Merseyside FIRE & RESCUE SERVICE

Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

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SERVICE DELIVERY PLAN

April 2016- March 2017

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1.1 INTRODUCTION:

Merseyside Fire and Rescue Authority is driven to maintain the very highest quality of services to the communities of Merseyside, and is working hard to minimise the impact of the financial cuts and their effect on our range of services.

Between 2011/12 and 2015/16 The Fire Authority approved £25.6 million of savings to meet the known financial challenge following the Government grant reductions. On top of £15.5 million of cuts to our budget between 2011 and 2016, we anticipate a further £11 million of savings will be required by 2019/20. The Fire Authority's priority has always been to minimise the impact of grant reductions on frontline services, but recognises that this is no longer be possible given the magnitude of the challenge.

During 2015/16 the Authority closed Allerton fire station and concluded consultation on merging 6 outdated fire stations into 3 new, more strategically placed fire stations in Wirral, Knowsley and St Helens.

It is envisaged that the Fire Authority will have to explore further station closures and changes to the way we deliver our services in the coming years as budget cuts force the Authority to cut around £5 million from employee budgets and £6 million from non-employee budget lines.

Despite these cuts the Authority, through our excellent community safety work, continues to keep people safe. Between April 2015 and March 2016 firefighters, prevention staff and volunteers delivered over 46,000 Home Fire Safety Checks, introduced co responding as part of a piloted approach in order to respond to cardiac arrest victims alongside the Ambulance Service, , maintained the fastest response times to dwelling fires of all the Metropolitan Fire and Rescue Authorities in the UK and the second fastest of any FRA nationally. Built on our fantastic youth engagement work which has resulted in 88% of the young people participating in our Prince's Trust programmes securing either employment, education or further training opportunities.

In December 2015 Government responsibility for the Fire and Rescue Service passed from DCLG to the Home Office and we are embracing the opportunities that this presents to work more closely with our blue light partners at Merseyside Police and North West Ambulance Service. We already host the Joint Police and Fire Control Centre at our Service Headquarters and share facilities on seven fire stations with North West Ambulance Service. We are now looking at how further joint working can deliver efficiencies.

We believe that we have responded to the challenges we have faced in a professional and pragmatic way and we remain steadfast in our resolve to protect our Service and the residents of Merseyside.

Included within this 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.

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

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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.

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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.

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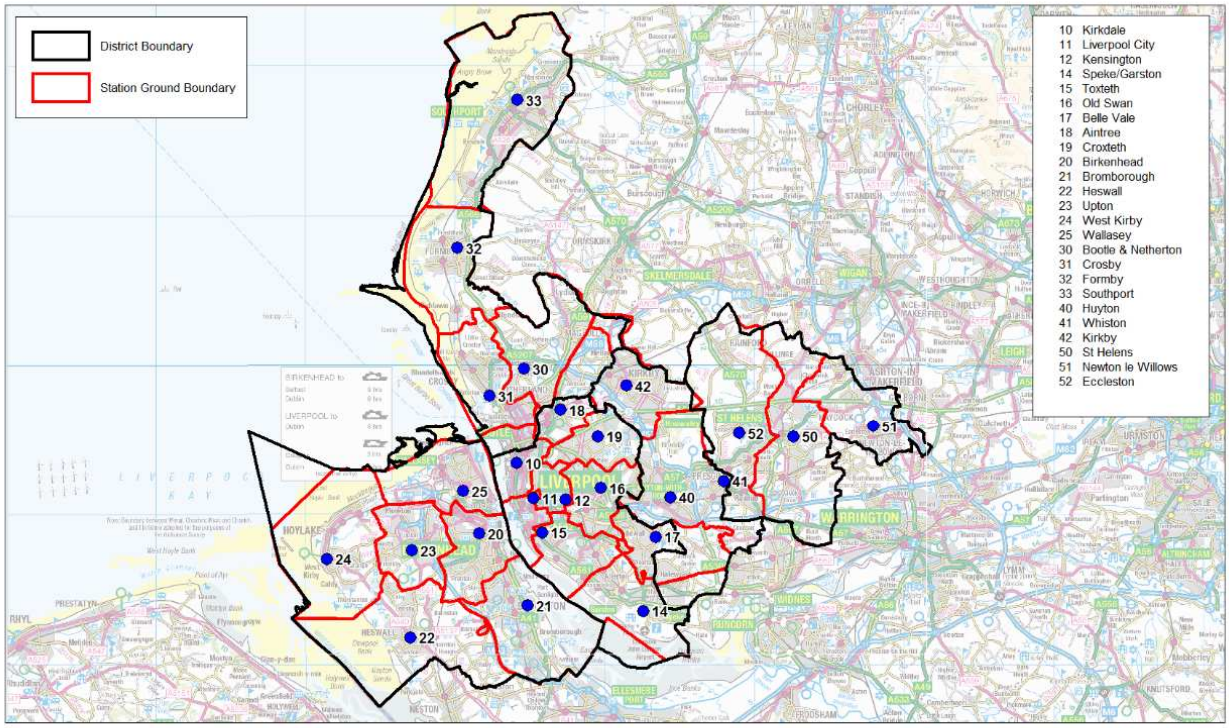
1.4 ABOUT MERSEYSIDE:

Merseyside is an area in the north west of England, which straddles the Mersey Estuary and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

Merseyside spans 249 square miles (645 Km2) of land containing a mix of high density urban areas, suburbs, semi-rural and rural locations, but overwhelmingly the land use is urban. It has a focused central business district, formed by Liverpool City Centre, but Merseyside is also a polycentric county and each of the metropolitan districts has at least one major town centre and outlying suburbs.

Mid 2014 Office of National Statistics (ONS) estimated figures showed that Merseyside has a population total of 1,391,113 which is a 0.72% increase on the 2011 Census figures. The population is split 48.6% male and 51.4% female, with 17.7% of the population being children (0-15), 63.9% being of working age (16-64) and 18.4% above 65. Merseyside has an aging population.

There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime. According to the Indices of Multiple Deprivation 2015; out of 326 Local Authorities across England, Knowsley and Liverpool both appear in the top 10 most deprived Local Authorities. The Local Authority breakdown is as follows: Knowsley is ranked 2nd, Liverpool is ranked 4th, St Helens is ranked 25th, Wirral is ranked 36th and Sefton 41st.



