



Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

SERVICE DELIVERY PLAN

April 2015- March 2016

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1.1 INTRODUCTION :

Merseyside Fire and Rescue Authority will undertake during the year to maintain high quality services to the communities of Merseyside, including how we plan to minimise the impact of the financial cuts. Included within the Plan are objectives and actions relating to our Integrated Risk Management Plan, our Functional (departmental) plans, our Medium Term and Equality and Diversity Objectives. The plan also includes details of the performance indicators we use to measure how well we are performing across a range of activities and how well we are doing against the targets we have set.

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. Our plans help us to achieve that.

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 support services, which includes the staff working to protect people in their own homes.

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appliances from 42 to 28 over the period and we are (at the time of writing) consulting on proposals to close pairs of outdated stations and where possible, replace them with one new community fire station in a more central location. In February 2015 the fire and Rescue Authority reluctantly agreed to close Allerton fire station to help achieve the required savings. 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 positive 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

1.2 CORPORATE MISSION AND AIMS:

Our Mission Is To Achieve:-

Safer Stronger Communities - Safe Effective Firefighters

Our Aims:

- **Excellent Operational Preparedness:**

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

- **Excellent Operational Response**

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

- **Excellent Prevention and Protection**

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

- **Excellent People**

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

1.3 CORE VALUES:

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

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

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

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

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

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

- ***Everyone matters***

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

- ***Respect our environment***

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

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

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

1.4 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY:

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

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

Operational Preparedness

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

Operational Response

- 'To maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core'
- The Operational Response function ensures that the Authority, on behalf of the public, is assured with regard to the readiness of its operational workforce, appliances, stations, and equipment to respond appropriately and timely to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective.
- The Operational Response function is led by an operational Area Manager and is responsible for the operational element of the MFRA workforce. This is currently approximately 764 people across the 26 Fire Stations, our Fire Control and officer groups. It should be noted, however, that our IMRP proposes a reduction in the number of firefighters to achieve the £3.5m savings we are required to make from our frontline service as part of the budget cuts for 2015/16.

Excellent Prevention

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

Excellent Protection

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

Our People

Our aim at MFRA is to have Excellent People

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

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

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

1.5 PLANNING PROCESS:

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

Integrated Risk Management Plan:

The Integrated Risk Management Plan (IRMP) is a three year plan setting out the Mission and Aims concentrating on the core objectives and key priorities. Due to the timing of Government Grant announcements a two year Supplement to the existing IRMP 2013/16 has been approved by Authority for 2015/17. The IRMP makes high level statements in line with organisational risk, the National Framework, equality and diversity and the Authority's budget.

District Community Safety Plans:

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

Functional Plans:

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

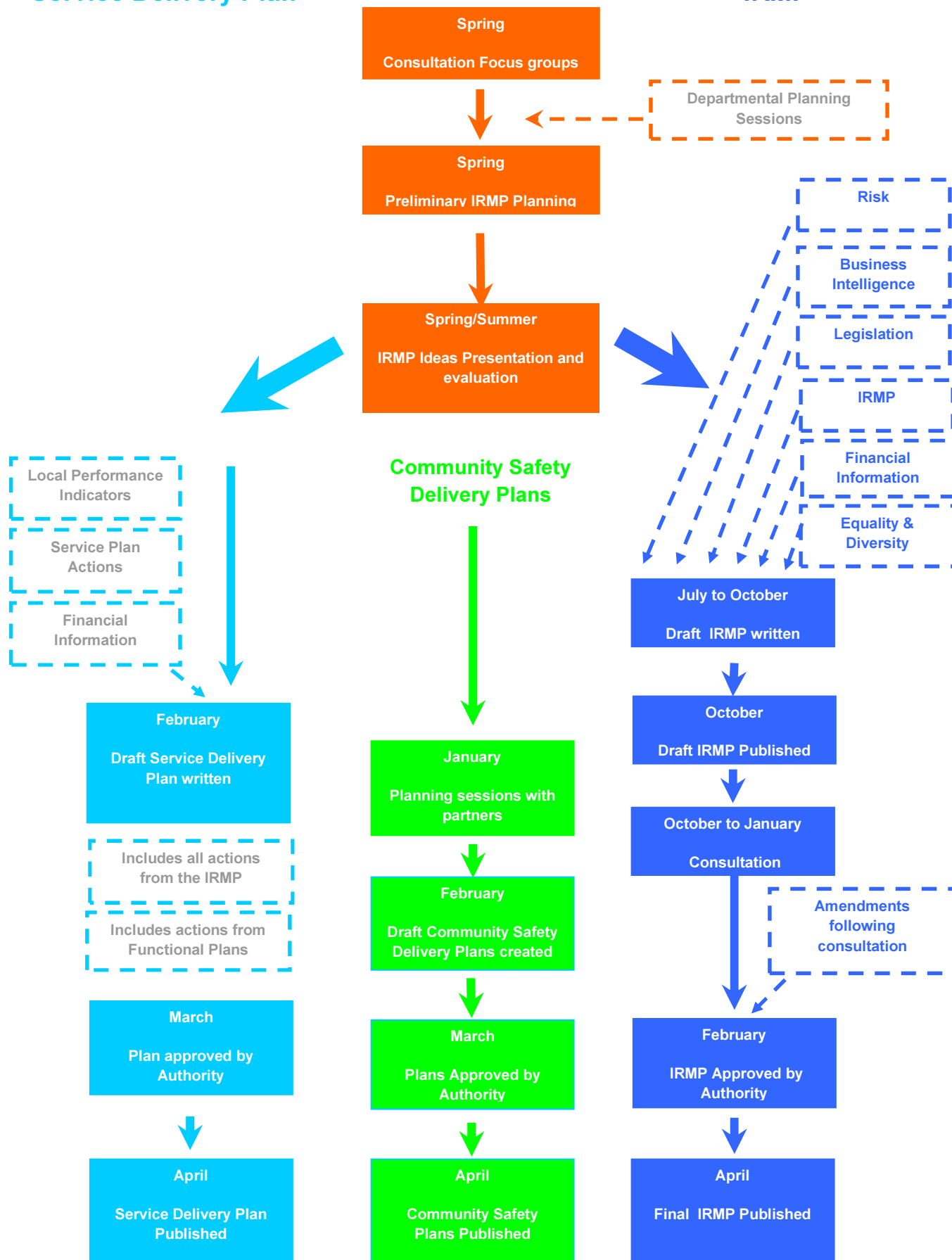
Service Delivery Plan:

