



*“An Excellent Authority”*

***Our Mission: - To Achieve Safer Stronger Communities -  
Safe Effective Firefighters***

# SERVICE DELIVERY PLAN

April – March  
**2013 - 2014**



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## 1.1 Introduction

Merseyside Fire and Rescue Authority continues to face a challenging financial future following cuts in our Government Grant that will require £10m of savings to be delivered over the period 2013-16.

The Government grant is our main source of income and the latest cut follows previous cuts requiring savings of £9.2m in the last two years.

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 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 will keep all our community fire stations open.

A recent Peer Assessment carried out by Senior Managers from other Fire and Rescue Services, the Police and Local Government commented on our “strong position to meet the financial challenge” and a “credible political and managerial leadership, a loyal, committed and motivated workforce and a very strong track record in service delivery”.

This Integrated Risk Management Plan sets out how we will continue to deliver our services to local communities after the cuts. It describes a noticeably leaner but dynamic Service 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.

We are completing the long overdue refurbishment of our building stock with the opening of three more new community fire stations and we will continue to have the best trained most skilled firefighters in the UK.

Our prevention work has been widely acknowledged and has been duly replicated around the world; however we are going to have to get even smarter, sharing risk data and intelligence to ensure we target our efforts towards the most vulnerable and most at risk. We will still give universal help and advice, but free smoke alarms will only be fitted in high risk homes or properties which we have not visited previously.

It is impossible for the requirement to make £19 million savings over the four years of the spending review not to 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.

This Service Delivery Plan sets out the way we intend to do this during 2013/14 by drawing together actions from our strategic and local plans as well as our local performance indicators.

Dan Stephens - Chief Fire Officer

Councillor Dave Hanratty – Chair Merseyside Fire and Rescue Authority

## 1.2 Corporate Mission and Aims

### 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 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 and 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 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 effective 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 850 people across the 26 Fire Stations, our Mobilising and Communications Centre (MaCC) and Officer Groups. It should be noted however, that our IMRP proposed reduction in the number of firefighters to achieve the £3m savings we are required to make from our frontline service.

- **Prevention & Protection**

- **Excellent Prevention**

- Working with partners and our community to protect the most vulnerable
- 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
- 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 as follows:

- 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 plan sets 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.

### **Station and District Community Safety Delivery Plans**

Community Safety Delivery 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.