2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY:

Approximately 1061 staff are employed by Merseyside Fire and Rescue Authority at 25 Community Fire Stations, a Water Rescue station, the Training and Development Academy, our headquarters and within its operational workshops.

For many years Merseyside Fire & Rescue Authority has provided the highest level of response to fires and other emergencies as well as offering 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. The budget cuts envisaged as we move towards 2020, are now so severe that they present a significant challenge to the services we deliver. However, as an innovative and forward thinking Authority we will continue to look at pioneering ways of preventing incidents, whilst still responding efficiently and effectively to fires and other emergencies when they do happen.

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 resolve all emergency incidents safely and effectively.

- Operational Preparedness ensure MFRA has suitable arrangements in place to identify, plan and prepare for 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 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 Third Officer Area Manager and is responsible for all operational training, equipment, planning, intelligence, national resilience assets and Fire Control

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Operational Response

The Operational Response function is led by an operational Third Officer Area Manager and is responsible for the operational element of the MFRA workforce.

- Operational Response will maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core

- Continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.

- Manage our resources efficiently and effectively in order to continue to deliver an excellent Operational Response in the context of further reductions in available resources over the 4 year period covered by the 2015 Spending Review

- Manage fire stations through Service Delivery effectively and efficiently, ensuring we maintain safe effective fire fighters and contribute to achieving safer stronger communities.

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.

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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 to ensure that we continue to recruit, train, develop and empower all our staff to deliver our Services making the best use of their capabilities and professionalism.

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

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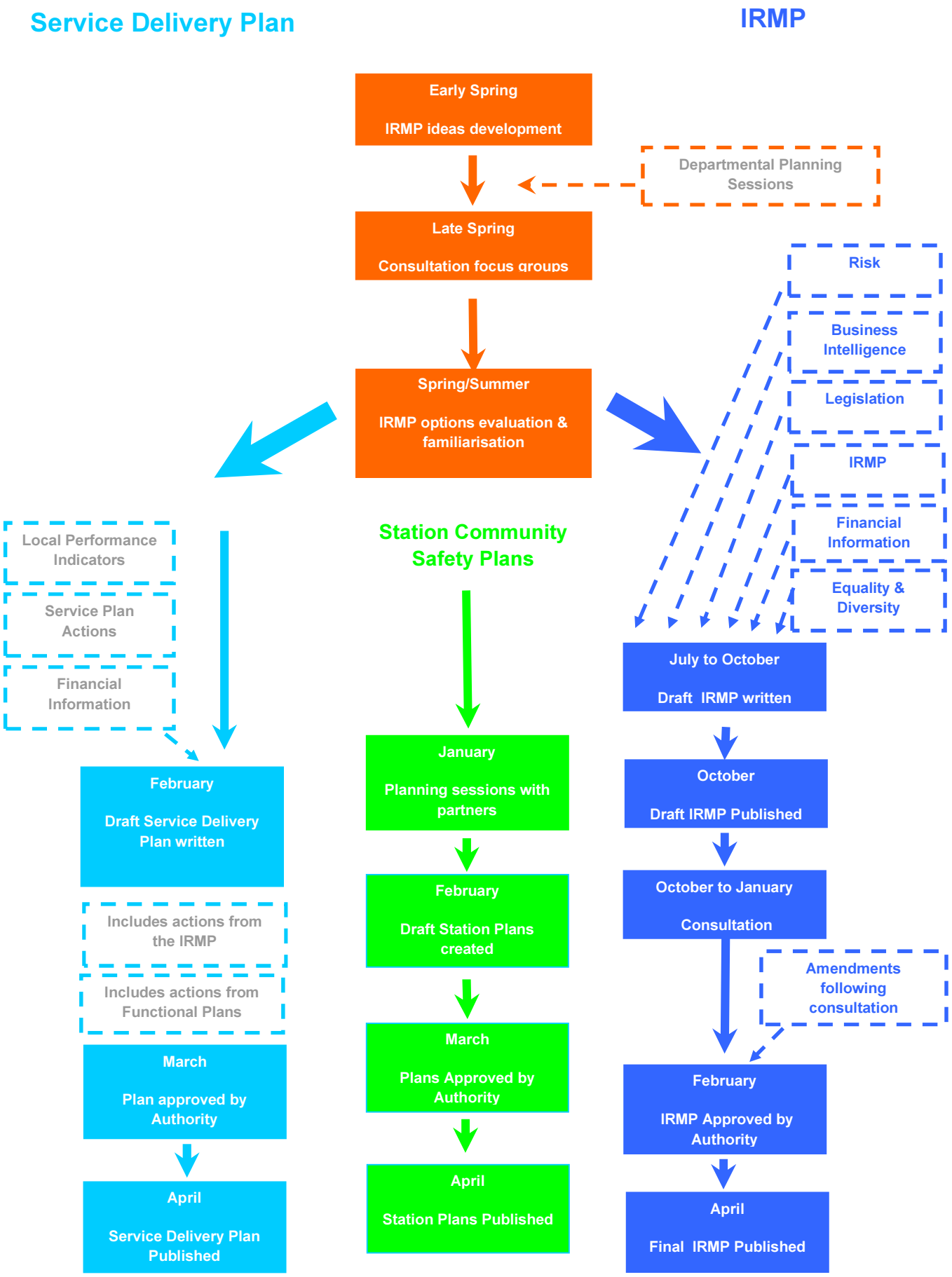
2.2 SERVICE DELIVERY

The Annual Integrated Planning Process:



3.1 FINANCIAL CHALLENGES 2016-17:

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

Principle 1

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

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3.2 THE AUTHORITY'S BUDGET:

Merseyside Fire and Rescue Authority has suffered the largest cut in government grant of any Fire and Rescue service in the country, over 35% between financial years 2010/11 and 2015/16. The Government has announced further significant grant cuts over the next four years, and the Authority now faces a reduction in real terms of 50% in its Revenue Support Grant.

These further Government cuts mean that the Authority has had to make some tough choices in the 2016/17 – 2019/20 financial plan which delivers the £11m in savings required to balance the budget.

The plan reveals prudent planning to minimise the impact on frontline services by reducing management and support services costs by £6m, with a known increase in the council tax base taking the total savings up to £7m.

