

Merseyside Fire and Rescue Authority

Draft Community Risk Management Plan 2024-27

Contents

Foreword	2
Introduction and Background	5
How we operate.....	7
About Merseyside	10
Preparing our plans	12
Risks in Merseyside	14
About us	24
Preparing for emergencies.....	24
Responding to emergencies.....	25
Lead Authority for National Resilience.....	31
Preventing fires and other emergencies	32
Protecting people and buildings from fire	35
Our People.....	36
The 2024/27 Community Risk Management Plan - Our proposals	38
Finance.....	43
Equality, Diversity and Inclusion	45
Consultation and engagement	46
Supporting information about how we assess risk demand and vulnerability.....	50
Updates on our IRMP 2021/24.....	59
Alternative formats	63
Fire Authority Community Risk Management Planning overview	64

Foreword

Welcome to our Draft 2024/27 Community Risk Management Plan¹ (CRMP). 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.

We are working hard to diversify our workforce with 8.2% of our firefighters coming from a black, Asian or minority ethnic community. 13.4% of our firefighters are female, which is way above the national average for fire and rescue services. We have improved our diversity year on year and we will be carrying on with our positive action recruitment programme over the next three years, so we continue to have a Service that reflects our community.

Since we launched our last plan in July 2021 we have:

- Increased the number of firefighters in Merseyside
- Increased the number of fire engines in Merseyside
- Improved our Fire Control room operations with more staff, new technology and working arrangements that enhance our response
- Introduced specialised capabilities to help us deal with wildfires, large building fires, water incidents and waste fires
- Made over 190,000 visits to people's homes and businesses (which has reduced the number of emergencies we've been called to)
- Increased the number of Protection officers to respond to the Grenfell Tower fire Inquiry recommendations
- Introduced computer systems that help us provide better services
- Built a new training and development academy and superstation to improve training and facilities for our staff and we hope to bring people to Merseyside from around the globe to train and learn from us
- Introduced duty systems and ways of working which reflect the demands placed on the Service, making us 'Outstanding' in how we use our resources

Because of the changes we have made, we believe that people in Merseyside (and visitors to the area) are safer than ever and this new plan includes proposals that will help us continue to improve everyone's safety in the future.

¹ Previously known as the Integrated Risk Management Plan

But you don't have to take our word for it. Since we wrote our last plan in 2021, we have been inspected twice by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and on both occasions 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

The inspectorate 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."

We are very proud of our achievements and you can read more about them in this Plan. If you would like to read the inspection report, you can find it [here](#). We will continue to build on our success for the benefit of our communities.

In this plan we are proposing to increase our resources and response, use technology and alternative ways of working to work smarter, add value in Merseyside and have a positive impact outside Merseyside. You can read the full details from page 38, but in summary we propose to:

1. Increase our fire engines from 32 to 34
2. Reintroduce a small fires unit to attend lower risk incidents
3. Protect frontline fire engine availability
4. Enhance water rescue
5. Plan for an respond to the challenges presented by alternative fuels
6. Enhance the way we mobilise our fire engines
7. Further improve Control room technology
8. Use our Watch Managers differently to increase effectiveness
9. Educate communities about wildfire and flood risks in their area
10. Continue to assist the Ambulance Service
11. Target prevention work at people at highest risk, including in sheltered accommodation
12. Introduce a new framework for fire safety related enforcements and prosecutions
13. Provide national and international training at our new Training and Development Academy

14. Work with the Home Office on the programme to refresh the current National Resilience assets.
15. Work towards achieving Net Zero by 2040

We hope that you enjoy reading our draft CRMP. You can tell us what you think about our proposals by completing a survey which is available below.

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.



Chief Fire Officer - Phil Garrigan

Chair of Fire Authority – Les Byrom

Introduction and Background

All fire and rescue services have duties and responsibilities that are set out in legal documents. These include:

- **The Fire and Rescue Services Act 2004** which explains how we:
 - Respond to fires and other emergencies
 - Prevent fires and other emergencies (home and community safety)
 - Protect (commercial and public buildings)
 - Educate and inform the public

- **The Civil Contingencies Act 2004** which explains how we:
 - Work with other agencies to deal with emergencies

- **Fire Safety Order 2005** which explains how we:
 - promote fire safety in places such as offices, factories, shops, public buildings and high rise buildings

- **The National Framework 2018** which explains how we:
 - Identify and assess risk in Merseyside
 - Prevent fire and other emergencies and protect buildings and people
 - Respond to emergency incidents
 - Collaborate with other organisations
 - Put in place business continuity arrangements so we can deliver our services even when faced with an emergency like the pandemic
 - Provide National Resilience when major incidents happen anywhere in the country

The National Framework 2018 states that all English Fire and Rescue Services have to produce an Integrated Risk Management Plan (which we now call our Community Risk Management Plan). Our Plan must;

- Consider what types of fire and rescue related risks could affect Merseyside;

- Show how we will work to prevent fires and other types of emergencies and explain how we will respond to incidents that do happen to reduce the impact on Merseyside communities. We will also work with other organisations to do that;

- Explain how we will use our firefighters, fire engines, other employees and equipment to reduce risk and respond to emergencies;
- Explain how we will ensure we comply with and enforce the law that sets out how businesses and organisation manage fire safety in their buildings;
- The plan will last for at least three years and be updated as often as is needed to reassure you that we are still doing what we need to do;
- Show that we have listened to the public and other people and organisations that have an interest in what we do as we write our plan. Our listening includes trade unions and staff associations.
- Be easy for people to access our plans and be available to everyone.

In addition, the national Fire Standards Board has created a number of standards that all fire and rescue services have to comply with, including a standard for community risk management planning and we have taken account of these standards as we have written this plan.

How we operate

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 Leadership Message brings together the Core Code of Ethics with other leadership behaviours, plus our organisational values and aims so you know what you can expect from the Service, and each and every member of our team.

<p>OUR STORY</p> <p>There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.</p> <p>Saving lives and keeping our Firefighters safe matters to us.</p> <p>We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.</p> <p>We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.</p> <p>Our teams continue to shape our story putting our community at the heart of everything we do.</p> <p>We have a long and proud history of being bold - a mindset of let's try it- let's do it.</p> <p>For Merseyside Fire & Rescue Service, good enough is never good enough.</p> <p>We are our community and we know the part we can play - our place, our culture and our people are what make us great.</p>		<h1>WE ARE MERSEYSIDE FIRE & RESCUE SERVICE</h1>							
		<p>OUR VISION</p> <p>To be the best Fire & Rescue Service in the UK. One team, putting its communities first.</p>							
		<p>OUR PURPOSE</p> <p>Here to serve. Here to protect. Here to keep you safe.</p>							
		<p>OUR AIMS</p> <table border="1"> <tr> <td> <p>Protect</p> <p>We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.</p> </td> <td> <p>Prevent</p> <p>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.</p> </td> <td> <p>Prepare</p> <p>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.</p> </td> <td> <p>Respond</p> <p>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.</p> </td> </tr> </table>				<p>Protect</p> <p>We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.</p>	<p>Prevent</p> <p>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.</p>	<p>Prepare</p> <p>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.</p>	<p>Respond</p> <p>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.</p>
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The following diagram shows how the Core Code of Ethics, our Leadership Message and our Ground Rules are linked.

LEADERSHIP, VALUES, AND BEHAVIOURS

at MERSEYSIDE FIRE & RESCUE SERVICE

Putting Our
Communities First
Equality, Diversity



NFCC
Core Code

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

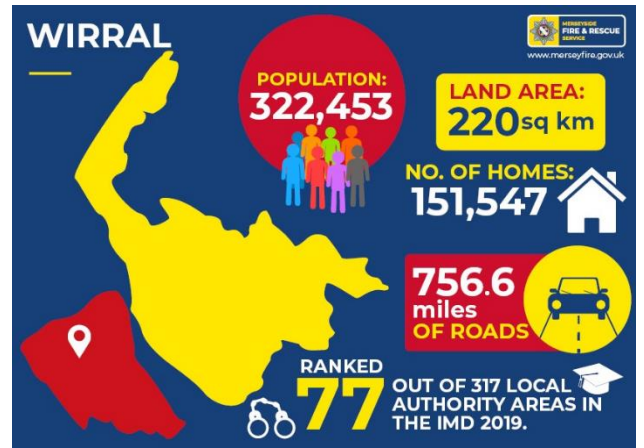
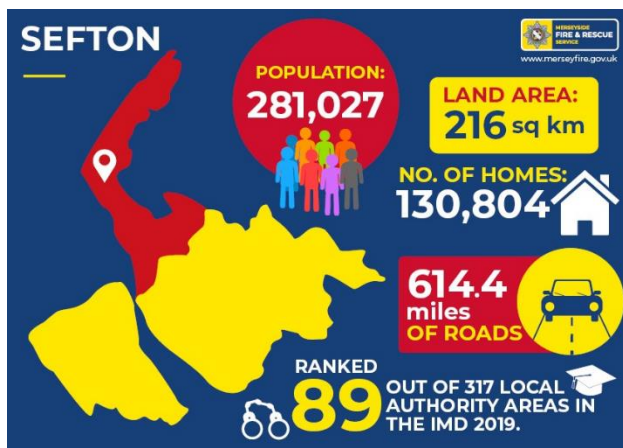
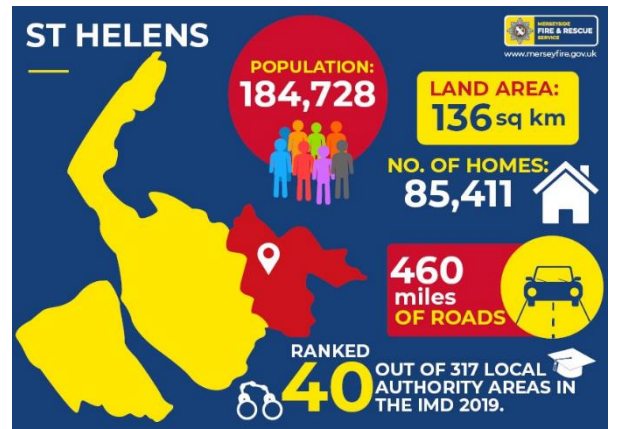
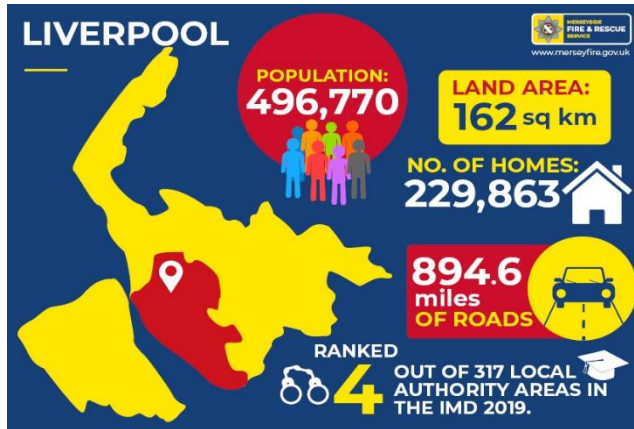


There are over 40,000 places of work



There are over 3,000 miles of road

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



Preparing our plans

When writing our Community 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, including when 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 where, when and 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. By doing this we can place our fire engines and firefighters in areas that reflect where the demand is and at times when we know incidents are more likely to happen.

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 across the area, but we do know that but vulnerability is higher in areas of deprivation and Merseyside has some of the worst deprivation in the country.

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. Our Medium Term Financial Plan includes more information. You can read it here. [\[link to be added following Authority approval of the budget\]](#)

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 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. You can read more about consultation on page 46.

Risks in Merseyside

During preparation for this Plan have refreshed our earlier work with the National Security Risk Assessment (NSRA) and Merseyside Resilience Forum to produce a Community Risk Register.

[Merseyside Prepared](#)

Through this work we have confirmed the 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

But of course, we prepare for, attend and work hard to prevent, a number of other incident types (accidental and deliberate) such as:

- Fires in the home
- Fires in other buildings (including heritage buildings)
- Vehicles fires
- Outdoor fires
- Road traffic collisions
- Transport incidents
- Rescues of people and animals.

These incidents do not usually have the same high impact on the community as the six incident types above, but for the people involved, these incidents can be devastating and we always consider them in our risk assessment process.

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 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.

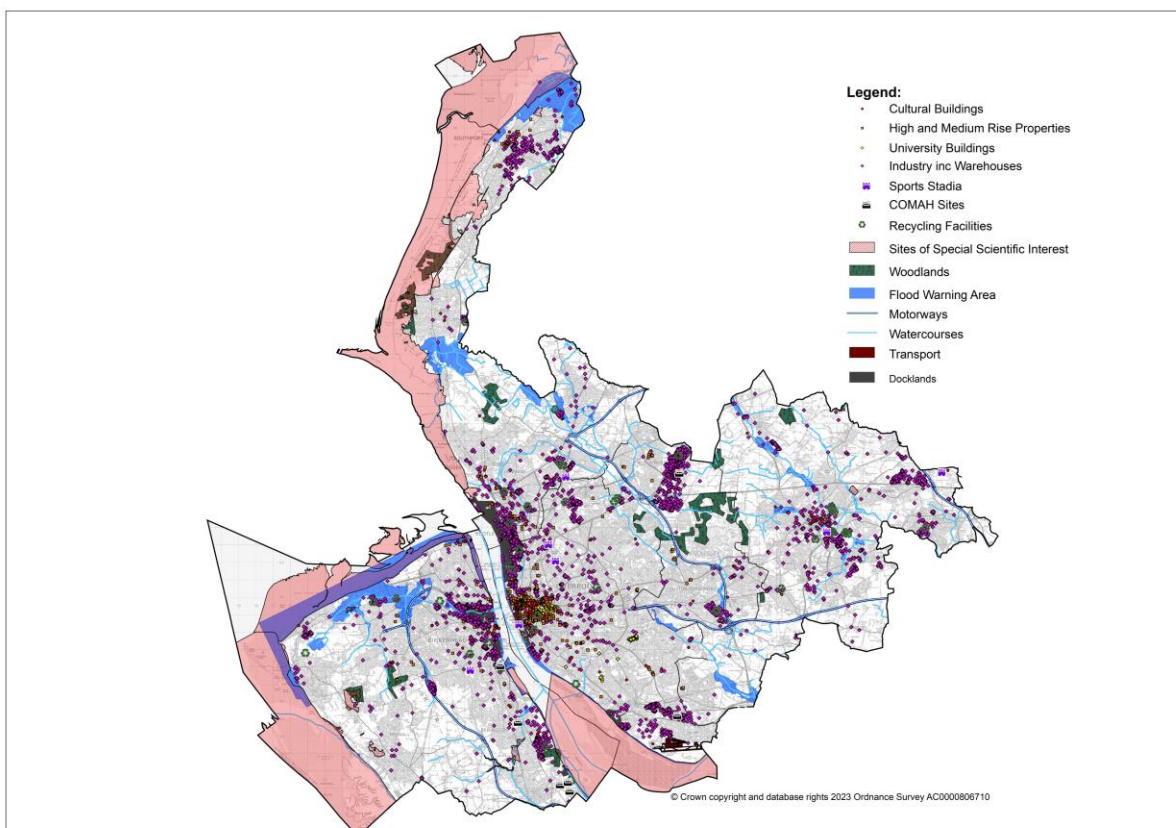
In preparation for this plan we have carried out a risk assessment that has included all incident types. We considered this alongside the six high impact risk types mentioned above and we looked at which incidents happen most often and the type of impact they have on people and communities.

