IRMP 2017-20

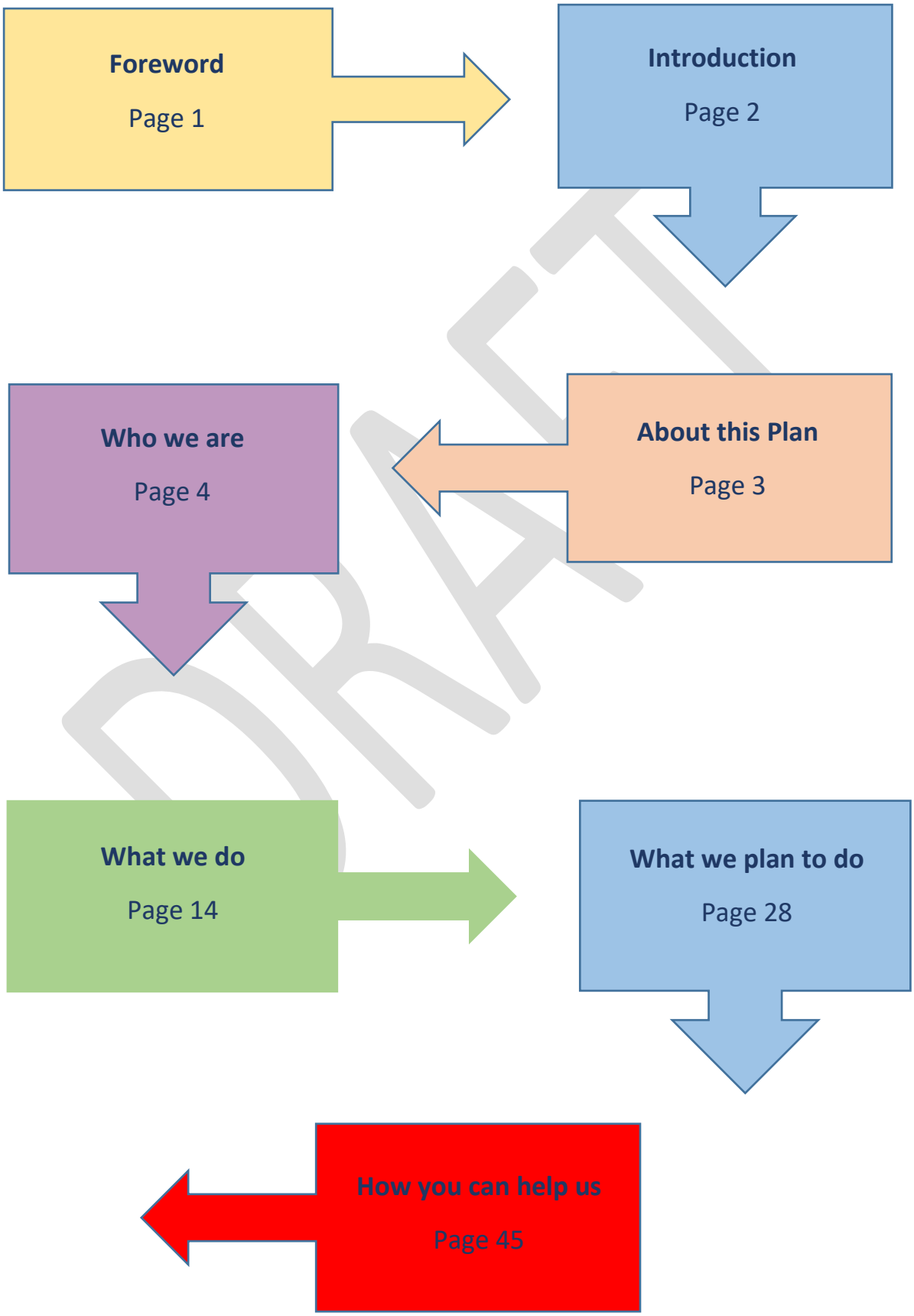


INTEGRATED RISK MANAGEMENT PLAN 2017-2020

SAFER, STRONGER COMMUNITIES, SAFE, EFFECTIVE FIREFIGHTERS

Merseyside FIRE & RESCUE SERVICE

Contents



DRAFT

Foreword

Chair of the Fire Authority Cllr Dave Hanratty

Merseyside Fire and Rescue Authority (MFRA) is responsible for ensuring Merseyside is protected by an effective fire and rescue service.

To meet this responsibility while facing ongoing and significant budget cuts, the Authority has developed a three year Integrated Risk Management Plan (IRMP) to fundamentally transform how frontline emergency response and prevention activity will be delivered in the future.

To do nothing is not an option. We reluctantly accept that the service must change to meet the financial challenge set by government, but we shouldn't lose sight of the fact that this is in the context of an increasingly complex and challenging risk environment.

We acknowledge within this IRMP the skills and capabilities that are exhibited every day by our firefighters and support staff. We will utilise these skills to best meet the demands placed on the service and our partners across all areas of Community Safety and Health.

The IRMP fulfils the Authority's statutory responsibility but more importantly it outlines how we will best utilise our resources to respond to emergencies and reduce the potential risks facing our communities.

Thanks to the hard work of staff, volunteers and partners, the numbers of fires and injuries has fallen significantly over the previous decade. That said, more recently the number of incidents we attend has levelled out, so now more than ever we need to utilise our resources and our people in a way that maximises their impact on reducing risk.

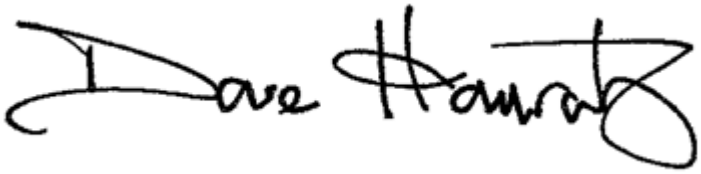
It is clear that the challenges of maintaining improvements in the future are going to get much harder, particularly as the Authority will have to make savings of around £11 million between now and 2020.

A key priority moving forward will be to adopt an approach which protects our frontline services whilst ensuring the Authority is able to realise its mission to create safer stronger communities.

This IRMP seeks to do just that whilst ensuring our firefighters are able to undertake their role in a safe and effective manner.

I would urge local communities and partners to assist us in the development of our services by responding to this consultation, so the Service can continue to protect you now and in the future.

Thank you for taking the time to consider our future proposals and please use the contact details on page 44 to feedback your views.



Cllr Dave Hanratty.



DRAFT

Introduction

Chief Fire Officer Dan Stephens

We have undertaken this latest process to develop our Integrated Risk Management Plan (IRMP) for 2017-20 against a backdrop of financial challenge that extends as far back as 2004.

The process of Integrated Risk Management Planning requires us to identify all fire and rescue related risks and develop capabilities to appropriately manage that risk. We have an in depth understanding of the risks posed from fires, road traffic collisions and other emergencies. We also understand how we need to mitigate this risk through our Prevention, Protection, Preparedness and Response capabilities delivered by highly trained and competent staff. The way we intend to do this is set out in the following sections.

The risk profile of Merseyside is changing. After several decades of decline our population is now increasing. Our population is also ageing. There is a well-established link between old age and vulnerability, particularly from fire.

We face increased environmental challenges. We also face significantly increased challenges from terrorism.

The reality is however, that we must resource to budget which is finite and has reduced year on year. Our latitude to make changes that improve our service is therefore extremely limited.

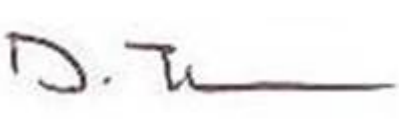
In 2013 we changed our response standards to reflect a 30% reduction in overall appliance numbers over the last decade. We set a pan Merseyside response standard of 10 minutes to life risk incidents on 90% of occasions.

The changes to our operational response capabilities set out within this IRMP are proposed with the primary intent of maintaining this response standard.

The changes to our community safety interventions are proposed with the primary intent of maximising our effectiveness in reducing risk from fires, road traffic collisions and other emergencies.

We will actively pursue opportunities to collaborate with our emergency service partners where such collaboration protects or enhances our interventions or delivers efficiencies.

Our greatest resource is undoubtedly our staff. By 2020 our Service will look very different but what will not change is the quality of our people or their commitment to deliver the best possible Fire and Rescue Service for Merseyside.



Chief Fire Officer Dan Stephens



Merseyside Fire and Rescue Authority recognises the importance of fast attendance to emergencies in relation to improving survival rates.

We commit to attend all life risk incidents within 10 minutes on 90% of occasions

DRAFT

About this Plan

Each fire and rescue authority must provide an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of cross border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local resilience Forums and any other local risk analyses as

Welcome to Merseyside Fire and Rescue Authority's Draft Integrated Risk Management Plan for 2017-20.

This IRMP outlines how we will meet the requirements of the National Framework and identify and assess all foreseeable risks and the changes we consider we will have to make to the way we deliver our services to deal with those risks within the budget that we have available.

In addition to the National Framework all fire and rescue authorities have duties under the Fire and Rescue Services Act 2004 and Civil Contingencies Act 2004 to respond to risk. These duties are incorporated within this plan.

MFRA consider the whole range of foreseeable fire and rescue related risks and develop plans to help prevent or respond to emergency incidents. Effective business continuity planning then enables us to deal with potential risks to the way we deliver our services, adding another layer of protection to our communities.

When you have read this plan, we would be interested to know what you think. You can take part in the consultation from 20th October 2016 to 13th January 2017. There is more information on how to take part on page 44.

If you want to find out more:

In line with the requirements of The National Framework 2012 we publish on our website the Annual Statement of Assurance to provide assurance on financial, governance and operational matters and the Annual Governance Statement is published to explain governance and internal control measures.



DRAFT

Who we are

Our Mission: 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 out 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.



DRAFT

Who we are

Merseyside is a Metropolitan County in the north west of England that covers an area of 249 square miles with a population of 1.4 million.

Merseyside is split into 5 Metropolitan Local Authorities; Liverpool, Sefton, Wirral, St Helens and Knowsley.

Merseyside Fire Brigade was first established in 1974. The Fire and Rescue Service Act 2004 recognised that fire and rescue services do more than fight fires, including rescues and prevention work. Our name was changed to Merseyside Fire and Rescue Service in the same year.

The Fire and Rescue Service is governed by the Fire and Rescue Authority, which is made up of councillors who are nominated by each of the 5 Merseyside Local Authorities. Authority members sit on specific committees to set policy and allocate resources and carry out governance, scrutiny and review for all areas of the Service.

If you want to find out more: Information about the Authority can be found on this link to our website.