However, this leaves a further £4m to be saved from operational response. The Authority has already seen the number of fire engines reduce from 42 in 2010 to the current 28, a 33% reduction.

A further operational saving of £4m means that the Authority has little option but to approve the new financial plan, based upon the loss of up to 100 firefighter posts. This will result in the loss of up to 4 fire engines, the possible closure of a number of fire stations and further reductions in support services.

Full consultation with the public and stakeholders will be undertaken during Spring 2016 on a number of possible operational options to make the savings required. These include station closures, changing crewing from wholetime to day crewed stations, where suitable, and changes to the number of firefighters on an appliance.

To minimise the impact on Merseyside Fire & Rescue Service, the Authority has reluctantly agreed a council tax increase of just under 2%.

Despite this reduction in resources, the Service has maintained the fastest response times to dwelling fires of all the Metropolitan Fire and Rescue Authorities in the UK and played a significant role during the recent floods which devastated the North of England.

However this latest round of cuts will inevitably put these achievements at risk over the next five years as the Service faces the significant challenges ahead.

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4.1 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 December 2015 a review of Performance Indicators was undertaken to ensure that they are still relevant for Organisational needs and a number of amendments were made including the removal of the Equality and Diversity performance indicators as they are already reported in the Equality and Diversity 3 Year Plan - Year 2 update. As a result of these reviews, the way performance indicators are monitored and reported has now been divided into four strands:

- **Benchmark Key Performance Indicators – Summary Indicators – Reported to Authority**
- **Key Performance Indicators (KPI) –Outcome indicators** (*e.g. Reduction in fires and other incidents*) **Reported to Authority**
- **Tier 1 Local Performance Indicators – Outputs** *(e.g. Number of home fire safety checks)* **– some minor outcomes – Reported to Performance Management Group**
- **Tier 2 Local Performance Indicators – lower level outputs – Reported to Function and Station Management Teams**

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority 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 in detail to Authority, performance against other performance data 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.

For 2016/17, targets will only be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks and Site Specific Risk Information visits completed but achieving the targets will be managed locally on station on an annual basis.

The amended suite of indicators for 2016/17 on which we will report to Authority, shown in the four tiers, can be found at Appendix 2.

The estimated performance for 2015/16 is detailed below (using actual data from April 2015 to February 2016). This will be replaced with the final end of year figures in June.

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4.2 PERFORMANCE FOR 2015/16:

Performance against targets set for 2015/16 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 2014/15	Target 2015/16	Estimated Performance 2015/16	Status
Total Fires Attended	61	The total number of fires in Merseyside	6871	6580	7057	
	66	Number of primary fires attended	2503	2434	2609	
Dwelling Fires	44	Number of accidental fires in dwellings	1050	1082	1083	
	45	Number of fatalities from accidental dwelling fires	10	8	14	
	46	Number of injuries from accidental dwelling fires	121	118	100	
	48	Number of deliberate dwelling fires in occupied properties	163	169	165	
	48a	Number of deliberate dwelling fires in unoccupied properties	44	52	50	
	49	Number of deaths occurring in deliberate dwelling fires	2	1	0	
	50	Number of injuries occurring in deliberate dwelling fires	14	26	16	
		Total number of Home Fire Safety Checks (HFSC's) completed including FSN, stations and Prevention Teams	43932	For Context	46320	
	4	Total number of Home Fire Safety Checks (HFSC's) completed by operational crews	34820	For Context	33988	
	6a	Number of new high risk home safety visits carried out by Prevention Officers	3803	For Context	5130	
	5e	Number of HFSC's carried out by FSN	5309	For Context	7209	
	5	Home Fire Safety Checks carried out in domestic dwellings as a revisit	40129	For Context	40422	
	5d	Number of HFSC's carried out on high and medium risk people	13795	For Context	23646	
	1	The % of accidental dwelling fires attended where: a smoke alarm had activated	48.6%	For Context	44.78%	
	2	The % of accidental dwelling fires attended where: a smoke alarm was fitted but did not activate	15.5%	For Context	13.50%	

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Group	PI	Narrative	Performance 2014/15	Target 2015/16	Estimated Performance 2015/16	Status
Dwelling Fires	**3**	The % of accidental dwelling fires attended where : no smoke alarm was fitted	37.2%	For Context	42.03%	
	138	Number of accidental kitchen fires in dwellings owned by Registered Social Landlords	183	For Context	198	
	6b	Average number of high risk home safety visits carried out by prevention officers per month	25.3	For Context	30.5	
	47	Percentage of accidental dwelling fires confined to room of origin	92.5%	92%	92.53%	
	137	Attendance Standard – the first attendance of an appliance at all life risk incidents in 10 minutes	96.2%	90%	95.83%	
	55	Percentage of 999 calls answered within 10 seconds	97.7%	96%	98.27%	
	129	Alert to mobile in under 1.9 minutes	95%	95%	96.58%	
Non Domestic Property	19	Number of deliberate fires in non-domestic premises	93	84	93	
	19a	Number of accidental fires in non-domestic premises	218	223	184	
	20	Average number of fire safety audits by Fire Protection Officers per month	10.8	8	10	
	142	Conduct 100% of scheduled COMAH on site exercises	100%	100%	100%	
	143	Conduct 100% of scheduled COMAH off site exercises	100%	100%	100%	
Anti-Social Behaviour	61a	Number of deliberate vehicle fires	503	488	541	
	61b	Number of deliberate anti-social behaviour small fires	3917	4481	3969	
	10a	Retention rates for young people on youth engagement courses - % of those completing courses	86.76%	For Context	87.5%	
	10b	Percentage of young people on Princes Trust courses moving into education, employment or training	88.24%	For Context	88%	
Road Traffic Collisions	36	Number of road traffic collisions (RTC) attended	580	541	514	
	40	Total number of injuries at road traffic collisions (RTC's) attended	454	442	337	
	41	Number of injuries at RTC's (minor)	375	For Context	281	
	42	Number of injuries at RTC's (serious)	79	For Context	56	
	42a	Number of fatalities at RTC's	11	8	7	
	120	RTC's involving fire service vehicles	56	For Context	91	

