SERVICE DELIVERY PLAN

April 2023- March 2024

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 2023/24.

This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2023/24 including those set out in our Integrated Risk Management Plan (IRMP) 2021-24 published in July 2021.

Although we all hope that the worst of the pandemic is now behind us, new challenges have arisen.

The cost-of-living crisis has affected everyone, but we know that the poorest people in society suffer the most and they are often also the people who are most at risk of fire in the home.

In response we have led nationally on creating resources to help all fire and rescue services support their communities through the crisis, working with the health service to develop ways of sharing information to help us visit more at-risk people and we will continue to do so in the future.

Not only this, but in direct response the inequalities we see in our communities every day we have adopted the 'socio economic duty' as set out in the equalities act and we are working with the Liverpool City Region to put it at the forefront of our decision making.

Despite our focus on the most vulnerable sadly, this year we have witnessed more fire deaths than in the previous 12 months. Every fire death is avoidable, and we will continue to learn from these tragic incidents to make sure that every one of our 60,000 contacts (home safety visits) count.

At the time of writing, the Service is preparing for the third full inspection by Her Majesty's Inspectorate of Fire and Rescue Services. In 2021, we scored three 'outstanding' judgements across the 11-sub themes for fire prevention, response to major and multi-agency incidents and for providing value for money and 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

We are working hard to continue to improve on the 2021 results.

Organisational culture has been in the spotlight nationally of late, having been identified as an area of focus by HMICFRS in their state of fire report. We remain steadfast in our determination to create a culture fully inclusive and will operate a policy of zero tolerance when it is not. To further enhance our appeal to underrepresented members of our communities we have recruited a Head of Culture and Inclusion and employed from within our services an attractions team to ensure we are fully representative of our communities.

All staff have received input on our 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.

Merseyside Fire and Rescue Service is a positive, safe and supportive place to work. 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.

Like all organisations, the pandemic resulted in many changes for Merseyside Fire and Rescue Authority, including an increase in agile working and the use of digital solutions that have made us even more effective in our delivery of Prevention and Protection (fire safety) services, all of which benefit the people of Merseyside. We have also signed up to the national online home fire safety check, which allows people to check their own risk of fire in the home. Check how your home measures up here.

Having completed the second year of our three-year IRMP and this Service Delivery Plan focuses on the third and final year and we are starting work on our next plan for 2024/27.

This year, we are keeping our focus on the increase to our front-line response and making sure the specialisms and capabilities of our staff and the equipment meet all the known and emergent risks on Merseyside. In the last year of this IRMP, we will also be finishing off our 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 and become a centre of excellence for national training. We are very proud of our national coordinator role for National Resilience and for UK International Search and Rescue too.

We coordinated the national UK fire service response to the devastating earthquakes in Turkey and Syria and the delivery of over 70 fire engines to Ukraine, with some of our own staff joining the UK response.

As part of the Training and Development Academy project we are also creating a new super-station to replace two fire stations that are reaching the end of their operational life, this combined with our improvement in our control room operating model will see us deliver an improvement in our response times.

We have also worked hard this year to influence national politicians and convince them that the fire and rescue service and our firefighters deserve financial investment. We are pleased that these efforts have resulted in an increase in government grant funding and council tax flexibility allowing us to invest in the people and systems that will help us keep you safe this year. We remain steadfast in our commitment to the people of Merseyside and their safety.

We hope you enjoy reading about our plans for the next year and 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 LEADERSHIP MESSAGE

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

The Core Code of Ethics

Fire and rescue services are required to operate witin a national Code of Ethics. For Merseyside Fire and Rescue Authority, these are embedded into our Leadership Message, behavioural Ground Rules and Code of Conduct. They are at the heart of what we are as an organisation and shape how our people behave in work and in our communities.

The Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which alongside the accompanying guidance provides a basis for promoting good behaviour and challenging inappropriate behaviour.

- Putting our communities first – we put the interest of the public, the community and service users first.

- Integrity – we act with integrity including being open, honest and consistent in everything we do.

- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.

- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate 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.
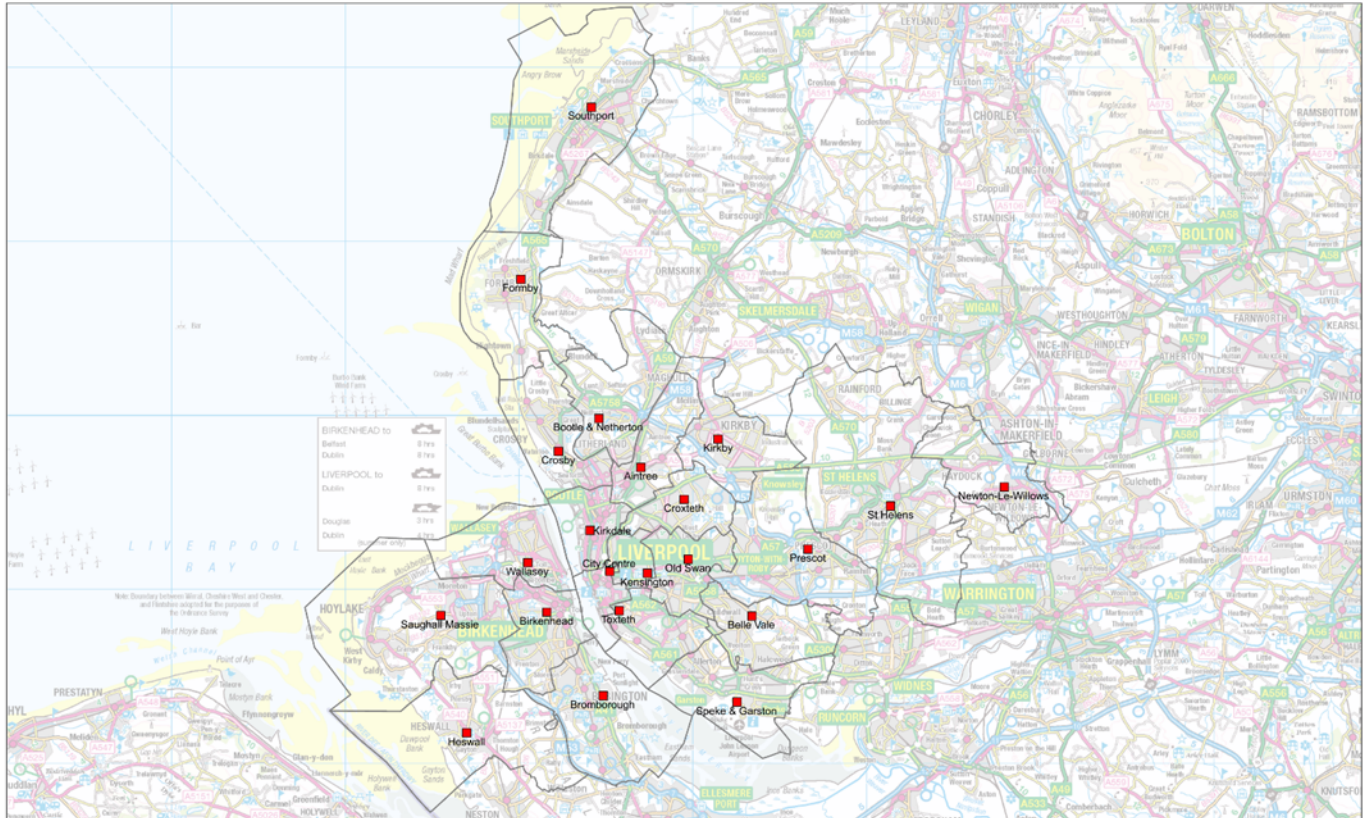
Merseyside spans 249 square miles (645 Km2) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's metropolitan districts has at least one major town centre and outlying suburbs.

According to the 2021 Census, Merseyside has a population 1,423,300. Since the 2011 census, the population of Merseyside has grown by 3% with each metropolitan district showing overall increases.

Digging deeper into the population of Merseyside, we see:
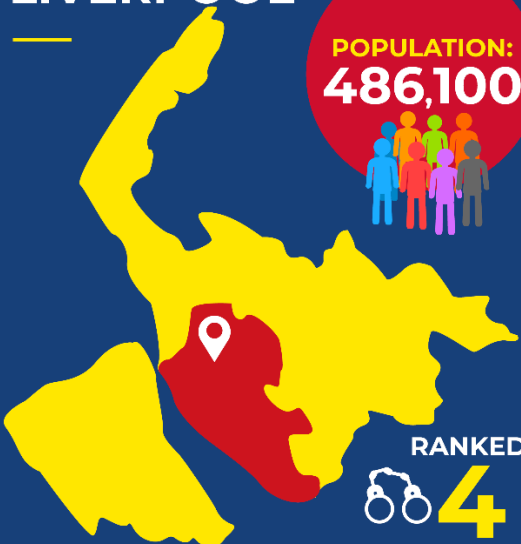
- Slightly more females than males in Merseyside (51.5% female against 48.5% male)
- Based on the 2021 Census, of the total population of over 65's in Merseyside is 27.9%.
- 91.7% are classed as White and 8.3% Black and Minority Ethnic

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.