SEFTON

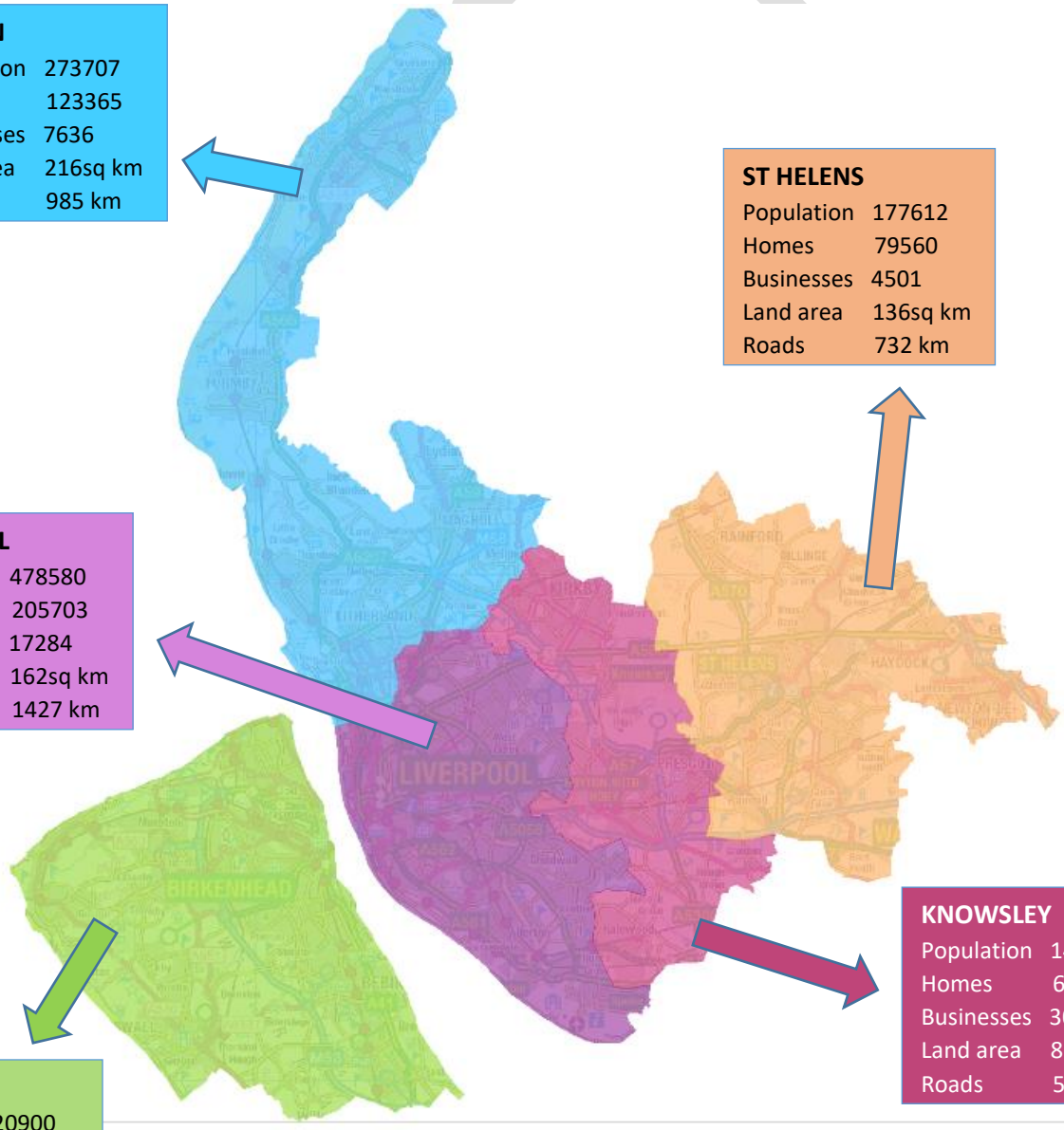
Population	273707
Homes	123365
Businesses	7636
Land area	216sq km
Roads	985 km

ST HELENS

Population	177612
Homes	79560
Businesses	4501
Land area	136sq km
Roads	732 km

LIVERPOOL

Population	478580
Homes	205703
Businesses	17284
Land area	162sq km
Roads	1427 km



KNOWSLEY

Population	147231
Homes	64188
Businesses	3040
Land area	86 sq km
Roads	578 km

WIRRAL

Population	320900
Homes	144556
Businesses	8096
Land area	220sq km
Roads	1208 km

© Crown copyright and database rights 2016 Ordnance Survey 100026956

Who we are



Who we are – a changing landscape

On the horizon

The way in which the fire and rescue service is governed could change in coming years.

The Policing and Crime Bill when enacted would enable the Police and Crime Commissioner (PCC) to take responsibility for the Fire and Rescue Service if a suitable business case was made.

The Cities and Local Government Devolution Act 2016 states that the Mayor may take on the functions of the Police and Crime Commissioner and the Fire and Rescue Authority. In May 2017 there will be an election for the Liverpool City Region Mayor. The Mayor will chair a cabinet made up of local authority leaders.

Liverpool City Region Devolution Agreement includes Halton alongside the five local authorities that make up Merseyside. Halton is in Cheshire and the two fire stations in Halton (Widnes and Runcorn) are currently not part of Merseyside Fire and Rescue Authority nor are they considered within this plan.

Emergency Services Collaboration

The Policing and Crime Bill will introduce a duty on all three emergency services, to collaborate on the basis of improved efficiency and/or effectiveness in taking forward the Government's commitment to enable fire and police services to work more closely together and develop the role of PCC's.

In Merseyside we are already working closely with our blue light partners. Merseyside Police share our Joint Control Centre at Service Headquarters and have plans to share a number of fire stations including Formby, Heswall and the new station at Prescot. We are also exploring ways of sharing transactional corporate services with the Police.

North West Ambulance Service (NWAS) share a number of our fire stations Formby, Southport, Bootle and Netherton, Birkenhead and Newton le Willows. We are undertaking Emergency Medical Response to incidents involving Cardiac Arrest alongside the NWAS from three fire stations as part of a national pilot scheme.

NWAS Hazardous Response Team (HART) are co-located at Croxteth Fire Station with the MFRA Urban Search and Rescue (USAR) Team.



DRAFT

Who we are – our people

Firefighters

Our greatest resource is our people as they deliver first class services to our communities.

The majority of our operational staff are wholetime (full-time) firefighters. Wholetime firefighters are available 24 hours a day to attend emergency incidents. They are multi skilled and trained to the highest standards for every foreseeable risk and have the best equipment available.

Our firefighters work a variety of shift patterns including:

- Wholetime watch based - 2 x 12 hour days on and around the fire station, then 2 x 12 hour nights on or around the station. Followed by 4 days off
- Wholetime day shift crewing –12 hour days on and around station, 12 hour nights on a 30 minute recall to duty from home for strategic cover in the event of a number of simultaneous incidents or one large event. On average staff work four days in an eight day period.
- Wholetime 24 hour shifts on station. On average staff work two 24 hour shifts in an eight day period.
- LLAR (Low Level of Risk and Activity) – 12 hour days on or around the station, 12 hour nights available from accommodation on or near the fire station. On average staff work four days in an eight day period.
- All wholetime staff are contracted to work an average of 42 hours every 7 days

Wholetime working allows us to allocate enough time to enable firefighters to train to an extremely high standard and also spend sufficient time working in their communities to understand and reduce risk to the public through the delivery of our prevention and protection work alongside responding to emergencies.

Our retained duty arrangements utilising wholetime firefighters ensures our resilience is maintained at large or protracted incidents. Our arrangements allow us to call on fully trained firefighters who are familiar with our ways of working when we need them.



DRAFT

Who we are – our people

Many other fire and rescue services use a retained firefighter duty system, where members of the community receive pay and training to undertake a part time firefighting role. There are a number of key difference between traditional retained firefighters and the full-time/wholetime firefighters we have in Merseyside.

A full-time firefighter works 42 hours per week in what is their primary occupation for the fire and rescue service and undertakes some 20 hours plus of training and practice. In contrast, retained firefighters primarily work in other occupations, receive 2 hours of training per week and provide up to 120 hours of on call operational cover. Retained firefighters are most often used in areas where risk and incident numbers are low.

Our retained contract for wholetime firefighters means that a wholetime firefighter is available for a period of time (12 or 24hrs) from their home address so they can respond to a fire station within 30 minutes of being alerted. This will provide operational cover when there are a number of incidents occurring at the same time, or a large incident. Our firefighters providing retained cover will report to a fire station not an incident, and will wait there to be sent to an incident as required.

This wholetime retained initiative provides resilience and reassurance that we can access and mobilise additional firefighters if needed locally and nationally. For example in the last 12 months we have mobilised specialist personnel to national incidents including boat crews to flooding across the North of England, urban search and rescue teams to the Bosley Mill explosion in Cheshire and search and rescue dog Belle and her handler to locate an employee trapped in a collapse within a cheese factory in Shropshire. This immediate response is only possible with a wholetime capability.



DRAFT

Who

Our firefighters undertake significant amounts of work with our communities to reduce the risk from fire and other emergencies such as road traffic collisions, but we also employ specialist staff specifically to work with higher risk people, places and communities to reduce that risk. This could include the risk from accidental fires in the home, arson or antisocial behaviour related incidents or fire within the business community. These teams of staff are recruited based on their skills and competencies and their life experiences - and are truly representative of the diverse communities of Merseyside.

This approach ensures that we are able to communicate effectively in a way and in some cases in a language that communities understand. This also ensures we fully understand the challenges that some people in our communities face on a day to day basis and we utilise their skills and community knowledge to better shape our services.

Our values based recruitment which reflects the challenges we face has ensured we are able to understand the needs of particular cultures and particular people, notably those with mental and physical health issues which may hinder them in the event of a fire.

Prevention Teams

Prevention staff come to us from a variety of personal and professional backgrounds, which means that the fire and rescue service benefits from a wide range of knowledge and experience. The teams are based within each Merseyside Local Authority area and work closely with partners from public, private and voluntary sector organisations to reduce the risk of fire, fire death and injury and also to make Merseyside a safer place to live, work and enjoy leisure time.

Our prevention staff also play a key part in working with young people to help them aspire to be better citizens and to achieve their future goals. This work also has a particular benefit in assisting with the reduction of antisocial behaviour, which is often carried out by this section of the community.
Our Prevention staff are recruited specifically to support the service reduce risk and are representative of our diverse communities. Our teams are based within each district and work on behalf of the Fire and Rescue Service with partners.



DRAFT

Protection Officers

Protection Staff have a variety of different skills, all staff are trained and accredited. Staff move through a structured development program which offers career progression and transferable skills. Protection Staff engage with diverse businesses and use their skills not only to promote safety but also to improve business continuity and encourage economic investment.

Our Protection Response Team is made up of qualified and experienced fire safety Watch Managers who will be available 24 hours a day to respond to operational incidents where fire safety advice is needed.

In addition, the team supports other fire safety activities carried out by operational fire crews, such as the emergency issue of fire safety prohibition notices, or site specific risk information surveys involving complex buildings. The team enhances the knowledge and experience of operational fire crews in respect of understanding fire behaviour in the built environment and the newly introduced Simple Operational Fire Safety Audits (SOFSA's), which crews deliver in business premises.

Support Staff

The Authority recognises that many "support" functions provide a critical role in keeping firefighters safe and in maintaining frontline services.

For example workshops staff maintaining fire appliances or ICT staff managing computer and communication equipment. A number of non-firefighter roles also provide frontline services to the community, including delivering home safety advice and working with business owners to ensure compliance with legislation.

In addition many roles meet statutory requirements such as financial and statistical returns to Government, compliance with Information Governance such as Data Protection and delivering the Public Sector Equality Duty.



Who we ar

DRAFT

Apprenticeships

In January 2015 MFRA introduced a community safety apprenticeship. The scheme has since been extended across several other departments. At present we have 13 apprentices across 7 functional areas. The roles include customer services, catering, health and safety, community safety and finance assistants.

With over one million unemployed young people nationally, MFRA's engagement with Apprenticeship programmes offers a way of unlocking talent within our local communities whilst ensuring that we have a workforce equipped with the skills needed for today and tomorrow.

Apprentices gain valuable work experience, undertake relevant training and obtain National Vocational Qualifications in partnership with Wirral Metropolitan College.

Training and capability

The majority of training provided to our firefighting staff is delivered by the instructors based at our Training and Development Academy.

From there we provide core training as required by the national Fire Professional Framework, this includes:

- Command and control
- Breathing apparatus
- Hazardous materials
- Casualty care
- Extrication/rescue
- Water and water safety
- Driving

Our support staff receive the training and development they need to do their jobs effectively too. This is often provided by the Training and Development Academy, but we also use specialist outside training organisations

DRAFT

Who we are – our people

We understand the significant impact that our people and their performance have on the continued success of the Service. Our staff have many skills and attributes that help us deliver excellent services and allow us to be flexible and take on new areas of work. We place great importance on an employee's ability to undertake their role, meeting the needs and expectations of the Authority.

All our staff work together to deliver the services we provide to protect and improve the lives of the people of Merseyside. We aim to develop and value all our employees, respecting diversity, promoting opportunity and equality for all.

We value all our employees and want to fully understand the impact that our policies and organisational changes have had on our employees and to use any findings to support the most effective delivery of organisational change. We recognise that engaged staff are the most productive employees.

Your Service, Your Voice

In the Summer of 2014, and again in 2016, MFRA carried out a staff survey. This led to the creation of our 'Engagement Commitments' that ensure consideration of people (both our staff and communities) is at the heart of everything we do and embedded in day-to-day management.



Our Engagement Commitments

Staff feeling valued and recognised – as individuals and for the job that they do.

Great management and leadership – leaders at all levels being visible, open and accountable with two way communication channels from Principal Officers and managers through to staff.

Innovation and transformation – having mechanisms for all staff to share, learn, put into action good ideas and make a real contribution to the way our services are delivered.

Development and training for all – providing opportunities for teams to grow, learn and achieve high quality outcomes and satisfaction levels.

A healthy and safe work environment – where staff can deliver high quality services safely and operate to the best of their ability.