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Group	PI	Narrative	Performance 2014/15	Target 2015/16	Estimated Performance 2015/16	Status
Road Traffic Collisions	120 a	Fire appliance hit other vehicle/object whilst responding to operational incident	23	24	33	
	120 b	Fire appliance hit other vehicle/object whilst engaged in routine activity	25	39	34	
	120 c	Light vehicle hit other vehicle/object whilst responding to operational incident.	0	For Context	2	
	120 d	Light vehicle hit other vehicle/object whilst engaged in routine activities	8	23	21	
False Alarms	**140**	Total number of false alarms attended	4440	4283	4580	
	141	Total number of false alarm good intent	1437	For Context	1544	
	52	Number of malicious false alarms attended	179	188	189	
	53	The number of false alarm calls due to automatic fire alarm equipment in non-domestic	563	548	578	
	135	The number of automatic fire alarms which are classed as 'unwanted'	2022	For Context	2233	
	136	Number of calls received by Fire Control to fire alarms actuations	4076	For Context	4304	
	112	The number of working days/shifts lost to sickness absence per head, all personnel	8.88	7.54	*Unable to estimate*	
	111 a	Number of working days/shifts lost to sickness per wholetime equivalent GREY book (operational) personnel	9.29	7.54	*Unable to estimate*	
	111 b	Number of working days/shifts lost to sickness per wholetime equivalent GREEN and RED book (non uniformed) personnel	7.81	7.54	*Unable to estimate*	
Risk – Health and Safety	98 Total	Total number of operational staff injuries	50	53	48	
	98a	Number of operational staff injuries at incidents/risk critical training	28	35	27	
	98b	Number of operational staff injuries conducting other routine duties	22	18	21	
	133	% of operational personnel who have completed Safe Person Assessments (SPA)	94.44%	100%	93.96%	
	106	Number of non-operational staff injuries – on duty	10	For Context	9	
	130	% of operational personnel who have completed on-line assessments	90.6%	100%	85.1%	
	131	% of operational personnel who have attended all risk critical training courses	82%	100%	65%	
	132	% of senior officers who have completed an assessment of operational competence	91%	100%	82%	
	121	Site Specific Risk Information (SSRI) – Firefighter safety – number of sites visited resulting in a site specific plan	951	QA	1075	
	139	Near miss reports recorded by the service	36	QA	51	

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Group	PI	Narrative	Performance 2014/15	Target 2015/16	Estimated Performance 2015/16	Status
Equality and Diversity	144	*"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 volunteers to reflect the local community we serve.	No recruitment during this year	Data has been collated to look at two main characteristics, Gender and Ethnicity, for two recruitment exercises: Apprenticeships and FF recruitment. The data below can be considered as the Benchmark to measure against going forward. . Apprenticeships: 12 recruited - Gender: 7 male (58%) and 5 Female (42%) Ethnicity: 11 White British (92 %) and 1 BME: 1 (8%) Fire Fighter Recruitment: 16 Recruited - Gender: 13 Male (81%) and Female: 3 (19%) Ethnicity: 14 White British (87.5%) and 1 BME (6.25%) and 1 prefer not to say (6.25 %).		
	145	To increase the applications for roles within the organisation (including volunteering) for those protected groups under-represented within our workforce				
	134	% of staff appraisals to be completed during the 4th quarter of each year, for staff in work at that time.	92.5%	100%		
Energy and the Environment	97	Carbon output of all buildings	90	113	90	
	93	Electricity used by all MFRS buildings – divided by floor space	111	QA	114	
	94	Gas used by all MFRS buildings – divided by floor space	134	QA	129	
	95	Water used by all MFRS buildings – (M^3 per person)	14	QA	15	
	96	Waste generated per person per annum	99	QA	107	
	99	% of high risk (category 1&2) environmental incidents of all environmental incidents	0	QA	0	

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

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

KPI 45 Number of fatalities from accidental dwelling fires

Regrettably this indicator failed to meet the target set for 2015/16. Of the 14 fatalities (to date) 7 were over 65 years of age, 6 had a disability and 7 lived alone reinforcing the importance of intelligently targeting prevention work to those residents over 65 years of age or identified as vulnerable. We continue to work closely with partners to ensure we deploy our resources effectively and efficiently.

KPI 19 Number of deliberate fires in non-domestic premises

Deliberate non domestic property fires have exceeded the target set for 2015/16. The most common property type to have a fire are prisons with at least 25 incidents attended. The next most common property type to see fires are hospitals, accounting for 13 incidents overall (at January 2016). Merseyside Fire and Rescue Service staff work closely with partners to help them reduce this type of incident.

KPI 61a Number of deliberate vehicle fires

The number of deliberate vehicle fires is anticipated to exceed the target for 2015/16. At the time of writing (January 2016) the number of incidents has increased steadily each month since July with Wirral experiencing 90 incidents against a target of 62 and Liverpool 214 against a target of 206. It is thought the increase is due to criminality in these areas and our staff have been liaising with police and local authority colleagues to try and reduce this number.

KPI 98b Number of operational staff injuries conducting other routine duties

The majority of incidents recorded were slips and trips, incidents involving being struck by falling or moving objects or falls from height. No injuries sustained were of such a serious nature that the required a hospital stay. The Health and Safety Department closely monitor and investigate any recorded injuries and work with staff to try and reduce them.

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4.3 KEY PERFORMANCE INDICATORS:

KPI Ref	Narrative	Target 2016/17
Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	For Context
TC01	Total number of incidents attended	14225
TC02	Total number of fires attended in Merseyside	7184
TC03	Total number of primary fires attended	2525
TC04	Total number of secondary fires attended	4659
TC05	Total number of special service calls attended	2561
TC06	Total number of false alarms attended	4480
TC07	Total number of non-emergency interventions[1]	For Context
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes[2]	90%
Dwelling Fires		
DC11	Number of accidental fires in dwellings	1072
DC12	Number of fatalities from accidental dwelling fires	10
DC13	Number of injuries from accidental dwelling fires attended	118
DC14	Number of deliberate dwelling fires in occupied properties	167
DC15	Number of deliberate dwelling fires in unoccupied properties	48
DC16	Number of deaths occurring in deliberate dwelling fires	0
DC17	Number of Injuries occurring in deliberate dwelling fires	23

[1] Non-emergency intervention are 999 calls where Fire Control do not deploy an emergency response (as this was not required) but are followed up with an intervention such as an Advocate visiting the caller.

