APPENDIX A

Safer, Stronger Communities
Safe, Effective Firefighters

Integrated Risk Management Plan

SUPPLEMENT 2015—2017

DRAFT FOR CONSULTATION

Contents

Introduction

Welcome to our Integrated Risk Management Plan (IRMP) Supplement for 2015/17. This supplement outlines what we have done to minimise the impact of the cuts on the people of Merseyside and explains how we have continued to keep the safety of the public and the effectiveness of firefighters as our priority.

Fire and Rescue Authorities are required to produce a medium term plan that sets out the ways in which it will deal with local risks and challenges. We published our current three year IRMP in June 2013 and we are using this document to update our stakeholders on the progress we have made against our objectives for 2013/14 and how we intended to deal with any future challenges.

On top of £9.2 million of cuts to our budget between 2011 and 2013, we are required to make a further £6.3 million of savings before April 2015 with more cuts expected up until 2020. This presents the Authority with significant challenges as it seeks to minimise the impact of these cuts on the levels of service it provides to the public.

Merseyside has seen significant reductions in the total number of incidents over the last decade meaning that the demand for our emergency response has fallen. This is largely due to the success of our fire prevention and protection services (such as Home Fire Safety Checks) particularly focused on those people most at risk of suffering a fire. These interventions require significant resources. All of our firefighters and many non-operational front line staff carry out these services every day. We have also invested heavily to ensure the safety and effectiveness of our staff, ensuring that they undertake high quality training and are provided with the best equipment to do the job. Despite the reduction in incident volumes, finding the savings isn't easy. To make savings of this magnitude without having an impact on fire stations and fire appliances is no longer possible, despite continued cuts to "back office" and support services, which includes the staff working to protect people in their own homes.

In previous IRMPs we have introduced the concept of a single Merseyside-wide 10 minute response standard (although the actual average response time is almost half that, at 5 minutes 24 seconds, giving Merseyside one of the fastest response times in the country).

Recent cuts have seen the Authority having to incrementally reduce the number of fire appliances from 42 to 28 over the period and we are (at the time of writing) consulting on proposals to close pairs of outdated stations and where possible, replace them with one new community fire station in a more central location. Feedback so far suggests that the public, businesses and partner organisations understand our reasons for doing this and are supportive; recognising that we would not be making many of these changes if we were not compelled to do so.

More hard decisions will no doubt follow if the Government continues to cut public spending. So far, we have managed to maintain a very fast response and by targeting our prevention activity and working smarter, we are still having a real impact on the safety of Merseyside.

You can be assured that despite significant changes we will continue to provide the best possible service to the public of Merseyside.

Chief Fire Officer Dan Stephens
Chair of the Fire Authority Cllr Dave Hanratty

Our Mission & 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.

Risk Map of Merseyside 2014

The MFRA approach to identifying and reducing risk examines where emergencies occur and the factors that have the greatest impact on risk to life for the people of Merseyside. Allowing us to respond efficiently and effectively, where an emergency does occur, and intelligently target the individual needs of our communities. Maps are created to illustrate the areas where risk factors are most concentrated. The red areas contain some of the most hard to reach and high risk residents of Merseyside.   To develop these maps we use data sets including the Indices of Multiple Deprivation, local information from partners who share data with us and historical response data. All this information is collated to produce the Risk Map below:
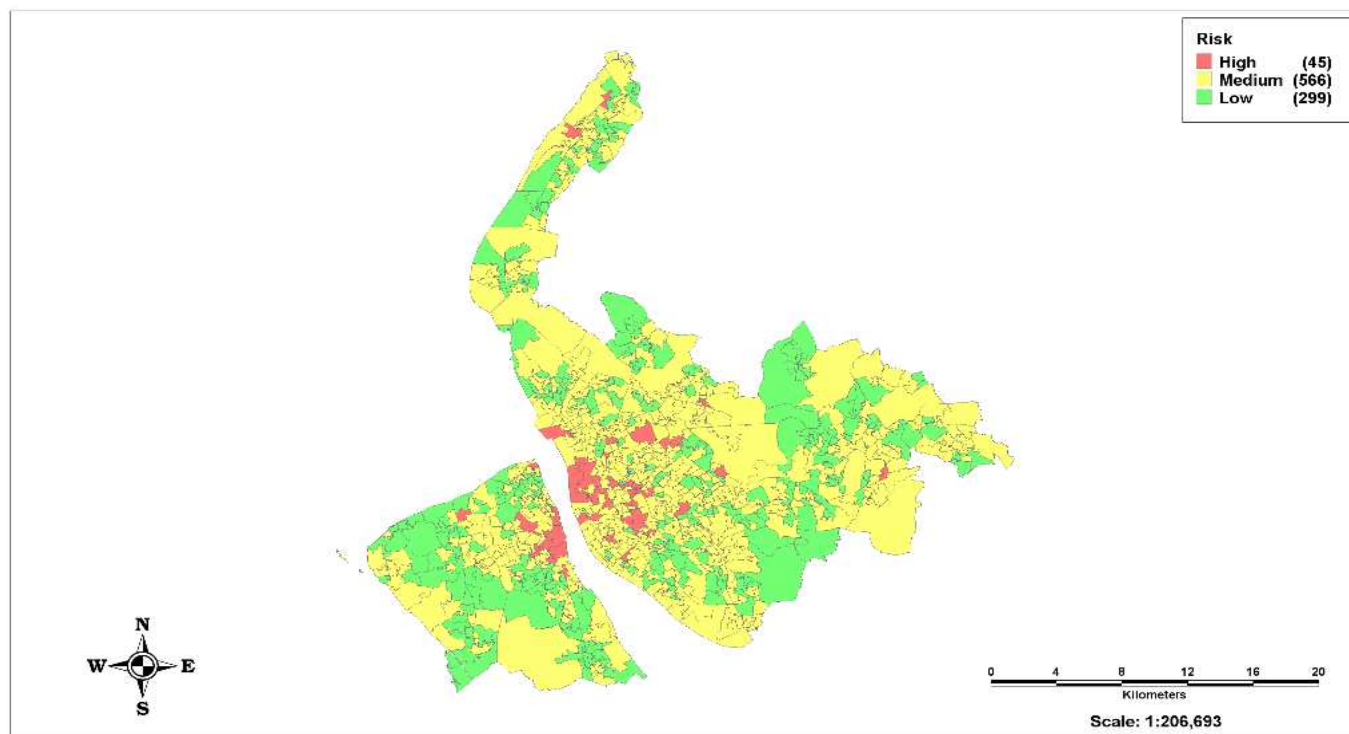
Risk
High	(45)
Medium	(566)
Low	(299)

