Service Delivery Plan

April 2025 to March 2026

Our Vision:

To be the best fire and rescue service in the UK

One team, putting its communities first

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1.1 Introduction

Welcome to our Service Delivery Plan for 2025/26.

This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2025/26 including our new Community Risk Management Plan-(CRMP) 2024-27 published in October 2024.

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

In May 2024, the Service was delighted to open the new state of the art Aintree fire station and a substantially enlarged Training and Development Academy and National Resilience Centre of Excellence, designed to provide our fire fighters and those from further afield with challenging, modern training scenarios. The site has attracted highly positive feedback and is much in demand.

In October, the Authority approved the new Community Risk Management Plan following a long period of public, staff and stakeholder consultation. The plan focusses on preventing fires and other emergencies as well as preparing for and responding to emergency incidents should they occur.

Merseyside Fire and Rescue Service is a positive, safe and supportive place to work. We have continued to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong and we are pleased to report that in our most recent staff survey (October 10 December 2024) we achieved an 88% engagement score. This means that a high proportion of our staff feel positive about working for the Service, understand the Service's aims and objectioves and care about the work that the Service does.

We hope you enjoy reading about our plans for the next year and whatever challenges the next twelve months presents, you can be assured that Merseyside Fire and Rescue Service will continue to provide the highest levels of service to the communities of Merseyside and beyond.

Chief Fire Officer – Nick Searle

Chair of Fire Authority – Les Byrom

1.2 Our Corporate Vision, Purpose and Aims

Our Vision: -

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

Our Purpose

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

Our Aims:

- ***Protect***

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

- ***Prevent***

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

- ***Prepare***

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

- ***Respond***

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

1.3 The Core Code of Ethics and our Leadership Message

The Core Code of Ethics

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

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

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity including being open, honest and consistent in everything we do.
- Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

Our Leadership Message

Our Service:

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

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

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

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

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

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

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

We serve with Courage

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

We serve with Integrity

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

We serve with Compassion

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

1.4 About Merseyside

Merseyside is an area in the north west of England, on both sides of the mouth of the river Mersey and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

Merseyside spans 249 square miles (645 Km^2) 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:

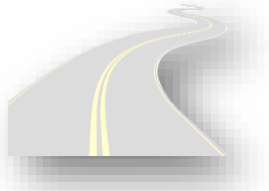
- Slightly more females than males in Merseyside (51.5% female and 48.5% male).
- Based on the 2021 Census, the total population of over 65's in Merseyside is 27.9%.
- 91.7% of people are classed as White and 8.3% are of Black and Minority Ethnic origin.

Knowsley Liverpool Sefton St. Helens Wirral

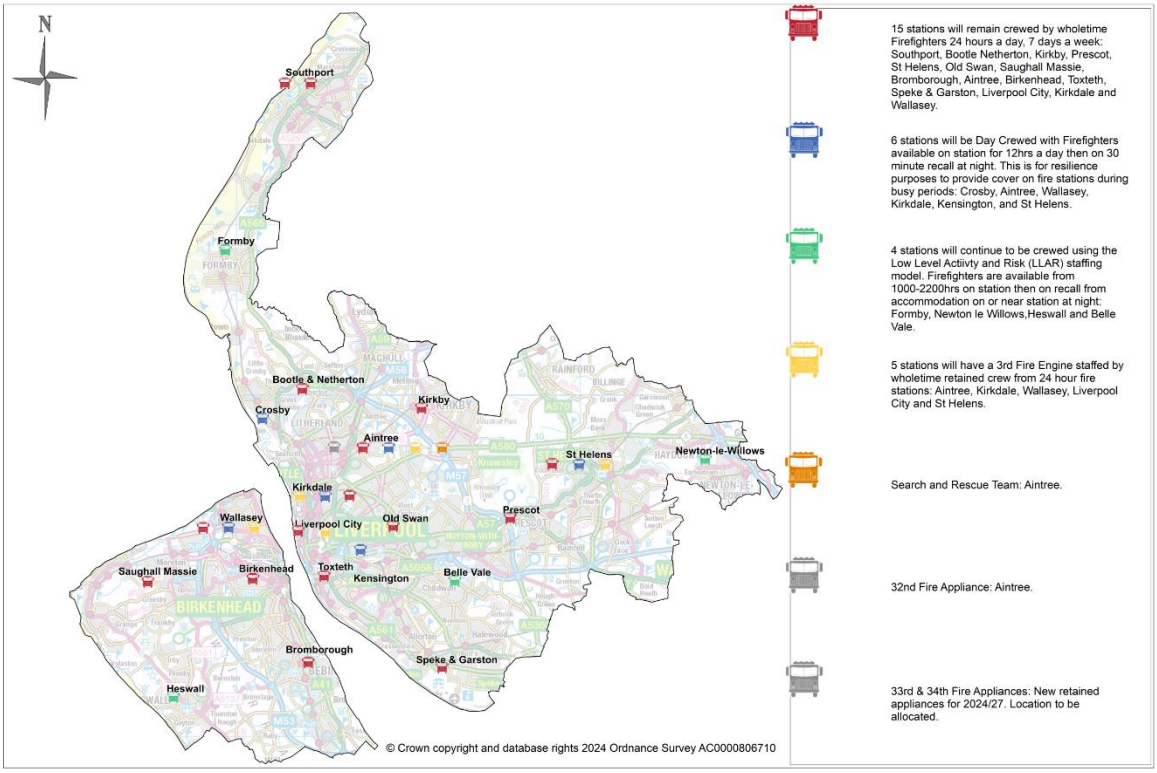
Merseyside has a population of over 1.4 million residents

