires attended	217
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – *Based on MFRS attendance data*	*Quality Assurance*
RC12	Number of injuries in RTCs attended - *Based on MFRS attendance data*	
RC13	Number of fatalities in RTCs attended - *Based on MFRS attendance data*	
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside *Based on Partnership RTC data*	
RC15	New: Number of KSI's affecting 16-24 age group *Based on Partnership RTC data*	110
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in **Non-Domestic** property	583
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in **Domestic** properties	2949
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	47

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

Our Integrated Risk Management Plan (IRMP) 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 [here] and a two year supplement to that Plan in July 2019 to reflect changing risks and demands [here].

The IRMP supplement created a reinvestment in the front line, something that we had not been able to do for many years and represented an ambition to continue delivering the best possible services to the people of Merseyside.

Our IRMP Supplement 2019/21 objectives and how they differ from our original 2017-20 plans are summarised below:

Operational Response

Original proposals IRMP 2017-20

- 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.
- Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30-minute delay.
- 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.*
- 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*
- We will change some shift patterns from wholetime to days only wholetime crewing (retained cover provided at night).

2019-21 IRMP Supplement
Objectives 1, 2 and 3 above have been replaced with the following objectives 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 will 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 will 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 (including 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 (including 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 firefighter positions 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 will 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 allows 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 delivers 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 change:

DAY COVER (0830-2030)

| IMMEDIATELY AVAILABLE | IMMEDIATELY AVAILABLE | RETAINED 30 MINUTES |
| 24/7 ** | DCWTR * | WHOLETIME RETAINED |

NIGHT COVER (2030 - 0830)

| IMMEDIATELY AVAILABLE | RETAINED 30 MINUTES | RETAINED 30 MINUTES |

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:

1. 12-hour day shift (0830-2030hrs) followed by a 12 hour retained shift (2030-0830hrs)
2. 12 hour retained shift during the day (0830-2030hrs) followed by a night shift (2030-0830hrs)

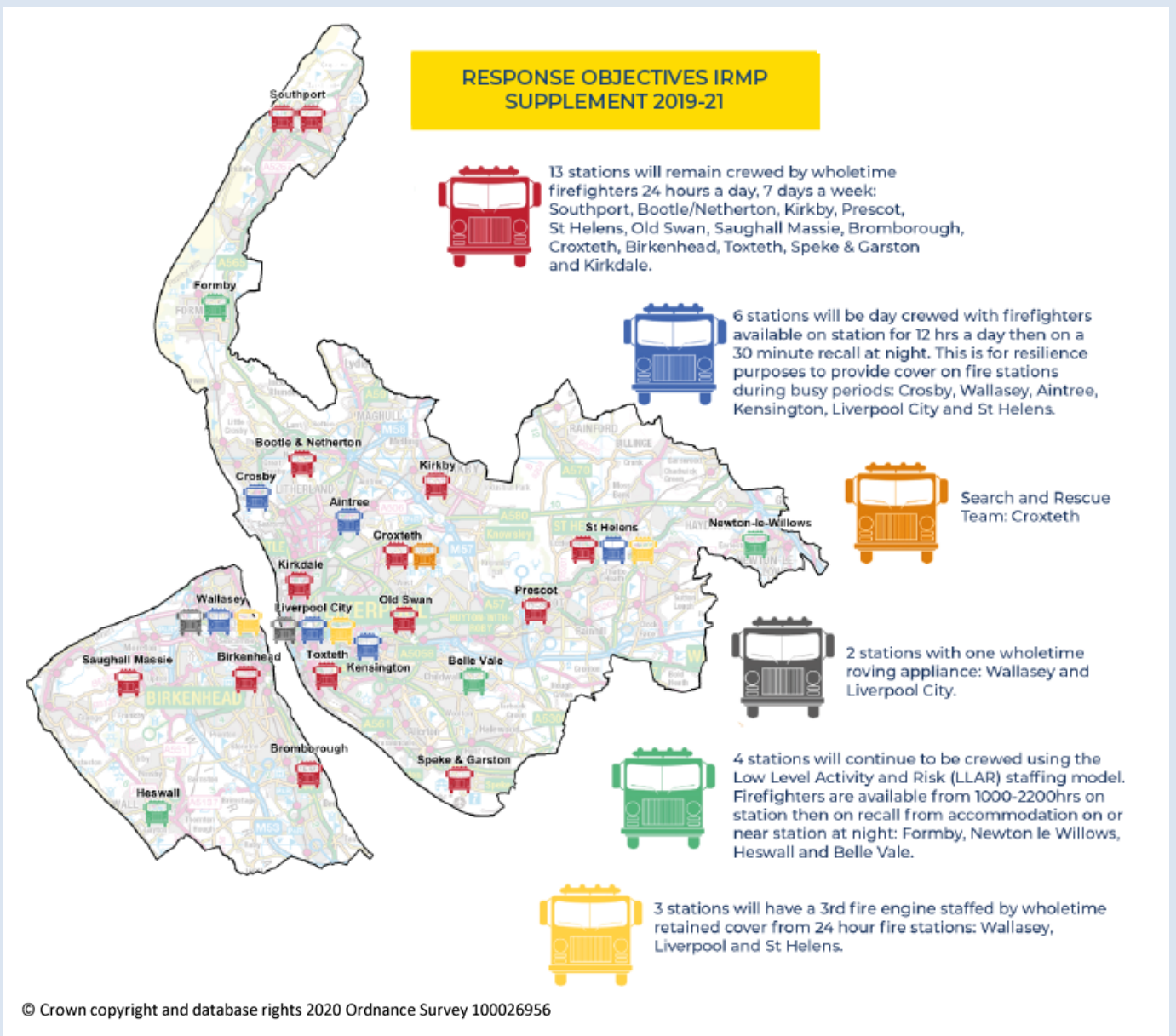These stations enhance our response capabilities to terrorist threat, marine and environmental (flood) risk.