[2] This indicator now measures from call answered to appliance booking in attendance at an incident, to bring MFRA in line with other FRA's and is a change from the way MFRS previously monitored this.

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KPI Ref	Narrative	Target 2016/17
Non Domestic Property Fires		
NC11	Number of deliberate fires in non- domestic premises	91
NC12	Number of accidental fires in non-domestic premises	200
Anti-Social Behaviour		
AC11	Number of deliberate vehicle fires in Merseyside	495
AC12	Number of accidental vehicle fires attended	For Context
AC12	Number of deliberate anti-social behaviour small fires in Merseyside	4181
AC14	Number of accidental small fires attended	For Context
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTC's)	529
RC12	Number of injuries in RTC's attended	382
RC13	Number of fatalities in RTC's attended	7
False Alarms Attended		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non Domestic Property	571
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in domestic properties	2267
Sickness & Risk		
SD11	% of working days/shifts lost to sickness absence per head, all personnel	4.2%
SD12	% of working days/shifts lost to sickness per wholetime equivalent GREY book (operational) personnel	4.2%
SD13	% of working days/shifts lost to sickness per wholetime equivalent GREEN and RED book (non uniformed) personnel	4.2%
Energy & the Environment		
EE11	Carbon Output of all buildings	86.43

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5.1 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. Our current IRMP runs until April 2017 and can be found here IRMP 2015-17

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 objectives 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.

2015/16 update – During quarters 1 and 2 of 2015/16 Accidental Dwelling Fires (ADF's) have been within 10% of target improving during the third quarter to under target. Injuries are below target and less than last year. However sadly, at the time of writing (February 2016), there have been 14 fatalities in accidental dwelling fires, this is double the figure for this period last year. We continue to intelligently target those identified as most at risk in Merseyside, particularly older people.

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.

2015/16 update – On average we are attending life risk emergency incidents within 10 minutes on 95.7% of occasions despite reducing the number of fire appliances from 42 to 28 over the last few years.

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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.

2015/16 update – Antisocial behaviour fires are well below target to date, despite the expected peak in October/November. The number of deliberate vehicle fires increased and exceeded the target during the 3rd quarter. This is thought to be due to criminality and we work with partners to try to reduce this. Our Youth Engagement team continue to successfully deliver Beacon and Princes' Trust courses, with 87.5% of participants completing the course. As young people are often those starting anti-social behaviour fires, we believe that working with them helps to create more socially responsible adults.

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.

2015/16 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.

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2015/16 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. In October 2015 MFRS hosted, in collaboration with the Chief Fire Officers Association (CFOA), the Institute of Fire Engineers (IFE) and the Asian Fire Service Association (AFSA), a seminar 'Engaging with Diverse Businesses for Business Safety Compliance'. The aim was to draw together professionals in fire protection and diversity to take on the challenge of engaging with, supporting and educating our diverse business communities with regard to fire regulations and to encourage them to prosper, grow and have confidence that they will be dealt with fairly by those who regulate them.

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.

2015/16 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.

2015/16 update - We continue to review and exercise against Operational Plans and site specific risks alongside multi agency partners. We are actively involved in the broader Merseyside Resilience Forum (MRF) and participate in the validation, exercising and testing of MRF Multi Agency plans identified through the National Risk Assessment (NRA) and MRF Community Risk Register (CRR).

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6.1 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.

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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.

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7.1 OVERVIEW OF THE DISTRICTS OF MERSEYSIDE

Working closely with partner organisations in all the districts of Merseyside is key to us achieving improved outcomes for our communities. During 2015, in order to make savings, we had to move away from our approach of having management teams in each of the Council areas. That means that the strategic direction for our activities comes from centrally based departments, but we are keen to retain a focus on the districts through involvement in statutory and local partnerships. It is important that we tailor our services to meet the specific needs of the local areas and the following sections outline the make-up of those areas and the resources located there.

LIVERPOOL

Liverpool has 466,415 residents and is the fourth largest city in the UK. There are 17,284 businesses and almost a quarter of a million people work within Liverpool every day. The city centre has seen a great deal of investment over the last ten years with the Liverpool One development, numerous luxury hotels and blocks of apartments being built. Alongside this, two universities, Liverpool and John Moores, have brought much development and construction of student accommodation in and around the city centre.

There are, however, significant challenges for many of our communities. Liverpool is ranked as the most deprived local authority area in England (IMD2015), and the second most deprived authority in relation to employment.

We have 9 fire stations in the Liverpool City Council area and 29 specialist appliances spread across our stations in Kirkdale, Liverpool City Centre, Kensington, Speke and Garston, Old Swan, Toxteth, Old Swan, Bellevale, Aintree and Croxteth. The marine rescue team are based in a station on the cruise ferry terminal.

Specialist appliances include urban search and rescue modules available for deployment throughout Merseyside, nationally and internationally, as well as a high volume pump and incident response unit.

(*ONS mid 2014 population, CIPFA dwellings and non-domestic properties estimate*)

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WIRRAL

Wirral is a borough of contrasts; a peninsula of 157 square kilometres, with 24 miles of coastline comprised of both rural and urban areas. The population of Wirral is 320,914. There are 144,239 dwellings and 8096 business premises in Wirral combining many industries.

MFRS is well prepared to respond to incidents across the borough including those occurring at oil and chemical works, shipbuilding yards and docklands, large retail developments, major transport links such as motorways, railways, the Mersey tunnels and a growing leisure and tourism industry.

The west of the Wirral peninsula is affluent, contrasting sharply with the east, where social deprivation is concentrated. This polarisation is apparent in illness and there is a difference of 10.3 years in life expectancy between the most and least deprived areas of Wirral.

The elderly population is higher than the national average, additionally one in three over 65's live alone, with rates highest in areas of deprivation all indicators of vulnerability to fire. Wirral's older population is expected to increase by 30% by 2030. Increases are even predicted for the 90+ age group, which is expected to increase by 103% by 2030.

At present there are 6 fire stations located in the Wirral Council area Birkenhead, Bromborough, Heswall, Upton, West Kirby and Wallasey. MFRS plans to build a new fire station at Saughall Massie which will replace Upton and West Kirby fire stations.

