



Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

SERVICE DELIVERY PLAN

April 2014- March 2015



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1.1 INTRODUCTION :

Merseyside Fire and Rescue Authority continue to face a challenging financial future with further cuts in our Government Grant (our main source of income) in 2014/15 – 2015/16 requiring additional savings of £6.3m are required for 2014/15 – 2015/16, this is on top of the previously approved savings of £19.2m that were required to offset grant cuts and other budget pressures over the period 2011/12 – 214/15.

We believe our financial position would have been far worse but for a robust lobbying campaign which was strongly supported by our local leaders, MPs and the media.

The organisation is, however, meeting these challenges from a position of strength following a period in which we have significantly reduced fires, fire deaths and injuries and made Merseyside a safer place. In addition, we have worked hard over the last year to anticipate the impact of the cuts and reduce the effect they will have on our communities by identifying options that have kept all our community fire stations open.

Our Service Delivery Plan for 2014/15 sets out deliverables that enable us to continue to deliver our services to local communities during and after this period of cuts. The Service will be noticeably leaner but still dynamic and our services will continue to be delivered in the most effective and efficient way. Anyone who needs us in an emergency will still receive one of, if not the fastest response in the country.

Our prevention work is widely acknowledged and has been duly replicated around the world; we continue to get even smarter, sharing risk data and intelligence with partner organisations to ensure we target our efforts towards the most vulnerable and most at risk. We will still give universal free help and advice, and **free** smoke alarms to those people most at risk from fire.

It is impossible for us to make the savings required without some impact on our services and we have been engaging with stakeholders on the least worst options for changes to our operational response.

We will continue to engage and consult during 2014/15 to make sure that any decisions we make about changes to our fire stations and fire appliances consider the views and opinions of our communities. The changes will undoubtedly have an impact on our services but we are confident we can make better use of the resources that remain to continue to deliver a high quality Fire and Rescue Service that compares favourably with any other in the Country.

Dan Stephens - Chief Fire Officer

Councillor Dave Hanratty – Chair Merseyside Fire and Rescue Authority

1.2 CORPORATE MISSION AND AIMS:

Our Mission Is To Achieve:-

Safer Stronger Communities - Safe Effective Firefighters

Our Aims:

- **Excellent Operational Preparedness:**

We will provide our firefighters with the training, information, procedures and equipment to ensure they can safely and effectively resolve all emergency incidents.

- **Excellent Operational Response**

We will maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core.

- **Excellent Prevention and Protection**

We will work with our partners and our community to protect the most vulnerable through targeted local risk reduction interventions and the robust application of our legal powers.

- **Excellent People**

We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all.

1.3 CORE VALUES:

We shape our actions by embedding our core values into the way we deliver our services:

- ***Make a positive Difference to our Community;***

We will build upon our unique position of trust and respect within the community and the professionalism of our staff to tackle the real underlying factors which affect risk.

We will achieve this by seeking partnerships in areas where we believe we can contribute to making communities safer from fire and other emergencies.

- ***Provide an excellent and affordable service***

We will manage our emergency response flexibly, with an emphasis on those most at risk. We will do this by managing the number and type of appliances which are available to respond to emergencies at different locations throughout the day, night and at different times of the year to more accurately reflect the changing level and location of risk.

- ***Everyone matters***

We aim to reduce risk in every home on Merseyside to a tolerable level, with no homes being assessed as high risk after we and our partners have offered support to the resident. To achieve this we will be more sophisticated in the way we commit resources to reduce risk; we will continue to offer free Home Fire Safety Checks to residents in Merseyside as we have done for the past ten years, but our key focus will be to work with our partners to identify and provide assistance to those individuals within the community who are most at risk from fire and other emergencies.

- ***Respect our environment***

We will fulfil our responsibilities for protecting the built and natural environment, with support and commitment at the highest level. We will continue to identify and manage our activities, which have an impact on the environment, without compromising our operational response or our service delivery to the communities of Merseyside.

- ***Our people are the best they can be.***

We will ensure our workforce has the necessary knowledge, skills and values to make a difference. We will support them in their role and encourage them to contribute their ideas to continually improve the Service to deliver our mission.

1.4 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY:

Historically the public perception of the Fire and Rescue Authority may have been that we mainly attended fires and other emergencies but for many years Merseyside Fire & Rescue Authority has offered a range of services to reduce and respond to risk in our communities. In the last two years we have had to deal with significant budget cuts and this will continue in the future. This will have an impact on the services we deliver. However, we will continue to look at ways of preventing incidents, whilst still responding efficiently and effectively to fires and other emergencies when they do happen, within the limits of the resources we have available. Our Integrated Risk Management Plan (IRMP) and Service Delivery Plan set out how we will tackle the risks to our communities.

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

Operational Preparedness

- Providing our firefighters with training, information, procedures and equipment to ensure they can safely resolve all emergency incidents.
- Operational Preparedness is about ensuring MFRA has suitable arrangements in place to identify, plan for and respond to all foreseeable emergencies that could have an impact on our community, neighbouring authorities and the national infrastructure. This internal planning approach ensures that our firefighters have the correct training and the highest standards of equipment to enable them to respond safely and effectively to these emergencies within a multi-agency command structure.
- The Operational Preparedness function is led by an Operational Area Manager and is responsible for all operational training, equipment, planning, intelligence, national resilience assets and the mobilising and communication centre (MACC).

Operational Response

- To maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core'
- The Operational Response function ensures that the Authority, on behalf of the public, is assured with regard to the readiness of its operational workforce, appliances, stations, and equipment to respond appropriately and timely to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective.
- The Operational Response function is led by an Operational Area Manager and is responsible for the operational element of the MFRA workforce. This is currently approximately 824 people across the 26 Fire Stations, our Mobilising and Communications Centre (MACC) and Officer Groups. It should be noted, however, that our IMRP proposed a reduction in the number of firefighters to achieve the £3.5m savings we are required to make from our frontline service as part of the budget cuts for 2015/16.

Excellent Prevention

- Working with partners and our community to protect the most vulnerable through targeted local risk reduction interventions.
- The four key drivers for the MFRA's Prevention Strategy are; Home Safety, Road Safety - RTC Reduction, Arson/Anti-Social Behaviour Reduction and Youth Engagement
- The prevention team is led by the Area Manager for Prevention and Protection. The work is led by teams out in the five districts of Merseyside and each of these key areas also has a functional co-ordinator with responsibility for joining up prevention activity and improved outcomes for communities, including seasonal campaigns such as the bonfire period and community reassurance following incidents.

Excellent Protection

- Working in partnership to reduce risk in the built environment and the robust application of our legal powers.
- MFRA has duties to enforce, consult and provide fire safety advice on matters relating to Community Fire Protection. The Regulatory Reform (Fire Safety) Order 2005 is most commonly associated with Fire Authority enforcement; additional relevant legislation includes sub-surface railways, petroleum, fireworks and explosives, and building regulations.
- The Community Fire Protection (CFP) Policy was refreshed in December 2012 to:
 - Provide the rationale and basis of the Authority's risk based audit approach to CFP;
 - Provide strategic direction on the extent to which fire safety legislation applies;
 - Direct resources to ensure levels of fire protection are met and enforced as required in the relevant fire safety legislation;
 - Provide overarching direction for all CFP priorities, instructions and guidance.

Our People

Our aim at MFRA is to have Excellent People

- We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all.