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:

RESPONSE OBJECTIVES IRMP SUPPLEMENT 2019-21

13 stations will remain crewed by wholetime firefighters 24 hours a day, 7 days a week: Southport, Bootle/Netherton, Kirkby, Prescot, St Helens, Old Swan, Saughall Massie, Bromborough, Croxteth, Birkenhead, Toxteth, Speke & Garston and Kirkdale.

6 stations will be day crewed with firefighters available on station for 12 hrs a day then on a 30 minute recall at night. This is for resilience purposes to provide cover on fire stations during busy periods: Crosby, Wallasey, Aintree, Kensington, Liverpool City and St Helens.

Search and Rescue Team: Croxteth

2 stations with one wholetime roving appliance: Wallasey and Liverpool City.

4 stations will continue to be crewed using the Low Level Activity and Risk (LLAR) staffing model. Firefighters are available from 1000-2200hrs on station then on recall from accommodation on or near station at night: Formby, Newton le Willows, Heswall and Belle Vale.

3 stations will have a 3rd fire engine staffed by wholetime retained cover from 24 hour fire stations: Wallasey, Liverpool and St Helens.

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1. 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 and Saughall Massie are complete and open. It is expected that the new St Helens station will be operational before the end of 2020.*

2019-21 IRMP Supplement Objective

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.

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

2019-21 IRMP Supplement Objectives

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.

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).

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.

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

- 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.
- 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.
- 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.
- 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 National Fire Chiefs Council themed campaigns.
  18a. MFRA would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes.
- 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.

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.

- 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.
- 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.

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

Finance

- Financial proposals:
2. Prepare a multi-year financial plan
3. Set council tax increase in line with the financial plan
4. Assume 2% pay increase for our staff for 2019/20 and each year thereafter
5. Look to reinvest £1m in frontline services and increase the number of firefighters from 620 to 642.
6. Fund the £1m investment from anticipated savings on future debt payments and pension deficit payments.
7. 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.

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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.

In 2019 we set out to deliver our Equality, Diversity and Inclusion training to all our staff. This is well underway and we are on target to complete the training during 2020/21.

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 2018-19 [link to be added].

6.2 EQUALITY OBJECTIVES 2017/21

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:
	   o Gathering and data and intelligence to help us know and understand our diverse communities better
	   o Engaging with diverse communities to understand their needs in relation to the services we provide
	   o Using knowledge and data, to target services to the diverse communities at most risk
	   o 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)

Equality Objective 4
To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."

Action	• Development of equality and diversity training including: e-learning, equality and diversity related workshops, inductions for new staff • Embedding Equality and Diversity in our volunteering programmes and youth engagement. • Helping Authority Members understand their role in scrutinising the organisation's delivery of equality and diversity outcomes • Carrying out Equality Impact Assessments • Creating a diverse supplier base for goods and services in our procurement procedures • Supporting staff groups and forums to help us understand our diverse groups of staff and their contribution to the organisation • Using staff survey results to understand levels of engagement in relation to the protected groups
How we will measure our success	• Staff will feel better equipped to manage their functions and delivery of services to all communities in a confident way. This could be measured through the Staff Survey engagement and the outcomes delivered to different groups and community feedback from after the incident reports. Monitoring the number of training sessions completed around Equality and Diversity • Improvement in levels of engagement amongst staff from the protected groups
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand		

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 2020/21

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 objectives and inspection areas for improvement 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.

