

SERVICE DELIVERY PLAN

April 2021- March 2022

Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

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1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2021/22. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2021/22 including those set out in our Draft Integrated Risk Management Plan (IRMP) 2021-24. At the time of writing the IRMP is being consulted upon and will be approved in July 2021.

Since our last Service Delivery Plan was published we have all lived through what must be the most challenging twelve months of our lives, with the impact of the pandemic still being felt, but the promise of hope on the horizon.

Like all organisations, the pandemic has resulted in many changes for Merseyside Fire and Rescue Authority including an increase in agile working and the use of Information Technology, changes in the way we work to ensure we can still deliver all our services including our emergency response and work to make all our buildings Covid-secure.

Some of this has been challenging, but there have also been a lot of positives to take away from the last year, particularly how we have responded to the pandemic. Our excellent emergency response has not been affected; at times it improved and many incident types have reduced. Our Prevention and Protection staff have continued to provide support and advice to vulnerable residents and to building owners, and we have taken action when need to, to keep people safe.

Our amazing staff have also stepped up to help partner organisations when they needed it most, including delivering food, medical supplies and prescriptions, supporting mass testing and vaccination and working with all Merseyside Local Resilience Forum partner organisations to help Merseyside communities deal with the impact of the pandemic.

In addition, Merseyside Fire and Rescue Service led the pandemic response for the whole of the UK fire and rescue service, helping to make a difference all over the country. A national fire and rescue service Covid-19 inspection was strewn with examples of notable practice, which demonstrated that our response to the pandemic has been efficient and effective for Merseyside communities and that we took good care of our staff.

It is no wonder then that our most recent staff survey, held in November and December 2020, showed that 88% of our staff are engaged with the organisation, support what we are doing and feel valued. This is an excellent result and we couldn't be prouder of what our staff have done and continue to do every day.

But we won't stop there. We will continue to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong. We will continue to support our communities during the pandemic and beyond, including increasing our support for the Ambulance Service, whilst continuing to improve, our own front line services over the three years of this Plan.

In our IRMP and this Service Delivery Plan our focus once again includes an increase in our front line response, and to our knowledge this not mirrored anywhere else in the country. The specialisms and capabilities of our staff and the equipment we provide will be enhanced to meet all the known and emergent risks on Merseyside.

Over the three years of the IRMP we propose to build a new state of the art Training and Development Academy which will allow us to expand and increase our training, with the potential to become a centre of excellence for national training. As part of that project, we also want to create a new super-station to replace two fire stations that are reaching the end of their useful life, whilst securing an improvement in our response times.

We plan to increase our ability to inspect high risk buildings and assist building owners and occupiers to comply with fire safety law by recruiting more fire safety inspectors and we will broaden our fire prevention activity to include providing free home fire safety checks for vulnerable people living in more deprived areas as well as continuing with our focus on older Merseyside residents.

We will do this and more against the back drop of the continuing pandemic and its legacy, the impact of the UK leaving the EU, the second national fire and rescue service inspection and ongoing government funding challenges. We believe that we can make all our proposed changes within our planned budgets by continuing the work we started in our IMRP Supplement 2019/21 and doing things differently, including using a range of ways of staffing fire stations and fire engines flexibly to meet demand and risk.

This Service Delivery Plan anticipates those proposals and includes actions that will help us deliver them during the next year, but it is flexible enough to adapt, should the IRMP public consultation result in any changes to the final IRMP.

Whatever challenges the next twelve months presents, you can be assured that Merseyside Fire and Rescue Service will continue to provide the highest levels of service to the communities of Merseyside and beyond.

Chief Fire Officer - Phil Garrigan

Chair of Fire Authority – 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, on both sides of the mouth of the river Mersey and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

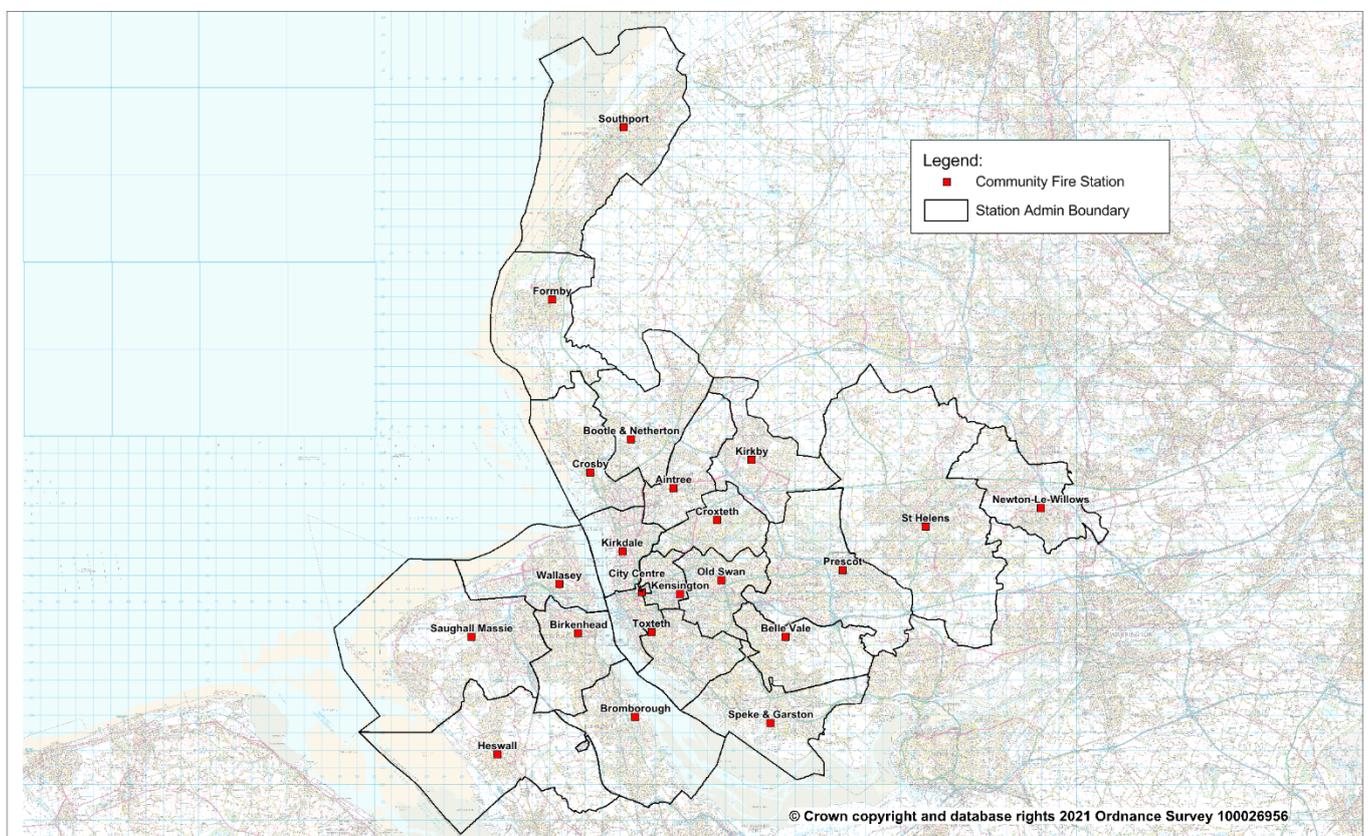
Merseyside spans 249 square miles (645 Km²) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's metropolitan districts has at least one major town centre and outlying suburbs.

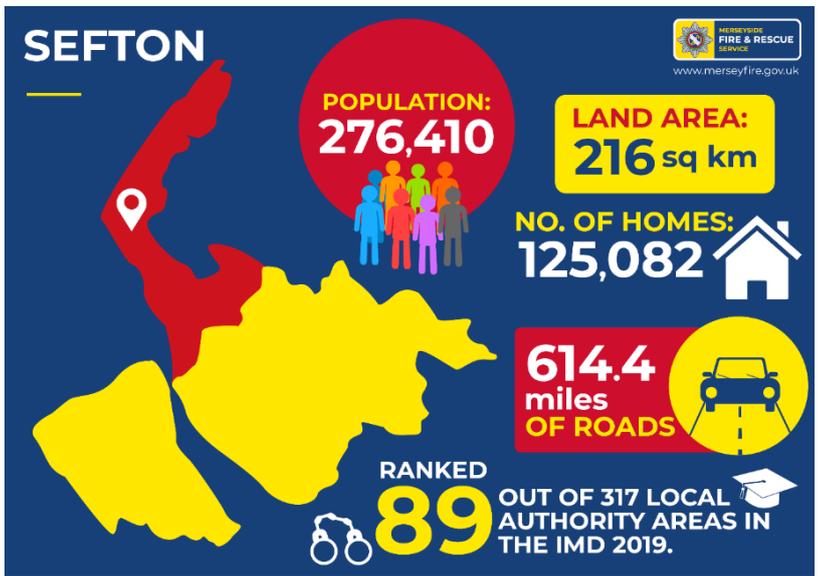
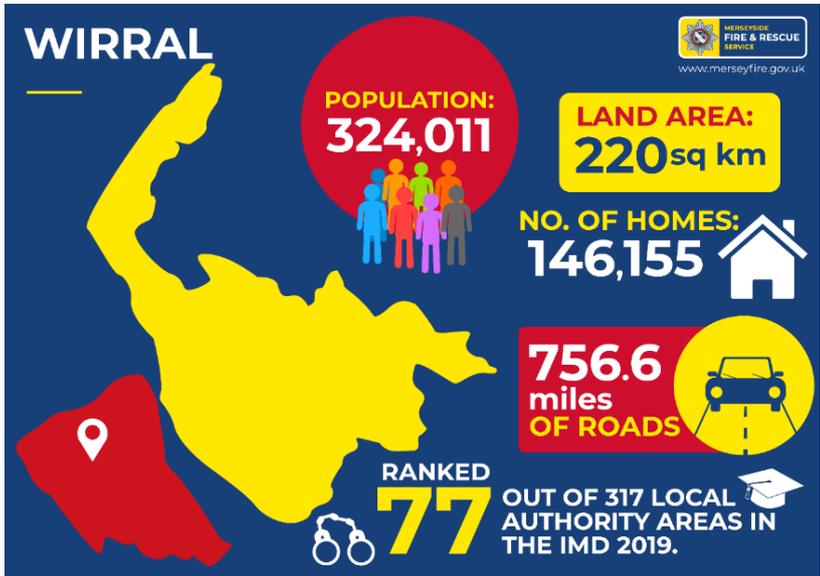
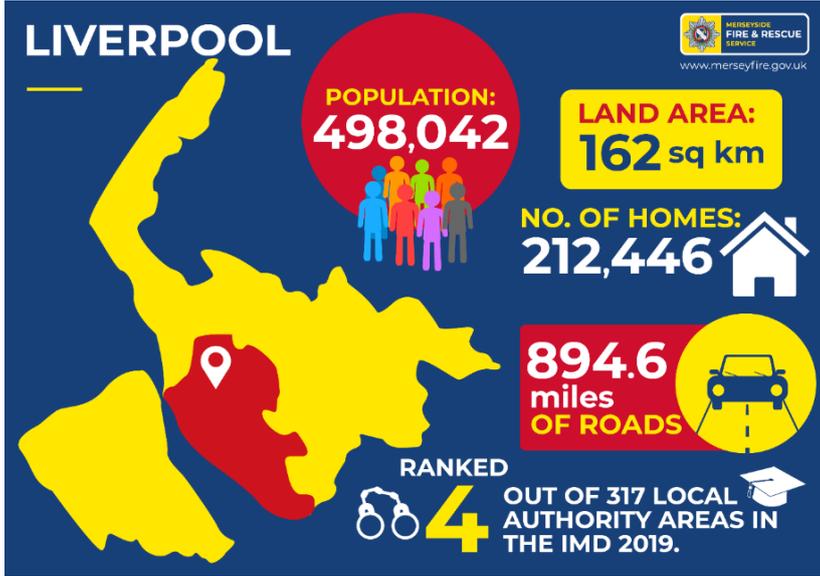
Mid 2019 population figures show that Merseyside has a population 1,429,910. Since the 2011 census, the population of Merseyside has grown by 3.5% with each metropolitan district showing overall increases.