Our Core Values that shape what we do and how we do it are:

- Make a positive difference to our community
- Provide excellent and affordable response
- Respect our environment
- Everyone matters
- Our people are the best they can be

1.5 PLANNING PROCESS:

Merseyside Fire and Rescue Authority has an integrated and inclusive approach to planning. The plans that set out the ways in which the Authority will achieve its Mission and Aims and comply with its values are all connected and staff and stakeholders have an opportunity to contribute to the plans:

Integrated Risk Management Plan:

The Integrated Risk Management Plan (IRMP) is a three year plan setting out the Mission and Aims concentrating on the core objectives and key priorities. The IRMP makes high level statements in line with organisational risk, the National Framework, equality and diversity and the Authority's budget.

District Community Safety Plans:

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

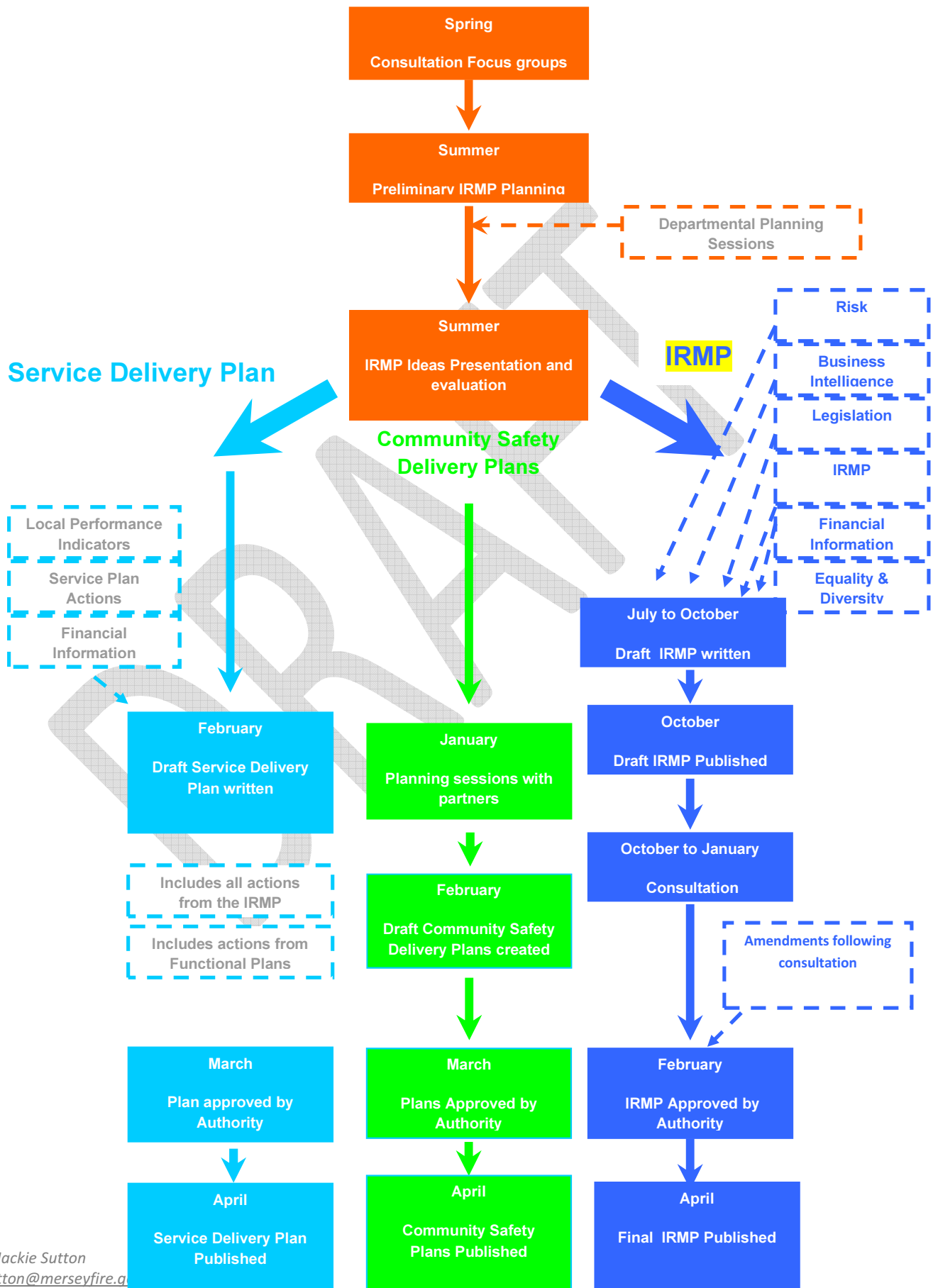
Functional Plans:

Functional Plans are similar to Community Safety Plans but departmentally focused or thematic. Although mainly an internal planning tool, key actions from these plans are included in the Service Delivery Plan.

Service Delivery Plan:

The Service Delivery Plan is an annual plan that provides a summary of all objectives and actions from the IRMP any other actions that are not appropriate for inclusion in the IRMP (e.g. Functional Plan Actions). In addition, it details performance against Performance Indicators (PIs) for the previous year and targets for the next year.

The Annual Integrated Planning Process:



Author: Jackie Sutton
Jackiesutton@merseyfire.g

1.6 MANAGEMENT OF THE PLAN :

Each action point in the Service Delivery Plan is managed as a project providing an auditable lifecycle of progress set against the project plan. The Programme and Project Team assist the responsible officers in the management and creation of project plans, project briefs, risk logs, financial plans and efficient use of resources, this allows us to monitor and control activities and resources, identify impacts and outcomes that deliver value for money to the communities of Merseyside.

1.7 REPORTING :

Regular reporting and management of the Service Delivery Plan is through the Performance Management Group, the Strategic Management Group (SMG) and the Authority's Performance and Scrutiny Committee for Members' approval. Quarterly reports are then published on the Authority's website www.merseyfire.gov.uk

In all types of reporting the status of each action point can be seen at a glance through a traffic light system:

- Green** – On target or successful achievement of an objective/indicator in a quarter.
- Amber** – Partial achievement of task within a quarter.
- Red** – Where an objective has not been achieved or an indicator is not on target.
- Grey** – Action withdrawn or postponed.

2.0 FINANCIAL CHALLENGES 2014-15 :

Merseyside Fire and Rescue Authority uses a set of Budget Principles to make decisions about how it allocates resources. The Principles are as follows:

Principle 1

To allocate resources in a way that contributes towards the achievement of MFRA's Mission, Aims and Values.

Principle 2

To continue to seek to avoid compulsory redundancy (if possible, given the difficult financial circumstances).

Principle 3

To choose budget options which minimise negative impact on the delivery of front line services or on firefighter safety.

Principle 4

To consider budget approaches which ensure the right balance between local and national funding levels and considers the views of local people on the right level of council tax balanced against aspirations for service levels.

Principle 5

To allocate resources having considered the impact on our diverse communities and our employees

2.1 THE AUTHORITY'S BUDGET :

The Authority has planned prudently to minimise the impact on frontline services and has addressed inefficiency, cut management costs and reduced support services.

However, with the scale of funding cuts there has been an inevitable impact on frontline services and despite a saving of £7m being achieved from the back office and support functions the Authority has seen the number of fire appliances in Merseyside reduce from 42 to only 28 across its 26 fire stations. The Government has now increased the level of grant cut for 2014/15 beyond that originally announced and applied a further 10% real terms cut to grant funding for 2015/16. This has left the Authority in a challenging position since it cannot set a balanced budget without yet further reducing its services to the communities of Merseyside.