As well as the publication of an IRMP supplement in July 2019 the Service also received its Inspection report from Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS).

This was a very positive report, with MFRS being the only Service in the country to receive two Outstanding judgements (and an overall rating of Good across the three main themes of Effectiveness, Efficiency and People) reflecting our commitment to providing high levels of service to help make Merseyside communities safer and stronger. Some actions were required to address areas for improvement identified

in the inspection and these are included in our plans. Continuing and new actions that will contribute to addressing the areas for improvement and the IRMP are included in the next section of this Plan. The Service will be inspected again in July 2020 and we are making good progress on implementing the required changes.

7.2 SERVICE DELIVERY PLAN ACTIONS 2020/21

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/20/21/1.1	Complete feasibility study and a detailed costing exercise for the proposed redevelopment of the TDA and Croxteth Fire Station (including collaboration with internal and external partners).
FP/20/21/1.2	Enhance Command Training to ensure fire service assets are directed assertively, effectively and safely at incidents including regular assessment of command competence.
FP/20/21/1.3	Ensure all staff skills are up to date and promote organisational awareness of the method to record training

Collaboration and Interoperability	
FP/20/21/1.4	Ensure collaborative opportunities are fully explored and kept under review in line with the Policing & Crime Act 2017, reviewing our Shared Estate, Operations and Support Services. Opportunities will be explored where they are in the interests of efficiency, effectiveness or public safety.
FP/20/21/1.5	Continue to embed and improve interoperability through JESIP by working together and working with partners to achieve a better outcome for our communities

Control	
FP/20/21/1.6	Implement a comprehensive review of staffing and consider future ways of working for Fire Control

Operational Planning and Intelligence	
FP/20/21/1.7	Continuous review of Standard Operational Procedures (SOPs) and training packages in line with National Operational Guidance (NOG) and support the ongoing development and maintenance of NOG through the completion of a Strategic Gap Analysis.
FP/20/21/1.8	4. To continue to review how operational risk information is provided to front line crews, including the future conversions of MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH).
FP/20/21/1.9	Share Cross Border risk information with neighbouring FRSs through the use of ICT platforms and emerging technology and examine how best to enhance cross border training with neighbouring FRSs to assist when responding to over the border incidents.
FP/20/21/1.10	Identify and plan to reduce Foreseeable Risk to the community and the environment.

	Operational Resources and Transport
FP/20/21/1.11	Progress and implement authorised recommendations from the Strategic Leadership Team as to the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response.
FP/20/21/1.12	Implement a review of Workshop staffing pay rates
FP/20/21/1.13	Implement a comprehensive review of Courier staffing and consider future ways of working

Operational Preparedness - Equality, Diversity and Inclusion Objectives:

ED/20/21	ED 19/20 4.6 continued to 20/214.6 To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.
ED/20/21	Utilise our positive action campaigns for recruitment within all departments to ensure diversity.
ED/20/21	Collaborate and work with other agencies to horizon scan and benchmark any ED & I processes.
ED/20/21	Research, Develop and Implement Supportive technology, ex, 999 eye, What 3 Words,
ED/20/21	Uniforms – ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures
ED/20/21	Involve ED & I in all review processes

Operational Response:

FP/20/21/2.1	Continue to maintain the Health, Safety and Welfare of all Merseyside Fire and Rescue Service (MFRS) staff and promote and support a positive Health and Safety Culture.
FP/20/21/2.2	Continue to strengthen Operational Response through improvements identified via effective monitoring, audit, assurance and review of the Operational Response function.
FP/20/21/2.3	Develop our people within Operational Response via continued and improved engagement to deliver a professional service which impacts positively on our communities and our workplace; and continue to effectively and efficiently manage resources to deliver an excellent operational response.

Operational Response - Equality, Diversity and Inclusion Objectives:

ED/20/21	Embed Inclusive Leadership and Management Coaching for Station Managers with the Diversity and Consultation Manager to ensure Managers have opportunities to learn and develop their Inclusive Management Skills (EO1, EO5).

ED/19/20	Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSC's (EO1, EO2, EO3, EO4, EO5).
ED/20/21	Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups (EO1, EO4, EO5).