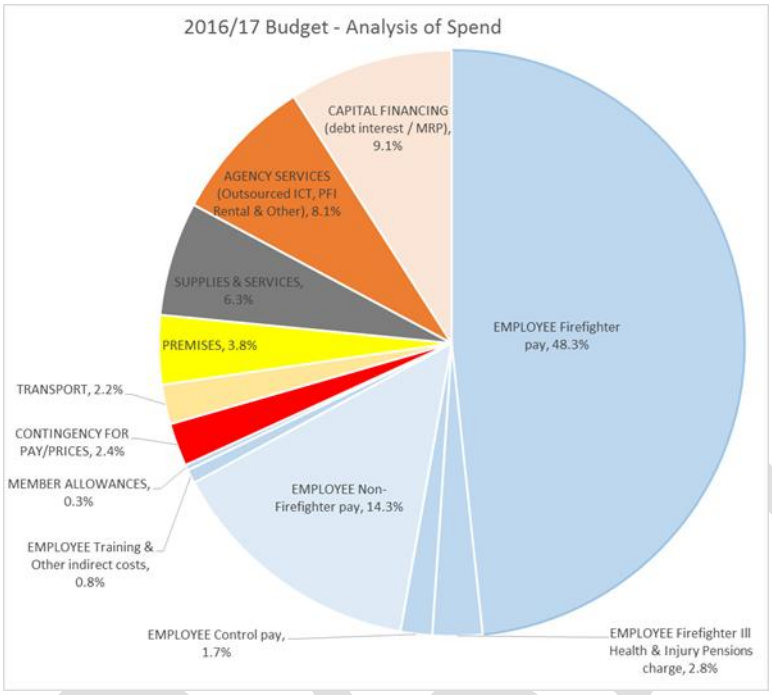
Being positive about Diversity and Equality – valuing people, differences and respecting each other. Understanding that difference is healthy and enables us to deliver services to our diverse communities.

DRAFT

Our finances

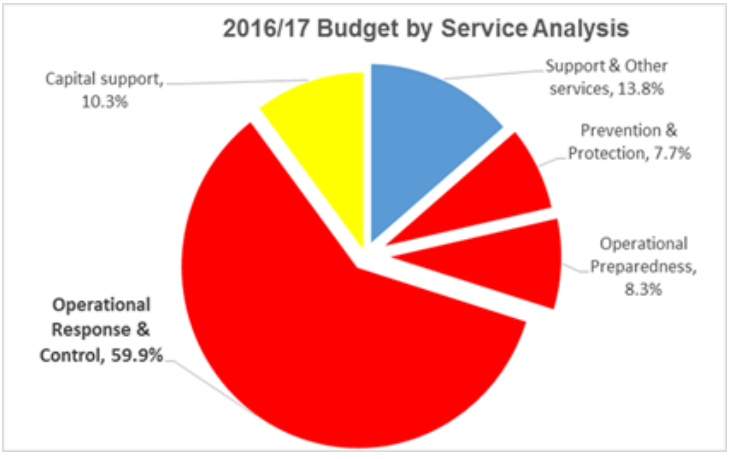
Budget and Medium Term Financial Plan 2016/17 – 2019/20

Our budget is made up of grants from the government (60%) and council tax (40%). The budget for 2016/17 is £62 million.



This Fire and Rescue Authority has suffered the largest cut in Government grant of any fire and rescue service in the country – over 35% between 2010/11 and 2015/16. The Government intends to impose further significant grant cuts between 2016/17 and 2019/20, which in real terms means that the Authority faces a further 50% reduction in grant funding.

These previous cuts have meant some very tough choices have had to be made over the years. We have now set a financial plan that delivers the £11m savings required between now and 2019/20. The Authority has planned prudently to minimise the impact on frontline services and has assumed significant efficiency savings of £6m by reducing management and support service costs. The Authority has benefitted from a known £1m increase in the council tax base and the financial plan assumes this increase is permanent. Despite these efficiencies which have identified £7m savings, an unavoidable saving of up to £4m must still be found from operational response.



What we do

All fire and rescues services are responsible for delivering a number of services to their communities. These are set out in the Fire and Rescue Services Act 2014 and include:

- Firefighting - extinguishing fires and protecting life and property in the event of fires.
- Road Traffic Collisions - rescuing people in the event of road traffic collisions and protecting people from serious harm in the event of road traffic collisions.
- Emergencies - when necessary deal with emergencies, other than fires and road traffic collisions as set out within the Fire and Rescue Service (Emergencies) (England) Order 2007.
- Fire Safety - promoting fire safety, including the provision of information and publicity on steps to be taken to prevent fires and the giving of advice on how to prevent fires and on the means of escape from buildings in case of fire.

We also have responsibilities under other laws such as the Civil Contingencies Act and Equality Act. There is more information about these responsibilities in other sections of this Plan.

If you want to find out more:
The Fire and Rescue Services Act 2004 provides further details.



DRAFT

What we do – risk management

Risk management is a key area of work for all fire and rescue services. This means knowing what the risks are, making plans to deal with them and using those plans when needed.

The risks we and our communities face depend on where people live and work. For example, risks unique to Merseyside include the coastline which could result in flooding or a shipping accident. A major industrial accident, or environmental pollution in one of the top tier Control of Major Accident Hazards (COMAH) sites, such as chemical works, and other industry in the area are also a considerable risks.

Other major local risks include:

- Two Mersey tunnels
- M57, M58, M62, M6, M53 motorways and major arterial routes across the county
- Large dock estate including the new Liverpool2 deep water container terminal
- John Lennon international airport and RAF Woodvale
- Sports stadia and arenas including Anfield, Goodison Park, Prenton Park, Liverpool Echo Arena and Aintree Racecourse
- Temporary risks such as music festivals
- Heritage sites
- Fires and explosions in waste management sites has recently been added to the Community Risk Register

The risks the UK faces are continually changing. The Civil Contingencies Act 2004 was created to deliver a framework for civil protection across the country. The Government monitors the most significant emergencies that the UK and its citizens could face over the next five years through the National Risk Assessment). This draws on the expertise of a wider range of agencies and government departments. The public version of this assessment is National Risk Register of Civil Emergencies 2015.

The Merseyside Resilience Forum was created in 2005 to assess the risk of emergencies occurring and to use this information to inform emergency planning. Merseyside Community Risk Register (Merseyside Prepared) considers the likelihood and impact of a range of hazards. Merseyside Community Risk Register provides information about the most serious emergencies that could occur on Merseyside including the impact on people, their homes, the environment and local businesses.

The Merseyside Prepared website has more detail about Merseyside specific risks.

*In 2017 Terrorist and Malicious Attack will be added as a further risk following guidance from the Police Counter Terrorism Security Adviser and in line with other Local Resilience Forums.

If you want to find out more:

A full list of the risks and action we take to meet these risks on Merseyside is available at **Appendix A**

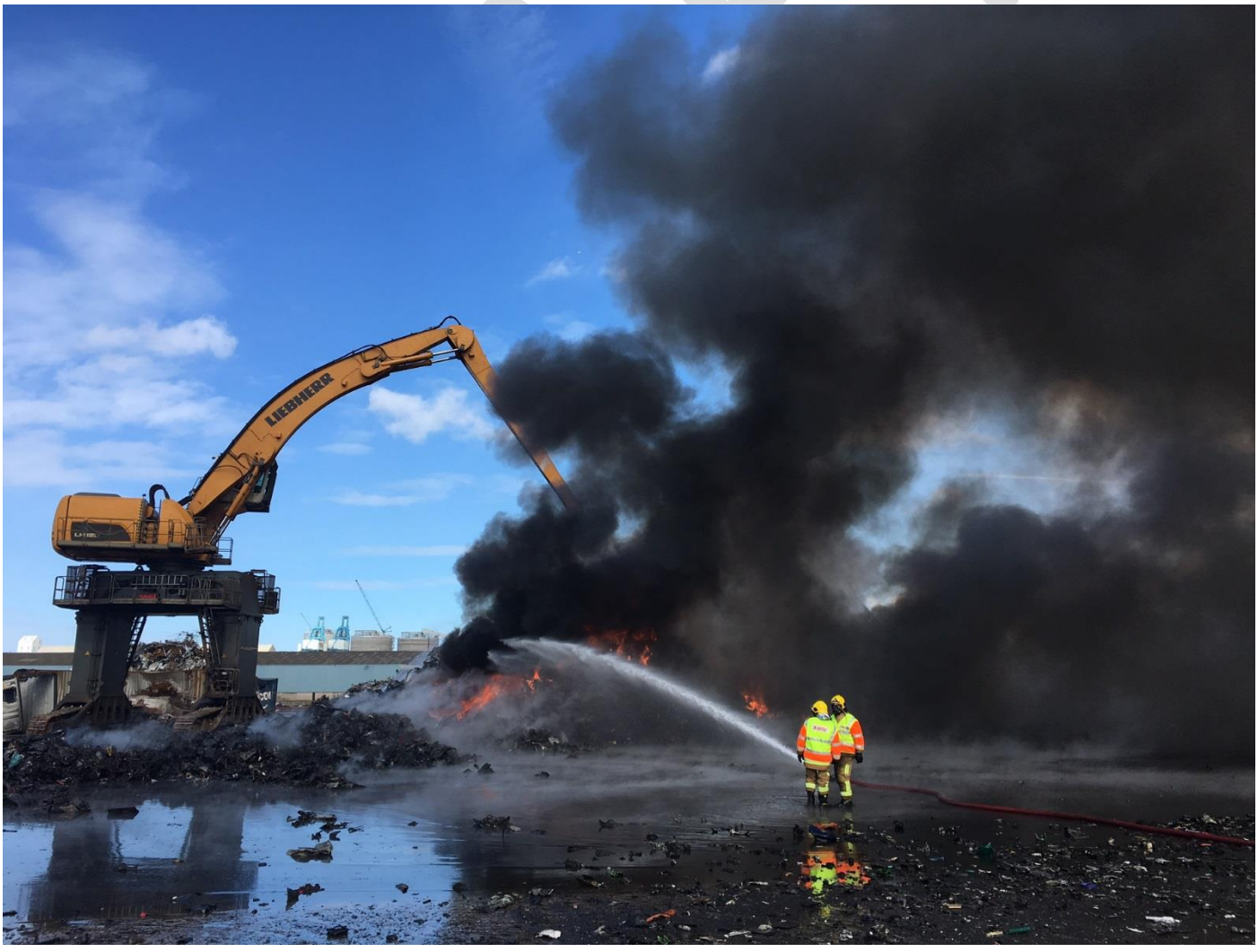
DRAFT

What we do – risk management

Business Continuity

As well as dealing with the risks faced by our communities, we have to ensure that we can carry on delivering our services when something unexpected happens. Our Business Continuity Management Plan helps us to:

- Respond efficiently and effectively to any incident that disrupts our services
- Continue to deliver all urgent activities/services during a disruptive incident
- Get back to 'business as usual' as soon as possible
- Train our staff to understand what to do when the unexpected happens
- Comply with our duties under the Civil Contingencies Act 2004 and with current best practice
- Comply with ISO 22301 with regard to testing Business Continuity Plans.



What we do – response to incidents

- Our priority is to respond quickly to incidents with the appropriate number of staff and equipment.
- Our Attendance Standard ensures we will attend life risk incidents within 10 minutes on 90% of occasions.
- We will continue to send two fire engines to life risk and three to a fire incident where we believe people are inside the property.
- We have 24 fire engines, a number of specialist response vehicles and a 10m rescue boat operating on the River Mersey.