The Authority wishes to plan prudently to deal with the cuts and has therefore prepared a comprehensive two year financial plan based solely upon those government announcements that have already been made - adopting this strategy alone still requires savings of £6.3m. The Authority, however, recognises that the current government and any subsequent successor are likely to apply further cuts to the Fire and Rescue Service beyond 2015/16. Whilst the Authority will lobby against such a position it is recognised further cuts to funding will mean further cuts to services.

The Authority plans further savings totalling £2.9m from back office and support functions. This still means that £3.4m of the government cuts will be required from the frontline operational service. The Chief Fire Officer has

Author: Jackie Sutton

Jackiesutton@merseyfire.gov.uk

examined the options for delivering the operational savings required and mergers of stations are considered to be the “least worst option.” This approach has been endorsed through the initial public engagement.

The Authority therefore assumes that it will be possible to save £3.4m from operational response through at least 4 station mergers including those already considered by the Authority in principle :-

- Huyton/Whiston at Prescot
- Upton/West Kirby at Greasby
- Eccleston/St Helens at St Helens town centre

The Authority recognises that if suitable sites cannot be identified for mergers that station closures would be the next ‘least worst’ option. In either case, full programmes of public consultation will take place before firm decisions are made on any of the fire station options.

3.0 INTEGRATED RISK MANAGEMENT PLAN (IRMP) :

Our Integrated Risk Management Plan sets out how we will balance the risks and needs of our communities against our duties as a Fire and Rescue Authority and the resources we have available.

IRMP Medium Term Strategy 2012 - 2017

Our Medium Term Strategy covers a 5-year period and we will review our performance against this strategy on an annual basis.

The aim of our strategy is to ensure that our yearly Action Plans are focussed upon the achievement of our Mission;

Safer Stronger Communities - Safe Effective Firefighters

The IRMP Medium Term Strategy for the development of Merseyside Fire & Rescue Service is;

Objective 1:

To reduce accidental dwelling fires and the deaths and injuries which result from these fires in Merseyside.

Action: To analyse our performance on an annual basis using the Local Performance Indicators (LPis) which relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to ensure the reduction in all figures.

Target: We will reduce accidental fires in homes and the deaths and injuries they cause on Merseyside by 5% by 2017.

2013/14 update – We have seen an increase in all three accidental fire areas this year. While the number of accidental dwelling fires is within 10% of the target, sadly injuries and fatalities have increased. We are working more intelligently to target the most vulnerable people in Merseyside through targeted HFSC’s to reach those most in need of our help.

Objective 2:

To achieve an appropriate speed and weight of attack in emergency response to fires and road traffic collisions.

Action: To analyse our performance against our emergency response standards and introduce standards and measures as necessary to improve performance.

Target: To achieve a 90% attainment level against our response standards for fires and road traffic collisions.

2013/14 update – During 2013/14 we reduced the number of appliances from 32 to 28 and following consultation introduced a 10 minute response standard for all emergency incidents. On average we are attending emergency incidents in 5.03 seconds. We are monitoring appliances booking mobile to incidents within 1.9 minutes of being alerted. On average we are achieving this target on 92.2% of occasions and this is being closely monitored by the Operational Assurance Team.

Objective 3:

To reduce fires caused by antisocial behaviour in those areas of Merseyside identified as most at risk.

Action: To analyse risk to ensure we target our intervention activity to reduce antisocial behaviour in those areas where risk is highest across Merseyside.

Target: To reduce antisocial behaviour fires by 5% by 2017.

2013/14 update – We have continued to make improvements in relation to this objective. In particular, the way in which we work with partners has brought us excellent results over the bonfire period, with incidents reducing by 50%

Objective 4:

To reduce the impact of fire on commercial enterprise and the wider community

Action: We aim to use all available resources to ensure we minimise the risk to commercial property from accidental and deliberate fires and to help affected businesses recover to normality as soon as possible.

Target: To reduce fires in commercial premises by 5% by 2017.

2013/14 update – Both deliberate and accidental fire in non-domestic premises are below target. We have continued to work closely with local businesses to reduce these incidents.

Objective 5:

To reinforce our role in fire prevention by improving fire safety within the public and commercial buildings of Merseyside

Action: We will work with all businesses and stakeholders to educate and inform the business community about their responsibilities for fire safety in the workplace and to protect the public, to ensure compliance with the requirements of the Regulatory Reform (Fire Safety) Order 2005.

We will lobby and assist all parties to improve fire safety design in buildings.

Target: We will improve regulatory compliance rates by 5% by 2017.

2013/14 update – our risk based approach to meeting our legislative fire safety duties and responsibilities will assist us in continuing the improvement seen in Objective 4.

Objective 6:

To ensure that the operational workforce operate safely and effectively in the resolution of all emergency incidents.

Action: We will continue a programme for assessment of competence which reflects the evolving risks facing the Fire and Rescue Service in Merseyside and nationally and assess all staff within the operational workforce.

Target: We will assess the operational workforce across all areas of generic risk annually by 2013 and beyond.

2013/14 update – We continue to assess operational personnel through the use of operational monitoring during incidents and through a structured audit of station training, which is on-going through the year. Any areas of improvement or best practice are actioned through the Operational Improvement Group.

Objective 7:

To ensure that we can respond safely and effectively to all emergency incidents locally, regionally and nationally.

Action: We will continue a programme to test operational plans and procedures using internal and multi-agency exercises.

Target: We will test the effectiveness of all operational plans and procedures annually by 2014 and beyond.

2013/14 update - We have reviewed and exercised against Operational Plans which will continue with our multi agency partners against risks identified within the National Risk Assessment (NRA), the Merseyside Resilience Forum (MRF) Community Risk Register (CRR) and site specific risks.

Integrated Risk Management Plan – 2014/15 Annual Action Plan

This Action Plan from the Service Delivery Plan 2013/14 detailed how we intended to implement our IRMP for 2013/16. These actions were planned in conjunction with our established budget planning and to ensure risk is minimised and managed as effectively as possible given the constraints of our financial predicament.

It has not been necessary for the Authority to publish an IRMP Annual Action Plan for 2014/15 as our existing 2013/16 IRMP covers a two year Action Plan. Some actions have been completed during 2013/14 and the Action Points are updated below:

Operational Preparedness

IRMP 13-1- 01 Generic and Site Specific Operational Response Plans

We will identify and review all foreseeable Fire and Rescue Service risks contained within the Merseyside Resilience Forum, Community Risk Register and existing Site Specific Risk Information to develop a suite of suitable and sufficient generic or site specific operational response plans.

2013/14 Update: Ongoing – Work is continuing to collate information on risks within Merseyside area and how it is best accessed and made available to Operational, Tactical and Strategic Commanders when dealing with incidents. This information will be invaluable to the Joint Decision Making model as we move into the Joint Emergency Services Interoperability Project (JESIP).

IRMP 13-1- 02 Review all core Risk Critical Training

We will provide a comprehensive review of all training service instructions, core training methodology, lesson plans and Learn pro packages to ensure alignment with future Operational Response options.

2013/14 Update: Complete

IRMP 13-1-03 Review all Operational Assets and Fire-fighting Media.

We will undertake a review of all specialist vehicles, storage, transport, equipment recovery and demountable pod disposition to increase the effectiveness of the MFRA operational response.