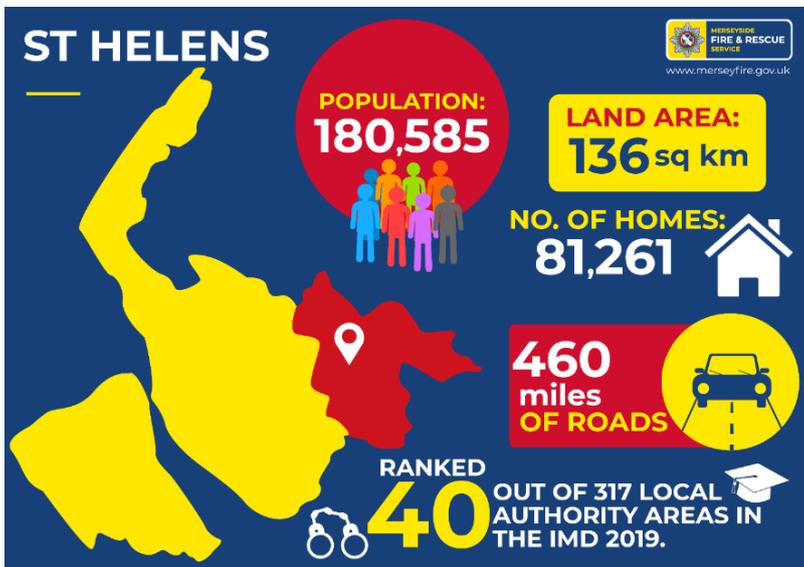
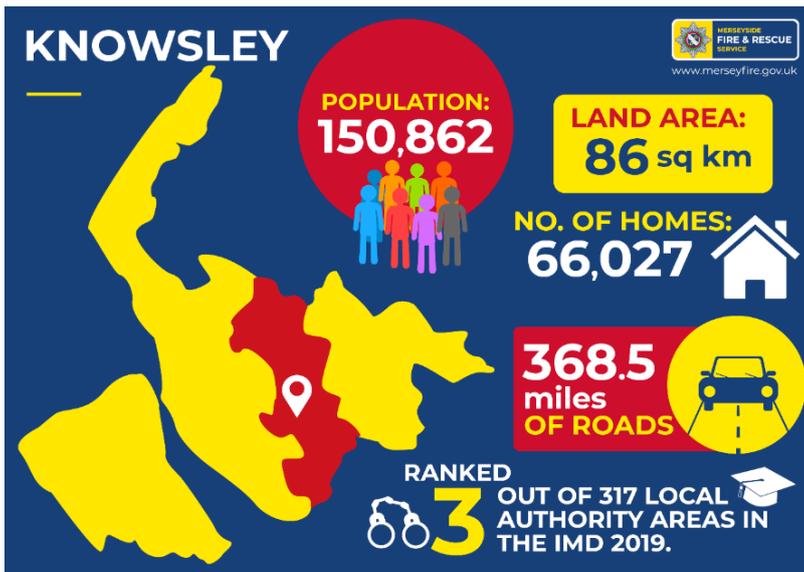
Digging deeper into the population of Merseyside, we see:

- Slightly more females than males in Merseyside (51.1% female against 48.9% male)
- Based on the 2011 Census, of the total population of over 65's in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

Merseyside is one of the most deprived areas in England, with Knowsley being the 3rd most deprived local authority in England and Liverpool being 4th. There are better off areas, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation, which has the side effects of high levels of poverty, social exclusion and crime.







1.5 RISK, DEMAND AND VULNERABILITY

Preparing our Plans

This Service Delivery Plan includes details of how we will deliver our Integrated Risk Management Proposals in 2021/22 and the performance indicators we will use to show whether what we have done has been a success.

The Integrated Risk Management Plan proposals are based on three main factors; the risks in Merseyside, the demand for our services and the vulnerability of our communities and people who live in them. These three themes all make a difference to the safety of people, buildings and places in Merseyside:

During preparation for the Integrated Risk Management Plan 2021-24 extensive work was completed around the National Security Risk Register and the Community Risk Register created by the Local Resilience Forum.

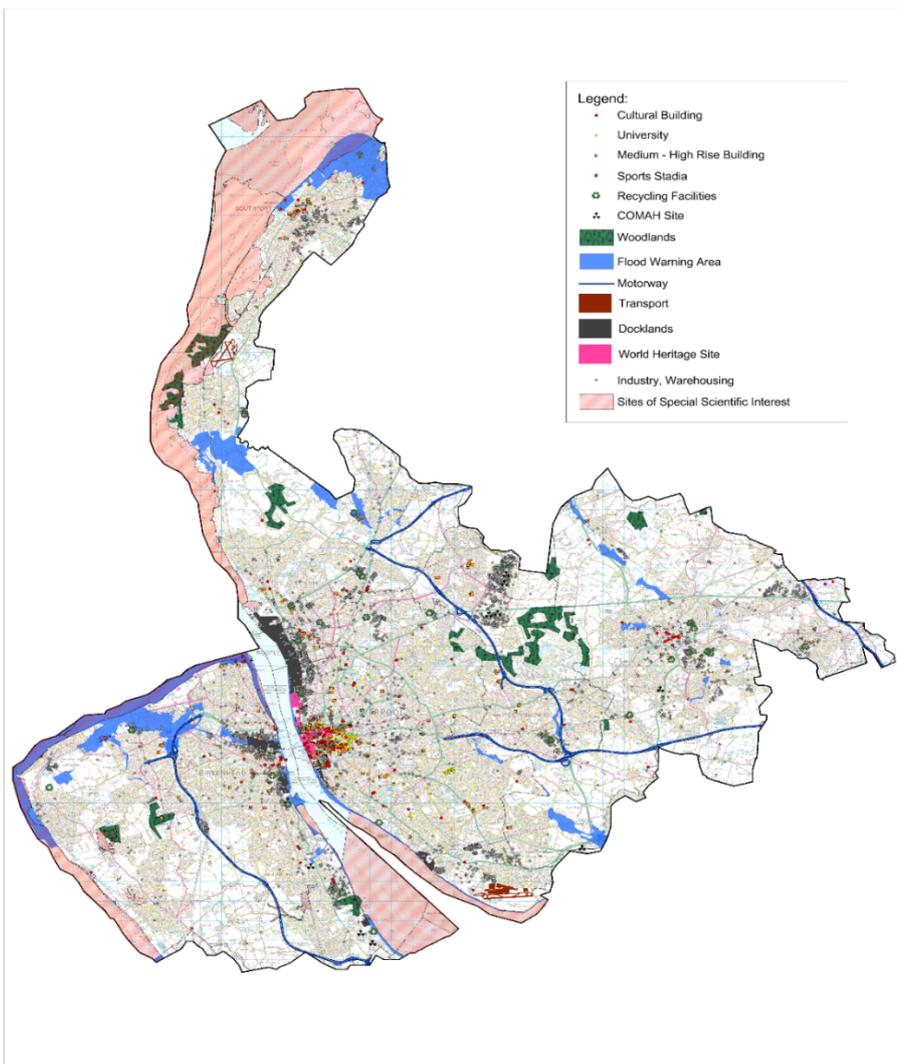
<https://www.merseysideprepared.org.uk/>

Through this work we have identified six high impact incident types that we should focus on in Merseyside:

- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

Knowing these risks helps to focus on areas of greater risk when planning our Service Delivery Plan and at a local level, our Station Plans.

Plotting these risks on a map of the Merseyside region allows us to identify where are risks are and place our resources to meet these risks, as illustrated in the map below.



Map Identifying Potential Risks in Merseyside

Author: Business Intelligence, Strategy & Performance Date: December 2020 Produced Using MapInfo
 Map Reference:
 © Crown copyright and database rights 2020 Ordnance Survey 100026956

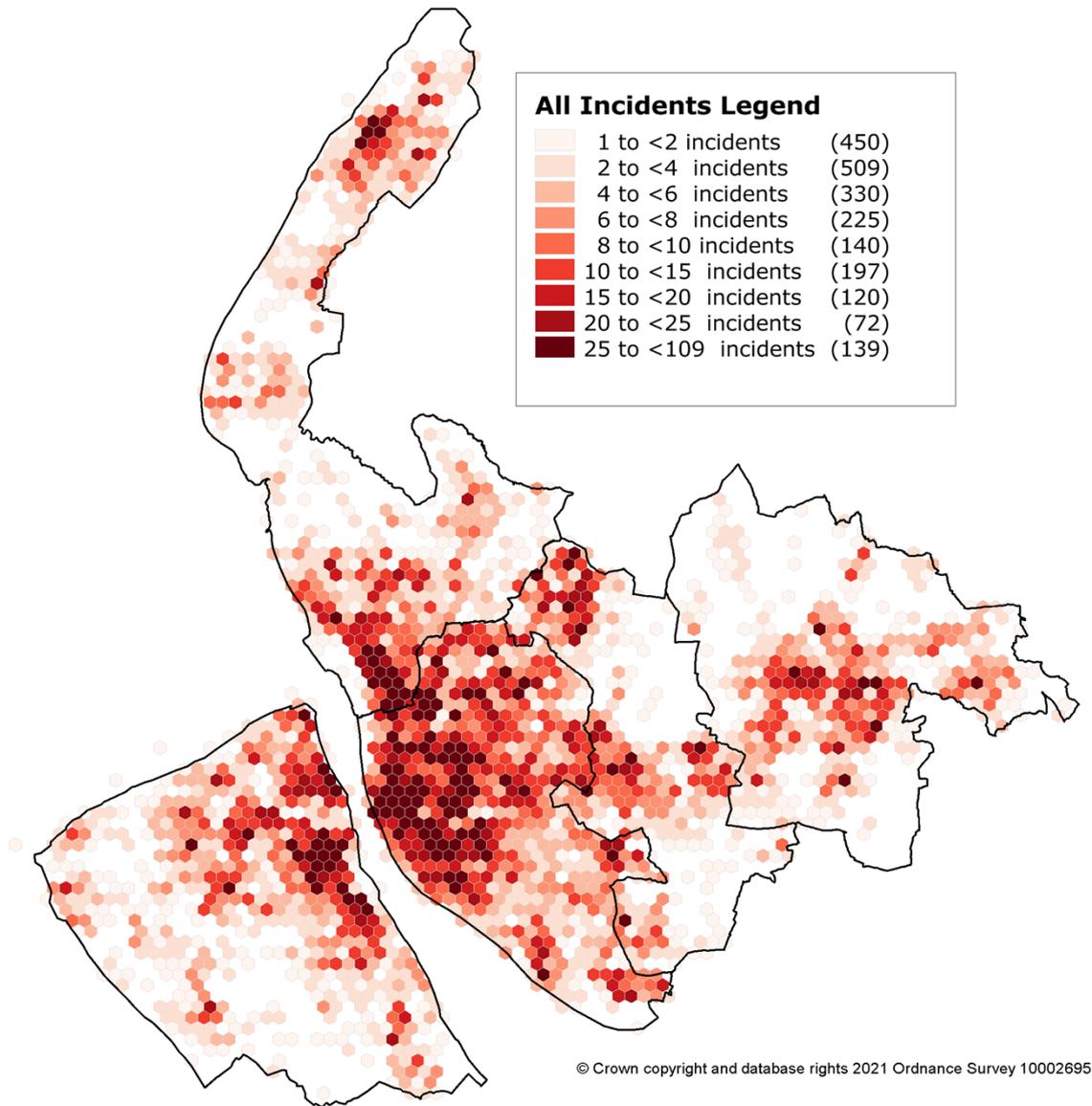
There are areas on this map which are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they would be to the Liverpool City Region should an incident occur.