Plotting risks on a map of the Merseyside region allows us to see where risks are and we can then place our resources to help us deal with them, as shown in the map below. To ensure we can respond appropriately to these risks we gather site specific risk information and develop operational plans for these places, in addition to holding large scale exercises with partner agencies to test our plans. This ensures we have the right people, with the right equipment in the right place at the right time.

This knowledge has been used to develop our specialist capabilities and stations (Integrated Risk management Plan 2021/24).

We have used the information from these risk assessments to develop the proposals included in this plan. These risks are considered in our wider training and exercising programme. Other sections of the CRMP, including those about Vulnerability, Demand and Response provide more information about our plans for those types of incident.

Map Identifying Potential Risks in Merseyside



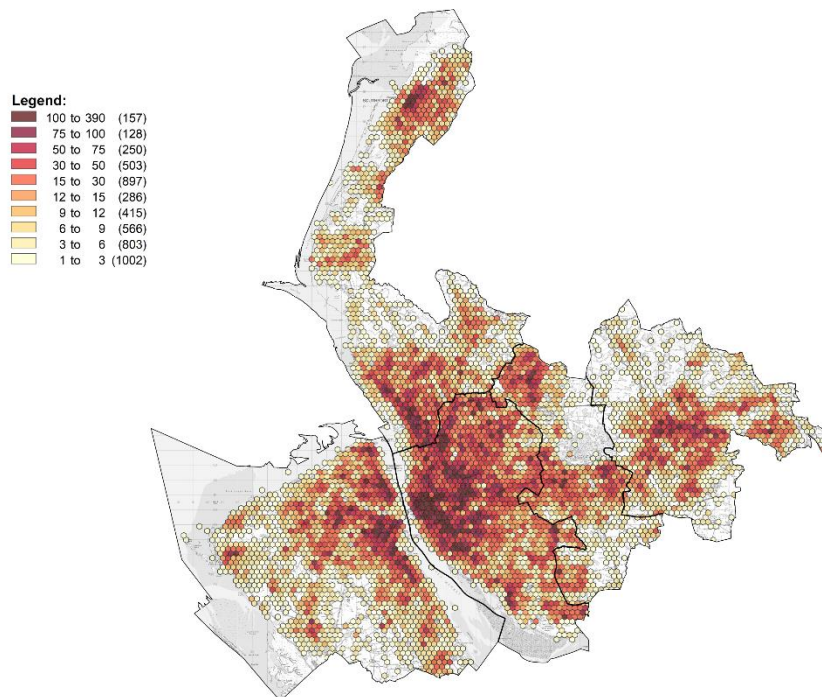
The risk assessment described above focuses on the risks that would have the biggest impact on the people of Merseyside and on the fire and rescue service, but we have also introduced a risk assessment process based on National Fire Chiefs Council guidance. This process helps us look at all types of incident from the smallest to the largest. We have also considered risks that aren't incident types, but relate to the causes of incidents, such as the impact of increased numbers of vehicles and equipment powered by lithium-ion batteries, and the impact of climate change. We have also looked at the impact that fires can have on our firefighters, such as the effect of exposure to contaminants.

Together, these risk assessments help us assess all foreseeable risk in Merseyside. You can read more about how we did this in our supporting information about how we assess risk, demand and vulnerability (p50).

Demand for our services

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

We collect data on when and where incidents occur and the map below shows all incidents in 2018-23. It shows that incidents aren't evenly spread across Merseyside:



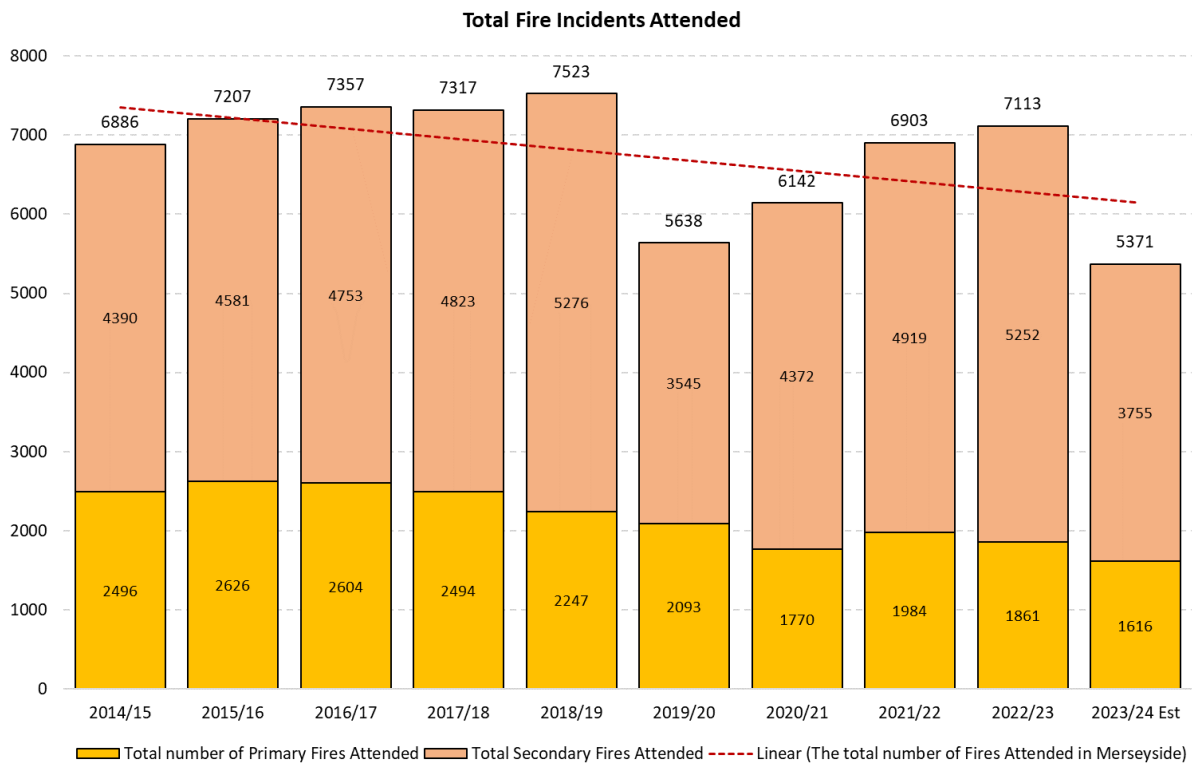
Density of All Incidents Attended between 2018 and 2023

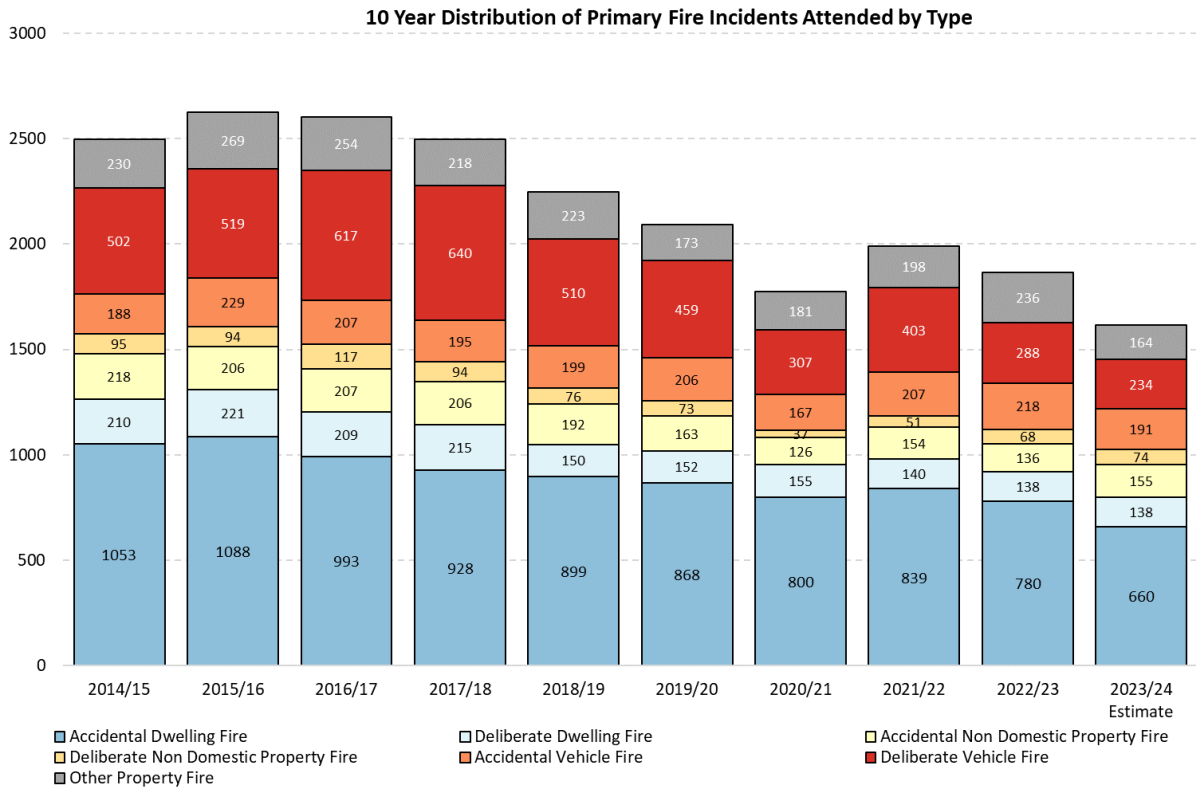
Author: Business Intelligence, Strategy & Performance Date: January 2024 Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2024 Ordnance Survey AC0000806710



Through our prevention work we have been able to reduce many types of incident over the years, particularly fires in buildings and vehicles (Primary fires).

The graphs below show the changes in the number of incidents we have attended over the last ten years:

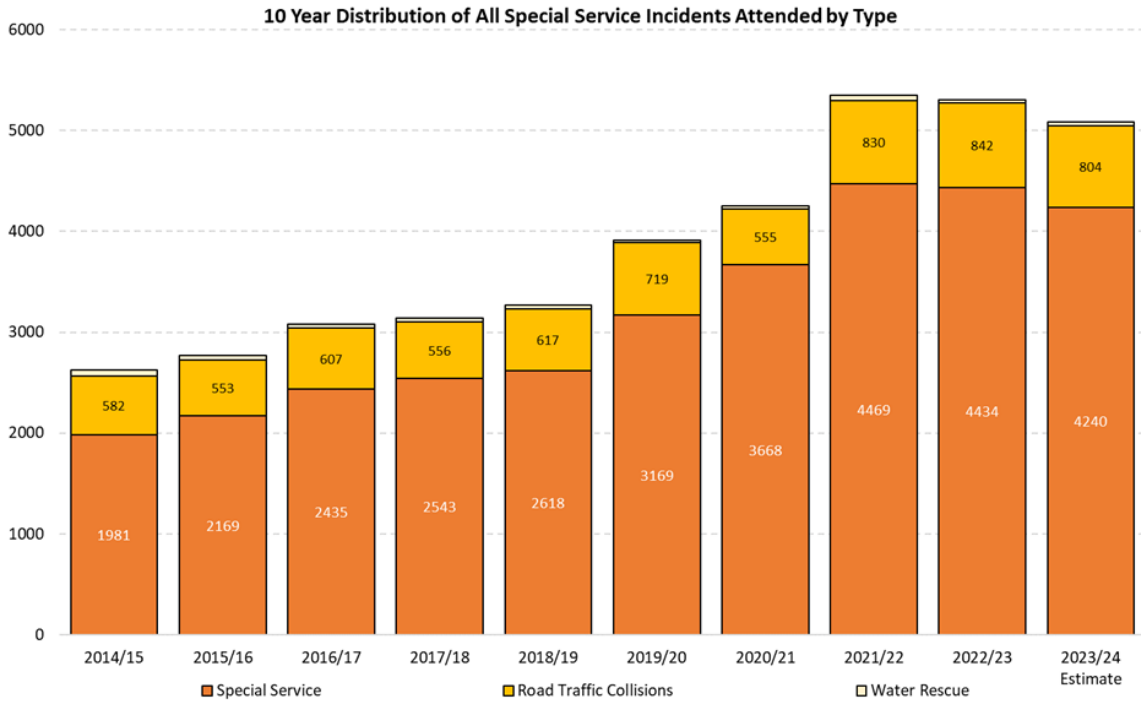




More recently we have seen increases in some incident types, this is intentional, as we know we can use our extensive capabilities to help other organisations. We have a duty to collaborate with other blue light responders, so we work in partnership with the Police and Ambulance Services and we have increased the number of Special Services (including rescues that don't involve fire) we go to because of agreements we have in place to support those other agencies; for example, by helping the Ambulance Service enter a building where someone is ill or if there are concerns about someone's safety.