There are over 660,000 homes

There are over 40,000 places of work

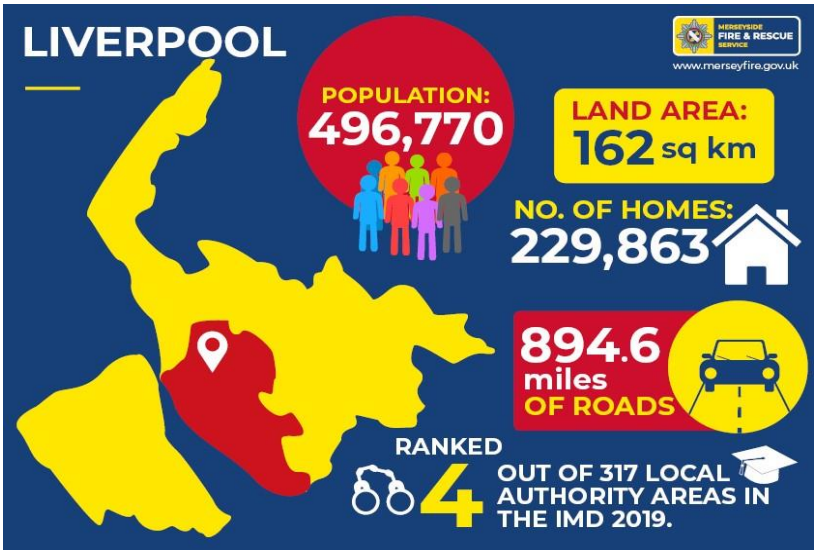


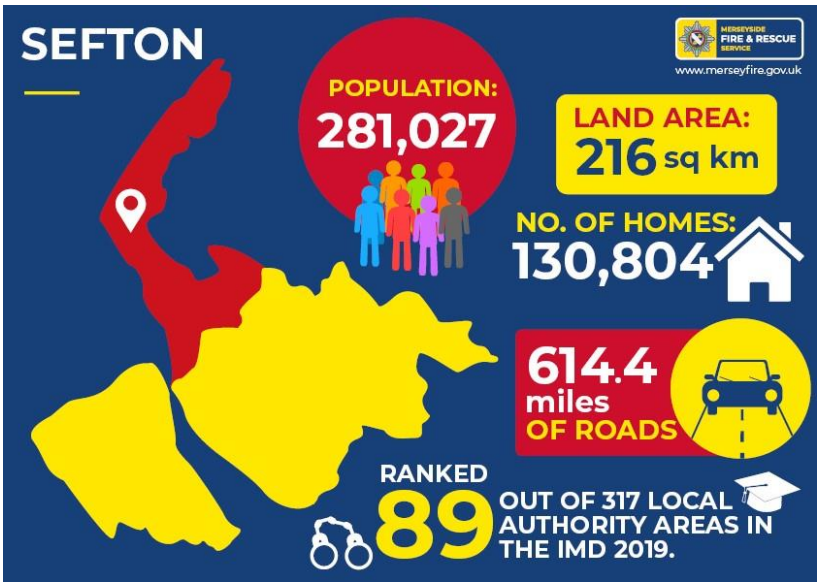
There are over 3,000 miles of road

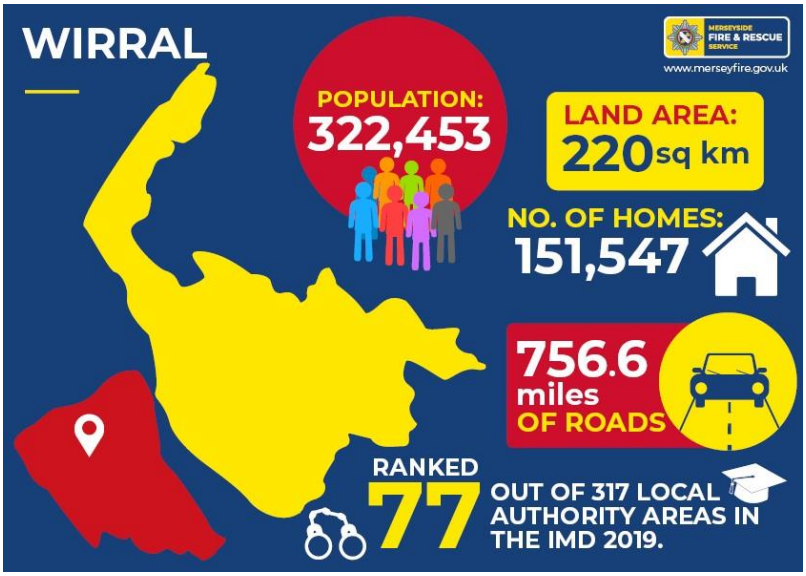


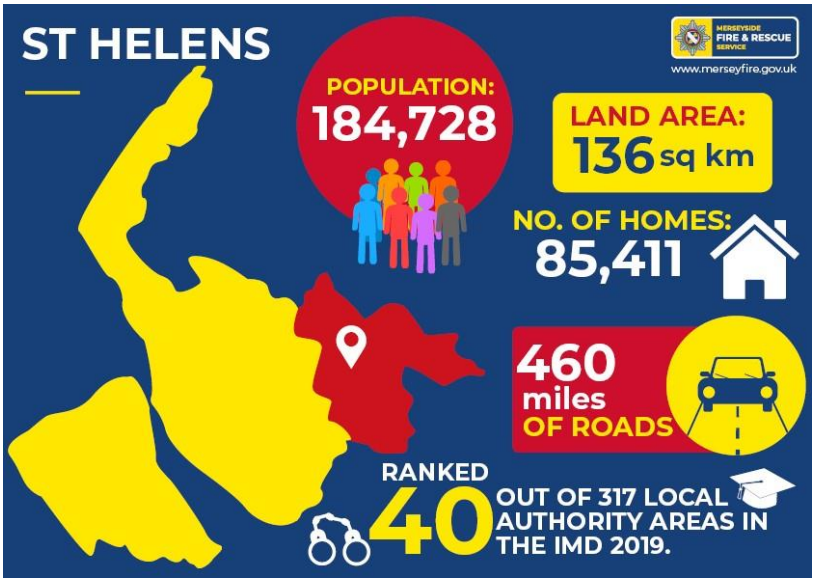
Produced using MapInfo / Strategy & Performance

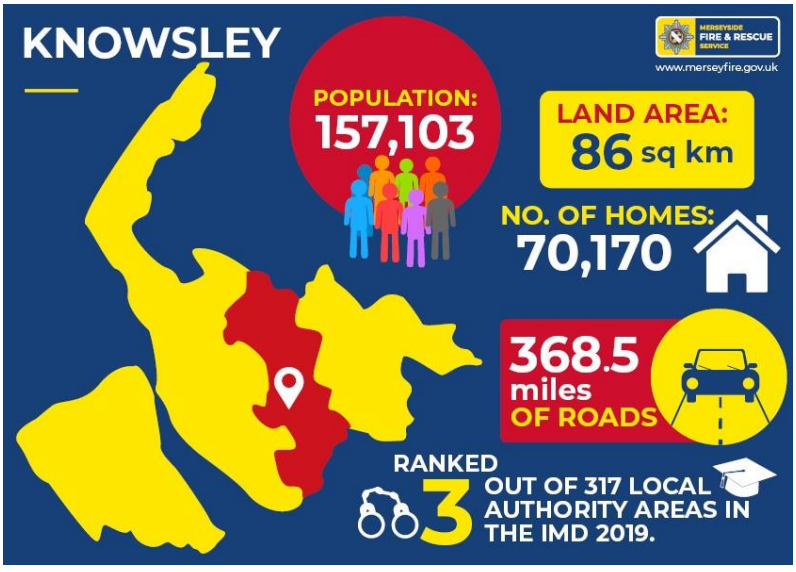
MFRS Response Map 2024






WIRRAL
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk
POPULATION:
322,453
LAND AREA:
220 sq km
NO. OF HOMES:
151,547
756.6
miles
OF ROADS
RANKED
77
OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.


ST HELENS
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk
POPULATION:
184,728
LAND AREA:
136 sq km
NO. OF HOMES:
85,411
460
miles
OF ROADS
RANKED
40
OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.


KNOWSLEY
MERSEYSIDE FIRE & RESCUE SERVICE
www.merseyfire.gov.uk
POPULATION:
157,103
LAND AREA:
86 sq km
NO. OF HOMES:
70,170
368.5
miles
OF ROADS
RANKED
3
OUT OF 317 LOCAL AUTHORITY AREAS IN THE IMD 2019.

1.5 Risk, Demand and Vulnerability

Preparing our Plans

This Service Delivery Plan includes details of how we will deliver our Community Risk Management Plan and other organisational objectives in 2025/26 and the performance indicators we will use to show whether what we have done has been a success.

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 that would have a potentially serious effect on our communities. For example, we work with the people responsible for buildings and locations to help to reduce that risk and we plan and review how we would deal with an emergency if it did occur.

Demand – We use information about incidents that have happened in the past and analyse how we have responded to them, to better understand what happened and how efficient and effective we have been. For example, this enables us to plan to respond effectively and efficiently to similar emergencies that occur in the future. 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 but vulnerability is worse in areas of deprivation of which Merseyside have some of the highest levels.

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

explain what we believe are the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Merseyside in the most efficient and effective way.

Risks in Merseyside

During preparation for the IRMP 2021-24 extensive work was completed around the National Security Risk Assessment (NSRA), to produce a Community Risk Register – on behalf of Merseyside Resilience Forum. This work was continued during planning for the CRMP 2024-27.

Merseyside Prepared

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

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

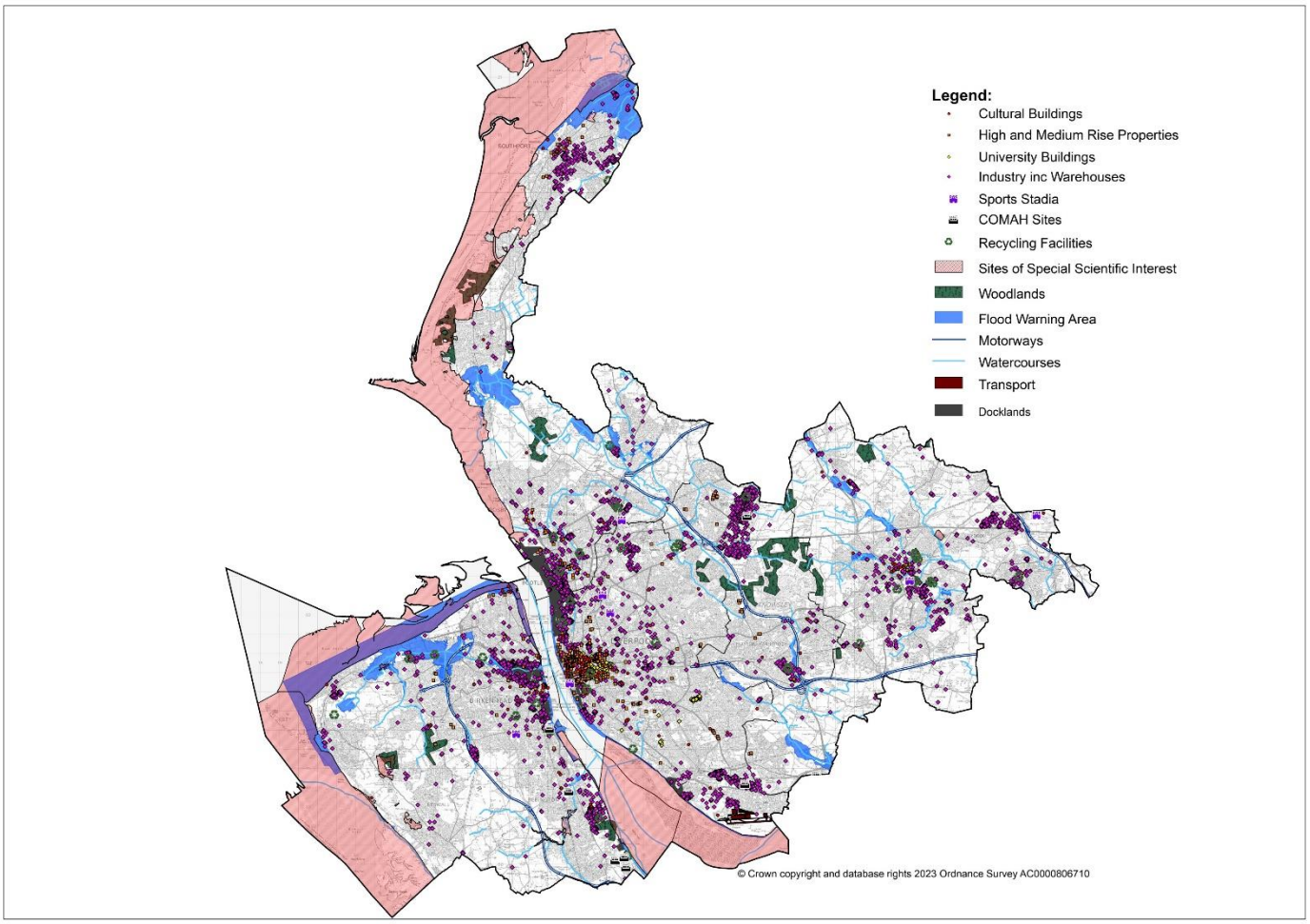
These are the six high impact areas (identified using the NSRA and local community risk register) that we have established because of the impact they can have on the community and on our Service. They tend to occur less often, but take a large amount of firefighters and equipment to deal with them when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