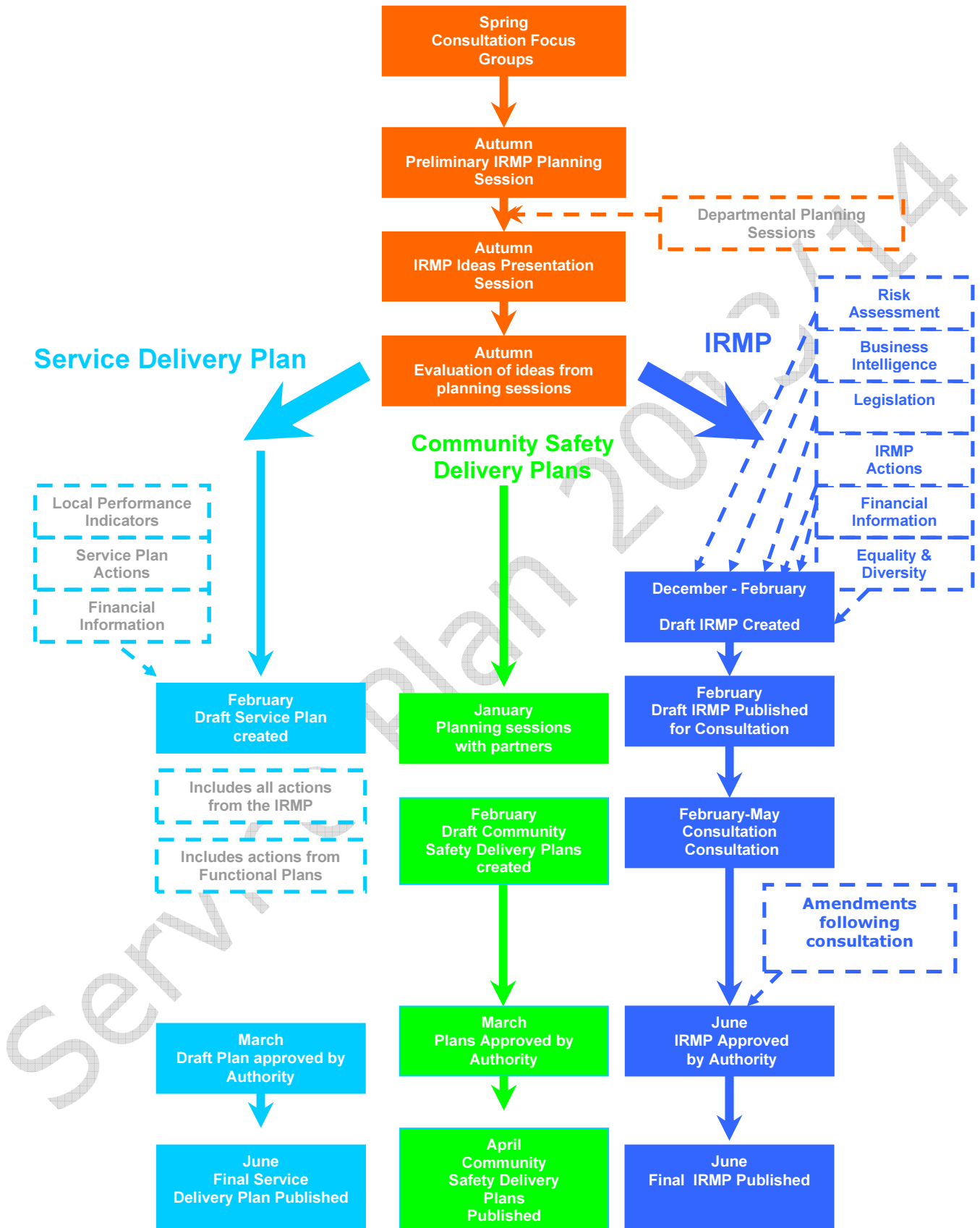
### **Functional Delivery Plans**

Functional Delivery Plans are similar to Community Safety delivery 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 Delivery Plan Actions). In addition, it details performance against Local Performance Indicators (LPIs) for the previous year and targets for the next year.

**The Annual Integrated Planning Process 2013-14**



## 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' consideration. Quarterly reports are then published on the Authority's website [www.merseyfire.gov.uk](http://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 Financial Challenges 2013-15

Merseyside Fire and Rescue Authority agreed a set of Budget Principles on 4th December 2012 and it uses these 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

Merseyside Fire and Rescue Authority has faced an unprecedented financial challenge over the 2011/2012 — 2012/13 period and will continue to do so during the 2014/2015 period. These budget reductions have, and will, require innovative and difficult decisions. MFRA has a proven track record for meeting significant financial challenges in the past and modernising the service to maintain, if not improve, the service to the community of Merseyside.

During the 2011/12 to 2012/13 period the Authority received the worst grant cuts for any Fire Authority in the country from central government, a cumulative reduction of in excess of 13%. As a result the Authority approved a saving plan for this period that balanced the budget for these years by making cuts and savings totalling £9.2m.

In late December 2012 the Government announced the "formula" grant settlement for 2013/14 and given an indicative settlement figure for 2014/15. MFRA's grant cut is 8.7% and 7.5% respectively this is equivalent to a £6.3m cash cut. MFRA's grant reduction is worse than the national average for Fire and Rescue Services grant cuts of 7.5% and 7.5%.

The Authority recognised that these challenges were likely and last year commissioned a number of reviews and work programmes to identify savings. A complete review of back office and support areas (many of the areas in this review in fact provide front line services but are not operational response) has identified £7m worth of savings.