To ensure we can respond appropriately to these risks we will have operational plans for these places, ensuring we have the right people, with the right equipment in the right place at the right time.

Demand for our services

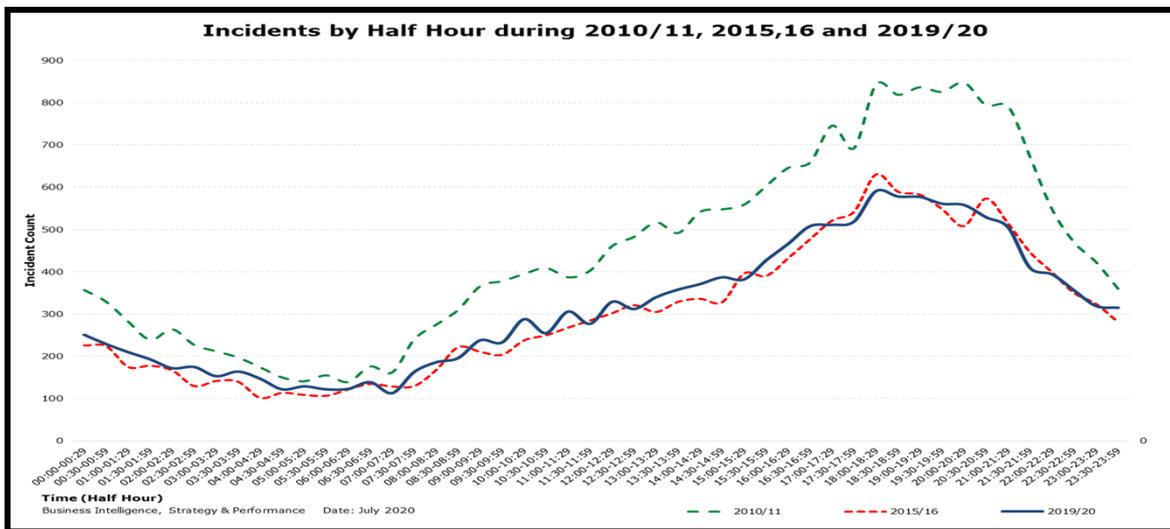
Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

The map below shows all incidents in 2020 and it shows that incidents aren't evenly spread across Merseyside:



We also know that demand fluctuates between the day and night, crews are twice as busy during the day than at night. Using this knowledge, we make sure we have our fire engines, in the right place at the right time to respond.

All Incidents - 1/4/2015 - 31/3/2020		
	Day	Night
Count	48879	28409
Proportion	63.24%	36.76%

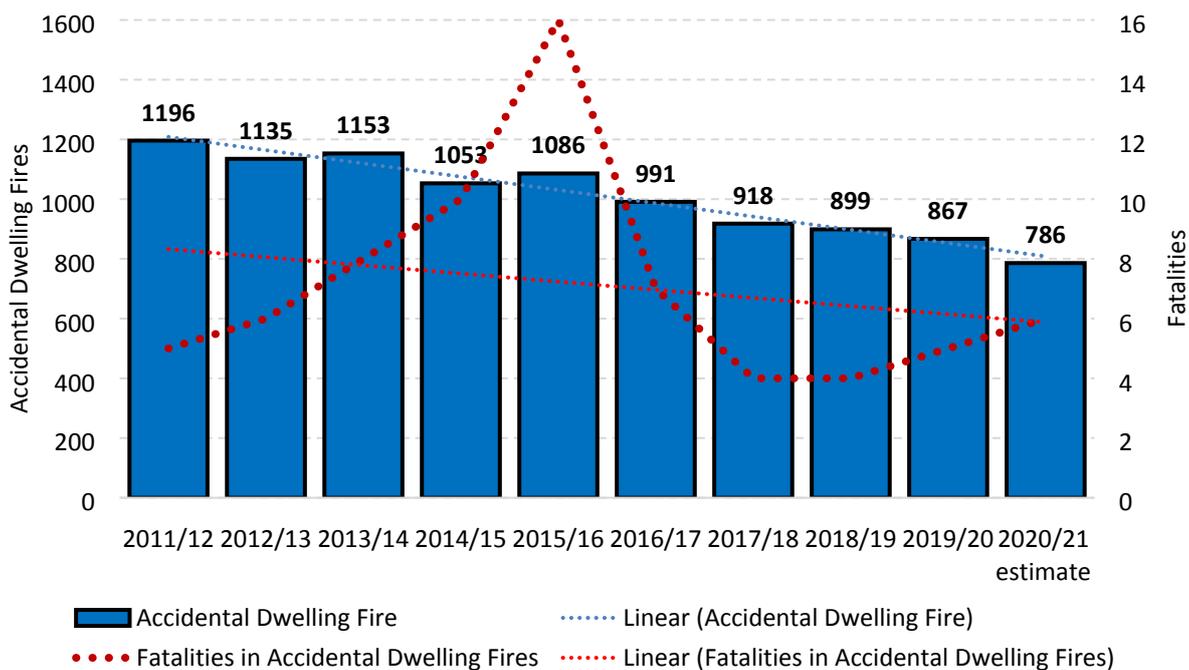


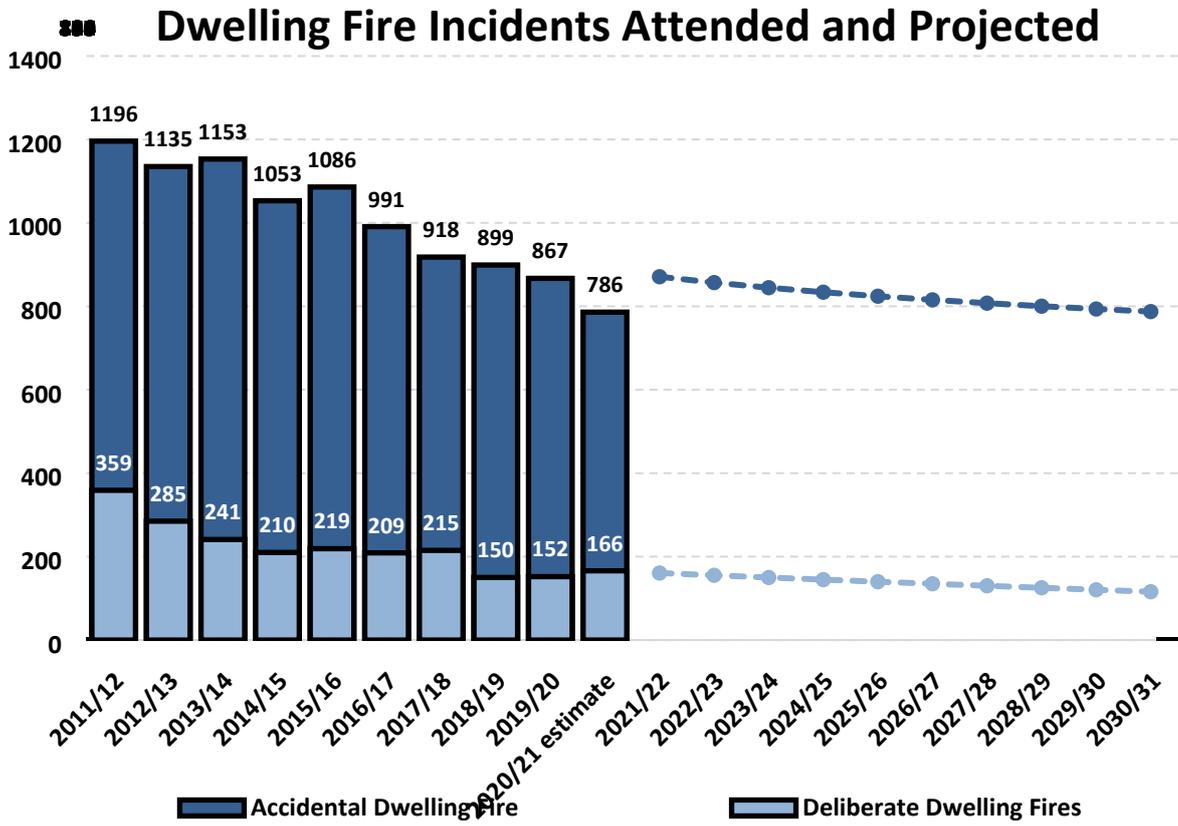
Vulnerability in Merseyside

We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with other partner agencies too to help their vulnerable clients.

The graphs below show the success of our Prevention activities showing how the number of both deliberate and accidental dwelling fires have fallen and are projected to fall in the future. We also use this information to help us plan for the future.

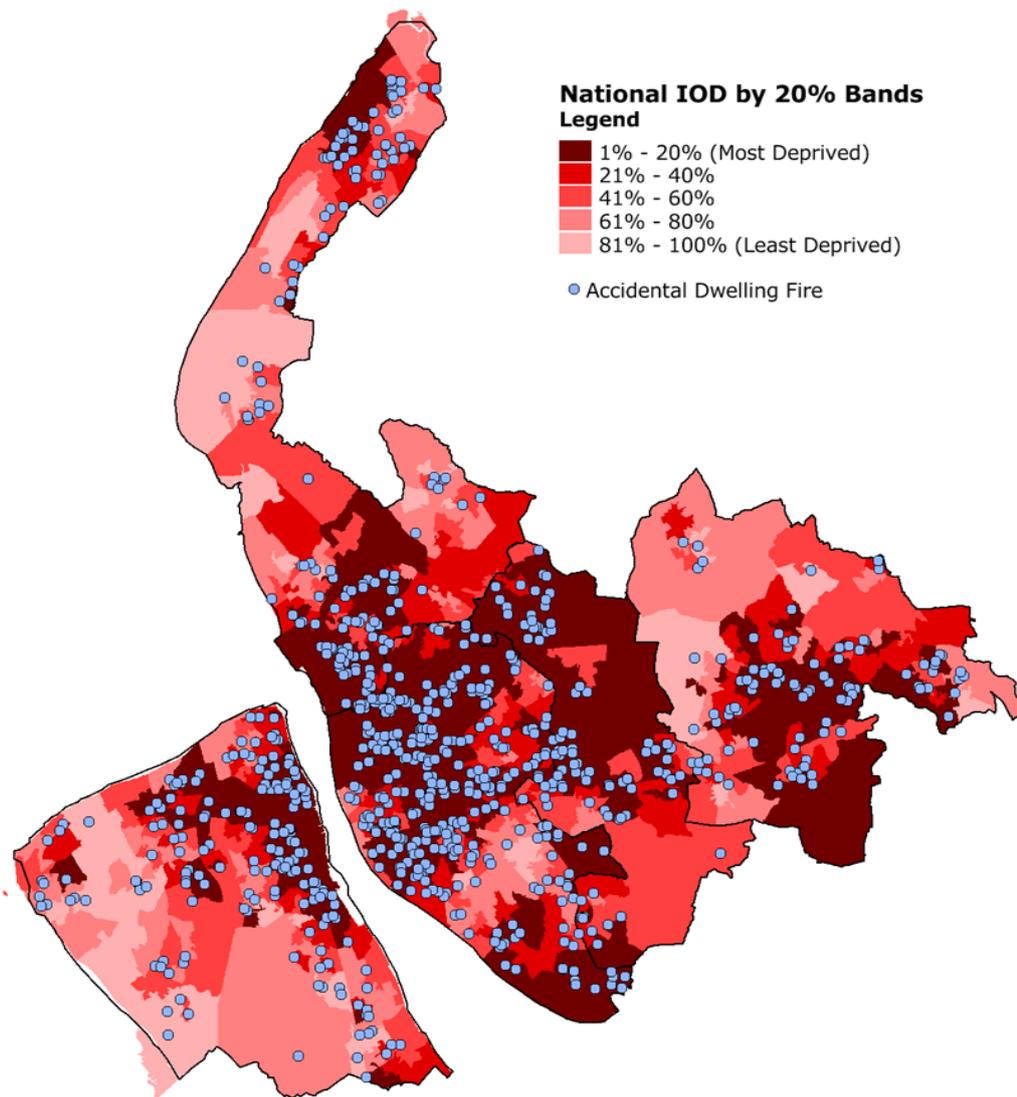
Accidental Dwelling Fires and Fatalities - 10 Years





We also map deprivation and consider how deprivation and fires are connected.