Comparison of Total Incidents Attended		
	2006/07	**2015/16**
Accidental dwelling fires	1379	1087
Non domestic property fires	579	300
Deliberate vehicle fires	1659	517
Other property fires	1866	719
Deliberate small fires	12828	4071
Non deliberate small fires	649	505
Automatic fire alarm non domestic property	3635	593
Automatic fire alarm other property	1734	2304
False alarm good intent	2625	1556
Malicious false alarms	988	187
Road traffic collisions	898	2206
Other special services	2942	553
	31782	**14598**

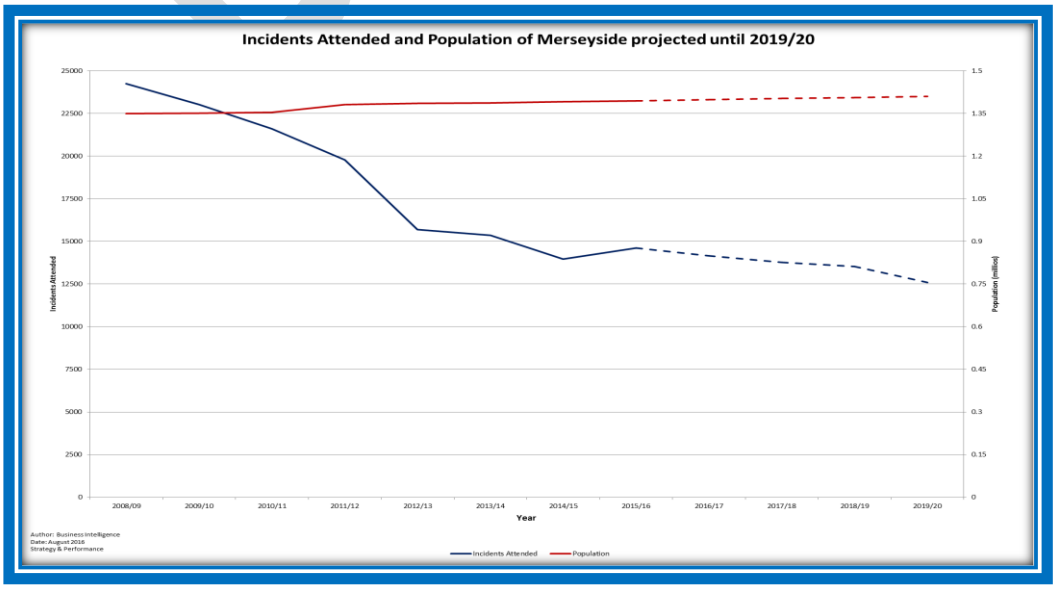
During the last ten years the number of incidents we attend has fallen by 54%.

This is directly attributable to the preventative work we have delivered , particularly with regard to our Home Safety Strategy, which has resulted in thousands of home fire safety checks (HFSC's) being carried out every year since 1999. More recently, as our budget and resources have reduced, we have worked hard to identify people who are more likely to be at risk from fire; mainly those aged over 65, living alone and with health conditions that might affect their ability to escape in an emergency.

MFRA still intend to undertake 60,000 home fire safety checks this year in the homes of the most vulnerable – the service which remains FREE to those identified as at risk includes the installation of smoke alarms with a 10 year battery life.

The only noticeable increase in incidents in recent years is in relation to road traffic collisions. We work closely with Merseyside Police and local authority partners to reduce these incidents.

We are confident that incidents will continue to fall due to our extensive preventative work but recognise that these reductions may not be at the same rate experienced previously.

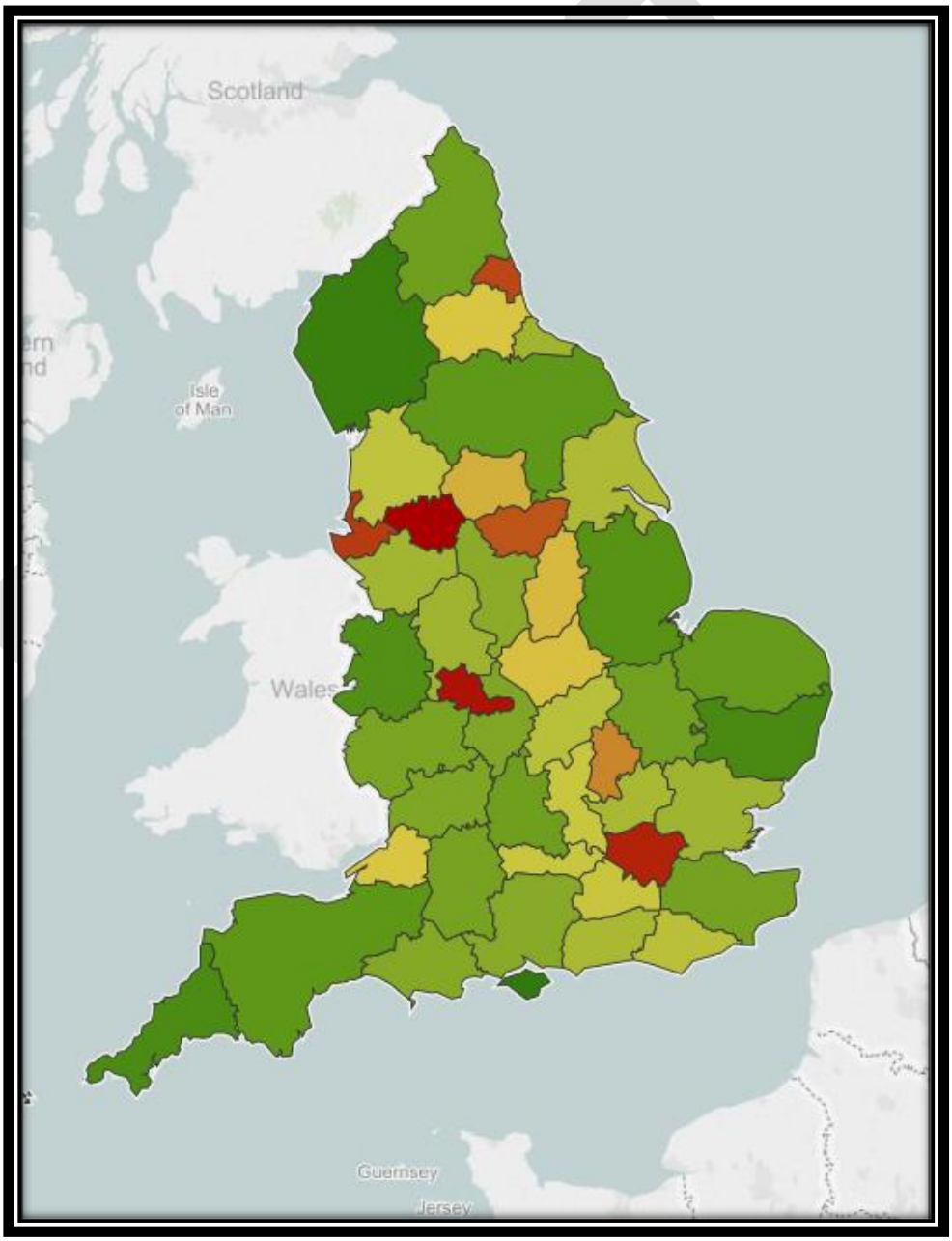


What we do – response to incidents

Merseyside Fire and Rescue Authority attend more primary fires per 1,000 population than any other English Fire and Rescue Service, according to the most recent published National Data from the Department for Local Government. This is despite our ongoing preventative work.

There are recognised links between the numbers of fires and levels of deprivation experienced within the FRS area.

The volume of primary fires we attend, as illustarted on the map below, show we have the 5th largest volume of the 45 English FRS's. Therefore the challenge that we face should not be underestimated.



What we do – operational preparedness

In order to respond to incidents we need to make sure we prepare for all foreseeable events. This includes planning for and assessment of risk to our firefighters. In particular training and exercising for local and national risks.

National Resilience

In light of the increased threat of a terrorist attack; following events throughout Europe, we are working with many other organisations to increase resilience to this type of event in the UK and improve our ability to respond to the terrorist risk and other major emergencies if they occur.

The Government provide Urban Search and Rescue (USAR), Chemical, Biological, Radiological, Nuclear and Conventional Explosive (CBRN(e)) High Volume Pumping (HVP) and Command and Control (C&C) capabilities to FRS in England and Wales. These are funded through a separate grant and are for use at national incidents.

On Merseyside we have an USAR Team along with two search dogs and a handler, an Incident Response Unit (IRU) for mass decontamination supported by a Detection, Identification and Monitoring (DIM) vehicle and a HVP.

MFRS Search and Rescue Team and the North West Ambulance Service Hazardous Area Response Team (HART) are co-located at Croxteth fire station. The teams work and train together enhancing operational response to technical rescue incidents. We also have a dedicated team trained and equipped to respond to marauding terrorist firearms attacks (MTFA).

We are the Lead Authority for National Resilience.

The Chief Fire Officers Association (CFOA) National Resilience Assurance Team (NRAT) provides the day to day capability management and assurance to the Home Office that the National specialist capabilities are fit for purpose. NRAT Officers from fire and rescue services across England are seconded to MFRA to carry out this function, in partnership with CFOA, on behalf of the Home Office. NRAT has vast experience in all areas of resilience, having developed unique expertise over a number of years. Our Chief Fire Officer is the CFOA strategic lead for National Resilience.

We are also Lead Authority for the UK International Search and Rescue Team (UK ISAR) who respond to sudden onset emergencies such as earthquakes on behalf of the UK Government through the Department for International Development. UK ISAR also provide the logistical and command support for the UK Emergency Medical Team which deploys a field hospital in support of affected countries.

DRAFT

What we do – prevention and protection

Fire prevention and protection activity has been an important part of reducing fires, deaths and injuries in domestic and commercial premises for many years.

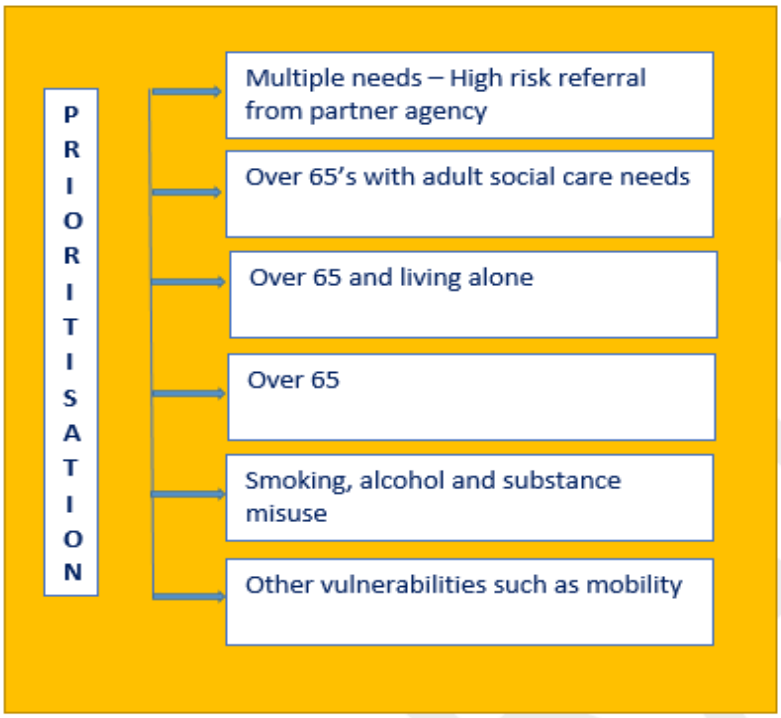
Our role in the community and our strong partnership approach to public safety make us ideally placed to make a valuable contribution to creating safer, stronger communities. We create strong links with our communities; make partnerships with local service providers and support businesses to help them comply with fire safety regulations. This allows us to focus and target resources on areas where the risk of fire is greatest.

Home Safety Strategy

Our five year Home Safety Strategy focuses on working with people who are vulnerable or at risk in the home, to reduce the risk from fire.

The Strategy makes reducing fires in the home (using Home Fire Safety Checks) its priority, whilst also supporting specific campaigns such as working with asylum seekers and refugees, hate crime joint action groups, Multi Agency Risk Assessment Conferences (MARAC) and Fire Safety campaigns.

To do this, it is important that we know and understand our communities and where the most vulnerable reside. We do this by sharing data with partners, through analysis of national and local statistics and our own research work. As a result, we have been able to identify those people most at risk from fire. Using this information we are able to create the hierarchy below to assist us to target those most at risk of suffering death or injury as a result of a fire.



60,000

Home Fire Safety Checks delivered each year

If you would like to find out more: Read our *link to Fatal Fires Report on 20th Oct*

DRAFT

What we do – prevention

Arson Reduction

Arson and anti-social behaviour strategies are developed and implemented with partners including Merseyside Police, Local Authorities, registered social landlords and other partner agencies to ensure intelligence and information is utilised effectively to reduce arson including anti-social behaviour fires and Hate Crime.

District teams provide advice, equipment and guidance to make people and/or properties more resilient to ASB or arson, when fire is threatened or actually used as a weapon. This could include advice on moving wheelie bins, or the fitting of letterbox bags or locks and smoke alarms. Seasonal campaigns during times of known risk such as the Bonfire period and hot summer months (Beachsafe) seek to reduce deliberate and anti-social behaviour incidents through active intervention and engagement. Aiming to both re-assure the public and reduce the impact on our communities and the environment.

Road Safety

The road safety team work with at-risk groups and local partners to contribute to the reduction in the number and severity of road traffic collisions across Merseyside.