Merseyside Fire & Rescue Service Station Locations

Author: Business Intelligence, Strategy & Performance   Date: February 2023   Produced Using MapInfo
Map Reference:
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LIVERPOOL

MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk

POPULATION:
486,100

LAND AREA:
111.2 sq km

NO. OF HOMES:
233,867

894
miles
OF ROADS

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

SEFTON

MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk

POPULATION:
279,300

LAND AREA:
156.6 sq km

NO. OF HOMES:
128,400

619
miles
OF ROADS

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

WIRRAL

MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk

POPULATION:
320,200

LAND AREA:
160.9 sq km

NO. OF HOMES:
150,300

756
miles
OF ROADS

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

ST HELENS

MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk

POPULATION:
183,200

LAND AREA:
133.7 sq km

NO. OF HOMES:
84,747

462 miles OF ROADS

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

KNOWSLEY
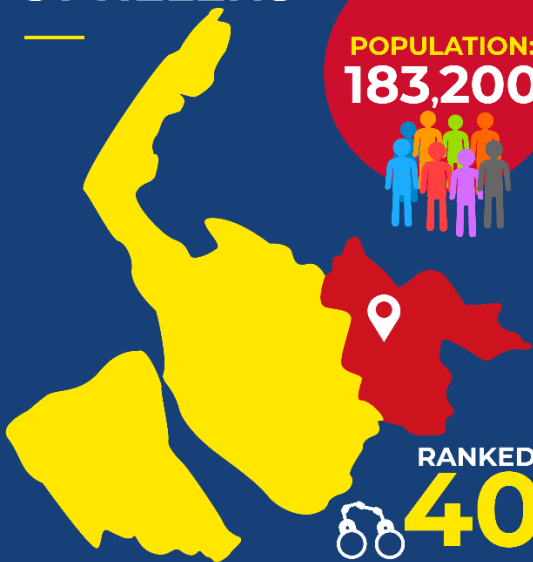
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk

POPULATION:
154,500

LAND AREA:
86.5 sq km

NO. OF HOMES:
68,426

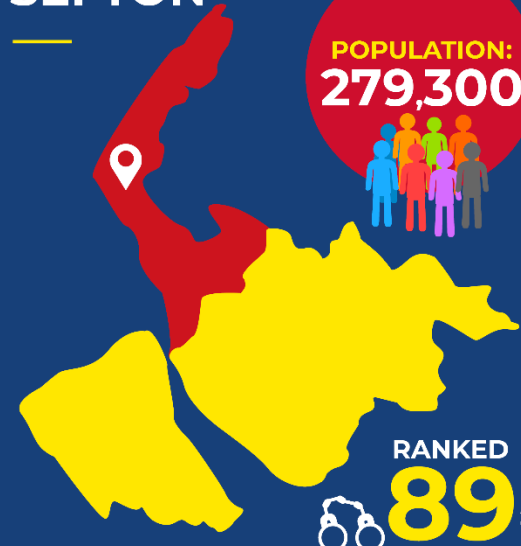374 miles OF ROADS

RANKED
3 OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.
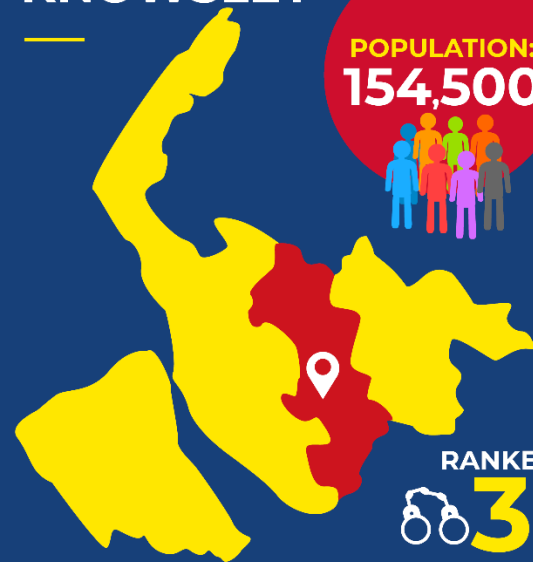
1.5 RISK, DEMAND AND VULNERABILITY

Preparing our Plans

This Service Delivery Plan includes details of how we will deliver our Integrated Risk Management Plan and other organisational objectives in 2023/24 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.

[Merseyside Prepared](#)

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.

Legend:
- Cultural Building
- University
- Medium - High Rise Building
- Sports Stadia
- Recycling Facilities
- COMAH Site
- Woodlands
- Flood Warning Area
- Motorway
- Transport
- Docklands
- World Heritage Site
- Industry, Warehousing
- Sites of Special Scientific Interest
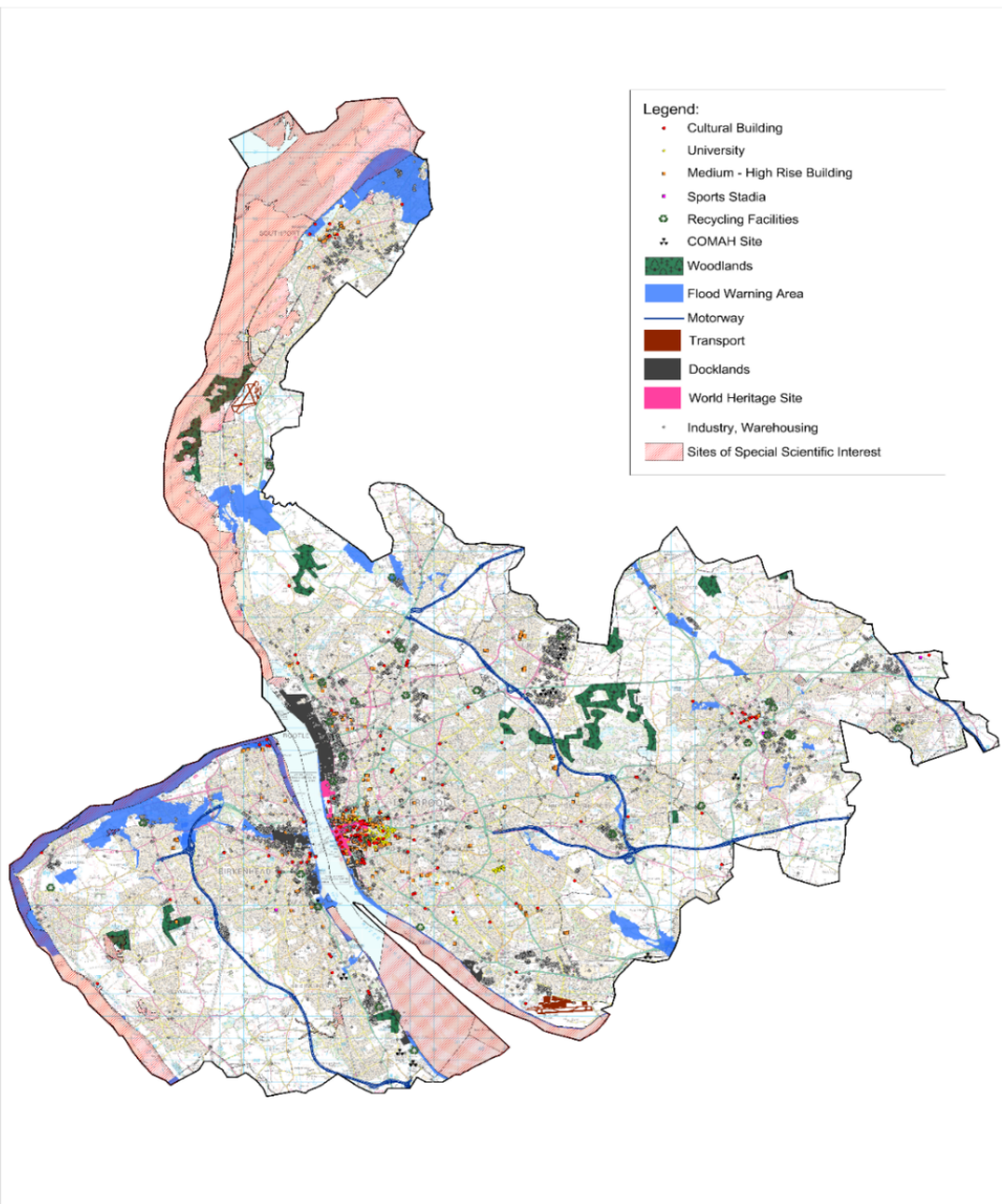
Map Identifying Potential Risks in Merseyside