Accidental Dwelling Fires in relation to Deprivation



Through our plans we deliver activities and resources tailored to respond to local risk.

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 5 and 6.

Our priorities support collaboration with partner agencies and we work together to make our communities safer and more resilient.

2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY

Around 1000 people are employed by Merseyside Fire and Rescue Authority at 22 Community Fire Stations, a Marine Rescue station, our Training and Development Academy, Headquarters, Fire Control and vehicle workshops.

Merseyside Fire & Rescue Authority provides 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 a but more recently we have been able to increase our fire engines and firefighters by using the money we have differently. Our 2021-2024 draft IRMP proposes to meet some emerging risks with an innovative way of crewing appliances to continue increasing front line services; 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 main aspects of the services we carry out are outlined below:

Operational Preparedness

The Operational Preparedness directorate considers all the foreseeable fire and rescue related risks that could affect our communities, whether they are local, national or international; from fires to terrorist attacks. Operational Preparedness staff work alongside partners, such as local councils, the NHS, the Police and the Ambulance Service.

These organisations make up the Local Resilience Forum which produces the Community Risk Register; this includes our plans to prevent and reduce the impact of risks that affect Merseyside. This means that our firefighters are prepared for and can respond effectively and efficiently to any emergency.

Operational Preparedness organises our business continuity arrangements (which we must have under the Civil Contingencies Act 2004). The business continuity plan shows how we would deliver our services (plus how we will deliver our National Resilience duties) when something unexpected happens. These plans have been extremely well tested through the COVID-19 Pandemic.

Operational Planning and Intelligence teams work with the Local Resilience Forum on major events such as the Grand National.

Our Equipment and Stores teams research and review fire engines and equipment and follow developments in new fire kit and uniform to keep firefighters safe.

The department also looks after National Resilience assets which are appliances, equipment and specialist vehicles that are based on some of our fire stations. National Resilience assets are provided by the Government for use all over the UK if an unusual or large scale incident occurs (such as widespread flooding).

Our Search and Rescue Team (including international search and rescue), the Marine Rescue Unit and Merseyside Fire and Rescue Control (which also provides National Resilience control services) are also managed by this directorate.

Fire Control are responsible for receiving 999 and other emergency calls and sending the right fire engines and officers to emergency incidents. Fire Control staff know where all fire engines, officers and specialist appliances are across Merseyside and whether they are available to attend an emergency. Our Fire Control also co-ordinates National Resilience assets for the whole of the UK. We have recently successfully recruited eight new fire control staff to enhance the resilience of our Fire Control team.

Operational Preparedness provides firefighters and officers with training and information so they can deal with all emergency incidents safely and effectively. We also run our own Training and Development Academy to help us do this.

We also have a duty to collaborate with other emergency services (Policing and Crime Act 2017) and we do this through our Blue Light Collaboration team who work with our blue light partners to improve efficiency and effectiveness.

The Operational Preparedness department also includes our Transport and Workshops teams who manage and maintain the fire engines and all other MFRA cars and vans and our Estates team who manage all our buildings.

Operational Response

The Operational Response Directorate is responsible for the frontline emergency response to fires and other emergencies. It is made up of three areas: Service Delivery, Health and Safety and Operational Assurance. The directorate supports and protects the safety of firefighters when training or at incidents, improves how we respond to incidents and makes sure that standards of performance are met.

Our 23 fire stations (22 Fire Stations and the Marine Rescue Unit) are strategically placed across Merseyside and the stations are staffed using a variety of shift patterns (working arrangements) to make sure we can provide an effective and efficient response to any incident. The shift patterns range from Wholetime, LLAR (Low Level Activity and Risk), Day Crewing Whole Time Retained and Hybrid (more details can be found on the next page and maps below). There is more information about the different working arrangements in Our Response to Emergency Incidents, below.

All stations are ready to respond, combining duty systems to protect the people of Merseyside 24 hours a day, seven days a week.

Each fire station is staffed by professional firefighters, trained to the highest standards in dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies and gathering risk information. Firefighters complete a 14-week initial training course and then continually train, refresh and update skills throughout their career.

The Health and Safety (H&S) Department works to ensure the Health, Safety and Welfare of all employees and any members of the public that may be affected by what we do (in accordance with the Health & Safety at Work etc. Act 1974 and the Management of Health & Safety at Work Regulations 1999). The team also manages performance monitoring systems, carries out investigations following accidents and other events and supports all departments with risk assessments, technical advice and training.

The Operational Assurance Team (OAT), along with Senior Officers, are responsible for the monitoring of how we respond to incidents and how we follow agreed procedures and consider

the health and safety of all our staff when responding to or dealing with fires and other emergencies. The team looks at how we can learn and improve following incidents attended and training. They will recommend training, equipment or changes that are needed to improve how we work and protect the safety of our staff and communities.

To make sure we make the most efficient and effective response to all incidents we use a variety of staffing systems including:

- **Wholetime** – crewed 24 hours a day, 7 days a week
- **LLAR (Low Level Activity and Risk)** – firefighters are available 1000-2200hrs on station, then available from accommodation on or near the station during the night
- **Day Crewing Whole Time Retained** – firefighters are available 12 hrs a day on station then on a 30 minute recall to provide resilience on stations during busy periods
- **Hybrid** - during the day 2 fire engines available on station with a 3rd available on a 30 minute recall to duty (retained element) and at night 1 fire engine will be available on station with 2 available on a 30 minute recall. (retained element) for resilience. This innovative system allows a flexible working approach for the staff that work within the system and allows the Fire and Rescue Authority to have more resources to call upon when needed at busy times or when we are dealing with a major incident.

Lead Authority for National Resilience

Merseyside Fire and Rescue Authority (MFRA) is responsible for the coordination and management of National Resilience and works closely with the Home Office to do that. The Home Office provides additional funding for this.

National Resilience refers to arrangements that reduce the impact of national risks including large scale building collapses, major transport incidents, terrorist attacks, major floods and wildfires. The arrangements managed by MFRA include providing specialist people, vehicles and equipment that are based around the country to deal with these types of incidents.

The National Resilience Assurance Team (NRAT) are responsible for the day to day management of all areas of National Resilience. This team includes staff seconded to MFRA from fire and rescue services around the UK. The team provides 24/7 specialist cover throughout the year in order to provide support, advice and expertise to anywhere that is experiencing a large scale incident.

MFRA also has responsibility for National Resilience Fire Control (NRFC) which works with NRAT in providing specialist assets to wherever they are required. MFRA also looks after National Resilience training; a programme of national courses that ensure staff working with National Resilience vehicles and equipment are well trained.

MFRA also manages the vehicles and equipment maintenance, making sure they are serviced and checked regularly and equipment is replaced/updated.

Prevention

Some of the most important services that we provide help prevent fires in people's homes. This includes a range of activities managed by our Prevention Function and delivered using two approaches; first is our Home Safety Strategy which includes our "Home Fire Safety Check". Each year our fire crews carry out approx. 50,000 of these checks. We also provide around 10,000 "Safe and Well Visits" which are carried out by our Prevention Advocates across Merseyside. The Safe and Well Check focuses on key aspects of health and in most cases connects people with partner agencies for further assessment as well as addressing fire safety concerns in the home.

Supporting the Home Safety Strategy, we have Community Safety Strategies that help us to reduce arson and other deliberate fires, improve road and water safety and set out how we work with young people. We work across Merseyside, mainly in the most challenging places.

Our strategies help us set clear expectations for all our prevention activity. They are based on a range of information of local, regional and national data sources and we use a targeted risk based approach that prioritises people and communities that are most vulnerable. We also make sure that our services are connected to what our local councils, other partner organisations and other fire and rescue services are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives. Sharing our knowledge and understanding of risks in Merseyside and working in partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.

Protection (Legislative Fire Safety)

We have a legal duty to enforce the Fire Safety Order and promote fire safety in places such as offices, factories, shops, public buildings and high rise buildings. This helps us to reduce the impact of fire in our communities, keep our firefighters safe and protect our heritage and the environment. This helps reduce the number of fire related injuries, loss of life and cost to businesses and the community. We support business and communities to meet their legal fire safety duties.

We have used local and national information to help us identify over 65,000 places in Merseyside that need to comply with the Fire Safety Order. Over the life of our IRMP our highly skilled and competent Fire Safety Inspectors will visit 7,500 very high and risk premises, including all of the High-Rise-Residential Buildings in Merseyside, and our firefighters will visit a further 6336 low to medium risk premises.

During the period of this Service Delivery Plan we will be introducing a new Management Information System and mobile technology that will help us manage the work we need to do and be more efficient and effective.

As well as the Fire Safety Order, we are responsible for enforcing other laws related to fire safety. This includes the safe storage of explosives and petroleum-spirit to reduce the risk of fire and explosion. We do this under the Health and Safety at Work Act 1974. During the lifespan of our IRMP our Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside. We will also monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.

Our Building Regulations Team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire. The Building Regulations Team, including our Fire Engineer, respond to over 1000 consultations in a normal year. We will continue to respond to all applications within the specified period of 15 days.

Following the Grenfell Tower fire on June 14th, 2017, we have committed to inspect all High Rise Residential Buildings during the first 12 months of this Plan and to work with building owners to assess external wall systems and to take action to make safe unsuitable cladding. We will also be working with the new Building Safety Regulator which will be created in 2021. The department has plans in place and has started making changes following the Grenfell Tower Inquiry Phase 1 report, and is preparing for the Phase 2 report which is due in late 2021.

Following the publication of the Grenfell Tower Fire Phase One Report in April 2020 The Government announced £20 million in additional one-off grant funding to Fire and Rescue Services to assist with increased Protection activity.

We will use the extra money from the Government to increase the number of Fire Safety Inspectors and Auditors and to improve the knowledge of our current team and to recruit from our communities' new staff to become Fire Safety Inspectors and Auditors. New starters who do not currently have the high level of technical skills to operate in this environment will receive the appropriate training and practical experience in order to be effective and efficient in their role.

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.

We take a positive action approach to recruitment and promotion that means we encourage applications from people who might not usually think of being a firefighter as a career for them (such as women or some minority ethnic groups).

We want all the people living in Merseyside to see people who look like them amongst our workforce, so we work with community groups, schools and colleges to explain how being a firefighter is such a rewarding career and over recent years we have introduced a range of different ways of working that allow flexibility for staff too.

Our People Plan is one of our three key plans, alongside our Integrated Risk Management Plan and Medium Term Financial Plan and a revised People Plan will be published at the same time as our final IRMP, in July 2021.

Support Services (Our internal frontline)

Although most people will see our fire fighters and Prevention and Protection staff out in our communities, we also have a number of support staff working behind the scenes to make sure the Service runs efficiently and that front-line staff are able to carry out their work effectively.