SEFTON

Sefton is a diverse area covering 153 square kilometres. The boundary of the borough starts at the heavily industrialised area around the Port of Liverpool in South Sefton and follows the coastline to Southport in the north of the borough, which is a popular tourist destination. The entire west side of the borough is coastline from dock estates in the south to scientifically important wildlife habitats in the sand dunes and pinewoods to the north.

To the south there are areas of derelict land, however, new developments in and around the Freeport area include improving local housing and a significant port expansion development. Bootle has a large number of office blocks. Development of the new Super Port container terminal has, and will continue to bring more employment and business to the area, including increased heavy vehicles on the roads.

There are further densely populated but generally wealthier suburbs towards the north of the borough including Crosby, Formby, Southport and Maghull. These areas are interspersed with extensive areas of high-grade agricultural land and scientifically important wild habitat, which includes the beaches of Formby, Ainsdale and Southport.

Sefton has one of the highest proportions of older residents nationally and there are also stark social and health inequalities within Sefton. South Sefton has significantly higher levels of deprivation, child poverty, worklessness, crime and disorder. The population of Sefton in 2014 was estimated to be circa 273531 with 122916 domestic dwellings and 7636 business premises.

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There are 4 fire stations located in the Sefton Council area at Bootle & Netherton, Crosby, Formby and Southport.

KNOWSLEY

Knowsley has a population of 146,407 two thirds of which are of working age (16-64 years) and is home to over 3000 businesses. The district covers an area of 8620 hectares, of which 54% is designated as greenbelt. There are 63741 homes.

Located between Liverpool and Manchester, Knowsley is connected to these cities by the M57 and M62 motorways, and the A580 East Lancashire trunk road. Its superior connectivity means the borough is well placed for both business and commuting, within the City Region and further afield.

Knowsley is a borough of contrasts with areas where deprivation levels are amongst the highest in the country and other areas that are relatively affluent.

Knowsley is an important location for employment in the Liverpool City Region with a large industrial base concentrated mainly at Knowsley Industrial Park and business parks at Kirkby, Huyton and Prescot, as well as being home to renowned businesses such as Jaguar Land Rover, QVC and Matalan. The borough is also home to three of the country's top tier COMAH (Control of Major Accident Hazards) sites. In recent years there has been considerable investment in Knowsley's infrastructure including new schools, health centres and state-of-the-art leisure facilities.

There is a fire station in Kirkby and work is about to commence on a new fire station at Prescot which will see Huyton and Whiston fire stations merge at this new location.

ST HELENS

St Helens sits on the borders of Cheshire and Greater Manchester with a population of 177,188 people, around 13% of the Merseyside population. There are 78991 domestic dwellings and 4501 business premises.

St Helens history is built around mining and glass making which at one time employed 50,000 people, over half the local working population. These industries declined in the 80's with over 30,000 job losses. This shift in the pattern of employment have been at the heart of challenges faced in the communities ever since.

Some parts of St Helens fall within the top 10% of areas of deprivation in Merseyside and the country but in contrast there are areas of affluence in Rainford, Billinge and Rainhill.

At present there are 3 fire stations located in the St Helens Council area. MFRS plans to merge St Helens and Eccleston fire stations to a new location in St Helens town centre and there is a further station at Newton le Willows.

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District Priorities

Whilst we, as a Service, have restructured and do not have dedicated management teams within the boroughs of Merseyside we continue to deliver our services and work with partners to keep our communities safe. Our new management structure will deliver through their functional plans activities and resources tailored to respond to local risk for example prevention activity will also be shaped to keep the most vulnerable in our communities as safe as possible linking our wider community safety priorities to local needs. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level. These priorities become objectives in our Station Community Risk Management Plans. Details of these objectives are contained in Sections 8 and 9. Our priorities will also support partner agencies in a shared commitment to make our communities safer, healthier and more resilient.

8.1 FUNCTIONAL PLANS 2016/17

Functional Plans are departmentally focused or thematic. Although mainly an internal planning tool, key actions from these plans are included in the Service Delivery Plan. Each of the Function leads are asked to write an annual Functional Delivery Plan. In the Plan they introduce the Function and its role within MF&RS, review progress against their Key Deliverables for the previous year and identify their priority actions for the next year.

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.

Relevant actions are also incorporated into the individual Station Community Risk Management Plans and used to identify priorities for all stations and those unique to a specific station area.

General Priorities

Merseyside Fire and Rescue within this Service Delivery Plan will aim to deliver safe and effective services across Merseyside. Delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our core values and the risks within our communities and include particular activity drawn from our Integrated Risk Management Plan (IRMP) and collaboration with partner agencies to deliver affordable and effective interventions during challenging times both in prevention, emerging risks and responding to incidents.

Priorities common to all station areas continue to be prevention of incidents, injuries and deaths. Therefore the delivery of Home Fire Safety Checks (Safe & Well Visits), RTC reduction, anti-social behaviour reduction, youth engagement, working in partnership with local businesses to reduce risk in the built environment and site specific risk assessments of premises to help ensure firefighter safety at incidents.

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8.2 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:-

Operational Preparedness:

FP/16/17/1.1 Review the Training and Development Academy (TDA) facilities and Croxteth Fire Station site in line with the core training delivery model.

FP/16/17/1.2 Develop resilience arrangements to support Tactical Co-ordination Group (TCG) and Strategic Co-ordination Group (SCG) during large scale/significant incidents.

FP/16/17/1.3 Cross directorate review of operational uniform and support staff uniform.

Operational Response:

FP/16/17/2.1 Ensure that we maintain the health, safety and welfare of all Merseyside Fire and Rescue Service staff.

FP/16/17/2.2 Continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.

FP/16/17/2.3 Manage our resources efficiently and effectively in order to continue to deliver an excellent operational response in the context of further reductions in available resources over the 4 year period covered by the 2015 Spending Review.

FP/16/17/2.4 Utilise service delivery/station resources in the most effective and efficient way to ensure we maintain safe effective fire-fighters and deliver station plans which contribute to developing safer stronger communities.

People and Organisational Development:

FP/16/17/3.1 Continue to deliver a comprehensive workforce strategy.

FP/16/17/3.2 Implement and evaluate the organisational Capability Procedure and revised Absence Management process.

FP/16/17/3.3 Continue to introduce flexible contracts and working.

FP/16/17/3.4 Deliver a support staff review.