Author: Business Intelligence, Strategy & Performance   Date: December 2020   Produced Using MapInfo
Map Reference:
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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 2022 and it shows that incidents aren't evenly spread across Merseyside:
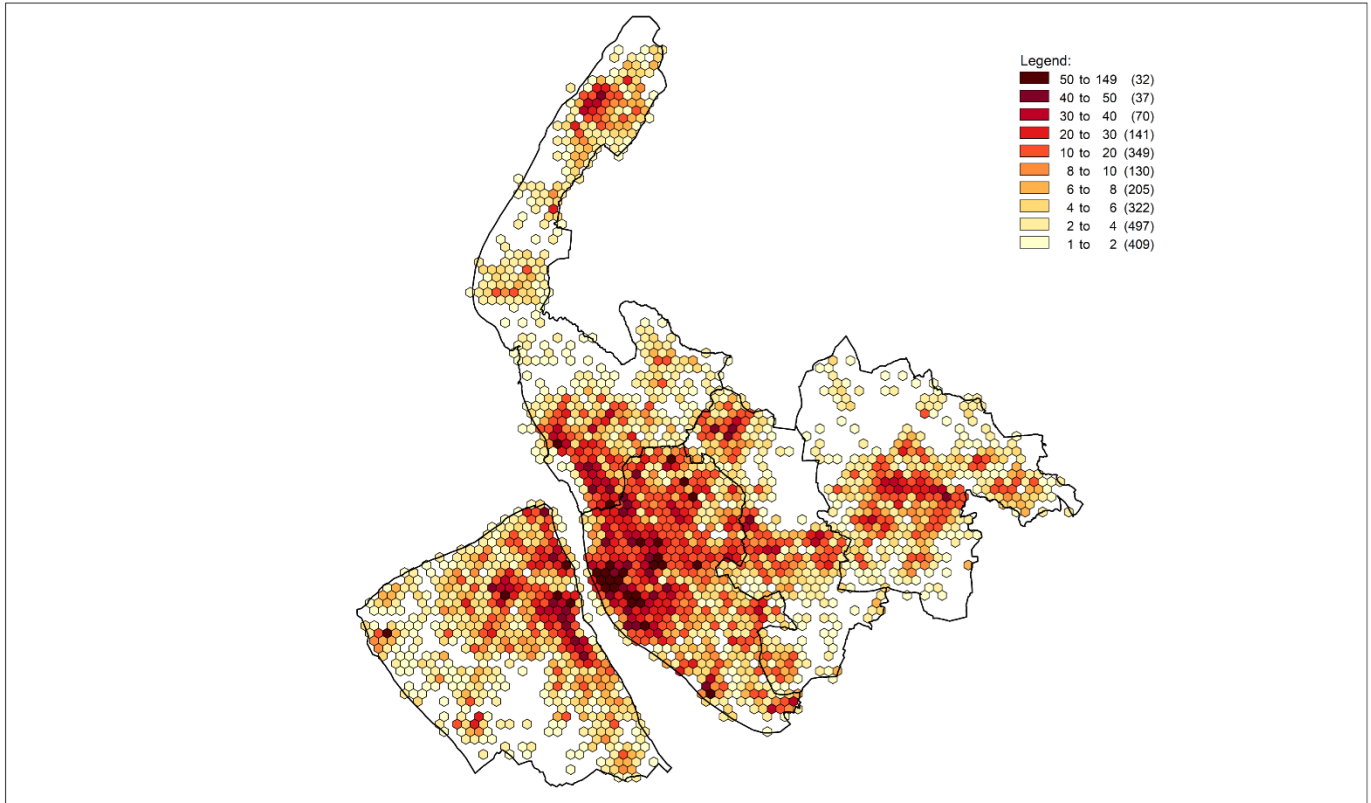
Density of All Incidents Attended During 2022

Author: Business Intelligence, Strategy & Performance   Date: February 2023   Produced Using MapInfo
Map Reference:
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We also know that demand fluctuates between the day and night; crews are twice a 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 2022 (Calendar Year)	Day	Night	Total
Count	**12490**	**6567**	**19057**
Proportion	65.5%	34.5%	100.0%

All incidents attended by Hour 2022
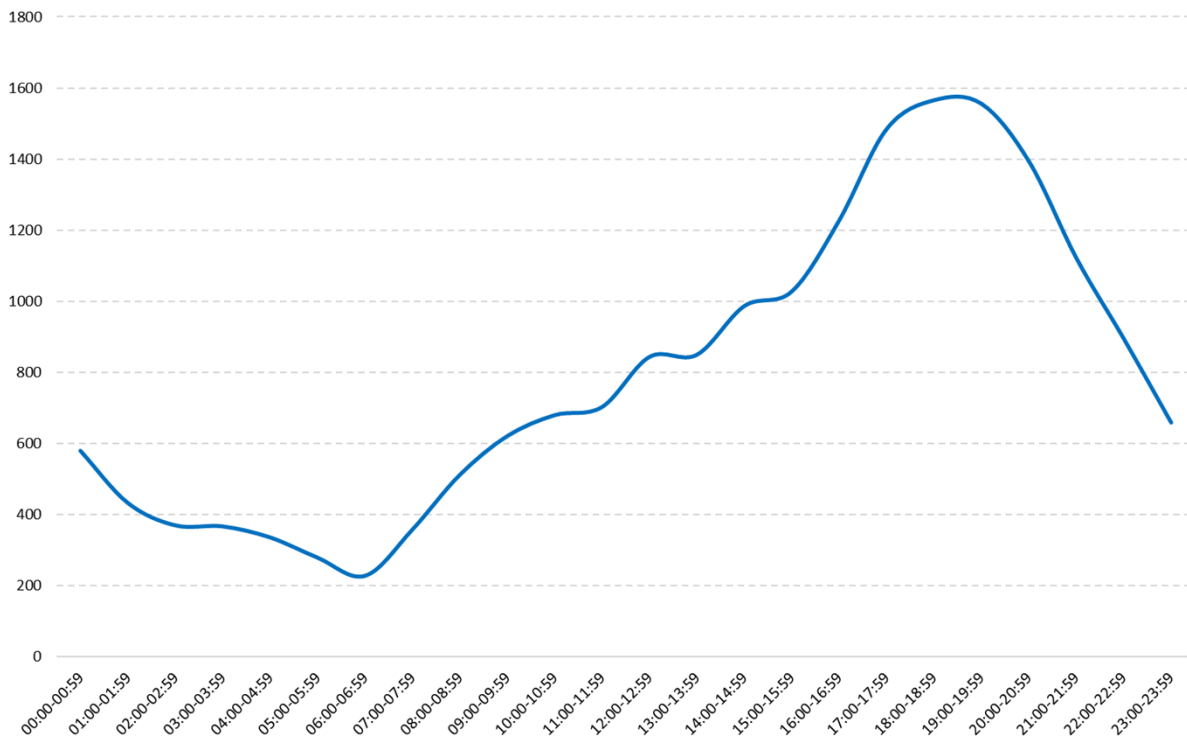
Vulnerability in Merseyside

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 Year Period

Legend:
- Number of accidental fires in dwellings
- Number of fatalities from accidental dwelling fires
- Linear (Number of accidental fires in dwellings)
- Linear (Number of fatalities from accidental dwelling fires)
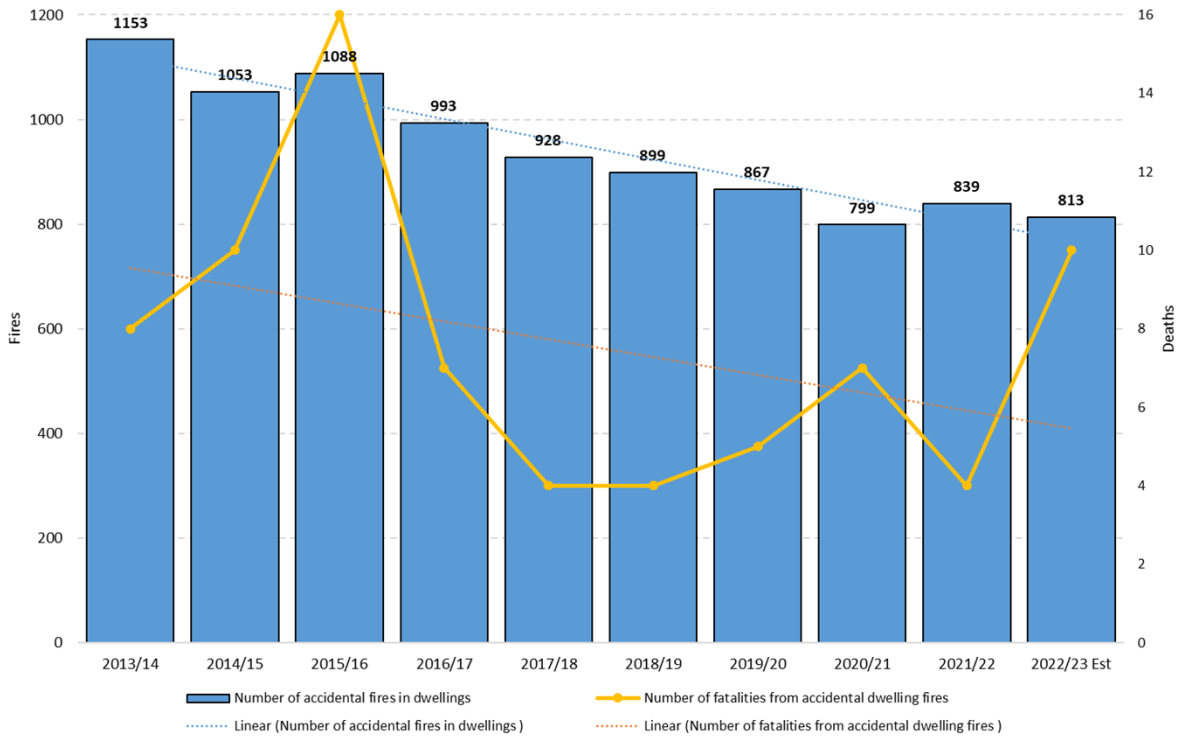
Dwelling Fires Actual and Projected