These departments include direct support for our emergency response staff, Finance, Legal services and Human Resources departments and Estates Management, communications, vehicle management and ICT and information management services.

3.1 FINANCE

Like all organisations, MFRA has a set budget to spend on our staff (including our firefighters), our equipment and our services; we receive our money from grants from central government and Council Tax payments. When deciding how to tackle Risk, Demand and Vulnerability we also have to think about how we spend our budget to make sure we have the most positive impact on our communities.

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 has an excellent record for dealing with any financial challenge it faces. For many years now the Authority has maintained a comprehensive Medium Term Financial Plan (MTFP) and capital programme.

During 2010 to 2020 the Government implemented an austerity plan in an attempt to reduce national debt. A significant element of the plan was to reduce the level of Government funding for local government (this includes fire and rescue authorities). As the Authority had a relatively low council tax base it was more reliant upon Government grant funding to support its revenue budget and therefore suffered a more proportionate financial loss than almost every other fire and rescue authority in the country. The cumulative percentage reduction in Government revenue support for the Authority between 2010/11 (£46.3m) and 2019/20 (£30.8m) equated to a 33% cash reduction or approximately 50% in real terms. That resulted in unavoidable reductions in the front line operational services over this period.

In 2010 the Authority;

- employed approximately 1,000 Full Time Equivalents (FTE) firefighters,
- employed 42 FTE fire control staff,
- employed 425 FTE support and technical staff,
- had 42 wholtime fire appliances immediately available and 1 retained - 43 appliances in total,
- had 26 full time fire stations.

The current budget provides for;

- 642 permanent FTE firefighter, (36% lower),
- 33 fire control FTE, (21% lower)
- 290 FTE support and technical staff, (32% lower),
- Appliances;
 - Days: 27 immediately available plus 3 on a 30 minute recall
 - Night: 21 immediately available plus 9 on a 30 minute recall
- 22 fire stations maintained by a variety of demand led duty cover systems.

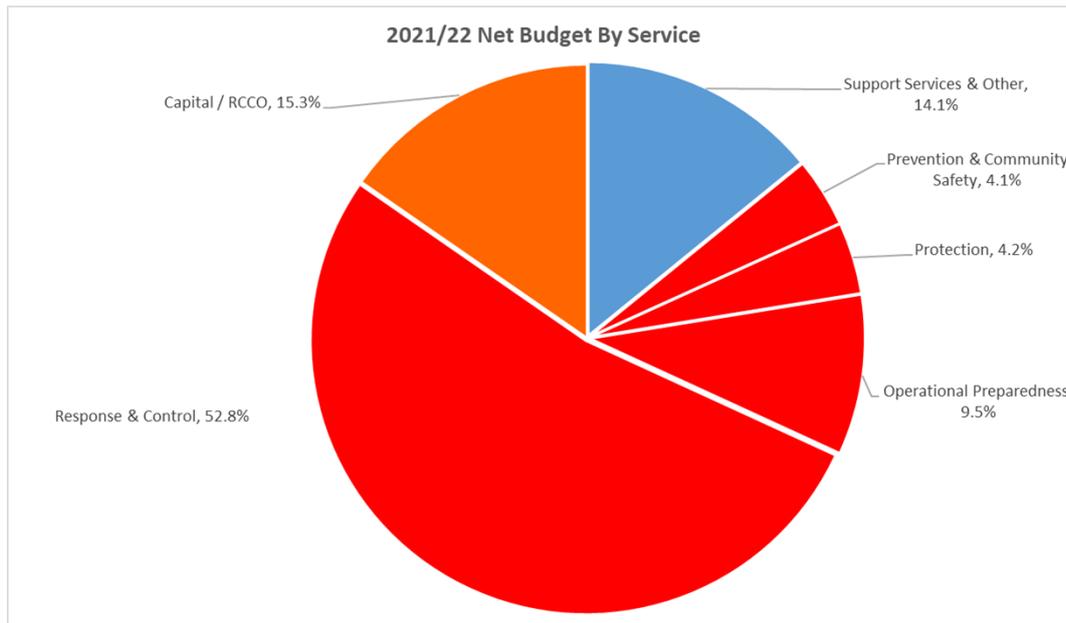
The updated MTFP covers a five-year period, 2021/2022 – 2025/2026. It takes into account the Government's 2021/2022 financial settlement and delivers a balanced financial position in 2021/2022 and 2022/2023. A potential financial challenge from 2023/2024 has been identified but due to significant uncertainty over future Government support and future costs (particularly pay awards and the impact of the McCloud remedy in relation to pensions), this challenge has been noted at this time.

If any organisation wants to be successful, its budget setting and medium term financial plan must allocate resources to support its key strategic aims and priorities. This is a vital consideration when organisations face periods of severe financial challenge.

The Integrated Risk Management Plan (IRMP) is the key driver in the allocation of the Authority's resources in response to the risks facing Merseyside. The Authority's IRMP states the main strategic themes that the Authority is progressing and its plans for the future. The MTFP includes an allocation of resources to deliver the IRMP, including a new £25m Training

and Development Academy. The MTFP prioritises the allocation of resources to deliver the Authority's mission and aims.

The pie chart below shows that most expenditure 52.8% goes on emergency and specialist response. In addition, 9.5% goes on Operational Preparedness and 8.3% on Protection, Prevention & Community Safety. Therefore 70.6% of expenditure is on the "front line" services. The 15.3% on capital costs relates mostly to previous investment in front line assets, fire stations, vehicles and equipment. The remaining 14.1% is on support services.



Our [Medium Term Financial Plan](#) (agenda item 6) provides more information.

4.1 PERFORMANCE INDICATORS

Performance indicators measure areas of performance that are important to us and they help us understand how well we are serving our communities. They help 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, five 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 Tier 1 and 2 indicators. Other performance data can be requested by members of the public by emailing foiteam@merseyfire.gov.uk

For 2021/22, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Specific Risk Risk Information (SSRI) visits completed and achieving the targets will be managed locally on station on an annual basis.

It should be noted that the targets for the majority of KPIs will be unchanged from the targets set during 2020/21. This is due to the impact of the pandemic and local/national lockdowns limiting the work that we were able to do around preventing fires and other community based work. As a result we were unable to achieve some of our targets during 2020/21, however these targets are still viewed as appropriate and therefore we wish to keep the same for 2021/22.

The estimated performance for 2020/21 is detailed below (using actual data from April 2020 to December 2020). 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'. These are Performance Indicators where we either do not want to reduce or are unable to influence this incident type such as some types of Special Service calls. Many are related to assisting partner agencies such as the Police and the Ambulance Service, particularly related to providing assistance and helping them enter buildings. Incident types we can influence such as road traffic collisions and water rescue incidents exist as separate indicators. Performance Indicators have been recorded in themed groups for reporting to the Authority.

Due to the uncertainty around Covid 19, estimated sickness figures are difficult to predict, so cumulative figures have been used to flatten extremes. Actual sickness figures will be added in the update of performance in June 2021.

4.2 ESTIMATED PERFORMANCE FOR 2020/21

<i>Quality Assurance</i>	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2019/20	Target 2020/21	Estimated Performance 2020/21	Status
TO00	Total number of emergency calls received	20679	<i>Quality Assurance</i>	20224	Quality Assurance
TC01	Total number of incidents attended	15193	16273	15762	On target
TC02	Total number of fires in Merseyside	5638	7159	6399	On target
TC03	Total number of primary fires attended	2093	2262	1789	On target
QTC04	Total number of secondary fires attended	3545	4897	4610	On target
TC05**	Total number of special services attended	3911	<i>Quality Assurance</i>	3795	Quality Assurance
TC06	Total number of false alarms attended	5644	5497	5568	Target missed
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	93.9%	90.0%	96.0%	On target
TD09	The % of available shifts lost to sickness absence, all personnel	4.05%	4.00%	3.71%	On target
TE10	Total carbon output of all MFRS buildings	58.5	65.0	56	On target
DWELLING FIRES					
DC11	Number of accidental dwelling fires	867	960	786	On target
DC12	Number of deaths in accidental dwelling fires	5	8	7	On target
DC13	Number of injuries in accidental dwelling fires attended	87	98	55	On target
DC14	Number of deliberate dwelling fires in occupied properties	136	150	149	On target
DC15	Number of deliberate dwelling fires in unoccupied properties	16	33	17	On target
DC16	Number of deaths in deliberate dwelling fires	1	1	0	On target
DC17	Number of injuries in deliberate dwelling fires	15	15	17	Target Missed

* 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.

KEY PERFORMANCE INDICATORS		Performance 2019/20	Target 2020/21	Estimated Performance 2020/21	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non-domestic premises	73	81	35	On target
NC12	Number of accidental fires in non-domestic premises	165	179	114	On target
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	459	569	319	On target
AC12	Number of accidental vehicle fires attended	206	197	169	On target
AC13	Number of deliberate anti-social behaviour fires (small)	2774	4,157	3020	On target
AC14	Number of accidental small fires attended	771	740	1590	Target missed
AC15	Number of 'other' primary fires attended	171	217	199	On target
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	718	Quality Assurance	563	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	343	Quality Assurance	238	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	7	Quality Assurance	7	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside <i>Based on Partnership RTC data</i>	426	Quality Assurance	374	Quality Assurance
RC15	New: Number of KSI's affecting 16-24 age group - <i>Based on Partnership RTC data</i>	71	110	40	On target
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	570	583	434	On target
FC12	The number of false alarm calls due to smoke alarm actuation in Domestic properties	3137	2949	2926	On target
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3940	Quality Assurance	3465	Quality Assurance
FC22	Number of Malicious False Alarms attended	233	222	119	On target
FC23	Number of False Alarm Good Intent attended	1704	1743	2089	Target missed
STAFF SICKNESS & INJURIES					
WD11	% of available shifts lost to sickness absence per wholtime equivalent GREY book (operational) personnel	3.88%	4%	3.52%	On target
WD12	% of available shifts lost to sickness absence per wholtime equivalent GREY book (operational) personnel	4.29%	4%	4%	On target
WR13	Total number of operational staff injuries	26	47	38	On target

*Predicted Performance for 2020/21
Primarily based on the performance: (April 2020 to November 2020 / April 2019 to November 2019)*Year end 2019/20*

Where performance is skewed and unrealistic then: (Sum of April 2020 to November 2020 / 8) * 12

Sickness absence indicators are difficult to project into the future because of how fluid the situation is due to Covid. Cumulative figures have been used as it does flatten the extremes of the recent performance

	Target achieved
	Within 10% of Target
	10% worse than target

Comments on Performance Indicators that have achieved their target

TC03 Total number of primary fires

The number of primary fires (1789) attended during 2020/21 is less than in 2019/20 (2093) and is 473 under the annual target (2262). This is possibly linked to the Covid 19 lockdown as homes have been occupied, fewer businesses being open and due to movement restrictions - fewer deliberate acts against others and their property.

Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where five or more appliances are in attendance.

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

Despite the impact of the pandemic, fire crews improved on our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 96% of occasions.

DC11 Number of accidental dwelling fires

Estimated performance for 2020/21 (786) shows a reduction in accidental dwelling fires when compared to 2019/20 (867). This performance reflects the continued success of the Home Safety and Arson Reduction Strategies. This is particularly of note due to almost all residents being at home in lockdown for a large part of this year. Due to the pandemic we had to stop providing some of our prevention services in the home and we switched to supporting partner agencies instead; but we continued to carry out home visits for people at a higher risk from fire and larger scale campaigns to reassure people after serious fires.