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

The Annual Integrated Planning Process:

Service Delivery Plan

IRMP



1.6 MANAGEMENT OF THE PLAN :

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

1.7 REPORTING :

Regular reporting and management of the Service Delivery Plan is through the Performance Management Group, the Strategic Management Group (SMG) and the Authority's Performance and Scrutiny Committee for Members' approval. The Lead Authority Member for planning and performance takes an active interest in the development of the plans and the scrutiny of performance. Quarterly reports are then published on the Authority's website www.merseyfire.gov.uk

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

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

2.0 FINANCIAL CHALLENGES 2015-16 :

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

Principle1

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

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 :

Budget statement from Service Plan 15/16

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

However, with the scale of funding cuts there has been an inevitable impact on frontline services and despite a saving of £7m being achieved from the back office and support functions the Authority has already seen the number of fire appliances in Merseyside reduce from 42 to only 28 across its 26 fire stations. The Government has confirmed the level of grant it will provide to the Fire and Rescue Authority for 2015/16. The Authority's funding is being cut by 9.1%, resulting in a £3.7m cash reduction. This will mean the Authority's grant reduction between 2010/11 and 2015/16 will be over 35%.

The Authority's priority is to minimise the impact of grant reductions on frontline services. In 2014/15 the Authority approved a two year financial plan to deal with a £6.3m forecast budget deficit as a result of the grant reductions in 2014/15 and 2015/16. In determining the saving options the Authority, despite identifying £2.9m from technical and support areas, was left with no choice but to find £3.4m of savings from operational response – this equates to about 90 firefighter posts. The Authority considered “the least worst” saving options for operational response reductions based upon the Chief Fire Officers recommendations and it approved the delivery of the £3.4m savings by approving a programme of station mergers, or where this cannot be achieved, closures. This approach has been endorsed in initial public consultation and engagement.

The Authority is progressing with plans for the three mergers:-

- (i) Huyton/Whiston at Prescott
- (ii) Upton/West Kirby at Saughall Massie Road
- (iii) Eccleston/St Helens at St Helens town centre

And the outright closure of Allerton.

These will deliver the £3.4m of savings from the operational response proposals. The Authority recognises that if suitable sites cannot be identified for mergers that station closures would be the next ‘least worst’ option. In either case, full programmes of public consultation will take place before firm decisions are made on any of the fire station options.

The Authority recognises that any future Government are likely to apply further cuts to the Fire and Rescue Service beyond 2015/16 although it is extremely difficult to assess at this time the scale of those financial challenges. The Authority will continue to lobby the Government against such a position and highlight the consequences that further cuts will have on effectively delivering an emergency service. It is recognised further cuts to funding will be likely to mean additional station closures, reductions in front line firefighter's posts, fire appliances and cuts to its support services

3.0 INTEGRATED RISK MANAGEMENT PLAN (IRMP) :

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

IRMP Medium Term Strategy 2012 - 2017

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

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

Safer Stronger Communities - Safe Effective Firefighters

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

Objective 1:

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

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

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

2014/15 update – During 2014/15 key performance indicators for Accidental Dwelling Fires (ADF's) and Injuries in ADF's have performed well under target each quarter. Sadly, at the time of writing (February 2015), there have been 7 fatalities. We continue to intelligently target those identified as most at risk on Merseyside using shared data from partners and Customer Insight characteristics which identify people as vulnerable.

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.

2014/15 update – On average we are attending life risk emergency incidents within 10 minutes on 96.1% of occasions despite reducing the number of fire appliances from 42 to 28 over the last few years.

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.

2014/15 update – Antisocial behaviour fires have reduced significantly this year. Up to the end of the third quarter of 2014/15 there had been 1216 fewer incidents attended than during 2013/14. Seasonal plans, the work undertaken by the Youth Engagement Team including the delivery of Princes Trust and Beacon courses, alongside diversionary activity for young people, all have an impact on these figures every year.

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.