2013/14 Update: Complete

Operational Response

IRMP 13-2- 01 Implement the outcome of the Operational Response Review

In response to grant reduction and financial restraints placed upon the Authority we will continue to review all existing operational duty systems, review and implement revised work routines, implement a 10 minute response standard for Merseyside, review Incident Management Team and implement an operational retained reserve.

2013/14 Update: Replaced by **FP/14/15/2.1**

IRMP 13-2- 02 Manage our Resources efficiently

We will minimise the impact of changes from the reduction of funding to MFRA by implementing a revised station management structure to account for new response standard, develop a revised performance management structure for stations, improved communication and reversion of 3 LLAR stations to whole-time status as part of the new response model.

2013/14 Update: Replaced by **FP/14/15/2.2**

IRMP 13-2- 03 Safety and Effectiveness of Merseyside Fire-fighters

We will continue to ensure that we maintain fire-fighter fitness to the required level for the role and develop the Safe Person Assessment for all operational staff.

2013/14 Update: Replaced by **FP/14/15/2.3**

Prevention and Protection

IRMP 13-3- 01 Youth Engagement

We will actively engage with young people across Merseyside to reduce risk and benefit communities. We will explore opportunities for young people to utilise facilities and resources at the Toxteth Firefit Hub and fire stations through the Princes Trust, Fire Cadets, FireFit, Beacon and Life courses.

2013/14 Update: Continuing to 2014/15

IRMP 13-3- 02 Arson and Anti-Social Behaviour

We will work with partner agencies in order to mitigate the impact of arson and ASB on Merseyside. We will audit and review assets available to tackle small fires, review and refresh our Hate Crime Policy and our process to gather risk critical information for domestic premises.

2013/14 Update: Continuing into 2014/15

IRMP 13-3- 03 Home Safety

We will work in partnership to reduce risk in the home by evolving the HFSC to include additional information about the home and make better use of resources in targeting person centric risk in the home across Merseyside.

2013/14 Update: Continuing into 2014/15

Our People

IRMP 13-4- 01 Human Resources Integrated System

We will develop, train staff in the application of, and implement a new integrated HR system.

2013/14 Update: Near completion - Replaced by **FP/14/15/3.3**

IRMP 13-4- 02 Training Needs Analysis

We will develop and deliver a systematic approach to meet individual training needs identified in the appraisal process

2013/14 Update: Replaced by **FP/14/15/3.2**

IRMP 13-4- 03 Fitness and Health Policy

We will produce a Fitness and Health Policy to ensure fire-fighters are fit for duty.

2013/14 Update: Complete - Policy now in place

IRMP 13-4- 04 Support Service Review

We will deliver a consultation exercise and implement the revised structures recommended in the Support Services Review. We will provide outplacement support and assist teams facilitate change and revised structures

2013/14 Update: Replaced by **FP/14/15/3.4**

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IRMP 13-05-05 Joint Command and Control Centre

Develop and deliver a Joint Command and Control Centre on behalf of Merseyside FRA and Merseyside Police

2013/14 Update: Continuing and due for completion in 2014

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4.0 COMMUNITY SAFETY DELIVERY PLANS 2014-15 :

Community Safety Delivery Plans have been created for each of our five districts; Liverpool, Sefton, St Helens, Knowsley and Wirral. Within each plan local actions are identified for stations. The actions from those plans are not reproduced here, but are available on our website www.merseyfire.gov.uk, or by clicking on the following link.

<http://intranetportal/sites/stations/District%20Planning%20and%20Performance/Forms/AllItems.aspx>

5.0 EQUALITY OBJECTIVES :

Equality Objectives 2012/17

Our Equality Objectives are an important part of our Integrated Risk Management Plan and are integral to our approach to providing services to those people and communities who need them most. Performance against these objectives is reflected in our overall Local Performance Indicator reports in section 7. We set our Equality and Diversity Objectives as part of our 2012 -15 Integrated Risk Management Plan and took particular care to ensure they were part of our primary objectives rather than standing alone.

Equality Objective 1

In the past ten years Merseyside Fire and Rescue Service has reduced accidental fires in the home by 37%

Action: We will continue to build on this work through the use of our customer insight modelling and our station planning process to target individuals at risk

Target: To reduce accidental fires in the home and the deaths and injuries they cause on Merseyside by a further 5% by 2017.

How this impacts on Equality and Diversity: Protected Characteristic – Age and Disability: We know through extensive research that some of the people at highest risk from fire are also covered by the nine protected characteristics that form part of the Equality Act 2010, for example elderly and disabled people. Our activity focuses on reducing risk for vulnerable people.

Equality Objective 2

We will reduce risk for people who live in rented properties across Merseyside

Action: By continuing to build productive relationships with Registered Social Landlords

Target: To cut accidental kitchen fires in social housing by 5% by 2017.

How this impacts on Equality and Diversity: Protected Characteristics – Age and Disability, Socio-Economic Disadvantage:: We know that people who live in rented properties often have other needs and fall within the protected characteristics. We've worked well with Registered Social Landlords to protect their residents, but some of the higher risk people live in privately rented accommodation and we want to help them too.

Equality Objective 3

We will continue to engage with young people in vulnerable areas

Action: Through our award winning youth engagement programmes

Target: Reducing deliberate antisocial behaviour fire setting by 5% by 2017.

How this impacts on Equality and Diversity: Protected Characteristics – Age, Socio-Economic Disadvantage: The antisocial behaviour of a minority of young people can impact most on the elderly and on other young people too. We want to help young people become good role models for others in their area and help older people feel safer in their homes.

Equality Objective 4

We will work with at risk groups and local partners to contribute to the reduction in the number and severity of road traffic collisions across Merseyside

Action: To work towards achieving the local target of reducing the number of people killed or seriously injured in road traffic collisions

Target: Reducing the number of people killed or seriously injured in road traffic collisions by 37.5% by 2020.

How this impacts on Equality and Diversity: Protected Characteristic – Age: Young people are at a particularly high risk of being killed or seriously injured in road traffic collisions. We want to have a positive impact on this group and help to keep them safer on the roads, whilst also monitoring RTC risks in relation to young and old across all 5 district and responding accordingly.

Equality Objective 5

Our aim is to create a strong cohesive organisation which is positive about rising to the future challenges we face.

Action: Our aim is to increase the representation of all minority groups within the communities of Merseyside in the Fire and Rescue Service

Target: To increase the diversity of our workforce and volunteers in order to reflect the local community we serve and increase applications for roles within the organisation (including volunteering) for those protected groups under-represented currently within our workforce.

How this impacts on Equality and Diversity: Protected Characteristic – Gender and Ethnic Origin: We'd like our workforce to better represent the make up of our communities and will work to encourage applications from under-represented groups when we carry out any recruitment.

NB. No uniformed recruitment has taken place over the life of the previous IRMP

6.0 SERVICE DELIVERY PLAN ACTION POINTS :

We have priorities that are really important to us as we strive to reduce risk. However they don't all fit within the criteria of the Integrated Risk Management Plan and the action points below deal with areas of activity that are priorities for the Authority but sit outside the IRMP. These have been developed as part of our Functional Plans; however some Directorates will have IRMP actions carried forward from 2013/14 which are incorporated into the Action Points below:-

Operational Preparedness:

- FP/14/15/1.1** Replace all frontline Breathing Apparatus, replace all frontline breathing apparatus and carry out a review of all training packages. To also embed the new National Guidance into the core training matrix.
- FP/14/15/1.2** Review and amend all MFRS Standard Operating Procedures to accord with the National Operational Guidance Project.
- FP/14/15/1.3** Carry out a review of the current Command Support arrangements and incorporate into the 'Incident Ground Logistics Unit' concept.