Legend:
- Number of accidental fires in dwellings
- Number of deliberate fires in dwellings
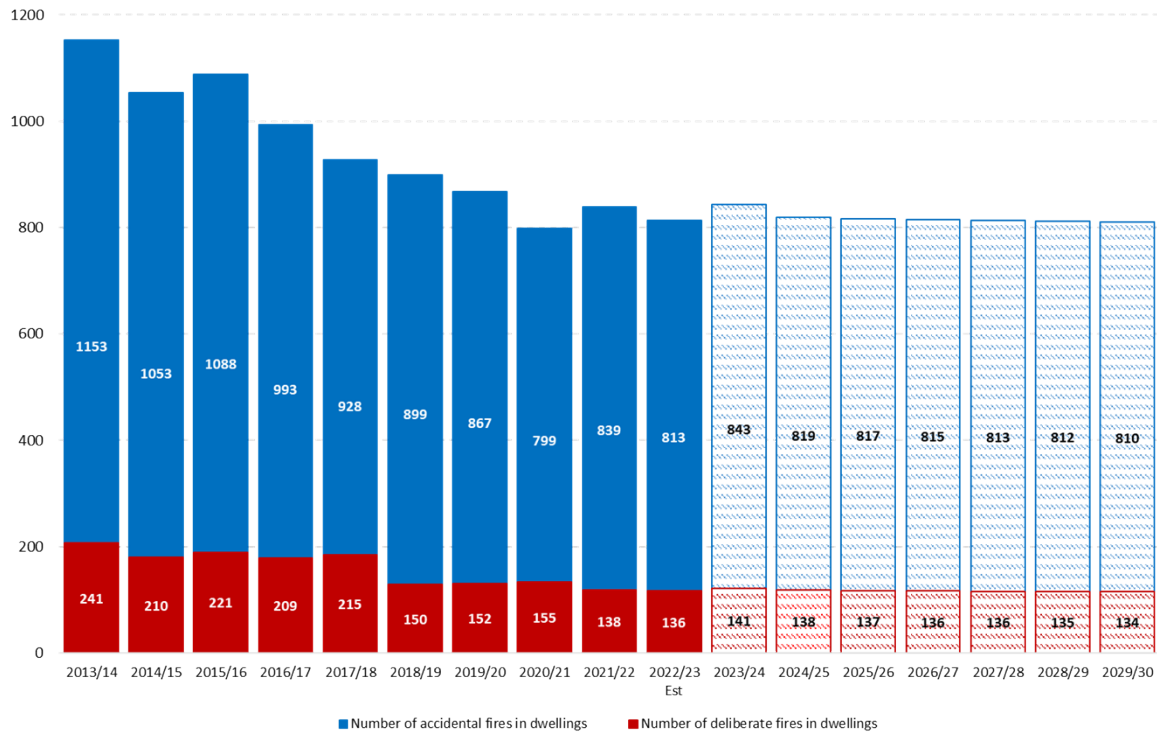
We also map deprivation and consider how deprivation and fires are connected.
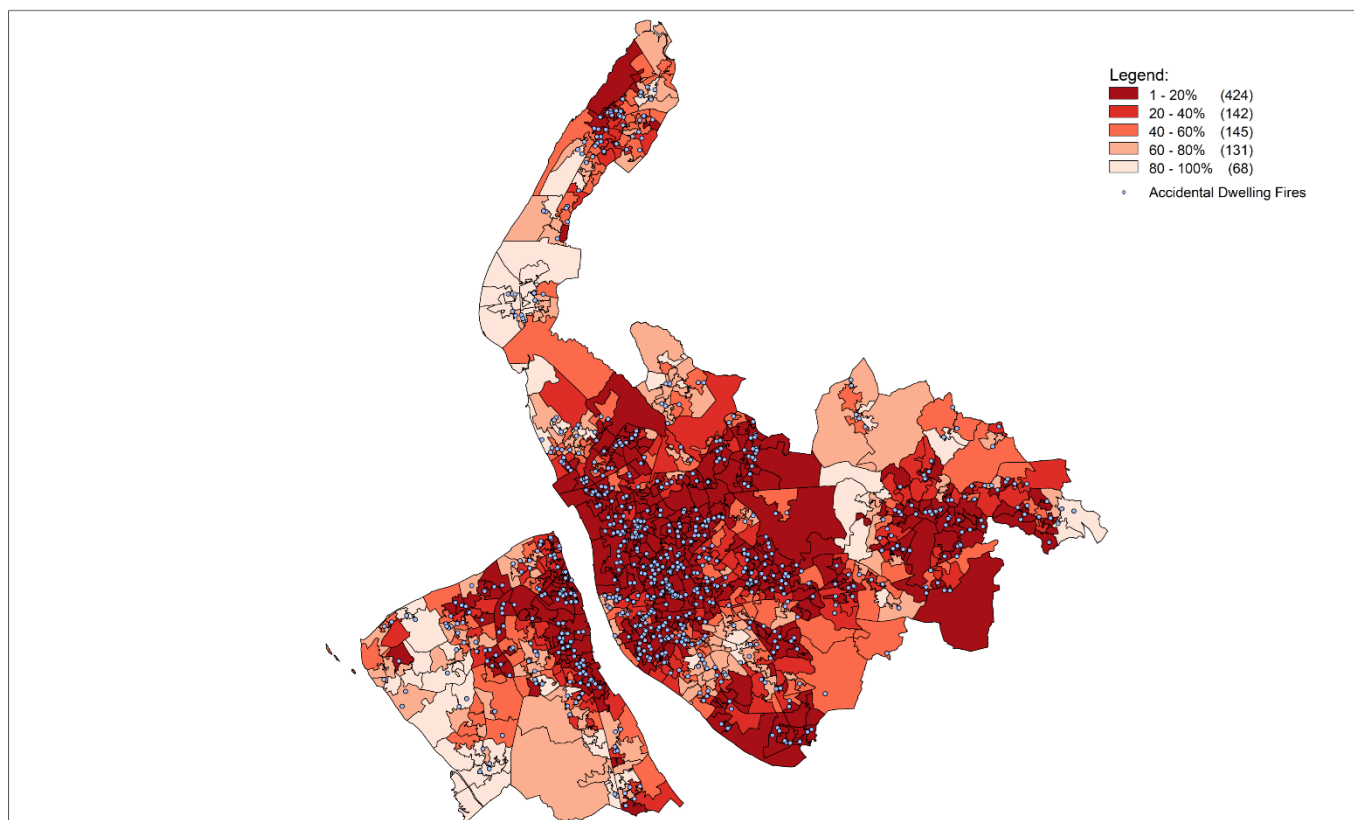
Accidental Dwelling Fires attended during 2022 in Relation to Deprivation (IMD 2019)

Author: Business Intelligence, Strategy & Performance   Date: February 2023   Produced Using
MapInfo
Map Reference:
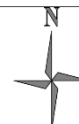
Through our plans we deliver activities and resources tailored to respond to local risk.

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. In our 2021-2024 IRMP we are taking action 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 are some of the organisations that 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.

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, Fire Control, Health & Safety and Operational Assurance. The directorate supports and protects the safety of firefighters when training or at incidents, improves how we respond to incidents and makes sure that standards of performance are met and maintained.

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 efficient and effective response to any incident. The shift patterns range from Wholetime, Low Level Activity and Risk (LLAR), Day Crewing Whole Time Retained (DCWTR) and Hybrid. More information about the different working arrangements we operate and how we Respond to Emergency Incidents is detailed 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 gathering risk information and much more. Firefighters complete a 16-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 safety events and supports all departments with risk assessments, technical advice and guidance.

The Operational Assurance Team (OAT), along with a cohort of Operational Assurance Station Managers, are responsible for the monitoring of how we respond to incidents, how we follow agreed procedures and how we consider the health and safety of all our staff when responding to or dealing with fires and other emergencies. The team also looks at how we can continually learn and improve from incidents attended and training events. 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 achieve 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
- **DCWTR (Day Crewing Whole Time Retained)** – firefighters are available 12hrs a day on station followed by 12hrs on a 30 minute recall to provide resilience on stations during busy periods

- **Hybrid** - during the day, 2 fire engines are 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

In 2002/3 the Government implemented the New Dimension project to strengthen the capability of the FRS response to such incidents. The project was first governed by the Office of the Deputy Prime Minister (OPDM) before moving to the Department for Communities and Local Government (DCLG) until July 2016, when governance moved to the Home Office. The Home Office devolved the responsibility for the coordination and management of National Resilience to a Fire and Rescue Lead Authority Model. Merseyside Fire and Rescue Service has been the lead authority since that time and the Deputy Chief Fire Officer (DCFO) is the National Fire Chief's Council (NFCC) National Resilience Strategic lead. Merseyside Fire and Rescue Authority (MFRA) as the Lead Authority assumed, on behalf of the Home Office, sector responsibility for Fire and Rescue Services' National Resilience Assurance, the management and coordination of the delivery of NR skills acquisition training, the management of the NR Long Term Capability Management (LTCM) contract and the coordination of National Resilience Assets via National Resilience Fire Control (NRFC).

The following specialist capabilities are dispersed nationally based on the a National Security Risk Assessment (NSRA) and are overseen by a dedicated group of officers from several fire and rescue services, collectively referred to as the National Resilience Assurance Team (NRAT):

- Enhanced Logistics Support (ELS).
- Chemical, Biological, Radiation and Nuclear (CBRN(e)).
- Flood Response.
- High Volume Pump (HVP).
- Urban Search and Rescue (USAR).
- Marauding Terrorist Attack Specialist Response (MTA).

Prevention

Some of the most important services that we provide are those which help prevent fires in people's homes. These services are delivered under our Prevention directorate and delivered using different plans. Firstly, our Home Safety Plan, which includes our "Home Fire Safety Check". Each year our fire crews carry out approximately 50,000 of these checks in people's homes and we also provide around 10,000 "Safe and Well Visits", which are carried out by our High Risk Prevention Advocates. The Safe and Well Check focuses primarily on fire but also considers key aspects of health and in most cases connects people with partner agencies so that they can access support.

We also have a Community Safety plan which details how we aim to reduce arson and deliberate fires, improve road and water safety and sets out how we work with our young people, which discharges our responsibility against the Serious Violence Duty placed on us by the Serious Violence Duty - GOV.UK (www.gov.uk). We work pan-Merseyside, mainly in the most challenging places and often with the most vulnerable people.

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 with agility, making us more effective and efficient at finding those most at risk from fire.

Our strategy and the associated plans, enable us to set clear expectations and outcomes for each Prevention activity. Plans 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 consult with relevant partners to ensure that our services are connected to what our local councils, other partner organisations and other fire and rescue services are planning. This assures us that we contribute to campaigns and make the best use of our staff and resources to improve people's lives in a broader, community context.

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 a variety of commercial locations including offices, factories, shops, public buildings and high rise buildings. This helps us to keep our firefighters safe, reduce the impact of fire in our communities and protect our heritage and the environment. In addition, we 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 statutory duties around Fire Safety.