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

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

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

Risk Map of Merseyside 2025



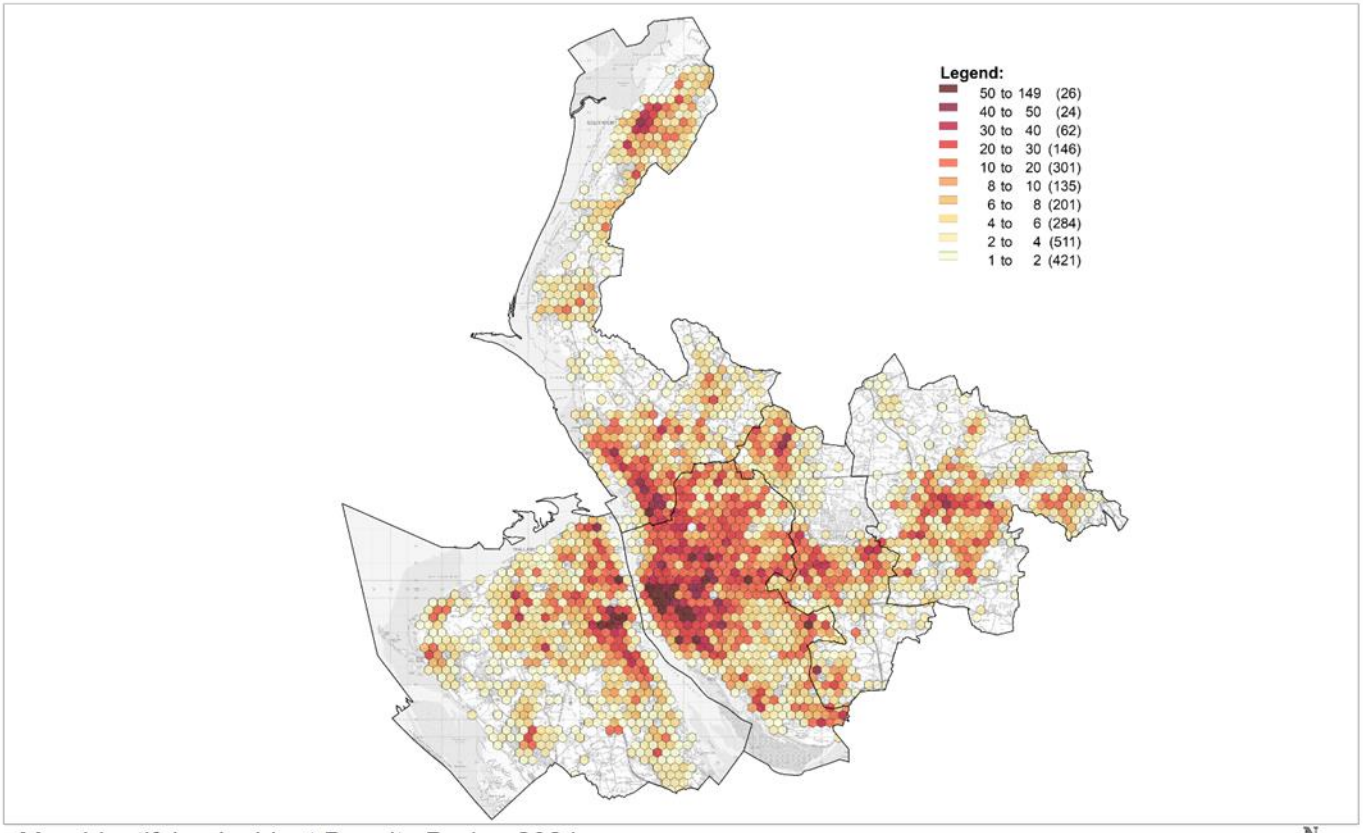
There are areas on this map that are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they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

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

Demand for our services

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

The map below shows all incidents in 2024 and it shows that incidents aren't evenly spread across Merseyside:

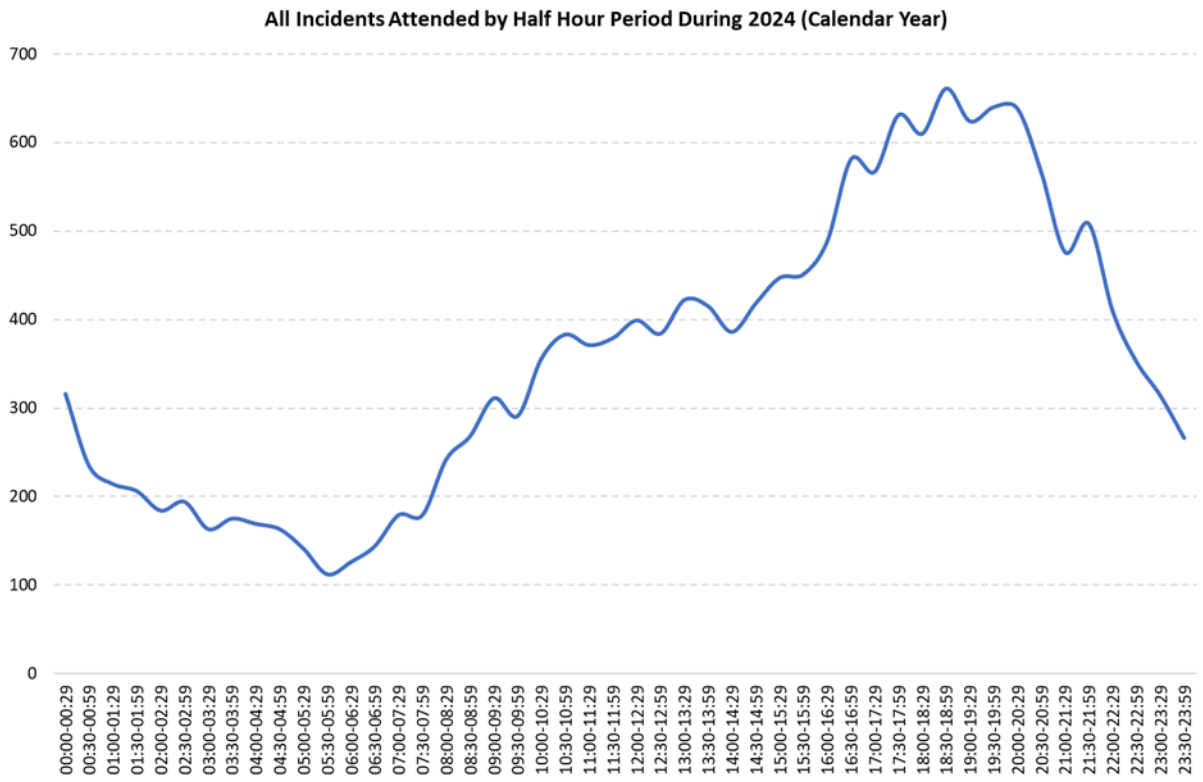


Map Identifying Incident Density During 2024

Author: Business Intelligence, Strategy & Performance Date: January 2025 Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2025 Ordnance Survey AC0000806710

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

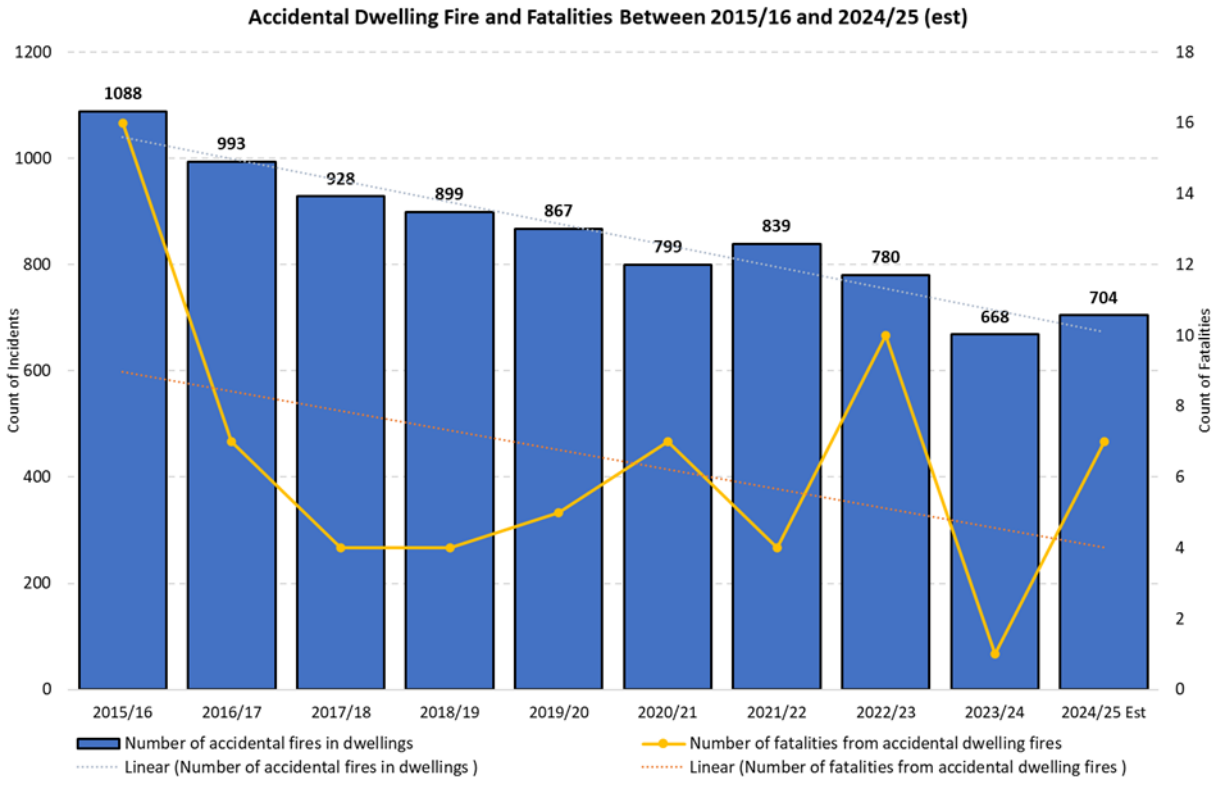
All Incidents (2024 Calendar Year)	Day	Night	Total
Count	**11121**	**6032**	**17153**
Proportion	64.8%	35.2%	100.0%