Risk Map 2015

Scale: 1:206,693

Our Communities

Merseyside has a population of 1.4 million residents and spans 249 square miles (645 Km2) and is made up of five Districts:

- Liverpool
- Wirral
- Sefton
- Knowsley
- St Helens

The map shows where our Fire Stations are currently located (October 2014).
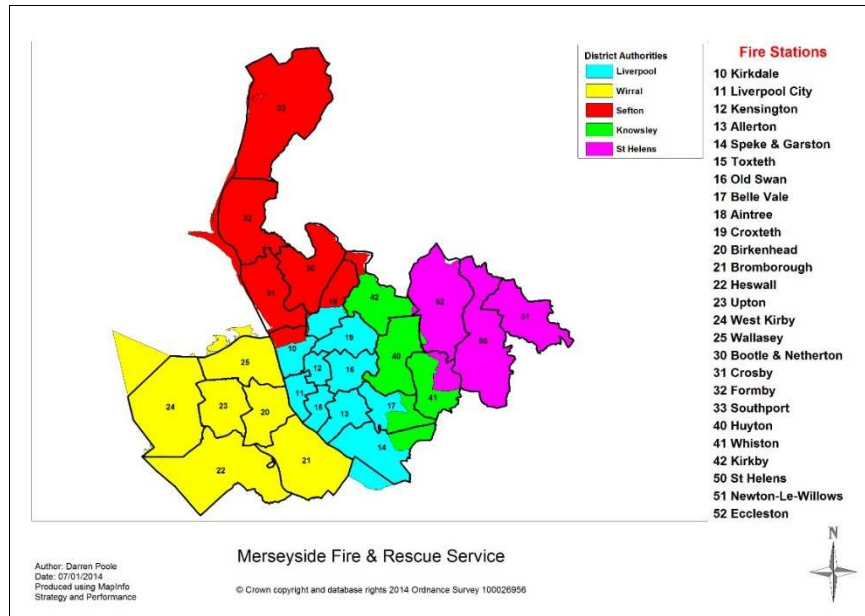
Mid 2013 estimated figures showed Merseyside had a population total of 1,386,589 which is a 0.39 % increase on the 2011 Census population. The last

Census in 2011 showed the population is split into 48.6% males and 51.4% females. Merseyside has a lower proportion of children (16.5%) and higher proportions of working age residents (66.3%) and older people (17.2%) than the North West averages.   *(Census 2011)*

Ethnicity
(*Census 2011* data)

Ethnicity	Merseyside	%
White	1,305,303	94.5%
Mixed	20954	1.6%
Black and Black British	14552	1%
Asian and Asian British	18851	1.4%
Chinese and Other	21529	1.5%
Total	1,381,189	100.00%

Age
Children and people over pension age make up over 34% of the population of Merseyside *(Census 2011)*

Age	Merseyside	%
0-14	228,290	16.5%
15-64	915,042	66.3%
65+	237,857	17.2%
Total	1,381,189	100.00%

Our Districts

Wirral

Population: 320,295

Households: 142,197

Key Risks include:-

- M53 Motorway
- Wallasey & Birkenhead Tunnels
- River Mersey & Coastal risks
- Clatterbridge & Arrowe Park Hospitals
- COMAH Top Tier Sites
- Underground & Overground Railways

Sefton

Population: 273,207

Households: 121,072

Key Risks include:-

- M57 & M58 Motorways
- Dock & Freeport complex
- National Trust & English Heritage Coastline
- RAF Base & Altcar Rifle Range & Barracks
- Southport Hospital
- Merseyrail track to Southport

Liverpool

Population: 470,780

Households: 199,743

Key Risks include:-

- John Lennon Airport
- Dock Estate & River Mersey
- Liverpool One Shopping Centre & City Centre
- Liverpool, Hope & Liverpool John Moores Universities
- Royal Liverpool, Broadgreen, Aintree, Walton Neurological & Alder Hey Hospitals
- Anfield & Goodison Football Stadia

St Helens

Population: 176,221

Households: 78,014

Key Risks include:-

- M6 & M62 Motorways
- East Lancashire Road
- Rail links & canals
- St Helens Hospital
- St Helens Rugby Ground

Knowsley

Population: 146,086

Households: 63,171

Key Risks include:-

- M57 & M62 motorways
- Rail links
- Top Tier COMAH Sites
- Large Industrial Estates
- Whiston Hospital

Our Financial Challenge

Merseyside Fire and Rescue Authority made £19.2m of savings to deliver a balanced budget between 2011/12 – 2014/15. The major saving required in the front line service was a reduction of front line fire engines from 42 to 28.

The Government has now announced the settlement figure for 2015/16 and an indicative estimate for 2016/17. This further funding reduction means that over the next two years the Fire Authority will need to make savings of £6.3m to balance the financial plan. To deliver these savings the Authority have prepared a comprehensive plan which will deliver further savings from Back Office and Support Staff of £2.9m. This has placed a large number of non-uniformed staff at risk of redundancy. Many of these posts provide front line services to the community notably within Prevention and Protection.

This still leaves £3.4m of cuts to be identified from front line fire stations. The Chief Fire Officer examined the options for delivering the operational savings required including station mergers, closures, wholetime retained and community retained firefighters and identified station mergers as the 'least worst option'. Public consultation has endorsed this approach.

The financial plan at the time of setting the budget assumed that it will be possible to save £3.4m, equivalent to about 100 firefighter posts, through at least 4 station mergers. These include:

- Huyton & Whiston at Prescot
- Upton & West Kirby at Greasby
- Eccleston & St Helens at St Helens Town Centre
- A fourth merger in Liverpool District if suitable sites can be identified or outright closure if not

Based on current firefighter retirement profile to deliver that scale of saving will take until 2016. The Authority has always used natural turnover rates from firefighters to make savings and to avoid compulsory redundancy in that part of its workforce.

Looking beyond 2015/16

Based on statements by all the major political parties about their strategies for dealing with the current position of the public finances it is anticipated that the financial climate will remain very tough for the Authority over the next few years, perhaps as long as to 2020, and further tough choices will be required over the next few years

Reserves

The Authority has prudently planned to meet financial risks over the medium term by holding reserves to be used:

- To have monies available to give time to deliver savings through natural retirement of firefighters to avoid redundancy.
- As a hedge against pay rises and other risks in the short term as plans assume pay bill restraint.
- To support capital projects like station mergers to avoid borrowing.
- To manage limited recruitment.