2014/15 update – MFRA continues to work closely with local businesses to reduce these incidents in non-domestic premises. Continuing to take part in the Primary Authority Scheme (PAS) led by the Chief Fire Officers Association (CFOA) and the Better Regulation Delivery Officer (BRDO) with an aim to provide consistent fire safety advice to the business and retail sectors with regard to enforcement, prosecution, audit and fire risk assessment. Working with business partners to agree protocols locally which are then adopted nationally to provide consistent regulatory advice.

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.

2014/15 update – our risk based approach to meeting our legislative fire safety duties and responsibilities will assist us to continue improving safety in non-domestic properties.

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.

2014/15 update – We continue to assess operational personnel through the use of operational monitoring during incidents and through a structured audit of station training, which is on-going through the year. Personnel complete online training and assessment utilising Safe Person Assessments and Learnpro. Any areas of improvement or best practice are dealt with through our Operational Improvement Group.

Objective 7:

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

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

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

2014/15 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. A major national exercise, Joint Emergency Services Interoperability Programme (JESIP), was hosted on Merseyside in September and included all emergency services and the military.

Integrated Risk Management Plan – 2015/16 Annual Action Plan

This Action Plan from the Service Delivery Plan 2014/15 detailed how we intended to implement our IRMP for 2013/16. These actions were planned in conjunction with our established budget planning and to ensure risk is minimised and managed as effectively as possible given the constraints of our financial predicament.

Actions from the new IRMP 15/17 Supplement are covered in the Functional Plan action points.

Most of the IRMP Action Points carried over from 2013/14 have now been completed or replaced by Functional Plan action points. Some actions have been completed during 2014/15 and the Action Points are updated below:

Operational Preparedness

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

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

2014/15 Update: New National Operational Guidance has to be assessed therefore a new project team “Operational Procedure Review Team” has been established. Our local operational guidance needs to be aligned with this national guidance before any refresh can be started. Superseded by FP/15/16/1.2

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.

2014/15 Update: superseded by FP/15/16/4.2 and 4.3

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.

2014/15 Update: superseded by FP/15/16/4.2

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.

2014/15 Update: superseded by FP/15/16/4.1

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

2014/15 Update: Merseyside Fire Control moved into the Joint Command Centre in July 2014 and the Police moved in gradually with their final staff moving in during November 2014. This action is now closed.

4.0 COMMUNITY SAFETY DELIVERY PLANS 2015-16:

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

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

5.0 EQUALITY OBJECTIVES:

Equality Objectives 2012/17

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

Equality Objective 1

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

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

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

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

Equality Objective 2

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

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

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

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

Equality Objective 3

We will continue to engage with young people in vulnerable areas

Action: Through our award winning youth engagement programmes

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

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

Equality Objective 4

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

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

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

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

Equality Objective 5 Our aim is to create a strong cohesive organisation which is positive about rising to the future challenges we face.

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

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

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

NB. There was no firefighter recruitment during the life of the previous Service Delivery Plan. However MFRA has recruited Firefighters who will start training in April 2015.

6.0 SERVICE DELIVERY PLAN ACTION POINTS :

We have priorities that are really important to us as we strive to reduce risk. Some fit within the criteria of the Integrated Risk Management Plan and others sit outside it and the action points below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans; however some Directorates will also have IRMP actions carried forward from 2014/15 which are incorporated into the Action Points below:-

Operational Preparedness:

- FP/15/16/1.1** Review all operational training facilities (both on station and at the Training and Development Academy) to ensure suitable training venues are available to operational personnel. To align the training facilities to the findings of the Operational Guidance Project.
- FP/15/16/1.2** Carry out a full review of the current MFRS Site Specific Risk Information (SSRI) procedure and amend or replace as necessary.
- FP/15/16/1.3** Carry out a review of the current Command Support arrangements and procure a new Incident Command Vehicle and management system.

Operational Response:

- FP/15/16/2.1** Continue to strengthen operational response through improvements identified as a result of effective monitoring, audit and review of the Operational Response Function (OAT).
- FP/15/16/2.2** Minimise the impact of changes from the reduction of funding to the Service by managing our Response resources efficiently and effectively (TRM)
- FP/15/16/2.3** Continue to ensure that we maintain the Health, Safety and Effectiveness of Merseyside Firefighters with a reducing workforce (H&S)

People and Organisational Development:

- FP/15/16/3.1** Develop and deliver a comprehensive workforce development strategy to include succession planning, Firefighter recruitment and training, delivery of an apprenticeship programme and continue to embed appraisals.
- FP/15/16/3.2** Implement the organisational Capability Procedure and revised Absence Management to include training managers and familiarising all employees with revised policies
- FP/15/16/3.3** Implement phase 3 of the HR integrated system to include training all managers and familiarising all employees with the revised policy and procedures.
- FP/15/16/3.4** Undertake and implement Support Staff Review, provide outplacement and support to teams to facilitate change and revise structure.
- FP/15/16/3.5** Introduction of flexible contracts to include 24 hour working, day related grey book contracts and a review of current contracts to facilitate organisational flexibility.