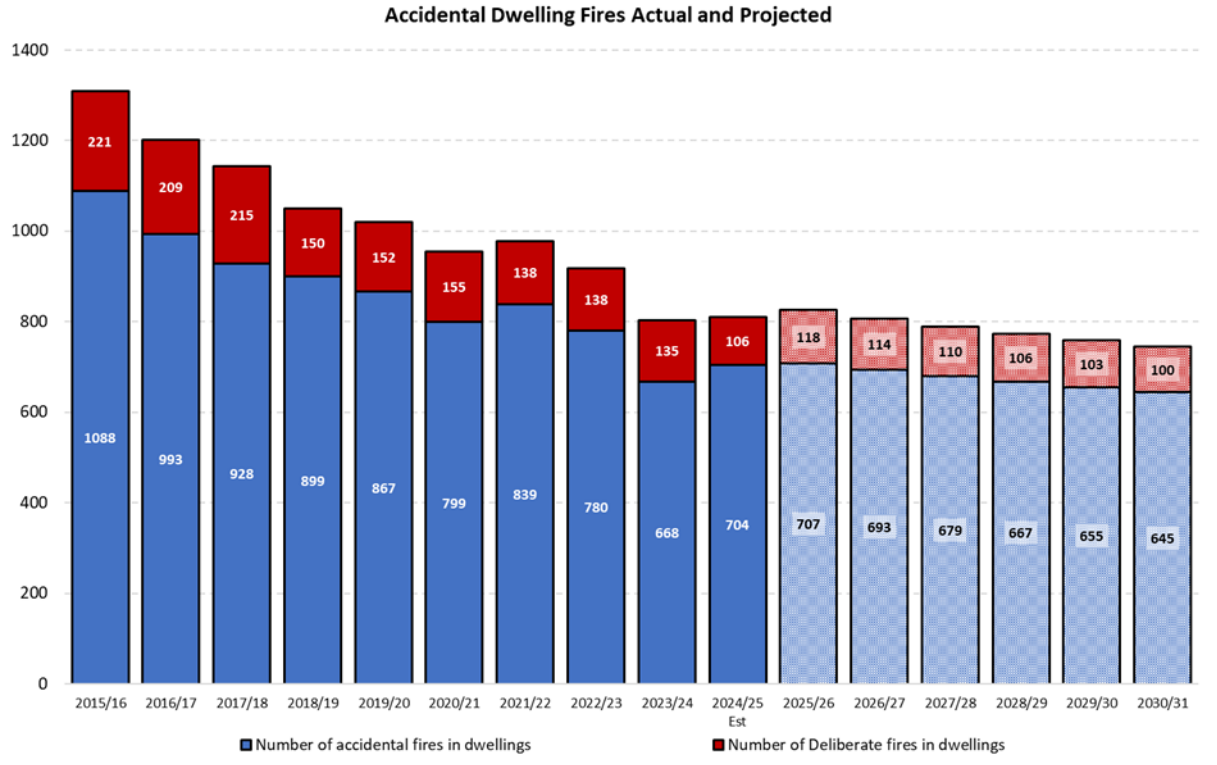


Vulnerability in Merseyside

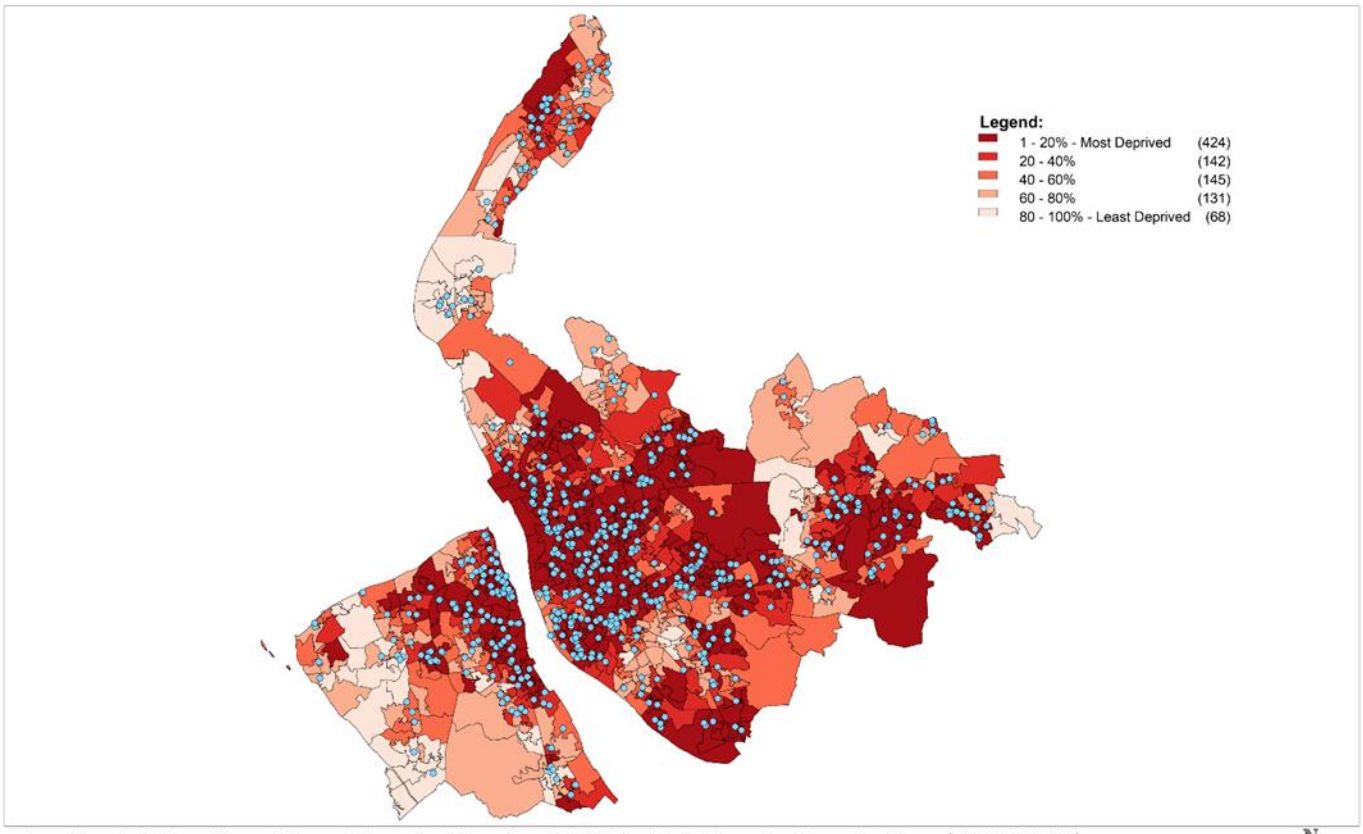
We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with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

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


Accidental Dwelling Fire and Fatalities Between 2015/16 and 2024/25 (est)
Count of Incidents
Count of Fatalities
1088
993
928
899
867
799
839
780
668
704
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22
2022/23
2023/24
2024/25 Est
Number of accidental fires in dwellings
Linear (Number of accidental fires in dwellings)
Number of fatalities from accidental dwelling fires
Linear (Number of fatalities from accidental dwelling fires)


Accidental Dwelling Fires Actual and Projected
221
209
215
150
152
155
138
138
135
106
118
114
110
106
103
100
1088
993
928
899
867
799
839
780
668
704
707
693
679
667
655
645
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22
2022/23
2023/24
2024/25 Est
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
Number of accidental fires in dwellings
Number of Deliberate fires in dwellings

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



Accidental Dwelling Fires Attended During 2024 in Relation to Deprivation (IMD 2019)

Author: Business Intelligence, Strategy & Performance Date: January 2025 Produced Using MapInfo
Map Reference:
© Crown copyright and database rights 2025 Ordnance Survey AC0000806710

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

Our priorities become objectives in our Community Risk Management Plan, Functional and Station Community Risk Management Plans.

Details of these objectives are contained in Sections 5 and 6.

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

2.1 The services provided by the Fire and Rescue Authority

Around 1000 people are employed by Merseyside Fire and Rescue Authority at 21 Community Fire Stations, a Marine Rescue station, our Training and Development Academy, Headquarters, Fire Control and vehicle workshops.

Merseyside Fire & Rescue Authority provides the highest level of response to fires and other emergencies, as well as offering a range of services to reduce and respond to risk in our communities. We are a positive and bold organisation that is always looking to improve and provide the very best services possible to the public we serve. In the past we have had to deal with budget cuts and they challenged our ability to continue to provide services to the community, but more recently we have been able to increase our fire engines and firefighters by being innovative and demand-led to help us use the money we have differently. Our new Community Risk Management Plan 2024-27 sees us build on that ambition to provide further protection to the people of Merseyside.

Our CRMP and Service Delivery Plan set out how we will tackle the risks to our communities.

The main aspects of the services we carry out are outlined below:

Preparing for emergencies

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

We consider all the foreseeable fire and rescue related risks that could affect our communities, whether they are local, national or international; from fires to terrorist attacks. Our Operational Preparedness department works alongside partners, such as local councils, the NHS, the Police and the Ambulance Service.

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

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

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

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

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

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

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

Responding to emergencies

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

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

All stations are ready to respond to protect the people of Merseyside 24 hours a day, seven days a week. Each fire station is staffed by professional firefighters, trained to the highest standards for dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies and gathering risk information. Firefighters complete a 16-week intensive initial training course, a two-year apprenticeship programme and then continually train, refresh and update their skills throughout their career.

Good management of health and safety is an important part of how we work and ensure the health, safety and welfare of all employees and any members of the public that may be affected by what we do (in accordance with the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999). We also manage and monitor performance, ensure our procedures are correct and effective and carry out investigations following incidents, accidents and other events so we can learn from them and improve our response to incidents and other events in the future.

Lead Authority for National Resilience

Lead Authority for National Resilience

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

Merseyside Fire and Rescue Authority has been working for the Home Office as the lead authority for the coordination and management of National Resilience since 2016. This nationally important responsibility is overseen by our Deputy Chief Fire Officer as the National Fire Chief's Council National Resilience Strategic lead and our Chief, Deputy and Assistant Chief Fire Officers are National Strategic Advisors for large and complex incidents nationally.