Working closely with our partners and showing how we can help them has also had an impact on the number of road traffic collisions (RTC) we have been called to. Because we have been working so effectively with the police and other agencies (known as interoperability) they are now more likely to call us to help them.

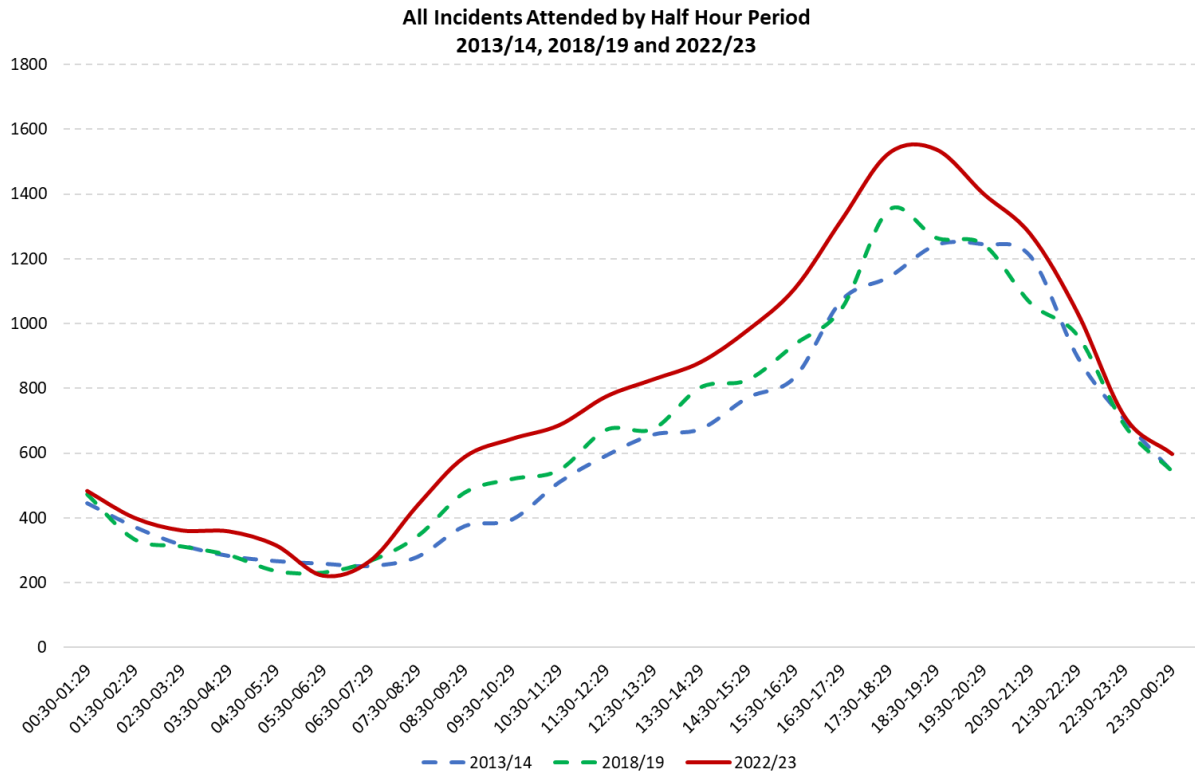
We also respond to incidents all over the country and across the world as we are Lead Authority for National Resilience and UK International Search and Rescue. There are more details about this later in the plan.



We also know that demand for our services is different during the day and night; crews are twice as busy during the day than at night. Using this knowledge means we can have our teams available at the right time and in the right places to respond to emergencies. With more resources available during the day than at night, this also helps us be at our most visible and do more work with our communities.

All Incidents attended between 01/04/2018 to 31/03/2023

	Day Shift	Night Shift
Count	53894	30312
Proportion	64.0%	36.0%

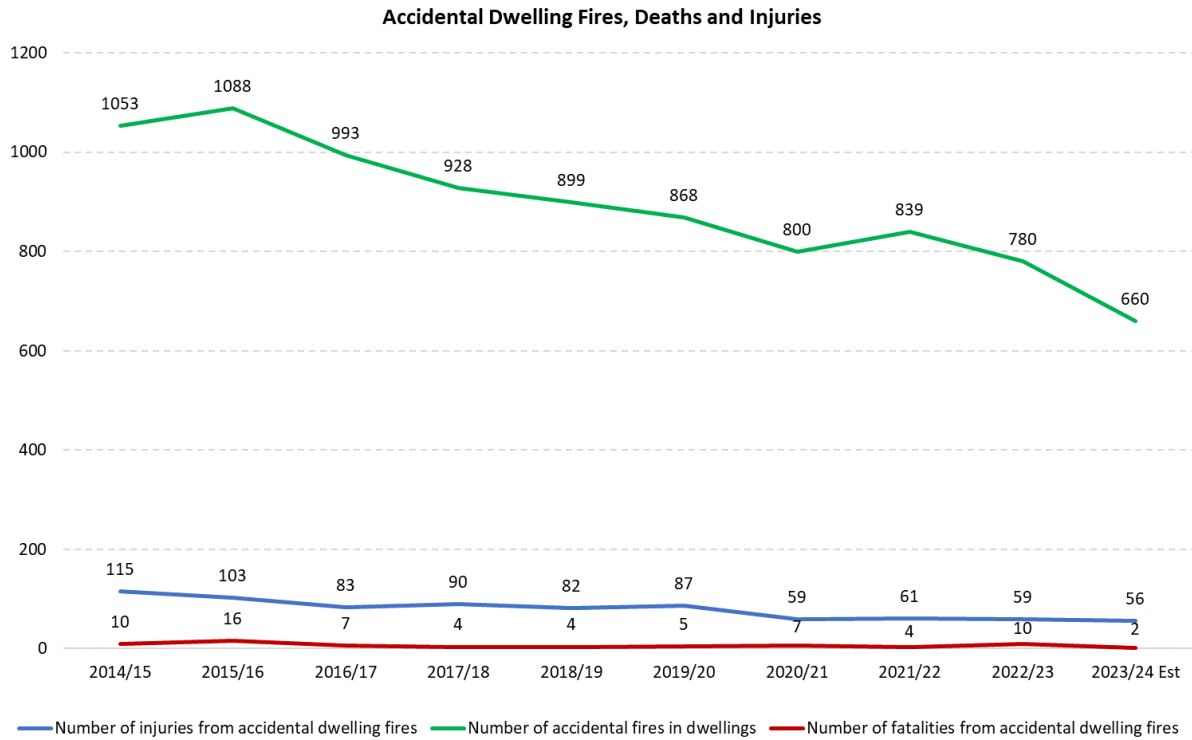


There is a strong link between deprivation and demand for our services. Merseyside is one of the most deprived areas of the country and areas of higher deprivation also have a higher number of fires. The Vulnerability section that follows gives more details about deprivation in Merseyside.

Vulnerability in Merseyside

We 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 and other vulnerable people 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.

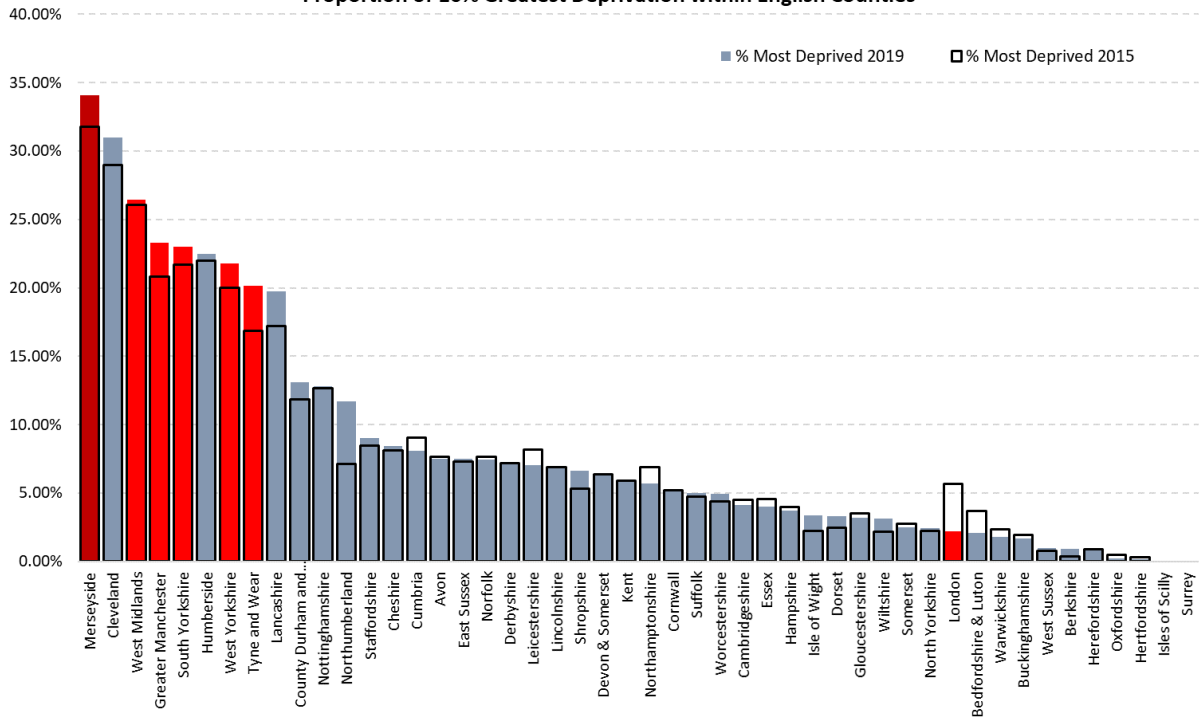
The graphs below show the success of the work we do to prevent fires in the home, showing how the numbers of both deliberate and accidental fires in the home have fallen and how we expect them to fall in the future as we continue to carry out home safety work. We use this information to show how effective our prevention work is and to help us plan for the future.



We said in the Demand section that Deprivation² has a significant impact on fires and Merseyside is more deprived than other areas of the country:

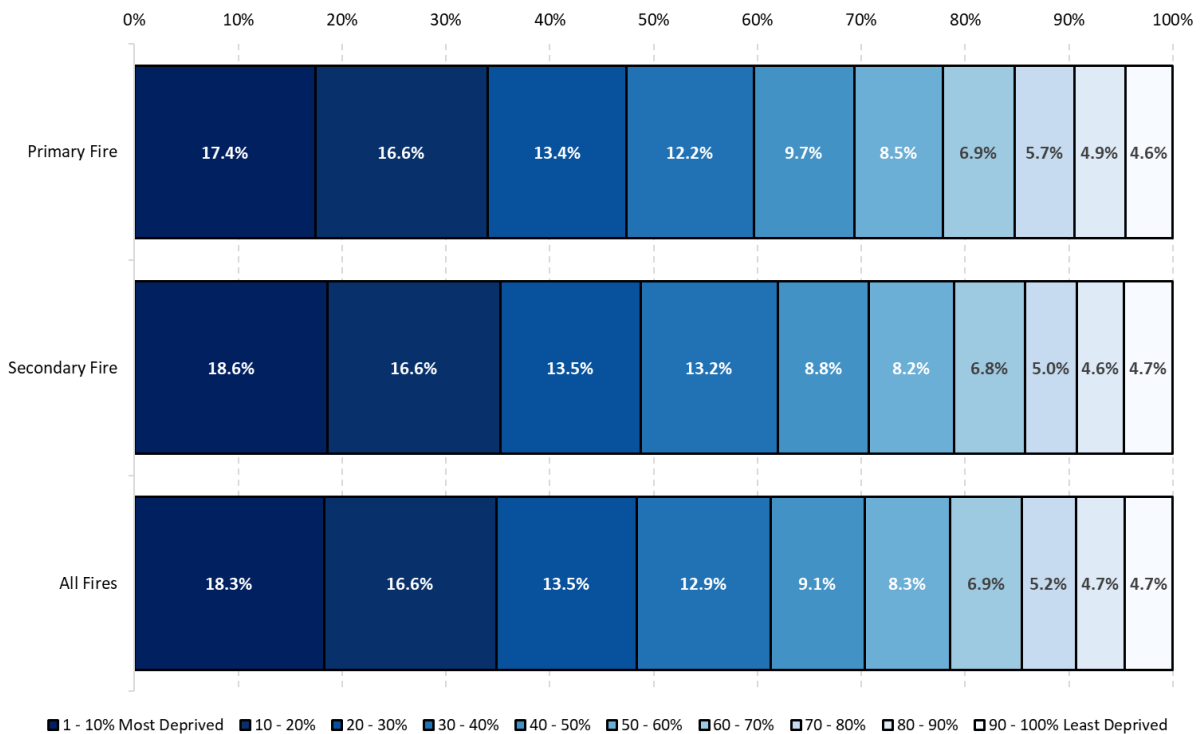
² Merseyside is one of the most deprived counties in England. Deprivation is measured across England using the Indices of Deprivation 2019 Document². The document splits England into 10 equal bandings or deciles based on levels of deprivation. Within Merseyside just under half or 47.3% of Merseyside residents live within the 20% most deprived areas England wide.