Prevention and Protection

Prevention:

- FP/15/16/4.1** Pro-actively engage with internal and external stakeholders and partners to identify and assess risk in homes and communities, deliver interventions, promote fire and community safety.
- FP/15/16/4.2** Implement District pre-planned risk based programmes for targeting prevention activities to mitigate the risks of spate and seasonal conditions to reduce antisocial behaviour
- FP/15/16/4.3** In partnership, the Road Safety Team will deliver presentations to 16-25 year olds with the aim of reducing number killed or seriously injured on the roads. Youth engagement programmes will continue to influence and positively change the lives of young people on Merseyside.

Protection:

- FP/15/16/5.1** Commence implementation of 202 plans to optimise the Protection structure to deliver the strategic priorities in MFRS.
- FP/15/16/5.2** Commence implementation of a new management information system to support efficient and effective performance delivery against the Protection risk based strategy.
- FP/15/16/5.3** Implement a revised Risk Based Strategy with a greater focus on targeting Protection performance on reducing high risk.

Finance:

- FP/15/16/6.1** Establish a local Firefighter Pension Board.
- FP/15/16/6.2** Transfer to new Firefighter Pension Administrator.
- FP/15/16/6.3** Implement 2015 Firefighter Pension Scheme.

Legal:

- FP/15/16/7.1** Recover 90% of all debts referred to the Legal Department and define what percentage of unrecovered debts are due to socio-economic reasons.
- FP/15/16/7.2** Provide an improved legal service to fire stations in the community
- FP/15/16/7.3** Provide timely legal support to the station mergers project particularly with regards to:
- Risk and insurance
 - Contractual and commercial arrangements
 - Potential challenges e.g. Judicial Review
 - Land and title issues

Procurement:

- FP/15/16/8.1** Implement and embed Procurement Regulations into MFRA processes and procedures.
- FP/15/16/8.2** Identify efficiencies and new ways of procuring goods and services.
- FP/15/16/8.3** Foster greater collaborative partnerships with other public sector organisations.

Democratic Services:

- FP/15/16/9.1** Destruction of archive documents no longer required for retention and the transfer of public archive records to the Liverpool Municipal Library.
- FP/15/16/9.2** Ensure the effective set up and use of the new Members Room following completion of the Stage C building work.
- FP/15/16/9.3** Improve Authority Member engagement with all groups of staff and increase the awareness of all employees to the role of the Authority and Members appointed to it.

Strategy and Performance

- FP/15/16/10.1** Develop positive engagement linked to Equality and Diversity priorities and values.
- FP/15/16/10.2** Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.
- FP/15/16/10.3** Maintain effective communications and media management with high quality presentation and promotion of information.

Information and Communication Technology:

- FP/15/16/12.1** Assist in the provision of an application solutions for Operational Protection and Site Specific Information (SSRI).
- FP/15/16/12.2** Ensure the solution to the expiration of the ICT infrastructure service provision contract in March 2016 is in place.
- FP/15/16/12.3** Ensure ICT is an enabler for operational change.

Assets Directorate:

- FP/15/16/13.1** Tender for an alternative service delivery module for the estates function, to provide a more cost efficient service.
- FP/15/16/13.2** Develop and deliver Capital Projects – Joint Command Centre, station mergers.
- FP/15/16/13.3** Review and update the Authority's Property Asset Management Plan.

7.0 PERFORMANCE INDICATORS:

Performance Indicators measure key areas of performance and allow Managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

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

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

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

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

There has been a need to create additional indicators to monitor and performance in line with business objectives; in other areas it is considered that the indicator is not currently measuring performance in a useful way. When that is the case we either amend or replace the indicator. For 2015/16, targets will only be set for KPIs (outcome indicators). Activity against other indicators will be monitored against the time allocated for particular activities and those activities will vary in response to the risk and need in different parts of Merseyside

The amended suite of indicators for 2015/16 on which we will report to Authority, a full list of Performance Indicators, shown in the three tiers can be found at Appendix 2.

The estimated performance for 2014/15 is detailed below (using actual data from April 2013 to February 2014). This will be replaced with the final end of year figures in June.

7.1 ESTIMATED PERFORMANCE FOR 2014/15:

Performance against targets set for 2014/15 can be seen below. Where there is no target the Status is shown as not applicable (N/A). Performance Indicators have been recorded in groups for reporting to the Authority. Within the groups indicators are colour coded as in key below.

Key →

	Key Performance Indicator (KPI) – Outcomes – reported to Authority
	Tier 1: Local Performance Indicator – Outputs
	Tier 2: Local Performance Indicator - Outputs

Group	PI	Narrative	Performance 2013/14	Target 2014/15	Estimated Performance 2014/15	Status
Total Fires Attended	61	The total number of Fires in Merseyside	8422	8,395	6684	
	66	Number of Primary Fires Attended	2667	2,743	2412	
Dwelling Fires	44	Number of accidental fires in dwellings	1153	1,170	992	
	45	Number of fatalities from accidental dwelling fires	8	6	8	
	46	Number of injuries from accidental dwelling fires	126	142	114	
	48	Number of deliberate dwelling fires in occupied properties	164	201	161	
	48a	Number of deliberate dwelling fires in unoccupied properties	64	66	43	
	49	Number of Deaths occurring in deliberate dwelling fires	1	1	2	
	50	Number of Injuries occurring in deliberate dwelling fires	32	31	14	
		Total number of Home Fire Safety Checks (HFSC's) completed including FSN, Station & Prevention	54312	Quality Assurance-no target	43379	
	4	Total number of Home Fire Safety Checks (HFSC's) completed	41533	Quality Assurance-no target	34985	
	5	Home Fire Safety Checks carried out in domestic dwellings as a revisit.	27759	Quality Assurance – no target	21435	
	5d	Number of HFSC carried out on High & Medium Risk People	10388	Quality Assurance- no target	14193	
	5e	Number of HFSC carried out by FSN	8682	Quality Assurance-no target	5368	
	1 Amended	The % of fires attended in Accidental Dwelling Fires where: a smoke alarm had activated	48.0%	Quality Assurance-no target	47%	

