

SERVICE DELIVERY PLAN

April 2022- March 2023

Our Vision:

To be the best fire and rescue service in the UK

One team, putting its communities first

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1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2022/23. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2022/23 including those set out in our Integrated Risk Management Plan (IRMP) 2021-24 published in July 2021.

Since our last Service Delivery Plan was published, we have all continued to live through what must be the most challenging time 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 still delivered all our services..

Some of this has been challenging, but there have also been many positives to take away from the last two years, particularly how we have responded to the pandemic. Our excellent emergency response has not been affected and we have carried out work to support our communities by delivering food parcels and medical supplies delivering thousands of vaccinations and working with all Merseyside Local Resilience Forum partner organisations to help Merseyside communities deal with the impact of the pandemic

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.

In addition, Merseyside Fire and Rescue Service has continued to lead the pandemic response for the whole of the UK fire and rescue service, helping to make a difference all over the country.

The Service's commitment to ensuring we deliver excellent services and continually aim to improve has been recognised nationally. During the first half of 2022 we underwent our second full inspection by Her Majesty's Inspectorate of Fire and Rescue Services and we scored an unprecedented three 'outstanding' judgements across the 11-sub themes for fire prevention, response to major and multi-agency incidents and for providing value for money.

Overall, the Inspectorate judged us as:

- Good at effectively keeping people safe and secure from fire and other risks
- Outstanding at efficiently keeping people safe and secure from fire and other risks
- Good at looking after its people

More details are provided in the report in Section 7.1

There is still work for us to do, of course, and in particular we will be focussing on our organisational culture and making sure the Service is fully inclusive. During the last two years, we have looked at aligning our Mission, Aims and Core Values with the People Plan because People are at the heart of everything we do. As a result, we have worked with staff to create a new Leadership Message which explains what is important to us as a Service, what we want to achieve for the people of Merseyside and our own employees and the values

and behaviours that will get us there. You can read more about our Leadership Message on page ...

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.

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 (as highlighted in our inspection report). 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 next two years of the IRMP, we propose to build a new state of the art Training and Development Academy and National Resilience Centre of Excellence in Long Lane, Aintree. This 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. Consultation with the public, staff, partners, stakeholder, local Councillors and neighbours on Long Lane was undertaken during autumn 2021 and participants were supportive of our plans. The Fire Authority gave approval to submit a planning application to Liverpool City Council.

We have recruited more Fire Protection Officers to increase our ability to inspect high risk buildings and assist building owners and occupiers to comply with fire safety law. 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.

This Service Delivery Plan anticipates the IRMP proposals, new Leadership message and includes actions that will help us deliver both the IRMP 21-24 and HMICFRS recommendations during the next year.

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 VISION, PURPOSE AND AIMS

Our Vision: -

To be the best Fire & Rescue Service in the UK, acting as one team putting our communities first

Our Purpose

Here to serve. Here to protect. Here to keep you safe

Our Aims:

- **Protect**
We protect people from harm, provide advice, guidance and when absolutely necessary, use enforcement to keep the public and our firefighters safe

- **Prevent**
We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities

- **Prepare**
We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective

- **Respond**
We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe

1.3 OUR SERVICE AND VALUES

Our Service:

We are bold - Embracing new ideas to build on the confidence and trust the community place in us.

We are professional - Always giving our best to be the best we can be.

We are safe - Protecting lives and keeping our firefighters safe.

We are built to help - Looking after people and looking after each other.

We are positive - Recognising how far we have come and being positive about the future.

We are relentless - Overcoming barriers to help people feel safe.

We shape our actions by embedding **OUR VALUES** into the way we deliver our services:

We serve with Courage

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

We serve with Integrity

- By doing the right thing, even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

We serve with Compassion

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference

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.

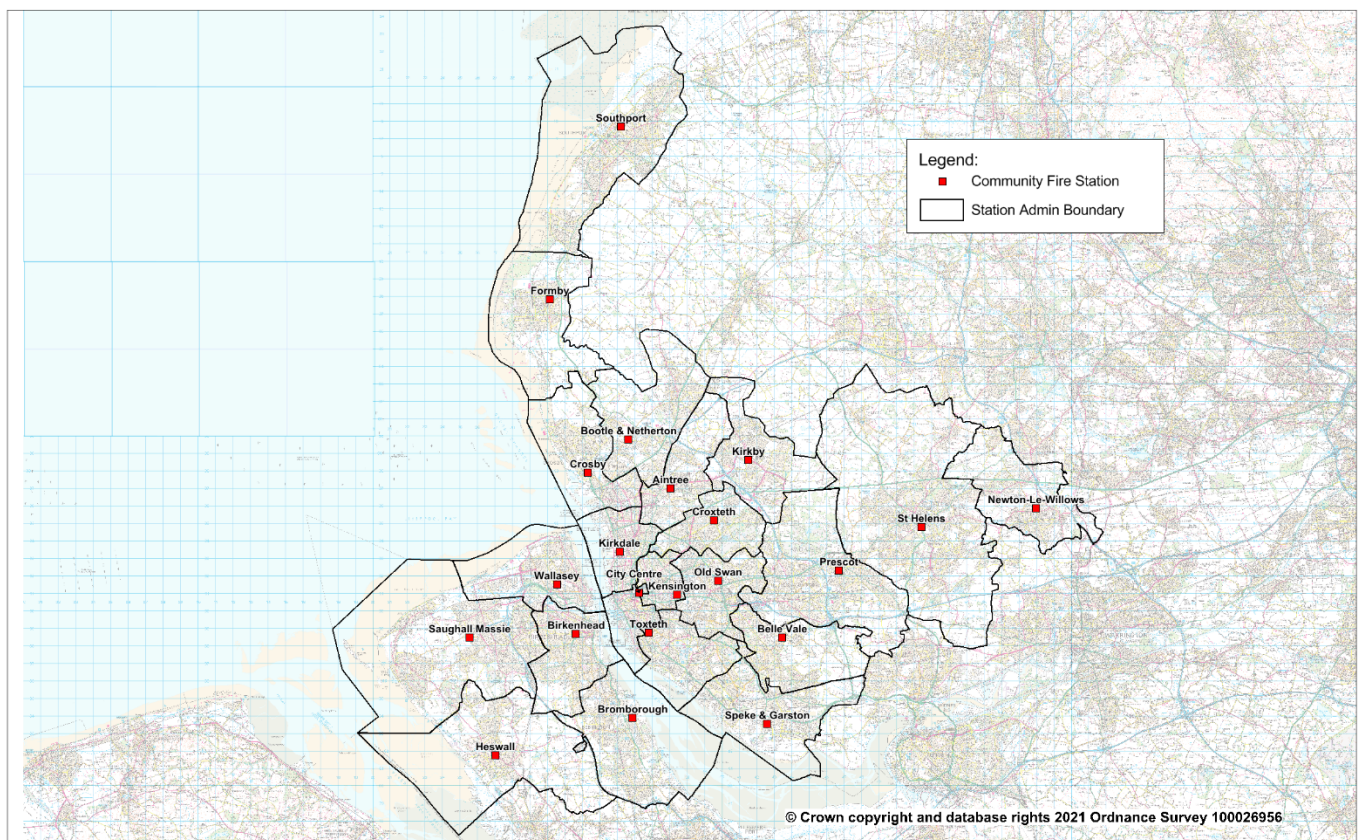
Merseyside spans 249 square miles (645 Km²) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's metropolitan districts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

Mid 2020, population figures show that Merseyside has a population 1,434,286. Since the 2011 census, the population of Merseyside has grown by 4.9% 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 third most deprived local authority in England and Liverpool being fourth. 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.



Author: Strategy & Performance
Date: 11/03/2021 Produced Using MapInfo

Merseyside Fire & Rescue Service Fire Station Locations



LIVERPOOL



POPULATION:
500,474



LAND AREA:
111.2 sq km

NO. OF HOMES:
231,504



893.6
miles
OF ROADS



RANKED
4

OUT OF 317 LOCAL
AUTHORITY AREAS IN
THE IMD 2019.



SEFTON



POPULATION:
275,899



LAND AREA:
156.6 sq km

NO. OF HOMES:
84,101



617.8
miles
OF ROADS



RANKED
89

OUT OF 317 LOCAL
AUTHORITY AREAS IN
THE IMD 2019.



WIRRAL



POPULATION:
324,366



LAND AREA:
160.9 sq km

NO. OF HOMES:
149,726



756
miles
OF ROADS



RANKED
77

OUT OF 317 LOCAL
AUTHORITY AREAS IN
THE IMD 2019.