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

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

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

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

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 (UK ISAR) 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 UK ISAR was recognised as a world leader and the highest performing INSARAG Classified Heavy USAR team worldwide.

Preventing fires and other emergencies

Our prevention activities focus on safety:

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

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

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

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

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

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

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

We also want to make every contact count and we are connected to what local councils, other emergency services and partner organisations are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives in as many ways as we can. We consult with key stakeholders and evaluate our plans so that we know we are reaching the right people in the right places. Sharing our knowledge and understanding of risks in Merseyside and working in partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.

Protecting people and buildings from fire

We improve safety in the communities of Merseyside by reducing risks and incidents in the built environment. We do this by educating and engaging with those 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 those standards fall below legal requirements. We are also responsible for enforcing in areas associated with petroleum and explosives to further reduce the risk of fires and explosions.

We use local and national data and intelligence to help us identify the premises most at risk from fire. This this helps us create our risk-based inspection programme which is the list of premises that we will inspect over a given period. 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. This helps us to reduce the impact of fire in our communities, keeps our firefighters safe and protects our heritage and the environment.

We work with other fire and rescue services and organisations such as local councils, the Care Quality Commission and Merseyside Police to deliver our services. This can also involve formal arrangements such as the Primary Authority Scheme (PAS) or the Liverpool City Plan. Our Fire Engineering Team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire. The impact of the Grenfell Tower fire in 2017 continues to influence the fire and rescue service sector. We have implemented measures in response to recommendations from the inquiry and work closely with the Building Safety Regulator and our combined authority partners to ensure the safety for all in our communities.

Our People

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

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

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

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

You can read more in our People Plan 2024-27 which includes details about our leadership journey and cultural action plan, 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.

3.1 Our finances

Merseyside Fire and Rescue Authority has an excellent record of budget management, whilst continuing to deliver outstanding services. Securing three 'Outstanding' judgments for its work preventing fires and risk, its response to significant incidents, and for making the best use of its resources during its last inspection.

Our money comes from grants from Central Government, Local Business Rates 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 26 between 2009 - 2019.

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 Community Risk Management Plan (CRMP).

The 2025/2026 Budget continues to build on that strong foundation with further prudent investment in the Service being proposed, leading to;

- Increase in fire engine/appliance availability from 32 to 34, enhancing the Authority's resilience and response to foreseeable risk (specialist response),
- Increase in investment in training and assurance (competency) given the Grenfell Tower Phase 2 report, Personal Protective clothing, bespoke equipment and consumables,
- Improved ICT facilities,
- Increased investment in properties, including further station refurbishments to ensure they are welcoming and well managed (contaminants risk).

Our Medium-Term Financial Plan (MTFP) 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 2025/2026 to 2029/2030. (**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 MTFP reflects the allocation of resources necessary to deliver the CRMP and provide our other services too.

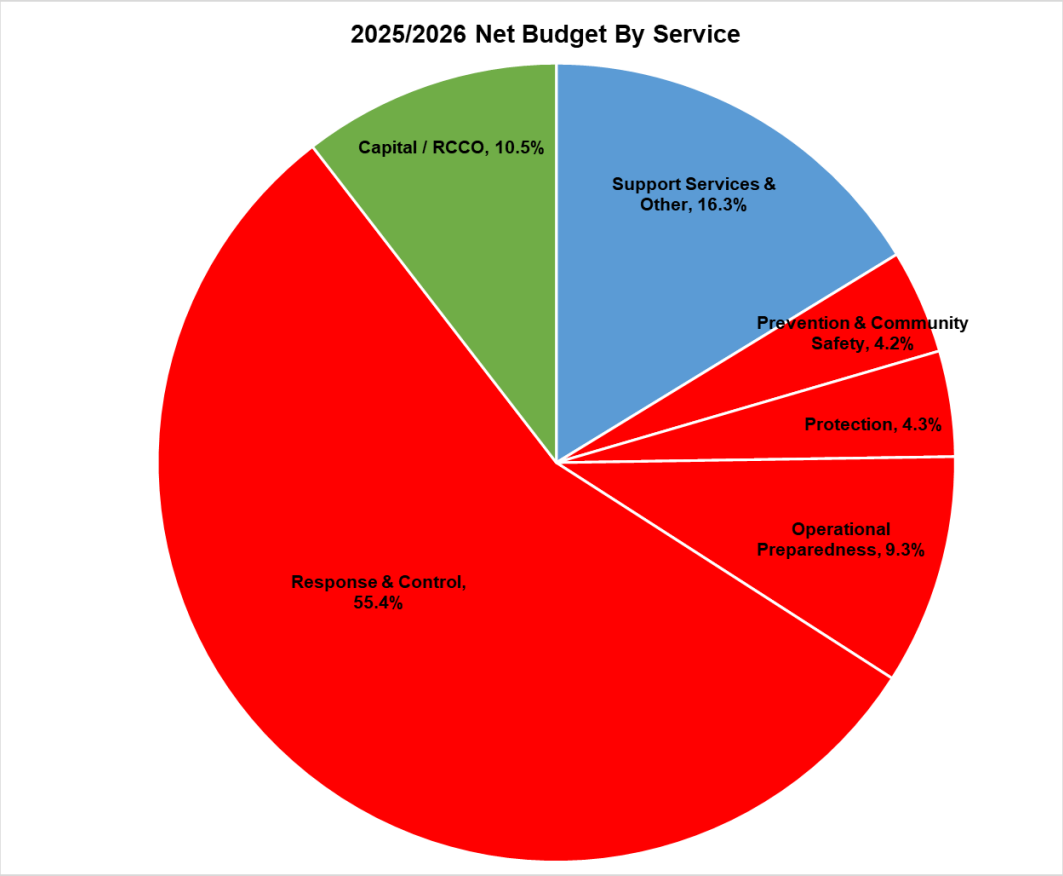
The pie chart below shows that:

- Most expenditure, **55.4%**, is allocated to emergency and specialist response;
- In addition, **9.3%** goes on preparing for emergencies (Operational Preparedness); and
- **8.5%** on Protection (legislative fire safety), Prevention and Community Safety.

Therefore, **73.2%** of all expenditure is allocated to "front line" services (which includes Prevention and Protection).

The **10.5%** allocated to capital costs relates mainly to previous investment in "front line" assets, fire stations, vehicles and equipment.

The remaining **16.3%** 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.



Our Medium-Term Financial Plan [link to be added in published version] provides more information about our finances.

4.1 Performance Indicators

Performance indicators measure areas of performance that are important to us and they help us understand how well we are serving our communities. They help managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using, where possible, five years' historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

We review our Performance Indicators every year to ensure that they are still relevant for the organisation. The way performance indicators are monitored and reported is divided into four strands:

- **Key Performance Indicators (KPI) – Summary Indicators – Reported to Authority**
- **Key Performance Indicators – Outcome indicators** (*e.g. Reduction in fires and other incidents*) **Reported to Authority**
- **Tier 1 Local Performance Indicators – Outputs** *(e.g. Number of home fire safety checks)* **– some minor outcomes – Reported to Performance Management Group**
- **Tier 2 Local Performance Indicators – lower level outputs – Reported to Function and Station Management Teams**

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority members on the performance against targets set for the year. These reports focus on KPIs but also illustrate performance from related Tier 1 and 2 indicators. Other performance data can be requested by members of the public by emailing foiteam@merseyfire.gov.uk

For 2025/26, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Specific Risk Risk Information (SSRI) visits completed and achieving the targets will be managed locally on station on an annual basis.

Where there is no target the status is shown as 'Quality Assurance'. These are Performance Indicators where we either do not want to reduce numbers, or are unable to influence this incident type, such as some types of Special Service calls. Many are related to assisting partner agencies such as the Police and the Ambulance Service, particularly related to providing assistance and helping them enter buildings. Incident types we can influence such as road traffic collisions and water rescue incidents exist as separate indicators. Performance Indicators have been recorded in themed groups for reporting to the Authority.

4.2 Performance for 2024/25

	Benchmark Key Performance Indicators	Performance 2023/24	Target 2024/25	Estimated Performance 2024/25	Status
TO00	Total number of emergency calls received	20054	*Quality Assurance*	20564	Not Applicable
TC01	Total number of incidents attended	17335	19382	17209	Target Likely to be Achieved
TC02	Total number of fires in Merseyside	5360	7067	4945	Target Likely to be Achieved
TC03	Total number of primary fires attended	1654	1881	1625	Target Likely to be Achieved
TC04	Total number of secondary fires attended	3706	5186	3321	Target Likely to be Achieved
TC05**	Total number of special services attended	5158	*Quality Assurance*	5247	Not Applicable
TC06	Total number of false alarms attended	6817	6774	7017	Target Likely to be Missed by upto 10%
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	95.88%	90.00%	96.03%	Target Likely to be Achieved
TD09	The % of available shifts lost to sickness absence, all personnel	4.34%	0.04	4.31%	Target Likely to be Missed by upto 10%
TE10	Total carbon output of all MFRS buildings	51.4	65	49.5	Target Likely to be Achieved
Fires in the home					
DC11	Number of accidental fires in the home	668	789	693	Target Likely to be Achieved
DC12	Number of deaths in accidental fires in the home	1	6	8	Target Likely to be Missed by more than 10%
DC13	Number of injuries in accidental fires in the home	52	65	70	Target Likely to be Missed by more than 10%
DC14	Number of deliberate fires in the home (in occupied properties)	119	122	96	Target Likely to be Achieved
DC15	Number of deliberate fires in the home (unoccupied properties)	16	18	12	Target Likely to be Achieved
DC16	Number of deaths in deliberate fires in the home fires	0	1	0	Target Likely to be Achieved
DC17	Number of injuries in deliberate fires in the home	7	10	6	Target Likely to be Achieved

^Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where five or more appliances are in attendance.
* To respond to life risk incidents within 10 minutes on 90% of occasions. Our attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance.
** Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc. We are not always in a position to influence a reduction in some of these incident types and this is reflected in our targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types.