AC11 Number of deliberate vehicle fires

In previous years deliberate vehicle fires have been an area of concern in Merseyside both for the fire service and Merseyside Police. However, during 2020/21 the number of deliberate vehicle fires has fallen from 459 in 2019/20 to 319 in 2020/21. This is considerably less than the target of 569.

TD09 % of available shifts lost to sickness absence, all personnel

During 2020/21 Covid related absence understandably increased sickness at times but targets have been achieved due to the swift action of the Authority and staff by managing the risks and making all property and vehicles covid safe, promptly putting in place measures to prevent spread and protect staff and the public.

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

AC14 Number of accidental small fires attended

There has been an increase in Accidental Small Fires (1590) when compared to 2019/20 (771) although there has been a reduction in the number of deliberate small fire (antisocial behaviour fires). During the year we have worked hard to make sure that we are always reporting the cause of these types of fire accurately, so incidents that might have been reported as deliberate in other years are now more accurately described as accidental. The reduction in deliberate small fires is the result of the continued work of our Arson Reduction team as well as this improvement in reporting.

Targets for 2021/22 will be adjusted to reflect this change. The total number of secondary fires remains the same as 2020/21, but the 2 indicators that make up this KPI (Small ASB Fires and Accidental Small Fires) have been rebalanced to account for the change in reporting, with the target increasing for accidental fires and reducing for deliberate fires.

This commentary will be updated when final 2020/21 performance data is available in June 2021

4.3 KEY PERFORMANCE INDICATORS for 2021/22

KPI Ref	Narrative	Target 2021/22
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	<i>Quality Assurance</i>
TC01	Total number of incidents attended	16273
TC02	Total number of fires in Merseyside	7159
TC03	Total number of primary fires attended	2262
TC04	Total number of secondary fires attended	4897
TC05	Total special service calls attended	<i>Quality Assurance</i>
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	65
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 2021/22
Anti-Social Behaviour		
AC11	Number of deliberate vehicle fires in Merseyside	569
AC12	Number of accidental vehicle fires attended	197
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	3208
AC14	Number of accidental small fires attended	1689
AC15	Number of "Other" primary fires attended	217
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – <i>Based on MFRS attendance data</i>	<i>Quality Assurance</i>
RC12	Number of injuries in RTCs attended - <i>Based on MFRS attendance data</i>	
RC13	Number of fatalities in RTCs attended - <i>Based on MFRS attendance data</i>	
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside <i>Based on Partnership RTC data</i>	
RC15	New: Number of KSI's affecting 16-24 age group <i>Based on Partnership RTC data</i>	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.	<i>Quality Assurance</i>
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 2021-24

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 and a two year [supplement](#) to that Plan in July 2019 to reflect changing risks and demands.

At the time of publication of this Service Delivery Plan we are in a period of [consultation](#) prior to approval of the final IRMP 2021-24 on 1st July 2021.

Our draft IRMP 2021-24 proposes continued reinvestment in our front line response, specialist fire stations with crews trained to meet foreseeable risks, an increase in our ability to inspect commercial (particularly high rise) buildings while still providing free Home Fire Safety Checks for vulnerable people on Merseyside. We also propose building a state of the art Training and Development Academy to enhance our training capabilities and a new superstation on the same site. Full details of our proposals are below:

Our draft Integrated Risk Management Plan 2021-24 proposals:

Emergency Response

Fire engines and firefighters

We propose to make changes to our operational response that will increase fire engines from 29 (plus the Special Rescue Appliance) to 31 (plus the Special Rescue Appliance) by expanding our Hybrid duty system.

We want to:

- Introduce a Hybrid duty system at Kirkdale fire station
- Combine the stations at Aintree and Croxteth fire stations to create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree
- Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function
- Introduce a Stinger/Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder. This type of appliance would allow us to fight all normal fire types, but it can be used as a water tower and also has a lance attached that can be used on roof spaces or light industrial buildings.

Our aerial appliances would be based at:

- Liverpool City (45m Combined Platform Ladder) – crewed 24/7
- Southport (34m Combined Platform Ladder) – complementary crewed – it will respond with the fire engine and crew who will operate the appliance
- Saughall Massie (34m Combined Platform Ladder) – complementary crewed
- St Helens (Stinger/Scorpion) – crewed 24/7 or using retained contracts

These proposed changes will help us deal more efficiently and effectively with the risks in these areas (e.g. there are more high rise buildings in Liverpool, so it makes sense to locate a longer aerial appliance there) and allow us to replace two old fire stations and an outdated training centre with new buildings (at Long Lane, Aintree).

We believe that we can do this and improve our response to emergencies – our research shows us that the average response time from the new super-station location (shown below) would be slightly faster than it is at the moment because Long Lane is closer to the East Lancashire Road (there is more information in the section about the Training and Development Academy below).

IRMP 2017-20		IRMP Supplement 2019-21		IRMP 2021–24 Proposed Long Lane Site	
KPI	Performance (%)	KPI	Performance (%)	KPI	Performance (%)
Overall Performance	91.7%	Overall Performance	93.7%	Overall Performance	93.9%
Average Response Time	6m 7sec	Average Response Time	5m 52sec	Average Response Time	5m 50sec

Creating Specialist Capabilities

The work we have done to analyse the risks on Merseyside has helped us understand how moving our specialist appliances to new locations will provide better response to emergencies. The appliances will be based in locations where there is more likelihood of a particular type of risk occurring and as well as the appliances being based at these locations, the firefighters working there will have extra training to give them a higher level of knowledge about these risks and how to deal with them.

We want to create specialist fire stations at:

- **Liverpool City** - Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (deployed within 30 minutes)
- **Wallasey** – Marine and Ships Firefighting (Off Shore capability – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (deployed within 30 minutes)
- **St Helens** – Hazmat – Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)

- **Long Lane** – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis
- **Kirkdale** – Terrorist Response Specialist Capability (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis
- **Belle Vale** – Water (High Volume Pump) including all LLAR stations – staffed on a whole time (permanent) basis
- **Heswall** – Wildfire – All terrain vehicle – Complementary crewed
- **Formby** – Wildfire – All terrain vehicle – Complementary crewed

The proposal to introduce specialist teams will have an initial impact on the time taken to train our firefighters (skill acquisition), so we propose to also create a temporary capability (a 32nd fire engine) during 2021 aligned to the Comprehensive Spending Review to ensure there are no negative impacts on our emergency response due to specialist training. We will also use this opportunity to explore different flexible and family friendly duty systems and approaches to emergency response.

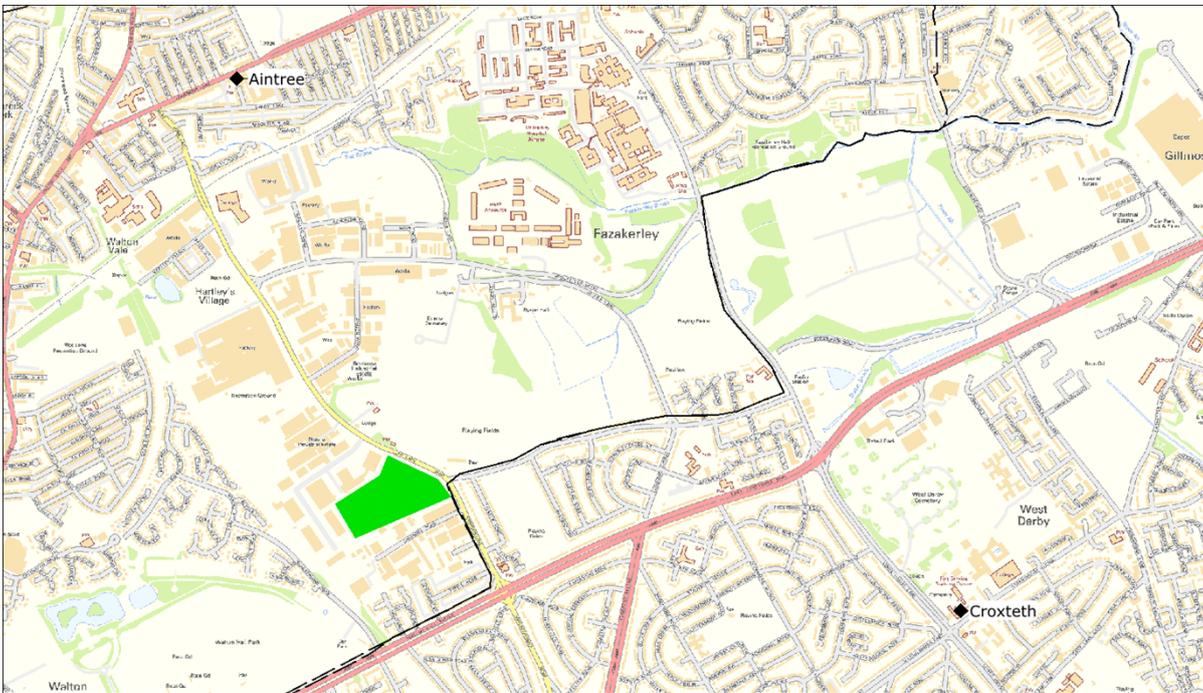
Also, we will continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand, such as during the Covid 19 pandemic. This is a development on our previous IRMP action to enter into Emergency Medical Response alongside the Ambulance Service.

Training & Development

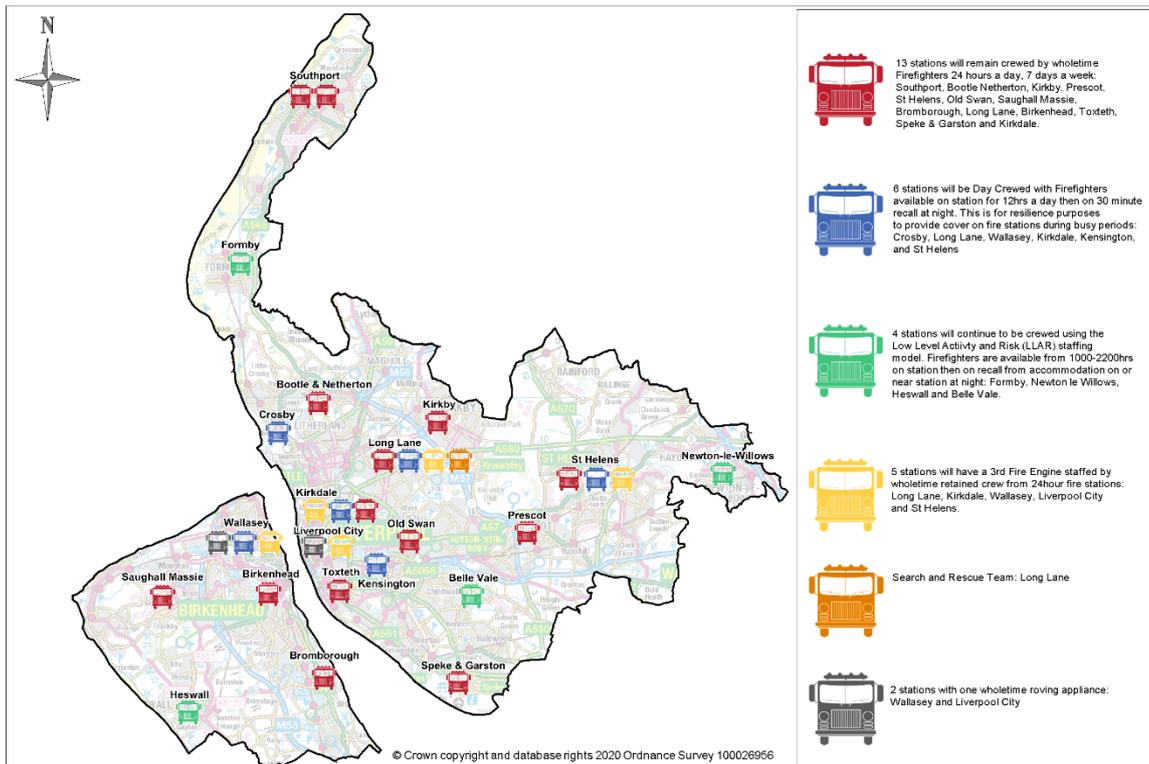
As mentioned above, our Training and Development Academy is outdated and too small for our needs, it is also in an area where there is very little room to expand. Making sure our staff are well trained is essential to how well we deliver all our services and we believe it is important to invest in new facilities to continue to do this well and to develop a centre of excellence in the future.