Despite the significant savings identified this still means that £3m savings are required from Operational Response function.

Service Plan 2013/14

## 3. 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 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.

**2012/13 update** – We have continued to reduce accidental dwelling fires and injuries, but sadly deaths have increased this year. We are beginning to use a more targeted approach (our vulnerable Person Index) to identify those people who are at most risk from fire, and particularly those who are more likely to be killed or injured and we will focus our attention on these people in the future.

##### **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.

**2012/13 update** – We have continued to achieve this objective during 2012/13 and between February and May 2013, consulted on a proposed change to these standards (as detailed in the Local Performance Indicator section). As a result, we will continue to monitor this very closely.

### **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.

**2012/13 update** – We have continued to make substantial 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 30%

### **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.

**2012/13 update** – We have continued to reduce this type of incident by 16% on previous year.

### **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.

**2012/13 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.

**2012/13 update - We have assessed all operational personnel on the generic risk areas which will continue until the full suite of revised standard operating procedures are available, at which point we will review and assess against any additional risks.**

#### **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.

**2012/13 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 – 2013/14 Annual Action Plan**

This Action Plan details how we intend to implement our IRMP for 2012/15. These actions will be taken in conjunction with our established budgets and to ensure risk is minimised and managed as effectively as possible given the constraints of our financial predicament.

### **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.

#### **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.

#### **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.

### **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.

#### **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.

#### **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.

### **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.

### **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.

### **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.

## **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.

### **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

### **IRMP 13-4- 03 Fitness and Health Policy**

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

### **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

## **ALL**

### **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

## **4. Community Safety Delivery Plans 2013/14**

Community Safety Delivery Plans have been created for each of our 26 Community Fire and Rescue Stations and for each of our five districts; Liverpool, Sefton, St Helens, Knowsley and Wirral. The actions from those plans are not reproduced here, but are available on our website [www.merseyfire.gov.uk](http://www.merseyfire.gov.uk), or by clicking on the following link.

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

## 5. Equality Objectives 2013/14

### 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.

### 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.

### 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.

### 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.

### 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.

## **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:** Ensuring all future firefighter recruit courses have a minimum make up of 20% female and 8% black minority ethnic employees by 2017.

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

Service Plan 2013/14

## 6. Service Delivery Plan Action Points 2013/14

We have priorities that are really important to us as we strive to reduce risk but they don't all fit within the criteria of the Integrated Risk Management Plan. 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 Delivery Plans; however some Directorates will have IRMP actions that are the same as their respective Functional Plans and will therefore not be repeated in the following section:

### Operational Preparedness

**The Operational Preparedness Action Points are part of the IRMP**

### Operational Response

**The Operational Response Action Points are part of the IRMP**

### Prevention and Protection

#### Prevention

**FP/13/14/3.1** Implement and embed an effective departmental restructure reflecting the outcomes of the support services review including working practises, contractual arrangements and locations. .

**FP/13/14/3.2** Mitigate risk in our communities through effective individual and joint working through road safety, home safety, youth engagement and arson/ASB reduction

**FP/13/14/3.3** Mitigate risk in our communities through effective individual and joint working to reinforce Community Cohesion.

#### Protection

**FP/13/14/3.4** Implement and embed an effective and efficient departmental restructure reflecting the outcomes of the support services review and the Operational Assessment Peer Challenge carried out in November 2012.

**FP/13/14/3.5** Work with Local Authority and the business sector to mitigate risk to communities and fire-fighters contributing to fire risk management.

**FP/13/14/3.6** Specify, procure and embed ICT management information system to enhance fire risk management and support effective and efficient community fire protection.

### Finance

**FP/13/14/4.1** To tender for & implement replacement computer systems for e-financials, e-procurement and a new integrated HR/Payroll solution.