	2 <i>Amended</i>	The % of fires attended in Accidental Dwelling Fires where: a smoke alarm was fitted but did not activate	16.4%	Quality Assurance-no target	16%	
	3 <i>Amended</i>	% of Accidental Dwelling Fires where: no smoke alarm was fitted	35.1%	Quality Assurance-no target	37%	
	138	Number of Accidental Kitchen fires in dwellings owned by RSLs'	219	Quality Assurance-no target	185	
	6a	Number of New high risk home safety visits carried out by Prevention Officers	4097	Quality Assurance- no target	3443	
	6b	Total Number of high risk home safety visits carried out by Prevention Officers	46.5	Quality Assurance- no target	28	
	146 New	Percentage of recorded time spent on Prevention & Protection activities compared to allocated time	N/A	85.00%	46.3%	
Dwelling Fires	47	Percentage of accidental dwelling fires confined to room of origin.	93.8%	92.0%	92.6%	
	137	Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes.	97.2%	90.0%	95.9%	
	55	Percentage of 999 calls answered within 10 seconds	96.7%	96.0%	97.6%	
	129	Alert to Mobile in under 1.9 minutes	88.7%	95.0%	94.9%	
Non Domestic Property	19	Number of deliberate fires in non domestic premises	86	87	88	
	19a	Number of accidental fires in non domestic premises	227	239	222	
	20	Number of Fire Safety audits by Fire Protection Officers	8.4	Quality Assurance-no target	8.4	
	142 New	Conduct 100% of Scheduled COMAH on site exercises	N/A	100.0%		
	143 New	Conduct 100% of Scheduled COMAH off site plan reviews	N/A	100.0%		
Anti Social Behaviour	61a	Number of deliberate vehicle fires	460	489	480	
	61b	Number of deliberate ASB fires (small)	5127	5,062	3817	
	10A	Retention rates for young people on youth engagement courses - % of those completing courses	86.12%	Quality Assurance- no target	85%	
	10B	Percentage of young people on Princes Trust courses moving into Education Employment or Training (EET)	91.49%	Quality Assurance – no target	90%	

Group	PI	Narrative	Performance 2013/14	Target 2014/15	Estimated Performance 2014/15	Status
Road Traffic Collisions	36	Number of Road Traffic Collisions (RTC)	514	468	629	
		Total Number of Injuries attended at Road Traffic Collisions	401	355	523	
	41	Number of injuries at RTC's (minor)	331	For Context	436	
	42	Number of injuries at RTC's (serious)	70	For Context	93	
	42a	Number of fatalities at RTC's	6	7	11	
	120	RTC's involving fire service vehicles	86	Quality Assurance – no target	53	
	120A	Fire appliance hit other vehicle / object whilst responding to operational incident	27	Quality Assurance – no target	21	
	120B	Fire Appliance hit other vehicle / objects whilst engaged in routine activities	34	Quality Assurance – no target	22	
	120C	Light Vehicle hit other vehicle / object whilst responding to operational incident.	3	Quality Assurance – no target	0	
	120D	Light Vehicle hit other vehicle / objects whilst engaged in routine activities	22	Quality Assurance- no target	8	
False Alarms	140 New	Total Number of False Alarms Attended	4386	4,290	4386	
	141 New	Total Number of False Alarm Good Intent	1383	Quality Assurance – no target	1426	
	52	Number of Malicious False Alarms Attended	203	Quality Assurance- no target	183	
	53	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic Properties	862	555	527	
	135	The Number of Automatic Fire alarms which are classed as “unwanted”.	2152	Quality Assurance- no target	1995	
	136	Number of calls received by MACC to Fire Alarm Actuations	4128	Quality Assurance- no target	4120	
Staff Sickness	112	The number of working days/shifts lost to sickness absence per head, all personnel.	8.22	7.54	8.95	
	111A	Number of working days/shifts lost to sickness per Whole-time Equivalent GREY book (operational) personnel.	7.94	7.54	9.36	
	111B	Number of working days/shifts lost to sickness per Whole-time Equivalent GREEN & RED book (non uniformed) personnel.	8.94	7.54	7.86	