ST HELENS



POPULATION:
181,095



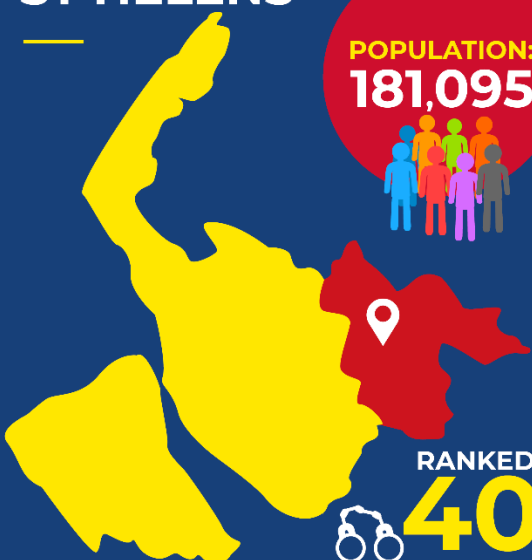
LAND AREA:
133.7sq km

NO. OF HOMES:
127,621

461.4
miles
OF ROADS



RANKED **40** OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.



KNOWSLEY



POPULATION:
152,452



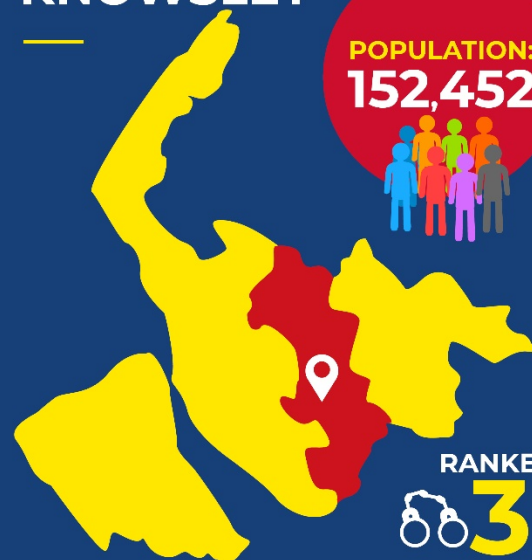
LAND AREA:
86.5sq km

NO. OF HOMES:
67,616

372.9
miles
OF ROADS



RANKED **3** OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.



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 2022/23 and the performance indicators we will use to show whether what we have done has been a success.

When writing our Integrated Risk Management Plan our approach is broken down into three themes that all make a difference to the safety of **people, buildings and places** in Merseyside:

Risk – We identify people, buildings and places where there is a likelihood of an emergency incident happening that would have a potentially serious effect on our communities. For example, we work with the people responsible for buildings and locations to help to reduce that risk and we plan and review how we would deal with an emergency if it did occur.

Demand – We use information about incidents that have happened in the past and analyse how we have responded to them, to better understand what happened and how efficient and effective we have been. For example, this enables us to plan to respond effectively and efficiently to similar emergencies that occur in the future.

Vulnerability – we use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies.

Vulnerability can be anywhere on Merseyside so we need resources available everywhere but vulnerability is worse in areas of deprivation of which Merseyside have some of the highest levels.

Resources – 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.

Consultation and Engagement – we speak and listen to the public about our plans before we write our IRMP, and we do this again before we publish the final Plan. We also consult our staff and other organisations that we work with and that have an interest in the services we deliver, such as Councils and the Police.

Listening to the people involved in our consultation and engagement events helps us understand what you expect of us. This has helped us decide which proposals to include in the following Plan. These proposals explain what we believe are the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Merseyside in the most efficient and effective way.

Risks in Merseyside

During preparation for the IRMP 2021-24 extensive work was completed around the National Security Risk Assessment (NSRA), to produce a Community Risk Register – on behalf of Merseyside 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:

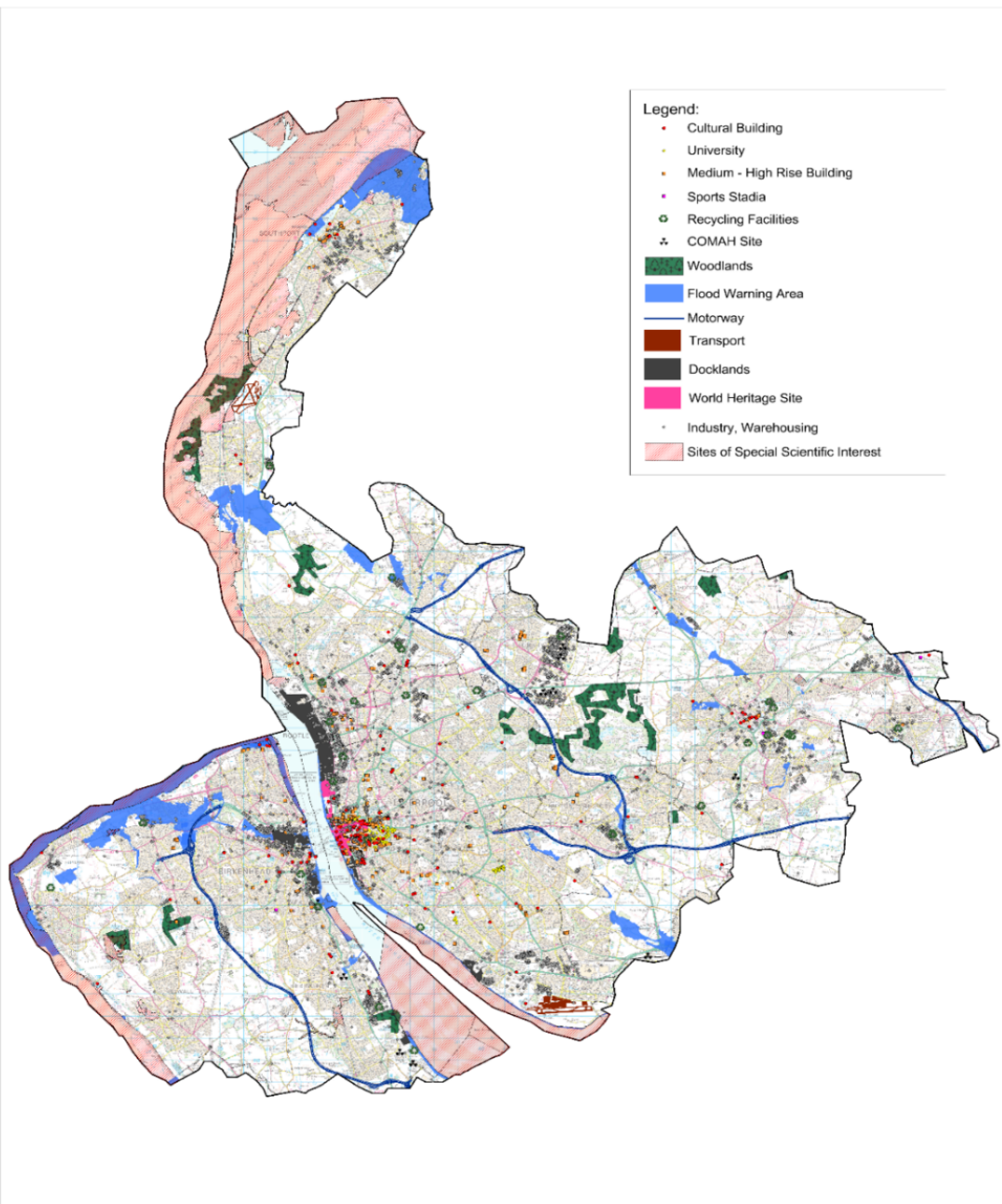
- Terrorist Related Incidents
- Marine Incidents
- Wildfire
- Flooding
- Fires in large buildings (High Rise)
- Fires at recycling and waste processing plants

These are the six high impact areas (identified using the NSRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when they do happen, so we must be prepared for that.

This does not mean they are the only risks we are prepared for, as there are many other types of incidents that we plan for and respond to. These include air, road, rail, tunnels and heritage sites. Many types of incidents such as road traffic collisions and house fires are sadly much more common and part of our day-to-day work, even though we also work hard to reduce these.

These risks are factored in to our wider training and exercise programme. Other sections of the IRMP, including those about Vulnerability, Demand and Response provide more information about our plans for those types of incident.