Operational Response:

- FP/14/15/2.1** Continue to strengthen operational response through improvements identified as a result of effective monitoring, audit and review of the Operational Response Function (OAT).
- FP/14/15/2.2** Minimise the impact of changes from the reduction of funding to the Service by managing our Response resources efficiently and effectively (TRM)
- FP/14/15/2.3** Continue to ensure that we maintain the Health, Safety and Effectiveness of Merseyside Firefighters with a reducing workforce (H&S)

People and Organisational Development:

- FP/14/15/3.1** Develop and deliver a comprehensive workforce development strategy to include succession planning, Firefighter recruitment, introduction of apprenticeships and continue to embed appraisals.
- FP/14/15/3.2** Introduce integrated people policies covering attendance, capability, conduct and performance, and deliver training.
- FP/14/15/3.3** Implement phase 2 of the HR integrated project to include Training and Development, Absence Management and Time and Resource Management departments.
- FP/14/15/3.4** Undertake and implement Support Service Review to reflect 2014/16 budget, provide support to teams to facilitate change and revise structure.

Prevention and Protection

Prevention:

- FP/14/15/4.1** Pro-actively engage with internal and external stakeholders and partners to identify and assess risk in homes and communities, deliver interventions, promote fire safety, community safety and road safety.
- FP/14/15/4.2** Implement a risk based programme for targeting prevention activities.
- FP/14/15/4.3** Develop the outcome led approach to targeting risk.

Protection:

- FP/14/15/5.1** Address short and medium term succession risks to optimise performance capability to deliver the Protection Risk Based Strategy.
- FP/14/15/5.2** Ensure compliance with changing legislation, and national best practice, to support business compliance.
- FP/14/15/5.3** Ensure management systems support efficient and effective performance delivery against the Protection Risk Based Strategy.

Finance:

- FP/14/15/6.1** Implement the new payroll system and work with People and Organisational Development to ensure integration with human resources element is working appropriately.
- FP/14/15/6.2** Review implementation of new finance system to ensure efficient and effective working.
- FP/14/15/6.3** As per the budget resolution for 2014/15 work with officers to identify and action the approved savings.

Legal:

- FP/14/15/7.1** Improve the process for obtaining satisfactory evidence of contractors' insurance.
- FP/14/15/7.2** Recover 90% of all debts referred to the Legal Department and define what percentage of unrecovered debts are due to socio-economic reasons.
- FP/14/15/7.3** Provide an improved legal service to fire stations in the community, to include visits to at least six identified fire stations to deliver information and advice to ensure in all statutory functions are carried out within the law, making staff aware of any contraventions or likely contraventions of any rule of law.

Procurement:

- FP/14/15/8.1** Implement and embed new procurement regulations into documentation and working practices.
- FP/14/15/8.2** Identify contracts which would benefit from increased contract management through liaison with budget holders to improve service levels.
- FP/14/15/8.3** Review current procurement systems and processes, identify systems and processes which can be improved/re-engineered to increase efficiency.

Democratic Services:

- FP/14/15/9.1** Develop Modern-Gov system for Democratic work-streams outside of Committee agendas.
- FP/14/15/9.2** Termination of archive documents no longer required for retention, and transfer of public archive records to Municipal Library.
- FP/14/15/9.3** Centralise arrangements for Member Development, attendance at events and Member feedback from attendance at events.

Strategy and Performance

- FP/14/15/10.1** Continue to embed Equality and Diversity across the organisation.
- FP/14/15/10.2** Ensure that the Intranet Portal supports the organisation's objectives and make effective use of information systems to manage performance.
- FP/14/15/10.3** Improve information security and governance including implementation of the Fire and Rescue Service Protective Security Strategy.

Corporate Communications:

- FP/14/15/11.1** Communicate the implications of budget cuts to all stakeholders internally and externally.
- FP/14/15/11.2** Further develop the Safe Person Assessment application and work with Operational Preparedness, Operational Response and other departments on future application needs.
- FP/14/15/11.3** Develop a future strategy for the Corporate Communications Department which will include some staffing model changes to ensure efficiency for future budget cuts.

Information and Communication Technology:

- FP/14/15/12.1** Provide technology support for the creation of the Merseyside Joint Control Centre.
- FP/14/15/12.2** Identify and plan budget savings of £150k for the financial year 2014/15 and beyond.
- FP/14/15/12.3** Review on-line collaboration applications and user devices. Review tablet pilots, select and roll-out devices for Senior Officers

Assets Directorate:

- FP/14/15/13.1** To review and tender for an alternative service delivery model for the estates function, to provide a more cost efficient service.
- FP/14/15/13.2** Develop and deliver Capital Project – To Project manage the implementation and delivery of the Capital Project in liaison with external and internal stakeholders.
- FP/14/15/13.3** To implement a new computerised Asset Management System to ensure that MFRS manage assets effectively and efficiently.

7.0 PERFORMANCE INDICATORS:

Performance Indicators measure key areas of performance and allow 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 historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

In January 2014 a review of Performance Indicators was undertaken to ensure that they are still relevant for Organisational needs. As a result of this review, the way performance indicators will be monitored and reported has been divided into three strands:

- **Key Performance Indicators (KPI) – Outcome indicators – Reported to Authority**
- **Tier 1 Local Performance Indicators - Outputs – some minor outcomes – Reported to Performance Management Group**
- **Tier 2 Local Performance Indicators – lower level outputs – Reported to District Management Teams**

Reporting of performance against KPIs will be presented at Authority meetings using a traffic light system to update Members on the performance against targets set for the year. The results will be published on our website www.merseyfire.gov.uk.

While only key performance indicators will be reported to Authority, performance against targets will be illustrated in the quarterly Service Delivery Plan Report with data and narrative from the related 1st and 2nd tier outputs. Further data can be requested from the Strategy and Performance Department.

There has been a need to create additional indicators to monitor and performance in line with business objectives; in other areas it is considered that the indicator is not currently measuring performance in a useful way. When that is the case we either amend or replace the indicator. For 2014/15, targets will only be set for KPIs (outcome indicators). Activity against other indicators will be monitored against the time allocated for particular activities and those activities will vary in response to the risk and need in different parts of Merseyside

The amended suite of indicators for 2014/15 on which we will report to Authority, can be found from pages 28 to 32 with the full list of Performance Indicators, shown in the three tiers at Appendix 2.

The estimated performance for 2013/14 is detailed below (using actual data from April 2013 to February 2014). This will be replaced with the final end of year figures in June.