Post 2015/16, balancing competing risks will become more difficult as the aim is to use much of the reserves for the proposed station mergers project to avoid additional borrowing costs.

Council tax

The Authority has assumed that it will be allowed to increase council tax levels in line with inflation in the next few years and has done so in recent budgets with increases at 2% in 2013/14 and 2014/15 which was below inflation in those years. The current council tax is £68.70. Which is equivalent to £1.32 per week for a band D household.

How our money is spent

How the Money is Spent

- CAPITAL FINANCING, 9.3%
- CENTRAL EXPENSES, 0.6%
- AGENCY SERVICES, 6.9%
- SUPPLIES & SERVICES, 5.7%
- TRANSPORT, 2.3%
- PREMISES, 4.4%
- EMPLOYEE Other, 5.4%
- EMPLOYEE Non-Firefighter pay, 13.4%
- EMPLOYEE Firefighter pay, 52.0%
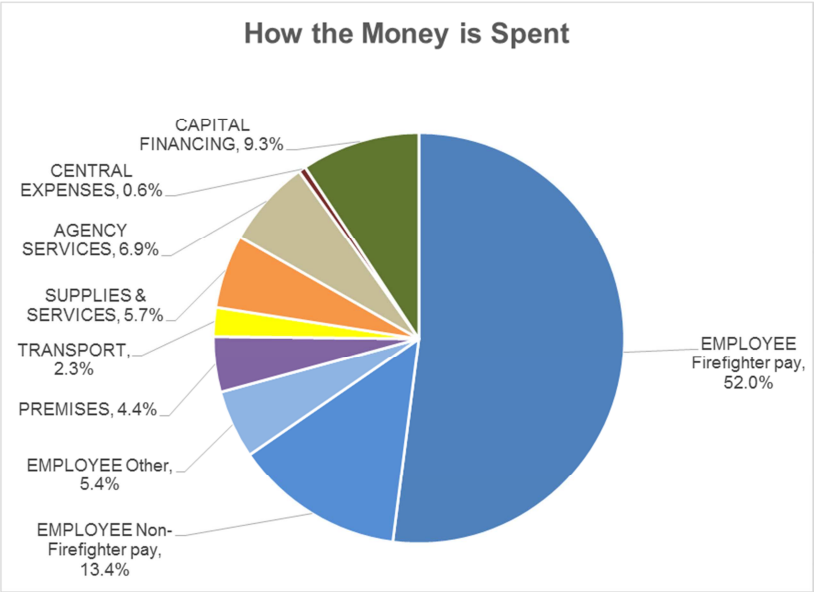
Our Performance

Despite the financial challenges Merseyside Fire and Rescue Authority faces, we are committed to providing the best service possible to the people of Merseyside. Perf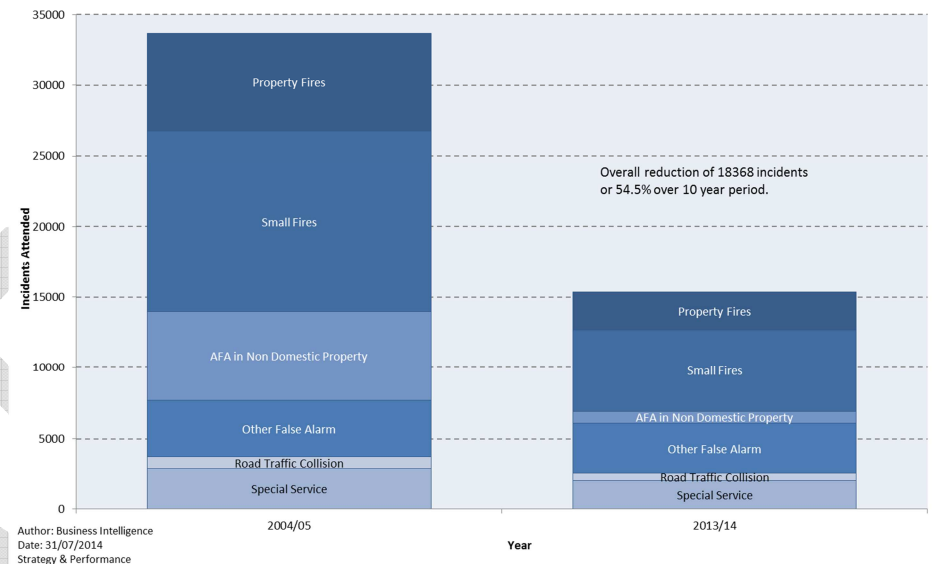ormance in all areas is consistently monitored through Key Performance Indictors (Outcomes) and Local Performance Indicators (Outputs) published in the annual Service Delivery Plan.
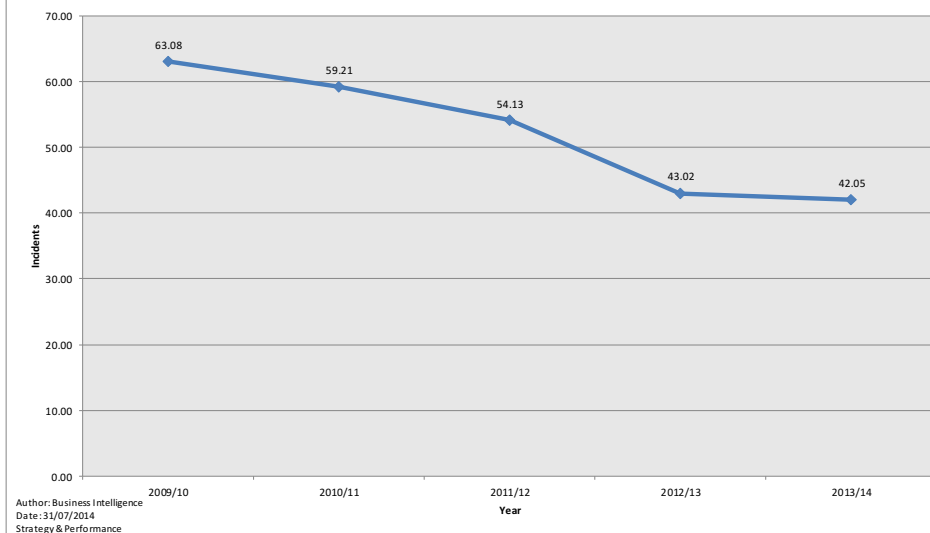
Targets for outcome related Key Performance Indicators are set using forecasting and historical data to reflect expected improvements to performance.

The illustrations to follow give a snapshot of MFRS performance to the end of March 2014.