Group	PI	Narrative	Performance 2013/14	Target 2014/15	Estimated Performance 2014/15	Status
Health & Safety	98 Total	Total Number of Operational Staff Injuries	44	40	51	
	98A New	Number of Operational staff injuries at incidents / risk critical training	23	Quality Assurance - no target	35	
	98B New	Number of operational staff injuries conducting other routine duties	21	Quality Assurance - no target	18	
	133	% of operational personnel who have completed Safe Person Assessments (SPA)	96.02%	100.00%	95%	
	106	Number of non operational staff injuries – on duty	12	Quality Assurance -no target	14	
	130	% of operational personnel who have completed on-line assessments	95.57%	100.00%	90%	
	131	% of operational personnel who have attended all risk critical training courses.	100.00%	100.00%	100%	
	132	% of Senior Officers who have completed an assessment of operational competence	100.00%	100.00%	100%	
	121	Site Specific Risk Information (SSRI) - Firefighter Safety - number of sites visited resulting in a site specific plan	1237	Quality Assurance - no target	956	
	139	Reporting of the levels of Near Miss reports recorded by the service	43	Quality Assurance –no target	40	
	147 New	Percentage of recorded time spent on Operational Preparedness activities compared to allocated time	N/A	85.00%	35%	
Equality & Diversity	144 New	"Our aim is to create a cohesive and diverse organisation which is positive to rising to the future challenge we face." To increase the diversity of our workforce and volunteer to reflect the local community we serve.		Quality Assurance - no target		
	145 New	To increase the applications for roles within the organisation (including volunteering) for those protected groups underrepresented within our workforce.		Quality Assurance – no target		
	134	% of Staff Appraisals to be completed during the 4th Quarter of each year	87%	100.00%	90%	
Energy & the Environment	97	Carbon Output of all buildings	80	113	91	
	93	Electricity used by all MFRS buildings - divided by floor space	90	74	116	
	94	Gas used by all MFRS buildings - divided by floor space	149	275	131	
	95	Water used by all MFRS buildings - divided by floor space	18.2	0	14	
	96	Waste generated per person per annum	127	0	106	
	99	% of high risk (category 1 & 2) environmental incidents of all Environmental incidents.	0	0	0	

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

PI 45 Number of fatalities from accidental dwelling fires

Regrettably this indicator failed to meet the target set for 2014/15. Of the 7 fatalities (to date) 5 were over 75 years of age and 6 of the 7 lived alone reinforcing the importance of intelligently targeting prevention work to the groups identified, using the Customer Insight Model, as most vulnerable. We continue to work closely with partners delivering interventions and promoting fire safety.

PI 49 Number of deaths occurring in Deliberate Dwelling Fires

Fatalities as a result of a deliberate dwelling fire are extremely rare, during 2014/15 there was however a single tragic incident, where 2 individuals died as a result.

PI 36 Number of Road Traffic Collisions (RTC)

During 2014/15 Road Traffic Collisions attended by Merseyside Fire & Rescue Service have increased for the second year in succession. As MFRA collect limited amounts of RTC related data, the organisation is looking at obtaining more data, particularly Police data, to gain further insight into the types of people involved in Road Traffic Collisions, so that future campaigns can be targeted intelligently.

PI 42A Number of Fatalities at RTC's

Fatalities as a result of Road Traffic Collisions have increased when compared to previous years. When fatality data has been analysed it is difficult to draw firm conclusions as there is a wide range of victim ages. However the majority of victims have been male with 9 of the 11 deaths attended by Merseyside Fire & Rescue Service crews.

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

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

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

Sickness absence continued to be high throughout 2014/15 with a small improvement amongst non-uniformed staff towards the 4th quarter of the year. The new Conduct and Capability Policies will be introduced in April 2015 and it is hoped that this will impact on sickness absence. Absence is closely monitored by department heads and by the Performance Management Group.

PI 98 Total Number of Operational Staff Injuries

This indicator includes injuries recorded at operational incidents, during training and routine activities. Operational staff injuries at incidents and during risk critical training, to date, have exceeded last year's performance by 9 recorded incidents. The majority of incidents recorded take place while handling, lifting and carrying although to date only 3 recorded incidents were manual handling injuries. The Health and Safety Department closely monitor and investigate any recorded injuries.

PI 93 Electricity used by all MFRS buildings

The Authority has now opened all seven new PFI fire stations which use electrically powered heating and cooling systems, so have a high electricity use but a correspondingly low gas use. With the completion and opening of the Joint Command and Control extension to Service Headquarters the electricity usage has increased significantly which as a result of this development is unavoidable.

PI 146/147 Percentage of recorded time spent on Prevention & Protection and Operational Preparedness activities compared to allocated time

These indicators were first introduced in 2014/15 to reflect the move away from output targets (eg completing a set number of Home Fire Safety Checks), to a work routine on stations that sets out specific blocks of time for each type of activity. For example; crews are now expected to spend an amount of time out in their communities every day carrying out prevention, protection and preparedness activities. The indicator measures the extent to which each station is achieving that time-based target. Although there have been improvements during the year and some issues with the method of recording, there is still scope for crews to spend more time in their communities.