7.1 ESTIMATED PERFORMANCE FOR 2013/14:

Performance against targets set for 2013/14 can be seen below. Where there is no target the Status is shown as not applicable (N/A)

LPI	Narrative	Performance 2012/13	Target 2013/14	Estimated Performance 2013/14	Status
1 <i>re-issued</i>	The % of fires attended in Accidental Dwelling Fires where: a smoke alarm had activated	76.80%	Monitor only	73.69%	N/A
2 <i>re-issued</i>	The % of fires attended in Accidental Dwelling Fires where: a smoke alarm was fitted but did not activate	23.20%	Monitor only	26.41%	N/A
3 <i>re-issued</i>	Count of Accidental Dwelling Fires where: no smoke alarm was fitted	398	Monitor only	431	N/A
4	Total number of Home Fire Safety Checks (HFSC's) completed	56222	3261 /Month 39132 /Annum	40706	
	Total number of Home Fire Safety Checks (HFSC's) completed including FSN, Station & Prevention	62843	Information Only	40742	N/A
5	Home Fire Safety Checks carried out in domestic dwellings as a revisit.	34492	Monitor only	28842	N/A
5a	Number of HFSC's carried out in high risk areas	10456	Monitor only	5345	N/A
5b	Number of HFSC's carried out in medium risk areas	30365	Monitor only	14504	N/A

Author: Jackie Sutton
Jackiesutton@merseyfire.gov.uk

LPI	Narrative	Performance 2012/13	Target 2013/14	Estimated Performance 2013/14	Status
5c	Number of HFSC's carried out in low risk areas	16252	Monitor only	19416	N/A
5d	Number of HFSC carried out on High & Medium Risk People	N/A	Monitor only	10276	N/A
5e	Number of HFSC carried out by FSN	10276	Monitor only	8854	N/A
6a	Number of New high risk home safety visits carried out by prevention officers	3637	Monitor only	4336	N/A
6b	Total Number of high risk home safety visits carried out by prevention officers	48	30 / advocate, / month	673	
10A	Retention rates for young people on youth engagement courses –percentage of those completing courses	TBA	Monitor only	Monitor only Annual Return	N/A
10B	Percentage of young people on Princes Trust courses moving into Education Employment or Training (EET)	TBA	75.00%	75%	
10C	Community engagement hours. To include time spent on Site Specific Risk information visits and HFSC, as well as school visits and other community engagement.	21.03	80 Hours per appliance	99.5hrs	
19	Number of deliberate fires in non domestic premises	98	94	89	
19a	Number of accidental fires in non domestic premises	257	293	225	
20	Number of Fire Safety audits by Fire Protection Officers	1683	8 / Officer,	8.05 per Officer	
36	Number of Road Traffic Collisions (RTC)	469	473	496	
41	Number of injuries at RTC's (minor)	251	Monitor only	282	N/A

LPI	Narrative	Performance 2012/13	Target 2013/14	Estimated Performance 2013/14	Status
42	Number of injuries at RTC's (serious)	73	Monitor only	64	N/A
42a	Number of fatalities at RTC's	7	Monitor only	8	N/A
44	Number of accidental fires in dwellings	1136	1,131	1,238	
45	Number of fatalities from accidental dwelling fires	6	6	7	
46	Number of injuries from accidental dwelling fires	130	126	145	
47	Percentage of accidental dwelling fires confined to room of origin.	93.40%	92.00%	94.13%	
48	Number of deliberate dwelling fires in occupied properties	209	Monitor only	169	N/A
48a	Number of deliberate dwelling fires in unoccupied properties	70	Monitor only	68	N/A
49	Number of Deaths occurring in deliberate dwelling fires	4	Monitor only	1	N/A
50	Number of Injuries occurring in deliberate dwelling fires	27	Monitor only	31	N/A
52 re-issued	Number of Malicious False Alarms Attended	261	240	198	
53 amended	The number of false alarm calls due to automatic fire alarm equipment	2438	1648 (137 per month)	987	
61	The total number of Fires in Merseyside	7056	Monitor only	9026	N/A

LPI	Narrative	Performance 2012/13	Target 2013/14	Estimated Performance 2013/14	Status
61a	Number of deliberate vehicle fires	508	513	476	
61b	Number of deliberate ASB fires (small)	3906	5,009	5584	
66 Re-issued	Number of Primary Fires Attended	2747	Monitor only	2778	N/A
135 New	The Number of Automatic Fire alarms which are classed as "unwanted".	3900	Monitor only	2303	N/A
136 New	Number of calls received by MACC to Fire Alarm Actuations	N/A	Monitor only	4023	N/A
138 New	Number of Accidental Kitchen fires in dwellings owned by RSLs'	249	Monitor only	242	N/A
55	Percentage of 999 calls answered within 10 seconds	97.30%	96.00%	96.73%	
121	Site Specific Risk Information (SSRI) - Firefighter Safety - number of sites visited resulting in a site specific plan	N/A	1 cat 1 or 2 + 1 cat 3 pump/ watch /month LLAR – 4 cat 1 or 2 & 4 cat 3 / month	1240	
130	% of operational personnel who have completed on-line assessments	N/A	100.00%	100%	
131	% of operational personnel who have attended all risk critical training courses.	N/A	Annual Accrual to 100%	100%	
132	% of Senior Officers who have completed an assessment of operational competence	145	Annual Accrual to 100%	100%	
133 New	% of operational personnel who have completed Safe Person Assessments (SPA)	N/A	100.00%	100%	
98	Number of operational staff injuries – on duty	41	57	51.25	

LPI	Narrative	Performance 2012/13	Target 2013/14	Estimated Performance 2013/14	Status
106 <i>New</i>	Number of non operational staff injuries – on duty	13	15	9.1	
120A <i>New</i>	Fire appliance hit other vehicle / object whilst responding to operational incident	N/A	18	22	
120B	Fire appliance hit other vehicle / object whilst engaged in routine activities	N/A	29	35	
120C <i>New</i>	Light Vehicle hit other vehicle / object whilst responding to operational incident.	N/A	Monitor only	2	N/A
120D <i>New</i>	Light Vehicle hit other vehicle / objects whilst engaged in routine activities	N/A	14	17	
129 <i>New</i>	Alert to Mobile in under 1.9 minutes	63.18%	95.00%	92.22%	
137 <i>New</i>	Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes.	97.24%	90.00%	96.81%	
139 <i>New</i>	Reporting of the levels of Near Miss reports recorded by the service, 1st year Monitoring Only”	N/A	Monitor only	45	N/A
93	Electricity used by all MFRS buildings - divided by floor space	72Kw/m2 per annum	64/74w/m2 per annum	89	
94	Gas used by all MFRS buildings - divided by floor space	213kw/m2/ annum	223/275kW/m2 per annum	156	
95	Water used by all MFRS buildings - divided by floor space	16m3/person/ annum	9.36/15.08m3/ person/ annum	18	
96	Waste generated per person per annum	175kg/Person/ Month	200kg per person per annum	164	
97	Carbon Emissions of all buildings	75/113 Kg Co2/m2/PA	74w/m2 per annum	78	
99 <i>New</i>	Proportion of high risk (category 1 & 2) environmental incidents of all Environmental incidents.	TBA	Cat. 1&2 incidents are 10% of less than cat. 3&4	Unable to provide an estimate but pass anticipated	

LPI	Narrative	Performance 2012/13	Target 2013/14	Estimated Performance 2013/14	Status
108	Net Expenditure on the Fire & Rescue Service per head of population	£49.30	£51.54	£51.54	
128	% of invoices paid by the Authority within 30 days of such invoices being received by the Authority	100.00%	100.00%	100%	
111A <i>New</i>	Number of working days/shifts lost to sickness per Whole-time Equivalent GREY book (operational) personnel.	7.07	7.54	8.09	
111B <i>New</i>	Number of working days/shifts lost to sickness per Whole-time Equivalent GREEN & RED book (non uniformed) personnel.	N/A	7.54	9.02	
112	The number of working days/shifts lost to sickness absence per head, all personnel.	7.76	7.54	8.34	
116	Percentage of female fire fighter recruits - At least 20% of all new recruits appointed by 2017 to be women	No Recruitment in 2012-13	20% by 2017	No recruitment has taken place	N/A
117	Percentage of Black and Minority Ethnic firefighter recruits - At least 8% of all new recruits appointed by 2017 to be from minority ethnic communities in order to match the current minority ethnic population of Merseyside plus 5%	No Recruitment in 2012-13	8% by 2017	No recruitment has taken place	N/A
134 <i>New</i>	Number of Staff Appraisals to be completed during January & February 2014	N/A	100.00%	No recruitment has taken place	N/A

	Within 10% of Target
	Target achieved
	Greater than 10% above last year

Comments on Local Performance Indicators where the target has not been achieved.**LPI 45 Number of fatalities from accidental dwelling fires****LPI46 Number of injuries from accidental dwelling fires**

Regrettably both of the indicators above failed to meet the targets set for 2013/14. We continue to target our prevention work at those residents identified as most at risk, working closely with partners delivering interventions and promoting fire safety. A key focus for 2014/15 is to encourage more partner organisations to share data about vulnerable people to help us to do this more effectively.