FP/16/17/3.5 Continue to develop a range of strategies to improve fitness and wellbeing.

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Prevention and Protection

Prevention:

FP/16/17/4.1 Reduce accidental dwelling fires and deaths and injuries which result from these fires in Merseyside. Proactively engage with internal and external stakeholders and partners to identify and assess risk, in homes and communities delivering interventions, promoting fire safety and community safety.

FP/16/17/4.2 Reduce fires caused by antisocial behaviour in those areas of Merseyside most at risk. Reflecting the Anti-social Behaviour, Crime and Policing Act 2014 the Directorate will put vulnerable people and communities at the heart of everything it does.

FP/16/17/4.3 Prevention work contributes to protecting vulnerable people and places, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We will work collaboratively with partners to support and protect our communities.

Protection:

FP/16/17/5.1 Develop and embed operational fire safety through the new Protection Watch Manager role. Introduce the Simple Fire Safety Assessment to operational crews.

FP/16/17/5.2 Revise the new Risk Based Inspection Programme to reflect the new tiered structure of technical Fire Safety Officers. Implement the new Chief Fire Officers Association (CFOA) short audit to enhance the effectiveness of risk based targeting and reduce the regulatory burden on compliant businesses.

FP/16/17/5.3 Support business fire safety compliance by developing actions arising from the Engaging with Business seminar. Further develop and embed the HeritProt[3] strategy.

Finance:

FP/16/17/6.1 Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.

FP/16/17/6.2 Review the year-end closure of accounts process in order to meet the revised statutory deadline at the end of May (previously June) for completing the Statement of Accounts 2017/18.

FP/16/17/6.3 Continue to develop the production of monthly reports for the identification of pensionable pay for FPS92, FPS06 and FPS15.

[3] The HeritProt Strategy was developed as a result of an international project to develop and share best practice in relation to protection of heritage sites and buildings.

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Legal Services:

FP/16/17/7.1 Provide an improved legal service to fire stations in the community.

FP/16/17/7.2 Continue to provide timely legal support throughout the current station mergers project and any future projects.

FP/16/17/7.3 Provide training and development to departments of the Authority where identified as required to ensure effective and efficient service provision.

Procurement:

FP/16/17/8.1 Support corporate priorities and work to ensure the successful delivery of priority work programmes.

FP/16/17/8.2 Identify efficiencies and implement improvements in procurement activity.

FP/16/17/8.3 Foster greater collaborative partnerships with other public sector organisations.

Democratic Services:

FP/16/17/9.1 Continue to look at ways in which these information management systems can be utilised to full capacity, to make processes across the Department as efficient as possible.

FP/16/17/9.2 Continue improving Authority member engagement with all groups of staff.

FP/16/17/9.3 Create an Intranet Portal page specifically for Authority members to enable easy access to relevant information from one place.

Strategy and Performance

FP/16/17/10.1 Continue to embed Equality and Diversity excellence into the organisation.

FP/16/17/10.2 Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.

FP/16/17/10.3 Develop and maintain effective communications and media management with high quality presentation and promotion of information.

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Information and Communication Technology:

FP/16/17/12.1 Implement an information and communications infrastructure that will enable efficiency through current and emerging technology in light of a new ICT Managed Services Provisions Contract which starts in April 2016.

FP/16/17/12.2 Respond to national initiatives. The Service is scheduled to switch from the current Airwave communication system to an Emergency Services Network which will provide broadband type connectivity which will allow us to utilise application type systems, consequently we are working to ensure the infrastructure and software systems support this.

Estates:

FP/16/17/13.1 Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (by developing and implementing a 5 year Asset Strategy).

FP/16/17/13.2 Ensure when land and property assets become surplus to MFRA requirements we dispose of them to facilitate and drive service transformation and economic growth in the Merseyside region whilst generating maximum capital receipts.

Station Change Programme:

FP/16/17/14.1 Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (PFI and Station Merger Project).

FP/16/17/14.3 Manage change projects to ensure that the Authority's physical infrastructure and Ways of Working are delivered in line with value for money principles.

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9.1 STATION COMMUNITY RISK Management Plans:

Community Risk Management Plans are local plans developed and owned by community fire and rescue station staff working with district based Station Managers and partners. The Plans reflect local risks and priorities and set out how the fire station and district based staff will improve outcomes in their communities.

Station Objectives

The Station objectives are drawn from our corporate aims and the risks identified by ourselves and partners who work within the fire station area. We hope to deliver local services that make a real difference to the communities we serve with the support of our partners making the area a safer and healthier place to live, work or visit.

Station Actions

The staff based at the fire station will deliver a range of response interventions that are designed to mitigate life risk or harm from fire, road traffic accidents and water incidents. Additionally they will work to ensure properties, the environment and businesses are equally protected to help the area maintain jobs and prosperity. Whilst the station staff will deliver excellent response they will also engage in actions that will reduce the occurrence of such incidents through education, risk assessment, planning and training.

Station Plan on a Page

Following consultation with stakeholders each fire station has a bespoke Station Safety Plan. These Plans are attached as Appendix 3.

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10.1 CONSULTATION AND COMMUNICATION:

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. A large part of the planning is around consultation with stakeholders within the community.

Consultation is embedded within all aspects of planning in MF&RA. During 2014/15 and 15/16 we undertook extensive consultations regarding the merger and closure of fire stations. During this process we hosted a wide variety of consultation and engagement activities including:

- Public consultation facilitated by an independent organisation
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies
- On-line questionnaires
- Surveys delivered to homes in affected areas
- Extensive use of the local press to publicise events

The Authority runs annual consultation events in each of the five districts. These events are facilitated by an independent company which ensures that there is representation from a broad range of residents. Attendees are asked to consider a wide range subjects. The feedback from these consultations is used to inform the content of the IRMP.

Principal Officers regularly engage with all staff during face to face briefings. These small group briefings allow staff to receive the most accurate information on MFRA plans and also for them to directly ask questions of the senior officers. The outcomes of these briefings are used to shape service delivery.

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11.1 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 Station 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 is dealt with through the Equality Impact Assessment process[4] which includes 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

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4 **Equality Impact Assessments**

Our Equality Impact Assessment (EIA) are a way of finding out if our services and employment opportunities are accessible for our communities and employees. They help us ensure that our policies/initiatives and services do not discriminate in any way.