Breakdown of Total Incidents Attended between 2004/05 and 2013/14

Overall reduction of 18368 incidents or 54.5% over 10 year period.

Author: Business Intelligence
Date: 31/07/2014
Strategy & Performance

Average Incidents Attended per Day between 2009/10 and 2013/14

Author: Business Intelligence
Date: 31/07/2014
Strategy & Performance

Overall incidents have been reduced by 54.5% over the 10 year period illustrated by the two charts. This is 18,368 incidents less in 2013/14 than in 2004/05. The largest reduction was in small anti-social behaviour fires. In 2004/05 12,785 small fire incidents were attended but by 2013/14 this had fallen to 5,755 incidents. Our work with partner agencies and the Youth Engagement work we undertake contribute to this massive reduction.

The number of Road Traffic Collisions attended have been reduced from 864 in 2004/05 to 514 in 2013/14. We continue to deliver road safety interventions to schools, colleges and any interested groups to educate residents about driver and pedestrian safety.

Automatic False Alarms in Non Domestic (including commercial premises) between 2009/10 and 2013/14

Chart (Incidents by Year):
- 2009/10: 3960
- 2010/11: 3871
- 2011/12: 3518
- 2012/13: 2439
- 2013/14: 862

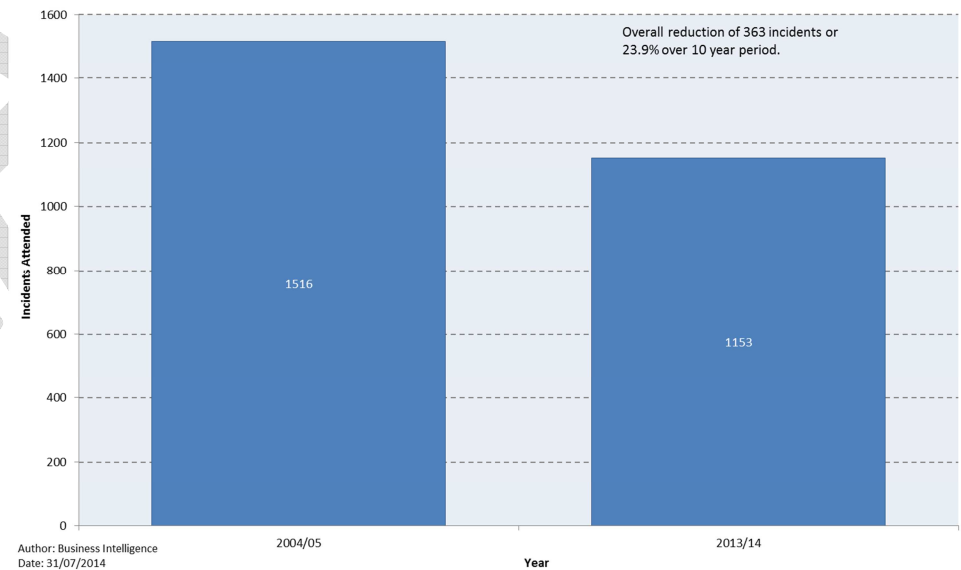Y-axis: Incidents
X-axis: Year
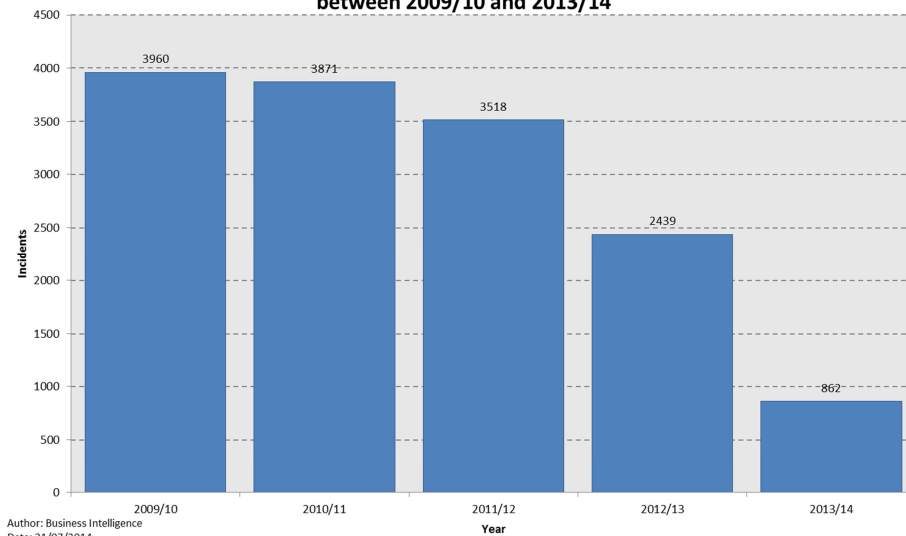
There were 363 fewer accidental dwelling fires in 2013/14 than in 2004/05. Home Fire Safety Checks have consistently reduced the number of accidental dwelling fires year on year. We continue to deliver this service but in a more targeted way. Through the use of our Vulnerable Person Index we are able to identify those most at risk of fire and deliver appropriate interventions. Re-assurance campaigns are delivered to specific areas following incidents.

Comparison of Accidental Dwelling Fires between 2004/05 and 2013/14

Chart (Incidents Attended by Year):
- 2004/05: 1516
- 2013/14: 1153

Overall reduction of 363 incidents or 23.9% over 10 year period.

Y-axis: Incidents Attended
X-axis: Year

The Automatic Fire Alarm Strategy introduced in 2012 changed our approach to attending what we call Unwanted Fire Signals. To introduce this strategy we educated and informed owners of non-domestic properties about management of their fire alarm systems and the impact on our reducing resources when attending false alarms. In 2004/05 we attended 6,284 incidents while in 2013/14 we attended just 824 such incidents.

Excellent Operational Preparedness

Update on IRMP 2013-16 Actions

Standard Operational Procedures (SOP's) Review
Ensures Incident Commanders are provided with flexible local risk specific operational guidance aligned with national operational guidance. Local SOP's are produced to ensure that hazards presented by operational activity are identified and that guidance is available to the Incident Commander on how to control the associated risks and effectively resolve the incident.

Command and Control & Command Competence Training
Technical Command Assessment (TCA) applicants now complete an internal command training course prior to undertaking a TCA to ensure they have underpinning incident command knowledge. Command training and development is aligned to National Occupational Standards and the Qualifications & Credit Framework (QCF).