Key Performance Indicators		Performance 2023/24	Target 2024/25	Estimated Performance 2024/25	Status
Fires in non-domestic properties					
NC11	Number of deliberate fires in non-domestic properties	41	44	29	Target Likely to be Achieved
NC12	Number of accidental fires in non-domestic properties	158	154	125	Target Likely to be Achieved
Small, vehicle and antisocial behaviour fires					
AC11	Number of deliberate vehicle fires attended	242	332	220	Target Likely to be Achieved
AC12	Number of accidental vehicle fires attended	199	201	240	Target Likely to be Missed by more than 10%
AC13	Number of deliberate anti-social behaviour fires (small)	2377	3307	2316	Target Likely to be Achieved
AC14	Number of accidental small fires attended	1329	1879	1005	Target Likely to be Achieved
AC16	Number of "Other" Primary Fires attended inc Crown Premises fires	211	221	210	Target Likely to be Achieved
Road traffic collisions					
RC11	Number of road traffic collisions attended	766	*Quality Assurance*	709	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	275	*Quality Assurance*	246	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	10	*Quality Assurance*	4	Quality Assurance
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside *Based on partner data*	490	*Quality Assurance*	392	Quality Assurance
RC16	New: Number of KSI's affecting 16-24 age group - *Based on partner data*	59	56	49	Target Likely to be Achieved
False alarms					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	545	516	598	Target Likely to be Missed by more than 10%
FC14	New: The number of false alarm calls to due smoke alarm actuation in Domestic Properties where Call Source is an Alarm Receiving Centre	2564	2729	2393	Target Likely to be Achieved
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3214	*Quality Assurance*	3123	Quality Assurance
FC22	Number of Malicious False Alarms attended	105	150	133	On target
FC23	Number of False Alarms Good Intent attended	3603	*Quality Assurance*	3891	Quality Assurance
Staff sickness and injuries					
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	4.71%	4%	4.63%	Target Likely to be Missed by more than 10%
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	3.78%	4%	3.86%	Target Likely to be Achieved
WR13	Total number of operational staff injuries	43	51	29	Target Likely to be Achieved

	Target achieved
	Within 10% of achieving the target

	10% worse than the target

TC03 Total number of primary fires
The number of primary fires (1625) attended during 2024/25 is less than in 2023/24 (1654) and is 256 under the annual target (1881). Primary fires involve an insurable loss and include all property related fires, or large scale secondary fires where five or more appliances are in attendance.

TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes
Fire crews continue to achieve our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 96.0% of occasions, well above the target.

DC11 Number of accidental fires in the home
Estimated performance for 2024/25 (668) shows a minor increase in accidental fires in the home when compared to 2023/24 (668), however the performance for 2024/25 is still below the target of 789. This performance reflects the continued success of our Home Safety Strategy. We continue to carry out home visits for people at a higher risk from fire and carry out home safety campaigns to reassure people after serious fires.

TC02 Total number of fires attended
The total number of fires attended this year (4945) is a reduction on 2023/24 when 5360 fires were attended; a reduction of 415 fires. Although the 2024 bonfire period was the busiest since 2016 with 357 ASB fires attended, good performance for the remainder of the year ensured performance remained positive.

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

DC12 Number of deaths in accidental fires in the home
During 2024/25 there were sadly 8[1] fatalities in accidental fires in the home. The 8 deaths represent an increase on 2023/24 where a single death was recorded, the lowest figure ever. R Merseyside Fire & Rescue is reviewing it's prevention targeting practices using health service data to identify the very highest risk people and households.

AC12 Number of accidental vehicle fires attended
The analysis of data relating to this type of incident has not revealed any obvious trends with the vehicles affected (for example; manufacturer, model and fuel type, including electric vehicles). Though there are no obvious trends in the data, MFRS remain vigilant should a consistent pattern appear.

TD09 % of available shifts lost to sickness absence, all personnel
Sickness absence is estimated at 4.31%, which exceeds the target of 4% for all staff. We work hard to manage staff absence and help people get back to work and have found this year that waiting lists for treatment have had an impact on people's ability to return to work.

[1] Please note that fire deaths are based on coroners verdict and are as such subject to change following an inquest

4.3 Key performance indicators for 2025/26

KPI Ref	Description	Proposed Target 2025/26
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	*Quality Assurance*
TC01	Total number of incidents attended	18717
TC02	Total number of fires in Merseyside	6117
TC03	Total number of primary fires attended	1828
TC04	Total number of secondary fires attended	4289
TC05	Total special service calls attended	*Quality Assurance*
TC06	Total number of false alarms attended	7022
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	65
Fires in the home		
DC11	Number of accidental fires in the home	758
DC12	Number of fatalities from accidental fires in the home	6
DC13	Number of injuries from accidental fires in the home	65
DC14	Number of deliberate fires in the home in occupied properties	122
DC15	Number of deliberate fires in the home in unoccupied properties	18
DC16	Number of deaths occurring in deliberate fires in the home	1
DC17	Number of Injuries occurring in deliberate fires in the home	8
Fires in non domestic properties		
NC11	Number of deliberate fires in non- domestic properties	39
NC12	Number of accidental fires in non-domestic properties	146

KPI Ref	Narrative	Proposed Target 2025/26
Small, vehicle and anti-social behaviour fires		
AC11	Number of deliberate vehicle fires in Merseyside	291
AC12	Number of accidental vehicle fires attended	*Quality Assurance*
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	2846
AC14	Number of accidental small fires attended	1443
AC15	Number of other primary fires attended	223
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – *Based on MFRS attendance data*	*Quality Assurance*
RC12	Number of injuries in RTCs attended - *Based on MFRS attendance data*	
RC13	Number of fatalities in RTCs attended - *Based on MFRS attendance data*	
RC14	New: Number of people killed and seriously Injured in RTC's across Merseyside *Based on Partner RTC data*	
RC16	New: Number of KSI's affecting 15-20 age group *Based on Partner RTC data*	56
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in **Non-Domestic** property	565
FC14	New: The number of false alarm calls to due smoke alarm actuation in **Domestic** Properties where Call Source is an alarm receiving gcentre	2485
FC13	The number of false alarm calls attended, discounting false alarm good intent.	*Quality Assurance*
Staff injuries and sickness		
WD11	% of available shifts lost to sickness absence per wholetime equivalent Grey book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent Green and Red book (non uniformed) personnel	4%
WR13	Total number of operational staff injuries – on duty	51

5.1 Community Risk Management Plan 2024-27

In October 2024 we published our new CRMP following 12 weeks consultation during Spring and Summer 2024.

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

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

5.2 Functional plans 2025-26

Functional Plans are produced by each of our main departments. We mainly use them for internal planning but include the key deliverables as actions in this Service Delivery Plan. In the Plan they introduce the Function and its role within MFRS, review progress against their key deliverables for the previous year and identify their priority actions for the next year. CRMP objectives and HMICFRS inspection areas for improvement are addressed as action points in the Functional Plans, where relevant.

Function heads also identify what their Function will require in terms of finance, engagement and consultation, corporate communications, ICT, equipment and training to ensure key deliverables are achieved.

Each Functional Plan has an Equality Impact Assessment (EIA) completed. This EIA describes if, and how, the Functional Plan will impact on staff and members of the public, both negatively and positively, taking into account the ten protected characteristics (age, sex, race, disability, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation and, specific to MFRS, socio-economic disadvantage).

Each Function head reports regularly on their Functional Plan. These updates are included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis and are published on our website.

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

General Priorities

Within this Service Delivery Plan Merseyside Fire and Rescue Authority will aim to deliver safe and effective services across Merseyside; delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our values and the risks, demands and vulnerabilities within our diverse communities and include activity drawn from our CRMP including collaboration with partner agencies to deliver excellent service, planning for emerging risks and responding to incidents. The actions from our Functional Plans for 2025-26 are included in the Service Delivery Plan actions at section 6.1.

5.3 Station Plans 2025-26

Station Plans are local plans developed and owned by community fire and rescue station staff working with Station Managers and partners. The plans reflect local risks and priorities and set out how the fire station and district based staff will improve outcomes in their communities.

Station Objectives

The station objectives are drawn from our corporate aims and the risks identified by ourselves and partners who work within the fire station area. We hope to deliver local services that make a real difference to the communities we serve with the support of our partners, making the area a safer and healthier place to live, work or visit.

Station Actions

The staff based at the fire station will deliver a range of response interventions that are designed to mitigate life risk or harm from fire, road traffic accidents and water incidents. Additionally, they will work to ensure properties, the environment and businesses are equally protected. Whilst the station staff will deliver excellent response they will also engage in actions that will reduce the occurrence of such incidents through prevention activity, education, risk assessment, planning and training.

Station Plan on a Page

Following consultation with stakeholders, each fire station has a bespoke Station Community Risk Management Plan.

Station output targets for 2025/26 are:

SSRi Level 3,4,5	Home Fire Safety Checks	New HFSC off Status Report	Community Risk Management Route Waste & Fly	Prevention Campaigns	SOFSA Simple Operational Fire Safety Assessments	Off Station Exercises	Community Events
868	50006	30004	768	264	2240	42	42

These targets might not be split equally between all the fire stations as some station areas will have more business properties, whilst other areas might have more homes for example, but together, the fire stations will achieve the targets set. Individual station plans for 2025-26 are appended to this Plan.