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

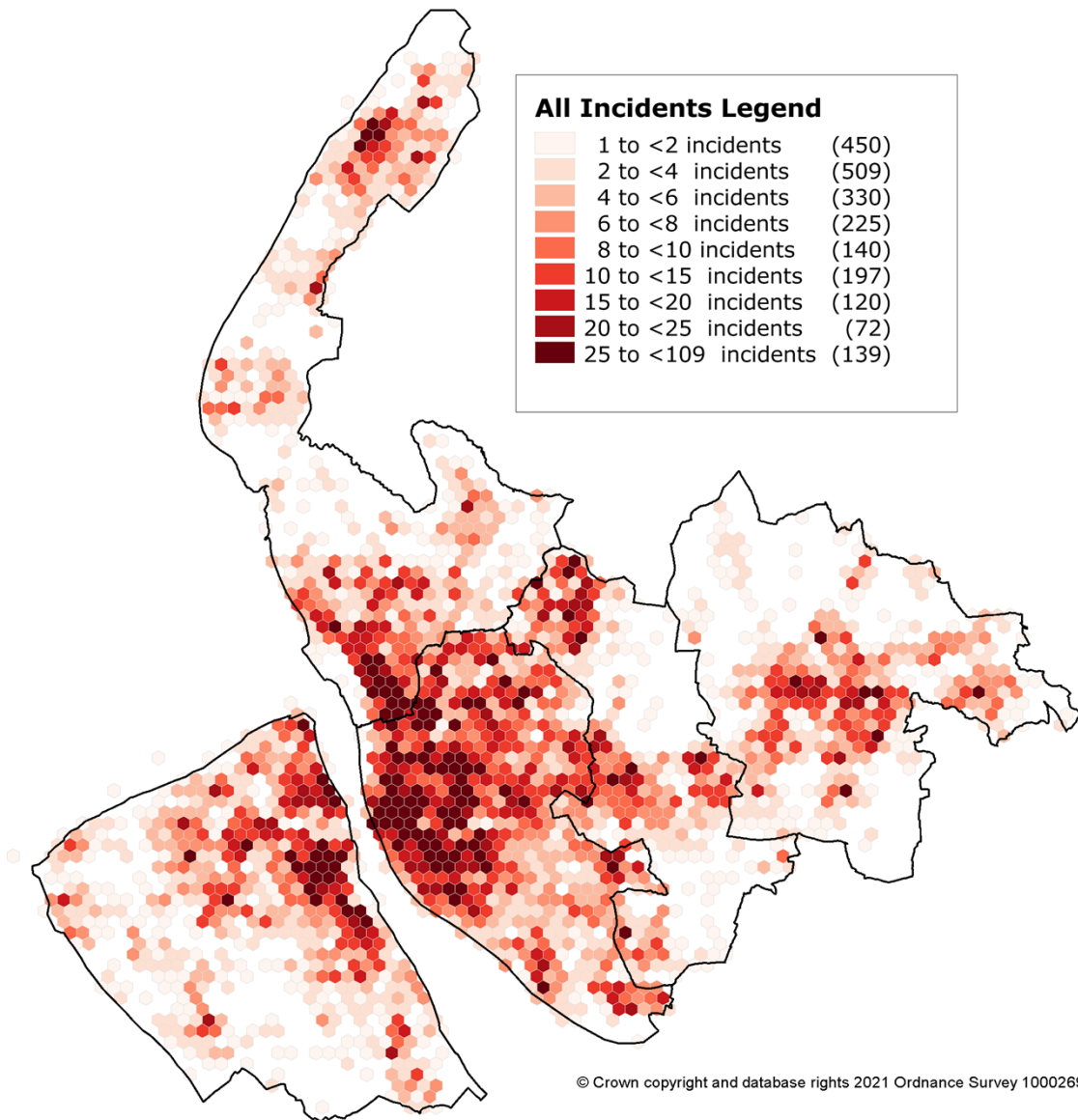
There are areas on this map that are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they 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

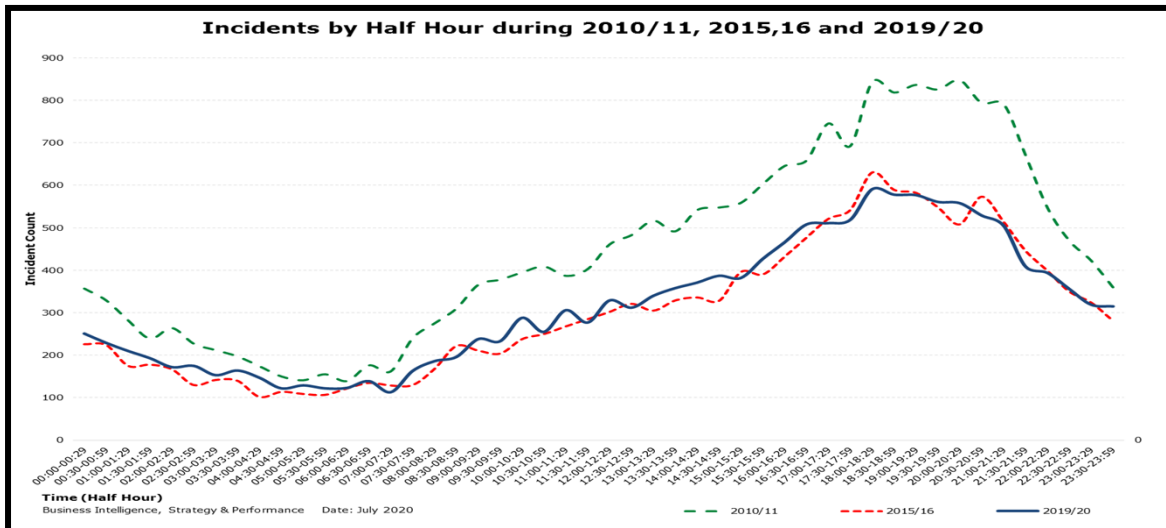
Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