7.2 KEY PERFORMANCE INDICATORS:

KPI Ref	Narrative	Target 2015/16
61	The total number of Fires in Merseyside	6479
66	Number of Primary Fires Attended	2385
44	Number of accidental fires in dwellings	1051
45	Number of fatalities from accidental dwelling fires	8
46	Number of injuries from accidental dwelling fires	117
48	Number of deliberate dwelling fires in occupied properties	168
48a	Number of deliberate dwelling fires in unoccupied properties	52
49	Number of deaths occurring in deliberate dwelling fires	1
50	Number of Injuries occurring in deliberate dwelling fires	26
47	Percentage of accidental dwelling fires confined to room of origin	90%
137	Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes.	90%
19	Number of deliberate fires in non- domestic premises	83
19a	Number of accidental fires in non-domestic premises	209

LPI Ref	Narrative	Target 2015/16
61a	The number of deliberate vehicle Fires in Merseyside	465
61b	The number of deliberate ASB fires in Merseyside	4384
55036	Number of Road Traffic Collisions (RTC) identified as 'person's trapped requiring release' attended on Merseyside.	550
	Total Number of Injuries in Road Traffic Collisions	456
42a	Number of fatalities at RTC's	8
140	Total number of False Alarms attended	4076
53	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic Property	520
112	Number of working days/shifts lost to sickness absence per Whole Time Equivalent all personnel.	7.54
98a	Number of Operational Staff Injuries – on duty at Operational Incidents/Risk Critical Training	35
98b	Number of Operational Staff Injuries – on duty – other, routine activities	18
144	Increase the diversity of our workforce and volunteers to reflect the local community we serve.	Increase diverse workforce
134	Percentage of staff appraisals to be completed by the end of the 4 th quarter each year	100%
97	Carbon Output of all buildings – existing target maintained	kw/m ² per annum

8.0 EQUALITY AND DIVERSITY:

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

Our Equality and Diversity objectives, set in January 2012, have been refreshed and continue to be a main focus during 2015/16 as our work progresses to address the role of inequality in relation to fire and the resultant impact of fire on people's lives.

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

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

For more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our Equality and Diversity Annual Report.

Equality Impact Assessments

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

9.0 CORPORATE SOCIAL RESPONSIBILITY :

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

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

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

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

APPENDIX 1: GENERAL MFRA – GLOSSARY OF TERMS

Glossary of MF&RS Abbreviations:

ACAS	Advisory Conciliation and Arbitration Service	D2A	Drive to Arrive
ADC	Assessment Development Centres		
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
		DES	Disability Equalities Scheme
		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		
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		
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
ICT	Information Communications Technology		
JAG	Joint Agency Group	POEST	Point of Entry Selection Test
JCP	Joint Consultative Panel	POD	People Organisation and Development Group
JESIP	Joint Emergency Service Interoperability Project	PPE	Personal Protective Equipment
KMBC	Knowsley Metropolitan Borough Council	PPV	Positive Pressure Ventilation
		PQAs	Personal Qualities & Attributes
LAA	Local Area Agreements	PQQ	Pre-Qualification Questionnaire
LACDE	Local Authorities Confronting Disaster & Emergencies	PTV	Princes Trust Volunteers
LASBU	Liverpool Anti-Social Behaviour Unit	PWLB	Public Works Loans Board
LCC	Liverpool City Council	RAPID	Risk Assessed Programme for Incident Deployment
LGA	Local Government Association	RCCO	Revenue Contribution to Capital Outlay
LGBT	Lesbian, Gay, Bisexual and Transgender Group	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
		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		
		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		
MRAS	Mersey Regional Ambulance Service		
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

Our Mission: Safer, Stronger Communities; Safe Effective Firefighters



**Merseyside
FIRE & RESCUE
SERVICE**

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

To 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

Excellent People

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

SERVICE PLAN, OUTCOMES KEY PERFORMANCE INDICATORS

61. The total number of Fires in Merseyside
66. Number of Primary Fires Attended

44. Number of accidental fires in dwellings
45. Number of fatalities from accidental dwelling fires
46. Number of injuries from accidental dwelling fires
48a. Number of deliberate dwelling fires in unoccupied properties
49. Number of Deaths occurring in deliberate dwelling fires

47. Percentage of accidental dwelling fires confined to room of origin.
137. Attendance Standard - The first attendance of an appliance at all life risk incidents in 10 minutes.

19. Number of deliberate fires in non domestic premises

61a. Number of deliberate vehicle fires

61b. Number of deliberate ASB fires (small)

36. Number of Road Traffic Collisions (RTC)

Injuries in RTC's (Combination of LPI's 41 & 42)

42a. Number of fatalities at RTC's

OUTPUTS: 1st TIER MINOR OUTCOMES & LPIs

Total number of Home Fire Safety Checks (HFSC's) completed including: FSN, Station & Prevention

1. The % of fires attended in Accidental Dwelling Fires where: a smoke alarm had activated
2. The % of fires attended in Accidental Dwelling Fires where: a smoke alarm was fitted but did not activate
3a. % of Accidental Dwelling Fires where: no smoke alarm was fitted
138. Number of Accidental Kitchen fires in

55. Percentage of 999 calls answered within 10 seconds

20. Number of Fire Safety audits by Fire

10A. Retention rates for young people on youth engagement courses - % of those completing courses
10B. % of young people on Princes Trust

41. Number of injuries at RTC's (minor)
42. Number of injuries at RTC's (serious)

120. RTCs involving fire service vehicles

2nd TIER OUTPUT LPI

4. Total number of Home Fire Safety Checks (HFSC's) completed

5. Home Fire Safety Checks carried out in domestic dwellings as a revisit.
5a. Number of HFSC's carried out in high risk areas
5b. Number of HFSC's carried out in medium risk areas
5c. Number of HFSC's carried out in low risk