6.1 Service Delivery Plan Actions 2025/26

As explained in the section 5.3, we have identified priorities that are really important to us. Some fit within the criteria of the CRMP and others sit outside it and the key deliverables below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans: -

Operational Preparedness:

FP/25/26/1.1	Ensure operational competence
FP/25/26/1.2	Enhance training and development
FP/25/26/1.3	Commercial training and partnership growth
FP/25/26/1.4	Research and development
FP/25/26/1.5	Prepare and mitigate risk
FP/25/26/1.6	Blue light collaboration
FP/25/26/1.7	Develop new kit and equipment
FP/25/26/1.8	Advance vehicle fleet towards Net Zero

Operational Response:

FP/25/26/2.1	Maximise fire engine availability
FP/25/26/2.2	Implement and evaluate enhanced mobilisation and new technologies in Fire Control
FP/25/26/2.3	Implement and embed the 33rd and 34th fire engines
FP/25/26/2.4	Explore options to review and expand fire station specialisms
FP/25/26/2.5	Enhance water rescue sub-surface capability

Health and Safety/Operational Assurance

FP/25/26/2.6	Procure new Health and Safety software system
FP/25/26/2.7	Develop and deliver Health and Safety training package
FP/25/26/2.8	Conduct a review of Operational Assurance

Prevention:

FP/25/26/3.1	Provide a high quality training opackage to all staff involved in Prevention activity including a suite of vidoes detailing Home, Road and Water safety.
FP/25/26/3.2	Build our Incident Investigation Team using the best staff with the best technical abilities from all areas of the Service
FP/25/26/3.3	Uplift our output of Road and Water safety school age activity through increased use of virtual reality (VR)
FP/25/26/3.4	Host a conference with Merseyside's registered and social landlords to enable further understanding of their vulnerable tenants
FP/25/26/3.5	Share our Home Safety evaluation work nationally, exploring other evaluation methods to contribute to sector improvement
FP/25/26/3.6	Train all Prevention staff to understand national PREVENT principles
FP/25/26/3.7	Implement the Volunteer Strategy beginning with volunteers supporting Prevention activity
FP/25/26/3.8	Re-brand and communicate our King's Trust delivery programmes
FP/25/26/3.9	Work with including partners to secure external funding to support our Youth Engagement programmes

Protection

FP/25/26/4.1	Address the findings arising from the Protection structural and cultural review
FP/25/26/4.2	Work with internal and external partners and stakeholders in the discharge of key workstreams that will have a positive impact on the communities of Merseyside including discharge of Grenfell Tower Enquiry phase 2 recommendations
FP/25/26/4.3	Continue to enhance data and systems within the CFRMIS management information system
FP/25/26/4.4	Develop a Strategy for the Primary Authority Scheme
FP/25/26/4.5	Create a central hub for the recording of training
FP/25/26/4.6	Refine our Risk Based Inspection Programme methodology
FP/25/26/4.7	Ensure Enforcement and Prosecution processes are being applied consistently
FP/25/26/4.8	Enhance our Business Safety Engagement

National Resilience:

FP/25/26/5.1	Work with National Resilience ensuring the delivery of management, development and assurance of NR Capabilities both operationally and through training and exercising
FP/25/26/5.2	Continually review locations of NR assets, kit and update accordingly, ensuring assets are best placed for an immediate response.
FP/25/26/5.3	Maintain the skills and knowledge of all MFRS NR staff ensuring that there is structured training and development in line with MFRS NR performance indicators and as part of the CRMP 2024-27 implementation.

FP/25/26/5.4	Implement regular local and over border exercising and training in line with the National Resilience performance indicators and assurance programme including National Resilience Fire Control.
FP/25/26/5.5	Ensure collaborative opportunities are fully explored and developed with both internal and external stakeholders.
FP/25/26/5.6	Provide Principal Officers with regular updates on the functional plan and key deliverables.

People and Organisational Development

FP/25/26/6.1	Ensure the Service remains a career of choice for ALL staff by exploring options for improving reward packages and undertaking a review into our job evaluation process.
FP/25/26/6.2	Put in place new measures and arrangements to enhance the employee induction process and improve the early employment experience so the Service can be confident of building positive relationships with new starters.
FP/25/26/6.3	Maintain robust background checks for current and future employees in line with HMICFRS recommendations to safeguard staff and communities.
FP/25/26/6.4	Introduce inclusive recruitment and development pathways at all leadership levels for all roles improving knowledge and access to opportunities.
FP/25/26/6.5	Structure and develop a process for recording health data; to help with informing the Service about what health and wellbeing issues our people are facing. This will better inform our health and wellbeing promotions and identify any changes and/or new initiatives that the Service can embrace to improve staff health.
FP/25/26/6.6	Update the capability process to ensure that employees fully understand their responsibilities, and the help and guidance available to support this.
FP/25/26/6.7	Put in place a rolling 3-year Strategic Workforce Plan to inform recruitment decisions and support other strategic planning processes.
FP/25/26/6.8	Explore the options and scope for the utilization of artificial intelligence (AI) to improve the effectiveness and efficiency of HR and other organisational functions
FP/25/26/6.9	Undertake annual reviews of discipline and grievance cases across EDI measures and take action to address emerging issues or concerns.
FP/25/26/6.10	Implement as appropriate recommendations from the HMICFRS Thematic Review into Misconduct Handling
FP/25/26/6.11	Encourage all staff to provide their Equality Diversity and Inclusion data so the Service can better analyse any adverse impacts based upon protected characteristics.

Strategy and Performance

FP/25/26/7.1	Enhance relationships and engagement with diverse communities
FP/25/26/7.2	Deliver an integrated data and technology service to support Service objectives
FP/25/26/7.3	Develop and maintain effective and high quality communications and media management, helping to deliver positive outcomes and enhancing the profile and reputation of the Service

FP/25/26/7.4	Deliver effective Planning, Inspection and Performance Management processes that contribute to positive outcomes
FP/25/26/7.5	Develop and maintain an efficient Estate to enhance the experience of staff and visitors

Finance:

FP/25/26/8.1	To work with the Local Government Association (LGA) and the Local Pension Partnership Administration (LPPA) to ensure all members impacted by the public pension age discrimination cases are resolved and by the deadlines set out by the Home Office.
FP/25/26/8.2	The Government Pension's Dashboard scheme. MFRS will need to ensure all data is up to date for all members of its pension schemes to enable the Firefighter pension administrator (LPPA) and Merseyside Pension Fund (MPF) to deliver this scheme.
FP/25/26/8.3	Carry out an upgrade to the financial management information application from the current 5.5 version to the latest 6.5 version.
FP/25/26/8.4	Following the move to a new HR & Payroll Human Capital Management (HCM) application during 2024/25, it is now key to ensure the suite of management reports are built within the application these include monthly pension reports required for internal and external reporting purposes.
FP/25/26/8.5	Using the experience gained during 2024/25 from the new electronic FS30 overtime claim forms, evaluate the benefits of further payroll automation during 2025/26 (for example - New starter checklist / other claim forms).
FP/25/26/8.6	Provide a review of MFRS Statement of Accounts, with the aim to improve the format and layout of the statements (as far as possible whilst ensuring they accord with the Code of Practice on Local Authority Accounting in the UK).
FP/25/26/8.7	The Procurement team will work to transition to the new Procurement Act which went live in February 2025 whilst maintaining contracts as awarded under previous legislation
FP/25/26/8.8	Commence procurement activity for the replacement Long Term Capability Maintenance contract.

Legal and Democratic Services

FP/25/26/9.1	Review of the Lead Members' role
FP/25/26/9.2	Promote the role of and awareness of the Authority with staff
FP/25/26/9.3	To create superusers of the new case management sytems within the department who will streamline processes and workflows to allow the team to be more efficient in responding to its clients
FP/25/26/9.4	Review of the hire and use of MFRA premises
FP/25/26/9.5	Work with other Functions to review and refresh the Corporate Risk Register

7.1 National Fire Standards

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

As of February 2025 the Fire Standards Board have written, consulted on and published the following Standards:

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

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

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

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

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

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

8.1 HMICFRS Inspection

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

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

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

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

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

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

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

In January and February 2025 MFRS took part in an HMICFRS Pilot over two weeks. The aim of this pilot was to work with HMICFRS to plan for the next round of Inspections commencing in June 2025.

9.1 Equality, Diversity and Inclusion

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

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

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

Objective 1

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

Objective 2

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

Objective 3

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

Objective 4

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

Objective 5

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

You can read more about our commitment to equality, diversity and inclusion in our People Plan 2024-27 which is available on our website.

10.1 Consultation and communication

Merseyside Fire and Rescue Authority has an integrated and inclusive approach to planning. The plans that set out the ways in which the Authority will achieve its Vision and purpose with its values are all connected and staff and stakeholders have an opportunity to contribute to the plans. A large part of the planning is around consultation with stakeholders within the community. In Autumn 2023 we asked the public of Merseyside, partners, stakeholders and our staff through a series of open forum talks, what they thought about the ideas we had, which became the proposals we consulted on until 27th May 2024.

The final proposals are now in the Community Risk Management Plan-(CRMP) 2024-27 which was approved by the Fire Authority and published in October 2024.