We have used local and national information to help us identify over 65,000 premises in Merseyside that need to comply with the Fire Safety Order. Over the life of our IRMP our highly skilled and competent Fire Safety regulators will visit premises identified as very high and high risk, including all of the High-Rise-Residential (HRR) buildings in Merseyside. Our operational firefighters will visit low to medium risk premises identified within the station planning process.

During the period of the last Service Delivery Plan we introduced a new Management Information System and mobile technology enhancing the efficiency and effectiveness when we come to audit, record and manage our risk based inspection programme.

We are also responsible for enforcing legislation associated with the safe storage of explosives and petroleum. During the lifespan of our IRMP, our Fire Safety regulators will visit every registered Petroleum storage site in Merseyside as well as monitoring and assessing all applications for new explosive storage licences. We have enhanced our procedures that enable members of the public and our own personnel to submit fire safety concerns, in doing so, ensuring such matters are appropriately actioned and addressed.

Our Fire Engineering team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire. The team consists of a Fire Engineering manager and fire safety inspectors with additional skills in fire engineering design. Collectively they respond to over 1000 consultations per year within the specified period of 15 days.

Following the Grenfell Tower fire June 14th, 2017, we committed to inspect all High Rise Residential buildings during the first 12 months of our IRMP and to work with building owners to assess external wall systems and to take action to make unsuitable cladding safer. As part of the Building Risk Review (BRR) project, we inspected all high rise premises in Merseyside that were known to us. As a direct result of our stakeholder collaborations, we identified additional premises that fell within the scope of the project, resulting in a total of 276 high premises being inspected.

We have begun preparations to commence work with the Health and Safety Executive's new Building Safety Regulator, including the recruitment of a fire engineer and additional regulators. We have addressed all of the recommendations contained in the Grenfell Tower Inquiry Phase 1 report, including the implementation of enhanced procedures and equipment to supplement our operational response to high rise incidents. Moreover, we have fully embedded all of the criteria contained in the new Protection Fire Standard. As part of our plan for 2023/24, we will address any relevant recommendations contained within the impending Grenfell Tower Phase 2 report.

We will continue to use additional government grant funding to supplement and enhance our Protection resources, including the recruitment of additional personnel, adoption of training and associated staff development and the provision of specialist equipment for our regulators and operational personnel.

As part of our medium to longer term strategic vision, we have produced a plan that will align to current and future risk management plans and the Authority's medium term financial plan. In doing so, we seek to be proactive in how as a team we engage with our communities both business and residential.

Our People

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact. We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness. Our teams continue to shape our story putting our community at the heart of everything we do. We have a long and proud history of being bold - a mindset of let's try it- let's do it. For Merseyside Fire & Rescue Service, good enough is never good enough. We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.

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 coming to work for Merseyside Fire & Rescue Service. We want our people to be reflective of our community, and work with community groups, schools and colleges to explain how working with us is such a rewarding career. Most people will see our Fire fighters and Prevention and Protection staff out in our communities. We also have our Fire Control centre which is the first point of contact for anyone who needs us in an emergency. A number of supporting roles are in place 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. Over recent years we have introduced a range of different and flexible ways of working for our staff.

Our People Plan 2021-24 is one of our three key strategic organisational plans, alongside our Integrated Risk Management Plan and Medium Term Financial Plan.

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 (the Authority) must ensure it has the resources to meet the demands placed on its services and set a budget in response to emergent and foreseeable risk from fire and other emergencies, particularly the Service's ability to respond to large and/or protracted incidents, as well as the need to enhance protection functions in the light of the Grenfell Tower fire, the Manchester terror attack and other major incidents. The Authority has an excellent record for dealing with any financial challenge it faces and for many years now it has maintained a comprehensive five-year Medium Term Financial Plan (MTFP) and capital programme.

The Authority suffered a 50% real terms cut in Government funding between 2010/11 and 2019/20, that resulted in unavoidable reductions in the front line operational services over this period. However, the Authority secured significant re-investment back into the organisation in recent years, particularly in frontline response and protection services. In 2019/2020 – 2022/2023 the Authority reversed some of the cuts in Operational Response and Protection services. The Authority:-

- Increased the firefighter numbers on Merseyside by an additional 22 posts, to 642,
- Increased the number of retained (on call) contract holders,
- Introduced new duty systems which avoided the proposed closure of Liverpool City and Wallasey overnight
- Increased fire engine/appliance availability from 26 to 31,
- Introduced a new fire engineer post to work with partners ensuring the safety of residents in high-rise buildings.
- Introduced specialist teams to deal with all foreseeable risk,
- Increased investment in specialist appliances and other operational equipment,
- Approved a new £39m Training and Development Academy and Hybrid Station with rescue capability.

The 2023/2024 Budget continues to build on that foundation with further investment in the frontline being proposed, leading to;

- An increase in supervisory management provision through the creation of a further 20 new Crew Manager roles,
- An improvement in the firefighter training resources at the TDA,
- The number of retained contracts being established to underpin the Hybrid/DCWTR Duty system (reflecting the IRMP 2021/24 goal of having 32 fire engines available),
- Despite the financial challenge to fund the increased 2022/2023 firefighter pay award of 7%, the Authority through prudent financial management will maintain the operational establishment at 642 FTE.
- The increase in Control staff into the permanent establishment, 32 to 35 posts (including the Station Manager post),
- A specific allocation of budget to deal with the risks posed by alternative fuels (Lithium Batteries) and the risks posed by contaminants to firefighters.

The 2023/2024 MTFP covers a five-year period, 2023/2024 – 2027/2028, and takes into account the Government's 2023/2024 financial settlement and delivers a balanced financial position in 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. 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 IRMP states the main strategic themes that the Authority is progressing and its plans for the future. The MTFP prioritises the allocation of resources to deliver the IRMP, the Authority's vision and its corporate priorities.

The pie chart below outlines that most of the planed budget spend, 53.0%, goes on emergency and specialist response. In addition, 9.4% goes on Operational Preparedness and 9.8% on Protection, Prevention & Community Safety. Therefore 72.2% of expenditure is on the "front line" services. The 12.2% on capital costs relates mostly to previous investment in front line assets, fire stations, vehicles and equipment. The remaining 15.6% is on support and operational enabling services.

2023/20234 Net Budget By Service

Capital / RCCO, 12.2%

Support Services & Other, 15.6%

Prevention & Community Safety, 4.9%

Protection, 4.9%

Operational Preparedness, 9.4%

Response & Control, 53.0%
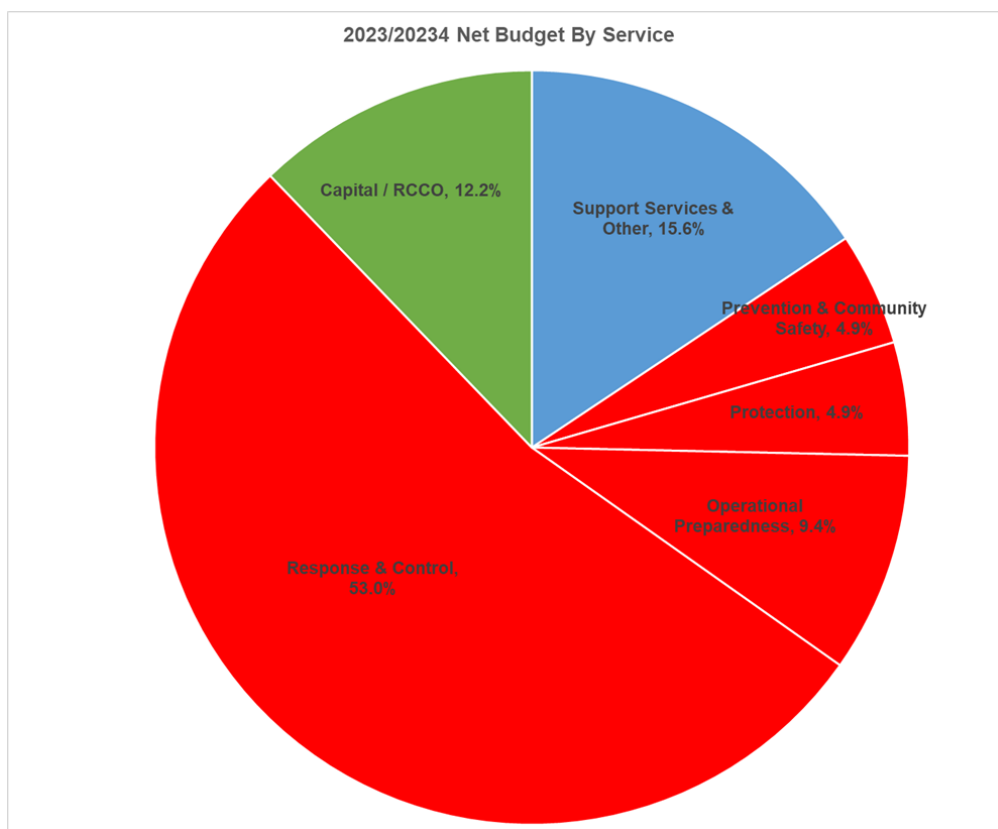
4.1 PERFORMANCE INDICATORS

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 2023/24, 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.