We want to:

- Build a £25m state of the art Training and Development Academy. This would see the combination of the fire stations at Aintree and Croxteth to create a superstation (Hybrid/Specialist Rescue station) along with the new Training and Development Academy to be built on land at Long Lane, Aintree.
- We are also looking into how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this.
- We used research and analysis to find the best location for a new Training and Development Academy and fire station, and the Long Lane site is the most suitable for us to maintain our level of emergency response for the Croxteth and Aintree areas.



The map below shows how our fire engines would be located and crewed if the proposed changes were approved and the new Training Academy and fire station is approved at Long Lane, Aintree



Produced using MapInfo / Strategy & Performance

Response Proposals - Long Lane

Prevention

We intend to continue with our successful approach of targeting our Home Fire Safety Checks and Safe and Well visits at the most vulnerable people in Merseyside. Our research continues to show us that the over 65s are still at most risk of dying in fires in the home, but we know that poverty and deprivation play a part in increasing risk from fire too, so we want to:

- Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas.
- Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)
- 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)
- Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation.
- We will renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65.
- Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist.
- Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly themed Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too.

Protection

Like many other fire and rescue services we want to increase the resources we have available to carry out our legal duties in relation to Fire Safety and our risk Based Inspection Programme. The tragic Grenfell Tower fire in 2017 has meant, quite rightly, that there is an increased focus on high rise residential buildings and Merseyside Fire and Rescue Service also has responsibilities for safety in relation to petroleum, explosives and underground railways.

We want to:

- Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding. The temporary posts will be made up of four uniformed and four non uniformed posts. In the longer term we would like to make these new Protection Officer roles permanent but this will be subject to sustainable funding being made available from government (we are lobbying hard in this regard).
- Visit every very high and high risk premises (7,500 over the life of the Plan)
- Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place
- Increase mobile/agile working for staff to improve efficiency and effectiveness
- Deliver a full response to Grenfell Tower Fire Inquiry recommendations
- Complete 6,336 medium to low risk visits over the life of the Plan. These will be carried out by our fire station-based firefighters.
- Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside.
- Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.
- In addition, our drone capability will be further developed after being proposed in our previous Plan.

Preparedness

We know how important it is to plan and prepare to make sure our emergency response services are delivered efficiently and effectively.

We want to:

- Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies.
- Continue to review how up to date operational risk information is gathered and provided to operational staff at incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively
- Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified.
- Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment.
- Prepare our fleet of vehicles for a move to alternative fuels
- Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff

National Resilience

We will continue to provide a high level of support to the whole UK in relation to National Resilience, coordinating resources to help tackle major incidents such as floods, building collapse, explosion and major fires.

We want to:

- Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training
- Support the Government's plans to refresh the National Resilience Assets

5.2 FUNCTIONAL PLANS 2021/22

Functional Plans are produced by each of our main departments. We mainly use them for internal planning but include key deliverables as actions in this Service 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 included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis which is published on our website.

Relevant actions are also incorporated into individual Station Plans and used to identify priorities for all fire stations and also actions that are unique to a specific station area.

Equality, Diversity and Inclusion actions have also been incorporated into Functional Plan reporting.

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, demands and vulnerabilities within our diverse communities and include activity drawn from our Integrated Risk Management Plan (IRMP) including collaboration with partner agencies to deliver excellent service, 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 to this programme and investigate future opportunities for joint working.

The Service is now regularly inspected by Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS).

The Service received a very positive report following our first inspection in 2018, 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. These are included in our plans and progress is reported to Authority regularly. 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. We are making good progress on implementing the required changes.

The Service was due to be inspected again in July 2020 but this was delayed due to the Covid 19 pandemic. HMICFRS adapted their inspection plans to focus on our response to Covid 19 and the inspection took place remotely in September/October 2020. The report reflected how well the Service adapted to the pandemic including making premises and staff Covid safe, working with partners to provide services previously not undertaken such as face fitting of masks, moving bodies, delivering personal protective equipment, packing and delivering food and prescription for vulnerable people.

There were a few recommendations including:

- Using lessons learned during the Covid 19 pandemic to update business continuity and pandemic flu plans.
- Improve IT to allow staff to effectively work remotely
- Determine how to adopt, in the longer term, new and innovative ways of working introduced during the pandemic to secure lasting improvements.

The next HMICFRS inspection is in Spring/Summer 2021 but as yet it is unclear if this will be conducted remotely or in person. This is very much dependent on the Covid restrictions.

6.1 SERVICE DELIVERY PLAN ACTIONS 2021/22

As explained in the previous section, we have identified priorities that are really important to us. 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:

FP/21/22/1.1	To continue to implement the approved 5 year capital build programme and progress the development of the Training and Development Academy to enhance firefighter training (in relation to, for example, high rise incidents, terrorist attacks, marine response, Emergency Medical Response, flooding and wildfire) by building a new training facility that is fit for purpose and reflects new/emerging foreseeable risk.
FP/21/22/1.2	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. Operational Preparedness will work with internal stakeholders to ensure opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining response to fires and other emergencies.
FP/21/22/1.3	Continue to review how operational risk information is gathered and presented to operational staff, including the future transition of MFRS Site Specific Risk Information (SSRI) into new applications and how this can be shared with other FRS's.
FP/21/22/1.4	Implement the recommendations of the POD Review Project aiming to increase resilience. Enhancing specialist and non-specialist capabilities for terrorist incidents and providing additional kit and equipment to Firefighters; Ensuring that MFRS specialist capabilities reflect foreseeable risk and are located and deployed based on that risk, including a drone capability.
FP/21/22/1.5	Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets assertively, effectively and safely at incidents. This will incorporate regular assessment of command competence in line with National Operational Guidance and ensure all staff skills are up to date and promote organisational awareness to confirm consistency on how this is recorded.
FP/21/22/1.6	To continue to implement the approved 5 year Transport Asset Management Plan and progress the transport strategy recommendations to start to deliver against the 2030 Green Plan and the move to alternative fuelled vehicles for the MFRS fleet.

Operational Preparedness - Equality, Diversity and Inclusion Objectives:

ED/20/21	To review the Training and Development Academy facilities 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, e.g. 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/21/22/2.1	Enhance our response to specialist risk across Merseyside in specific areas such as Industrial based at St. Helens, Marine at Wallasey, Marauding Terrorist Attack at Kirkdale and Wildfire at Formby and Heswall. We will also align our existing resources to create other specialist stations such as Command and Control at Liverpool City, High Volume Pump based at Belle Vale with maintained skillsets across each district, Hazardous Materials at St. Helens and continued Search and Rescue at our proposed Long Lane site.
FP/21/22/2.2	Improve our Operational Response capability, via a review of the current locations of our fire stations. Introduce a new Hybrid Station at Kirkdale and combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid model.
FP/21/22/2.3	Introduce an Integrated Demand Management Programme (IDMP) with Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.

Health and Safety/Operational Assurance

FP/21/22/2.4	Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid). This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation
FP/21/22/2.5	Progress the work in relation to Firefighter contamination in support of reducing the risk of contamination to firefighters from fire effluents at incidents. This will take account of recommendations from current and emerging research
FP/21/22/2.6	Improve the effectiveness of the Operational Assurance Officer role through the introduction of an accredited training/Continuing Professional Development regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the revised Operational Assurance officer handbook

Operational Response - Equality, Diversity and Inclusion Objectives:

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..
ED/20/21	Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups.

People and Organisational Development:

FP/21/22/3.1	To lead on the development of the new People Plan for 2021-24.
FP/21/22/3.2	To design and implement an organisational Leadership message with revised values
FP/21/22/3.3	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/21/22/3.4	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/21/22/3.5	To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision
FP/21/22/3.6	Continue to review and adapt all HR Systems and related technological interactions

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.

Prevention

FP/20/21/4.1	Continue to deliver against the Home Safety Strategy (2021 - 2024) inclusive of using person and place based factors to keep people safer in their homes
FP/20/21/4.2	We will further seek to professionalise prevention activity and align the strategy to the developing National Fire Chief's Council (NFCC) work stream regarding Home Safety this will include quality assurance of all Home Safety activity and an evaluation of its effectiveness
FP/20/21/4.3	We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RM1 reporting

FP/20/21/4.4	Station Based Campaigns - Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day)
FP/20/21/4.5	Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.
FP/20/21/4.6	Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service

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.

Protection

FP/21/22/5.1	Resource and Deliver suitable operational based Fire Safety training and information for Response Personnel
FP/21/22/5.2	Complete Regulatory Activity in line with District based Inspection targets
FP/21/22/5.3	To undertake the Building Risk Review programme to meet MHCLG commitment of all high rise buildings to have been inspected or assured no later than December 2021.
FP/21/22/5.4	Develop Protection Structure in line with the NFCC Competency Framework
FP/21/22/5.5	Implement the CFRMIS application with the associated Protection modules; <ul style="list-style-type: none"> • Technical Fire Safety • Petroleum • Explosives
FP/21/22/5.6	Resource and deliver the agreed Drone capability by utilising the Protection Response Officers

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.
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National Resilience:

FP/21/22/6.1	Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance
FP/21/22/6.2	Work closely with the Home Office National Resilience Critical Events Unit (NRCEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities
FP/21/22/6.3	Following learning from the Covid pandemic, review the current arrangements for NR training associated with the sector led delivery model
FP/21/22/6.4	Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate
FP/21/22/6.5	Explore the use of Resilience Direct as a secure and reliable means to provide incident status updates to Home Office and other key stakeholders
FP/21/21/6.6	Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages with the Devolved Administrations

Strategy and Performance

FP/21/22/7.1	To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide
FP/21/22/7.2	To make the most effective use of organisational information whilst continuing to improve information security and governance. a. Continuing to digitally transform the organisation b. Continuing to ensure compliance with information governance and security legislation and regulations
FP/21/22/7.3	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/21/22/7.4	Create a 2021-2024 Integrated Risk Management Plan
FP/21/22/7.5	Work with other functions to deliver a successful HMICFRS inspection for MFRS

FP/21/22/7.6	Implement an ICT Infrastructure That Will Enable Efficiency Through Current and Emerging Technology
FP/21/22/7.7	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/21/22/7.8	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/21/22/8.1	Monitor the development of Comprehensive Spending Review (CSR) 2021
FP/21/22/8.2	To monitor the outcome of the McCloud pension challenge
FP/21/22/8.3	To review the current process for charging and recovering discretionary fees and charges income
FP/21/22/8.4	To implement a new procurement/contract monitoring application to deliver effective management information for services and the update of transparency data on the Authority's website
FP/21/22/8.5	Work with colleagues to upskill contract managers through an accreditation process and thereby mitigate the identified contract management risk in the corporate risk register

Legal & Democratic Services:

Legal	
FP/21/22/9.1	To undertake a comprehensive review to ensure that the insurance sums insured for each MFRA location remains accurate which will ensure the Authority is fully protected in the event an insured event occurs
FP/21/22/9.2	To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner

Democratic Services

FP/21/22/9.3	To undertake a review of the new remote ways of working for Members, and the associated technology, to ensure that it continues to enable Members to undertake their roles as effectively as possible
FP/21/22/9.4	To undertake a full review and refresh of the Authority's Scrutiny Forward Work Plan, to ensure that it is aligned to the new IRMP and future work streams.
FP/21/22/9.5	To review and refresh the Authority's Members Development Strategy & Programme, to ensure that it remains fit for purpose and continues to ensure that Members have the required knowledge and skills to undertake their roles as effectively as possible, particularly in light of current restrictions and remote working requirements

7.1 EQUALITY, DIVERSITY AND INCLUSION

MFRA is committed to delivering equality, diversity and inclusion in relation to our staff and to the services we deliver to our communities. Treating people fairly is a priority of course, but being aware of equality, diversity and inclusion is also important because it means we can tailor our services to meet what people need from us and we can also work to make sure that our staff reflect the people they serve.