We currently deliver our “Drive 2 Arrive” and “Suddenly from Nowhere” education and engagement packages in schools and colleges to target the most at risk group; 16-20 year old males. We also work with the young people we come into contact with through Prince’s Trust and Youth Offending Scheme programmes to instil road safety messages.

We intend to work with our road safety partners to further develop our educational interventions by developing innovative means of communicating with our target audiences including young drivers, pedal cyclists, motorcyclists, senior road users and adult pedestrians

Water Safety

Around 400 people drown in the UK every year and thousands more suffer injury, some life changing, through near-drowning experiences. Children and young people are at particular risk from unprotected or uncovered open water.

Merseyside has a large number of water related risks, with hundreds of moving and static waterways including rivers, canals, reservoirs, lakes and ponds. We play an important part in keeping people safe by delivering water safety campaigns from all our fire stations alongside out local authority partners.

DRAFT

What we do – prevention

Youth engagement

Our Youth Engagement team was established in 2002, to engage and educate children and young people on fire and road safety related issues through delivery of courses and activities.

By delivering these courses we aim to reduce anti-social behavior related incidents in our communities. But our work with young people goes way beyond that and through programmes such as the Princes Trust team programme we have transformed the lives of hundreds of young people. The team continue to successfully deliver five Princes' Trust courses to young people aged 16-25 years old, with 87.5% of participants completing the course.

We have also established five Fire Cadet units over the past 12 months for young people aged 13-18 years old. Our Fire Cadets work together and develop as part of a team, fundraise for community projects, and learn all about the work of MFRA.

MFRA are recognized as delivering first class, life changing programmes which offer a range of positive and engaging activities to build confidence, improve self-esteem, whilst gaining new skills and qualifications.



DRAFT

What we do – protection

Our Fire Protection teams provide support and advice to businesses and 'responsible persons' to ensure they meet their legal obligations primarily under the Regulatory Reform (Fire Safety) Order 2005.

The Department audits and inspects premises using a risk based inspection process to target those premises most in need of our services, thereby enhancing safety and subsequently supporting economic growth. Through the development of business partnerships the Authority manages a number of Primary Authority Schemes and provides assured advice to a number of high profile national companies. Fire Protection also works closely with Local Authority departments such as housing and licensing to make Merseyside a safer place to work, live and visit.

MFRA as the Petroleum Enforcing Authority also enforces the Petroleum (Consolidation) Regulations 2014 and as the Authority for Fireworks also enforces the Explosives Regulations 2014. The Authority is also a statutory consultee for Building Regulations submissions and generally comments on the suitability of fire safety in all new buildings other than dwelling houses.

DRAFT

Primary Authority Scheme

Our Protection Team support businesses and employers to make their buildings safe for the people using them and also to reduce the risk of potentially dangerous and costly fires interrupting business continuity.

The Government's aim is to achieve a regulatory environment in which businesses have the confidence to invest and grow and citizens and communities are properly protected. We will support this by adopting the Primary Authority Scheme to ensure consistent regulation, improving the professionalism of front-line regulators and supporting businesses to achieve fire safety compliance.

The Primary Authority Scheme was launched in October 2008 with the Regulatory Enforcement and Sanctions Act 2008. Primary Authority is a statutory scheme administered through the Better Regulation Delivery Office. Through Primary Authority, local authorities and fire and rescue authorities are providing businesses across the country with consistent, robust and reliable regulatory advice. This supports growth by enabling businesses to invest with confidence in products, practices and procedures across all their branches and offices. The participating businesses cover a wide variety of sectors and most of them have less than 50 employees.

What we do – protection

Better Business for All

MFRA adopt the principles of Better Business for All (BBfA) which was by the Better Regulation Delivery Office and is backed by the British Chambers of Commerce and the Federation of Small Businesses.

MFRA support the key principles of BBfA which are:

- Support business growth
- Encourage fair competition
- Protect consumers

Outcomes of Better Business for All:

- Public safety
- Local economic growth (jobs and apprenticeships)
- Safe, happy and thriving communities

It involves the creation of new local partnerships to identify the issues facing local businesses and to provide effective services to them. BBfA is a partnership designed to improve the way regulation is delivered to ease the burden on the local business community.



DRAFT

What we do – equality, diversity and communities

We are committed to delivering services and employing staff in line with the Equality Act 2010 (the Public Sector Equality Duty).

This means that we consider the impact that what we do has on people to eliminate or reduce inequalities. We do this by carrying out Equality Impact Assessment for policies, guidance, processes and services that have an impact on people (staff, volunteers, Authority members and the community). In doing this, we have **due regard** to the need to:

- **Eliminate unlawful discrimination , harassment , victimisation & other conduct prohibited by the Act**
- **Advance equality of opportunity between people who share protected characteristics**
- **Foster good relations between people who share a protected characteristics and those who do not.**

We have developed a number of equality objectives that are both inward looking (staff related) and outward looking (community and service delivery related)

The purpose of the objectives is to demonstrate how we show due regard to eliminating discrimination, harassment and victimisation, advance equality of opportunity and foster good relations. More information about the objectives is included in the "What we plan to do" section.

Knowing our communities

We believe that it is important that we know and understand as much as we can about the communities we serve, the people who live there and the risks they face.

This helps us to tailor our services to those people that need them most and to comply with our responsibilities under the Public Sector Equality Duty.

In order to know our communities in this way we collect information about who lives in Merseyside from many different sources. This includes publicly available information (e.g. census data), information that we collect (e.g. incident data and home fire safety check information) and information that is shared with us by partner organisations (e.g. NHS over 65s data). When we analyse and combine this information we get a richer picture of Merseyside communities and we can use that information in a variety of ways to develop prevention campaigns that cover whole communities or target our home safety activity at one street or even an individual household. We also produce reports that examine the types of people and communities that are most effected by fire and other emergencies and how we deal with those risks.

If you would like to find out more:

Read our Annual Equality and Diversity Report [link will be published when report available]

DRAFT

What we do – equality, diversity and communities

Working in partnership

We work closely with partner organisations to make sure we do the best we can for the communities of Merseyside

Partnerships that are very important to us include Community Safety Partnerships, Health and Wellbeing Boards and Safeguarding Adults and Children's Boards. These partnerships bring together the police, local authorities and the health and voluntary sectors. We also work with other smaller partnerships where this will help us achieve our aims.

Our approach to partnerships includes two priority areas – Community Safety (arson and anti-behaviour) and Health and Wellbeing (home safety and safeguarding vulnerable people), underpinned by effective partnership working and community engagement.

Community Forum

We have established a Community Forum to help us understand the views of people, the forum is made up of representatives from the protected groups and people who work for those groups.

The Forum is in its second year and is a valuable method of engaging with organisations and individuals that support our diverse communities across Merseyside.

The Forum meets twice a year and has proved a useful way of providing partners with information about our services and encouraging joint working and referrals for home safety and other preventative work. We also use the Forum to gather feedback on any major changes to our services as part of our ongoing consultation process including consultation about this IRMP.



DRAFT

What we do

On an average day a Wholetime Firefighter will:

Train for all foreseeable incident types either at our Training and Development Academy, on station or at pre-arranged off-site live scenario training events.

Train with other emergency services for local, regional and national events.

Deliver Community Fire Prevention activities such as:

- Home Fire Safety Checks
- Safe and Well Visits
- Fire Safety Talks
- Community reassurance campaigns

Deliver Community Fire Protection activities to local businesses such as:

- Simple Operational Fire Safety Audits
- Site Specific Risk Information visits



As well as attending fires, Firefighters would also attend:

- Road Traffic Collisions providing extrication of casualties if required
- Water incidents – river or inland water
- Flooding – surface water or coastal
- Technical Rescue – collapsed buildings, people trapped, rescue from height/depth
- Emergency Medical Response
- Automatic Fire Alarms

DRAFT

What we plan to do – our financial challenge

We have to make significant savings between 2017 and 2020 and we need to be sure that we can continue to deal with the risks that we have identified and provide the services we are required to provide.

In order to achieve this we have developed a medium term financial plan which outlines how we intend do this:



The following sections set out how the budget influences what we do and what we believe we need to change to continue delivering our services whilst making the considerable savings required of us.

What we plan to do - our financial challenge

How the Budget affects what we do

We have already had to reduce the number of fire engines across Merseyside from 42 to 28 to deal with budget cuts since 2010.

A further £4m saving from operational response is likely to result in a loss of up to 100 firefighter posts, which means we will have to remove up to four more wholetime fire engines from service. This is in addition to cuts to support services.

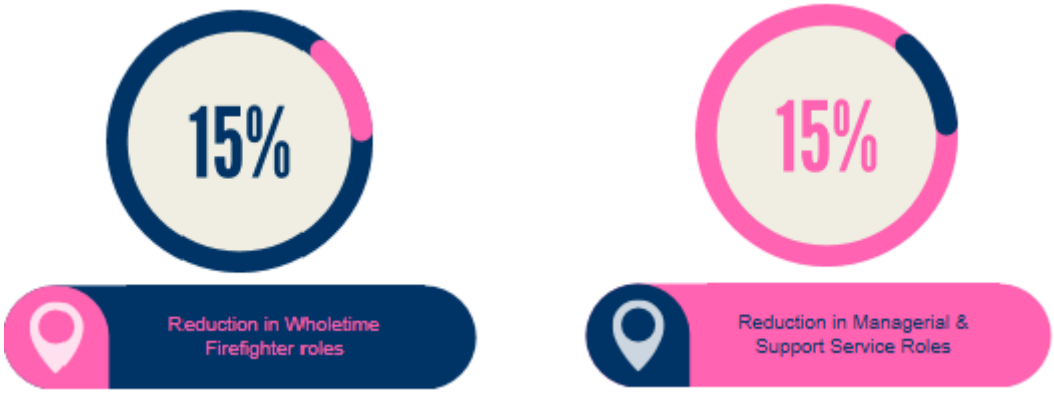
In order to balance the budget the Authority have approved the following financial strategy:

- Prepare a multi-year financial plan
- Set a council tax increase in line with the financial plan
- Assume that Central Government's pay strategy for public sector staff can be achieved and assume a 1% annual pay increase for our staff for 2016/17 to 2019/20.
- Focus our search for efficiencies on collaboration, management, support services costs and other technical reviews and assume that savings of £7m can be delivered by 2019/20.
- Deliver the current station mergers programme to deliver £2.6m outstanding from the 2015/16 financial plan.
- Identify operational response proposals to deliver in the region of £4m of savings, taking account of which proposals will have the least negative impact on service delivery (there are no proposals that will reduce costs and deliver improved services).

It is envisaged that the reduction in firefighters will be achieved by natural retirement but will take until 2018/19 to deliver in full.

The Authority are committed to avoiding compulsory redundancy and we will seek to minimise the impact on our staff whilst delivering the required savings.

These savings options represent:



DRAFT

What we plan to do – planning for change

Our planning principles

We have applied a set of planning principles when developing our draft proposals, these principles where based on the views shared by the public during district consultation forums.

We have used these principles when reviewing every option for change.

Consultation with the public helped us to decide which principles were most important to our communities. The public were asked to rank the Planning Principles in order of importance to them. Responding quickly to emergencies was seen as by far the most important because it matches residents' view of the Authority's core function.

Being based in the community was ranked lowest overall. Participants considered the potential closure of some local fire stations to be reasonable and acceptable given the budget cuts we have to make.



DRAFT

What we plan to do Operational Response

The Fire and Rescue Service National Framework 2012 states: Each Fire and Rescue Service must:

Make provision to respond to incidents such as fires, RTC's and emergencies within their areas in line with their mutual aid agreements and reflect this in their integrated risk management plans.

When considering the possible fire station and fire engine combinations against the Principles, our preferred option is to keep as many stations open as possibly as this will help us meet our emergency response standard of 10 minutes on 90% of occasions.

With up to 100 fewer operational firefighters available we have had to be innovative in how we propose to provide our services, the ways of working we will adopt and the necessary changes to shift patterns we will need to introduce to meet this challenge.

We have arrived at this proposal using sophisticated emergency response simulation software (an ICT application which utilises historic data to test different scenarios) alongside professional judgement. A large number of possible scenarios were simulated, based upon 80-100 fewer firefighters being available. Scenarios ranged from varying the numbers of appliances, station locations and shift patterns and matching each scenario against known and predicted demand.

Each scenario was then carefully considered against our planning principles and our 10 minute response standard which is to be achieved on at least 90% of occasions. We then considered our options against the public's priorities gained through feedback from the consultation events. When all this information was considered, a balanced proposal was developed.