Estimated performance for 2022/23 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 2022/23

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2021/22	Target 2022/23	Estimated Performance 2022/23	Status
TO00	Total number of emergency calls received	22693	*Quality Assurance*	26217	Quality Assurance
TC01	Total number of incidents attended	18283	18278	19270	Target Missed
TC02	Total number of fires in Merseyside	6904	7034	7403	Target missed
TC03	Total number of primary fires attended	1984	2037	1896	On target
QTC04	Total number of secondary fires attended	4920	4997	5495	Target missed
TC05**	Total number of special services attended	5345	*Quality Assurance*	5545	Quality Assurance
TC06	Total number of false alarms attended	6034	5993	6322	Target missed
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.4%	90.0%	93.5%	On target
TD09	The % of available shifts lost to sickness absence, all personnel	5.40%	4.00%	5.1%	Target missed
TE10	Total carbon output of all MFRS buildings	55.6	65.0	52.4	On target
FIRES IN THE HOME					
DC11	Number of accidental dwelling fires	839	850	813	On target
DC12	Number of deaths in accidental dwelling fires	4	8	10	Target missed
DC13	Number of injuries in accidental dwelling fires attended	61	90	54	On target
DC14	Number of deliberate dwelling fires in occupied properties	120	129	121	On target
DC15	Number of deliberate dwelling fires in unoccupied properties	18	19	15	On target
DC16	Number of deaths in deliberate dwelling fires	0	1	0	On target
DC17	Number of injuries in deliberate dwelling fires	9	13	9	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 2021/22	Target 2022/23	Estimated Performance 2022/23	Status
FIRE IN NON DOMESTIC PROPERTIES					
NC11	Number of deliberate fires in non-domestic premises	51	64	73	Target missed
NC12	Number of accidental fires in non-domestic premises	150	168	127	On target
SMALL AND ANTI SOCIAL BEHAVIOUR FIRES					
AC11	Number of deliberate vehicle fires attended	402	419	288	On target
AC12	Number of accidental vehicle fires attended	207	193	216	Target Missed
AC13	Number of deliberate anti-social behaviour fires (small)	3363	3293	3448	Target Missed
AC14	Number of accidental small fires attended	1557	1704	2045	Target Missed
AC15	Number of 'other' primary fires attended	197	195	234	Target Missed
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	830	*Quality Assurance*	847	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	284	*Quality Assurance*	297	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	17	*Quality Assurance*	7	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside *Based on Partnership RTC data*	477	*Quality Assurance*	432	Quality Assurance
RC15	New: Number of KSI's affecting 16-24 age group - *Based on Partnership RTC data*	85	110	86	On target
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	550	586	447	On target
FC12	The number of false alarm calls due to smoke alarm actuation in Domestic properties	2963	2974	3204	Missed target
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3700	*Quality Assurance*	3782	Quality Assurance
FC22	Number of Malicious False Alarms attended	187	201	144	On target
FC23	Number of False Alarm Good Intent attended	2334	*Quality Assurance*	2539	Quality Assurance
STAFF SICKNESS & INJURIES					
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	5.70%	4%	Greater than 4%	Target missed
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	5.40%	4%	Greater than 4%	Target missed
WR13	Total number of operational staff injuries	36	47	35	On target

🟩	Target achieved
🟧	Within 10% of achieving the target
🟥	10% worse than the target

Comments on Performance Indicators that have achieved their target

TC03 Total number of primary fires
The number of primary fires (1896) attended during 2023/24 is less than in 2021/22 (1984) but is 141 under the annual target (2037). Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where 5 or more appliances are in attendance

TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes
Fire crews continue to achieve our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 93.4% of occasions.

DC11 Number of accidental dwelling fires
Performance for 2023/24 (813) shows an decrease in accidental dwelling fires when compared to 2021/22 (839). This performance reflects the continued success of our Home Safety and Arson Reduction Strategies. We continue to carry out home visits for people at a higher risk from fire and carry out home safety campaigns to reassure people after serious fires.

AC11 Number of deliberate vehicle fires attended
The number of deliberate vehicle fires has fallen significantly during 2022/23 with 288 incidents attended against 402 during 2021/22. Working closely with Merseyside Police to reduce crimality involving vehicle fires over recent years has been successful.

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

TC02 Total number of fires attended
Total fires attended during 22/23 (7403) are greater than in 2021/22 (6904). This is not attributable to any one incident type. A peak in incidents during very hot weather in the Summer of 2022 caused increases in calls and incidents in July and August. The number of fires attended during October (5083) and November (5535) predictably increased during the bonfire period but this indicator remains within 10% of the cumulative target 7034. This was the quietest Bonfire period on record for MFRS.

Arson teams and high visibility patrols alongside our targeted prevention work continue to improve outcomes for the Service

FC23 Number of False Alarm Good Intent attended
There has been an increase of 205 false alarm good intent calls attended in 2022/23 (2539) when compared to 2021/22 (2334). This indicator does not have a target as we do not want to discourage the public from ringing if they hear a smoke detector or 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.

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

At time of writing (February 2023) sickness absence is 5.14%, this exceeds the target of 4%. We included Covid absence as sickness up to Dec 2022 to prevent a spread amongst the workforce that could have affected appliance availability. If that absence is removed the cumulative sickness percentage would be 4.24%

4.3 KEY PERFORMANCE INDICATORS for 2022/23

KPI Ref	Narrative	Proposed Target 2023/24
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	*Quality Assurance*
TC01	Total number of incidents attended	19114
TC02	Total number of fires in Merseyside	7168
TC03	Total number of primary fires attended	1982
TC04	Total number of secondary fires attended	5186
TC05	Total special service calls attended	*Quality Assurance*
TC06	Total number of false alarms attended	6155
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	834
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	125
DC15	Number of deliberate dwelling fires in unoccupied properties	16
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	62
NC12	Number of accidental fires in non-domestic premises	142

KPI Ref	Narrative	Proposed Target 2022/23
Small and Anti-Social Behaviour Fires		
AC11	Number of deliberate vehicle fires in Merseyside	393
AC12	Number of accidental vehicle fires attended	202
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	3307
AC14	Number of accidental small fires attended	1879
AC15	Number of "Other" primary fires attended	208
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – *Based on MFRS attendance data*	*Quality Assurance*
RC12	Number of injuries in RTCs attended - *Based on MFRS attendance data*	
RC13	Number of fatalities in RTCs attended - *Based on MFRS attendance data*	
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside *Based on Partnership RTC data*	
RC15	New: Number of KSI's affecting 16-24 age group *Based on Partnership RTC data*	110
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in **Non-Domestic** property	486
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in **Domestic** properties	3150
FC13	The number of false alarm calls attended, discounting false alarm good intent.	*Quality Assurance*
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	51

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 quarterly and updates for the the latest reporting period (October to December 2022) are included below.

Our Integrated Risk Management Plan 2021-24 proposals:

Emergency Response

Fire engines and firefighters

We are making 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.

- A Hybrid duty system has been introduced at Kirkdale fire station
  Update: the station move is complete; the station went live at 1030hrs on 1st December 2021.

- We are working towards combining 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: Significant water on the site has delayed progress on groundwork; however, the groundworks are still progressing well and foundations are due to be laid and steelwork due to commence in March 2023. Significant design work has been agreed with further detail required on realistic fire training scenarios.

  Confirmation received from NWAS that the HART element of Croxteth will not combine at the new site. A completion date of 29/04/24 is currently forecast.

- Duty systems at Liverpool City and Kensington fire stations have been combined to create a Dual Station Hybrid – including a Specialist Command and Control function
  Update: All moves of specialist units have been completed. All moves happened on the 1st December 2021. Following consultation with staff the dual hybrid will no longer progress specialist command and control skills will be in place across both locations.

- Stinger/Scorpion fire engine has been introduced 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: This action was closed at the end of Year 1.

Our aerial appliances are now based at:

- Liverpool City (45m Combined Platform Ladder (CPL)) – crewed 24/7
  Update: This action is complete and closed at the end of Year 1.

- 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.

- St Helens (Stinger/Scorpion) – crewed 24/7 or using retained contracts
  Update: High Reach Extenable Turret (HRET) Report approved at SLT 22nd November 2022 and by Fire Authority on 15th December 2022.   Contract awarded. Delivery will be dependent on chassis availability so expected in financial year 2023/24.

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 are 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 have worked 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. Action completed

- **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. Action completed.

- **Long Lane** – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis
  Update: Significant water on the site has delayed progress on groundwork; however, the groundworks are still progressing well and foundations are due to be laid and steelwork due to commence in March 2023. Significant design work has been agreed with further detail required on realistic fire training scenarios.

- **Kirkdale** – Terrorist Response Specialist Capability (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis
  Update: Action now complete

- **Belle Vale** – Water (High Volume Pump) including all LLAR stations – staffed on a whole time (permanent) basis
  Update: Action now complete

- **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) 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: Proposal for a possible plan is being taken to Culture and Inclusion Board on 6th March 2023 for agreement. This action will move to Year 3 2022/24.**

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: Work is ongoing to analyse data that will help us establish how we can assist NWAS.

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 are in the process of:

- Building 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 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: Significant water on the site has delayed progress on groundwork; however, the groundworks are still progressing well and foundations are due to be laid and steelwork due to commence in March 2023. Significant design work has been agreed with further detail required on realistic fire training scenarios. A completion date of 29/04/24 is currently forecast.**

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: Winter campaigns have been undertaken weekly on Sundays so we can provide the most resource to each campaign. Due to a higher number of fire fatalities we have also delivered a number ofreassurance campaigns. Trends identified through evaluation of the fire fatalities are being explored and we are reviewing our approach to Prevention as a result. One example is the use of external funding to install heat detectors in kitchens. We are doing this because all 5 fire fatalities between 1/12/22-17/1/23 occurred in the kitchen involving cooking.

A 'nominate a mate' scheme is also being introduced as we have identified that men over 50 living alone have been victims of fire in recent months.

- Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)
Update: Shortfall between station plan total (45951) and IRMP commitment (50000) for year 2022-2023 identified. This has been discussed between prevention and response and a robust plan implement. Winter campaigns being utilised to increase output from stations. Station totals for 2023-2024 have been adjusted to reflect 50000.