Comparison of Deprivation between 2015 and 2019.
Proportion of 10% Greatest Deprivation within English Counties



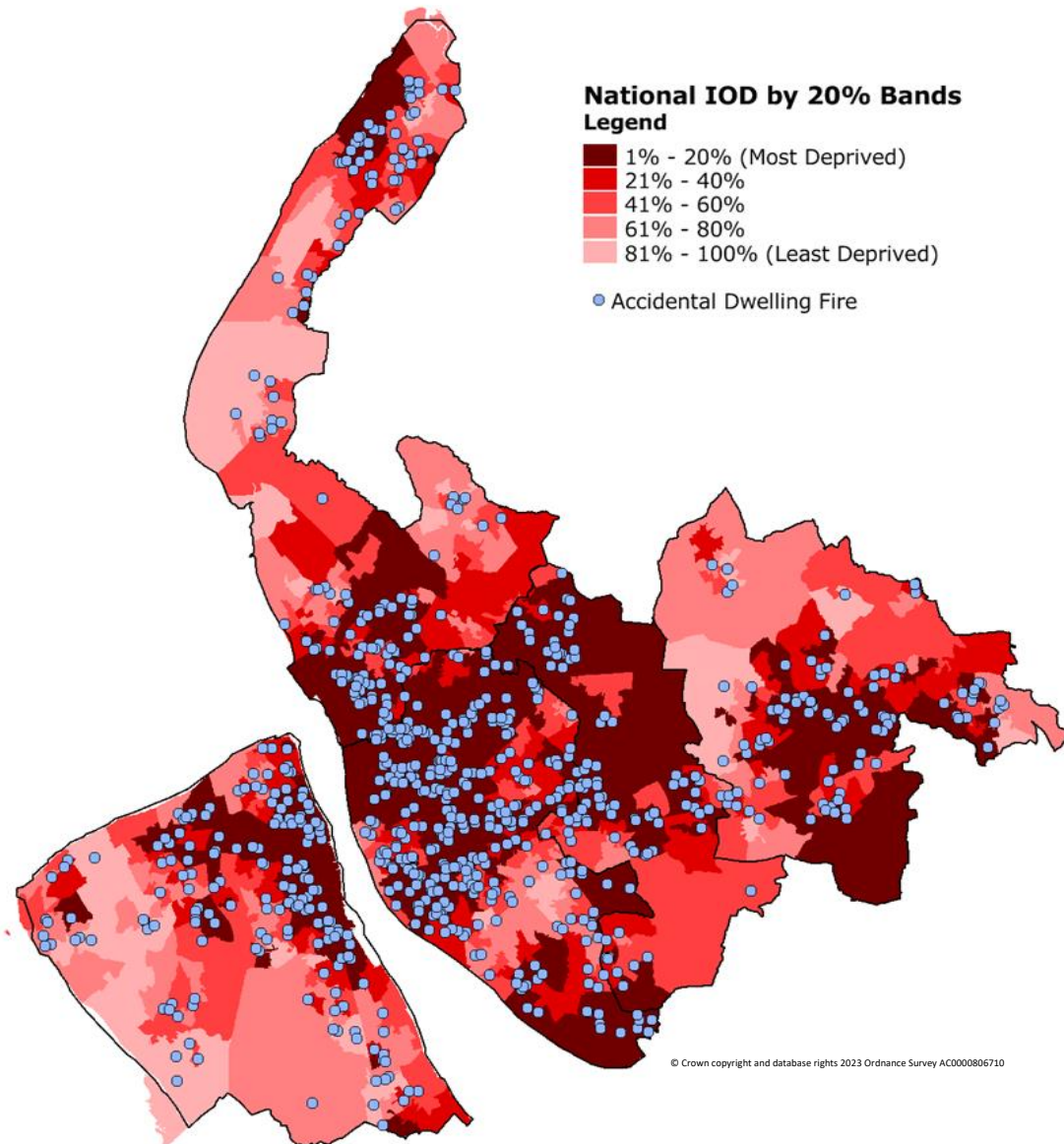
Almost half of all fires in Merseyside occur in the most deprived areas, with only 15% of fires happening in the least deprived areas. As well as helping us respond to incidents, this explains why we use deprivation as a way of targeting our home safety and other prevention work. It is where we can make the biggest impact.

All Fires Attended between 2017/18 and 2022/23, grouped by Deprivation Decile



We have also mapped deprivation and incident data to show how deprivation and fires in the home are connected.

Accidental Dwelling Fires in relation to Deprivation



About us

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

Merseyside Fire and 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. This plan sees us build on that ambition to provide further protection to the people of Merseyside.

More details about our budget can be found on Page 43.

We are regularly inspected by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and the Inspectorate produces reports to tell the public how well each fire and rescue service is performing. MFRS is the only fire and rescue service to achieve three Outstanding ratings; for responding to major and multi-agency incidents, preventing fires and other risks and making best use of resources. You can read our latest inspection report [here](#).

More information about how Merseyside Fire and Rescue Service works is provided below. We have included the HMICFRS inspection areas in the following section to help you cross check with the Inspection report.

Preparing for emergencies

HMICFRS inspection areas: Understanding the risk of fire and other emergencies;
Responding to major and multi-agency incidents

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

HMICFRS inspection areas: Responding to fires and other emergencies; Responding to major and multi-agency incidents; Making best use of resources

Our emergency response resources

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.

How quickly you can expect us in an emergency

We plan to attend all life risk³ incidents in Merseyside within 10 minutes 90% of the time. This is our Response Standard.

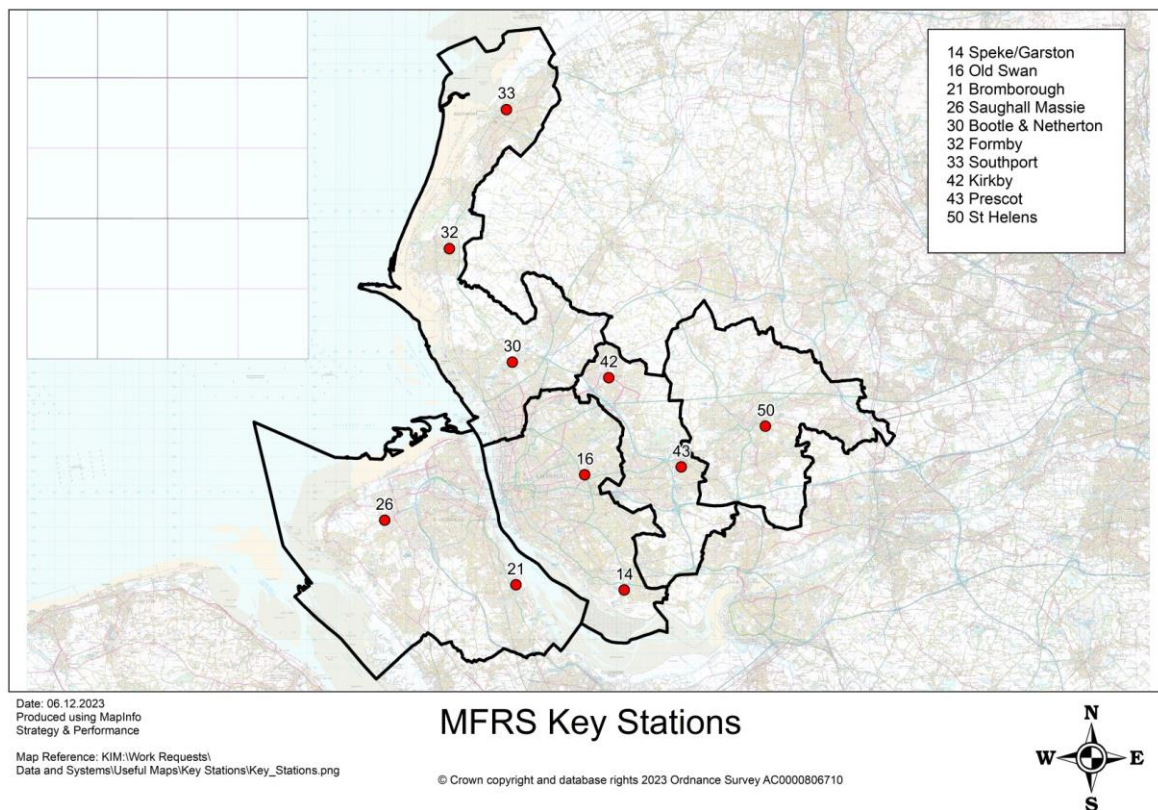
To meet this target we have 10 key fire stations (shown on the following map) which means that as long as we have a fire engine available at each one of the ten key fire stations we can get to the majority of incidents in Merseyside within 10 minutes. We crew our fire engines with five firefighters at our key stations, with our remaining fire engines having four firefighters on board.

Unlike most other fire and rescue services we send three fire engines to premises where we believe, or it has been reported, that people could be present (“persons reported”). This way of working means we always have at least nine firefighters attending any life risk incident.

We don’t currently use crews of three to respond to life risk incidents and we won’t be proposing to do that. In this CRMP we are looking at options for how we respond to non-life risk incidents, such as a small fire on open ground, notably when a fire engine would

³ Life risk incidents are all incident types where there is risk of death or serious injury

otherwise become unavailable due to short term staffing issues. This approach will protect our life risk response (see our 2024/27 proposals section for more information).



It is not our intention to take 10 minutes to get to an incident, this is our minimum standard. In reality, in 2023 our average attendance time was much quicker at 5 minutes 53 seconds⁴ from a fire engine being alerted to an incident by Fire Control to it arriving at the incident. This is one of the fastest response times in the country.

Because our response standard is based on every type of incident where a life could be at risk, the way we measure our response to incidents is a little different to national fire and rescue service figures. But we consider those national figures too. Nationally, response times are measured from the time of the call to the fire engine arriving at the fire.

Using the national figures from 2018 to 2023, in England, the average time taken to arrive at a fire in the home was 8 minutes, with quicker times reported for metropolitan (major city) fire and rescue services (7 minutes 24 seconds) and urban fire and rescue services (7 minutes 48 seconds). Merseyside Fire and Rescue Service's response is 7 minutes and 6 seconds.

Most fire and rescue services have seen increases in both the last year and the previous five years. Merseyside is the only Metropolitan Fire and Rescue Service to have reduced response times in the last year and over the five-year period.

² Overall average performance for 2022/23 this is from alert to in attendance

Source: Home Office Fire Statistics: <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#response-times>

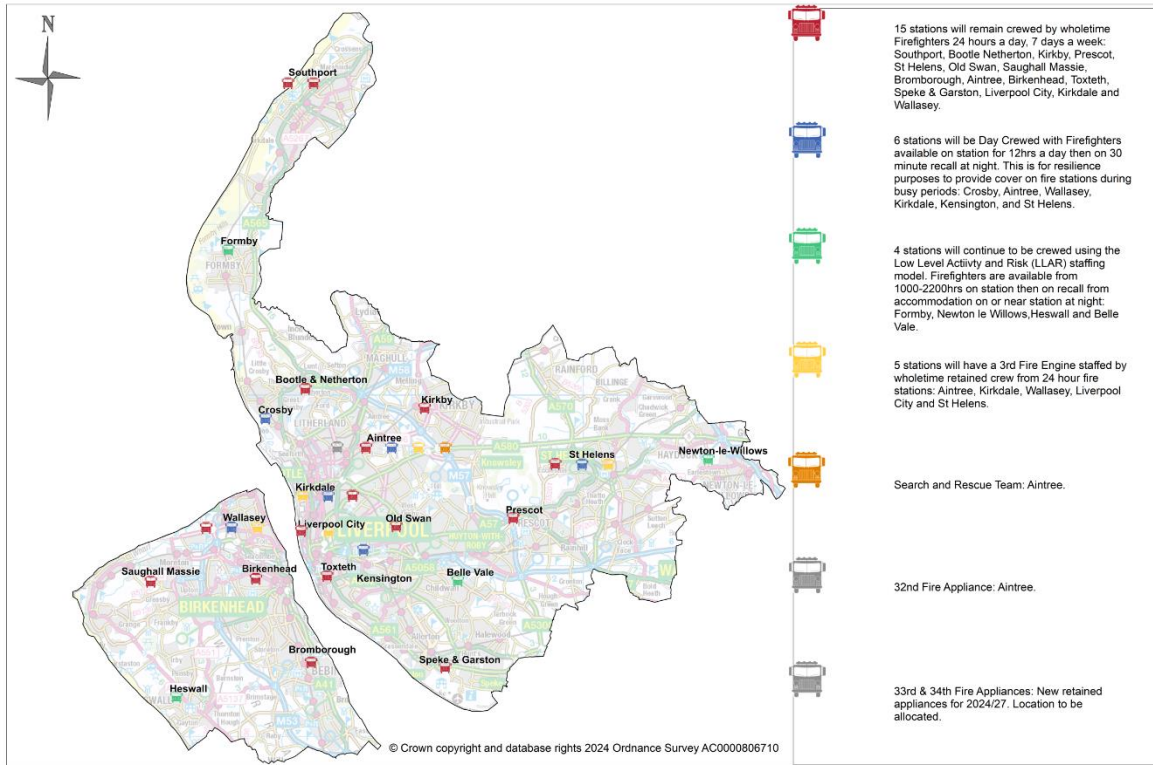
To make sure we make the most efficient and effective response to all incidents we use a variety of systems to staff our fire stations and fire engines including:

- **Whole time** – A fire station has firefighters on duty 24 hours a day, 7 days a week
- **LLAR (Low Level Activity and Risk)** – firefighters are available 1000-2200hrs on station, then available from accommodation on or near the station during the night
- **Day Crewing Whole Time Retained** – firefighters are available 12 hrs a day on station then on a 30 minute recall (retained) to provide resilience on stations during busy periods
- **Hybrid** - during the day two fire engines are available on station with a third available on a 30-minute recall (retained) and at night one fire engine will be available on station with two available on a 30 minute recall to make sure we have enough fire engines available to deal with the incidents that might occur (resilience).

This innovative variety of duty systems means that the Service has more fire engines and firefighters available at busy times and in busy locations, but even during usually quiet times, we have systems in place that mean we can quickly bring firefighter back on duty to meet unexpected demand. We have adopted a similar approach in our Control room.