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%

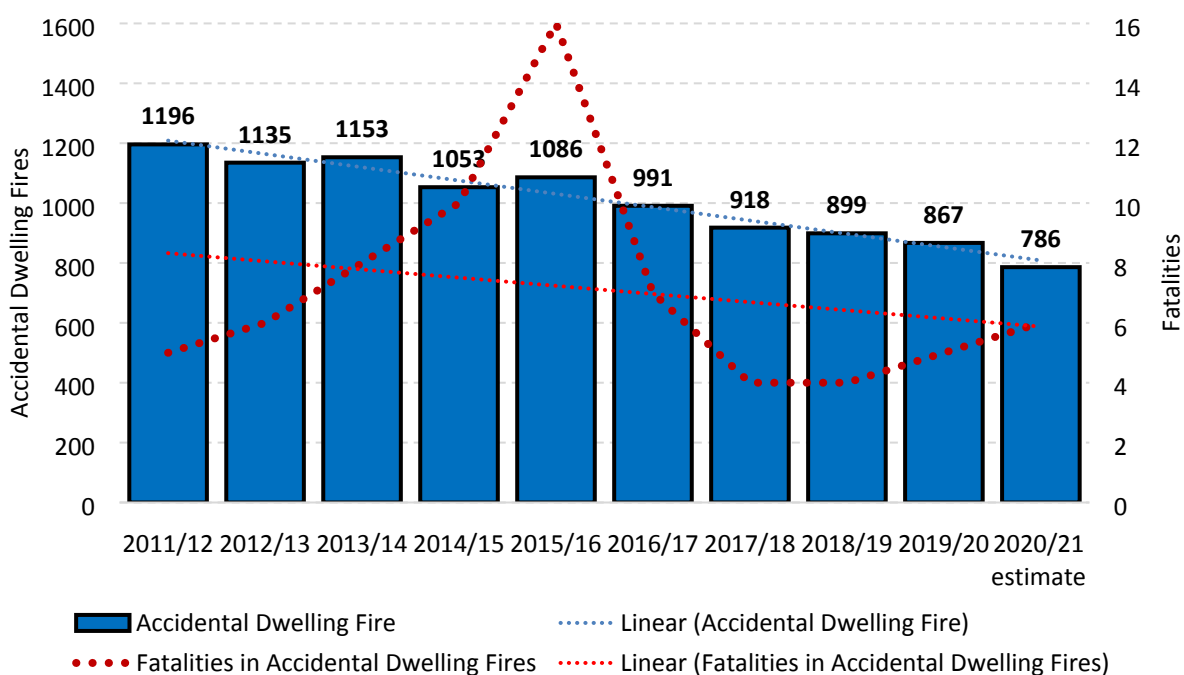


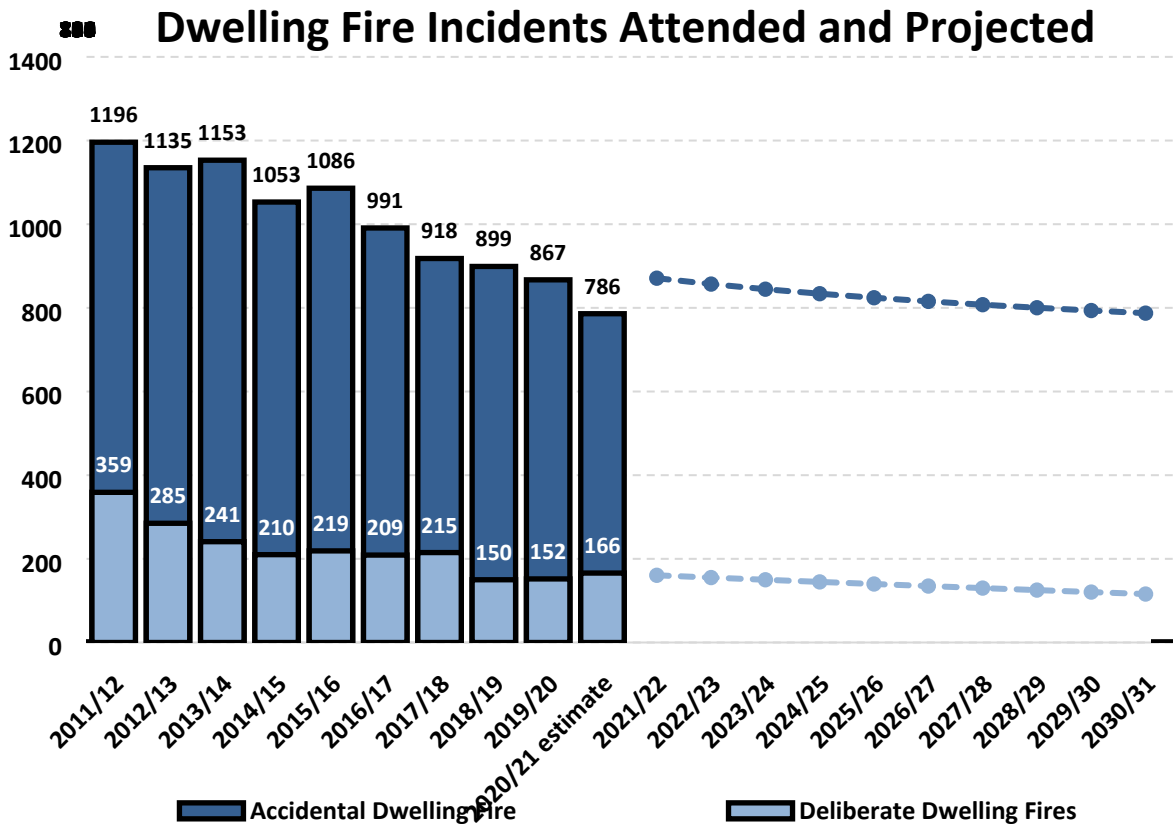
Vulnerability in Merseyside

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.

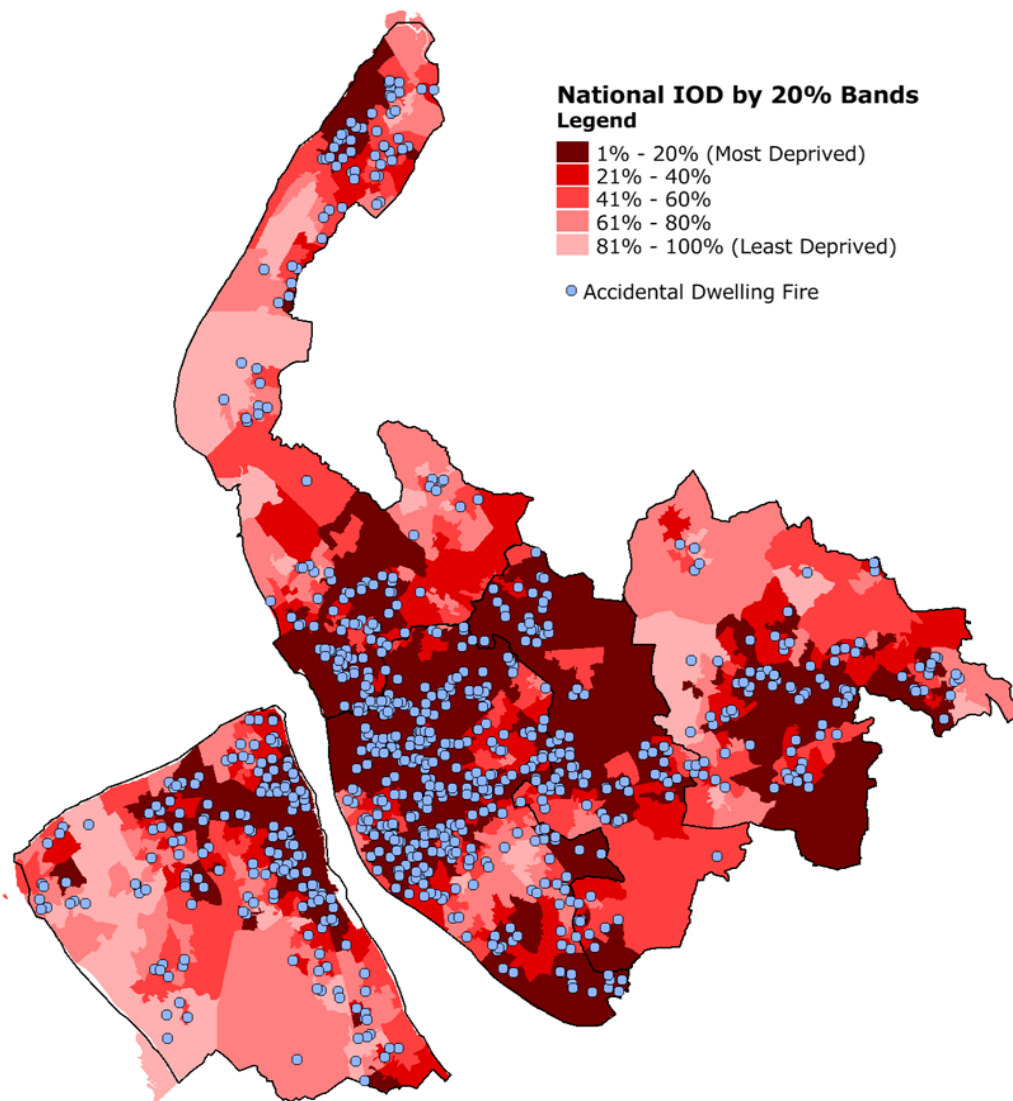
Accidental Dwelling Fires and Fatalities - 10 Years





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. For several years we had to deal with significant budget cuts, but more recently we have been able to increase our fire engines and firefighters by using the money we have differently. Our 2021-2024 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 that 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).

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.

Operational Response

The Operational Response Directorate is responsible for the frontline emergency response to fires and other emergencies. It is made up of four areas: Service Delivery, Health and Safety, Control 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.

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.

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.

Our Search and Rescue Team (including international search and rescue) are also managed by this directorate

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.

During the period of this Service Delivery Plan, we will be completing the introduction of a new Management Information System and mobile technology that is helping us manage the delivery of our services more effectively.

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 the last Service Delivery Plan we introduced a new Management Information System and mobile technology that is helping 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 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 inspected all 256 known buildings from the start of the plan; however, a number of additional buildings have been provided to us in the last 8 months that were unknown. These will carry the plan forward until about May.

We have also be working with the new Building Safety Regulator that 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 that has been delayed due to Covid 19.

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 have been using the extra money from the Government to increase the number of Fire Safety Inspectors and Auditors, improve the knowledge of our current team and to recruit from our communities' new staff to become Fire Safety Inspectors and Auditors.

Our 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 was 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 Vision, Purpose, 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 five-year 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 FTE firefighter, (36% lower),
- 32 FTE staff in fire control, (21% lower)
- 290 FTE support and technical staff, (32% lower),
- Appliances;
 - Days: 27 immediately available plus 4 on a 30 minute recall
 - Night: 21 immediately available plus 10 on a 30 minute recall
- 22 fire stations maintained by a variety of demand led duty cover systems.
 - Days: 27 immediately available plus 3 on a 30 minute recall
 - Night: 21 immediately available plus 9 on a 30 minute recall

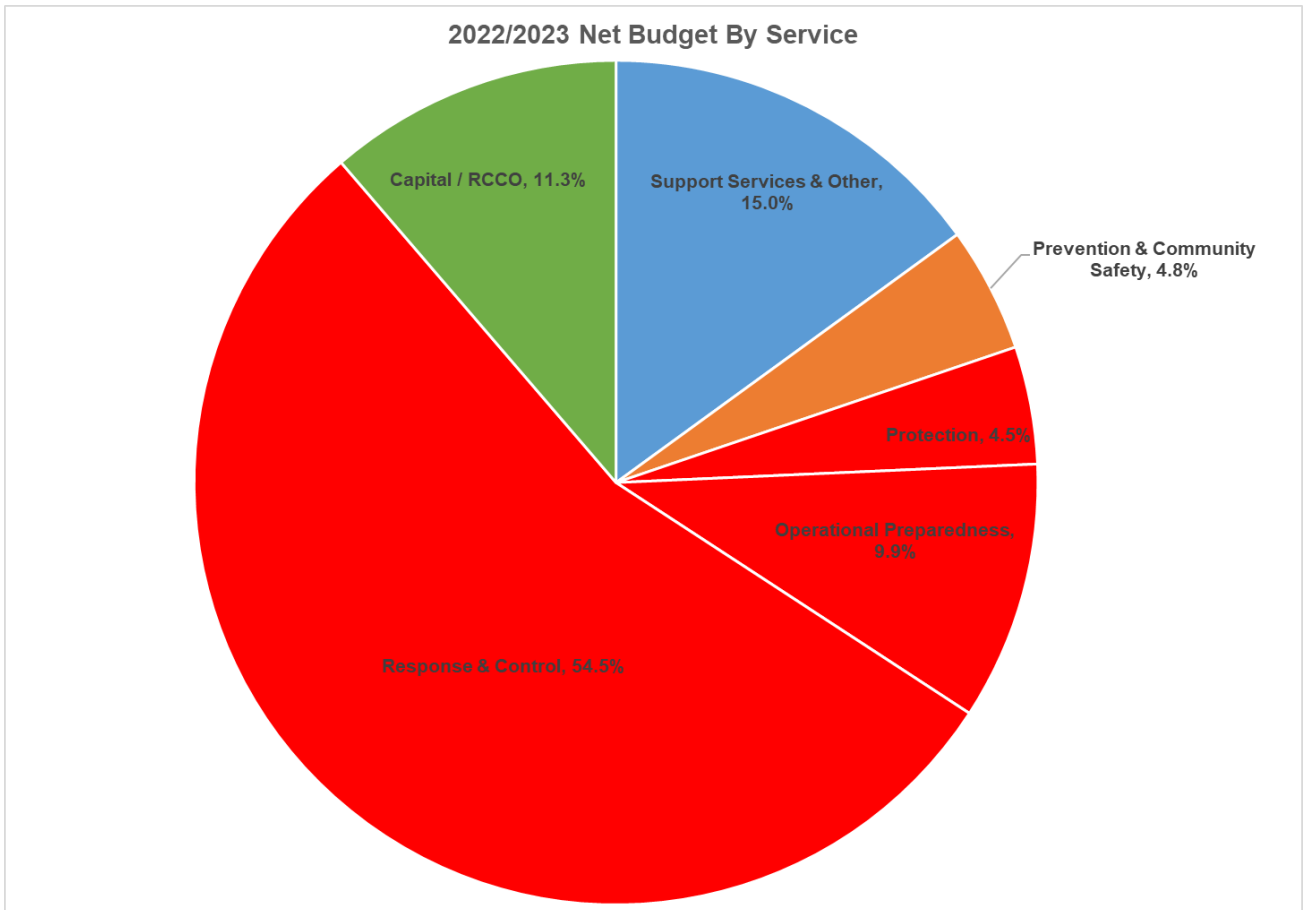
The updated MTFP covers a five-year period, 2022/2023 – 2026/2027. It takes into account the Government's 2022/2023 financial settlement and delivers a balanced financial position in 2022/2023 and 2023/2024. A potential financial challenge from 2024/2025 has been identified but due to significant uncertainty over future Government support and future costs (particularly pay awards), 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 £35m Training and Development