- 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)
Update: Problems with resources has affected the cumulative total of Safe and Well visits (approx. 7,500 at present). A concerted effort will be made in February and March in an attempt to meet the 10,000 figure.

- 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: Fire crews are kept updated on emerging themes and the impact on local communities including the Cost of Living Crisis. This enables fire safety campaigns to targeted where the need is greatest in our communities.

- We have renewed 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: Protection delivered a Registered Social Landlord (RSL) conference. The Prevention and Protection teams work together around sheltered accommodation.

- Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist.

    Update: Department heads still lead diverse teams and encourage those from under represented groups to be a part of the delivery team against prevention activity. This action was closed at the end of year 1.

- Our fire stations and Prevention teams have joined 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: Monthly campaigns will be completed by our Operational crews, Prevention teams and partner organisations will be run in one of our districts on a monthly basis. A restructure of these campaigns has taken place and they will start afresh from April 2023. The campaigns will be run on the first Thursday of the month and will run from 2pm to 4.30pm. The aim of the campaigns is to reduce accidental dwelling fires, reduce deliberate fires and to educate the public. Each campaign will have the community safety van in attendance to act of point of contact for the public and it will be staffed to advise the local community of the event and sign post as required.

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 are:

- Building up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding. The temporary posts have been 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: Recruitment for externally funded BSR related posts has commenced and will result in additional expertise being brought into the team. Have also submitted a request to be able to remove the Auditor role in the team and replace with Inspector in development so as to support succession planning in the medium to longer term.

- Visiting every very high and high risk premises (7,500 over the life of the Plan)
  Update: A more detailed scrutiny of the Risk Based Inspection Programme (RBIP) has revealed that the methodology and identification of the 7500 very high/high risk premises needs to be clarified.

  Training of new staff to ensure they are competent to undertake audits in high risk premises has impacted on the capacity of the team. The 7500 figure is also subject to revision following implementation of CFRMIS (Community Fire and Risk Management Information System) and the move from the previous Premises Risk Model (PRM) 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 and will indicate priority premises in order. It is anticipated that this may cause the number of very high/high risk inspections to decrease.

- Introducing 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: The Operational Intelligence module development and implementation will be rolled into the new financial year and this action has been subsequently rolled into the 2023/24 functional delivery plan.

- Increasing mobile/agile working for staff to improve efficiency and effectiveness
  Update: Action complete

- Delivering a full response to Grenfell Tower Fire Inquiry recommendations
  Update: 38 of 46 GTI (Grenfell Tower Inquiry) phase 1 recommendations are now implemented with the remaining elements to be discharged fully by close of the financial year.

- Complete 6,336 medium to low risk visits over the life of the Plan. These are being carried out by our fire station-based firefighters.

Update: Quarter 3 sees SOFSA figures at 1960 at time of reporting. Current trajectory indicates that we are on target to exceed the in year target to complete 2,112 by end of the financial year and keeps us on track to complete 6,336 within the IRMP lifespan

- Fire Safety Inspectors have visited every registered Petroleum storage site in Merseyside.
  Update: All Petroleum sites have been actioned and completed. Action Closed.

- Monitored and assessed all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.
  Update: All licensing applications have been actioned and completed. We have identified the need to rebrand the associated LPI to ensure it more accurately reflects our departmental activity in this area. Action closed.

- In addition, our drone capability has been further developed after being proposed in our previous Plan.
  Update: We have implemented our drone capability. Action closed.

Preparedness

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

We are working 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: Structure in place for collaboration opportunities. Action closed

- 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: PORIS scoring mechanism has been finalised, externally validated and formally approved. Presented to Operations Board Jan 2023.

  The new process will be trialled at Crosby and Bromborough with Service-wide roll out expected early 2023.

  Data capture form and new Ops Intel module to be progressed with CIVICA (the developers of CFRMIS) and other FRS.

- 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: Foam - Approved at Operations Board January 2023 to purchase new foam and dispose of old foam.

  Ops Equipment working with Systems Support to develop Research & Development portal area and will be launched when the new portal SharePoint is live. R&D Survey to be presented to watches on station.

  Senior officer Grab Bags launching February 2023.

- 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: The Command Strategy is now embedded in MFRS, this will be delivered by March 2023

- 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: Implemented 1st June after a long consultation. SMA post advertised and interviews are 22 June. Detailed Action Plan in place. Action closed

- Develop operational plans for all key risks including heritage sites and sites of scientific interest
  Update: Action closed

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 have worked towards:

- Ensuring 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: The National Resilience Assurance Team visit and assure all FRS's across England and Wales and follow a robust National Resilience Assurance Framework with outcomes communicated through a NR Statement of Assurance which is presented to the National Resilience Board on an annual basis. This action is now closed

- Supporting the Government's plans to refresh the National Resilience Assets
  Update: As this is a medium to long term project previous updates remain up to date.

5.2 FUNCTIONAL PLANS 2023/24

Functional Plans are produced by each of our main departments. We mainly use them for internal planning but include the 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 finance, 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.

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.

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 prevention activity, 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 2023/24 are:

SIRAH Level 3,4,5	PORIS Level 1,2	HFSC	Hydrants	CRM Route Waste & Fly	Prevention Campaigns	SOFSA	Off Station Exercises	Positive Action
945	2664	50491	1487	Use PIPs Data	276	2112	44	66

6.1 SERVICE DELIVERY PLAN ACTIONS 2023/24

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/23/24/1.1	Deliver a Training and Development Academy fit for the future
FP/23/24/1.2	Develop assertive and effective incident commanders
FP/23/24/1.3	Launch a new Sire Specific Risk Information (SSRI) module In the Community Fire Risk Management Information System (CFRMIS)
FP/23/24/1.4	Build community resilience
FP/23/24/1.5	Improved firefighter safety and training
FP/23/24/1.6	Invest in innovative practice and modern technology
FP/23/24/1.7	Strengthen our resilience and respond to operational learning
FP/23/24/1.8	Renewable energy research
FP/23/24/1.9	Research, development and evaluation
FP/23/24/1.10	Help build a sustainable fire and rescue service for the future

Operational Response:

FP/23/24/2.1	Evaluate and improve the effectiveness of our Operational Response to incidents and produce guidance to support the management of assets at incidents for flexi duty senior managers and Fire Control.
FP/23/24/2.2	Redesign of Fire Control suite including investment in new technologies
FP/23/24/2.3	Expand the skills and knowledge of operational staff at specialist stations through accredited qualification. To ensure effective operational response to high impact incidents identified by National Security Risk Assessment (NSRA) and local community risk register
FP/23/24/2.4	Supporting our vision of 'One Team', we will enhance knowledge, understanding and application for station-based staff through exposure to: (a) The leadership message and leadership behaviours (b) NFCC Core Code of Rthics (c) Workforce positive action and knowing our communities (d) ED&I conversations, equality impact assessments and ED&I data (e) Coaching, mentoring & high potential programme

	(f) Supporting internal staff networks to build staff capability to help support both personal performance & also their career progression
FP/23/24/2.5	Implement a structured framework for familiarisation, training and exercising with cross-border neighbouring fire and rescue services
FP/23/24/2.6	Embed the use of technology to support stations to be more efficient and effective in delivering their station plan

Health and Safety/Operational Assurance

FP/23/24/2.7	Continue to enhance our procedures to provide the most current information, instruction and training for reducing firefighters' exposure to contamination from toxic fire effluents. Enhancements will support our response to the World Health Organisation's declaration of the Fire Fighter role being classified as carcinogenic and the pending release of the UCLan phase two report
FP/23/24/2.8	Conduct a review into the efficiency and effectiveness of the Health and Safety Management System, 'OSHENS'
FP/23/24/2.9	Evaluate the Operational Assurance function to improve how we respond to assure incidents and align with National Operational Guidance (NOG), National Operational Learning (NOL) and the shared learning Fire Standard
FP/23/24/2.10	Undertake a programme of assurance for the progress made against HMICFRS actions from the 2022-23 action plan in relation to Operational discretion and decision logging

People and Organisational Development:

FP/23/24/3.1	To continue to deliver the People Plan 2021-24
FP/23/24/3.2	To continue to deliver the Equality Diversity and Inclusion Action Plan
FP/23/24/3.3	Improve the effectiveness of Human Resources case management across the department
FP/23/24/3.4	Continue to lead on the Service wide adoption of the Core Code of Ethics in order to achieve the Code of Ethics Fire Standard
FP/23/24/3.5	Benchmark MFRA People and Organisational Development using National Fire Chiefs Council (NFCC) Maturity models
FP/23/24/3.6	In partnership with Finance and Procurement determine and finalise new process for Finance, Procurement, Human Resources & Payroll application to ensure contract and system in place by August 2024
FP/23/24/3.7	Review and consider any actions for MFRA following the publication of recent cultural reviews within the Fire and wider blue light sectors

Legal & Democratic Services:

FP/23/24/3.8	Review the insurable risks the Authority holds and options available to the Authority for the insurance tender 2024
FP/23/24/3.0	To undertake a review of the Teams delivery output to help facilitate decision making and governance arrangements for Members and the committees

Prevention

FP/20/21/4.1	Educate our staff to promote a professional directorate which operates with equity, is inclusive and is representative of the communities we serve
FP/20/21/4.2	Deliver intelligence-led Home Safety and other interventions to keep people alive and safe from fire
FP/20/21/4.3	Work with our partners, including Staywise, to deliver Arson, Road and Water Safety interventions through targeting the most vulnerable people and places
FP/20/21/4.4	Develop our Youth Education programmes so that high quality early interventions are achieved.
FP/20/21/4.5	Use our evaluation work effectively, to develop an evidence base which informs our Prevention activities
FP/20/21/4.6	Achieve ISO 17020 accreditation for our Fire Investigation work
FP/20/21/4.7	Plan, develop and deliver the 2023 National Fire Cadet Games

Protection

FP/23/24/5.1	Implement the Operational Intelligence module into the CFRMIS application
FP/23/24/5.2	Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report
FP/23/24/5.3	Review and update our information management methodology
FP/23/24/5.4	Continue to evolve our risk based inspection programme methodology
FP/23/24/5.5	Enhance Fire Safety skills and knowledge across the workforce
FP/23/24/5.6	Address impacts arising from the hosting of Eurovision 2023

National Resilience:

FP/23/24/6.1	Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising.
FP/23/24/6.2	Continually review locations of NR assets, kit and update accordingly, ensuring assets are best placed for an immediate response.
FP/23/24/6.3	Maintain the skills and knowledge of all MFRS NR staff ensuring that there is structured training and CPD in line with MFRS NR KPI's and as part of the IRMP 2021-24 implementation.
FP/23/24/6.4	Implement regular local and over border exercising and training in line with NR KPI's and assurance program including NRFC.