LPI 61 Total number of fires in Merseyside

Total fires on Merseyside increased by more than 10% during 2013/14. There are a number of factors that have influenced this including the warmer than average summer and an increase in criminality in some of the Districts particularly St Helens, Liverpool North and Wirral. We continue to work closely with partners to target harden those at risk of fire on Merseyside.

LPI 61b Number of deliberate anti-social behaviour fires

The total number of anti-social behaviour small fires was more than 10% above target this can be attributed in part to a spate of wheelie bin fires in St Helens, leading to an arsonist being apprehended by Police, and an increase in anti-social fire behaviour in parts of Liverpool and St Helens. We continue to work with partners to plan strategies for identifiable risks and periods of risk such as summer holidays and bonfire period.

LPI 111a Number of working days/shifts lost to sickness per head whole-time equivalent Grey Book (operational) personnel.

LPI 111b Number of working days/shifts lost to sickness per wholetime equivalent Green and Red book (non uniformed) personnel

LPI 112 Number of working days/shifts lost to sickness absence per head, all personnel

For the first time in 2013/14 non uniformed personnel sickness/absence was separately monitored in LPI 111b. Absence among uniformed personnel remains high but is within 10% of the target. However non uniformed absence is considerably higher than the 7.54 target. As a consequence the absence for all personnel indicator has also exceeded the target. Absence is being closely monitored by department heads and by the Performance Management Group.

LPI 93 Electricity used by all MFRS buildings

The Authority has now opened all seven new PFI fire stations which use electrically powered heating and cooling systems, so have a high electricity use but a correspondingly low gas use. Total energy use is exemplar across the estate, so the change of heating at PFI stations has brought efficiency but skewed the electricity use figure for this year.

7.2 REVISED KEY PERFORMANCE INDICATORS :

KPI Ref	Narrative	Target 2014/15
61	The total number of Fires in Merseyside	8395
66	Number of Primary Fires Attended	2743
44	Number of accidental fires in dwellings	1170
45	Number of fatalities from accidental dwelling fires	6
46	Number of injuries from accidental dwelling fires	142
48	Number of deliberate dwelling fires in occupied properties	201
48a	Number of deliberate dwelling fires in unoccupied properties	66
49	Number of deaths occurring in deliberate dwelling fires	N/A
50	Number of Injuries occurring in deliberate dwelling fires	31
47	Percentage of accidental dwelling fires confined to room of origin – maintain previous target	92%
137	Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes.	On 90% of occasions
19	Number of deliberate fires in non- domestic premises	87
19A	Number of accidental fires in non-domestic premises	239
61A	The number of deliberate vehicle Fires in Merseyside	489
61B	The number of deliberate ASB fires in Merseyside	5062
36	Number of Road Traffic Collisions (RTC) identified as 'person's trapped requiring release' attended on Merseyside.	468
41a New	Injuries in Road Traffic Collisions	355
42A	Number of fatalities at RTC's	7

LPI Ref	Narrative	Target 2013/14
52a New	Total number of False Alarms attended	Monitor only
53	The number of false alarm calls due to automatic fire alarm equipment	Monitor only
112	Number of working days/shifts lost to sickness absence per Whole Time Equivalent all personnel.	7.54
98	Number of operational staff injuries – on duty	40
144	Increase the diversity of our workforce and volunteers to reflect the local community we serve.	Increase diverse workforce
145	Increase the applications for roles within the organisation (including volunteering) for those protected groups under-represented currently within our workforce.	Increase diverse workforce
134	Number of Staff Appraisals to be completed during January & February	100%
97	Carbon Output of all buildings – existing target maintained	74w/m ² per annum

Full list of indicators – Appendix 2

8.0 EQUALITY AND DIVERSITY :

Equality & Diversity

MFRA recognises the importance of considering and promoting equality in everything that we do. Our commitment to equality and diversity is a key aspect of how we deliver our services and how we recruit, develop and manage our staff. This embedding of equality and diversity in all our practices and functions has resulted in the Authority achieving the Excellent Standard against the Fire and Rescue Service Equality Framework.

Our Equality and Diversity objectives, set in January 2012, have been refreshed and continue to be a main focus during 2013/16 as our work progresses to address the role of inequality in relation to fire and the resultant impact of fire on people's lives.

We have considered the community demographic profile of Merseyside whilst preparing our IRMP and District Plans, considering the levels of deprivation, age, gender, ethnicity and religion as well as other demographics and protected characteristics where data has been available. This is then combined with the occurrence of incidents in relation to that information we have witnessed over the last three years. We use this information to target our prevention and protection resources at the areas of greatest risk.

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics set out in the Equality Act 2010 which MFRA is required to take into account under its Public Sector Equality Duty. This will be dealt with through the Equality Impact Assessment process which will include reviewing Census data, demographic data, Fire and rescue statistics and community consultation feedback.

Equality Impact Assessments

Equality Impact Assessments are a key process in helping MFRA to determine the impact of future service changes and their likely impact on equality and community groups. The IRMP Document sets out the key changes to the Fire and Rescue Service for Merseyside and EIAs have been carried out on those key changes.

9.0 CORPORATE SOCIAL RESPONSIBILITY :

Corporate Social Responsibility is all about organisations embracing responsibility for the impact of their activities on the environment, service users, employees, communities and other stakeholders. Organisations that are committed to Corporate Social Responsibility proactively promote the public interest by encouraging community growth and development, and voluntarily eliminating practices that might harm the public or the environment. In short, CSR is the deliberate consideration of the wider impact of an organisation's activities and taking positive steps to minimise the negative impacts and enhance the positive ones.

Merseyside Fire and Rescue Service's Mission is Safer Stronger Communities – Safe Effective firefighters, so consideration of the effect we have on the public is our paramount concern. But we also go further to develop and deliver broader benefits to Society and we work closely with partners and communities to do this. Through drawing on our own and others' skills and expertise, whether they are part of an organisation or individual citizens, we work together as genuine partners to get things done.

We have a set of corporate values that are the framework for everything that we do and we have the skills and expertise, passion and initiative to take the lead in improving lives and services to our communities. This policy and the related Service instruction sets out what we are doing to improve our communities now and in the future.

Our approach to Corporate Social Responsibility is grounded in our overall approach to planning, and the plans that we produce set out how we deliver our services to communities in line with our Core Values.

