Service Delivery Plan

April 2024 to March 2025

Our Vision:

To be the best fire and rescue service in the UK

One team, putting its communities first

Contents:

1.1 Introduction

Welcome to our Service Delivery Plan for 2024/25.

This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2024/25 including the completion of those set out in our Integrated Risk Management Plan 2021-24 (IRMP) published in July 2021 and the new ones in the soon to be released Community Risk Management Plan (CRMP) 2024-27, due to be published in July 2024.

Since we published our last plan Merseyside Fire and Rescue Service (MFRS) has continued to provide outstanding services to the public and visitors to Merseyside. If you need our help in an emergency, you can be assured that we have one of the fastest responses in the country. If you are more likely to have a fire in your home or business, we will help to reduce that risk and if you live in a community where anti-social behaviour is a problem we will work with other organisations to keep you safe. Through our outstanding prevention and protection work, we have driven down fire deaths to the lowest ever number.

In May and June 2023 the Service took part in the third full inspection by Her Majesty's Inspectorate of Fire and Rescue Services. In 2023, we again scored three 'outstanding' judgements making best use of resources (the only fire and rescue service to do so). Overall, the Inspectorate judged us as:

• 	Outstanding at preventing fire and risk
• 	Outstanding at responding to major incidents
• 	Outstanding at best use of resources

All other judgements were either Good or Adequate with no areas classed as Requires Improvement or Inadequate. We have continued to work hard to improve during the period since the last inspection and we will continue to do that in the future.

Fire service organisational culture has been in the spotlight recently, having been identified as an area of focus by HMICFRS. We remain steadfast in our determination to create a culture that is fully inclusive and we will operate a policy of zero tolerance when it is not. We have plans in place to continue to embed our Leadership Message and positive behaviours in the organisation.

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.

Having almost completed the third and final year of our three-year IRMP 2021-24 this Service Delivery Plan includes actions related to the final few months of that IRMP and will also focus on our proposals for 2024/27 which will increase our resources and our support for our community and continue with our introduction of new ways of working (out to consultation until 27th May 2024). You can read more about our proposals in section 5.2.

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 Our 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 The Core Code of Ethics and our Leadership Message

The Core Code of Ethics

Fire and rescue services are required to operate within 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.

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

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 five metropolitan districts has at least one major town centre and outlying suburbs.

There are 42 miles of motorway, six miles of tunnels (road and rail), 75 miles of passenger railway and over 60 miles of coastline. Merseyside has eight Top Tier COMAH sites and the Port of Liverpool handles over 30 million tonnes of freight for both import and export.

According to the 2021 Census, Merseyside has a population of 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 and 48.5% male).
- Based on the 2021 Census, the total population of over 65's in Merseyside is 27.9%.
- 91.7% of people are classed as White and 8.3% are of Black and Minority Ethnic origin.

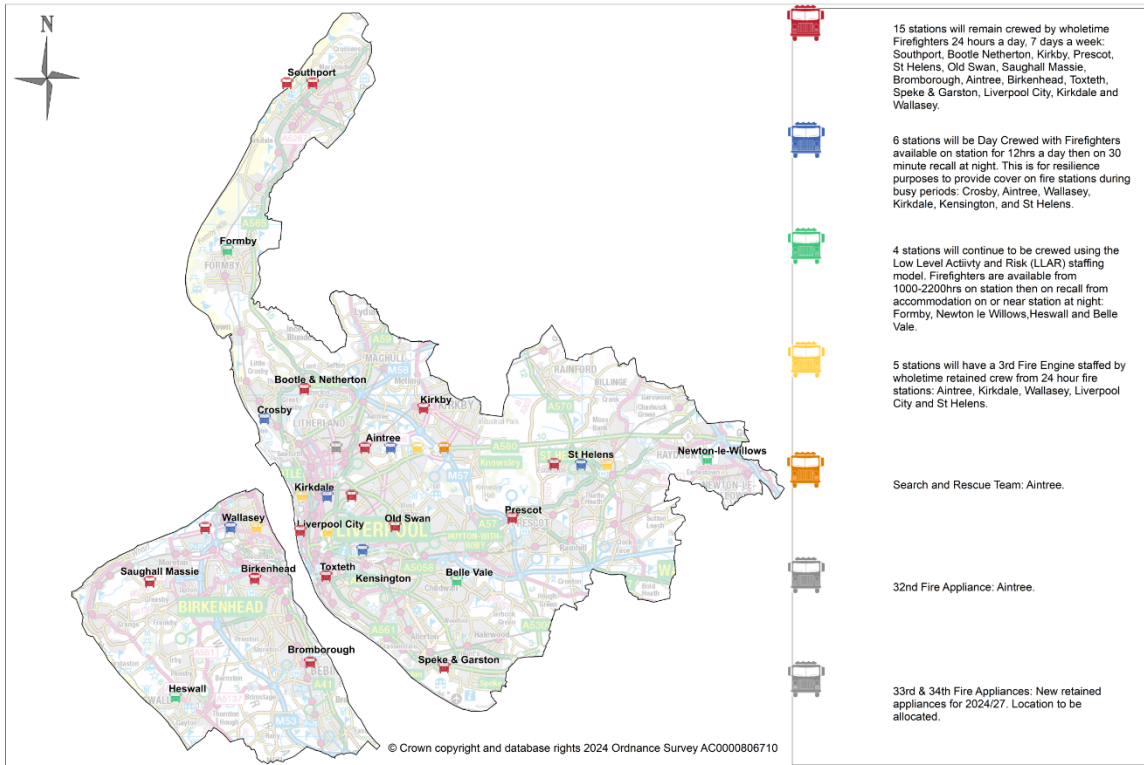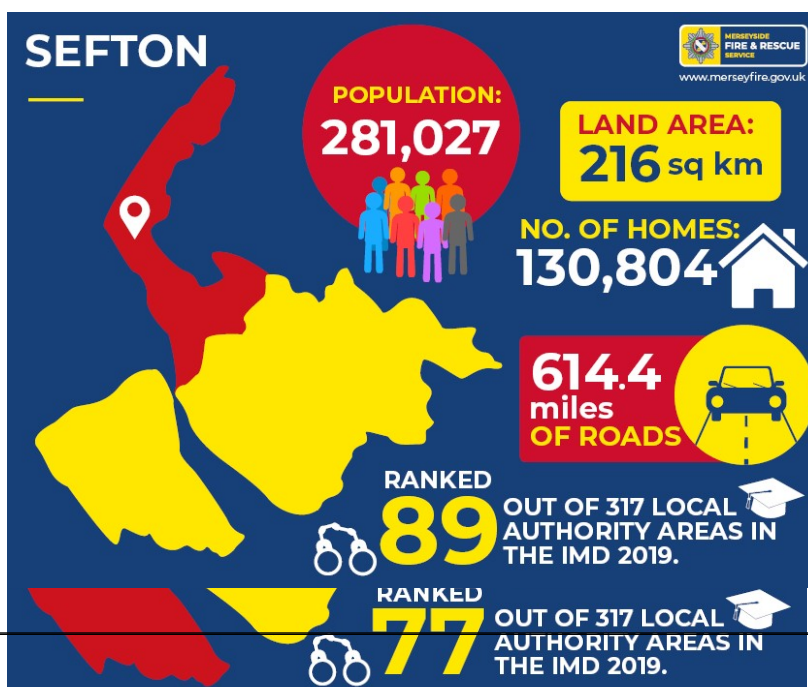| Merseyside has a population of over 1.4 million residents | There are over 660,000 homes | There are over 40,000 places of work | There are over 3,000 miles of road |

15 stations will remain crewed by wholetime Firefighters 24 hours a day, 7 days a week: Southport, Bootle Netherton, Kirkby, Prescot, St Helens, Old Swan, Saughall Massie, Bromborough, Aintree, Birkenhead, Toxteth, Speke & Garston, Liverpool City, Kirkdale and Wallasey.

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

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

5 stations will have a 3rd Fire Engine staffed by wholetime retained crew from 24 hour fire stations: Aintree, Kirkdale, Wallasey, Liverpool City and St Helens.

Search and Rescue Team: Aintree.

32nd Fire Appliance: Aintree.

33rd & 34th Fire Appliances: New retained appliances for 2024/27. Location to be allocated.

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MFRS Response Map 2024

LIVERPOOL

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

POPULATION: 496,770

LAND AREA: 162 sq km

NO. OF HOMES: 229,863

894.6 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: 281,027

LAND AREA: 216 sq km

NO. OF HOMES: 130,804

614.4 miles OF ROADS

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

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

ST HELENS

POPULATION: 184,728

LAND AREA: 136 sq km

NO. OF HOMES: 85,411

460 miles OF ROADS

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

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

KNOWSLEY

POPULATION: 157,103

LAND AREA: 86 sq km

NO. OF HOMES: 70,170

368.5 miles OF ROADS

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

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

1.5 Risk, Demand and Vulnerability

Preparing our Plans

This Service Delivery Plan includes details of how we will deliver our Community Risk Management Plan and other organisational objectives in 2024/25 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 CRMP, 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. This work was continued during planning for the CRMP 24-27.