The introduction of these varied shift patterns, which are well liked by staff and reflect demand for our services, is a major reason for us being judged as Outstanding for making the best use of our resources in the last two inspections by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services. The Inspectorate also highlighted our approach as Promising Practice, saying "*The Service makes excellent use of the people and resources available*"

Our emergency response fire engines are currently based all over Merseyside to meet the needs in different areas as shown in the following map [a double page map including special appliances will be included in the designed version]. We also have our Prevention and Protection teams based out in our communities and we work with partner organisations and share some sites with them.



Produced using MapInfo / Strategy & Performance

MFRS Response Map 2024

The maps below show where our fire engines and Prevention and Protection teams are based and where we have Police and Ambulance partners working alongside us:

LOCATION OF MFRS PREVENTION AND PROTECTION TEAMS

KNOWSLEY

Prescot Station

Home Safety Knowsley & St Helens
 Prevention Team Manager (1) Advocates (5) Community Safety Advisors (2)
Prince's Trust Seconded Police Officer (Team Leader) (1) Programme Support Worker (1)

SEFTON

Service Headquarters

Home Safety SHQ Prevention Team
 Group Manager (1),
 Fire Service Direct FSD Manager (1) FSD Advisors (6),
 Arson Group Manager (1) Station Manager (1),
 Youth Engagement Strategic Safeguarding Manager (1) Youth Engagement Manager (1) Prince's Trust Manager (1) Beacon Manager (1)

Protection Response Officers (4)
Reference Support (6)
Fire Engineering Team (7)

Bootle & Netherton Station

Home Safety Sefton Prevention Manager (1)
 Advocates (5)
Prince's Trust Team Leader (1) Support Worker (1)
 Cadet Leader (1)
 Fire Cadets

Sefton Protection (14)

Southport Station

Cadet Leader (1)
 Fire Cadets

Sefton Protection (2)

ST HELENS

Prescot Station
 Cadet Leader (1)
 Fire Cadets

LIVERPOOL

Belle Vale Station

Liverpool South, Knowsley, St Helens
 Protection (7)

Toxteth Station

Home Safety Liverpool Prevention Manager (1)
 Advocates (6)

Kirkdale Station

Beacon (Kirkdale) Youth Advocates (3)

Croxteth Station

Cadet Leader (1), Fire Cadets

Liverpool City Station

Liverpool North Protection (9)

Old Swan Station

Arson Arson Manager (1) Arson Officers (6)

WIRRAL

Wallasey Station

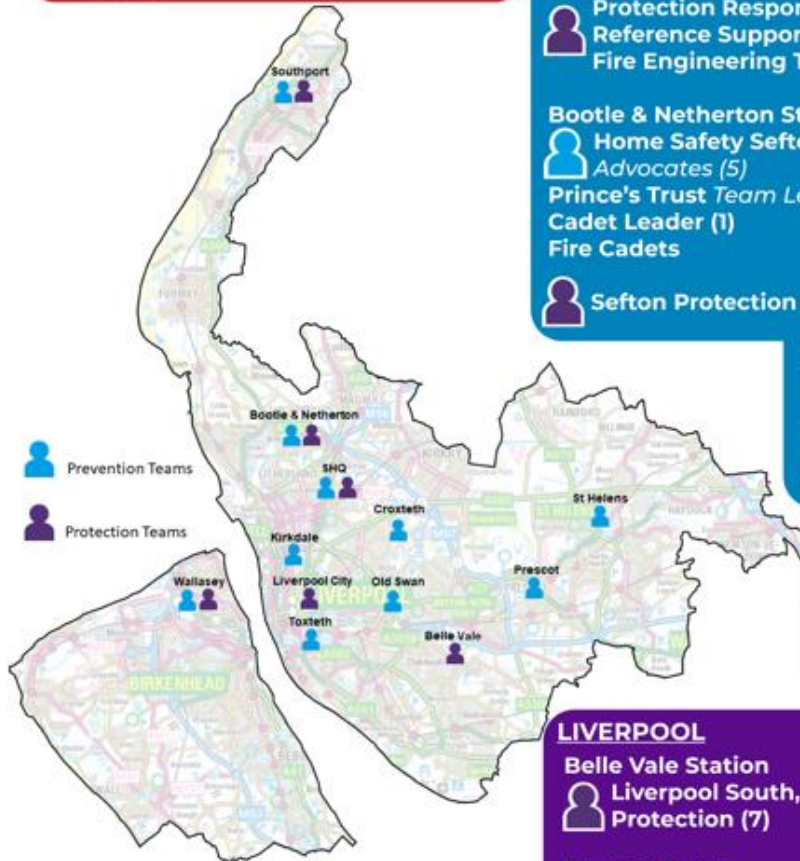
Prince's Trust Team
 Leader (1) Support Worker (1)

Cadet Leader (1)

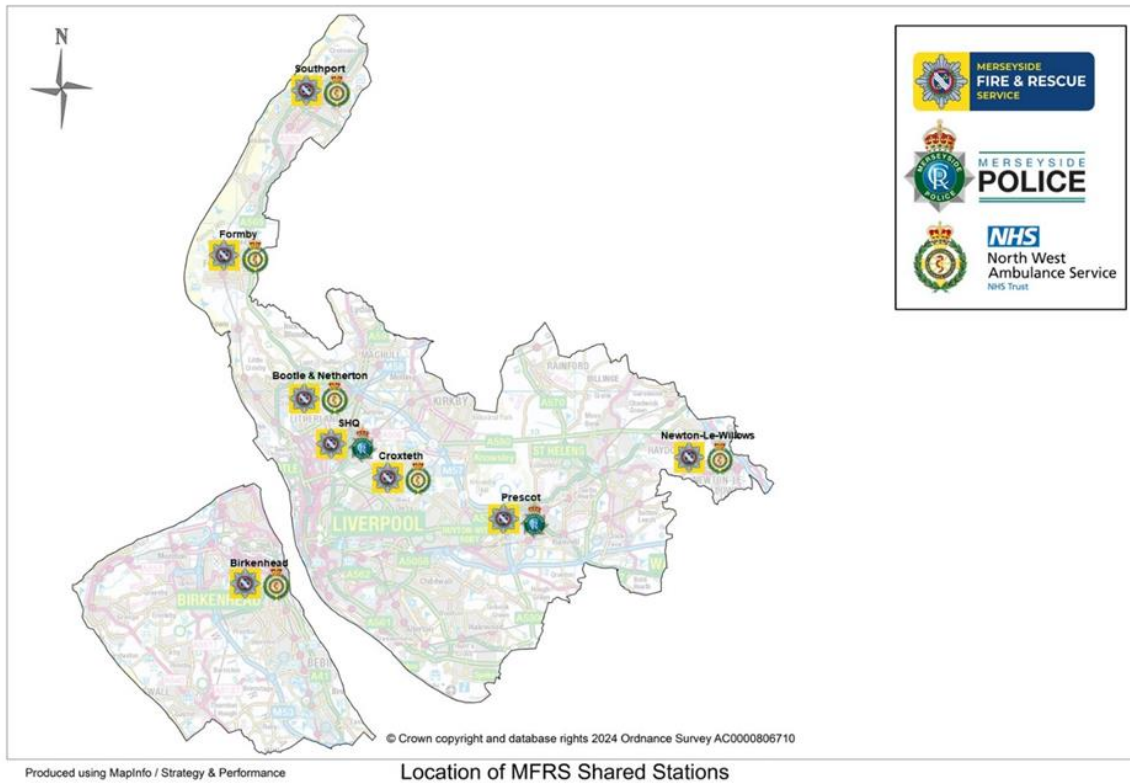
Fire Cadets

Home Safety (Wirral)
 Prevention Manager (1)

Wirral Protection (8)



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Lead Authority for National Resilience

HMICFRS inspection area: Responding to major and multi-agency incidents

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

HMICFRS inspection area: Preventing fires and other risks

Our prevention activities focus on safety:

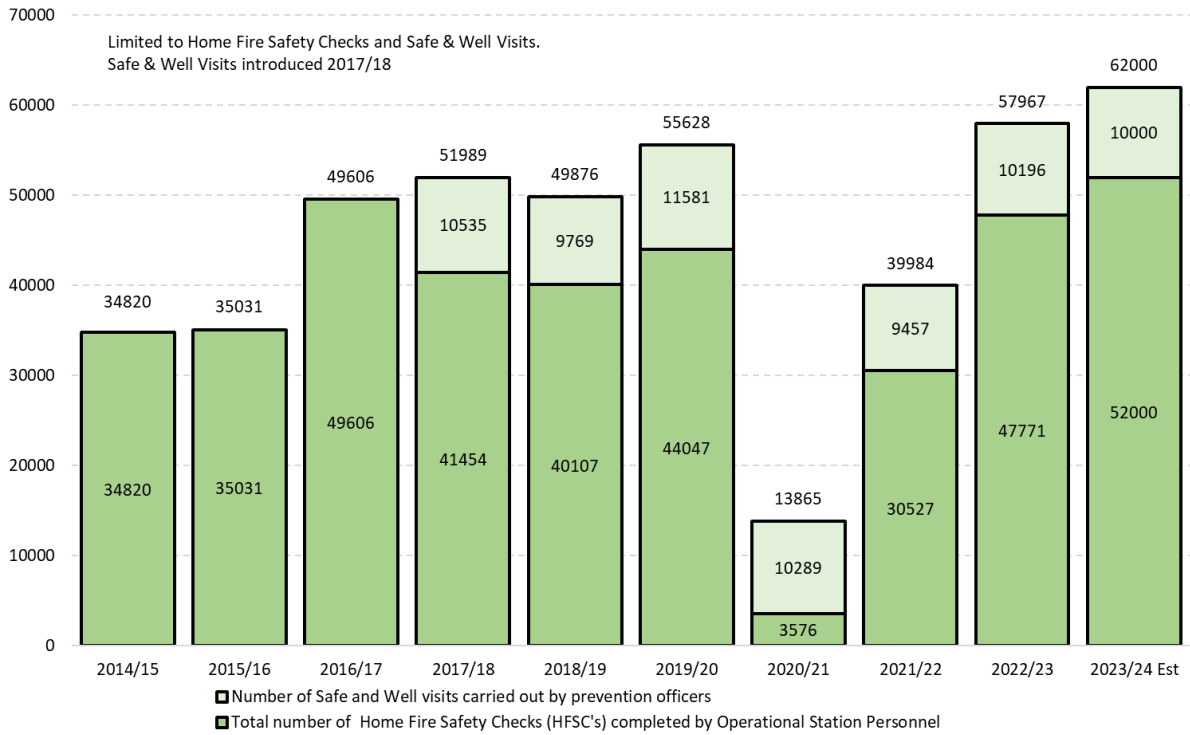
- In the home
- On our roads
- In the community, including reducing arson
- In and around water

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.

Safety Visits Conducted in the Home by Operational Personnel and Prevention Advocates



5

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.

⁵ n.b: During 2020 to 2022 activity was affected by the national restrictions in place to respond to the pandemic.

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

Legislative fire safety

HMICFRS inspection area: Protecting the public through fire regulation

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 (PAS⁶) 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

⁶ 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 .

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

HMICFRS inspection areas: Promoting the right values and culture; Getting the right people with the right skills; Ensuring fairness and promoting diversity

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

Our wider team (the internal frontline)

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

These departments directly support our emergency response and include Finance, Legal services and Human Resources departments and Estates Management, communications, vehicle management and Data and Technology.

Our 2021/24 Integrated Risk Management Plan

For details of how we have delivered the actions from our last IRMP, please see updates on our IRMP 2021/24 on page 59.

The 2024/27 Community Risk Management Plan - our proposals

We have considered risk, demand and vulnerability and there are a number of actions we would like to take between 2024 and 2027 that we believe will continue to build on the successes of our previous plan and help us continue to increase our resources so we can respond even more effectively to incidents, protect the public and visitors to Merseyside (and our firefighters) and reduce fires and other incidents.

Increasing resources and improving response

Proposal	Why we are proposing this	Expected benefits
Increasing fire engines from 32 to 34	We've been building back in resources in innovative ways since 2019 and want to continue with this.	This would enhance our specialist response and give us increased resilience across Merseyside (for larger incidents for example).
Reintroducing a Small Fires Unit	A smaller vehicle needing fewer fire fighters could help when we have large numbers of lower level incidents (non- life risk).	This would free up traditional fire engines for bigger emergencies or incidents where lives are at risk.
Protecting our fire engine availability for life risk incidents	Sometimes fire engines become unavailable at short notice (e.g. staff sickness). We are interested in how we can avoid that and still deliver a response to non-life risk incidents with three firefighters when this happens.	We would maximise our fire engine availability whilst protecting life risk resources.
Enhancing water rescue capability through introducing either a sub-surface drone or a dive team	We are the only emergency service that is able to attempt a rescue when people are in the water. We want to increase the chances of saving people in this situation.	We hope we would be able to save the life of someone who has gone on the water more often that we are able to now.
Working with partners to plan for and respond to the emerging threat from fires involving alternative fuels (e.g. Lithium-Ion batteries and Hydrogen fuel cells)	The increased use of Lithium-Ion batteries to power everyday items such as mobile phones, but also vehicles including scooters, bikes and cars, creates challenges for the fire and rescue service and its partners in Merseyside and beyond. The same applies to the use of Hydrogen fuel cells in cars and other vehicles.	Merseyside Fire and Rescue Service and the Local Resilience Forum will work with the industry to help reduce risks for firefighters and the public.

Working smarter

Proposal	Why we are proposing this	Expected benefits
Introducing Enhanced Mobilisation (pre-alert)	We want to respond even faster than we do now. Enhanced mobilisation is a technical change that would alert a crew earlier and put them on standby to attend an incident	We would arrive at an incident quicker. Potentially up to one minute earlier than we do now.
Using improved technology in the MFRS Control Room, such as 'Aura', and '999Eye'	We currently move fire engines around when those on our key stations are out at an incident. The Aura software will help us map exactly where all appliances are at all times.	This would help cut down on the movement of fire engines between fire stations, allowing them to respond to incidents and do more community work in their own station area.
Using Watch Managers to carry out different duties that add value whilst responding to incidents in different ways	We don't think that Watch Managers need to be based on station all the time. They could carry out different duties that add value to the organisation and respond to incidents in a different way.	This could provide more resources in areas that are sometimes stretched, such as Protection (fire safety).