The main proposed change is the reduction in the number of immediately available fire engines between 8.30pm and 8.30am.

It is proposed that:

- During the day (0830-2030hrs) we will continue to have 24 appliances immediately available to be deployed to incidents and two appliances that can be mobilised within 30 minutes.
- Overnight (2030-0830hrs) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay.
- These additional fire engines are made available through the use of secondary wholetime retained contracts for firefighters.
- Retirement of 80-100 firefighters between 2017-20
- We will undertake some recruitment to ensure numbers and competence is maintained over the period (making sure we will have enough firefighters for the future)
- Changes to some shift patterns from wholetime to day only wholetime crewing (retained at night)
- Completion of station mergers at three locations (St Helens, Prescot and Saughall Massie)

DRAFT

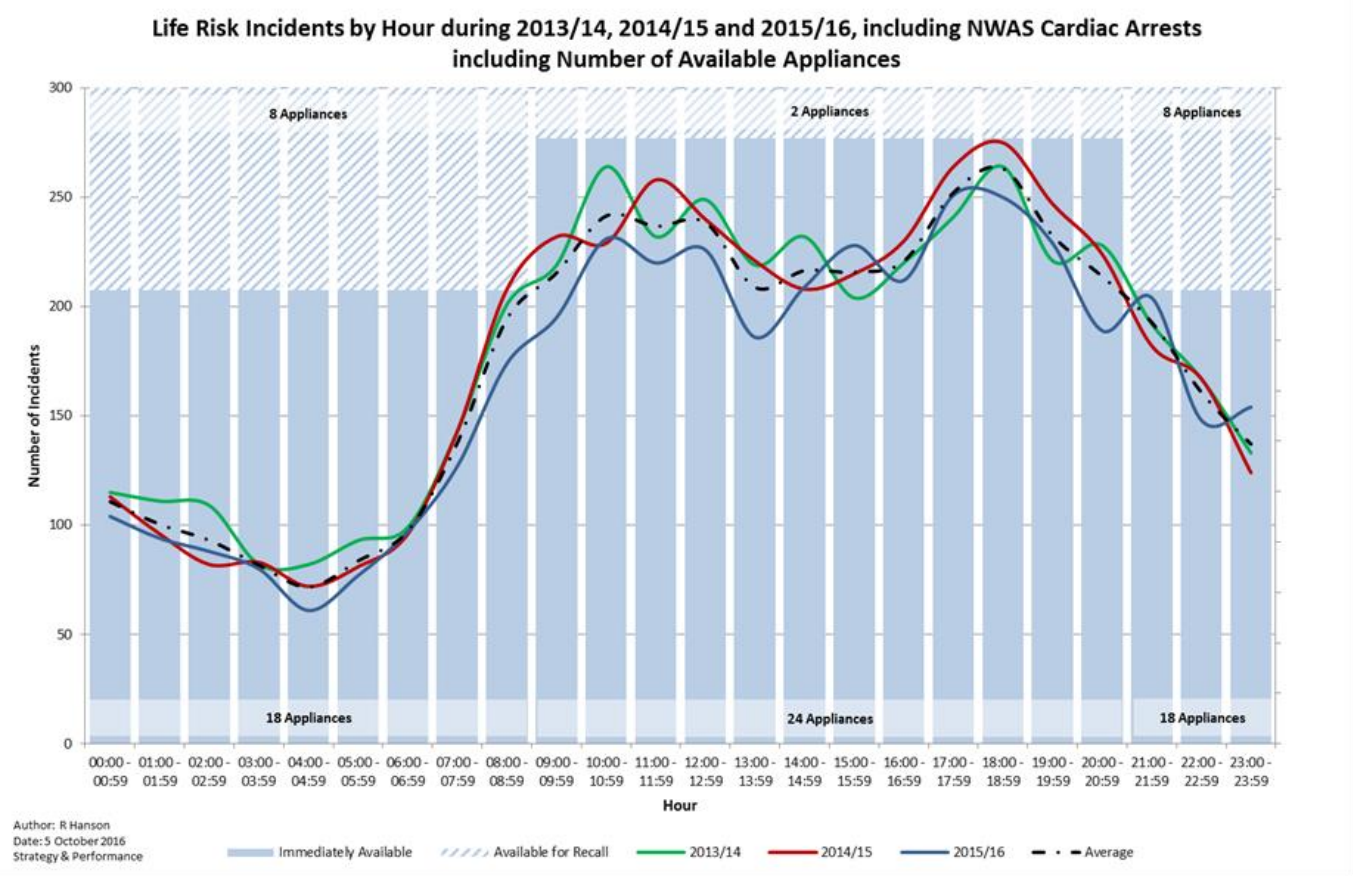
The Authority and the public, via public consultation, have made it clear that they prefer the service to operate a predominantly wholetime duty system as a way of meeting its operational demands. The Authority does however recognise that the retained duty system has a lot to offer when it is applied to this system. As such we have introduced wholetime retained contracts which offer the best of both systems.

It is proposed that by the end of this IRMP period over 60% of our full time professional firefighters will also hold a wholetime retained secondary contract.

Why we believe these proposals are the best response to our challenges

Historical data demonstrates that demand for fire crews to attend life risk incidents is highest during the day (as illustrated below).

To match our resources to demand we propose having 24 fire engines immediately available and 2 available for recall during the daytime (0830-2030hrs). As demand decreases during the evening we propose having 18 fire engines immediately available and 8 available for recall.



What we plan to do - Response

When planning our Response options we took into consideration:

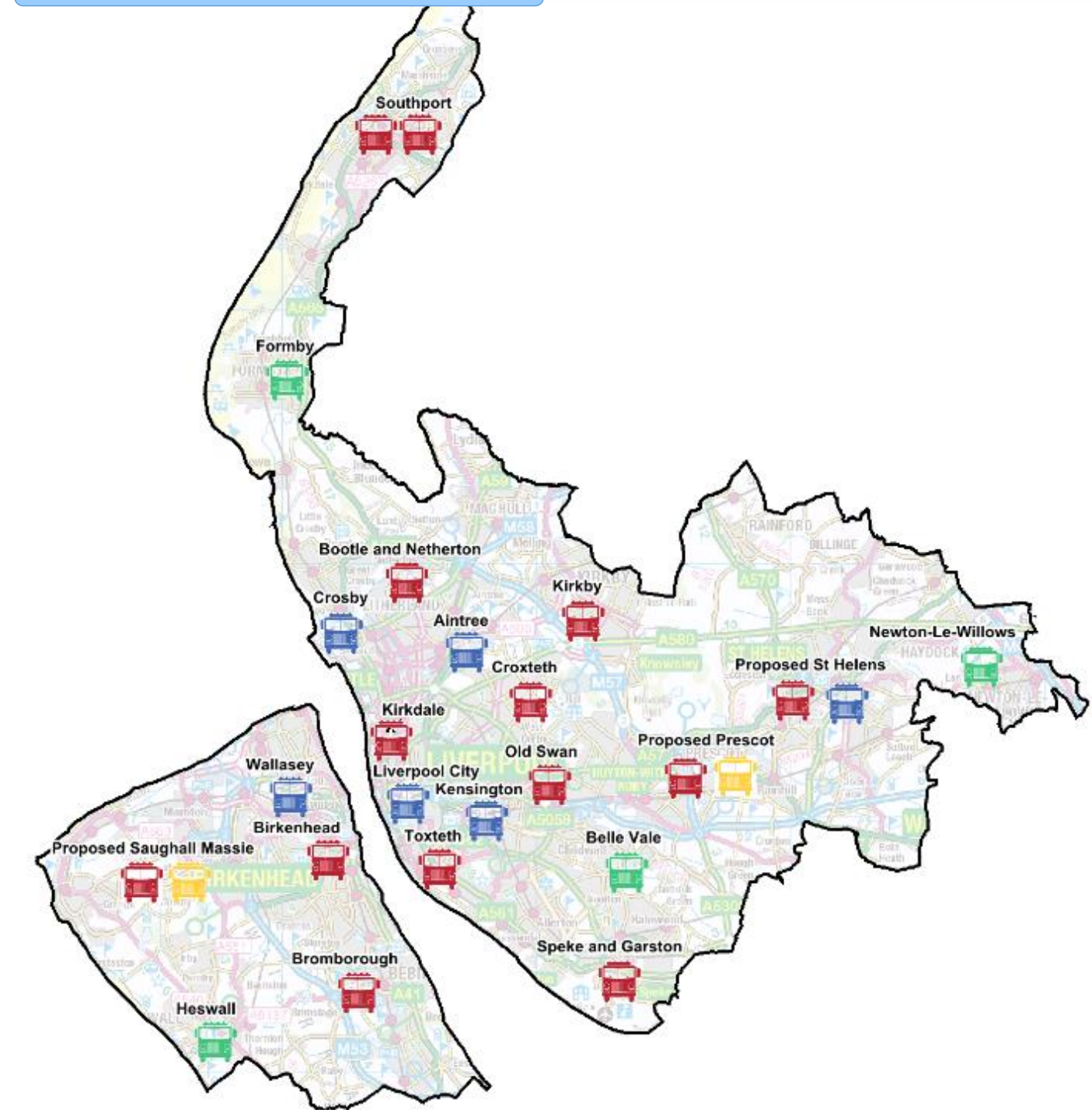
- Our full time firefighter model and flexible work routine enables MFRS to devote sufficient time to enable Merseyside firefighters to train to an extremely high standard, whilst also enabling firefighters to have sufficient time to give advice to businesses and homes in our communities.
- Working during the daytime in and around our communities allows firefighters to review and familiarise themselves with the risks present within our communities and how to reduce them for everyone's benefit.
- By arranging our shift patterns effectively we can efficiently match our Wholetime firefighter resources against our operational, community and business demands and provide the best service that meets the needs of our communities.
- Most homes/households are available during the day and early evenings but we believe it would be inappropriate to visit people in their homes outside of 08.30 and 20.30 hours.
- Access to most businesses is usually best achieved during similar daytime hours of 08.30 and 20.30
- Our retained availability gives us the capacity to bring back our operational crews if demand is high or rising – we have trigger points at which we would reinforce our numbers of appliances during the night by recalling our firefighters providing retained cover.
- If demand on resources is high MFRA have formal agreements in place with neighbouring Fire and Rescue Services (Greater Manchester, Cheshire and Lancashire) to provide additional resources under Sections 13 and 16 of the Fire and Rescue Services Act 2004.
- Statistically demand for life saving emergency medical response is earlier in the day.
- Aligning operational crew core availability with business hours has the added benefit of facilitating work with our non-emergency partners / agencies such as councils, social services, youth services etc. and allows/facilitates multi agency training events to take place.
- Working during core office hours allows our support staff and operational staff to work together more effectively and productively.



DRAFT

What we plan to do - Response proposals

Merseyside 2020



13 stations will remain crewed by wholetime Firefighters 24 hours a day, 7 days a week: Southport, Bootle Netherton, Kirkby, Prescot, St Helens, Old Swan, West Wirral, Bromborough, Croxteth, Birkenhead, Toxteth, Speke & Garston and Kirkdale.