[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)

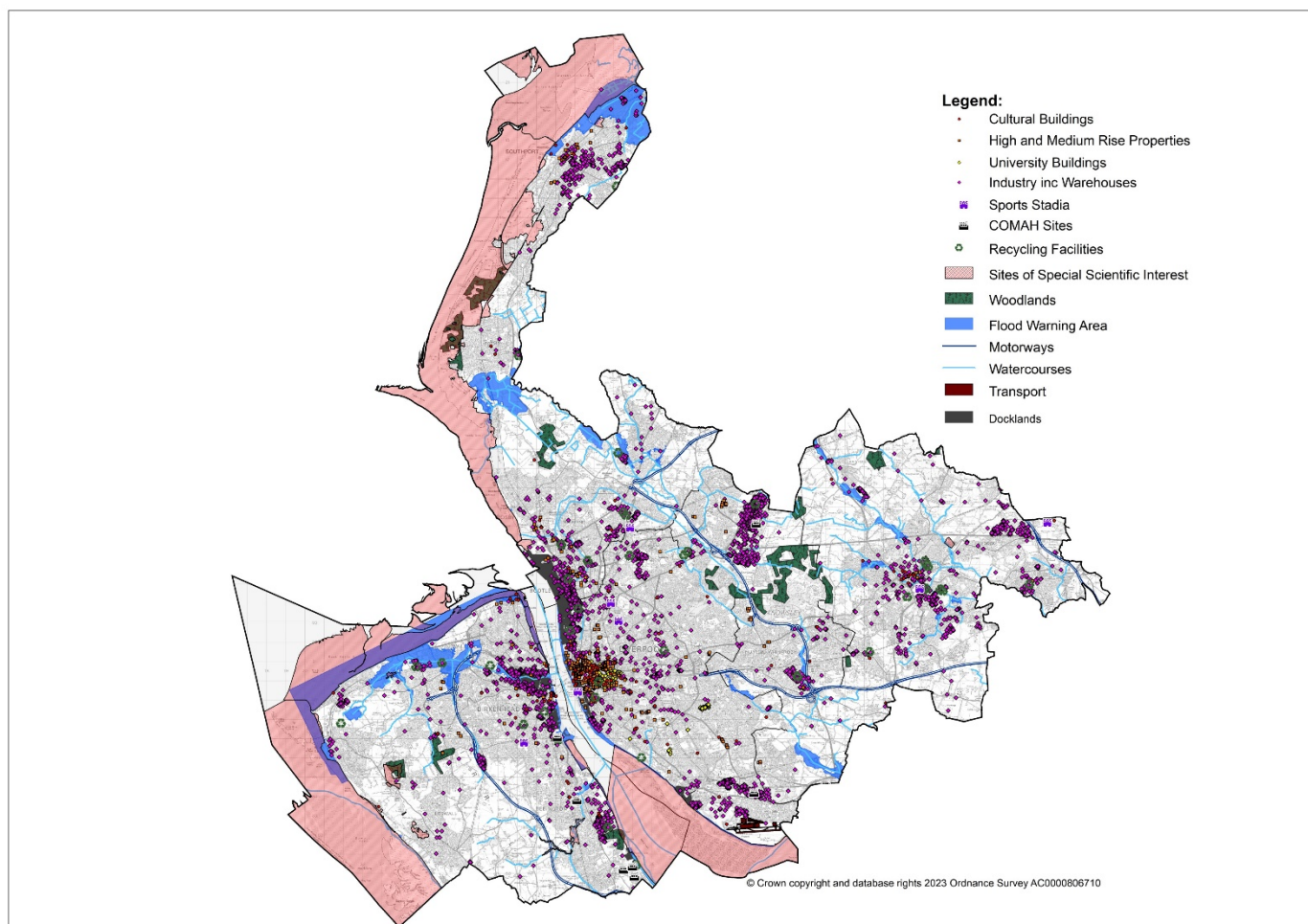- Fires at recycling and waste processing plants

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 CRMP, 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.

Risk Map of Merseyside 2024

Legend:
- • Cultural Buildings
- • High and Medium Rise Properties
- ◦ University Buildings
- • Industry inc Warehouses
- ▨ Sports Stadia
- ▣ COMAH Sites
- ✿ Recycling Facilities
- ▨ Sites of Special Scientific Interest
- ▨ Woodlands
- ▨ Flood Warning Area
- — Motorways
- — Watercourses
- ▨ Transport
- ▨ Docklands

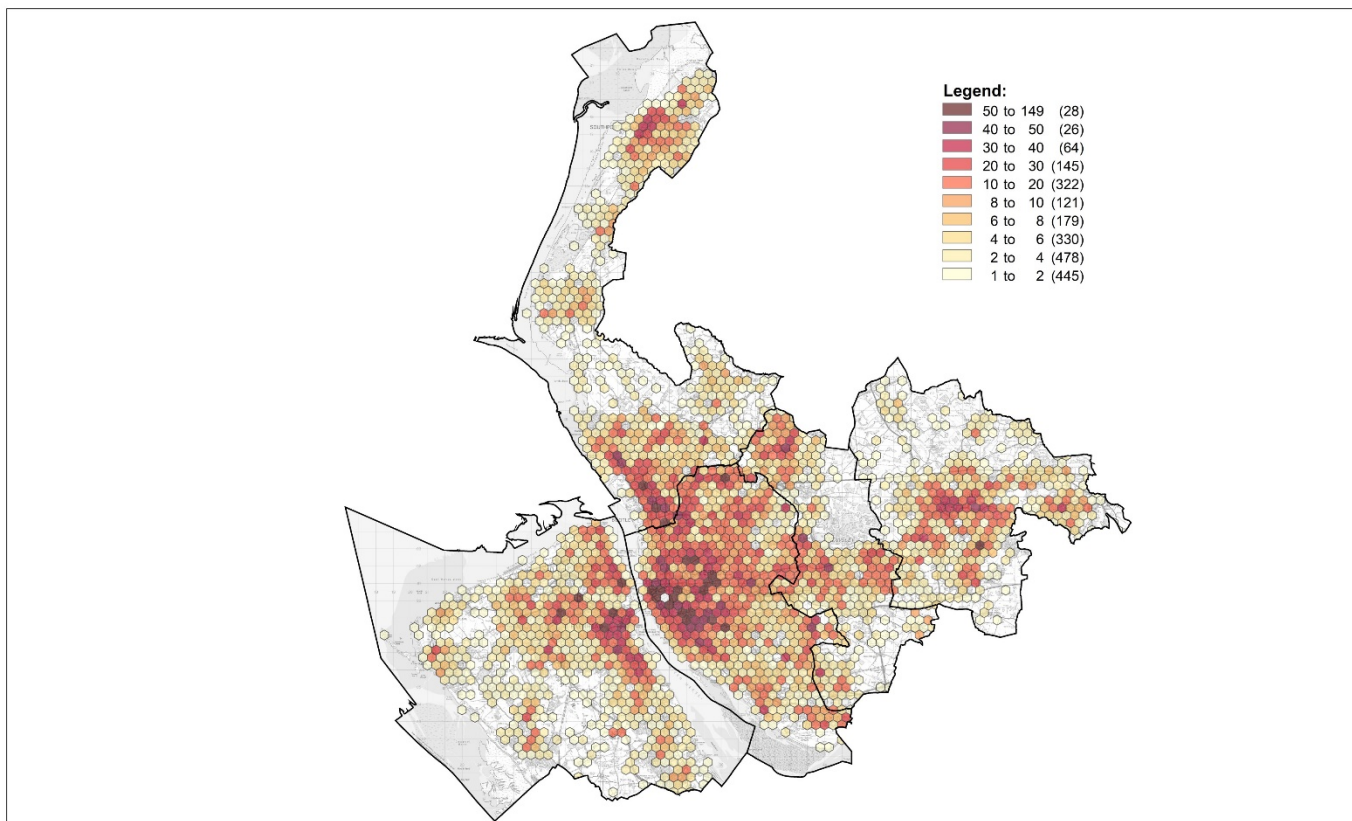© Crown copyright and database rights 2023 Ordnance Survey AC0000806710

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 2023 and it shows that incidents aren't evenly spread across Merseyside:

Map Identifying Incident Density During 2023

Legend:
- 50 to 149 (28)
- 40 to 50 (26)
- 30 to 40 (64)
- 20 to 30 (145)
- 10 to 20 (322)
- 8 to 10 (121)
- 6 to 8 (179)
- 4 to 6 (330)
- 2 to 4 (478)
- 1 to 2 (445)

Author: Business Intelligence, Strategy & Performance   Date: January 2024   Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2024 Ordnance Survey AC0000806710
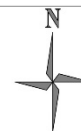
We also know that demand fluctuates between the day and night; crews are twice a busy during the day than at night. Using this knowledge, we make sure we have our fire engines, in the right place at the right time to respond.