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 process¹ which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

In June 2019 we launched our new face to face Equality, Diversity and Inclusion training which is being delivered to all staff in a 3-hour session. To date 52% of staff from across a wide range of functions have completed the training. At present, an on-line training package has been developed for staff to complete to ensure we continue to deliver training whilst conforming to Covid-19 social distancing guidelines

In May 2020 the first phase Unconscious Bias training was delivered virtually to 57 members of staff and the chairs of our staff networks. The second phase is currently under review.

During 2020/21, the ED&I team have worked with staff and the Strategic Leadership Team (SLT) to launch three new Staff Networks, (BAME Inclusion, Gender Inclusion and the LGBTQ+ Inclusion). We firmly believe that Staff Networks can be powerful in engaging people in diversity and inclusion and can be beneficial to teams, employees and the organisation as a whole.

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.

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 2019-20](#)

7.2 EQUALITY OBJECTIVES 2021/24

Objective 1

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

Action	<ul style="list-style-type: none">• Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups• Delivering Positive Action programmes across all occupations, for recruitment, progression and retention where under representation exists, and learning from and sharing results• Work across all departments to increase knowledge and understanding of what is needed to carry out a role and how to progress e.g. understanding fitness tests for new recruits and pathways for progression• Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as employer of choice to those groups underrepresented in our workforce• Encourage staff to act as role models at all levels throughout the organisation• Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief• Working with all our staff to ensure that MFRA is an inclusive place to work, where everyone feels they can be themselves.• Continue to work with our Senior Sponsors and staff networks to ensure that MFRA is an inclusive place to work• Reviewing progression and promotion across all levels of the organisation to understand any perceived barriers to promotion and progression and addressing them
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How we will measure our success	<p>We will see: Increased diversity in our workforce and volunteers, at all levels, in order to reflect the local community we serve.</p> <p>Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.</p> <p>We will be clearly supporting the progression, promotion and retention of staff across the organisation and especially those from currently underrepresented groups</p>
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How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment

Objective 2

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

Action	<ul style="list-style-type: none">• Carry out activities to help us know and understand our diverse communities including:<ul style="list-style-type: none">○ Gathering data and intelligence to help us know and understand our diverse communities better in line with our legal responsibilities and best practice such as the National Fire Chiefs Council Strategic Improvement Plan and the Equal Access to employment and services summary○ Engaging with diverse communities to understand their needs in relation to the services we provide○ We will standardise the data we collect and use it to evaluate what we do and target services at the most vulnerable people and communities○ Improving Equality Monitoring of the services we deliver to our communities (e.g. HFSC Monitoring, Business Safety Audits) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation• Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve
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How we will measure our success	<p>We will have meaningful data and information that helps staff develop effective activities, campaigns and events that result in better engagement with diverse</p>
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	communities across Merseyside (including diverse businesses) and services that meet their needs.
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How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

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

Objective 3

Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

Action	<ul style="list-style-type: none"> Continuing to prioritise Home Fire Safety Checks for vulnerable people and in vulnerable places To continue to work closely with Businesses owned and/or operated by people from protected groups to aid increased fire safety amongst those groups Continuing to engage with young people and others in deprived areas to reduce anti-social behaviour Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, Business Safety Audits, 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 To use social media and other communication channels as a platform for safety messages and other campaigns, measuring the impact
How we will measure our success	<ul style="list-style-type: none"> We will contribute to a reduction in fires, deaths and injuries and other relevant incidents. We will contribute to increasing the knowledge, understanding and importance of Fire safety to residents and business owners across Merseyside

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

Objective 4

To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion ²

Action	<ul style="list-style-type: none"> Continued development and delivery of equality and diversity training 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 ensure that our Policies and services maximise any positive impacts and minimise any negative impacts on people from protected groups. Creating a diverse supplier base for goods and services in our procurement procedures Supporting and recognising the work of our staff networks in helping MFRA to understand and better support our diverse groups of staff and their contribution to the organisation.
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² 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.” – The Public Sector Equality Duty - Equality Act 2010

	<ul style="list-style-type: none"> • The continued development of the Senior Sponsors roles within the organisation to support our staff networks and promote key issues related to their chosen protected characteristic • Using staff survey results to understand levels of engagement in relation to the protected groups
How we will measure our success	<ul style="list-style-type: none"> • Staff will feel better equipped to manage their functions and delivery of services to all communities in an inclusive way. This could be measured through: <ul style="list-style-type: none"> ○ Staff Engagement Surveys ○ the assessment of outcomes delivered to different groups ○ community feedback from after the incident reports and other customer satisfaction surveys ○ Monitoring the impact of training sessions completed around Equality and Diversity ○ Reviewing the grievance, complaints and disciplines to ensure there is no disproportionate impact. • We will see an improvement in levels of engagement amongst staff from the protected groups
<p>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</p>	

Equality Objective 5

To continue to aspire for ED&I excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors

Action	<ul style="list-style-type: none"> • Undertake an external ED&I Audit to identify and assess our current ambitions and identify key targets • Identify external benchmarking tools and awards currently available within ED&I sectors
How we will measure our success	<p>We will use external ED&I audit to identify our current position and identify key areas for development moving forward, seeing improvements as a result. We will assess those results by undertaking external benchmarking such as the Employers Network for Equality and Inclusion (ENEI), assessment against the NFCC Strategic Improvement Plan and undertaking the Disability Confidence peer review to achieve Level 3 (Disability Confident – Leader)</p>
<p>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 regards to the needs of staff and public we serve around the 9³protected groups.</p>	

8.1 STATION PLANS

³ The 9 protected groups are: age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. MFRS also include a tenth characteristic of Social Economic Deprivation

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 output targets for 2021/22 are:

	SSRI	HFSC	HYDRANT	WASTE & FLY	PREV TALKS	SOFSA
TOTALS	1930	45,915	1487	792	720	2112

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 development of our draft IRMP 2021/24 in October/November 2020, we undertook consultation with the public during five online forums; one in each of the five Merseyside council areas, to discuss how we might provide services in the future, taking into account changing risks, demand and vulnerability in Merseyside. We also asked were the Planning Principles developed and agreed in 2016/17 still appropriate to apply during development of tis IRMP. The Forums agreed that we should continue to use these Principles.

Twelve weeks' consultation with public, staff and stakeholders about the proposals in the draft IRMP 2021-24 began on 1st March. This includes consulting with:

- The public - facilitated by an independent organisation (this will be online due to Covid restrictions), plus an on-line questionnaire
- Staff - through briefings in the workplace and/or online, plus an on-line questionnaire
- Local authority and strategic partner organisations
- Staff representative bodies (e.g. trade unions)

We will use our website and social media platforms to publicise the consultation

Details of the consultation are available on the [MFRA website](#)

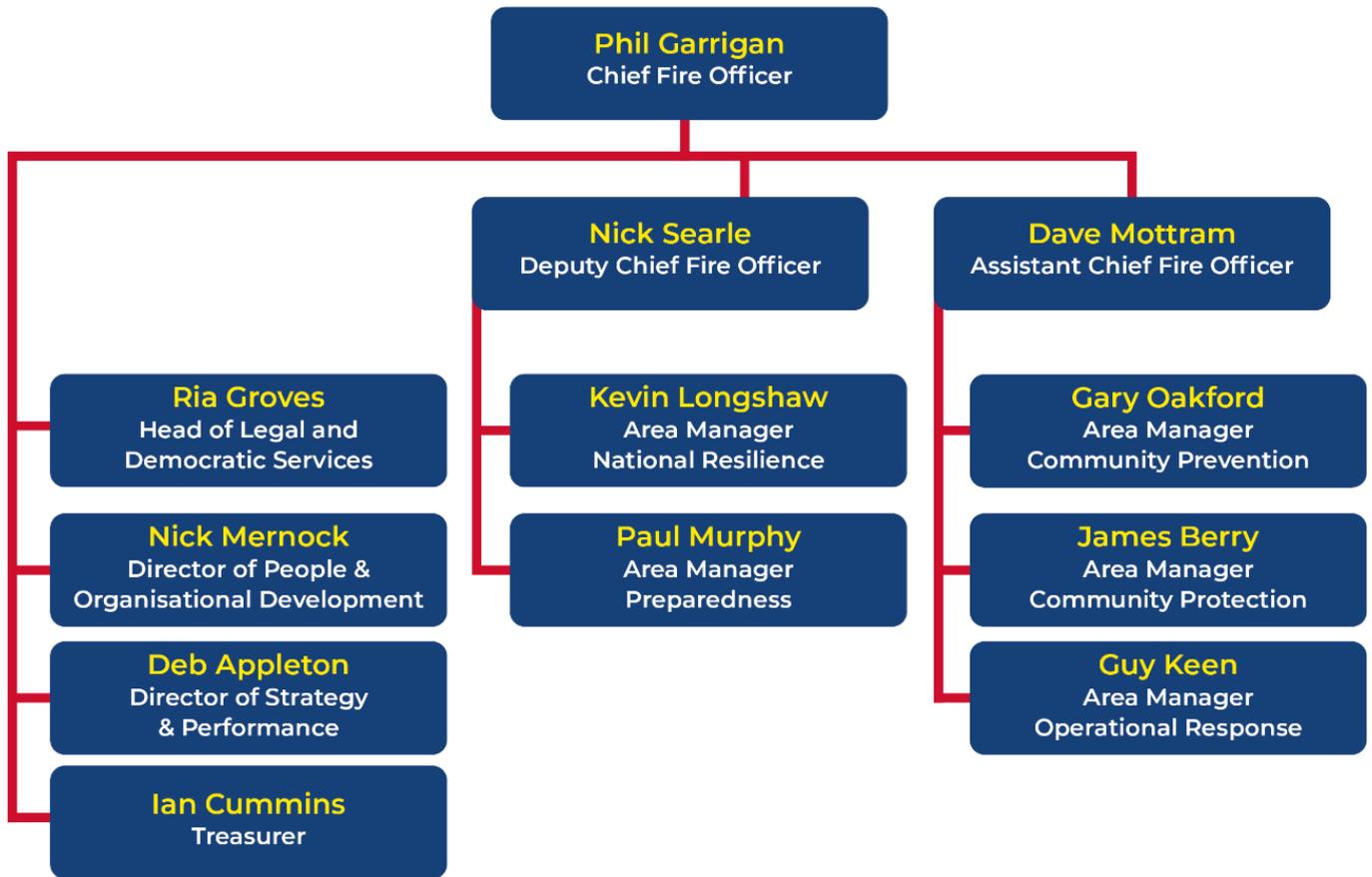
GENERAL MFRA GLOSSARY OF TERMS

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
BAME	Black Asian Minority Ethnic
CBT	Crew Based Training
CBRNE	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFP	Community Fire Protection
CFRMIS	
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
HMICFRS	Her Majesties Inspectorate of Constabularies and Fire and Rescue Services
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
LGBTQ	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



MFRS Integrated Planning Process

Appendix 2