Adding value in Merseyside

Proposal	Why we are proposing this	Expected benefits
<p>Working in areas of higher risk to educate and inform the communities in those areas about known and foreseeable risk (e.g., flooding and wildfire) and the actions they can take to make themselves safer</p>	<p>We'd like to do even more to help our communities understand the risks in the areas they live in and what they can do to help themselves deal with those risks – e.g. in areas of flood risk</p>	<p>People living in specific communities would be more informed and better prepared for events that might affect them.</p>
<p>Continuing to assist the Ambulance Service in relation to cardiac response and expanding this to people who have had falls</p>	<p>We believe we can support (not replace) the ambulance service when people have cardiac arrests or falls.</p>	<p>We can help save more lives and improve quality of life by supporting North West Ambulance Service.</p>
<p>Targeting Prevention work toward those most likely to die in a fire and the areas of highest deprivation</p>	<p>Already an important part of what we do; more data shared by other organisations will help us target our prevention services even more accurately.</p> <p>We also know that people in sheltered accommodation are at higher risk, so we want to do even more to protect them.</p>	<p>We will keep more people safer because we know more about the risks they face and we can target our interventions to reflect that risk better.</p> <p>People living in sheltered accommodation would be safer as a result of this work</p>
<p>Following the introduction of a national Building Safety Regulator to address the legal changes following the Grenfell Tower incident, we will introduce a new framework for fire safety related enforcements and prosecutions to improve public safety.</p>	<p>We've already done a lot to support the implementation of Grenfell Tower Inquiry recommendations and these next steps will help us to improve safety even more.</p>	<p>Residents of high rise and other high risk buildings will be safer from fire.</p>

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The wider picture

Proposal	Why we are proposing this	Expected benefits
Using the new Training and Development Academy for national and international training.	Our investment in our new Training and Development Academy can benefit the UK and international fire and rescue services.	MFRS can provide national training and assurance in relation to the National Resilience capabilities through its enhanced training facilities – demonstrating best practice.
		MFRS can work with international fire and rescue service partners to share the best of UK fire and rescue service practice and knowledge.
As lead authority for National Resilience we will work with the Home Office on the programme to refresh the current National Resilience assets (known as New Dimension 2).	The New Dimension programme funds the equipment and training requirements which make sure England’s fire and rescue services can call on specialist capabilities to help them deal with a wide range of large or national-scale incidents	The programme is designed to ensure that fire and rescue services are able to save as many lives and protect as much property as possible through the quick deployment of the specifically designed capabilities.
Achieving Net Zero by 2040	We are keen to play our part in reducing carbon emissions in the ways we build and maintain our fire stations and other buildings, how our staff travel and the equipment they use to deliver our services.	Although this proposal would continue several years after the end of this plan, we know we have to make changes now.

Finance

HMICFRS inspection area: Making the FRS affordable now and in the future

Merseyside Fire and Rescue Authority has an excellent record of delivering outstanding fire and rescue services with the budget we have 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.

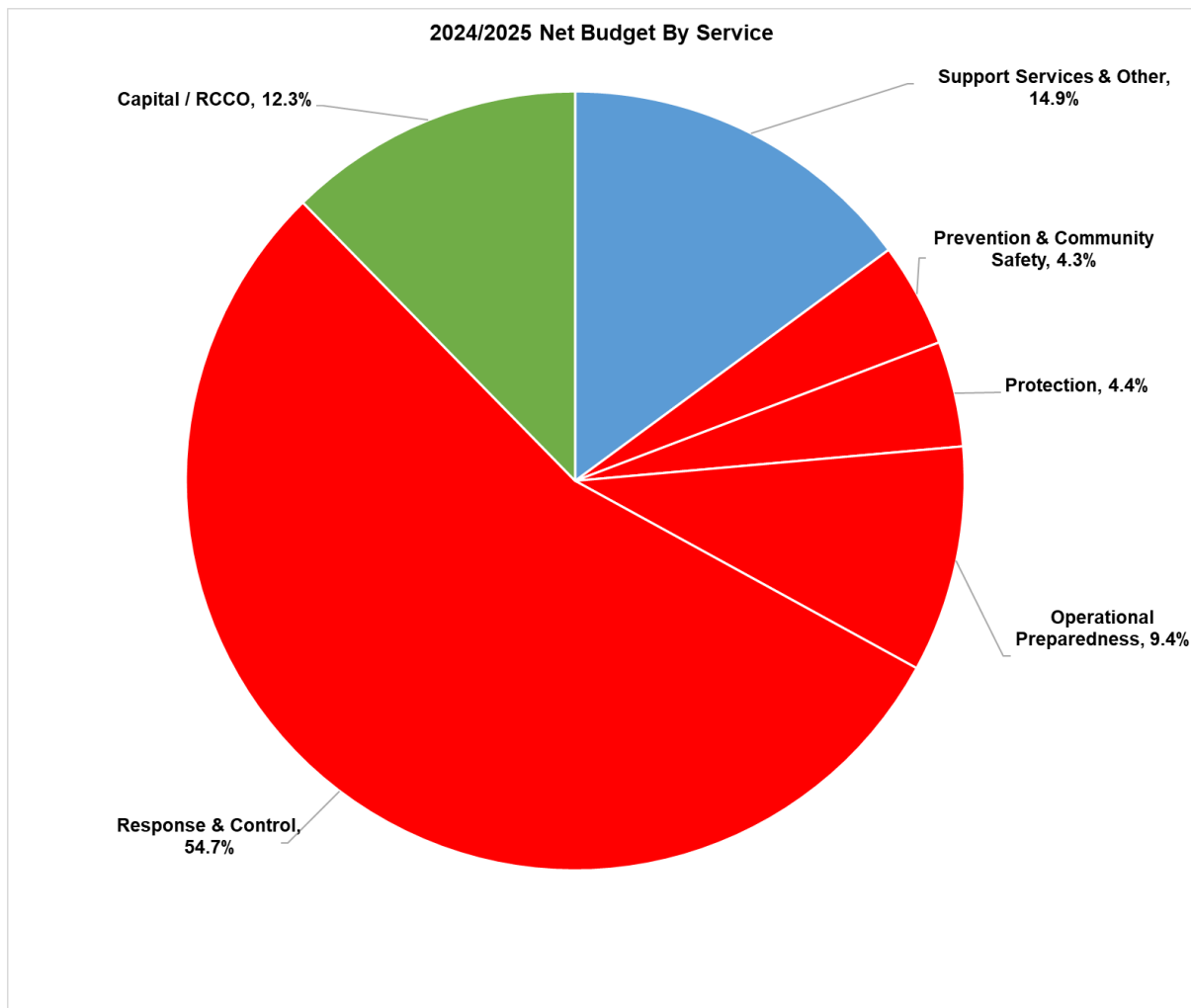
The pie chart below shows that:

- 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.



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 and Rescue Service and other sectors

During the consultation on this Plan we will consider the impact of our proposals on the nine protected groups⁷.

You can read more about our commitment to equality, diversity and inclusion in our People Plan which is available on our website. [\[link to be added\]](#)

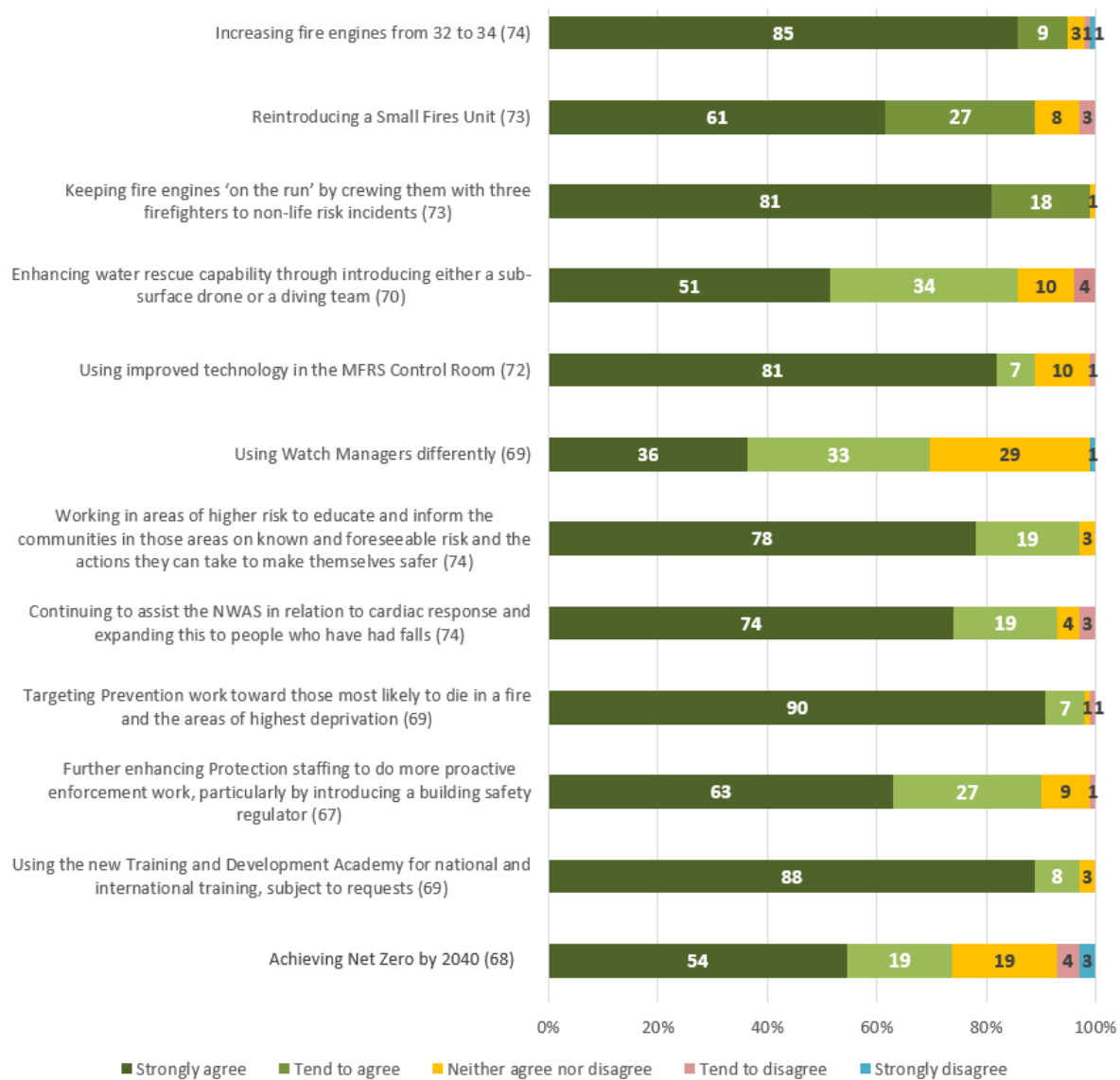
Consultation and engagement

When planning a CRMP, or any major changes, we meet with groups of people who live in all the council areas of Merseyside to ask them what they think of our ideas and if we are using our resources, including our people, in a fair and cost effective way. We discuss our ideas with our staff, their representatives and with partner organisations too. During the life of this CRMP we will engage with the public and other stakeholders to discuss how we are delivering the plan and what impact the proposals are having.

When we first started thinking about this plan 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 have included on page 38.

The public supported of all the ideas we discussed with them and the chart below shows the level of support for each theme:

⁷ Age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. We also include a tenth characteristic of Social Economic Deprivation.



Our Planning Principles

We have a set of Planning Principles (below) agreed with the people attending our engagement meetings in 2016/17 and we have checked them with the public regularly since then. While developing ideas for this Plan we have considered these principles again and made some changes following the public engagement.

The Planning Principles are:

1. Would like MFRS to maintain a standard 10-minute response to all life-risk incidents across Merseyside, rather than have some areas fall outside of that standard
2. Prefer MFRS to use wholetime (full-time) firefighters to protect its communities rather than retained firefighters
3. Would like MFRS to secure long-term solutions that protect staff moving forward

4. To consider the health, wellbeing and diversity of staff, including avoiding compulsory redundancy where possible. (revised following public consultation)
5. Prefer to use different duty systems to improve and maintain response times (revised following public consultation)
6. Want performance against the response standard to be a determining factor when implementing change
7. Expect MFRS to resource to meet the demands placed on the service
8. Increased focus on Protection as a result of the Grenfell Tower inquiry and recommendations
9. Expect MFRS to maximise its productivity to protect the public
10. Would like MFRS to keep prevention at the forefront of its work
11. Support MFRS assisting the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies)
12. Would like to see blue light collaboration not integration
13. Understand the need to MFRS to deliver a balanced budget in line with its medium term financial plan

The public continued to support the majority of the Planning Principles, but there was a general opinion that some of them needed to be updated or removed. The public thought that principles 3 and 4 were relevant when the Service's budget was particularly stretched, but not so relevant now. As well as amending these principles it was suggested that a new principle or principles should consider staff wellbeing, mental health and diversity. We have reviewed this feedback and would like to continue to avoid compulsory redundancy where possible, as we feel this fits with considering the wellbeing of staff, so we have amended principles 3 and 4 to reflect the feedback from the public.

Consultation on this plan

We will consult on this draft Plan for 12 weeks from 4th March to 27th May.

The consultation process will include the following:

- a) Publication of the draft CRMP 2024-27 on our website
- b) Publicity regarding the launch of the consultation process will be published on the Authority website, Portal, Facebook, Instagram, Next-door and X pages
- c) One public forum for all districts of Merseyside (for around 30 people)
- d) Distribution of the CRMP to over 100 strategic partners and other interested parties

- e) Distribution of the CRMP to community contacts and a meeting with those contacts
- f) Meetings with staff Representative Bodies – Fire Brigades Union, Fire Officers Association, UNISON and UNITE
- g) Principal Officer talks with staff will continue
- h) Senior officers will discuss our Plan with partner organisations
- i) An on line questionnaire on our website and social media for the public and staff

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.