All Incidents (2023 Calendar Year)	Day	Night	Total
Count	11202	6302	17504
Proportion	64.0%	36.0%	100.0%

All Incidents Attended by Half Hour Period During 2023 (Calendar Year)
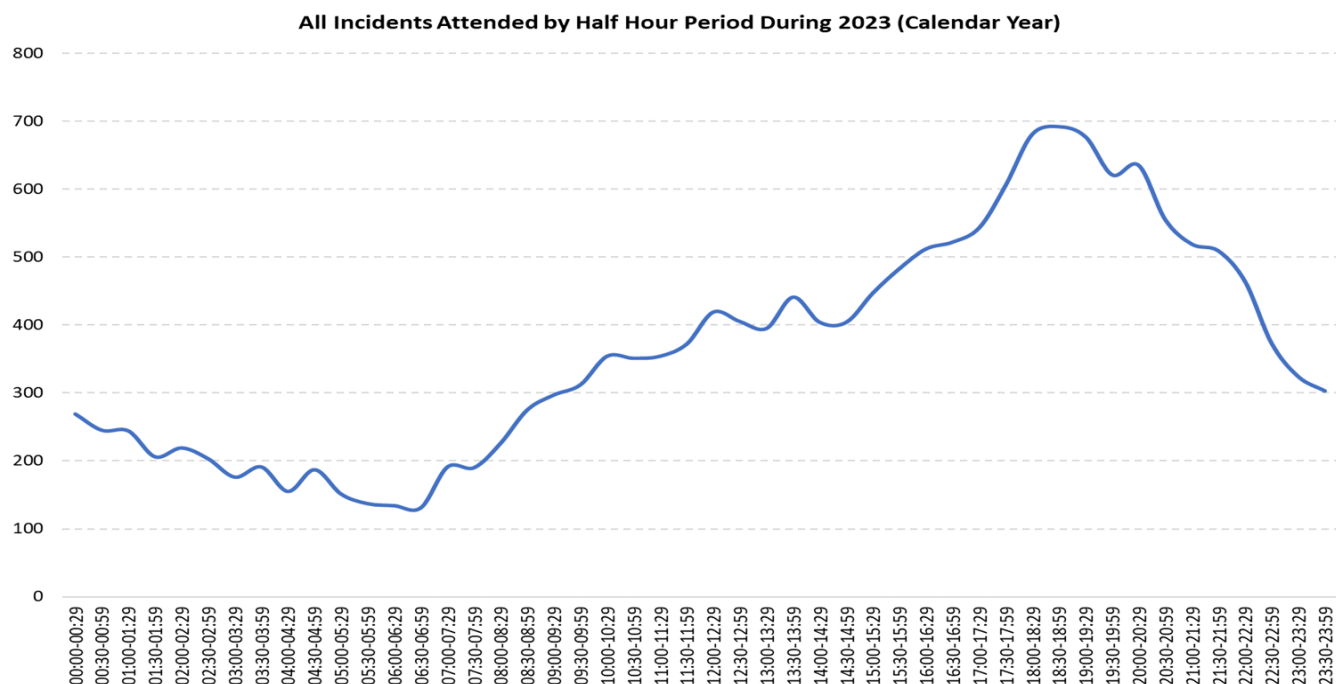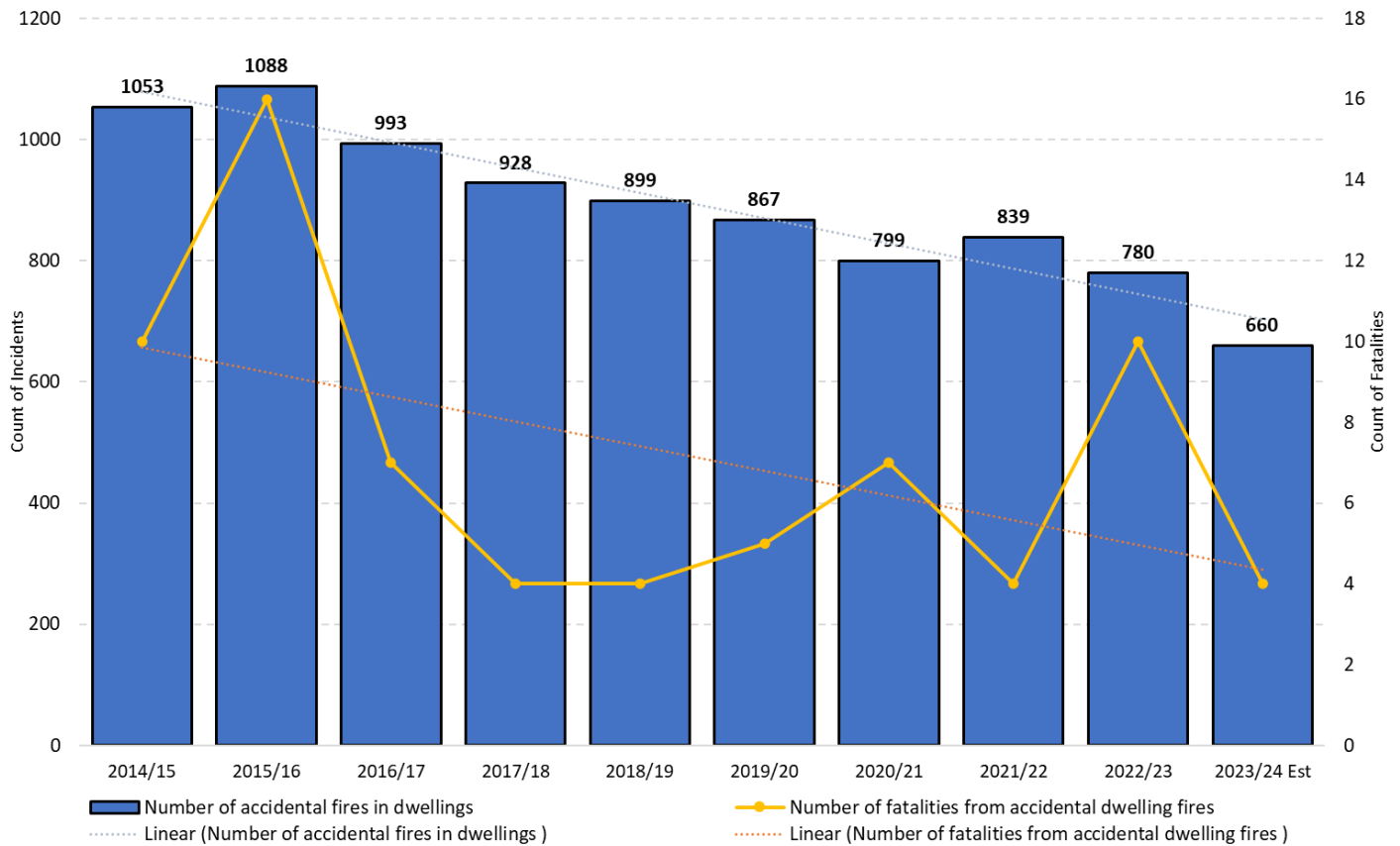

Vulnerability in Merseyside

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 Fire and Fatalities Between 2014/15 and 2023/24 (Est)

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

15
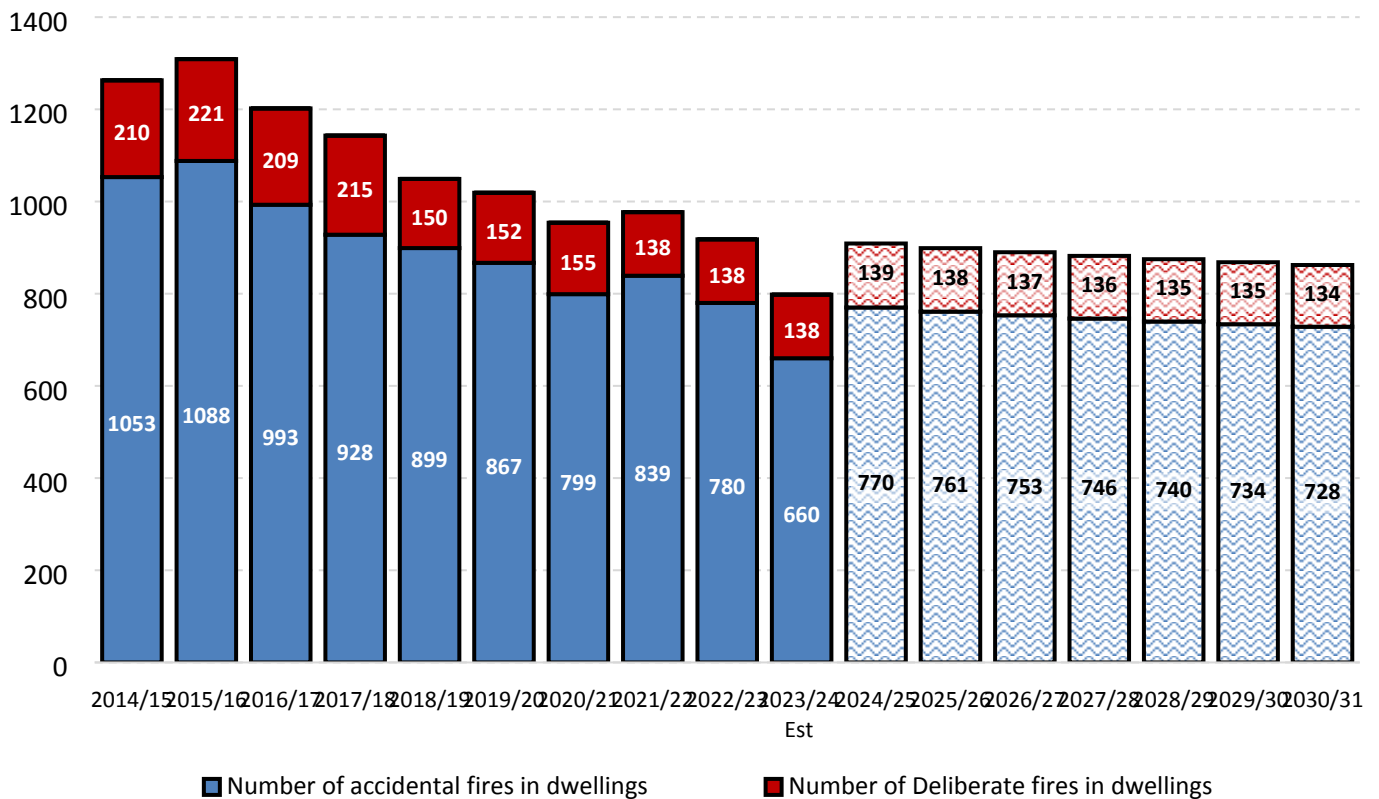
We also map deprivation and consider how deprivation and fires are connected.