Safe Person Assessments
The Safe Person Assessments (SPA's) are now fully embedded within MFRS's assessment framework. Improved performance & efficiency at operational level can be directly linked back to SPA's. The reporting features allow Service Managers to accurately plan and forecast training and assessment in line with the training planner.

COMAH
Control of Major Accident Hazards (COMAH) is managed through attendance at the COMAH Mets Forum, liaison with the Health & Safety Executive, consultation with partners regarding SEVESO III consultation document, COMAH site operators' quarterly forums and work with Network Rail & Merseyrail to develop Introduction to COMAH training packages for rail employees.

High Rise & other Local Infrastructure Changes
Our High Rise Project, will ensure any equipment provision and/or procedural requirements are aligned to the overall firefighting media strategy and national guidance.

Planned Developments
MFRS Operational Planning team use a variety of different methods to identify emerging issues including:
- Liaison with internal departments e.g. Protection— for identification of timber framed buildings.
- Local Resilience Forums e.g. Liverpool Super-Port, National Risk Register, MRF Community Risk Register, MRF Hazards & Risks Sub-Group.
- Quarterly meetings with Merseyrail & Network rail which have produced rail mapping for the appliance mobile data terminals.
- Links with John Lennon Airport Fire Service & Civil Aviation Authority.
- Attendance at planning meetings for major events on Merseyside e.g. Open Golf Championships, Giants visit and Southport Air show.

Equipment - MFRA continually reviews its firefighting tactics, media and equipment to ensure it learns from local and national events and keeps pace with technological innovations. This has included the introduction of:

- New cutting equipment & door rams for faster entry to buildings.
- Piercing branches & wall cutting equipment for suppression of compartment fires prior to firefighter entry.
- Improved Personal Protection Equipment (PPE) including Road Traffic Collision (RTC) gloves, personal issue respirators and fire kit.
- 300 bar cylinders & equipment for new breathing apparatus procedures in line with new guidance.
- New e-draulic heavy cutting/spreading equipment for RTC response.
- New Breathing Apparatus Support Unit vehicle
- Incident Command and Control Unit
- A specialist Hazmat Unit

The Authority continues to provide the highest quality Personal Protection Equipment and operational equipment for its workforce.

Excellent Operational Preparedness

PLANS FOR 2015 AND BEYOND

JESIP—National Resilience
The Joint Emergency Services Interoperability Programme (JESIP) ended on 30th September 2014. Following that, there will be a JESIP transitional period from 1st October 2014 to March 2015 where a programme report will be completed. During this period the JESIP team will continue to work from the Home Office. The transition has been divided into a number of key workstreams: Doctrine, Training, Testing & Exercising and Joint Organisational Learning which will shape the legacy of JESIP.

From 1st April 2015 the JESIP legacy will commence and move from the Home Office to Cabinet Office and be supported by the Civil Contingencies Secretariat. Recommendations from the transition team will shape the JESIP legacy and there will continue to be a strategic board and ministerial oversight of JESIP. Work will continue with emergency services and Local Resilience Forums throughout transition and legacy arrangements to embed JESIP into business as usual activities.

A key branding change from 1st October is that JESIP will be known as Joint Emergency Services Interoperability Principles.

Emergency Services Mobile Communications Programme
The Emergency Services Mobile Communications Programme (ESMCP) is a cross-governmental programme to deliver mobile voice and data communications to the emergency services based on a review of the anticipated operational demands, technical opportunities and commercial options. The service delivered will be known as Emergency Services Network (ESN).

The FRS aspects of the programme including fire control and vehicle installation, data preparation, systems integration and migration planning form part of the ongoing activities whose timescales and funding mechanisms have yet to be agreed by the Home Office. The system will potentially be the framework for FRS communications through to 2030 and beyond. Transition to the new service is expected to begin late 2016. The transition period for Merseyside FRS will begin late 2017.

Hazard and Risk Control Training
Hazard and risk control knowledge and understanding will be embedded within internal incident command input and training aligns to the guidance contained within the Health, Safety and Welfare Framework.

Command & Control / Command Competence Training
In alignment to the Qualifications Credit Framework (QCF) a programme of formative and assessable exercises will be provided to ensure incident command in all roles and levels is quality assured. Consistent and uniform assessment criteria for training and developmental purposes will be adopted.

Safe Person Assessments (SPA's)
Building on the success of the initial 20 SPA's we aim to provide additional assessments aligned to core training and risk critical activity. These will include Gas Tight Suits & Defibrillators. The enhanced level of reports will allow the training teams to analyse performance across the Service and react to the needs of the organisation. The software developed in house will also offer analysis across all core training courses.

High Rise & other local infrastructure changes
Preliminary research is being undertaken with a view to providing a high rise training rig at the Training and Development Academy in order to provide realistic training experiences.

MFRS is constantly horizon scanning to identify new & future risks. At present we are aware of the High speed 2 (HS2) rail link & the impact of increased rail traffic on Merseyside. We will identify training venues for operational personnel to utilise simulated rail incidents for familiarisation with rail procedures and interoperability with rail personnel.

Resilience

National Resilience Capabilities

Following the terrorist attacks in the USA on 11th September 2001 the Government of the day initiated the New Dimensions programme in order to improve national response arrangements to deal with similar events here in the UK.

The New Dimensions programme has resulted in the delivery of the 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. All of these capabilities are provided primarily for use at national incidents through discreet funding and support arrangements from the Department of Communities and Local Government (DCLG).

Merseyside FRS hosts a USAR team including 2 search dogs and handler, an Incident Response Unit for Mass Decontamination and a Detection, Identification and Monitoring (DIM) vehicle which make up the CBRN (E) capability and a HVP. Whilst these assets are provided primarily for national deployment they are all utilised locally to enhance our response to incidents.

USAR and NWAS Hazardous Area Response Team (HART) station - Croxteth

The MFRS Urban Search and Rescue (USAR) and North West Ambulance Services (NWAS) Liverpool Hazardous Area Response Team (HART) are co-located at Croxteth fire station in the only arrangement of its kind in the country.

The operational response to technical rescue incidents is significantly enhanced through this arrangement as the personnel from each team work and train together using the facilities at the Training and Development Academy which is situated adjacent to the station.

JESIP—National Resilience

The Joint Emergency Services Interoperability Programme (JESIP) was established to address the recommendations and findings from a number of major incident inquiries. The initial phase of the Programme ran from September 2012 to September 2014 with the aim of improving the ways in which police, fire and rescue and ambulance services work together at major and complex incidents.

This has been achieved through joint training and exercising and through the adoption of Joint Doctrine. Merseyside FRS officers supported the initial JESIP roll out and are now an integral aspect of the legacy arrangements which will serve to embed the JESIP principles as core business across the 3 emergency services.