146. Percentage of MDT recorded time spent on Prevention & Protection activities compared to allocated time

6a. Number of New high risk home safety visits carried out by prevention officers
6b. Total Number of high risk home safety visits carried out by prevention officers
6c. High Risk home safety visits conducted per Prevention Officer

142. Conduct 100% of Scheduled COMAH on site exercises
143. Conduct 100% of scheduled COMAH off

120A. Fire appliance hit other vehicle / object whilst responding to operational incident
120B. Fire Appliance hit other vehicle / objects whilst engaged in routine activities
120C. Light Vehicle hit other vehicle / object whilst responding to operational incident.
120D. Light Vehicle hit other vehicle / objects whilst engaged in routine activities

SERVICE PLAN, OUTCOMES KEY PERFORMANCE INDICATORS	OUTPUTS: 1st TIER MINOR OUTCOMES & LPIs	2nd TIER OUTPUT LPI
<div data-bbox="149 270 716 388">140. Total Number of False Alarms Attended</div> <div data-bbox="149 418 716 537">53. The number of false alarm calls due to automatic fire alarm equipment in Non Domestic Properties</div>	<div data-bbox="800 270 1367 388">141. Total Number of False Alarm Good Intent 52. Number of Malicious False Alarms Attended</div> <div data-bbox="800 418 1367 537">135. The Number of Automatic Fire alarms which are classed as “unwanted”.</div>	<div data-bbox="1444 448 2011 566">136. Number of calls received by MACC to Fire Alarm Actuations - from ARCs</div>
<div data-bbox="149 655 716 774">112. The number of working days/shifts lost to sickness absence per head, all personnel.</div>	<div data-bbox="800 611 1367 845">111A. Number of working days/shifts lost to sickness per Whole-time Equivalent GREY book (operational) personnel. 111B. Number of working days/shifts lost to sickness per Whole-time Equivalent GREEN & RED book (non uniformed) personnel.</div>	
<div data-bbox="149 967 716 1181">98a. Number of operational staff injuries at incidents / risk critical training 98b. Number of operational staff injuries conducting other routine duties</div>	<div data-bbox="800 928 1367 1587"> <div data-bbox="800 928 1367 1032">133. % of operational personnel who have completed Safe Person Assessments (SPA)</div> <div data-bbox="800 1041 1367 1587"> 130. % of operational personnel who have completed on-line assessments 131. % of operational personnel who have attended all risk critical training courses. 132. % of Senior Officers who have completed an assessment of operational competence 121. Site Specific Risk Information (SSRI) - Firefighter Safety - number of sites visited resulting in a site specific plan 106. Number of non operational staff injuries – on duty 139. Reporting of the levels of Near Miss reports recorded by the service, 1st year Monitoring Only” </div> </div>	<div data-bbox="1444 884 2011 1196"> <i>Internal Indicators (Operational Response)</i> OR 133a. % of successful Safe Person assessments completed by Operational staff. We will ensure 100% completion of monthly allocation of practical Safe Person assessments. OR 133b. % of completed Learnpro packages to support underpinning knowledge for all operational staff. </div> <div data-bbox="1444 1210 2011 1314">147. Percentage of Mobile Data Terminal recorded time spent on Operational Preparedness activities compared to time allocated.</div> <div data-bbox="1444 1344 2011 2160"> <i>Internal Indicators (Operational Response)</i> OR 1: % of watches with required optimum skill set and distribution (operationally available staff only) OR 2: % of occasions where appliance staffed with 5 riders OR 3: The number of Level 1, Local and Full Investigations not completed within the timeframe allocated. OR 4: Completion of Debrief returns within specified timescales OR 5: Completion of IRS returns within specified timescales OR 6a: % of monthly preparedness safety tours completed OR 6b: % of monthly preparedness safety tours recorded on OSHENS - 100% of people must score 80% or above. OR 7: Operational crews will score a result of 60% or above in both the overall score and in each sub category </div>
<div data-bbox="149 1923 716 2160">144. “Our aim is to create a cohesive and diverse organisation which is positive to rising to the future challenges we face.” To increase the diversity of our workforce and volunteers to reflect the local community we serve</div> <div data-bbox="149 2160 716 2279">134. Percentage of Staff Appraisals to be completed during the 4th quarter of each year</div>	<div data-bbox="800 1923 1367 2101">145. To increase the applications for roles within the organisation (including volunteering) for those protected groups underrepresented currently within our workforce</div>	
<div data-bbox="149 2427 716 2502">97. Carbon Output of all buildings</div>	<div data-bbox="800 2368 1367 2650"> 93. Electricity used by all MFRS buildings - divided by floor space 94. Gas used by all MFRS buildings - divided by floor space 95. Water used by all MFRS buildings - divided by floor space 96. Waste generated per person per annum </div>	<div data-bbox="1444 2427 2011 2561">99. Proportion of high risk (category 1 & 2) environmental incidents of all Environmental incidents.</div>
<div data-bbox="149 2769 716 2843">Produced by Business Intelligence Strategy & Performance V:\Service Planning\Performance Management Group\LPI Review Feb 2014\LPI Links v2.6.pub</div>		