Legend:
- 1 - 20% - Most Deprived (424)
- 20 - 40% (142)
- 40 - 60% (145)
- 60 - 80% (131)
- 80 - 100% - Least Deprived (68)
- • Accidental Dwelling Fire
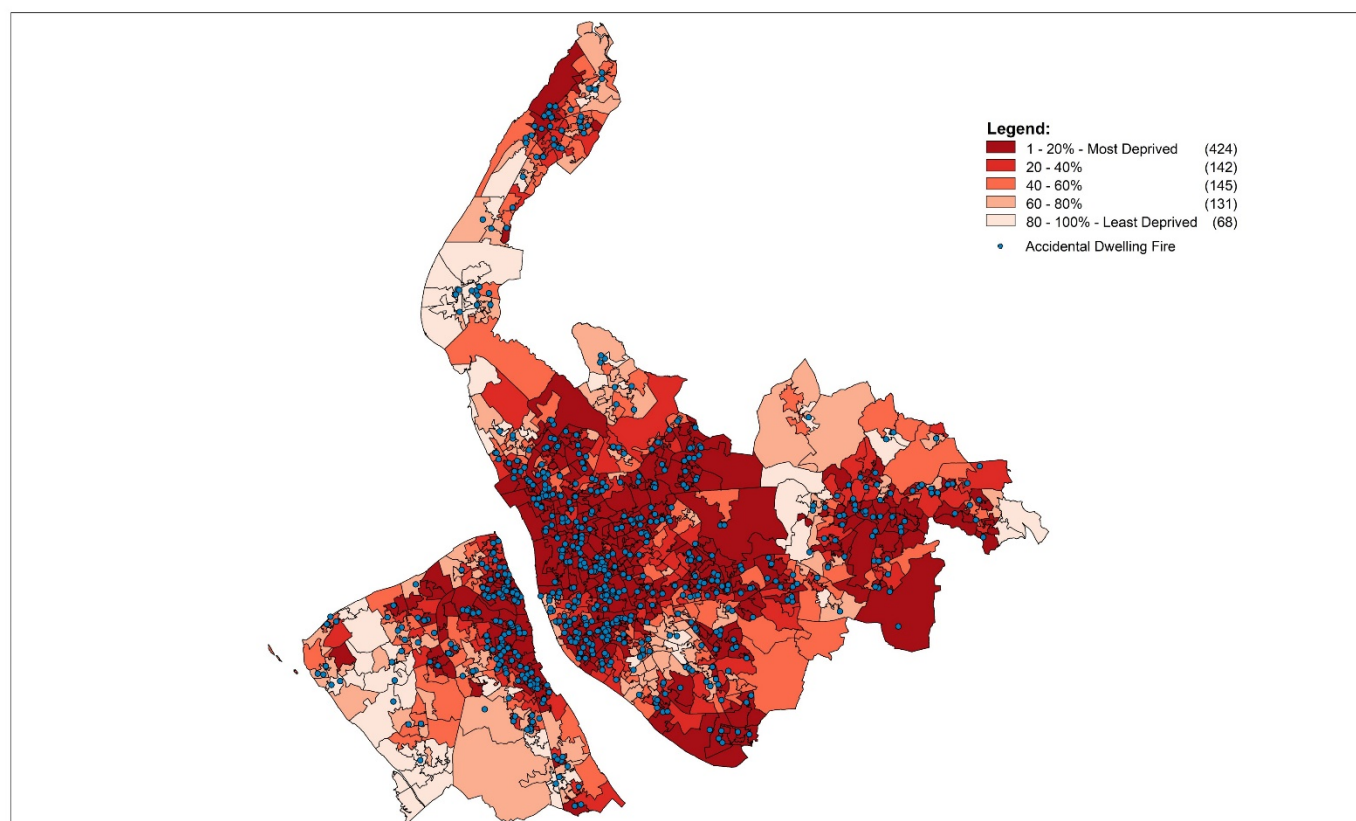
Accidental Dwelling Fires Attended During 2023 in Relation to Deprivation (IMD 2019)

Author: Business Intelligence, Strategy & Performance   Date: January 2024   Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2024 Ordnance Survey AC0000806710
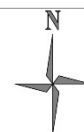
Through our plans we deliver activities and resources tailored to respond to local risk.

Our priorities become objectives in our Community 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 and 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. We are a positive and bold organisation that is always looking to improve and provide the very best services possible to the public we serve. In the past we have had to deal with budget cuts and they challenged our ability to continue to provide services to the community, but more recently we have been able to increase our fire engines and firefighters by being innovative and demand-led to help us use the money we have differently. Our new Community Risk Management Plan 2024-27 sees us build on that ambition to provide further protection to the people of Merseyside.

Our CRMP 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:

Preparing for emergencies

It is important that Merseyside firefighters have the right training, equipment and information so they can respond safely and effectively to all types of emergency, working within a multi-agency command structure.

We consider 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. Our Operational Preparedness department works alongside partners, such as local councils, the NHS, the Police and the Ambulance Service.

These organisations make up the Merseyside Resilience Forum which produces a Community Risk Register; this includes our plans to prevent and reduce the impact of risks that affect Merseyside and ensure MFRS (as a Category 1 Responder) is prepared for and can respond to any emergency.

We work hard to enhance and develop firefighter safety and officer training for our highest risks; high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents.

We train and exercise for other types of risk too. This helps us adapt to an ever changing environment, whether that be locally, nationally or internationally to keep our teams safe and excel in a crisis. In 2024 we will move into our new Training and Development Academy, which as well as providing the best of facilities for our own staff, will allow us to offer exceptional training opportunities to other organisations based in the UK and internationally.

We also work with partners, including the Merseyside Resilience Forum and Safety Advisory Groups to prepare for major events across Merseyside and we make sure we have good arrangements in place so we can continue to operate when an event such as a major power cut or pandemic affects us. We must have

these business continuity arrangements under the Civil Contingencies Act 2004. This helps us provide our services no matter what happens.

We also make sure we have the right vehicles and equipment to help keep staff safe and to respond to and deal with incidents effectively. We research what is new on the market to keep our vehicle fleet and equipment up to date.

Our approach to preparing for incidents, as well as the way we respond, has resulted in us being judged as Outstanding by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services for the way we respond to major incidents for each of our three inspections, the only fire and rescue service to achieve this.

Responding to emergencies

Our twenty two fire stations (including the Marine Rescue Unit) housing our firefighters, marine rescue staff, fire engines and equipment are strategically placed across Merseyside, and our Control room is based at our headquarters. Together they provide our operational response. The stations are staffed using a variety of shift patterns (working arrangements) to make sure we can provide an effective and efficient response to any incident. Information about our shift patterns can be found in the following sections.

Our specialist stations, introduced as part of our 2021/24 Integrated Risk Management Plan, provide an enhanced response to high impact incidents such as wildfires and hazardous materials, marine and water incidents. We plan to build on these specialisms during the next three years.

All stations are ready to respond 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 for dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies and gathering risk information. Firefighters complete a 16-week intensive initial training course, a two-year apprenticeship programme and then continually train, refresh and update their skills throughout their career.

Good management of health and safety is an important part of how we work and 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 and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999). We also manage and monitor performance, ensure our procedures are correct and effective and carry out investigations following incidents, accidents and other events so we can learn from them and improve our response to incidents and other events in the future.

Lead Authority for National Resilience

National Resilience is a shared responsibility between central and local government. National Resilience provides specialist equipment and skilled staff to enhance the ability of the fire and rescue service sector to respond effectively to large-scale or critical incidents. Those incidents may be natural, such as flooding or wildfire, or industrial accidents, building collapses or terrorist attacks.

Merseyside Fire and Rescue Authority has been working for the Home Office as the lead authority for the coordination and management of National Resilience since 2016. This nationally important responsibility is

overseen by our Deputy Chief Fire Officer as the National Fire Chief's Council National Resilience Strategic lead and our Chief, Deputy and Assistant Chief Fire Officers are National Strategic Advisors for large and complex incidents nationally.

We have responsibility for National Resilience Assurance making sure other Fire and Rescue Services can use equipment provided efficiently, the management, coordination and delivery of training and the management of the maintenance contract, so National Resilience assets are always fit for purpose and ready for use when required by MFRS National Resilience Fire Control.

Assurance is provided by the National Resilience Assurance Team (NRAT), made up of fire and rescue service officers from around the UK. They are one of several functions that support the National Coordination and Advisory Framework (NCAF), which allows decision makers, locally and nationally to receive clear operational advice on how best to manage large scale emergencies, and in collaboration with National Resilience Fire Control, are responsible for the mobilisation, co-ordination and monitoring of National Resilience (NR) assets.

The following specialist capabilities (which can be vehicles, equipment and people) are managed by NRAT and located around the country based on risk:

- **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)**
- **Wildfire introduced in 2024**

We also play a vitally important role in international emergencies as the lead fire and rescue service for the coordination and deployment of the UK International Search and Rescue (UKISAR) team, which in 2023 alone, took part in the international response to large scale natural disasters in Türkiye, Malawi and Morocco. We are very proud of this international role and in late 2023 UKISAR was recognised as a world leader and the highest performing ISAR team worldwide.

Preventing fires and other emergencies

Our prevention activities focus on safety:

- In the home
- On our roads
- In the community, including reducing arson
- In and around water

Some of the most important services that we provide help prevent fires in people's homes. This includes a range of activities managed by our Prevention department and provided in a variety of ways.

Firstly, our Home Safety Strategy which includes our Home Fire Safety Check. Each year our fire crews carry out 50,000 of these checks which are targeted at people who live in more deprived areas and are over the age of 65. We know this means that we are reaching people who are most vulnerable from fire. We also deliver 10,000 Safe and Well Visits through our specialist Prevention Advocate teams. The Safe and Well Check provides home fire safety advice and also lets us focus on health and lifestyle factors that we know make some people more at risk of dying or being injured in a fire. We work closely with partners so we can link them to the people who are most vulnerable and who need their support. By doing this, we make every contact count.