FP/23/24/6.5	Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.
FP/23/24/6.6	Provide principal officers with regular updates on the functional plan and key deliverables.

Strategy and Performance

FP/23/24/7.1	Enhance relationships and engagement with diverse communities

FP/23/24/7.2	To make the most effective use of organisational information whilst continuing to improve information security and governance;
	    a) Continuing to digitally transform the organisation
	    b) Continuing to ensure compliance with information governance and security legislation and regulations

FP/23/24/7.3	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/23/24/7.4	Work with other Functions to review and refresh the Corporate Risk Register
FP/23/24/7.5	Develop the 2024/27 Community Risk Management Plan (CRMP)
FP/23/24/7.6	Coordinate the delivery of the 2023 HMICFRS inspection
FP/23/24/7.7	Implement an ICT Infrastructure that will enable efficiency through current and emerging technology
FP/23/24/7.8	Respond to national ICT initiatives
FP/23/24/7.9	Consider ways in which catering services can support diversity and inclusion
FP/23/24/7.10	Coordinate an approach to the development of a roadmap to deliver Net Zero by 2040
FP/23/24/7.11	Deliver against the Estates Asset Management Plan

Finance:

FP/23/24/8.1	Determine and implement a succession plan following the retirement of the Director of Finance and Procurement, the Chief Accountant and potentially other strategic management posts.
FP/23/24/8.2	Implement the "remedy" to resolve all MFRA public pension age discrimination cases.
FP/23/24/8.3	Review current Procurement Strategy in light of Modern Slavery Act and Procurement ask

7.1 NATIONAL FIRE STANDARDS

As part of the reforms for fire and rescue services in England, the Fire Standards Board, supported by the National Fire Chiefs Council, is committed to the introduction of National Fire Standards. The intention being to help drive continual improvement across the fire and rescue service alongside inspection arrangements.

As of February 2023 the Fire Standards Board have written, consulted on and published the following Standards:

- Code of Ethics
- Community Risk Management Planning
- Emergency Preparedness and Resilience
- Emergency Response Driving
- Fire Investigation
- Operational Competence
- Operational Learning
- Operational Preparedness
- Prevention
- Protection
- Safeguarding
- Data Management Standard
- Leading the Service
- Leading and Developing Poeple

A further two Fire Standards have been through Consultation and are expected to be published soon-

- Communication, Engagement and Consultation
- Fire Control

National Fire Standards can be found on the Fire Standards Board | Approved Standards Website.

Following on from feedback received from fire and rescue services the Fire Standards Board and NFCC have developed an implementation tool for each Fire Standard.

Each implementation tool has been created to assist fire and rescue services in planning, delivering and reporting on their implementation of Fire Standards. They can also be used to provide useful evidence for HMICFRS inspections.

The implementation tools help services to record actions that need to be taken to move toward achieving the Fire Standard. When first completed, they will provide a benchmark from which progress over time can be measured.

Functional leads report to their Boards regularly on their progress towards achieving the Fire Standards. Once complete, a report is sent to the Strategic Leadership Team and once a year an update on progress will be delivered to the Fire Authority.

8.1 HMICFRS Inspection

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.

Details of the outcome of our insperction were publishe din our 2022/23 Service Delivery Plan. Action was taken immediately to address the three areas for improvement:

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.

MFRS has made good progress in all areas and updates are presented regualry to the Fire and Rescue Authority.

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

MFRA will be inspected in 2023 as part of the third round of full HMICFRS Inspections. Engagement visits started in February and March with on site inspections and online interviews taking place in May.

9.1 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 wasgiven to the impact of service level changes on the community, specifically the protected characteristics set out in the Equality Act 2010, which MFRA is required to take into account under its Public Sector Equality Duty. This is dealt with through the Equality Impact Assessment process[1] which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

In December 2022 we completed our new face to face Equality, Diversity and Inclusion training for all staff. 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 2022/23, our staff networks developed further with the support of their Senior Sponsors . 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.

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[1] **Equality Impact Assessments**

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

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

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

Regular updates on progress against our objectives are submitted to the Fire and Rescue Authority. The next few years will have a strong focus on the training and support for our staff to equip them to understand Equality, Diversity and Inclusion and embed it into their day to day roles. For these updates and more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our Equality, Diversity and Inclusion Annual Report 2021-22

9.2 EQUALITY OBJECTIVES 2021/24

Objective 1	
Create a strong Inclusive organisation that is positive to rising to the future challenges we face.	
Action	- Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups - Delivering Positive Action programmes across all occupations, 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
How we will measure our success	We will see: Increased diversity in our workforce and volunteers, at all levels, in order to reflect the local community we serve. Increased applications for vacancies, at all levels, by people from the protected groups currently under represented. We will be clearly supporting the progression, promotion and retention of staff across the organisation and especially those from currently underrepresented groups
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	• Carry out activities to help us know and understand our diverse communities including: 　o 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 　o Engaging with diverse communities to understand their needs in relation to the services we provide 　o 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 　o 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
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.

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	• Continuing to prioritise Home Fire Safety Checks for vulnerable people and in vulnerable places • To continue to work closely with Businesses owned and/or operated by people from protected groups to aid increased fire safety amongst those groups • Continuing to engage with young people and others in deprived areas to reduce anti-social behaviour • Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, Business Safety Audits, hate crime and safeguarding • Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents • To use social media and other communication channels as a platform for safety messages and other campaigns, measuring the impact
How we will measure our success	• We will contribute to a reduction in fires, deaths and injuries and other relevant incidents. • We will contribute to increasing the knowledge, understanding and importance of Fire safety to residents and business owners across Merseyside

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

	By better understanding the impacts for diverse community groups in terms of Fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of : Age, Gender, Ethnicity, Religion, LGBT and Disability
Objective 4 To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion [2]	
Action	• 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	• 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:
	     o Staff Engagement Surveys
	     o the assessment of outcomes delivered to different groups
	     o community feedback from after the incident reports and other customer satisfaction surveys
	     o Monitoring the impact of training sessions completed around Equality and Diversity
	     o 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	• 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	We will use external ED&I audit to identify our current position and identify key areas for development moving forward, seeing improvements as a result. We will assess those results by undertaking external benchmarking such as the Employers Network for Equality and Inclusion (ENEI), assessment against the NFCC

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[2] To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't." – The Public Sector Equality Duty - Equality Act 2010

| | Strategic Improvement Plan and undertaking the Disability Confidence peer review to achieve Level 3 (Disability Confident – Leader) |

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 9 [3]protected groups.

10.1 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.

Before we wrote ourIRMP 2021/24 we undertook engagement 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.

Twelve weeks' consultation with public, staff and stakeholders about the proposals in the draft IRMP took place before the Plan was published in July 2021.

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

MFRA have not undertaken any consultation during 2022/23. In aurumn 2023 consultation will begin around the new Community Risk Management Plan 2024-27 (previously know as the Integrated Risk Management Plan).

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[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

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

Appendix 1 Merseyside Fire and Rescue Service Organisational Structure

Phil Garrigan
Chief Fire Officer

Nick Searle
Deputy Chief Fire Officer

Dave Mottram
Assistant Chief Fire Officer

Ria Groves
Head of Legal and
Democratic Services

Paul Murphy
Area Manager
National Resilience

Mark Thomas
Area Manager
Community Prevention

Nick Mernock
Director of People &
Organisational Development

Ged Sheridan
Area Manager
Operational Preparedness

Kevin Longshaw
Area Manager
Community Protection

Deb Appleton
Director of Strategy &
Performance

Ben Ryder
Area Manager
Operational Response

Ian Cummins
Treasurer

MFRS Integrated Planning Process

Service Delivery Plan

January — Functional Plans developed

→

February — Draft Service Delivery Plan written
- IRMP Actions
- Functional Plan actions
- KPI's
- E&D Actions
- Financial Information

→

March — Plans submitted to Authority for approval

→

April — Service Delivery Plan published

Annual Service Delivery Plan

Station Plans

January — Planning sessions with partners & staff

→

February — Draft Station Plans created

→

March — Plans submitted to Authority for approval

→

April — Station Plan published

Annual Station Plans

Ongoing

IRMP Group consideration of risk/options

Summer

SLT and deparmental consideration

October

Initial consultation focus groups

Oct/Nov

IRMP options evaluation & familiarisation

Integrated Risk Management Plan

Every 3 years

Nov to Jan

Draft IRMP written
- National Framwork
- Risk
- Business Intelligence
- Legislation
- Financial Information
- Equality & Diversity

Feb

Draft IRMP Published

March to May

Consultation & Amendments

July

IRMP submitted to Authority for approval

July

Final IRMP Published