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

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

2 stations will have a 2nd Fire Engine staffed by wholetime retained crew from 24hour fire stations with second contracts: West Wirral and Prescot

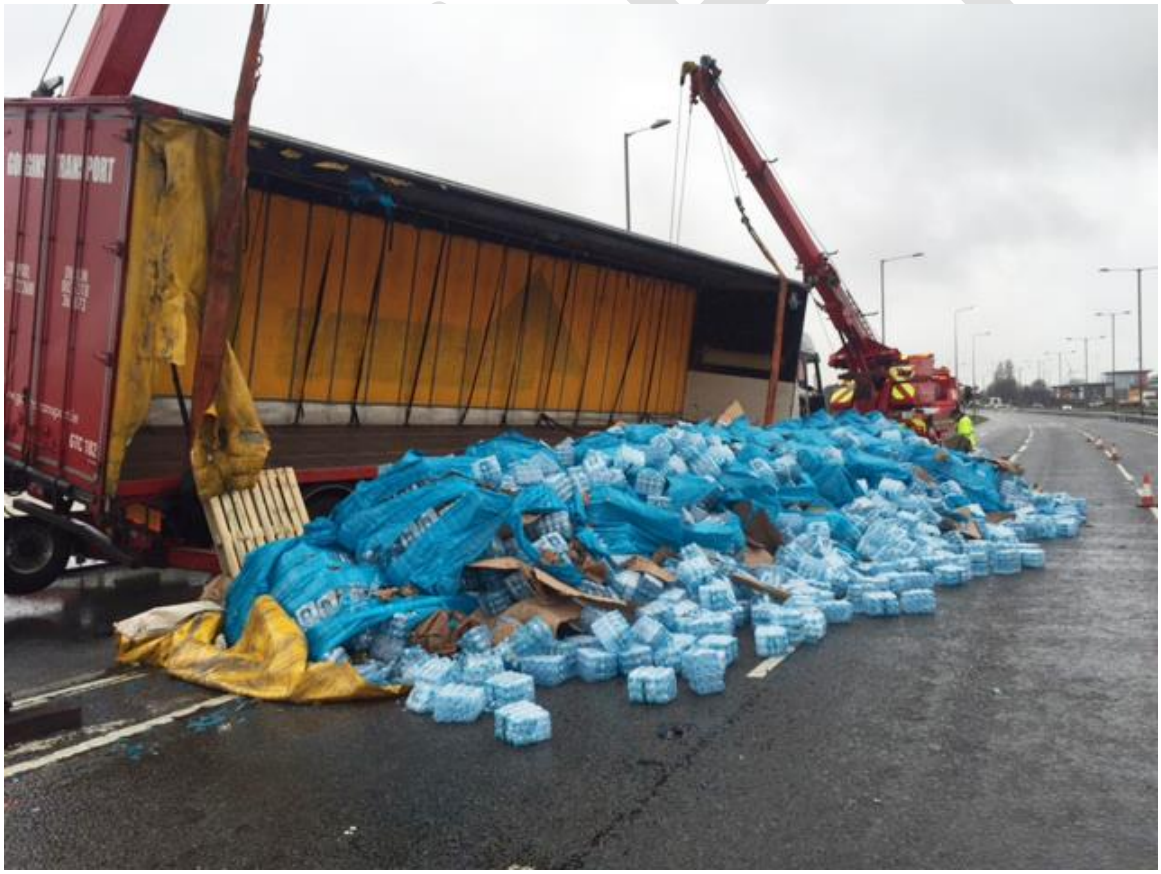
What we plan to do - Response proposals

Emergency Medical Response

Evidence demonstrates that by using firefighters to provide the initial basic life support in cardiac arrest incidents survival rates are increased. Emergency medical response (EMR) has Firefighters responding alongside NWAS to incidents involving cardiac arrest. If Firefighters attend the incident first they undertake basic life support including defibrillation until NWAS arrive to provide advanced life support response. This enhancement is intended to complement the already professional service provided by NWAS; in no way will it ever be developed to replace an ambulance response.

EMR was introduced as a trial at three fire stations in February 2016.

MFRA propose to adopt EMR at the successful conclusion of the trial period.



What we plan to do - Preparedness proposals

The National Framework 2012 states: Each Fire and Rescue Service must:

Produce an integrated risk management plan that identifies and assesses all fire and rescue related risks that could affect their communities, including those of a cross-border, multi-authority and/or national nature. The Plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.

To enhance how we plan and prepare for incidents we will do the following:

National Resilience

We intend to add to the resilience of the marauding terrorist firearms attack (MTFA) capability by training and equipping the proposed wholetime day duty shift stations to perform this function in addition to the Search and Rescue Team.

Arrangements to provide national resilience

We intend to supplement the resilience of the USAR capability by training all new recruits in to the Service to USAR technician level and creating opportunities for staff to work in the USAR team. We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B and C water rescue teams the Service can deploy

National Resilience Assurance Team (NRAT)

We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of Home Office.

We will work with Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the Sector through the Lead Authority arrangement.

Urban Search and Rescue and NWAS Hazardous Area Response Team

As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX Team in similar joint training plans to further enhance response capability at major incidents.

Training

Following the 2016 Corporate Services review and Police Collaboration projects, we may change how training is delivered in the longer term. With this in mind we propose to work with partner organisations to explore opportunities for efficiencies, driving further collaboration and improving effectiveness.

DRAFT

What we plan to do - Prevention proposals

The National Framework 2012 states: Each Fire and Rescue Service must:

Demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way.

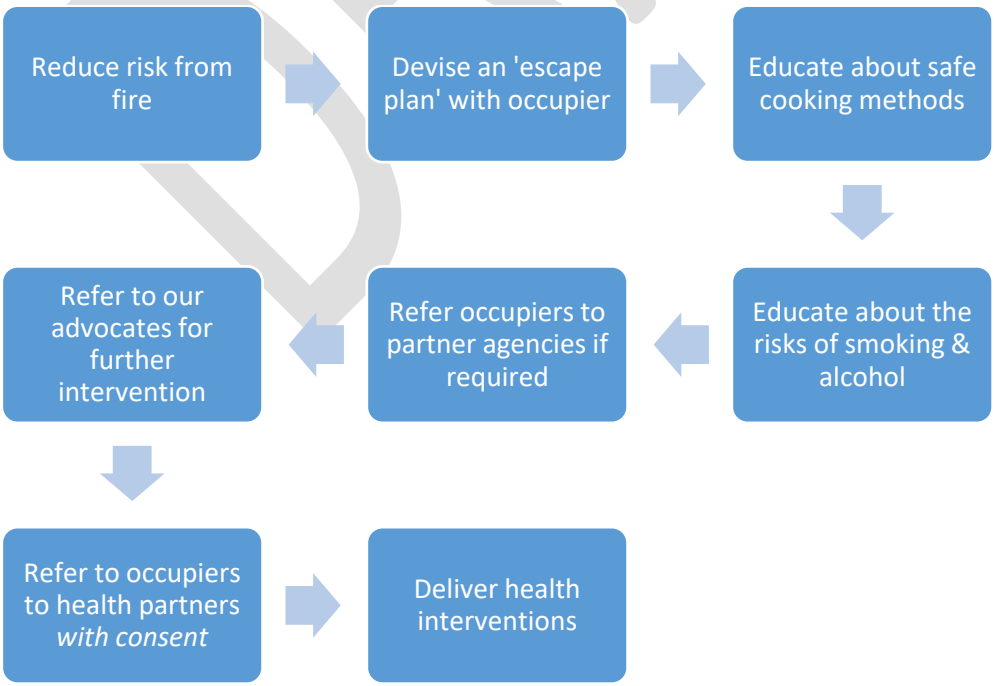
To enhance our prevention work we plan to do the following:

Safe and Well Visits

We have worked closely with health providers over a number of years and we understand that those people most at risk of fire are also vulnerable in other ways, often related to their health.

We currently deliver 60,000 Home Fire Safety Checks (HFSC) a year and believe that we can make these visits even more productive. As a result are in discussion with local Clinical Commissioning Groups and Public Health professionals in relation to the introduction of Safe and Well (S&W) visits across Merseyside. These visits would be carried out by prevention staff and operational fire crews. A Safe and Well visit combines the Home Fire Safety Check with an additional five health related checks with the potential to refer people onto healthcare partners with their consent.

A Safe and Well visit takes around 30 minutes to deliver, 10 minutes longer than a HFSC, so we will explore the potential for commissioning to deliver Safe and Well in order to continue to deliver 60,000 Safe and Well visits a year. This would also mean more operational crews available to deliver Emergency Medical Response. This approach would enable our health colleagues to undertake circa 300,000 health intervention in the homes of the most vulnerable. Each Safe and Well visit gives MFRA the opportunity to:



DRAFT

What we plan to do - Prevention proposals

Community Safety Hubs

Alongside Merseyside Police and our Local Authority partners we are exploring the concept of fully integrating our early help services, creating shared service (Community Safety/ Early Help) Hubs, which it is envisaged will better co-ordinate resources in order to make communities feel and be safer, stronger and healthier.

Prevention staff will review these integrated services and consider how Merseyside Fire and Rescue Service could become embedded within these Hubs. These Hubs will bring the benefit of single points of contact for end-users and shared knowledge and understanding, by partners, of the community risks.

Digital Inclusion

Availability and reliance on technology is increasing the disadvantage for the most vulnerable in our community. Digital inclusion is critical to stopping this trend.

With partners we are committed to the building of a digitally inclusive community where everyone should has:

- access to affordable broadband and devices (digital access)
- the right skills and confidence to use the internet (digital literacy)
- be able to use technology to improve their quality of life and get out of poverty (digital enablement).

We propose to work with partner organisations across the county, to deliver a multi-disciplinary monitoring system, through smart smoke alarms linked to Fire Control, to enable vulnerable occupants within Merseyside to stay safe and secure within their home environment and allow them to live independently.

Volunteers

MFRS is committed to the introduction of a volunteering programme that supports the delivery of its aims and objectives.

It recognises that volunteers bring with them a host of skills and experience that enhances its work to prevent fires and other emergencies and its work to help children and young people reach their full potential. The Service regards the provision of meaningful volunteering opportunities as a means of engaging people looking to learn new skills, meet new people and make a positive contribution to the communities in which they live.

We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify vulnerable people and to support the service directly in the delivery of community reassurance campaigns and CFOA themed campaigns.

DRAFT

What we plan to do - Protection proposals

The National Framework 2012 states: Each Fire and Rescue Service must:

Set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulations set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat.

To enhance our protection work we plan to do the following:

Risk Based Inspection Programme

We propose that towards 2020 we will ensure maximum efficiency and effectiveness in targeting the right level of Protection expertise to the right level of risk. We will achieve this by using a wide range of data and intelligence sources to communicate fire safety data between all relevant departments of MFRA.

Business Fire Safety Advisors

Protection Officers are working towards the implementation of Business Fire Safety Advisors (BFSA). The role of a BFSA is to work with business owners offering advice, education and help to keep their premises safe from fire. Advisors will work with business owners from small and medium sized enterprises to achieve and maintain compliance with the Regulatory Reform Order (Fire Safety Order) 2005. Assisting business owners to provide a safe environment for their customers and employees and to develop of business continuity plans.

We propose advisors will complement the work of Protection Department by further supporting our risk based strategy, developing initiatives and campaigns to target specific business premises across Merseyside. Advisors will undertake Fire Safety Training to NVQ Level 3 and there is an opportunity for progression for qualified and experienced Advisers to develop to Auditor, Fire Safety Inspector or a managerial role as Protection Compliance Manager.

Protection Response Team

The introduction of the Protection Response team will ensure operational crews are fully prepared to respond safely and effectively to fire incidents on the basis of a heightened knowledge of the built environment. We propose that further involvement will include planning activities, exercise support and debriefing of MFRS and multi-agency exercises.
The team will also support the management of risk through the undertaking of 'peak performance' inspections with partners.

Better Business for All

MFRA proposes to develop a Merseyside BBfA by April 2018, by working with local stakeholders, including business organisations and Local Authority regulatory services, such as Environmental Health, Licensing and Trading Standards. By working together to remove real and perceived barriers to growth by understanding each other's perspectives, we can adapt our approach, tackle obstructions and find solutions to move forward.

DRAFT

What we plan to do – Equality & Diversity

We are committed to delivering services and employing staff in accordance with the Equality Act 2010. Not just because it is the law, but because we believe it is the right thing to do.

In doing this, we will have **due regard** to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share protected characteristics
- Foster good relations between people who share a protected characteristics and those who do not.

In line with the responsibilities placed on the Authority by the Equality Act, we have established a number of equality objectives that are both inward looking (staff related) and outward looking (community and service delivery related)

We have reviewed and updated our previous objectives to better demonstrate how we show due regard to eliminating discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.

Equality Objectives 2017-2020

Equality Objective 1 Create a strong cohesive organisation that is positive to rising to the future challenges we face.	
Action	• Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups • Delivering Positive Action programmes across all occupations where under representation exists, and learning from and sharing results • Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as employer of choice to those groups underrepresented in our workforce • Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief • Reviewing progression and promotion across all levels of the organisation
How we will measure our success	Increased diversity of our workforce and volunteers, at all levels, in order to reflect the local community we serve. Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment	

DRAFT

Equality Objective 2 Ensure that people from diverse communities receive equitable services that meet their needs.	
Action	• Carry out activities to help us know and understand our diverse communities including: ○ Gathering and data and intelligence to help us know and understand our diverse communities better ○ Engaging with diverse communities to understand their needs in relation to the services we provide ○ Using knowledge and data, to target services to the diverse communities at most risk ○ Improving Equality Monitoring of the services we deliver to our communities (e.g HFSC Monitoring) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation • Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve
How we will measure our success	We will have meaningful data that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses)
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: This work will strengthen our services to meet the needs of a wide range of diverse communities. By understanding people's needs and carrying out engagement we can ensure that those groups are fully supported by the Fire and Rescue Service to help reduce risk.	