Important to our Prevention activity is our communications plan which helps us talk to our communities through social media and other media outlets, directing people to online Home Fire Safety Checks and offering other crucial community safety information. We work in real time, which means that when we see an increase in particular incident types (such as fires linked to the cost of living) we can provide specific information for the public at short notice to keep people safe from fire.

Our approach to home safety has been at the vanguard of our prevention work for many years and it has resulted in a significant reduction in fires, deaths and injuries in the home. To emphasise this point, house fires in England and Wales have reduced by 16% in the last ten years, but in Merseyside we have seen a 32% reduction. We share learning and best practice across the country and this is one of the main reasons we have been given an Outstanding judgement for preventing fires in all three of our inspections by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

 Supporting the broader Prevention Strategy, our Community Safety plans help us to reduce arson and other deliberate fires, improve road and water safety and set out how we work with young people. We work across Merseyside, in the most challenging places, to develop and deliver a number of early interventions and development programmes to help young people. We also have member of staff working full time in the Merseyside Violence Reduction Partnership, which supports early intervention and youth education for the whole of Merseyside, with the aim of reducing anti-social behaviour and fire setting. We also have a strong focus on safeguarding, influencing nationally and making sure that our staff know how to spot safeguarding issues and take the correct action to protect people.

Our plans help us to be clear on what we will do to prevent fires and other emergencies and they are based on a range of local, regional and national data. Our targeted, risk-based approach prioritises people and communities that are most vulnerable. More recently, we have been looking at how we can broaden the advice we give, using risk information to warn people who live in areas where there is a risk of flood or wildfire and help them become more resilient.

We also want to make every contact count and we are connected to what local councils, other emergency services and partner organisations are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives in as many ways as we can. We consult with key stakeholders and evaluate our plans so that we know we are reaching the right people in the right places. 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.

Protecting people and buildings from fire

We improve safety in the communities of Merseyside by reducing risks and incidents in the built environment. We do this by educating and engaging with the people responsible for making sure buildings are maintained to legal standards and by using the Fire Safety Order and other legislation to take legal action when there has not been enough done to keep buildings and people who use them, safe.

This helps us to reduce the impact of fire in our communities, keep our firefighters safe and protect our heritage and the environment. We work with other fire and rescue services and organisations such local councils, the Care Quality Commission and Merseyside Police to deliver our services. This can involve formal arrangements such as the Primary Authority Scheme (PAS[1]) or the Liverpool City Plan. Also, 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.

We use local and national information to help us identify the premises most at risk from fire and this helps us create our risk-based inspection programme; the list of premises that we will inspect or audit. We plan and adapt to the diverse and changing needs of the community, making sure that services are available to all in a way that meets their needs.

As well as the Fire Safety Order, we are responsible for enforcing other laws related to fire safety. This includes the safe storage of explosives and petroleum to reduce the risk of fire and explosion.

The impact of the Grenfell Tower fire in 2017 continues to influence the fire and rescue service sector. We have implemented recommendations following the findings of the first inquiry and will be working closely with the new Building Safety Regulator under the new building safety arrangements.

Our People

We are proud of the community we come from and represent and it is really important to us that we create a safe place for people to live, grow and thrive. We recognise that each and every one of us plays a part in making Merseyside Fire and Rescue Service a great and successful place to work.

We understand that our people help us achieve our Vision, Purpose and Aims through commitment to our organisational values and behaviours and we know that its vitally important that our people are able to achieve their potential, give their best at work and are listened to and valued for their contribution.

We are committed to participation, openness to learning, equity and fairness, informed choices, shared ownership and creating a place where people belong.

We work with community groups, schools and colleges taking a positive action approach to recruitment and promotion to encourage applications from people who might not usually think of working for Merseyside Fire and Rescue Service as a career for them.

You can read more in our People Plan which includes details about our leadership journey and cultural action plan [link to be added when available], but some highlights that directly impact on this Community Risk Management Plan include how we make sure firefighters are competent to carry out their role and what we

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[1] Primary Authority Schemes (PAS) enables local authorities to improve compliance and build better relationships with businesses whilst supporting local economic growth. Under such schemes, a local authority can form a legally recognised partnership with a business or group of businesses to provide them with fire safety regulatory advice that other authorities have to respect and consider when they are carrying out inspections or dealing with non-compliance .

are doing to make sure we consider the wellbeing of our staff and keep them safe from contaminants at incidents.

3.1 Our finances

Merseyside Fire and Rescue Authority has an excellent record of delivering outstanding fire and rescue services with the budget we have has to spend on our employees (including our firefighters), our equipment and our services. Our money comes from grants from Central Government and Council Tax payments and we make decisions on what we spend based on the Risk, Demand and Vulnerability of our communities. As we do that, we make sure that we provide value for money for the people of Merseyside.

Like other public services we have faced financial challenges over the years, with budget reductions totalling 50% in real terms leading to us having to reduce firefighter numbers from over 1000 to 620 and fire engines from 43 to 28 over a ten year period.

But we have always made sure we provide the best services, including a very fast response to emergencies. In recent years we have made some bold decisions that have allowed us to increase the number of firefighters to 642 and our fire engines to 32, and we are going further in this CRMP.

Our Medium Term Financial Plan sets out how we will deliver our services and we carry out prudent financial management by managing our resources efficiently, economically and effectively. We have been judged as Outstanding for making the best use of resources by our Inspectorate who said:

"The service's financial and workforce plans, including allocating resources to prevention, protection and response, continue to be consistent with the risks and priorities it has identified in its IRMP. All the service's functions have enough people, equipment and budget provision to make sure that it achieves the aims and objectives set out in its IRMP."

The Authority will always prioritise the allocation of resources to frontline services to increase firefighter and fire engine availability and to target Prevention and Protection, to provide the best services we can across Merseyside. While there is no room for complacency, the investment the Authority has made in the Service in recent years allows us to deliver our Vision to be the best fire and rescue service in the UK - One team, putting its communities first.

You can read more about our spending plans in our updated Medium Term Financial Plan which covers a five year period from 2024/2025 to 2028/2029 [link to be added when approved by the Authority].

The CRMP is the key document that helps us to decide how we spend our budget and the Medium Term Financial Plan reflects the allocation of resources necessary to deliver the CRMP and provide our other services too.

The pie chart below shows that:

- Most expenditure, **54.7%**, is allocated to emergency and specialist response;
- In addition, **9.4%** goes on preparing for emergencies (Operational Preparedness); and
- **8.7%** on Protection (legislative fire safety), Prevention and Community Safety.

Therefore, **72.8%** of all expenditure is allocated to "front line" services (which includes Prevention and Protection).

The **12.3%** allocated to capital costs relates mainly to previous investment in "front line" assets, fire stations, vehicles and equipment.

The remaining **14.9%** is allocated to our wider team including support services. These enable "front line" services to be delivered and secure value for money in the achievement of our vision and aims.

2024/2025 Net Budget By Service

- Capital / RCCO, 12.3%
- Support Services & Other, 14.9%
- Prevention & Community Safety, 4.3%
- Protection, 4.4%
- Operational Preparedness, 9.4%
- Response & Control, 54.7%
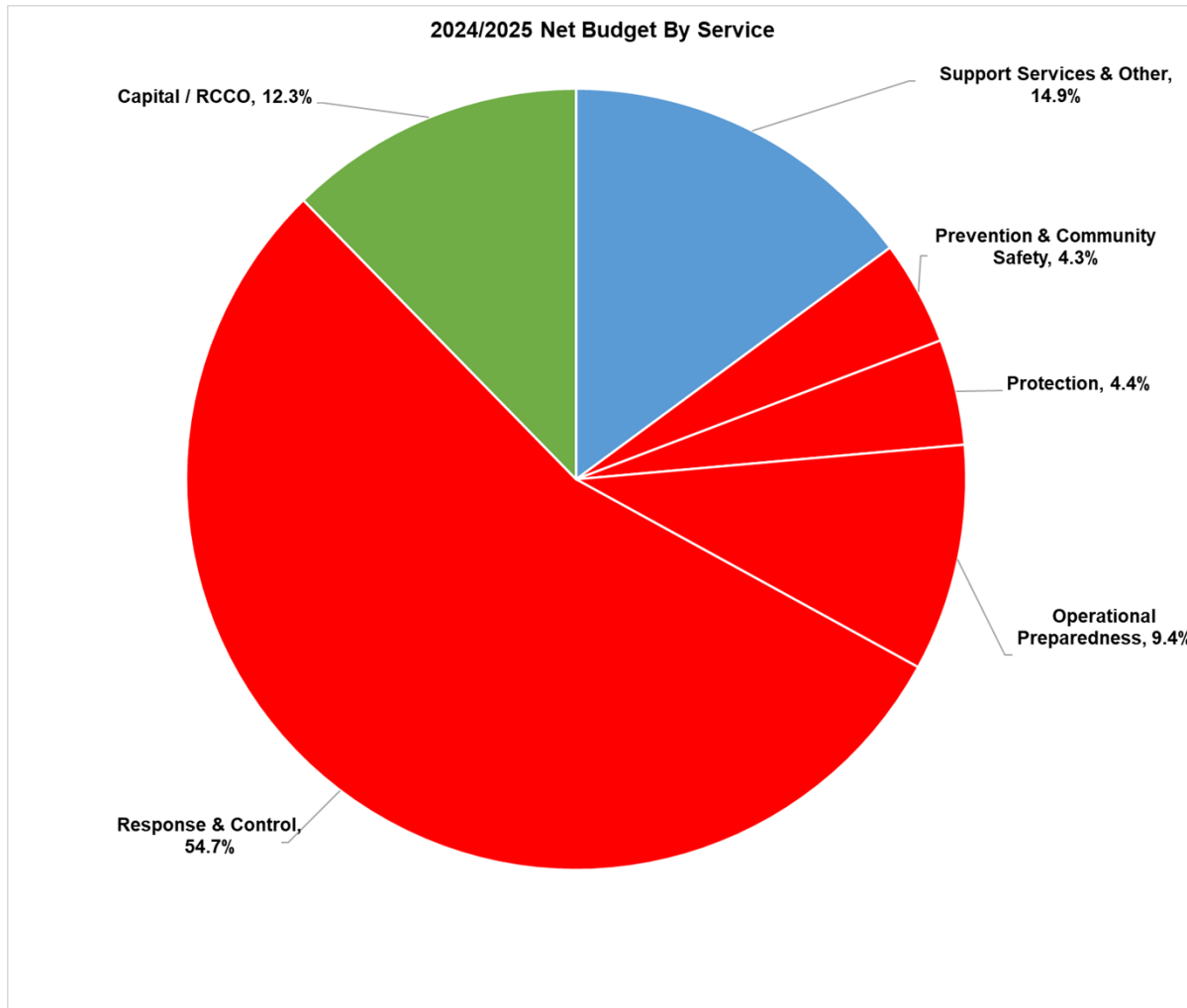
Our Medium Term Financial Plan [link to be added in published version] provides more information about our finances.