Joint Command and Control Centre (JCC)

The Merseyside FRS Fire Control and Merseyside Police "999" call handling and dispatch capabilities are co-located on the ground floor of the JCC at the Merseyside FRS Headquarters.

The first floor of the JCC hosts the Merseyside FRS Operational Planning and Policy Team and the Merseyside Police Force Operations Department. It also hosts the strategic and tactical command suites from which all major incidents and events occurring on Merseyside are managed.

Excellent Operational Response
Update on IRMP 2013-16 Actions

New work routine
On 3rd January 2015 the duration of a firefighter's shifts were equalised in a move from 9 hour days and 15 hour nights to 12 hours days and nights. The new equalised shifts required a change to start and finish times. The duty system remains unchanged as a compressed hours system based upon 2 days and 2 nights worked consecutively, followed by 4 consecutive days off.

In conjunction with the shift change we introduced a new work routine for our firefighters that would maintain performance with fewer resources. The new work routine has reduced stand down time and increased the number of productive hours in the working day by six hours per firefighter for each 48 hour period or tour of duty. The work routine includes one hour per shift for physical training for station based operational personnel.

Reduction in the number of Appliances
Following the fundamental review of fire cover undertaken by the Chief Fire Officer, on 9th September 2013 the number of immediately available appliances was reduced from 42 to 28. This was a 33% cut.

10 minute response time
The introduction of the 10 minute response standard commenced in April 2013. Performance has been very high with an average of 97% achievement of the standard over the period. Where attendance times are not met these instances are reviewed by the relevant District Manager to improve performance or mitigate future occurrence.

Replace Dynamic Reserve with Strategic Resilience
The Authority has endeavoured to introduce wholetime retained strategic resilience appliances. In order to encourage staff to volunteer to undertake these roles retained contracts have been advertised to staff at a higher remuneration rate and less hours cover required than that stipulated in Firefighter's National Conditions of Service. Unfortunately Staff uptake has been very poor and not at the level required to implement this change. The Authority continues to explore ways of implementing wholetime retained crewing.

Key station methodology
Ten key stations have been identified that form the basis of our tactical cover model for our control room. By ensuring all 10 stations have an appliance in their station ground MFRA can meet its 10 minute response standard.

New fire stations and fire appliances
MFRA opened the last of the seven new Private Finance Initiative (PFI) stations in 2013. The stations boast state of the art facilities for our staff and for the community, making them true community fire stations which are accessible to all The Fire Appliance Replacement Strategy means that our fire appliances are replaced every ten years to ensure they are fit for purpose and reflect improvements in safety and innovation.

Station Mergers
No fire stations have been closed to date, all 26 remain staffed with at least one fire engine although this position is becoming increasingly difficult to maintain due to the cuts applied and the resulting Authority decision to transition from 26 stations to 22 stations through mergers or outright closures.

Excellent Operational Response

PLANS FOR 2015 AND BEYOND

Shift pattern changes

Due to further financial pressures new, more efficient shift patterns and duty systems will continue to be considered. Whilst firefighter safety and productivity was increased by the changes made to the existing working patterns (2 days, 2 nights), a more efficient and effective shift system model may be able to increase safety and productivity further.

Non Operational duty systems

We will review non-operational duty/shift patterns to ensure ways of working compliment frontline service delivery and maximise the benefits of increased productivity delivered by changes to the default operational duty pattern.

New ways of crewing appliances

Whole-time and Community Retained will continue to be investigated as a way of providing additional resilience to supplement our whole-time workforce.

Additional Voluntary Hours (AVH)

The Service will continue to review its plans with regard to staffing in order to provide the most efficient and effective emergency response to Merseyside.

Flexi officer duty system review

The current Officers flexi duty system will be reviewed to ensure an appropriate number of operational officers available 24/7 for attending incidents; whilst ensuring we are maximising the managerial hours available in the workplace.

Develop & implement a comprehensive Fatigue Risk Management System (FRMS) -

Following the realignment of shift times and the review of the work routines, the Authority will ensure that arrangement are in place to manage the risk presented to operational Firefighters of fatigue in the workplace and review welfare at incidents if appliances have to remain in attendance longer due to less appliances being available.

To carry out a review of the current fire ground analytical risk assessment (ARA) process

We will ensure our ARA process it fully meets the requirements of the Fire and Rescue Service Framework and can be fully cross mapped to the outcomes of the Operational Procedure review. We will aim to develop a suitable ICT solution and methodology for this activity.

Command and Control at Incidents

We are reviewing the provision of Command Support to Incident Commanders. The Incident Management Team will be relocated to Toxteth fire station and move to a more efficient complimentary crewed system. To ensure we improve our Command Support resilience, we will train identified support stations in addition to Toxteth.

Station Mergers

Following consultation, the Authority has approved a proposal to merge of two fire stations in Knowsley (Huyton and Whiston) into one newly built, strategically situated site in Prescot. Mergers options are also being progressed in Wirral and St Helens, subject to public consultation. The merger solution is less viable in Liverpool, where the Authority has been forced to consider the outright closure of Allerton Fire Station in order to meet the required savings, again subject to public consultation.

Excellent Prevention and Protection
Update on IRMP 2013-16 Actions

Restructure of Prevention & Protection Team
The Prevention teams have been restructured at a District Level and at Service Headquarters. The restructure categorises Prevention into 4 key areas:

- Home Safety
- Road Safety
- Arson/Anti Social Behaviour (ASB)
- Children and Young People (CYP)

District based teams have been restructured and given the objective of reducing high levels of risk in homes and communities.

Managing risk
Each Policy for Prevention and Protection focuses on a risk based methodology which is being applied to ensure that front line resources are operating effectively in places and with people that are most vulnerable. This is reflected in the use of our Vulnerable Person Index to target risk in the home based on factors we know make people more vulnerable to fire, and the introduction of the Risk Based Fire Protection Inspection Programme (Legislative Fire Safety).

Intelligence lead targeting
Information from partner agencies continues to be shared with the Service which allows us to identify those people who are most at risk from fire. We feed this information into our Vulnerable Person Index which produces anonymised lists of addresses for our fire crews to target for Home Fire Safety Check (HFSC) delivery. Information sharing agreements are in place with a number of agencies including local councils and the NHS.