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

The Authority has an excellent track record of investing in line with its corporate priorities. The pie chart below outlines that most expenditure, 54.5%, goes on emergency and specialist response. In addition, 9.9% goes on Operational Preparedness and 9.3% on Protection, Prevention & Community Safety. Therefore 73.7% of expenditure is on the “front line” services. The 11.3% on capital costs relates mostly to previous investment in front line assets, fire stations, vehicles and equipment. The remaining 15.0% is on support and operational enabling services.



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 2022/23, 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 have been affected by the pandemic for the second year. 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. There was also a change to the numbers of fires and other incidents that occurred, which means that using data from those years to predict future performance is unreliable.

Estimated performance for 2021/22 is detailed below; actual performance will be updated 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 numbers, 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.

4.2 Estimated PERFORMANCE FOR 2021/22

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2020/21	Target 2021/22	Estimated Performance 2021/22	Status
TO00	Total number of emergency calls received	19778	<i>Quality Assurance</i>	22126	Quality Assurance
TC01	Total number of incidents attended	15867	16273	18009	On target
TC02	Total number of fires in Merseyside	6142	7159	6777	On target
TC03	Total number of ^primary fires attended	1770	2262	1974	On target
QTC04	Total number of secondary fires attended	4372	4897	4802	On target
TC05**	Total number of special services attended	4250	<i>Quality Assurance</i>	5287	Quality Assurance
TC06	Total number of false alarms attended	5475	5497	5946	Target missed
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.4%	90.0%	95.3%	On target
TD09	The % of available shifts lost to sickness absence, all personnel	4.27%	4.00%	Greater than 4%	Target missed
TE10	Total carbon output of all MFRS buildings	57.4	65.0	56.8	On target
FIRES IN THE HOME					
DC11	Number of accidental dwelling fires	799	861	836	On target
DC12	Number of deaths in accidental dwelling fires	7	8	4	On target
DC13	Number of injuries in accidental dwelling fires attended	59	90	59	On target
DC14	Number of deliberate dwelling fires in occupied properties	139	138	119	On target
DC15	Number of deliberate dwelling fires in unoccupied properties	16	20	20	On target
DC16	Number of deaths in deliberate dwelling fires	0	1	0	On target
DC17	Number of injuries in deliberate dwelling fires	14	13	6	On target

^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.

* To respond to life risk incidents within 10 minutes on 90% of occasions. Our 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 2020/21	Target 2021/22	Estimated Performance 2021/22	Status
FIRE IN NON DOMESTIC PROPERTIES					
NC11	Number of deliberate fires in non-domestic premises	37	81	43	On target
NC12	Number of accidental fires in non-domestic premises	126	179	146	On target
SMALL AND ANTI SOCIAL BEHAVIOUR FIRES					
AC11	Number of deliberate vehicle fires attended	306	569	401	On target
AC12	Number of accidental vehicle fires attended	168	197	215	Target Missed
AC13	Number of deliberate anti-social behaviour fires (small)	2993	3208	3280	Target Missed
AC14	Number of accidental small fires attended	1379	1689	1523	On target
AC15	Number of 'other' primary fires attended	179	217	195	On target
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	555	Quality Assurance	788	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	232	Quality Assurance	282	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	8	Quality Assurance	19	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside <i>Based on Partnership RTC data</i>	347	Quality Assurance	483	Quality Assurance
RC15	New: Number of KSI's affecting 16-24 age group - <i>Based on Partnership RTC data</i>	59	110	109	On target
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	460	583	577	On target
FC12	The number of false alarm calls due to smoke alarm actuation in Domestic properties	2880	2949	2905	On target
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3465	Quality Assurance	3680	Quality Assurance
FC22	Number of Malicious False Alarms attended	125	222	195	On target
FC23	Number of False Alarm Good Intent attended	2010	1743	2268	Target missed
STAFF SICKNESS & INJURIES					
WD11	% of available shifts lost to sickness absence per wholtime equivalent Grey book (operational) personnel	4.05%	4%	Greater than 4%	Target missed
WD12	% of available shifts lost to sickness absence per wholtime equivalent Green and Red book (non uniformed) personnel	4.62%	4%	Greater than 4%	Target missed
WR13	Total number of operational staff injuries	35	47	32	On target

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

Comments on Performance Indicators that have achieved their target

TC02 Total number of fires attended

Almost without exception, all types of fires attended have increased during 2021/22 (6777). This is probably due to reductions and changes in Covid 19 restrictions throughout the year. When compared to 2020/21 (when we attended 6142 fires). This is an increase of 635 incidents but is still 382 incidents below the annual target of 7159.

TC03 Total number of primary fires

The number of primary fires (1974) attended during 2021/22 is greater than in 2020/21 (1770) but is 288 under the annual target (2262). The increase against performance in 2020/21 is likely to be related to the Covid 19 lockdown restrictions being less strict during 2021/22.

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

Despite the impact of the pandemic, fire crews maintained our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 95.3% of occasions.

DC11 Number of accidental dwelling fires

Performance for 2021/22 (836) shows an increase in accidental dwelling fires when compared to 2020/21 (799). In part, this increase is likely due to the impact Covid 19 lockdowns have had over the last two years when compared to pre-Covid 2019/20, when 867 incidents were attended. However, this performance also reflects the continued success of our Home Safety and Arson Reduction Strategies. 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, leafleted extensively and carried out home safety campaigns to reassure people after serious fires.

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

During 2021/22 Covid related absence continued to increase sickness at times but targets were narrowly missed but the swift action of the Authority and staff 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 helped to keep absence as low as possible. If Covid related sickness is removed from the percentage figures the 4% targets for sickness were achieved.

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

FC23 Number of False Alarm Good Intent attended

There has been an increase of 258 false alarm good intent calls attended in 2021/22 (2268) when compared to 2020/21 (2010). This is 578 incidents over the target for 2021/22 of 1743. A significant proportion of these incidents are the public reporting controlled burning in gardens as fires. We communicate regularly with the public to advise them of the risks associated with garden fires and barbecues and we will continue to do that, particularly through the spring and summer.

4.3 KEY PERFORMANCE INDICATORS for 2022/23

KPI Ref	Narrative	Proposed Target 2022/23
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	<i>Quality Assurance</i>
TC01	Total number of incidents attended	18278
TC02	Total number of fires in Merseyside	7034
TC03	Total number of primary fires attended	2037
TC04	Total number of secondary fires attended	4997
TC05	Total special service calls attended	<i>Quality Assurance</i>
TC06	Total number of false alarms attended	5993
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
Fires in the Home		
DC11	Number of accidental dwelling fires	850
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	129
DC15	Number of deliberate dwelling fires in unoccupied properties	19
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	13
Fires in Non Domestic Properties		
NC11	Number of deliberate fires in non- domestic premises	64
NC12	Number of accidental fires in non-domestic premises	168

KPI Ref	Narrative	Proposed Target 2022/23
Small and Anti-Social Behaviour Fires		
AC11	Number of deliberate vehicle fires in Merseyside	419
AC12	Number of accidental vehicle fires attended	193
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	3293
AC14	Number of accidental small fires attended	1704
AC15	Number of "Other" primary fires attended	195
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	586
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in Domestic properties	2974
FC13	The number of false alarm calls attended, discounting false alarm good intent.	<i>Quality Assurance</i>
Staff Injuries and Sickness		
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, the resources we have available and the specific risks, demands and vulnerability of Merseyside.