APPENDIX 1: GENERAL MFRA – GLOSSARY OF TERMS

Glossary of MF&RS Abbreviations:

ACAS	Advisory Conciliation and Arbitration Service	D2A	Drive to Arrive
ADC	Assessment Development Centres	DA	District Audit(or)
AFA	Automatic Fire Alarm	DAG	Diversity Action Group
AFD	Automatic Fire Detection	DCFO	Deputy Chief Fire Officer
AGM	Annual General Meeting	DCU	Damage Control Unit
ALARM	Association of Local Authority Risk Managers	DES	Disability Equalities Scheme
AM2	Absence Monitoring form 2	DEOS	Department of Environment and Operational Services
ARA	Arson Reduction Advocate	DoE	Duke of Edinburgh
ABS	Anti-Social Behaviour	DTI	Department of Trade & Industry
ASBO	Anti-Social Behaviour Order	EARLY	Education Alternative Reaching Local Youth
AVLS	Automatic Vehicle Location System	EDBA	Extended Duration Breathing Apparatus
BA	Breathing Apparatus	EEM	Employee Expense Management
BCA	Basic Credit Approval	EFAD	Emergency Fire Appliance Driver
CVS	Council for Voluntary Services	EIA	Equality Impact Assessment

CBT	Crew Based Training	EISEC	Enhanced Information Service for Emergency Calls
CCTV	Closed Circuit Television	EPU	Emergency Planning Unit
CDRP	Crime & Disorder Reduction Partnership	ESG	Equalities Steering Group
CFO	Chief Fire Officer	FACE	Fire Awareness Child Education
CFOA	Chief Fire Officers' Association	FBU	Fire Brigades Union
CS	Community Safety	FF	Firefighter
CIU	Chemical Incident Unit	FIRST	Firework Incident Research & Safety Team
CIPFA	Chartered Institute of Public Finance & Accountancy	FLARE	Team set up to investigate arson and fraud cases
CLG	Communities and Local Government	FMIS	Financial Management Information System
DCE	Deputy Chief Executive	FOA	Fire Officers Association
CM	Crew Manager	FPA	Fire Protection Association
CO	Carbon Monoxide	FPOS	First Person on Scene
CoE	Centre of Excellence	FREE	Fire Reduction through Education and Engagement
COMAH	Control of Major Accident Hazards	FS	Fire Safety
COSHH	Control of Substances Hazardous to Health	FSB	Fire Service Bulletins
CPL	Combined Platform Ladder (aerial appliance)	FSEC	Fire Service Emergency Cover (modelling software)
CPP	Combined Pump Platform (aerial/firefighting appliance)	FSIT	Fire Service Improvement Team
CRB	Criminal Records Bureau	FSI	Fire Service Inspector

CSIMS	Community Safety Information Management System	FSN	Fire Support Network
CSO	Community Safety Officer	FSS	Fire Standard Spending
CSM	Community Safety Manager	NVQ	National Vocational Qualification
GES	Gender Equalities Scheme	NW	North West
GIS	Geographical Information System	NWCOE	North West Centre of Excellence
GRA	Generic Risk Assessment		
HART	Hazardous Area Response Team (Ambulance)		
HazMats	Hazardous Materials	NWFS	Networking Women in the Fire Service
		OBC	Outline Business Case
HFSC	Home Fire Safety Check	OH	Occupational Health
HMU	Hazardous Materials Unit	OJEU	Official Journal of the European Union
HOMA	Home Officer Master Agreement	ONS	Office of National Statistics
HR	Human Resources	OPARA	Operational Assurance Audit
HSE	Health & Safety Executive	OPERA	Operational Performance Audit
		ORC	Operational Resource Centre
		OSU	Operational Support Unit
ICT	Information Communications & Technology	OT	Overtime
IFE	Institute of Fire Engineers	OWLe	Performance management software used by the Service

IIT	Incident Investigation Team	Ops	Operational
IMD	Indices of Multiple Deprivation		
IMT	Incident Management Team	PA	Personal Assistant
IMU	Incident Management Unit	PCT	Primary Care Trust
IOSH	Institute of Safety & Health	PFI	Private Finance Initiative
IPDS	Integrated Personal Development System	PH	Public Holiday
IRMP	Integrated Risk Management Plan	PI	Performance Indicator
IT	Information Technology	PIMS	Performance Indicator Management System
JAG	Joint Agency Group	POEST	Point of Entry Selection Test
JCP	Joint Consultative Panel	POD	People Organisation and Development Group
JESIP	Joint Emergency Service Interoperability Project	PPE	Personal Protective Equipment
KMBC	Knowsley Metropolitan Borough Council	PPV	Positive Pressure Ventilation
		PQAs	Personal Qualities & Attributes
LAA	Local Area Agreements	PQQ	Pre-Qualification Questionnaire
LACDE	Local Authorities Confronting Disaster & Emergencies	PTV	Princes Trust Volunteers
LASBU	Liverpool Anti-Social Behaviour Unit	PWLB	Public Works Loans Board
LCC	Liverpool City Council	RAPID	Risk Assessed Programme for Incident Deployment
LGA	Local Government Association	RCCO	Revenue Contribution to Capital Outlay

LGBT	Lesbian, Gay, Bisexual and Transgender Group	REPAIR	Radiation (Emergency Preparedness & Public Information)
LJMU	Liverpool John Moores University	RTC	Road Traffic Collision
LLAR	Low Level of Activity & Risk	RFI	Request for Information
		RR(Fire Safety)O	Regulatory Reform (Fire Safety) Order 2005
LPI	Local Performance Indicator	RSG	Revenue Support Grant
LSP	Local Strategic Partnership	RSL	Registered Social Landlord
		SRT	Search & Rescue Team
MaCC	Mobilising and Communications Centre	SAP	Single Assessment Process
MAG	Multi Agency Group		
MCLG	Mersey Capacity and Learning Group	SCA	Supplementary Credit Approval
MetaData	Data that identifies the context of information	SFT	Small Fires Team
		SMG	Strategic Management Group
MFRA	Merseyside Fire & Rescue Authority	SM	Station Manager
MFRS	Merseyside Fire & Rescue Service	SPARC	Saving Parks And Recreational Centres
MIRWMS	Merseyside Ionising Radiation Warning & Monitoring System	SSP	Statutory Sick Pay
MLRF	Merseyside Local Resilience Forum	STAMP	St. Helens Alternative Motor Programme
MOU	Memorandum of Understanding	STC	Safety Training Centre
MRAS	Mersey Regional Ambulance Service	StnO	Station Officer

Author: Jackie Sutton
Jackiesutton@merseyfire.gov.uk

NAG	Neighbourhood Action Group	TAP	Technical Advisory Panel
NEBOSH	National Examining Body for Occupational Safety & Health	T&D	Training & Development
NJC	National Joint Council	TFC	Training for Competence
NNDR	National Non-Domestic Rates	TNA	Training Needs Analysis
NRF	Neighbourhood Renewal Fund	TRG	Threat Response Group
SHQ	Service Headquarters	TUPE	Transfer of Undertakings, Protection of Employment
SIG	Special Interest Group	UHA	University Hospital Aintree
SLA	Service Level Agreement	USAR	Urban Search & Rescue
SMART	Specific, Measurable, Achievable, Realistic, Time-bound	UwFS	Unwanted Fire Signals
SMP	Safer Merseyside Partnership	VFM	Value For Money
SMP	Statutory Maternity Pay	VAW	Violence at Work
SOP	Standard Operating Procedure	VES	Voluntary Early Retirement
SORP	Statement of Recommended Practice	VR	Voluntary Retirement
YEO	Youth Engagement Officer	WM	Watch Manager
YIP	Youth Inclusion Programme	YOT	Youth Offending Team

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