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 2024/25, 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.

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 Performance for 2023/24

	Benchmark Key Performance Indicators	Performance 2022/23	Target 2023/24	Estimated Performance 2023/24	Status
TO00	Total number of emergency calls received	24799	*Quality Assurance*	19545	Quality Assurance
TC01	Total number of incidents attended	18735	19382	17174	On target
TC02	Total number of fires in Merseyside	7112	7067	5371	On target
TC03	Total number of ^primary fires attended	1859	1881	1616	On target
QTC04	Total number of secondary fires attended	5253	5186	3755	On target
TC05**	Total number of special services attended	5306	*Quality Assurance*	5086	Quality Assurance
TC06	Total number of false alarms attended	6317	6774	6807	Target missed
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	93.9%	90.0%	96.4%	On target
TD09	The % of available shifts lost to sickness absence, all personnel	4.95%	Greater than 4.00%	4.39%	Target missed
TE10	Total carbon output of all MFRS buildings	52.8	65.0	51.2	On target
Fires in the home					
DC11	Number of accidental fires in the home	780	789	660	On target
DC12	Number of deaths in accidental fires in the home	10	8	2	On target
DC13	Number of injuries in accidental fires in the home	59	65	56	On target
DC14	Number of deliberate fires in the home (in occupied properties)	119	122	120	On target
DC15	Number of deliberate fires in the home (unoccupied properties)	19	18	18	Target missed
DC16	Number of deaths in deliberate fires in the home fires	0	1	0	On target
DC17	Number of injuries in deliberate fires in the home	7	10	10	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 2022/23	Target 2023/24	Estimated Performance 2023/24	Status
Fires in non-domestic properties					
NC11	Number of deliberate fires in non-domestic properties	68	44	43	On target
NC12	Number of accidental fires in non-domestic properties	136	154	155	Target missed
Small, vehicle and antisocial behaviour fires					
AC11	Number of deliberate vehicle fires attended	288	332	234	On target
AC12	Number of accidental vehicle fires attended	218	201	191	On target
AC13	Number of deliberate anti-social behaviour fires (small)	3291	3307	2390	On target
AC14	Number of accidental small fires attended	1962	1879	1365	On target
AC15	Number of other primary fires attended	231	221	195	On target
Road traffic collisions					
RC11	Number of road traffic collisions attended	842	*Quality Assurance*	804	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	314	*Quality Assurance*	12	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	8	*Quality Assurance*	300	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside *Based on partner data*	454	*Quality Assurance*	571	Quality Assurance
RC16	New: Number of KSI's affecting 16-24 age group - *Based on partner data*	84	56	61	Target missed
False alarms					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	469	516	531	Target missed
FC14	New: The number of false alarm calls to due smoke alarm actuation in Domestic Properties where Call Source is an Alarm Receiving Centre	2498	2379	2558	Target missed
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3761	*Quality Assurance*	3188	Quality Assurance
FC22	Number of Malicious False Alarms attended	151	150	99	On target
FC23	Number of False Alarms Good Intent attended	2556	*Quality Assurance*	3619	Quality Assurance
Staff sickness and injuries					
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	5.41%	4%	4.64%	Target missed
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	4.24%	4%	3.80%	On Target
WR13	Total number of operational staff injuries	40	51	55	Target missed

■ (green)	Target achieved
■ (orange)	Within 10% of achieving the target

████	10% worse than the target

Comments on estimated performance indicators that have achieved their target

TC03 Total number of primary fires
The number of primary fires (1616) attended during 2023/24 is less than in 2022/23 (1859) and is 265 under the annual target (1881). Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where five or more appliances are in attendance.

TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes
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 96.4% of occasions.

DC11 Number of accidental fires in the home
Estimated performance for 2023/24 (660) shows a decrease in accidental fires in the home when compared to 2022/23 (780). This performance reflects the continued success of our Home Safety Strategy. 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.

TC02 Total number of fires attended
The total number of fires attended this year (5371) is considerably less than in 2022/23 when 7112 fires were attended; a reduction of 1741 fires. The bonfire period was the quietest on record for MFRS.

DC12 Number of deaths in accidental fires in the home
During 2022/23 there were sadly 10 fatalities in accidental fire in the home. There have been two fire deaths in the home during 2024/5 and although each death is a tragedy, we have been able to reduce the number of fatalities this year due to the hard work of our fire crews and Prevention teams.

Comments on estimated performance indicators where the target has not been achieved.

FC11 The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties
There were 62 more false alarm calls during this year (531). This indicator is within 10% of the cumulative target 516 and we do not want to discourage people from calling if they hear an alarm/smoke detector.

FC14 New: The number of false alarm calls to due smoke alarm actuation in Domestic Properties where Call Source is an alarm receiving centre
This indicator is also within 10% of its target (2379), but we have seen 60 more calls to alarms actuations this year (2558). We are working with the people eesponsible for these buildings (such as sheltered accommodation) to reduce these calls.

DC15 Number of deliberate fires in the home (unoccupied properties)
The target for deliberate fires in unoccupied homes has not achieved the target 18, it is exactly on target with 18 fires compared to 19 last year. We work hard to help people keep themselves safe from fire, including providing home safety visits that specifically help people at risk from arson.

NC12 Number of accidental fires in non-domestic properties

Compared to 2022/23 (136) there have been 19 less accidental fires in non domestic properties but the target (154) has been exceeed with 155 incidents this year. We haven't seen a particular pattern to these fires, but we contiunue to work with the people responsible for buildings to help them improve fire safety.

TD09 % of available shifts lost to sickness absence, all personnel
Sickness absence is estimated at 4.39%, which exceeds the target of 4% for all staff. We work hard to manage staff absence and help people get back to work and have found this year that waiting lists for treatment have had an impact on people's ability to return to work.

4.3 Key performance indicators for 2024/25

KPI Ref	Description	Proposed Target 2024/25
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	*Quality Assurance*
TC01	Total number of incidents attended	19382
TC02	Total number of fires in Merseyside	7067
TC03	Total number of primary fires attended	1881
TC04	Total number of secondary fires attended	5186
TC05	Total special service calls attended	*Quality Assurance*
TC06	Total number of false alarms attended	6774
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 fires in the home	789
DC12	Number of fatalities from accidental fires in the home	6
DC13	Number of injuries from accidental fires in the home	65
DC14	Number of deliberate fires in the home in occupied properties	122
DC15	Number of deliberate fires in the home in unoccupied properties	18
DC16	Number of deaths occurring in deliberate fires in the home	1
DC17	Number of Injuries occurring in deliberate fires in the home	10

	Fires in non domestic properties	
NC11	Number of deliberate fires in non- domestic properties	44
NC12	Number of accidental fires in non-domestic properties	154
KPI Ref	**Narrative**	**Proposed Target 2024/25**
	Small, vehicle and anti-social behaviour fires	
AC11	Number of deliberate vehicle fires in Merseyside	332
AC12	Number of accidental vehicle fires attended	201
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	221
	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 people killed and seriously Injured in RTC's across Merseyside *Based on Partner RTC data*	
RC16	New: Number of KSI's affecting 15-20 age group *Based on Partner RTC data*	56
	False Alarms	
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in **Non-Domestic** property	516
FC14	New: The number of false alarm calls to due smoke alarm actuation in **Domestic** Properties where Call Source is an alarm receiving gcentre	2729
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) for 2021/24 set out how we would balance the risks and needs of our communities against our duties as a fire and rescue authority, the resources we would 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](#). The IRMP is now almost complete and achievement of our actions is summarised below. It will be replaced by a new three year Community Risk Management Plan (CRMP) in July 2024. .

Our Integrated Risk Management Plan 2021-24 actions:

Introduce a Hybrid duty system at Kirkdale fire station
This system was introduced within year one of the IRMP.

Combine the fire stations at Aintree and Croxteth
The new fire station is nearing completion and will be operational by May 2024.

Create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree
The new Training and Development Academy is nearing completion and will be operational by May 2024.

Consider 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 are developing a Knowledge Transfer Partnership programme that would be available to national and international organisations to share UK FRS best practice as well as other types of training.

Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid
This action was completed in year one of the IRMP.

Create specialist capabilities/fire stations - LIVERPOOL CITY – Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (available within 30 minutes)
All moves of specialist units were completed in year one of the IRMP with specialist training on Command provided to Liverpool City and Kensington fire stations.

Introduce a Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder
The planning for this action is complete and the new appliance has been ordered. It will be based at St Helens and delivery is expected in Autumn 2024.