Our IRMP 2021-24 was published on 3rd July 2021 and can be found [here](#). Progress against our actions for 2021 onwards are reported to the Fire Authority six-monthly and updates for the first 6 months (July to December 2021) are included below.

Our 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
Update: the station move is complete; the station went live at 1030hrs on 1st December 2021.
- 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
Update: Following consultation in April/May 2021 with the public, stakeholders, partners, local councillors and staff there was overwhelming support for our proposals. The Fire Authority approved submission of plans to Liverpool City Council in December 2021 and the land deal is expected to be complete by May 2022.
- Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function
Update: All moves of specialist units completed. All moves to happened on the 1st December. Following consultation with staff the dual hybrid will no longer progress but skillsets will be mirrored across both locations.
- 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.
Update: Specifications for the vehicle are being finalised with the supplier.

Our aerial appliances would be based at:

- Liverpool City (45m Combined Platform Ladder (CPL)) – crewed 24/7

Update: Wholetime CPL established, 45m High Reach Extendable Turret (HRET) not yet purchased.

- Southport (34m Combined Platform Ladder) – complementary crewed – it will respond with the fire engine and crew who will operate the appliance

Update: this appliance is in place and operational.

- Saughall Massie (34m Combined Platform Ladder) – complementary crewed

Update: awaiting purchase of 45m HRET purchased and completion of training.

- St Helens (Stinger/Scorpion) – crewed 24/7 or using retained contracts

Update: awaiting purchase of stinger.

These 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).

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)

Update: Action completed in September 2021

- **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)
Update: All assets are now located at Wallasey and are available for mobilisation with retained crew.
- **St Helens** – Hazmat (Hazardous Materials)– Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)
Update: All appliances were in place by November 2021. Initial training has been received with Hazmat and specialist training was delivered in January/February 2022. Asset is available on retained activation.
- **Long Lane** – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis
Update: Workshops are being held to plan multi-use areas, National Resilience areas and ways to increase commercial income at the new Training and Development Academy
- **Kirkdale** – Terrorist Response Specialist Capability (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis
Update: Mass Decontamination Unit was moved to Prescott in January 2022; this was a change to the IRMP proposal and was approved at Operations Board on 29th November 2021. Staff to be trained by 31st March 2022
Marauding Terrorist Attack (MTA) is fully available
Flood Response capability is fully available
- **Belle Vale** – Water (High Volume Pump) including all LLAR stations – staffed on a whole time (permanent) basis
Update: the High Volume Pump (HVP) is continually staffed by one driver. The original plans for training related to this action were not appropriate for the staff involved and other options are being considered.
- **Heswall** - Wildfire – All terrain vehicle – Complementary crewed
Update: the vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.
- **Formby** – Wildfire – All terrain vehicle – Complementary crewed
- **Update: the vehicle is due for replacement in 2023-24 and budget has been identified. Appropriate training is being identified.**

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.

Update: A Review is underway of potential options of where MFRS would locate a temporary 32nd fire engine

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.

Update: MFRS have met with the Chief Medical Officer for NWAS to open discussions on Integrated Demand Management. Previous Emergency Medical Response documents (MOU and Service Instruction) have been shared and discussions will continue. Further meetings will be planned but this discussion will probably carry over into the next functional planning year.

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.

Update: A series of public consultations were held with stakeholders, partners, staff, local councillors and businesses during 2021. These are now complete and were reported to Authority on 11th November 2021.

The Authority gave approval for submission of the planning application and this was submitted to Liverpool City Council in December 2021. The land deal is expected to be complete by May 2022.

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.
Update: Home Fire Safety Checks were disrupted during the latter part of 2021 due to pandemic restrictions. We have maintained delivery of Safe and Well checks for those who are most vulnerable. The Service was able to hold its annual Older Persons Day completing approximately 750 HFSCs.
- Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)
Update: Year 2021/22 will be impacted by the pandemic details are reported to the Authority.
- 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)
Update: It is anticipated that we will will achieve the target for the year.
- 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.
Update: This target will be met with a mix of HFSC and Safe & Well visits
- 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.
Update: This action has been delayed due to the pandemic, however Liverpool City Council has relaunched its strategy to engage with the private rented sector, MFRS will be involved with this.
- Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist.
Update: Prevention Department is reviewing its workforce profiles (gender, age, ethnicity etc.). The team has two members co-opted onto the Positive Action Working Group and staff who support a number of networks. There has been some success in the recruitment of women to the team but we want to do more to encourage people from under represented ethnic backgrounds to join us.
- 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.
Update: This has been evidenced during the Bonfire Period and Older Persons Day. Arson advocates routinely work with Merseyside Police and local officers on walkabouts at a local level on a weekly/monthly basis.

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).

Update: We have employed a number of new staff to fill these roles and plan to employ more.

Recruitment is also underway for three firefighters (already employed) who will be trained to undertake auditor/inspection duties. All of this will be funded through government grants.

All recruitment has been completed and staff are expected to commence their roles in mid March.

- Visit every very high and high risk premises (7,500 over the life of the Plan)
Update: This target has been affected by the pandemic and staff retention issues. This figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the proposed move from the Premises Risk Model to the IFOG Planner (Inspection Frequency Officer Grade). This will create a more intuitive and intelligence led approach to auditing high and very high-risk premises. IFOG will indicate priority premises in order and it is anticipated this may cause the number of inspections to decrease. To date, 1087 audits have been completed in this year's reporting period; the target is 7500 over the 3 years of the IRMP.
- 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
Update: During 2021, CFRMIS (Community Fire and Risk Management Information System) was implemented in the Fire Protection Department and is predominantly being used for recording data from Fire Safety Audits. Plans for 2022 include the introduction of standard letters, the use of the application by the Planning and Building Regulations Department, Explosives licencing, Fire Safety concerns reporting and the recording of Simple Operational Fire Safety Audits (SOFSA). Prevention have launched Home Fire Safety Checks (HFSC) on CFRMIS. Work continues to introduce CFRMIS for our Fire Service Direct call centre and Safe and Well Visits
Operational Intelligence will launch a PORIS (Provision of Operational Risk Information System) assessment by April 2022, in order for Operational Crews to assess current category 3&4 Site Specific Risk Information (SSRI) records to ensure accurate risk category will be captured in CFRMIS
- Increase mobile/agile working for staff to improve efficiency and effectiveness
Update: All inspecting staff have been given mobile devices to enhance agile working. CFRMIS is progressing and once fully operational with all modules will see greater use of mobile working.
- Deliver a full response to Grenfell Tower Fire Inquiry recommendations
Update: This is still ongoing with good progress being made. To date, 30 of the 46 recommendations are established within service, six are awaiting changes to legislation and National Fire Chiefs Council (NFCC) guidance, and plans are in place to address the remaining 10.
- 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.

Update: Since the IRMP 2021-24 was published in July 2021, firefighters have delivered 1379 Simple Operational Fire Risk Assessments (SOFSA's). This is on target to achieve 6336 by June 2024.

- Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside.
Update: A regular programme of inspections is underway and we are on track to achieve this objective.
- Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.
Update: 168 explosives visits were completed during the reporting period. Only two complaints were received during the reporting period, but neither required enforcement action.
- In addition, our drone capability will be further developed after being proposed in our previous Plan.
Update: We have implemented our drone capability.

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.
Update: A structure is now in place for collaboration opportunities. The assisting Nwas gaining entry Memorandum of Understanding is now well embedded as business as usual.

The Interoperability Voice Channel trial is now up and running to promote the use of multi-agency radio talk groups at operational incidents. Further collaboration opportunities are currently being explored in the following areas:

- **Use of Drones**
 - **Welfare at Incidents**
 - **The Charter for bereaved families through public tragedy**
 - **High Demand - Frequent Call Handling.**
- 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
Update: A new approach to collecting and using site specific risk information has been approved. Cross border information is available to staff on Mobile Data Terminals and our intranet. We will use the national Resilience Direct platform for sharing risk information with neighbouring fire and rescue services.

Operational Intelligence will launch a Provision of Operational Risk Information System (PORIS) assessment by April 2022, in order for Operational Crews to assess current category 3&4 Site Specific Risk Information (SSRI) records to determine accurate risk category for premises which will be captured in the new Community Fire Risk Management Information System (CFRMIS). Further Operational Intelligence work will

include the production of a data capture form, approval process, automation of uploading and format of how the risk information is used at various stages of an incident.

- 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.

Update: All specialists assets were reviewed during the summer of 2021. The Service has introduced a process for staff to propose new ideas which can result from incident debrief feedback and significant incidents reports. The review continues.

- 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.

Update: A new Command Training Strategy was put in place in September 2021. The training delivery programme is an 18-month plan with a target date of March 2023.