Supporting information about how we assess risk, demand and vulnerability

Risk

During preparation for the draft CRMP 2024-27 we have refreshed our earlier work with the National Security Risk Assessment (NSRA) and Merseyside Resilience Forum to produce a Community Risk Register.

[Merseyside Prepared](#)

Through this work we have confirmed the 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 high impact areas can have a significant 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. In preparation for this plan we have carried out a risk assessment that has included all incident types. We considered this alongside the six high impact risk types mentioned above and we looked at which incidents happen most often and the type of impact they have on people and communities. Our assessment of this risk was based on guidance produced by the National Fire Chiefs Council, but adapted to capture what we experience in Merseyside. The full assessment is included below.

Risk Assessment									
Risk: A combination of the likelihood and consequences of hazardous events									
https://www.ukfrs.com/community-risk/defining-risk									
Incident type (hazardous event) Collated in NFCC hazard groups	Impact/Consequence						Likelihood score	Gross risk score	
	Individual	Societal	Emergency Responder	Environmental	Heritage	Community			Impact score
Structures									
Waste Site Fires	Not scored due to being classified as high risk in the Community Risk Register								
Non Domestic Fire or Collapse Heavy Industrial including Manufacturing, Storage, Hazmat	5	3	4	5	2	4	9	4	35
Non Domestic Fire or Collapse Services including Education and Healthcare	5	3	4	3	2	5	9	4	35
Non Domestic Fire or Collapse Shops including Restaurants and Retail	4	3	2	1	2	1	6	5	31
Non Domestic Fire or Collapse Other Residential including Hotels , Care Homes and Hostels	5	3	2	2	3	2	8	4	31
Non Domestic Fire or Collapse Cultural Venues including Museums, Cinemas, Stadia, Nightclubs, Education	5	5	4	3	5	4	9	2	19
Non Domestic Fire or Collapse Other including Utilities, Car parks, Transport	4	5	3	3	1	3	8	2	16
Domestic Residential Building Fire or Collapse - high rise, care homes	5	3	3	3	2	5	9	4	34
Domestic Residential Building Fire or Collapse – single dwelling	3	1	2	1	1	1	5	5	23
Fires in Buildings Under Construction	4	2	4	3	1	1	7	4	26
Utility Sites Fire	3	2	3	3	1	5	8	1	8
Tunnels	5	4	3	2	1	3	8	1	8
Rescues from Height	1	1	1	1	1	1	2	5	10
Marine Traffic Accident	Not scored due to being classified as high risk in the Community Risk Register								
Vessel Fires	Not scored due to being classified as high risk in the Community Risk Register								
Vehicle Fires	3	2	1	1	1	1	5	5	23
Road Traffic Collisions Involving Multiple Vehicles	5	3	2	1	1	1	7	4	29
Road Traffic Collisions Single Car	3	1	2	1	1	1	5	5	23
Road Traffic Collisions Single Bike	3	1	2	1	1	1	5	5	23
Road Traffic Collisions Involving larger vehicles (buses, lorries etc)	5	3	2	4	1	1	8	3	23
Rail Fires	5	3	2	1	1	3	8	1	8
Rail Collisions	5	3	2	1	1	1	7	1	7

Air Traffic Accident	5	4	2	3	1	5	8	1	8
Water									
Water Rescue Marine	5	4	1	1	1	1	7	3	22
Water Rescue Waterways	3	2	2	1	1	2	5	3	15
Industrial									
Product Spillage - Hazardous Transport	5	4	2	4	1	4	8	3	25
Explosion HazMats Sites	5	5	3	5	1	5	9	2	18
Release Leak/Spillage – HazMats Sites	5	5	3	5	1	5	9	2	18
Fire Involving HazMats	5	5	3	5	2	5	9	1	9
Hazmat Related Road Traffic Collision	5	4	3	4	1	5	9	1	9
Hazmat Related Rail Collision	5	4	3	4	1	5	9	1	9
Hazmat Related Vehicle Fires	5	4	3	4	1	5	9	1	9
Chemical, Biological, Radiological, Nuclear, Explosion (CBRNE)	5	5	3	5	2	5	9	1	9
Trapped in machinery	3	1	1	1	1	1	4	3	13
Environmental									
Flooding inland / Coast	Covered Elsewhere								
Wildfire	Not scored due to being classified as high risk in the Community Risk Register								
Animal Rescues	1	1	1	1	1	1	2	5	10
Small Fires	1	1	1	1	1	1	2	5	10
Malicious acts/Terrorism									
Terrorist Attack	Not scored due to being classified as high risk in the Community Risk Register								
Foreseeable emerging risks									
Flooding inland / Coast (Climate Change)	Not scored due to being classified as high risk in the Community Risk Register								
Heatwaves / Wildfires (Climate Change)	Covered Elsewhere								
Vehicle Fires New Technology	3	2	1	1	1	1	5	2	9
Building Fire New Technology	5	3	3	3	2	5	9	2	17
Other									
Assisting Other Agencies	1	1	1	1	1	1	2	5	10

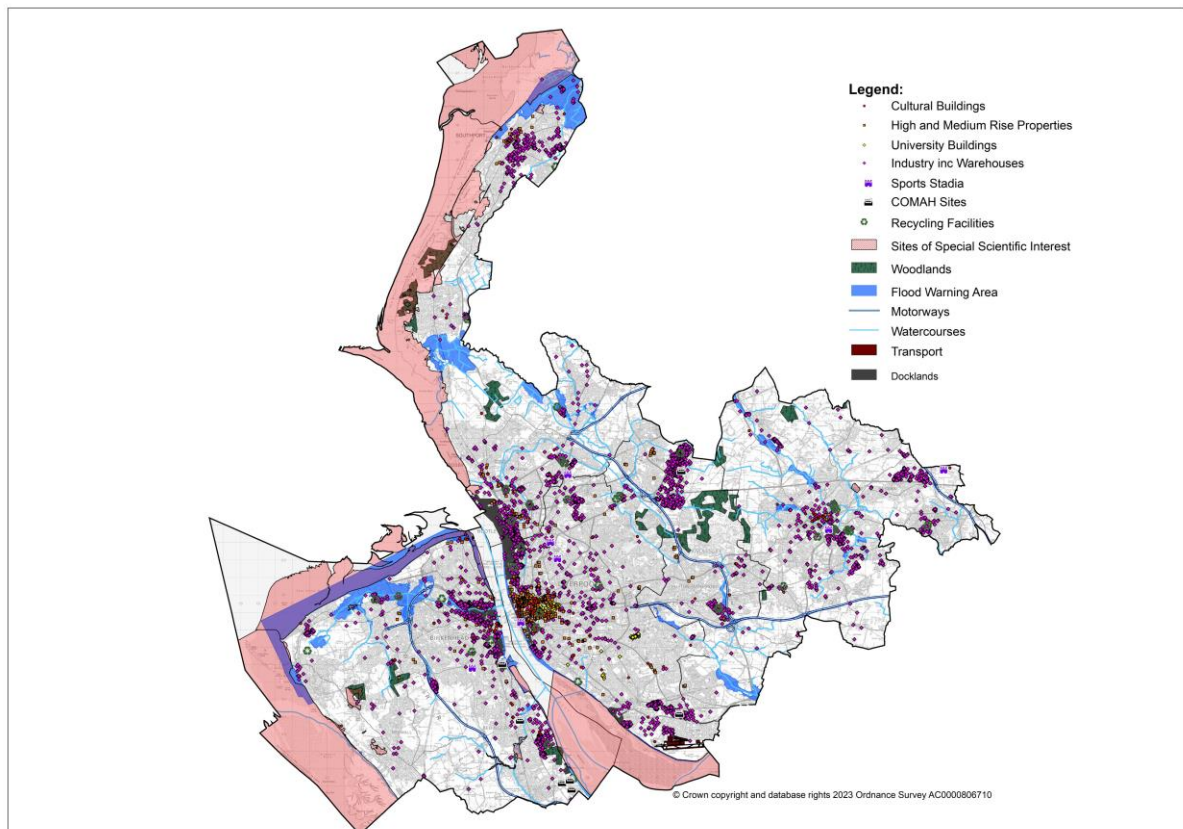
We then looked at how we can reduce risk against these incident types through:

- Developing new approaches and procedures
- Investing in new equipment
- Core training and eLearning prepares staff for all incident types
- Training and exercising
- Working with partner organisations
- Working with the public

This helped up develop the proposals included in this draft CRMP.

Knowing the foreseeable risks we face on Merseyside has allowed us to create the map below.

Map Identifying Potential Risks in Merseyside



An external company (Risktec) previously looked at the work we have done to identify risk, demand and vulnerability on Merseyside. They concluded:

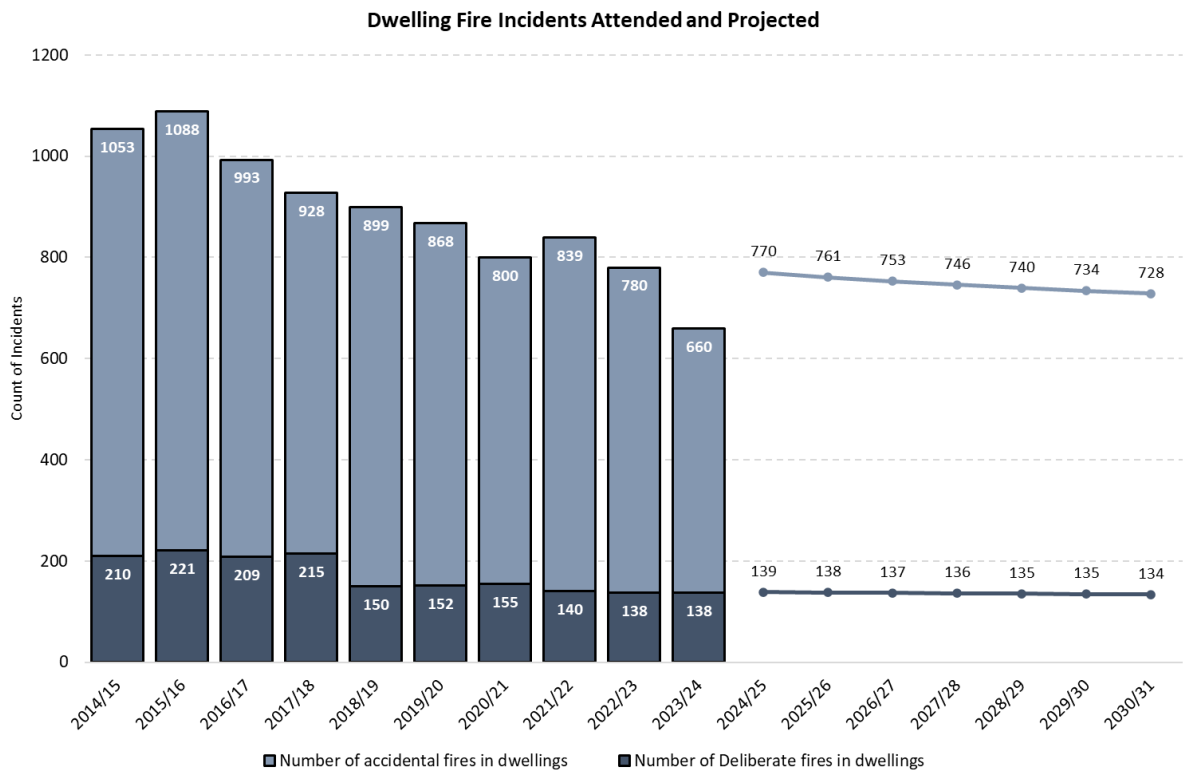
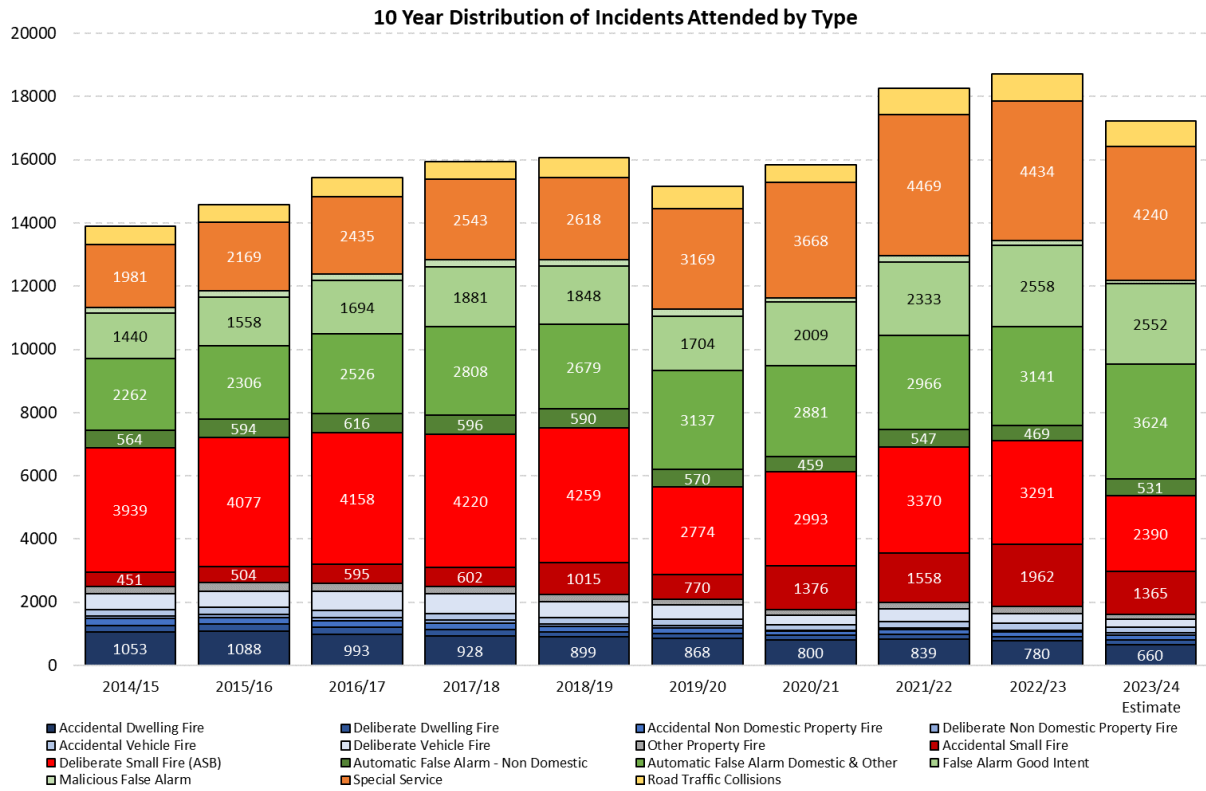
“That by using this methodology MFRS can make a direct link between the outcomes of the National Security Risk Assessment workstream and the IRMP [now CRMP]. This will enable the Service to develop its approach to risk management and inform its view on the themes of Risk, Demand and Vulnerability”.