**FP/13/14/4.2** PFI– Create the affordability model and determine external reporting requirements to ensure adherence to IFRS Accounting Standards

**FP/13/14/4.3** To maintain and update the 5 year Financial Plan as required

### **Legal Services and Democratic Services**

**FP/13/14/5.1** Successfully implement Modern.gov (electronic democratic services management system), including investigating options for integrating the SMG reporting process; and effectively train individuals required to use the system (SMG, Heads of Service, PA's etc...)

**FP/13/14/5.2** Conduct a full review of all archived documents in relation to the business of the Authority, including those held off site at the Liverpool Municipal Library and other MFRA sites.

**FP/13/14/5.3** Devise a suitable method of obtaining feedback from Members following their attendance at conferences, events or meetings attended in their capacity as a Fire Authority Member.

**FP/13/14/5.4** Monitor Information on the type of Road Traffic Accidents to manage risks to the Authority

**FP/13/14/5.5** Identify areas of potential injury, legal or reputational risk in particular locations or activities and seek to mitigate the adverse impact on the Authority

**FP/13/14/5.6** Ensure that attention is given to identified risks in any matter and that this is passed to the risk register and appropriate action taken

### **Procurement**

**FP/13/14/6.1** Review & revision of Procurement processes and documentation

**FP/13/14/6.2** Supplier rationalisation

**FP/13/14/6.3** Stores commodity review – standardisation across the NW

### **Strategic Planning**

**FP/13/14/7.1** Deliver projects that will ensure compliance with national FRS requirements:

- a. Deliver the Authority's first Statement of Assurance in line with government requirements.
- b. Implement the FRS Protective Marking Strategy

**FP/13/14/7.2** Continue to embed Equality & Diversity within all levels of the Service, with particular focus on the Delivery of the Equality and Diversity Action Plan – which is a two year plan.

**FP/13/14/7.3** Improve and streamline the current Service planning and performance management arrangements to ensure that the Service maintains a high quality approach to strategic planning during a period of service cuts.

## **Corporate Communications**

**FP/13/14/8.1** Deliver a communications strategy which helps deliver the 2013/14 budget

**FP/13/14/8.2** Develop an Operational Performance Application

**FP/13/14/8.3** Development of the website to make it more interactive and transactional.

**FP/13/14/8.4** Develop the Corporate Communications team

## **Technology**

**FP/13/14/9.1** Provide Technology Support for the creation of the Merseyside Joint Control Centre

**FP/13/14/9.2** Achieve targeted ICT Saving for Phase Two of the Comprehensive Spending Review (CSR)

**FP/13/14/9.3** Application Portfolio Review: People- Implementation of a high performing Applications Team and Application Portfolio Review: Systems - Review portfolio of the Application Systems currently deployed across all functions of MF&RS

## **Assets Directorate**

**FP/13/14/10.1** Estates Review - We will tender for alternative service delivery module for Estates to help ensure Staff and Communities benefit from a more effective and cost efficient service that provides a compliant and safe environment – Rolled over from 2012/2013

**FP/13/14/10.2** Fleet/workshops - We will implement a new computerised asset management system to ensure that we manage our assets to the most effective and efficient way- Rolled over from 2012/13

**FP/13/14/10.3.** Reduce the amount of waste produced by MFRS going to Land fill sites – ‘Zero waste to Landfill’

**FP/13/14/10.4** Development and deliver Capital projects – Joint Command Centre

## **People and Organisational Development**

**The People & Organisational Action Points are part of the IRMP**

## 7. Local Performance Indicators

Local 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 2013 a review of Local Performance Indicators was undertaken to ensure that they are still relevant for Organisational needs. As a result of this review, 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. In some cases, we have decided to retain the indicator, but not set a target as the Authority's ability to influence performance is limited or the indicator is designed to measure the impact of a new initiative. Examples of this include deliberate dwelling fires and Unwanted Fire Signals respectively.

Reporting of key performance indicators 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](http://www.merseyfire.gov.uk)

The amended suite of indicators for 2013/14 can be found from pages 28 to 30. The actual performance for 2012/13 is detailed below



## 7.1 Performance for 2012/13

Performance against targets set for 2012/13 can be seen below.