RTC Strategy
MFRS are now embedded in road safety partnerships across Merseyside and nationally including the Chief Fire Officers' Association (CFOA), BRAKE and Road Safety GB. Education and engagement has been agreed with Local Authorities and developed in schools and colleges through the delivery of our "Suddenly from Nowhere" package, and national campaigns such as the CFOA's road safety week are supported in full within each district. We are delivering Road Safety education to all MFRS staff.

Enhance youth engagement programmes
Our Youth Engagement teams continue to deliver the Princes Trust Programme for young people, with additional more cost effective delivery models being piloted in partnership at more venues. Merseyside has some of the most successful course retention rates for young people in the region.

The highly successful Beacon Programme which focuses on helping 13-16 years olds to develop life skills and enhance team working as an alternative to the school curriculum relies solely on external funding. We continue to work with public and private sector partners to fund such opportunities for our young people – particularly those at risk of exclusion from school.

Protection
The revised Fire Protection Policy has been published following consultation, supported by the Risk Based Inspection Programme which aims to target risk and offer support to the business community. The Policy incorporates the changes in legislation including the Primary Authority Scheme for Fire Protection, where individual Fire and Rescue Authorities lead on fire protection matters for specific commercial organisations.

Unwanted fire signals
The Authority has now fully embedded the Risk Based Strategy for responding to Unwanted Fire Signals resulting in a reduction of over 70% in the actuations of fire alarms that we class as unwanted.

Excellent Prevention & Protection

PLANS FOR 2015 AND BEYOND

Home Safety – Vulnerable People and Places

The Home Safety Strategy is being refreshed to enhance capacity and engage with more people who are vulnerable in their homes, with a particular focus on those residents who are over 65. Officers continue to develop data sharing protocols with partner agencies and referral pathways so operational staff, specialist advocates and volunteers can carry out targeted interventions to reduce risk in the home. We feed this information into our Vulnerable Person Index which produces anonymised lists of addresses for staff to target for Home Fire Safety Check delivery. Consideration is being given to collaborative partnerships to enhance our capacity to carry out interventions in the Home.

Management Information Systems are being developed to support the intelligence led approach to targeting risk and delivering positive outcomes for our communities (associated with the Service's Key Performance Indicators).

The 20/20 vision for Prevention and Protection will include a review of working arrangements with partners such as Fire Support Network and the Firefit Hub and consider collaborative partnerships that enhance the management of risk and those most vulnerable.

Road Safety

MFRS will develop the Road Safety Strategy to include delivery of road safety education to Year 7 pupils in Liverpool, a new MFRS motorcycle road safety approach and Roadshows with our partners using the new MFRS Road Safety Vehicle. We will link nationally with the Chief Fire Officers' Association to standardise and support their Road Safety Strategy.

Children and Young People (CYP)

Our Youth Engagement teams will continue to deliver the Princes Trust (PT) programmes. MFRS have been commissioned to deliver a refreshed Beacon Programme tailored to suit the needs of the customer and national funding has been secured to expand the provision of Fire Cadets across each District of the County. The strategy for CYP engagement in Merseyside will be reviewed to consider the future delivery of existing programmes and a review of interventions for young fire setters, activity carried out by operational staff and safeguarding.

Arson/Anti-social Behaviour

MFRS continue to establish more premises as Safe Havens and will continue to seek funding for front line interventions to reduce Anti-social Behaviour. District based advocate provision will be aligned to Merseyside Police structures to ensure the impact of partnership working is maximised. We will develop and build on the success of site specific and seasonal campaigns to minimise the effect of anti-social behaviour and arson in the community.

Protection

The Protection Team will be restructured to reflect the National Competency Framework for Business Safety Regulators and will consider future efficiencies in that restructure.

A new Management Information System for Protection will be purchased to support Business safety across the County. We will continue to work with commercial partners to develop the Primary Authority Scheme.

Unwanted Fire Signals

Protection officers are working collaboratively with businesses to further reduce the impact of false alarms cause by unwanted fire signals.

High Rise Strategy

The Authority has provided capital funding to support local authorities in providing sprinklers in high rise blocks of flats aimed at reducing risk to occupants and firefighters in those premises. The publicity campaign including the Sprinkler Symposium has been completed and applications for funding to deliver sprinkler projects have been received and will be assessed on a risk basis. The programme will be delivered into and beyond 2015.

Excellent People

Update on IRMP 2013-16 Actions

Firefighter Fitness Policy

The appointment of a Fitness and Rehabilitation Co-ordinator to work in conjunction with Occupational Health, and the District Management Teams has proved to be a successful asset, addressing and resolving a number of fitness issues and ensuring an earlier return to operational duties for a number of staff. The introduction of specific training time within the new work routine has been supported by this role, alongside the creation of operational training programmes.

Other duties personnel have been assigned to meaningful work projects whilst working with Occupational Health and the Fitness Advisors to ensure a return to operational duties as soon as possible. The Authority has sought to revoke the current Absence Procedure and introduction a specific Capability Procedure which will be embodied within the suite of policies to address sickness absence and support individual attendance at work.

Staff Survey

The Authority undertook a 'Your Service Your Voice' staff survey in 2014 to better understand the needs and aspirations of its staff and to use it as a spring board for continuous organisational improvement. An action plan is being produced at the time of writing to address key areas of low engagement and build on the strengths of the Service.

Support Service Review

The service has used voluntary severance and natural staff turnover to manage the necessary reductions in the number of back office and support service roles in order to protect frontline services and avoid the need for compulsory redundancies as part of the last Support Service Review. All roles have been reviewed as part of this process to ensure that only essential activities are delivered. A further review of the Support services is planned in 2014/15.

Change Management

The Authority has adopted a set of Organisational Values that are embedded across the Service and underpin all that we do. They are an integral part of our current development strategy and future recruitment and promotion for all staff. The introduction of the Development Gateway for all uniformed roles provides accredited development, coaching and mentoring for those employees seeking progression within the Service and is aligned to core and command competency.

Support Staff Review 2013/15

The Support Services Review 2013/15 has been completed, having delivered the required savings figure. Implementation of Department and role redesign, natural wastage, and voluntary severance/early retirement initiatives has taken place with the support of the representative bodies and without the need for any compulsory redundancies.

Excellent People

PLANS FOR 2015 AND BEYOND

Working with the representative bodies (e.g. trade unions) we will explore all options to ensure the most efficient systems of work continue to deliver a high quality service to the communities of Merseyside. This will explore the development of national conditions of service including the design and delivery of unique local work routines and reward structures that deliver the efficiencies required by the Government's Spending Review in conjunction with an engaged and productive workforce.