In its 2023 inspection report, His Majesty’s Inspectorate of Fire and Rescue Services said:

The service has assessed a suitable range of risks and threats using a thorough community risk management planning process. In its assessment of risk, it uses information it has collected from a broad range of internal and external sources and datasets.

Demand

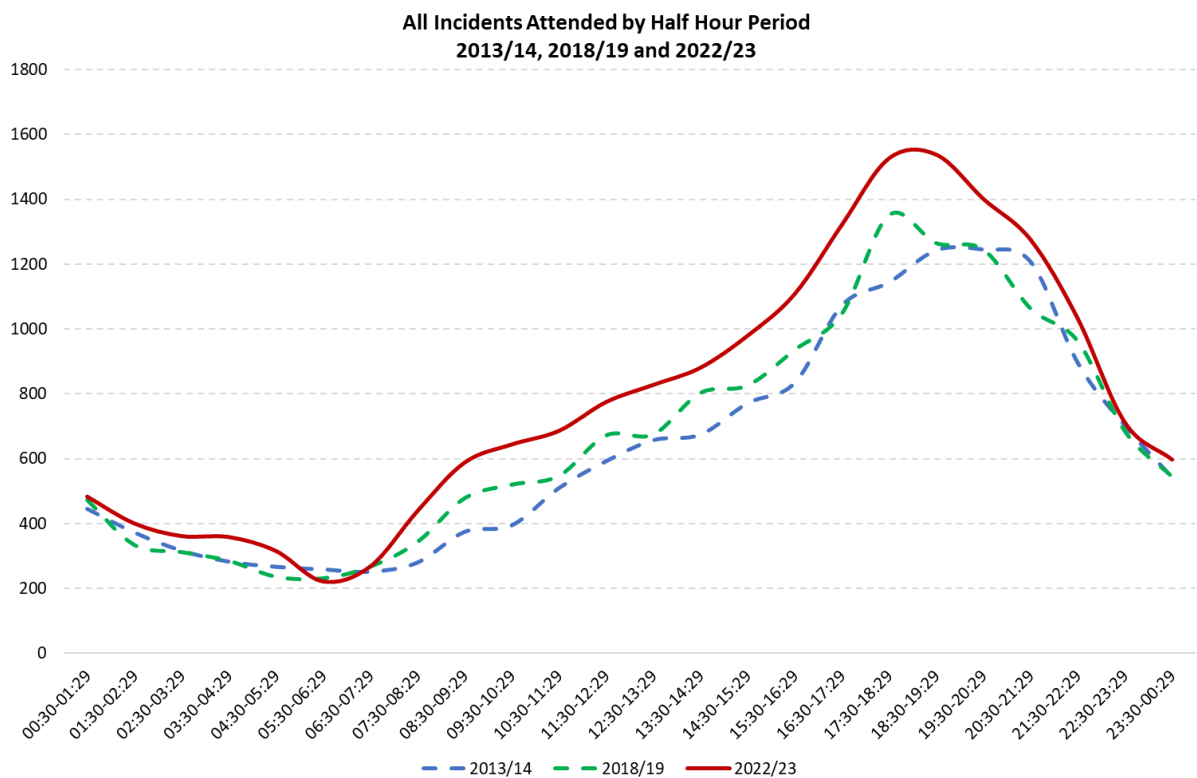
The graphs below show that the majority of incident types have reduced over the last 10 years influenced by our Prevention and Protection activity, with the exception of some Special Service calls. Special Service incidents where we have helped partner agencies (such as the Police) have increased but this is not a concern, as we have actively tried to help partners in this way.



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

All Incidents attended between 01/04/2018 to 31/03/2023

	Day Shift	Night Shift
Count	53894	30312
Proportion	64.0%	36.0%

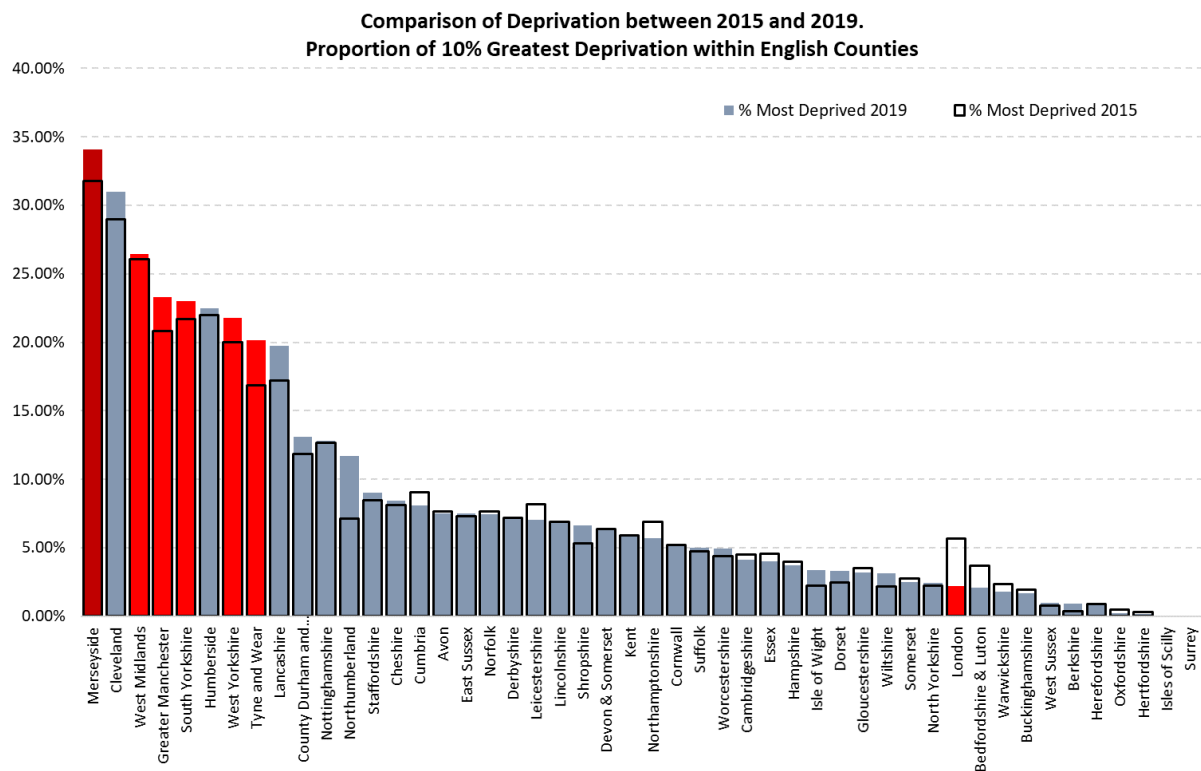


Vulnerability

Vulnerability presents itself in many different ways. Merseyside Fire and Rescue Service has a strong track record in supporting those who are most vulnerable whether on an individual basis through the delivery of a “Safe and Well” check or “Arson/Hate Crime Risk Assessment” or working in communities with partners to improve environmental outcomes and reduce health inequality.

Through analysis of our data we know that:

- Accidental Dwelling Fire fatalities can occur anywhere.
- There are more Accidental dwelling fires in deprived areas.
- The majority of victims are above the age of 75, male and live alone
- Smoking is still one of the main causes of fire.



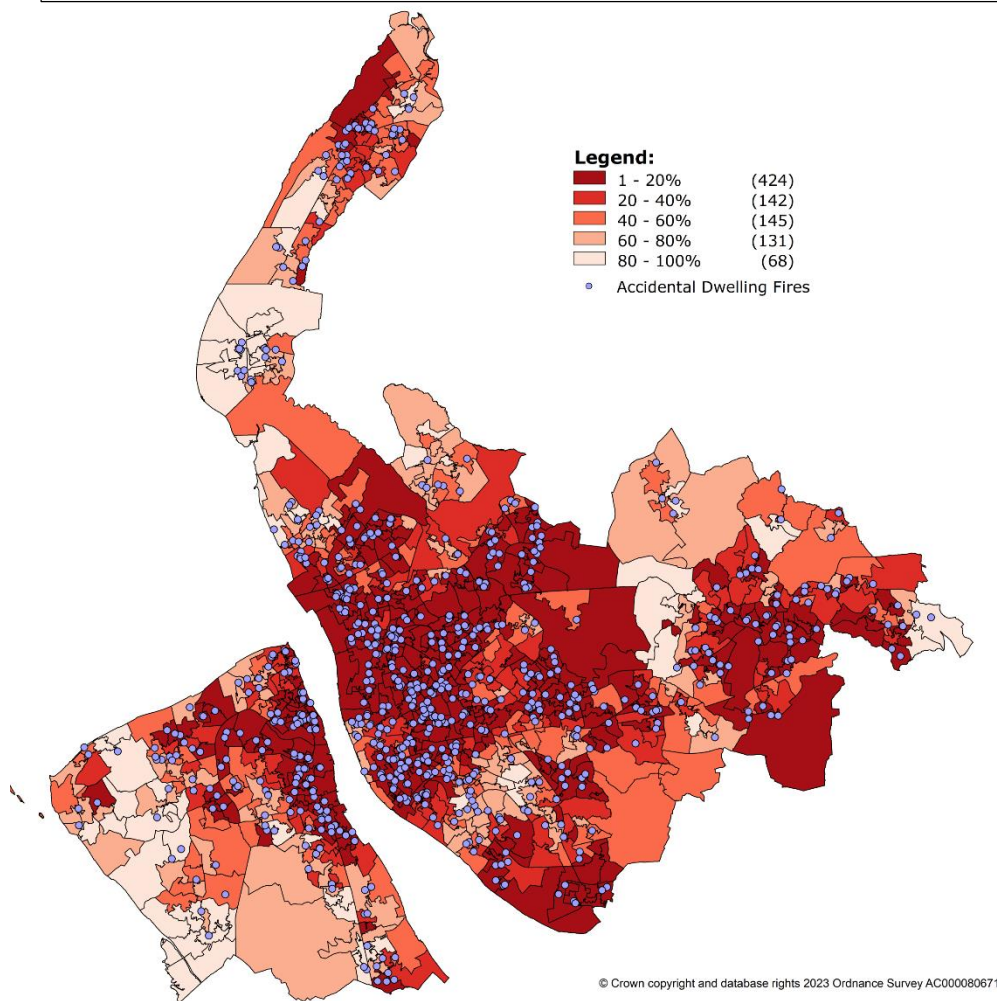
Merseyside has the highest proportion of the most deprived areas in England according to the Government’s Index of Deprivation 2019.

We have worked with the Liverpool City Region Combined Authority to ensure the impact of socio-economic deprivation is recognised throughout Merseyside and we deliver community reassurance campaigns in line with national and local priorities; directing our campaigns toward those most at risk has been successful in reducing both accidental fires in the home and deliberate anti-social fires in our communities. We are fully committed to working together with our partners to keep the public safe and this remains at the heart of everything we do.

Vulnerability has an impact - fires aren’t evenly spread throughout Merseyside

The map below shows that some areas of Merseyside are more deprived than others and in general the most deprived areas also have the most accidental fires in the home. We also know that vulnerable people can live anywhere, for example, the over 65s, so we focus our Prevention activities in particular areas and on particular types of people. Partner organisations share anonymised information with us, so we can directly approach the most vulnerable in society and help them stay safe from fire. In 2024, we will be going further and using anonymised data from the NHS to target our prevention work even more precisely.

Accidental Dwelling Fires 2022-23 in Relation to Deprivation



An external company (Risktec) looked at the work we had done to identify risk on Merseyside. They commented:

“...it was clear to the review team that MFRS takes a proactive approach to understanding its community and in its efforts to obtaining data to identify the most vulnerable individuals and

communities within their area, and this data is used to target prevention activities in the community”.

In its 2023 inspection report, His Majesty’s Inspectorate of Fire and Rescue Services said:

The service’s prevention strategy is clearly linked to the risks it has identified in its IRMP. It recognises the factors that contribute to vulnerability and defines how the service and its partners will work to reduce risk through a range of initiatives.

Updates on our IRMP 2021/24

Our previous IRMP commitments to you – some highlights since our last Plan

Integrated Risk Management Plan 2021/24 – Action Updates
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 Prescott 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 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 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 than 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
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 sites.
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 charging 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.

Alternative Formats

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside and we have included our Community Risk Management Plan on our Plans and Performance and Equality, Diversity and Inclusion pages on our website:

<https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/>

<https://www.merseyfire.gov.uk/about/our-plans-and-performance/>

On our website we also provide a free speech, reading and translation service using ReciteMe to help people who require online reading support access our documents. This can be located on the front page, top right of our website by clicking the button called “Accessibility”. Braille and large print versions are also available on request to consultation2@merseyfire.gov.uk.

[Translated versions of the above will be included]

Fire Authority Community Risk Management Planning overview:

Planning process