Designation	LPI Ref	Narrative	2011/12 Performance	Target 2012/13	2012/13 Performance	Status
Community Safety	4	Home Fire Safety Checks (HFSC) carried out in domestic dwellings	83,386	51,220	62,843	G
	5	Home Fire Safety Checks carried out in domestic dwellings as a revisit.	48,776	N/A	34,492	
	5a	No. of HFSC carried out in Medium risk areas	14,101	N/A	10,456	
	5b	No. of HFSC carried out in High risk areas	35,089	N/A	30,365	
	5c	No. of HFSC carried out in Low risk areas	31,085	N/A	16,252	
	6a	No. of new High risk HFSC carried out by Prevention officers	Not measured	N/A	3637	
	6b	Total number of High risk HFSC carried out by Prevention officers	Not measured	30/advocate/month	48 Monthly average	
	10	Percentage of young people who move from NEET (not in education, employment or training) into EET (employment, education or training) by completing the Prince's Trust programme within 3 months of finishing the programme	75%	75%	78%	G
	10 b	Community Safety Engagement (by hours completed)	6.17hr/watch/pump/month	20hr/watch/pump/month	21.6hrs Monthly Average	G
Non Domestic Fires	19	Number of deliberate fires in non-Domestic Premises	100	164	94	G
	19 A	Number of accidental fires in non-domestic Premises	314	353	253	G
P&P	20 New	Number of Fire Safety audits by Fire Protection Officer	N/A	8/Office r/month	1748	G
Road Traffic Collisions (RTC's)	36	Number of Road Traffic Collisions (RTC) Identified as 'Persons Trapped Requiring Release' attended in Merseyside	474	505	469	G
	41	Number of injuries at RTC's (minor)	313		251	G
	42	Number of injuries at RTC's (serious)	76		73	G
	42 a	Number of fatalities at RTC's	10		7	G
	43	The percentage of RTC's classified as 'Persons Trapped' attended within 8 minutes of the notification	92.60%	90%	94.42%	G

Designation	LPI Ref	Narrative	2011/12 Performance	Target 2012/13	2012/13 Performance	Status
Accidental Dwelling Fires	44	Number of accidental fires in dwellings	1134	1186	1136	G
	45	Number of fatalities from accidental dwelling fires	5	6	6	G
	46	Number of injuries from accidental dwelling fires	131	142	130	G
	47	Percentage of accidental dwelling fires confined to room of origin.	92.89%	90%	93.92%	G
Deliberate House Fires	48	Number of deliberate dwelling fires	247	Monitor Only	209	
	48 a	Number of deliberate dwelling fires in Unoccupied Properties	85	Monitor Only	70	
	49	Number of deaths occurring in deliberate dwelling fires	3	Monitor Only	2	
	50	Number of Injuries occurring in deliberate dwelling fires	47	Monitor Only	27	
False Alarms	53	The number of false alarm calls due to automatic fire alarm equipment.	3296	3940	2417	G
	54	The number of properties with more than one attendance due to false alarms caused by automatic fire alarm equipment	511	590	342	G
MACC	55	Percentage of 999 calls answered within 10 seconds	97.08%	96%	97.32%	G
Preparedness	130 New	Number of successfully completed on-line assessments undertaken by operational staff	N/A	35856 (8964 per Quarter)	37864	G
	131 New	Number of successfully completed risk critical training courses undertaken by operational staff	N/A	3735	4550	G
	132 New	assessments of operational competence conducted of MFRS Incident Commanders (IC)	N/A	120	145	G
Standards of Fire Cover	60	Standards of fire cover: High risk 1st appliance within 5 min and 2nd within 10 mins. Medium risk 1st appliance within 6 mins and 2nd within 11 mins. Low risk 1st appliance within 7 mins and 2nd within 12 mins	92.2%	90%	92.28%	G
Total Fires	61	Total number of Fires in Merseyside	9928	Monitor Only	7056	
Deliberate Fires	61 a	Number of deliberate vehicle fires	587	581	508	G