Recruitment

The Authority intends to recruit over the period 2015-17 to ensure that it is able to meet the challenges faced by the Service now and in the future. This is only achievable through the development of a competent and engaged workforce. The Workforce Strategy will incorporate flexible recruitment and leadership development.

Absence Management

The Authority is implementing a Capability procedure to replace the Absence and Attendance procedure. The new procedure will allow local management of sickness absence that will be supplemented by a range of occupational health initiatives, management advice and guidance and early interventions to support all employees in their attendance at work.

Productivity

In conjunction with the representative bodies, the Authority will introduce new ways of working, utilising revised working practices and contractual stipulations. The Authority will use national and local reward structures to address the extreme financial restrictions placed on the Authority whilst attempting to retain continuity of service delivery and employee engagement.

Change Management

The Authority will continue to utilise and support the reduced resources it has to ensure optimum output and service delivery. The revised shift and work routine will continue to be supported by a range of training and development opportunities. Full implementation of a Development Gateway process will offer those employees who wish to seek development or career advancement that opportunity, and assess their potential transparently against the organisational values and operational expertise. This ensures we are staffed by motivated employees who share the same organisational values.

Redundancy

To date the service has reduced its employee numbers to address the budgetary reduction placed on the Authority through natural wastage and voluntary severance/early retirement. We will address future staffing reductions endeavouring to avoid compulsory redundancy. However the options are severely limited and it is unlikely this can be guaranteed in the future. A review of strategy and practices will address staffing change whilst fully supporting those staff involved in any further redundancy situation.

Support Staff Review 2015-17

The Authority will use the previous strategy to review its support structures and seek the required savings. A set of criteria will ensure all roles are evaluated and decisions made based on the continued growth of the Service within the parameters of the financial restrictions placed on it. Assessment will be based on the future requirement of services, how they can be delivered either locally, collaboratively or externally, as well as the implications if roles are no longer undertaken.

Medium Term Strategy 2012-17

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 Action Plans are focussed on the achievement of our Mission;

Safer, Stronger Communities – Safe Effective Firefighters

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

Objective 1

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

Action: To analyse our performance on an annual basis using the Performance Indicators (PI's) 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.

Current Progress 2013/14: While the number of accidental dwelling fires is within 10% of the target, sadly injuries and fatalities have increased. We are working more intelligently to target the most vulnerable people in Merseyside through targeted Home Fire Safety Checks to reach those most in need of our help.

Objective 2

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

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

Target: To achieve a 90% attainment level against our response standards to all life risk incidents.

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

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.

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

Objective 4

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

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

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

Current Progress 2013/14: Deliberate and accidental fire in non-domestic premises are below target. We have continued to work closely with local businesses to reduce these incidents.

Objective 5

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

Action: We will work with all businesses and stakeholders to educate and inform the business community about their responsibilities for fire safety in the workplace and to protect the public to ensure compliance with the requirements of the Regulatory Reform Order (Fire Safety) 2004.

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

Current Progress 2013/14: Our risk based approach to meeting our legislative fire safety duties and responsibilities will assist us in continuing the improvement to 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.

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

Objective 7

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

Action: We will maintain 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.

Current Progress 2013/14: 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.

Equality Objectives 2012-17

Equality Objective 1
In the past ten years Merseyside Fire & 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 (Vulnerable Person Index) modelling and our station planning process to target individuals at risk.

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

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

Current Progress
At the end of 2013/14, the Equality and Diversity target for Accidental Dwelling Fires (fires in the home) has been narrowly missed by 20 incidents (2%). High levels of accidental dwelling fires during the first three quarters of the year have contributed to missing the target of 1,136. A review of the Home Fire Safety Strategy will take into account this Equality & Diversity objective. This includes working to target our Home Fire Safety Checks (HFSCs) at the most vulnerable people in our communities.

Equality Objective 2
We will reduce risk for people who live in rented properties across Merseyside.

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

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

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

Current Progress
At the end of 2013/14 there were a total of 219 accidental fires in properties owned by registered social landlords, and the Equality & Diversity target of 237 has been met.

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 anti-social behaviour fire setting by 5% by 2017.

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

Current progress
For the second year running, MFRA have achieved the Equality & Diversity target of 5,767 incidents, current incidents are down to 512, 640 incidents less than the target.

Equality Objective 4

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

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

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

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

Current progress

The target in relation to road traffic collisions has been achieved for the third year running. However, the number of injuries was 97over the target. We are currently delivering a programme of engagement with schools, presenting our "Suddenly from Nowhere" education package. We also work with all the young people we come into contact with through Prince's Trust and Beacon Project programmes to instil road safety messages.

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.

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

Current progress

No uniformed recruitment has taken place over the life of the previous IRMP but a Positive Action recruitment programme will take place in 2014/15 when we plan to recruit firefighters.

Our workforce (both uniformed and non uniformed) equality analysis shows that there has been a 1% change in our gender split since last year, with 1% more females working at MFRA than last year, making a whole workforce split of 79% Male and 21% females.

Note: Changes have been made to Objective 5 for operational year 2014/15 and these will be reported on in the Annual Report 2014/15.

MFRA are committed to tackling inequality, tailoring our services to meet the needs of our diverse communities and treating our staff and service users fairly.

The MFRA Equality & Diversity Report 2013/14 can be found on our website.

If you would like to learn more about our work, or have any questions please contact:

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Glossary of Terms

ARA	Analytical Risk Assessment		JESIP	Joint Emergency Services Interoperability Programme
ASB	Anti-Social Behaviour		MFRA	Merseyside Fire and Rescue Authority
C&C	Command and Control		MFRS	Merseyside Fire and Rescue Service
CBRN(E)	Chemical, Biological, Radiation, Nuclear and Conventional Explosives		MRF	Merseyside Resilience Forum
COMAH	Control of Major Accident Hazards		NHS	National Health Service
CRR	Corporate Risk Register		NRA	National Risk Assessment
ESMCP	Emergency Services Mobile Communications Programme		NWAS	North West Ambulance Service
ESN	Emergency Services Network		PFI	Private Finance Initiative
FRMS	Fatigue Risk Management System		PPE	Personal Protective Equipment
FRS	Fire and Rescue Service		QCF	Qualifications Credit Framework
HART	Hazardous Area Response Team (Ambulance)		RTC	Road Traffic Collision
HFSC	Home Fire Safety Check		SOP	Standard Operational Procedures
HVP	High Volume Pump		SPA	Safe Person Assessment
ICT	Information Communication Technology		TCA	Technical Command Assessment
IRMP	Integrated Risk Management Plan		USAR	Urban Search and Rescue
JCC	Joint Control Centre			