A trial of command software 'Effective Command' took place in December which will enhance how information is recorded and the training programme.

- Prepare our fleet of vehicles for a move to alternative fuels
Update: This action will involve a whole organisational change project that we will deliver over several years. Work is ongoing to ensure we are compliant with the Government expectation by 2030.
- 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
Update: A new shift pattern has been introduced with an element of retained cover included to improve resilience. The new shift pattern is now in consultation, aiming to close action March 2022.
- Develop operational plans for all key risks including heritage sites and sites of scientific interest
Update: Site Specific Risk Information (SSRI) survey undertaken and completed in September 2021. Two thousand heritage sites are to be considered for exercising options. This was reported to Ops Board on 29th November 2021. Heritage sites are now incorporated into the SSRI update reported to Operations Board.

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

Update: Key Performance Indicators are now online. Assurance processes are planned and this is a continual process. Regular six-weekly National Resilience (NR) meetings are in place and held regularly to plan to address any internal and external National Resilience gaps.

- Support the Government's plans to refresh the National Resilience Assets
Update: The National Resilience Assurance Team (NRAT) will work with the Lead Authority (Merseyside FRS) Home Office, along with internal and external UKFRS stakeholders to facilitate and complete a comprehensive review of National Resilience capabilities and undertake major asset refresh as part of the ND2 project to ensure specialist National Resilience capabilities remain efficient and effective.

5.2 FUNCTIONAL PLANS 2022/23

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. These updates are included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis and are published on our website.

Relevant actions are also incorporated into individual Station Plans. They are 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 previously been incorporated into Functional Plan reporting. For 2022/23, this will be reported through a separate ED&I Action Plan.

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 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.

5.3 STATION PLANS

Station Plans are local plans developed and owned by community fire and rescue station staff working with 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 2022/23 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 2022/23 are:

	SSRI	HFSC	HYDRANT	WASTE & FLY	PREV TALKS	SOFSA
TOTALS	1930	46,038	1487	792	720	2112

6.1 SERVICE DELIVERY PLAN ACTIONS 2022/23

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	The continued implementation of the approved 5-year capital build programme and progress the development of the Training and Development Academy by building a new training facility that is fit for purpose that supports the training of highly skilled people 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 by reviewing our Shared Estate, Operations and Support Services. Operational Preparedness will continue to work with Blue Light partners and stakeholders to ensure that opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining an excellent response to fires and other emergencies
FP/21/22/1.3	To continue to review operational risk information, including the conversion of MFRS Site Specific Risk Information (SSRI) onto the new CFRMIS platform
FP/21/22/1.4	To maintain and build upon our HMICFRS inspection report of outstanding for responding to major and multi-agency incidents we will implement a comprehensive review of the Incident Command Unit, Operational Support Room, and SCG/TCG Support whilst continuing to embed Resilience Direct throughout the organisation
FP/21/22/1.5	The continued implementation of the approved 5-year Transport Asset Management Plan and progress the transport strategy recommendations, to start to deliver against Government 2030 Green Plan and work with internal and external partners to progress the MFRS move to alternative fuelled vehicles across the MFRS fleet
FP/21/22/1.6	Introduce a High Reach Extendable Turret (HRET) fire engine vehicle at St Helens
FP/21/22/1.7	The procurement of a 45m Combined Platform Ladder following the Grenfell Tower recommendations.
FP/21/22/1.8	Review the Research & Development process to ensure Firefighters are fully engaged and informed ensuring MFRS Firefighters have the most up to date kit and equipment to keep them safe.
FP/21/22/1.9	Respond to the HMICFRS observation to deliver practical training to Fire Control staff on fire survival guidance

Operational Response:

FP/21/22/2.1	Enhance the effectiveness and efficiency of the retained recall process across all operational areas to include station staff, specialist assets, flexi duty senior managers and Fire Control. Ensure the process provides a clear, pragmatic response that considers not just the initial activation but also the further impact of staff welfare and appliance availability until the return to normal business.
FP/21/22/2.2	Improve the recall of retained staff by the introduction of the Callmy Application to enable a more intelligence led response that limits the impact on overall staffing and is more efficient in the activation of assets.

FP/21/22/2.3	Expand the skills and knowledge of all operational staff by providing structured and pre-planned awareness training on the specialist assets, equipment and capability based at all stations as part of the IRMP 2021-24 implementation.
FP/21/22/2.4	Enhance knowledge and understanding of the new Leadership Message for station based operational staff. Input will include exposure NFCC Code of Ethics, Service Values, ED&I, coaching and mentoring. The information will provide support to staff for both career progression and improved personal performance.
FP/21/22/2.5	Implement over border exercising at a local level between stations sharing County borders with neighbouring Services to support the Memorandum of Understanding (MoU) signed with Lancashire and Greater Manchester Fire & Rescue Services. Explore if this agreement can be extended to Cheshire FRS.
FP/21/22/2.6	Improve access to hazard and risk information to support firefighter safety at operational incidents. This will be achieved by the transition to the CFRMIS software, which will provide an efficient procedure to gather, process and access risk information. Revision of the SSRI scoring methodology will align with National Operational Guidance and see the introduction of the PORIS risk assessment.

Health and Safety/Operational Assurance

FP/21/22/2.7	Enhance the safety of our firefighters to limit exposure to toxic fire effluents and build upon current procedures to embrace latest reports and recommendations to achieve industry 'best practice'. The work will look to educate staff and support greater awareness and understanding of the risks associated with fire effluents, which will influence behaviour on station, in the training environment and at operational incidents. Commitment will be given to regional collaboration work on contaminants to ensure all learning is shared.
FP/21/22/2.8	Response to HMICFRS Report action: The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.
FP/21/22/2.9	Response to HMICFRS Action: During reality testing, understanding of operational discretion...and use of decision logging varied
FP/21/22/2.10	Response to HMICFRS action: Technology transformations are often difficult to achieve. Some staff we spoke to are still adapting to the new ways of working and there are clearly snags that need ironing out. We are interested to review progress in this area in our next inspection.

People and Organisational Development:

FP/21/22/3.1	To develop, expand and lead on the delivery of the People Plan for 2021-24.
FP/21/22/3.2	To implement and embed the 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
FP/21/22/3.7	Enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide

Prevention

FP/20/21/4.1	Continue to deliver Home Safety through intelligent target led activity.
FP/20/21/4.2	Continue to deliver the Community Safety for Arson, Road and Water safety ensuring we target the most vulnerable people and places.
FP/20/21/4.3	Continue to support a wide range of Children and Young Peoples Programmes, developing our activity in line with the NFCC Youth Engagement Framework
FP/20/21/4.4	Continue to embed and review safeguarding throughout all areas of the Service
FP/20/21/4.5	We will enhance how we evaluate our role to understand its effectiveness and benefit to the public through all of our partnership working
FP/20/21/4.6	We will aim to align our current fire investigation procedures to national and international standards.
FP/20/21/4.7	Develop Information Sharing Agreements with key stakeholders to support improved outcomes for vulnerable people.
FP/20/21/4.8	Embed CFRMIS within all Prevention activity and explore other areas of new technology in line with NFCC Person Centred Approach
FP/20/21/4.9	Revise the risk management process (RM1) and introduce a new protocol, to assist Prevention teams and operational staff.

Protection

FP/21/22/5.1	Resource and support operational response
FP/21/22/5.2	Enhance our regulatory activity via review and development
FP/21/22/5.3	Ensure departmental structure, training, competence and capacity is suitable in the context of risk, demand and vulnerability
FP/21/22/5.4	Develop a cross functional, single platform, Management Information System

FP/21/22/5.5	Implement the requirements of the Grenfell Tower Inquiry project
FP/21/22/5.6	Engage with our business communities

National Resilience:

FP/21/22/6.1	Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate (carried over from 2021/22)
FP/21/22/6.2	Implement the use of Resilience Direct as a secure and reliable means to support routine working and provision of incident status updates to Home Office and other key stakeholders
FP/21/22/6.3	Work with Home Office in the review and revision of the Industrial Action Business Continuity Planning (IA BCP) process
FP/21/22/6.4	Develop and produce learning materials to complement the provision of the National Resilience Maintenance of Competency Framework
FP/21/22/6.5	Following the deployment of resources in support of the Greece wildfires, explore the feasibility of developing protocols and mechanisms to support future National Resilience provision in response to overseas deployment requests

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. <ul style="list-style-type: none"> 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	Work with other Functions to review and refresh the Corporate Risk Register 2022-23
FP/21/22/7.5	Monitor and coordinate the implementation of National Fire Standards
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 Emergency Services Network (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.

Finance:

FP/21/22/8.1	Review the outcome of the Fair Funding Review, Business Rates Re-set, CSR 2022 and determine the impact on the current Medium Term Financial Plan.
FP/21/22/8.2	Look at Immediate Detriment Framework challenge that would allow Firefighter Pension Scheme members access to their legacy scheme ahead of the legislation changes
FP/21/22/8.3	Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask

Legal & Democratic Services:

Legal	
FP/21/22/9.1	To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner.
FP/21/22/9.2	To undertake an audit of the management of risk within the insurance provisions and identify any recommendations for new ways of working

Democratic Services	
FP/21/22/9.3	To review and refresh the Authority's Members Development Strategy and Programme, to ensure effective governance delivery and provides Members with the required knowledge and skills to undertake their roles effectively
FP/21/22/9.4	To undertake a review of the Teams delivery output to help facilitate decision making and governance arrangements for Members and the committees.