Designation	LPI Ref	Narrative	2011/12 Performance	Target 2012/13	2012/13 Performance	Status
	61b	Number of deliberate antisocial behaviour (ASB)small fires	6405	6000	3906	G
Energy & Environment	93	Electricity used by all MFRS buildings - divided by floor space	73KW/m <sup>2</sup> per annum	64/74Kw/m <sup>2</sup> per annum	77Kw/m <sup>2</sup> per annum	R
	94	Gas used by all MFRS buildings - divided by floor space	174kWh/m <sup>2</sup> per annum	275kW/m <sup>2</sup> per annum	188kw/m <sup>2</sup> per annum	G
Energy & Environment	95	Water used by all MFRS buildings - divided by floor space	16m <sup>3</sup> /person/annum	16m <sup>3</sup> /person/annum	16m <sup>3</sup> /person/annum	G
	96	Waste generated per person per annum	192 kg/person per annum	175kg per person per annum	167kg Per Person Per annum	G
	97	Carbon Output of all buildings	97w/m2/per annum	75/113 Kg Co2/m2	83 Kg Co2/m2 /PA	G
Health & Safety	98	Operational staff injuries – On duty	55	63	41	G
	106	Number of non-operational staff injuries – on duty	N/A	17	13	G
	120	Road traffic collisions (RTC) involving fire service vehicles	N/A	55	71	R
	121	Site Specific Risk Information (SSRI) - Firefighter Safety - e.g. number of sites visited resulting in a site specific plan	N/A	562	Suspended due to review of process	
Finance	108	Net expenditure on the Fire & Rescue Service per head of population	£51.56	£51.54	£51.54	G
	128	The percentage of invoices which were paid by the Authority within 30 days of such invoices being received by the Authority	100%	100%	100%	G
Time & Resource Mngt	111	Number of working days/shifts lost to sickness per head whole-time uniformed personnel.	6.65	5.5	7.18	R
	112	Number of working days/shifts lost to sickness absence per head, all personnel.	7.38	5.5	7.66	R

Designation	LPI Ref	Narrative	2011/12 Performance	Target 2012/13	2012/13 Performance	Status
Equality & Diversity	116	Percentage of female fire fighter recruits - At least 20% of all new recruits appointed by 2017 to be women	28%	18%	28% average from 2009/10 due to no recruitment in 2012/13	
Equality & Diversity	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%	16%	13.6%	16% average from 2009/10 due to no recruitment in 2012/13	
Equality & Diversity	118	Percentage of staff who are disabled - Staff with a disability to match the level recorded in the economic population of Merseyside - currently 9.1% by 2017	19%	19%	Suspended due to difficulty in accurately recording	

## **Comments on Local Performance Indicators where the target has not been achieved.**

### **LPI 93 Electricity used by all MFRS buildings - divided by floor space**

The under performance against this indicator is due to targets set for 2012/13 not taking into account the switch from gas boilers to air source heat pumps powered by electricity which have been installed in our new community fire stations. These pumps are much more environmentally friendly and efficient. The increase in electricity this year is balanced by the reduction in gas consumption. The combined total energy for 2012/13 is exemplar and the indicators for 2013/14 are expected to reflect this improved efficiency.

### **LPI 111 Number of working days/shifts lost to sickness per head whole-time uniformed personnel.**

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

Following many years of improvement in sickness absence levels, there was an increase in 2012/13. Officers continue to monitor sickness absence and are considering the introduction of new policy and revised procedures to support the continued drive to reduce absences. An Authority led "Task & Finish" group has been created which will provide advice and guidance to determine how best to report and monitor sickness levels going forward for 2013/14.

### **LPI 120 Road traffic collisions (RTC) involving fire service vehicles Number of road traffic collisions involving fire service vehicles**

The Authority has failed to achieve its target on a consistent basis, particularly in relation to vehicles hitting fixed objects. This is an area of importance to MFRA and it is closely managed by the Road Risk Review Group (RRRG). A number of actions are taking place including more rigorous investigations of incidents. Operational Monitoring team are to review manoeuvring of appliances at incidents, Operational Performance team are to include Community Safety Managers and RRRG to consider all cases and where appropriate refer to Professional Standards for further action to be taken.