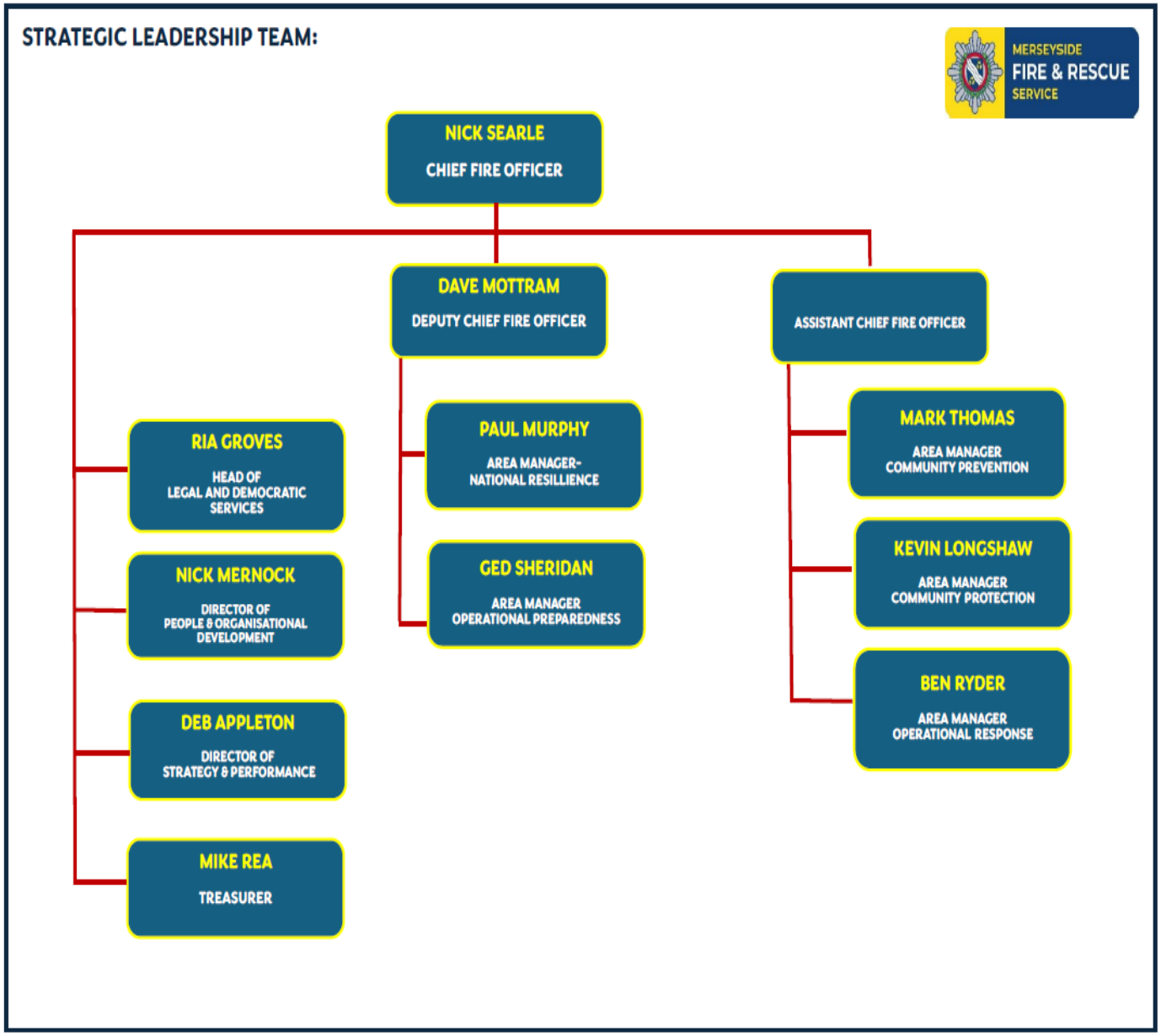
General MFRA Glossary of Terms

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ARC	Alarm Receiving Centre
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BAME	Black Asian Minority Ethnic
CBT	Crew Based Training
CBRN(e)	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFRMIS	Community Fire Risk Management Information System
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder
CRMP	Community Risk Management Plan
CRR	Corporate Risk Register
CSU	Command Support Unit
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
ELS	Enhanced Logistics Support
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPOS	First Person on Scene
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (incident codes)
FTE	Full time Equivalent
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check

HMICFRS	His Majesty's Inspectorate of Constabulary and Fire and Rescue Services
HMU	Hazardous Materials Unit
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HVP	High Volume Pump
ICT	Information Communications and Technology
IFE	Institute of Fire Engineers
IFRS	International Financial Reporting Standard
IIT	Incident Investigation Team
IoD	Index of Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety and Health
IRMP	Integrated Risk Management Plan
ISAR	International Search and Rescue Team
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme
JOL	Joint Operational Learning
KMBC	Knowsley Metropolitan Borough Council
KPI	Key Performance Indicator
KSI	Killed and Seriously Injured - Police
LCC	Liverpool City Council
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGBTQ	Lesbian, Gay, Bisexual and Transgender
LJMU	Liverpool John Moores University
LLAR	Low Level of Activity and Risk
LPI	Local Performance Indicator
MARAC	Multi Agency Risk Assessment Conference
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MRF	Merseyside Resilience Forum
MTA	Marauding Terrorist Attack – specialist response
MTFP	Medium Term Financial Plan
MVRP	Merseyside Violence Reduction Partnership
NEBOSH	National Examining Board for Occupational Health and Safety
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
NR	National Resiience
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NSRA	National Security Risk Assessment
NW	Northwest
NWAS	North West Ambulance Service
NWFS	Networking Women in the Fire Service
OBC	Outline Business Case
OH	Occupational Health
ONS	Office of National Statistics

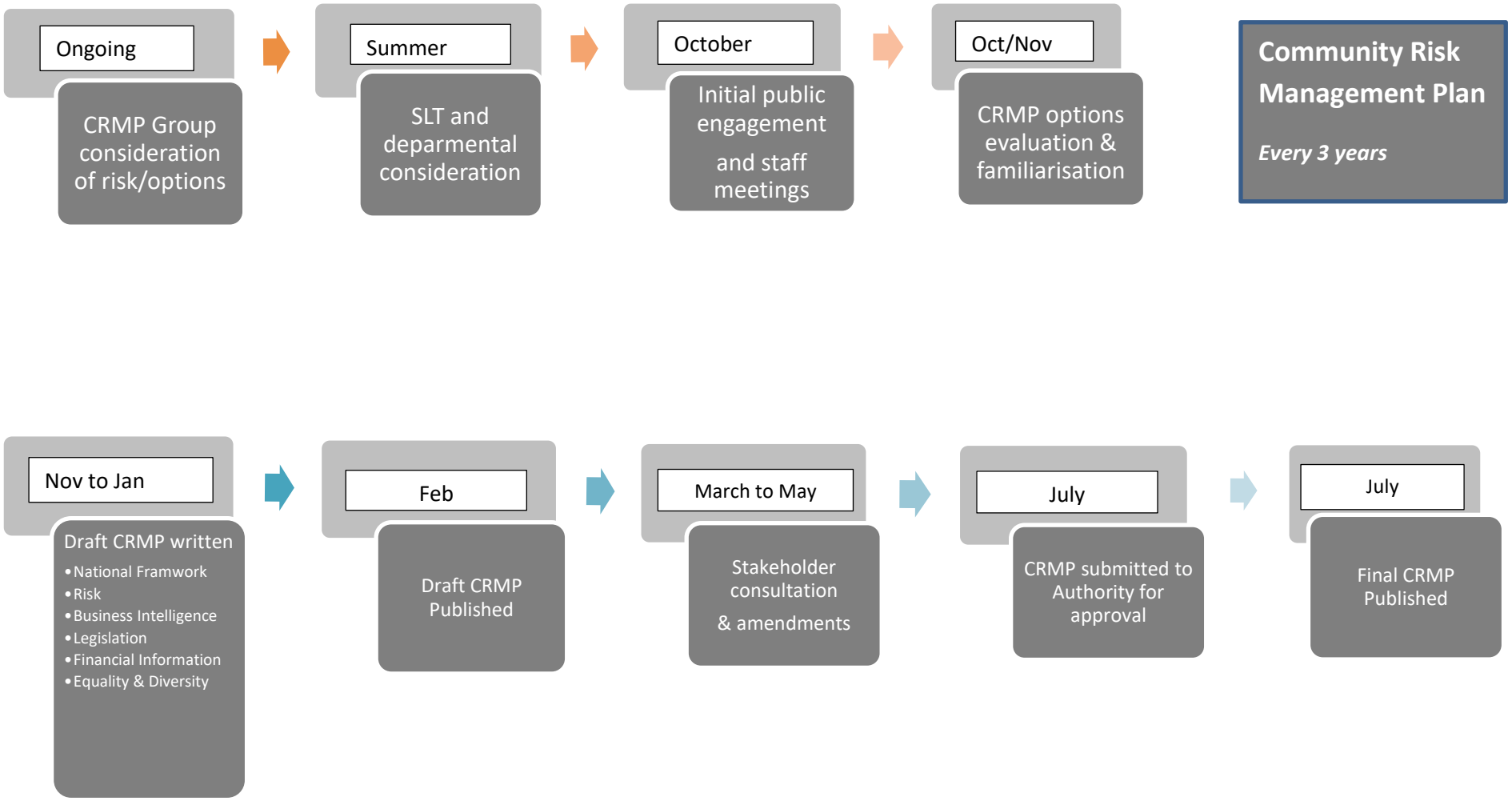
OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PFI	Private Finance Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PORIS	Provision of Operational Risk Information System
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQA's	Personal Qualities and Attributes
PQQ	Pre-Qualification Questionnaire
RAPID	Risk Assessed Programme for Incident Deployment
REPPAIR	Radiation (Emergency Preparedness and Public Information)
RTC	Road Traffic Collision
RR (Fire Safety) O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
S&W	Safe and Well
SCG	Strategic Coordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SIRAH	Site Information of Risks and Hazards
SLA	Service Level Agreement
SRT	Search and Rescue Team
SM	Station Manager
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SLT	Strategic Leadership Team
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSP	Statutory Sick Pay
SSRI	Site Specific Risk Information
TAP	Technical Advisory Panel
TCG	Tactical Co-ordinating Group
TDA	Training and Development Academy
TFC	Training for Competence
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
UKISAR	United Kingdom International Search and Rescue
USAR	Urban Search and Rescue
UwFS	Unwanted Fire Signal
VAW	Violence at Work
VFM	Value for Money
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager

Appendix 1 Merseyside Fire and Rescue Service Organisational Structure



Appendix 2

Community Risk Management Planning Process


Ongoing
CRMP Group consideration of risk/options
Summer
SLT and deparmental consideration
October
Initial public engagement
and staff meetings
Oct/Nov
CRMP options evaluation & familiarisation
Community Risk Management Plan
Every 3 years
Nov to Jan
Draft CRMP written
•National Framwork
•Risk
•Business Intelligence
•Legislation
•Financial Information
•Equality & Diversity
Feb
Draft CRMP Published
March to May
Stakeholder consultation
& amendments
July
CRMP submitted to Authority for approval
July
Final CRMP Published