Equality Objective 3 Reducing fires and other incidents amongst the vulnerable protected groups	
Action	• Continuing to prioritise Home Fire Safety Checks to high risk people and places • Continuing to engage with young people in vulnerable areas • Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, hate crime and safeguarding • Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents
How we will measure our success	• We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: By better understanding the impacts for diverse community groups in terms of Fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of : Age, Gender, Ethnicity, Religion, LGBT and Disability	

Equality Objective 4 To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."	
Action	• Development of equality and diversity training including: e-learning, equality and diversity related workshops, inductions for new staff • Embedding Equality and Diversity in our volunteering programmes and youth engagement. • Helping Authority Members understand their role in scrutinising the organisation's delivery of equality and diversity outcomes • Carrying out Equality Impact Assessments • Creating a diverse supplier base for goods and services in our procurement procedures • Supporting staff groups and forums to help us understand our diverse groups of staff and their contribution to the organisation • Using staff survey results understand levels of engagement in relation to the protected groups
How we will measure our success	• Staff will feel better equipped to manage their functions and delivery of services to all communities in a confident way. This could be measured through the Staff Survey engagement and the outcomes delivered to different groups and community feedback from after the incident reports. Monitoring the number of training sessions completed around Equality and Diversity • Improvement in levels of engagement amongst staff from the protected groups
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand and meet the needs of different protected groups and foster good relations between groups	

Equality Objective 5 To achieve and maintain excellence in the Local Government Fire and Rescue Service Equality Framework	
Action	• Prepare the MFRS Local Government Association Fire and Rescue Service Equality Framework self-assessment • Undertake the LGA Equality Framework Peer Assessment in June 2017
How we will measure our success	To maintain Excellence in the Local Government Fire and Rescue Service Equality Framework at the peer assessment in June 2017
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: Taking part in an assessment against the Framework helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regards to the needs of staff and public we serve around the 9 [1]protected groups.	

[1] The 9 protected groups are: age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. MFRS also include a tenth characteristic of Social Economic Deprivation

Equality Impact Assessment

We will be developing our Equality impact Assessment on our proposals during the twelve week consultation period which begins on 20th October 2016.

During this process we will be considering the impact of our proposals on the nine protected groups;

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

This process will also include considering the impact of our proposals on our staff and communities.



How you can help us

We would like to know what you think about the proposals in this Plan.

Previous public consultation indicated that people value a fast emergency response most of all; so we have carried out extensive analysis and research to create a proposal that will deliver that objective and save the money we need to save.

But people also wanted us to maintain a focus on our communities and make sure that we work in a way that is safe for our staff and for the public of Merseyside.

We believe that our proposals our logical and rationale; but what do you think?

You can comment in the following ways:

On-line survey: tbc

By email: consultation2@merseyfire.gov.uk

In writing: IRMP Officer, Merseyside Fire and Rescue Service, Bridle Rd, Bootle, Liverpool L30 4YD

Deadline: FRIDAY 13TH JANUARY 2017

we will also be consulting with our staff and organisation that have an interest in the work that we do. This includes:

Internal :

- Our Diversity Action Group
- Our Strategic Equality Group
- Our FireProud Network (our LGBT network)
- Staff Forums
- Representative Bodies (trade unions and staff associations)

External :

- Community Forums
- Public consultation forums
- Partner organisations

Thank you for helping us to make Merseyside safer and stronger.

DRAFT

Alternative Formats

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside, we have included this document on our website which can be accessed from our Webpage http://www.merseyfire.gov.uk/equality & diversity

We also provide a free speech, reading and translation service using Browse Aloud to help people who require online reading support access our documents this can be located on the front page, top left of our website by clicking the button called “listen with Browse aloud”

If you would like a copy in Arabic, Bengali, Chinese, French or Somali please contact us at Diversity Team, Merseyside Fire & Rescue Service Headquarters, Bridle Road , Bootle, Liverpool L30 4YD.Telephone 0151 296 4422 or email diversityteam@merseyfire.gov.uk.

Arabic

إذا أردت نسخة باللغة العربية، أو البنغالية، أو الصينية، أو الفرنسية، أو الصومالية، يرجى الاتصال بنا على :Diversity

الهاتف والمينيكوم .Team, MF&RS Headquarters, Bridle Road, Bootle, Liverpool, L30 4YD

diversityteam@merseyfire.gov.uk. 4422 متوفر أيضًا بحروف طباعية كبيرة 0151 296 أو البريد الإلكتروني.

Bengali

আপিন আরিব, বাংলা একিট কিপ চান, চীনা, ফরাি স বা েসামাি ল করুন েযাগাে যাগ ডাইভারিসিট দল আমাে দর, MF & আরএস সদর, রশ্ি ম েরাড, Bootle, িলভারপুল L30 4YD. েটিলেফান এবং িমিনকম 0151 296 4422 বা ইেমইল diversityteam@merseyfire.gov.uk. বৃহত্তর মুদ্রণ এছাড়াও উপলব্ধ.

Chinese

如果你想复制的阿拉伯语，孟加拉语，中国，法国或索马里，请联系 我们多元化的团 队，MF＆RS总部，马勒路，布特尔，利物浦L30 4YD。 电话和小型机0151 296 4422 或电邮 diversityteam@merseyfire.gov.uk. 在 较大的打印也可以。

French

Si vous souhaitez obtenir une copie en arabe, bengali, chinois, contactez s'il vous plaît français ou en Somalie nous à la diversité équipe, siège de MF & RS, Bridle Road, Bootle, Liverpool L30 4YD. Téléphone et minicom 0151 296 4422 ou par Courriel diversityteam@merseyfire.gov.uk. Egalement disponible en gros caractères.

Somali

Haddii aad rabtid nuqul Carabi, Bangaali, Shinees, Faransiis ama Soomaali fadlan la xiriir kooxda Diversity, Merseyside Fire & Rescue Service, Headquarters Service, Bridle Road, Bootle Liverpool L30 4YD. Telefoonka: 0151 296 4422 ama Email: diversityteam@merseyfire.gov.uk. Sidoo Kale waxaa heli kartaa iyadoo far waaweyn ah.

This Document is also available in larger print and can be reproduced in Braille on request.

DRAFT

Appendix A

DRAFT

RISK: FIRE

Fires vary in size and impact on the community, from a small bin fire up to a large industrial fire involving chemicals or fuel with the potential to cause fatalities and casualties. Whatever the size the impact can be devastating. Fires in the home pose the greatest risk to life as commercial properties have legal requirements placed on them to reduce the number/severity of fires.

ACTIONS

RESPONSE	**PREPAREDNESS**
All frontline fire engines are designated rescue pumps. Minimum crewing level of 4, standard crewing 5, ensures a safe system of work and an effective response. **Specialist teams and appliances available to supplement fire engines.** **Highest quality personal protective equipment for firefighters**	Standard Operating Procedures, Operational Response Plans, Site Specific Risk Information, risk management information, hydrant & emergency water supply information all provide vital information for firefighters. High quality training ensures we are able to deal with all foreseeable eventualities. Cross border arrangements in place with neighbouring Fire and Rescue Services to provide additional resources
PREVENTION	**PROTECTION**
Promote Home Fire Safety including home fire safety checks, cooking safely, carbon monoxide awareness **Data sharing to identify people most at risk.** **Youth intervention programmes such as Princes Trust, arson reduction advice & seasonal campaigns to reduce anti-social behaviour.** **Help to prevent hate crime through protection of vulnerable people and property.** **Knowing our Communities helps us target our services**	Working with business to prevent fire and accidents including management of automatic fire alarms Fire risk assessment and enforcement of fire safety legislation to keep business users and employees safe.

STRUCTURAL **Structural damage following an event, such as an explosion or fire, can require search and rescue for trapped people or animals, making a structure safe and preventing escalation of an incident such as a dust explosion or further collapse. Natural events such as storms and gales, flooding and land movement can result in building collapse, reservoir/dam collapse, bridge closure/collapse. We also support other areas of the country when required.**	
ACTIONS	
RESPONSE	**PREPAREDNESS**
Specialist teams and appliances such as Urban Search and Rescue capability and search dogs Highest quality personal protective equipment for firefighters. Specialist teams available to attend out of area deployments nationally and internationally.	Competency based training, Safe Person Assessments, Standard Operating Procedures, Site Specific Risk Information, Structural Engineers/ specialist advice and Local Resilience Forum plans all provide firefighters with vital information. High quality training ensures we are able to deal with all foreseeable risks. Section 13/16 cross border arrangements in place with neighbouring FRS
PREVENTION	**PROTECTION**

DRAFT

RISK: FLOODING (COASTAL & INLAND) AND NATURAL HAZARDS **Our changing weather patterns make flooding (both coastal and inland) and grassland/outdoor fires a more frequent event. The impact on our communities can vary but there is potential for severe disruption, damage and injury. The geographical location of Merseyside means we have an extensive coastline with areas of special scientific interest with species of protected plant and wildlife. We also support other areas of the country when they experience flooding,**	
ACTIONS	
RESPONSE	**PREPAREDNESS**
Specialist teams and appliances such as high volume pump (HVP), hose laying equipment and off road vehicles with fogging units. Highest quality personal protective equipment. Specialist teams available to attend out of area deployments nationally and internationally.	Competency based training, Safe Person Assessments, Standard Operating Procedures, access to flood warning & alerts from Met Office, Local Resilience Forum plans, local flood forums, increased alert level procedures - warning & informing provide firefighters with the best possible information. High quality training ensure we are able to deal with all foreseeable risks. Cross border arrangements in place with neighbouring Fire and Rescue Services to provide additional fire engines when there are a large number of incidents or a large protracted incident.
PREVENTION	**PROTECTION**
Seasonal campaigns including: Beachsafe working with the public to prevent fires and promote safety around water.	

DRAFT

RISK: MAJOR INDUSTRIAL ACCIDENT **Industry on Merseyside is widespread throughout the region from the extensive dock estates to manufacturing and a number of top tier COMAH (Control of major accident hazard) sites. Industrial processes can involve dangerous substances such as chemicals, flammable or toxic fluids, fuel and gases. Fire, explosion or toxic release from any of these premises could be catastrophic to the site, the communities of Merseyside and beyond.**	
ACTIONS	
RESPONSE	**PREPAREDNESS**
Specialist teams and appliances such as detection, identification & monitoring vehicles (DIM), Urban search & rescue capability (USAR) and a range of foam for class A & B fires provide the most appropriate resources to meet risk. Best quality personal protective equipment Specialist teams available for out of area deployment nationally	Competency based training, Safe Person Assessments, Standard Operating Procedures, Site Specific Risk Information, COMAH (control of major accident hazard) off site emergency plans & exercise schedule, memorandum of understanding with acute trusts, local resilience forum plans, contract with chemical experts at Bureau Veritas provide the most exact and up to date information for responding firefighters. High quality training gives firefighters opportunity to train for all foreseeable risk. Cross border arrangements in place with neighbouring Fire and Rescue Services to provide additional fire engines.
PREVENTION	**PROTECTION**
Community Risk management engages with the business sector through many forums including the Chambers of Commerce to give advice and support to business. Arson risk assessment.	Working with business to prevent fire and accidents including management of automatic fire alarms Fire risk assessment to allow businesses to protect their staff, business users and premises. Enforcement to protect business users and staff from non-adherence to fire safety legislation.

DRAFT

RISK: TERRORIST & MALICIOUS ATTACK –NEW FROM 2017 **While terrorist attacks are rare, they are occurring more frequently in Europe with devastating impact on the communities attacked. Threats include attacks on crowded places, on the local or national infrastructure, transport systems, unconventional attacks and cyber-attacks are a very real threat.**	
ACTIONS	
RESPONSE	**PREPAREDNESS**
Specialist teams and appliances such as detection, identification & monitoring vehicles (DIM) and Urban search & rescue capability (USAR) provide the appropriate resources to meet risk. Highest quality personal protective equipment	Competency based training, Safe Person Assessments, Standard Operating Procedures, Site Specific Risk Information, Local resilience Forum plans, contract with Bureau Veritas, Community Risk Register, NILO Cadre (security clearance), Business Continuity Plans, Local Resilience Forum Plans provide vital information to firefighters. High quality training against all foreseeable risks. Cross border arrangements in place with neighbouring Fire and Rescue Services to provide additional fire engines.
PREVENTION	**PROTECTION**
PREVENT training for all staff to advise them what to do in the event of a terrorist attack.	

DRAFT