### **LPI 121 Site Specific Risk Information (SSRI) - Firefighter Safety - e.g. number of sites visited resulting in a site specific plan.**

The Authority agreed to suspend this indicator during the year due to challenges in recording the data accurately. A number of initiatives are under way to improve the SSRI process including rewriting guidance, improved electronic SSRI process and training for senior officers and Firefighters has been completed. The Performance target has been reviewed for 2013/14 based on risk and that will include agreement as to what type of SSRI is to be allocated to each watch/station.

## 7.2 2013/14 Revised Performance Indicators (with Targets)

Aim	LPI Ref	Narrative	Target 2013/14
Excellent Operational Prevention and Protection	1	The % of fires attended in dwellings where smoke alarm had activated	Monitor only
	2	The % of fires attended in dwellings where a smoke alarm was fitted but did not activate	Monitor only
	3	The number of fires attended in dwellings where no smoke alarm was fitted	Monitor only
	4	Total number of Home Fire Safety Checks (HFSC) completed by Operational Station Personnel  All HFSC's completed – includes Stations, FSN & Prevention Officers	3261/month/ 39132/Year
	5	Number of HFSC carried out in domestic dwellings as a revisit.	Monitor Only
	5A	Number of HFSC carried out in High risk areas	
	5B	Number of HFSC carried out in Medium risk areas	
	5C	Number of HFSC carried out in Low risk areas	
	New 5D	Number of HFSC carried out on High & Medium Risk People	
	5E New	Number of HFSC carried out by FSN	
		Number of new High risk HFSC carried out by Prevention officers	Monitor only
		Total number of High risk HFSC carried out by Prevention officers	30 per advocate per month
	<b>New 10A</b>	Retention rates for young people on youth engagement courses – percentage of those completing courses	Monitor Only
	<b>New 10B</b>	Percentage of young people on Princes Trust courses moving into Education Employment or Training (EET)	75%
	<b>10C amended</b>	Community engagement hours - To include time spent on Site Specific Risk information visits and home fire safety check, as well as school visits and other community engagement.	20 hours per watch per appliance per month
		Number of deliberate fires in non- domestic premises	94
	19A	Number of accidental fires in non-domestic premises	293
	20	Number of fire safety audits carried out by fire protection officers	8 per officer per month
	AIM	LPI Ref	Narrative

Excellent Operational Prevention & Response	36	Number of Road Traffic Collisions (RTC) identified as 'persons trapped requiring release' attended on Merseyside.	473
	41	Number of injuries at RTC's (minor)	Monitor only
	42	Number of injuries at RTC's (serious)	Monitor only
	42A	Number of fatalities at RTC's	Monitor Only
Excellent Operational Prevention and Excellent Operational Response	44	Number of accidental fires in dwellings	1131
	45	Number of fatalities from accidental dwelling fires	6
	46	Number of injuries from accidental dwelling fires	126
	47	Percentage of accidental dwelling fires confined to room of origin – maintain previous target	92%
	48	Number of deliberate dwelling fires in occupied properties	Monitor only
	49	Number of deliberate dwelling fires in unoccupied properties	Monitor only
	49A	Number of deaths occurring in deliberate dwelling fires	Monitor only
	50	Number of Injuries occurring in deliberate dwelling fires	Monitor only
	52 New	Number of malicious false alarms	Monitor only
	53 Amended	The number of false alarm calls due to automatic fire alarm equipment – a 50% reduction on 2012/13 target or 137 per month	1648
	61	The total number of Fires in Merseyside	Monitor only
	61A	The number of deliberate vehicle Fires in Merseyside	513
	61B	The number of deliberate ASB fires in Merseyside	5009
	66 New	All primary fires in Merseyside	Monitor only
	135 New	The Number of Automatic Fire alarms which are classed as "unwanted".	Monitor only
	136 New	Number of calls received by MACC to Fire Alarm Actuations."	Monitor only
138 New	Number of accidental kitchen fires in dwellings owed by Registered Social Landlords	Monitor only	