LIVERPOOL CITY – Relocate one Combined Platform Ladder from Kirkdale to Liverpool City and train drivers

A wholetime crewed Combined Platform Ladder was established in year one of the IRMP and training completed.

WALLASEY – Marine and Ships Firefighting – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (available within 30 minutes)

All specialists assets were moved to Wallasey in year one of the IRMP and the marine and ships firefighting capability for Wallasey and Crosby was completed in year two.

ST HELENS – Hazardous materials – Hazmat Environmental Protection Unit (HMEPU) and Bulk Foam Unit Pods - provided on a retained basis (available within 30 minutes)

All specialist appliances were in place in year one of the IRMP.

LONG LANE – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis

This action will be complete by May 2024, when the new fire station at Aintree is operational.

Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU)/Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available and supplemented on a retained basis

The Mass Decontamination Unit was moved to Prescot in year one of the IRMP and the Marauding Terrorist Attack (MTA) and Flood Response capabilities are fully available.

BELLE VALE – Water (High Volume Pump) Inc. all LLAR stations – staffed on a whole time (permanent) basis

The HVP is staffed and immediately available subject to a 1.9 minute recall at night.

HESWALL – Wildfire – introduce an all-terrain vehicle (complementary crewed). Implement training for the Wildfire specialism. Conduct a scoping exercise for PPE and initiate selection/tender process for vehicles.

The existing vehicle is due for replacement in 2023-24 and budget has been identified. Equipment has been procured and training is ongoing. This vehicle will go live before the end of the current IRMP

FORMBY– Wildfire – All terrain vehicle – Complementary crewed

The existing vehicle is due for replacement in 2023-24 and budget has been identified. Equipment has been procured and training is ongoing. This vehicle will go live before the end of the current IRMP

Flexible working vehicle – Introduce a temporary capability (a 32nd fire engine) during 2021 to ensure there are no negative impacts on our emergency response due to specialist training

We are on target to implement this action before the end of the current IRMP.

Continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand

Work has continued on this action, but there are national discussions taking place which impact on when any arrangements can be implemented.

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

Year one of the IRMP was affected by the pandemic, but we continued to provide Safe and Well checks to vulnerable people. Winter campaigns have been introduced and work is ongoing to allow the NHS to share non-clinical information with MFRS to help improve targeting for the most vulnerable.

Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)

Despite Home Fire Safety Checks being disrupted during the first year of the IRMP targets have been achieved in more recent years.

Deliver 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)

Vulnerable Persons Advocates are on track to achieve the 30,000 target for the three year IRMP.

Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation

We will have met this challenging target by the end of the IRMP

Renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65

There have been more fire deaths in sheltered accommodation that we would expect and we have worked in collaboration with Registered Providers to protect vulnerable adults in these types of properties. We will be running a Registered Provider conference in early 2024 to help share best practice in this area.

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

We ensure that our recruitment uses positive action toolkits and our gender split is now 55% women and 45% men. We recruit all ages and over 50% of all staff are over the age of 46. Our BAME representation is greater than the general population and we have recently recruited a Mandarin speaking Chinese national.

Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly themed Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too

These campaigns have been introduced and are delivered across Merseyside with two in each council area on a rolling basis.

We will build up our team of specialists working in this area by increasing our Protection Officers, initially using Government funding

We have strengthened this team and now have 26 non-uniformed inspectors plus a Fire Engineer and two additional inspectors. We will be recruiting a further four inspectors.

Visit every high and very high risk premises (7,500 over the life of the IRMP)

We are on target to visit all these properties by April 2024.

Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place

The Prevention and Protection parts of the new system were implemented by year two of the IRMP, with the firefighter safety module due for completion by the end of the Plan.

Increase mobile/agile working for Protection staff

Mobile working is embedded for staff in our Protection team

Deliver a full response to Grenfell Tower Fire Inquiry recommendations

<u>For draft CRMP</u>
All of the 46 recommendations will be delivered by the end of the IRMP period. The 43 that have already been completed are embedded within the Service.

Visit 6,336 medium to low risk premises over the life of the Plan. These will be carried out by our fire station-based firefighters

We are on target to visit all these properties by April 2024.

Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside

We have visited all these premises.

Our drone capability will be introduced after being proposed in our previous Plan

We implemented our drone capability in year one of the IRMP.

Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies

A structure is in place for collaboration opportunities and we have introduced a memorandum of understanding with NWAS so we can help them gain entry to properties when people are at risk.

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

A new approach to collecting and using site specific risk information using a new management information system (CFRMIS) will be fully implemented by the end of the 2021/24 IRMP. Cross border information is available to staff on fire engines and our intranet.

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

A research and development review programme and schedule was introduced in year one of the IRMP and a new Research and Development area of our intranet will be available before the end of the 2021/24 Plan.

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

This action has been achieved by the delivery of a Command Strategy which is now embedded.

Develop operational plans for all key risks including heritage sites and sites of scientific interest

We have updated our criteria and how we select risk information. This is to ensure we have the most relevant and up to date information for the most relevant sites in Merseyside. Where it is necessary, we produce operational response plans to complement our standard operational procedure and site specific risk information.

Prepare our fleet of vehicles for a move to alternative fuels

We have received our first six petrol hybrid vehicles and are installing our first changing points. This is the beginning of our vehicle carbon reduction programme and we are aiming for Net Zero by 2040 in line with the City Region target.

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

A new shift pattern has been introduced in Control which includes an element of retained cover designed to improve resilience.

Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training

The National Resilience Assurance Team (NRAT) 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.

Support the Government's plans to refresh the National Resilience Assets

This is a medium to long-term project and the National Resilience Assurance Team (NRAT) continue to work with Home Office (HO) to deliver major asset refresh of National Resilience (NR) capabilities.

5.2 Community Risk Management Plan 2024-27

As mentioned in the previous section, in July 2024 we will publish our new CRMP. The draft Plan will be out for public consultation until 27th May and you can read it here [link to be added].

In our new Plan we are proposing to continue to build resources back into the Service to allow us to deliver even better prevention, protection and response service to the people of Merseyside. Our proposals are summaries below.

- Increasing our fire engines from 32 to 34
- Reintroducing a small fires unit to attend lower risk incidents
- Protecting frontline fire engine availability
- Enhancing water rescue
- Planning for an respond to the challenges presented by alternative fuels
- Enhancing the way we mobilise our fire engines
- Further improving Control room technology
- Using our Watch Managers differently to increase effectiveness
- Educating communities about wildfire and flood risks in their area
- Continuing to assist the Ambulance Service
- Targeting prevention work at people at highest risk, including in sheltered accommodation
- Introducing a new framework for fire safety related enforcements and prosecutions
- Providing national and international training at our new Training and Development Academy
- Working with the Home Office on the programme to refresh the current National Resilience assets.
- Working towards achieving Net Zero by 2040

5.3 Functional plans 2024-25

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/CRMP objectives and HMICFRS 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, equipment 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 IRMP/CRMP including collaboration with partner agencies to deliver excellent service, planning for emerging risks and responding to incidents. The actions from our Functional Plans for 2024-25 are included in the Service Delivery Plan actions at section 6.1.

5.4 Station Plans 2024-25

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 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 2024/25 are:

SSRi	Home Fire Safety Checks	Safe & Well Visits	Hydrants	Community Risk Management Route Waste & Fly	Prevention Campaigns	SOFSA Simple Operational Fire Safety Assessments	Off Station Exercises	Positive Action Recruitment Events
945	50733		1487	Use PIPs	264	2121	44	42

		10,000	Data				

These targets might not be split equally between all the fire stations as some station areas will have more business properties, whilst other areas might have more homes for example, but together, the fire stations will achieve the targets set. Individual station plans for 2024-25 are appended to this Plan.

6.1 Service Delivery Plan Actions 2024/25

As explained in the section 5.3, we have identified priorities that are really important to us. Some fit within the criteria of the IRMP/CRMP 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/24/25/1.1	Enhance operational competence
FP/24/25/1.2	Validate and exercise our plans
FP/24/25/1.3	Enhance training and development
FP/24/25/1.4	Invest in innovative practice and modern technology
FP/24/25/1.5	Deliver new areas of Blue Light collaboration
FP/24/25/1.6	Introduce Core Competency Frameworks and bespoke maintenance of Competence Programmes
FP/24/25/1.7	Develop international training and knowledge transfer programmes
FP/24/25/1.8	Quality assure our business continuity arrangements
FP/24/25/1.9	Explore opportunities for research, development and evaluation
FP/24/25/1.10	Develop new kit and capabilities

Operational Response:

FP/24/25/2.1	Enhance appliance availability and efficiency
FP/24/25/2.2	Enhanced mobilisation – embed new technologies in Fire Control
FP/24/25/2.3	Evaluate specialist assets staffing and cross border training
FP/24/25/2.4	One Team – support Culture and Transformation
FP/24/25/2.5	Increase the number of appliances
FP/24/25/2.6	Project manage CRMP projects

Health and Safety/Operational Assurance

FP/24/25/2.7	Reduce exposure to firefighting contaminants from toxic fire effluents
FP/24/25/2.8	Explore health and safety applications to replace existing system (OSHENS)
FP/24/25/2.9	Subsurface incidents – explore expansion of operational response to life risk water incidents

Prevention:

FP/24/25/3.1	Intelligently target those most at risk from fire in the home
FP/24/25/3.2	Understand, educate and advise local communities about emerging technologies (e.g. Lithium-ion batteries) and the associated risks
FP/24/25/3.3	Use evaluation to explore the relationship between prevention activity and reductions in accidental dwelling fires, injuries and fatalities.
FP/24/25/3.4	Deliver high quality youth education activities using a trauma informed approach
FP/24/25/3.5	Build our team, enabling the professional delivery of Prevention services in our diverse communities.
FP/24/25/3.6	Revisit our volunteering principles and explore how we can use volunteers to support us in our activities
FP/24/25/3.7	Develop our targeted, community focussed campaigns
FP/24/25/3.8	Align the delivery of our Fire Cadets programmes with NFCC Children and Young People principles

Protection

FP/20/21/4.1	Conduct an impact analysis of the Grenfell Tower Phase 2 Inquiry Report
FP/20/21/4.2	Introduce a new framework for fire safety related enforcements
FP/20/21/4.3	Streamline processes to enhance efficiency and effectiveness
FP/20/21/4.4	Enhance knowledge and understanding of specialist areas including petroleum, explosives, hospitals and building regulations.
FP/20/21/4.5	Develop our relationships with external partners including Local Authorities, Health and Safety Executive, Environment Agency, waste recycling sites and council business rate teams.
FP/20/21/4.6	Refine provisions for out of office specialist fire safety advice
FP/20/21/4.7	Deliver level 3 dilpoma qualification to become a qualified Fire Inspector training to operational personnel
FP/20/21/4.8	Adopt new SOFSA (Simple Operational Fire Safety Assessment) Methodology
FP/20/21/4.9	Review Unwanted Fire Signal Protocols

FP/20/21/4.10	Undertake a review of the Directorate structure and references

National Resilience:

FP/24/25/6.1	Work with National Resilience (NR) ensuring the delivery of management, development and assurance of NR Capabilities
FP/24/25/6.2	Continually review locations of NR assets, kit and update accordingly, ensuring assets are best placed for an immediate response.
FP/24/25/6.3	Maintain the skills and knowledge of all MFRS NR staff
FP/24/25/6.4	Implement regular local and over the border exercising and training
FP/24/25/6.5	Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders
FP/24/25/6.6	Provide principal officers with regular updates on the functional plan and key deliverables.
FP/24/25/6.7	Deliver a review of the National Resilience/Search and Rescue Team infrastructure including the re-location of Croxteth Fire Station and assets to the new Aintree fire station.

POD and Legal and Democratic Services

FP/24/25/7.1	To review and update the People Plan creating the 2024-27 version
FP/24/25/7.2	To deliver the People Plan 2024-27
FP/24/25/7.3	To update and to continue deliver the EDI Action Plan and National Cultural Recommendations
FP/24/25/7.4	Improve the effectiveness of HR case management across the department
FP/24/25/7.5	To fully implement the HMICFRS recommendations due in June 2024 following the thematic review into misconduct handling
FP/24/25/7.6	Develop approaches to further embed and improve understanding of the Core Code of Ethics
FP/24/25/7.7	Utilise Maturity Models as necessary to enable organisational development and improvement
FP/24/25/7.8	Implement the change to the cloud based solution for Finance, Procurement, HR & Payroll application.
FP/24/25/7.9	Implement the change to the EPLOY application for service wide recruitment
FP/24/25/7.10	Review the current Occupational Health contract
FP/24/25/7.11	Oversee and monitor a further 12 month trial of hybrid working and extended flexible working scheme

FP/24/25/7.12	Embed succession planning as part of the functional delivery planning process
FP/24/25/7.13	To continue to expand the utilisation of Social Media for all recruitment and people related projects
FP/24/25/7.14	To update the functional plan following publication of the action plan for the HMICFRS October 2023 Report
FP/24/25/7.15	Review the hire and use of MFRA premises.

Strategy and Performance

FP/20/21/7.1	Enhance relationships and engagement with diverse communities
FP/20/21/7.2	Deliver an integrated data and technology service to support Service objectives.
FP/20/21/7.3	Develop and maintain effective and high quality communications and media management, helping to deliver positive outcomes and enhancing the profile and reputation of the Service
FP/20/21/7.4	Work with other Functions to review and refresh the Corporate Risk Register
FP/20/21/7.5	Complete the development of the 2024/27 Community Risk Management Plan (CRMP)
FP/20/21/7.6	Develop and maintain an efficient Estate to enhance the experience of staff and visitors

Finance:

FP/24/25/8.1	Embed key staffing changes during late 2023 and early 2024 following the retirement of the Director of Finance and Procurement, the Chief Accountant and the recruitment into other key management posts
FP/24/25/8.2	Continue to work with Local Government Association and Local Pensions Partnership Administration key contacts to ensure the "remedy" to resolve all public pension age discrimination cases enacted from October 2023
FP/24/25/8.3	Transition from the existing Public Contracts Regulation 2015 to the incoming Procurement Act 2023
FP/24/25/8.4	Implement a digital marketplace that can be used across the Service
FP/24/25/8.5	Ensure smooth transition to new Finance, Procurement, HR ad Payroll application in order to have new contract and systems in place by August 2024
FP/24/25/8.6	Ensure MFRS meet transitional arrangements from current auditors to new external auditors and build up successful working arrangements with Mazars personnel
FP/24/25/8.7	Implement the current accounting treatment for International Financial Reporting Standard (IFRS) 16 for leases.

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 2024 the Fire Standards Board have written, consulted on and published the following Standards:

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

A further Fire Standard has been through Consultation and are expected to be published soon-

- Internal Governance and Assurance

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

During 2023 we were inspected by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) as part of the this round of inspections. As with the previous Inspection in 2021, they found that we were:

- **Outstanding** at preventing fire and risk,
- **Outstanding** at responding to major incidents and
- **Outstanding** at making the best use of resources

This is a hugely positive outcome and unique in the UK fire and rescue service.

His Majesty's Inspector of Fire and Rescue Services Michelle Skeer said:

"*I congratulate Merseyside Fire and Rescue Service on its performance in keeping people safe and secure from fire and other risks. We were pleased to see that the service has made progress since our last inspection in May 2021. For example, the service has improved how it commands fire service assets assertively and safely at incidents, how it promotes equality, diversity and inclusion and how it works with underrepresented groups in the workforce*".

The full report is available here. A small number of areas for improvement were identified (see the table below) and we manage delivery of these improvements through an action plan. We report progress to the Authority or one of its committees.

Report page	Area for Improvement
12	The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.
33	The service should make sure all staff understand and demonstrate its values.
33	The service should assure itself that middle managers demonstrate service values through their behaviours.
36	The service should assure itself that it has an effective succession planning mechanism in place for all roles.
39	The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff

9.1 Equality, Diversity and Inclusion

We are committed to 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.

Our organisational culture is also very important to us and we are very aware of the poor behaviour that has occurred in other fire and rescue services. We work hard to make sure the culture in Merseyside is positive and inclusive and we've updated our objectives to reflect that commitment.

Our Equality, Diversity and Inclusion Objectives have been reviewed and refreshed to reflect our aims for 2024-27. They are:

Objective 1

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

Objective 2

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

Objective 3

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

Objective 4

To continue to evolve the Service's cultural competence based on community insight so that all staff can undertake their role recognising the value of difference. This strengthens our approach to equality (equity), diversity and inclusion, meaning our staff are well equipped to engage with our diverse communities and are sensitive to their needs.

Objective 5

To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practice and benchmarking tools within the Fire & Rescue Service and other sectors

You can read more about our commitment to equality, diversity and inclusion in our People Plan which is available on our website. (add link)

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 Vision and Mission 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. In autumn 2023 we asked the public of Merseyside and our staff through a series of open forum talks, what they thought about the ideas had, which have become the proposals we are consulting on until 27th May 2024.

You can join in the consultation by completing a survey which is available here

https://www.surveymonkey.com/r/merseyside_2024-27_CRMP

You can also email any comments to consultation2@merseyfire.gov.uk or write to the CRMP Officer, Strategy and Performance, Merseyside fire and Rescue Service Headquarters, Bootle L30 4YD.

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
ARC	Alarm Receiving Centre
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BAME	Black Asian Minority Ethnic
CBT	Crew Based Training
CBRN(e)	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFRMIS	Community Fire Risk Management Information System
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
CRMP	Community Risk Management Plan
CRR	Corporate Risk Register
CSU	Command Support Unit
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
ELS	Enhanced Logistics Support
EMR	Emergency Medical Response
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
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (incident codes)
FTE	Full time Equivalent
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check

HMICFRS	His Majesty's Inspectorate of Constabulary 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
IFRS	International Financial Reporting Standard
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
ISAR	International Search and Rescue Team
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme
JOL	Joint Operational Learning
KMBC	Knowsley Metropolitan Borough Council
KPI	Key Performance Indicator
KSI	Killed and Seriously Injured - Police
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
MARAC	Multi Agency Risk Assessment Conference
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MRF	Merseyside Resilience Forum
MTA	Marauding Terrorist Attack – specialist response
MTFP	Medium Term Financial Plan
MVRP	Merseyside Violence Reduction Partnership
NEBOSH	National Examining Board for Occupational Health and Safety
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
NR	National Resiience
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NSRA	National Security Risk Assessment
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

OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PFI	Private Finance Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PORIS	Provision of Operational Risk Information System
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
S&W	Safe and Well
SCG	Strategic Coordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SIRAH	Site Information of Risks and Hazards
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
UKISAR	United Kingdom International Search and Rescue
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

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

Mike Rea
Treasurer

Community Risk Management Planning Process

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

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

Ongoing

CRMP Group consideration of risk/options

Summer

SLT and deparmental consideration

October

Initial public engagement and staff meetings

Oct/Nov

CRMP options evaluation & familiarisation

Community Risk Management Plan

Every 3 years

Nov to Jan

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

Feb

Draft CRMP Published

March to May

Stakeholder consultation & amendments

July

CRMP submitted to Authority for approval

July

Final CRMP Published