People and Organisational Development:

FP/20/21/3.1	To support delivery of the organisational People Strategy and lead on the review of the Strategy for 2021-24.
FP/20/21/3.2	To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.
FP/20/21/3.3	To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.
FP/20/21/3.4	To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.

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

ED/20/21	To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.
ED/20/21	To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.
ED/20/21	Each SI is assessed and a relevant EIA produced as applicable.

Community Risk Management - Prevention

Prevention	
FP/20/21/4.1	Implement the revised Home Safety Strategy inclusive of using person and place based factors to keep people safer in their homes. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024
FP/20/21/4.2	Ensure that Safeguarding is fully embedded in the Service.
FP/20/21/4.3	Further expansion and development of MFRS volunteers.

Community Safety	
FP/20/21/4.4	Produce and implement a Community Safety Strategy that encapsulates Arson, Road & Water Safety and Youth Engagement. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024

Children and Young People	
FP/20/21/4.5	We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.

Community Risk Management Prevention - Equality, Diversity and Inclusion Objectives:

ED/20/21	To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups
ED/20/21	To increase the 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/20/21	To continue to deliver and embed a MF&RS Safeguarding Strategy.

Community Risk Management – Protection

Protection	
FP/20/21/5.1	To implement the Protection Strategy including a focus on: 2. Resource and Asset Review - To analyse demand on the department, against external and internal drivers to reduce risk. 3. Data and Digital Solutions (MIS) - Develop applications for the Management of Protection Information (MIS) so that Protection activity can be effective and efficient.
FP/20/21/5.2	Information and Guidance Establish a Framework for Information and Guidance to provide both our department and partners with clear up to date and appropriate information.
FP/20/21/5.3	The built environment Review our approach to high risk and tall buildings, considering the Grenfell Tower Inquiry, to maximise efficiency and effectiveness of operational response to incidents and protection activity in line with risk based inspection.

Community Risk Management Protection - Equality, Diversity and Inclusion Objectives:

ED/20/21/	The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. The provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.

National Resilience:

FP/20/21/6.1	To utilise the National Strategic Risk Assessment and value for money principles as a foundation to inform the Home Office New Dimensions 2 project
FP/20/21/6.2	To conduct national business continuity planning surveys and provide an accurate position in regards to broader Fire and Rescue Service resilience arrangements
FP/20/21/6.3	Contribute to the TDA site development project to ensure facilities that are sourced/developed are suitable and sufficient to enable MFRS to continue to host and deliver National Resilience skills acquisition and refresher courses. Develop relationships with NFCC comms in pursuit of a more proactive approach to communications, so as to heighten awareness of NR across the sector and with other stakeholders; increase the use of Social media and podcasts to highlight positive elements within NR and to enhance coordination during incidents of national interest
FP/20/21/6.4	Deliver phase 2 of the NR website development project

Strategy and Performance

FP/20/21/7.1	a. To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide b. To deliver the fourth staff survey – using the engagement and Think People principles.
FP/20/21/7.2	To make the most effective use of organisational information whilst continuing to improve information security and governance. 4. Continuing to digitally transform the organisation 5. Continuing to ensure compliance with information governance and security legislation and regulations
FP/20/21/7.3	Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.

FP/20/21/7.4	Create a 2021-2024 Integrated Risk Management Plan aligned to the Medium Term Financial Plan and People Strategy.
FP/20/21/7.5	Work with other functions to deliver a successful HMICFRS inspection for MFRS
FP/20/21/7.6	Implement an ICT Infrastructure that will enable efficiency through current and emerging technology
FP/20/21/7.7	Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the ESN 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/20/21/7.8	Consider ways in which catering services can become more environmentally sustainable.

Strategy and Performance - Equality, Diversity and Inclusion Objectives:

	To support the organisation to deliver against the following four Equality and Diversity Objectives:
ED/20/21	Create a strong cohesive organisation that is positive to rising to the future challenges we face.
ED/20/21/	Ensure that people from diverse communities receive equitable services that meet their needs.
ED/20/21/	Reducing fires and other incidents amongst the vulnerable protected groups
ED/20/21/	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."

Finance:

FP/20/21/8.1	Monitor the development of the Comprehensive Spending Review (CSR) 2020; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review.
FP/20/21/8.2	To monitor the outcome of the McCloud pension challenge.
FP/20/21/8.3	Maintain and Update the Authority on the progress of implementing the approved 2020/21 financial plan, and in particular any expenditure assumptions and the ongoing delivery of approved saving proposals.
FP/20/21/8.4	**Consider the potential future challenge beyond 2020/2021 in relation to: -** • CSR 2020 and what that might mean **IF** the Authority has to make significant revenue savings over the CSR 2020 period, (2021/2022 – 2024-2025?).