Aim	LPI Ref	Narrative	Target 2013/14
Excellent Operational Preparedness & Excellent Operational Response	55	Percentage of 999 calls answered within 10 seconds – maintain existing target	96%
	121	Site Specific Risk Information (SSRI) - Firefighter Safety - number of hours spent onsite specific risk information planning.	Target to be determined once proposed work routine is agreed.
	<b>129</b> <b>New</b>	% of occasions where an appliance is mobilised within 1.9 minutes from Home Station	95%
	130	Percentage of Operational staff who have completed the monthly on line assessments.	100%
	131	Quarterly Percentage of operational staff who have attended all risk critical training courses.	100%
	132	Quarterly Percentage of MFRS Senior Officers who have completed an assessment of operational competence.	100%
	<b>133</b> <b>New</b>	Number of successful Safe Person assessments completed by Operational staff i.e completion of monthly allocation of practical Safe Person Assessments and completion of underpinning knowledge e learning packages for all operational staff.	100%
Excellent Operational Response	98	Number of operational staff injuries – on duty	39
	106	Number of non-operational staff injuries – on duty	18
	<b>120A</b> <b>Revised</b>	Fire appliance hit other vehicle/object whilst responding to operational incident.	18
	<b>120B</b> <b>Revised</b>	Fire appliance hit other vehicle/object whilst engaged in routine activities	29
	<b>120C</b> <b>Revised</b>	Light Vehicle hit other vehicle/object whilst responding to operational incident.	Monitor Only
	<b>120D</b> <b>Revised</b>	Light Vehicle hit other vehicle/object whilst engaged in routine activities	14
	<b>137</b> <b>New</b>	Pending the outcome of the IRMP Consultation – Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes.	On 90% of occasions
	<b>139</b> <b>New</b>	Reporting of the levels of Near Miss/Hit reports recorded by the service, 1st year Monitoring Only"	Monitor Only
All	93	Electricity used by all MFRS buildings - divided by floor space	64/74w/m <sup>2</sup> per annum
	94	Gas used by all MFRS buildings - divided by floor space	223/275kW/m <sup>2</sup> per annum
	95	Water used by all MFRS buildings - divided by floor space	9.36/15.08m <sup>3</sup> / person/ annum
	96	Waste generated per person per annum	200kg per person per annum
	97	Carbon Output of all buildings	74w/m <sup>2</sup> per annum



	99	Proportion of high risk (category 1 & 2) environmental incidents to low risk (category 3 & 4) incidents	Cat. 1&2 incidents are 10% of less than cat. 3&4
Finance	108	Net Expenditure on the Fire & Rescue Service per head of population	£49.30
	128	Percentage of invoices which were paid by the Authority within 30 days of such invoices being received by the Authority	100%
Excellent People	111A	Number of working days/shifts lost to sickness per Whole-time Equivalent Grey book personnel.	7.54
	111B	Number of working days/shifts lost to sickness per Whole-time Equivalent Green & Red book personnel.	7.54
	112	Number of working days/shifts lost to sickness absence per Whole Time Equivalent all personnel.	7.54
	116	Percentage of female fire fighter recruits - At least 20% of all new recruits appointed by 2017 to be women	20% by 2017
	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%	8% by 2017
	<b>134</b> <b>New</b>	Number of Staff Appraisals to be completed during January & February 2014	100%

## 8. Equality & 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, will remain a main focus during 2013/16 as our work continues 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 risk map, 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. 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.

# Service Plan 2013/14

## APPENDIX 1 – General MFRA - Glossary of Terms

<b>Glossary of MF&amp;RS Abbreviations</b>			
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
JE	Job Evaluation	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	REPPAIR	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
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

## **Document Control**

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