7.1 HMICFRS Inspection 2021

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) carried out a detailed inspection of the Service, and judged it as Good overall, broken down as follows:

- **Good** at effectively keeping people safe and secure from fire and other risks
- **Outstanding** at efficiently keeping people safe and secure from fire and other risks
- **Good** at looking after its people

In total, MFRS scored an unprecedented three 'outstanding' judgements across the 11-sub themes for its fire prevention, response to major and multi-agency incidents and for providing value for money.

The 2021 inspection was the third time HMICFRS has inspected MFRS; the first taking place in December 2018. The Service was deemed 'good' in all three areas in that report, a sector leading outcome at that time. The results of the most recent inspection represent further improvement and reinforces the bold decisions made by the Authority in the preceding years, which saw the Service use innovation to make it quicker to respond, more effective and more resilient. MFRS was also inspected in autumn 2020, with its response to the Covid-19 pandemic praised, particularly the Service's national role.

For this third inspection, inspectors spent several weeks over the summer of 2021 exploring areas covering operational and support functions and interviewing staff.

In the 2021 report, lead HMI Andy Cooke said MFRS 'proactively targets' its activities to reduce anti-social behaviour arson and violence, and improve water safety. Inspectors said they saw 'positive examples of its community work to increase awareness and reduce the risk of fire and other emergencies'.

Inspectors said the Service has responded positively and proactively to learning from the Grenfell Tower fire inquiry, with MFRS on track to have assessed the risk of each high-rise building in its service area by the end of 2021.

Inspectors also found that staff have access to an excellent range of services to support their physical and mental health, with a 'positive working culture' in place. Inspectors said they heard positive examples of how leaders 'actively engage with staff' to give information and receive feedback.

MFRS's vision is to be the best fire and rescue service in the UK and the 2021 report demonstrates that the Service is on its way to achieving that ambition. However, there are areas for improvement identified in the report and it is important that the Service addresses those areas and ensures that plans are in place to tackle any issues and promote continued improvement. There were only three formally identified areas for improvement in the report

Report page	Area for Improvement
17	The Service should assure itself that it has procedures in place to record important operational decisions made at incidents, and that these procedures are well understood by staff.
36	The Service should assure itself that it has an effective succession planning mechanism in place for all roles
38	The Service should ensure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.

In addition, there were a number of areas in the report where formal areas for improvement were not given but the language used suggests that improvements can be made. MFRS is committed to improving in all areas. These areas are included in the HMICFRS Improvement Action Plan. Progress will be reported to the Authority six-monthly.

The full inspection report and those of the other fire & rescue services inspected in the first tranche are available on the HMICFRS website: www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/

8.1 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 64% of staff from across a wide range of functions have completed the training; this has been affected by the pandemic. In addition, an on-line training package has been developed for all staff to complete to ensure they have a grounding in the basics of ED&I whilst they are awaiting face to face training or as a reminder after they have completed the face to face training.

During 2021/22, our staff networks went from strength to strength with the support of their Senior Sponsors (despite the pandemic) . 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.

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

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.

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 Report 2020-21](#)

8.2 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:</p> <p>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	We will have meaningful data and information that helps staff develop effective activities, campaigns and events that result in better engagement with diverse 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
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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
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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.• 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

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand and meet the needs of different protected groups and foster good relations between groups

Equality Objective 5

To continue to aspire 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.</p> <p>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>

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

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 9³ protected groups.

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 this 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 included 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 use our website and social media platforms to publicise the consultation

Further consultation was undertaken in September 2021 with regard to one of our IRMP 21-24 proposals to combine Croxteth and Aintree fire stations including the Training and Development Academy and National Resilience Centre of Excellence at a new site on Long Lane in Aintree.

1. Following Authority approval on 30th June 2021, a consultation document and on-line survey were published on the Merseyside Fire and Rescue Authority website on 15th July. Facebook, Twitter and a press release were used to launch the consultation.

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

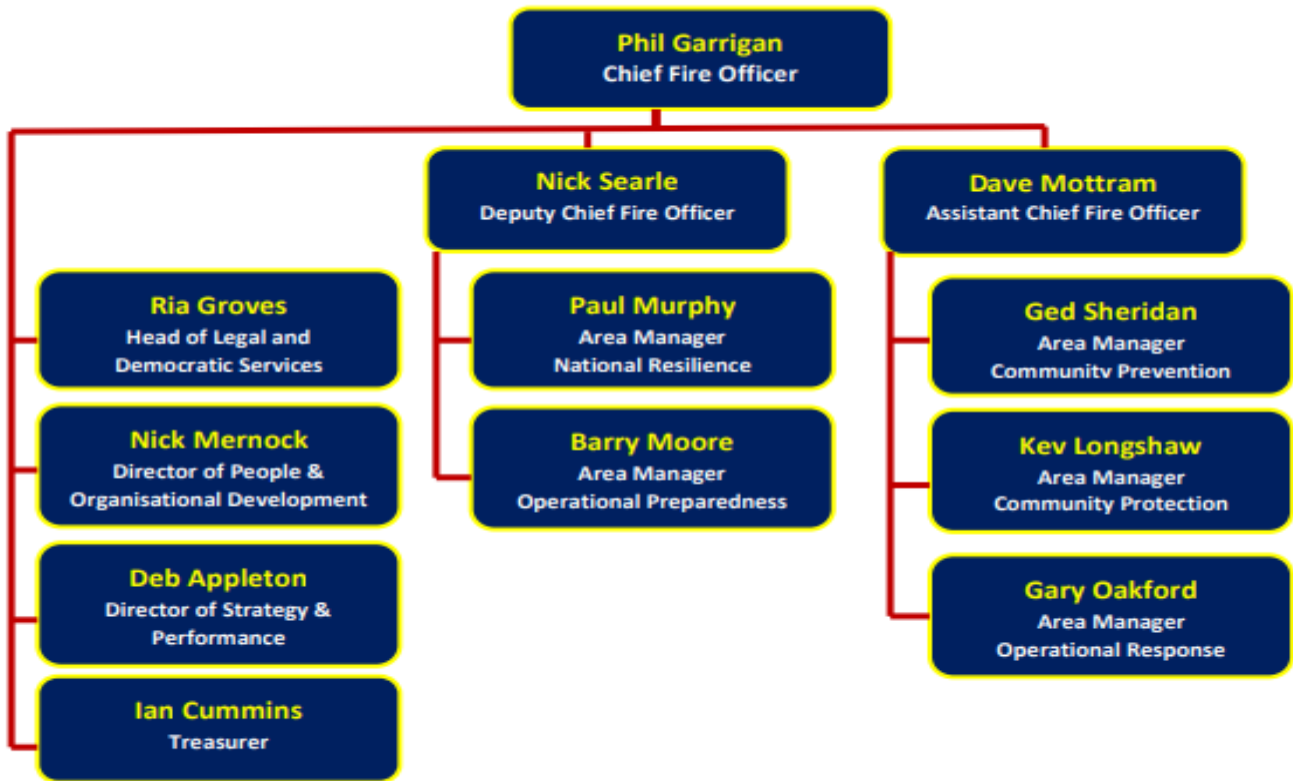
2. Consultation documentation was printed and distributed widely across the Aintree and Croxteth areas, published on the Authority website and promoted via social media and the press. Consultation documents were placed in public buildings including libraries, one stop shops and community centres and supermarkets across the two station areas.
3. The consultation document was sent by email to the offices of all local Members of Parliament, Merseyside Police Chief Constable, Northwest Ambulance, Police and Crime Commissioner, City Region Mayor Steve Rotheram, Liverpool City Region, all local ward councillors and the Democratic Services teams at each of the five local councils.
4. Online Public deliberative forums were hosted by Opinion Research Services (ORS) for each Station area affected plus an all Merseyside forum. Participants were universally supportive of building at Long Lane.
5. Authority social media accounts were used during the consultation period to direct people to information and encourage participation in the consultation process.
6. The Chief Fire Officer consulted with a number of local ward councillors in the two station areas to explain the authority's proposals and to seek their views.
7. The Chief Fire Officer has discussed the plans with the City Region Leaders, Mayor and the Mayor of Liverpool.
8. Stakeholders, including 22 businesses surrounding the proposed new site on Long Lane and 11 major sites in both station areas (including Aintree Hospital and HMP Altcourse), were invited to Service Headquarters to hear our proposals, ask questions and give their views.
9. The Chief Fire Officer spoke to staff at the affected stations to understand their views on the proposals.
10. The Fire Authority approved submission of a formal application for planning permission on 11th November 2021

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	Community Fire Risk Management Information System
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



MFRS Integrated Planning Process

Appendix 2