	• The affordability and sustainability of the current level of annual capital spend funded through borrowing (£3.4mp.a. based on the 2024/2025 capital programme) and what can be done to reduce the pressure on the current and future MRP / Interest budget up to 2029/2030. • Funding of new and additional investment in the Service beyond 2020/2021 required to modernise and invest in up-to-date infrastructure – taking into account the previous bullet points.

Legal, Procurement, Estates & Democratic Services:

Legal	
FP/20/21/9.1	Explore the provision of an overarching insurance policy for UK ISAR further to MFRA appointed as lead authority

Procurement	
FP/20/21/9.2	Deliver new projects and further improvements in respect of National Resilience asset refresh and LTCM activity
FP/20/21/9.3	Undertake review of procurement policies, procedures and processes to ensure current best practice in utilised across the Authorities

Democratic Services	
FP/20/21/9.4	To make greater use of technology to improve engagement between Members and staff; and to raise awareness of the Authority and its Committees.
FP/20/21/7.5	To embed improved scrutiny processes and practices across the Authority, to ensure scrutiny is adding value and contributing to tangible outcomes.

Estates and Facilities	
FP/20/21/9.6	Implementation of the 5 year capital build programme, taking into consideration potential future station mergers and changes in the IRMP

Legal Procurement, Estates & Democratic Services:- Equality, Diversity and Inclusion Objectives:

ED/20/21	
	To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.

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.

Community Impact Fund

The Service has committed funding in 2020/21 that will allow each fire station to deliver events and initiatives in their communities to help achieve their objectives for the station area. They can, if they wish, do this with other stations and departments in MFRS, involving external partner organisations in collaborative initiatives if appropriate.

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 2020/21 are:

	SSRI	HFSC	HYDRANT	WASTE & FLY	PREV TALKS	SOFSA
TOTALS	**1963**	**46290**	**142**	**132**	**720**	**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.

During Spring 2019 we undertook 12 weeks' consultation with public, staff and stakeholders around proposals in the draft IRMP 2019-21 supplement 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

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
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
IoD	Index of 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 of 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 Finance 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, Time bound
SLT	Strategic Leadership Team
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 1 Merseyside Fire and Rescue Service Organisational Structure

Note: this is being updated due to recent organisational changes and will be added to the published Service Delivery Plan.

Appendix 2

MFRS Integrated Planning Process

January	February	March	April	Annual
Functional Plans developed	Draft Service Delivery Plan written • IRMP Actions • Functional Plan actions • KPI's • E&D Actions • Financial Information	Plans submitted to Authority for approval	Service Delivery Plan published	**Service Delivery Plan**

January	February	March	April	Annual
Planning sessions with partners & staff	Draft Station Plans created	Plans submitted to Authority for approval	Station Plan published	**Station Plans**

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┌─────────────┐     ┌─────────────┐     ┌─────────────┐     ┌─────────────┐
│ Ongoing     │ ▶   │ Summer      │ ▶   │ October     │ ▶   │ Oct/Nov     │
│             │     │             │     │             │     │             │
│ IRMP Group  │     │ SLT and     │     │ Initial     │     │ IRMP options│
│ consideration│    │ deparmental │     │ consultation│     │ evaluation &│
│ of risk/options│  │ consideration│    │ focus groups│     │ familiarisation│
└─────────────┘     └─────────────┘     └─────────────┘     └─────────────┘
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Integrated Risk Management Plan

Every 3 years

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┌─────────────┐     ┌─────────────┐     ┌─────────────┐     ┌─────────────┐     ┌─────────────┐
│ Nov to Jan  │ ▶   │ Feb         │ ▶   │ March to May│ ▶   │ July        │ ▶   │ July        │
│             │     │             │     │             │     │             │     │             │
│ Draft IRMP  │     │ Draft IRMP  │     │ Consultation│     │ IRMP submitted│   │ Final IRMP  │
│ written     │     │ Published   │     │ & Amendments│     │ to Authority for│ │ Published   │
│ • National Framwork│ │          │     │             │     │ approval    │     │             │
│ • Risk      │     └─────────────┘     └─────────────┘     └─────────────┘     └─────────────┘
│ • Business  │
│   Intelligence│
│ • Legislation│
│ • Financial │
│   Information│
│ • Equality & Diversity│
└─────────────┘
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