An EIA will help us to understand how our policies/initiatives or services could discriminate against members of the community on grounds of race, disability, gender, age, sexual orientation, religion or belief.

It allows us to look forward to see that customers and employees can access our services, instead of reacting to any complaints or concerns about service delivery. 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.

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APPENDIX 1: GENERAL MFRA – GLOSSARY OF TERMS

Glossary of MF&RS Abbreviations:

ACAS	Advisory Conciliation and Arbitration Service
ADC	Assessment Development Centres
AFA	Automatic Fire Alarm
AFD	Automatic Fire Detection
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
ASBO	Anti-Social Behaviour Order
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BCA	Basic Credit Approval
CVS	Council for Voluntary Services
CBT	Crew Based Training
D2A	Drive to Arrive
DAG	Diversity Action Group
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DES	Disability Equalities Scheme
DEOS	Department of Environment and Operational Services
DoE	Duke of Edinburgh Awards
DTI	Department of Trade & Industry
EARLY	Education Alternative Reaching Local Youth
EDBA	Extended Duration Breathing Apparatus
EEM	Employee Expense Management
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls

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CCTV	Closed Circuit Television
CDRP	Crime & Disorder Reduction Partnership
CFO	Chief Fire Officer
CFOA	Chief Fire Officers' Association
CS	Community Safety
CIU	Chemical Incident Unit
CIPFA	Chartered Institute of Public Finance & Accountancy
CLG	Communities and Local Government
CM	Crew Manager
CO	Carbon Monoxide
CoE	Centre of Excellence
COMAH	Control of Major Accident Hazards
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder (aerial appliance)
CPP	Combined Pump Platform (aerial/firefighting appliance)
CSIMS	Community Safety Information Management System
CSM	Community Safety Manager
DBS	Disclosure and Barring Service
EMR	Emergency Medical Response
EPU	Emergency Planning Unit
FACE	Fire Awareness Child Education
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPA	Fire Protection Association
FPOS	First Person on Scene
FREE	Fire Reduction through Education and Engagement
FS	Fire Safety
FSB	Fire Service Bulletins
FSD	Fire service Direct
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (modelling software)
FSIT	Fire Service Improvement Team
FSI	Fire Service Inspector
FSN	Fire Support Network
FSS	Fire Standard Spending
NVQ	National Vocational Qualification

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GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
HART	Hazardous Area Response Team (Ambulance)
HazMats	Hazardous Materials
HFSC	Home Fire Safety Check
HMU	Hazardous Materials Unit
HO	Home Office
HOMA	Home Officer Master Agreement
HR	Human Resources
HSE	Health & Safety Executive
ICT	Information Communications & Technology
IFE	Institute of Fire Engineers
IIT	Incident Investigation Team
IMD	Indices of Multiple Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety & Health
NW	North West
NWCOE	North West Centre of Excellence
NWFS	Networking Women in the Fire Service
OAT	Operational Assurance Team
OBC	Outline Business Case
OH	Occupational Health
OJEU	Official Journal of the European Union
ONS	Office of National Statistics
ORC	Operational Resource Centre
OSU	Operational Support Unit
OT	Overtime
Ops	Operational
PA	Personal Assistant
PCT	Primary Care Trust
PFI	Private Finance Initiative

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IRMP	Integrated Risk Management Plan
JAG	Joint Agency Group
JCP	Joint Consultative Panel
JESIP	Joint Emergency Service Interoperability Project
KMBC	Knowsley Metropolitan Borough Council
LACDE	Local Authorities Confronting Disaster & Emergencies
LASBU	Liverpool Anti-Social Behaviour Unit
LCC	Liverpool City Council
LGA	Local Government Association
LGBT	Lesbian, Gay, Bisexual and Transgender Group
LJMU	Liverpool John Moores University
LLAR	Low Level of Activity & Risk
LPI	Local Performance Indicator
PH	Public Holiday
PI	Performance Indicator
POEST	Point of Entry Selection Test
POD	People and Organisational Development
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQAs	Personal Qualities & Attributes
PQQ	Pre-Qualification Questionnaire
PTV	Princes Trust Volunteers
PWLB	Public Works Loans Board
RAPID	Risk Assessed Programme for Incident Deployment
RCCO	Revenue Contribution to Capital Outlay
REPPAIR	Radiation (Emergency Preparedness & Public Information)
RTC	Road Traffic Collision
RFI	Request for Information
RR(Fire Safety)O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
RSL	Registered Social Landlord

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MAG	Multi Agency Group
MCLG	Mersey Capacity and Learning Group
MetaData	Data that identifies the context of information
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MIRWMS	Merseyside Ionising Radiation Warning & Monitoring System
MLRF	Merseyside Local Resilience Forum
MOU	Memorandum of Understanding
NAG	Neighbourhood Action Group
NEBOSH	National Examining Body for Occupational Safety & Health
NJC	National Joint Council
NNDR	National Non-Domestic Rates
NWAS	North West Ambulance Service
SHQ	Service Headquarters
SIG	Special Interest Group
SLA	Service Level Agreement
SRT	Search & Rescue Team
SAP	Single Assessment Process
SCA	Supplementary Credit Approval
SMG	Strategic Management Group
SM	Station Manager
SPARC	Saving Parks And Recreational Centres
SSP	Statutory Sick Pay
TAP	Technical Advisory Panel
T&D	Training & Development
TFC	Training for Competence
TNA	Training Needs Analysis
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
USAR	Urban Search & Rescue

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SMART	Specific, Measurable, Achievable, Realistic, Time-bound	**UwFS**	Unwanted Fire Signals
		VFM	Value For Money
SMP	Statutory Maternity Pay	**VAW**	Violence at Work
SOP	Standard Operational Procedure	**VS**	Voluntary Severance
SORP	Statement of Recommended Practice	**VER**	Voluntary Early Retirement
YEO	Youth Engagement Officer	**WM**	Watch Manager
YIP	Youth Inclusion Programme	**YOT**	Youth Offending Team

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Merseyside FIRE & RESCUE SERVICE

Our Mission: Safer, Stronger Communities; Safe Effective Fire-fighters

Our Aims:

Excellent Operational Preparedness
We will provide our fire-fighters 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 powers

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

BENCHMARK INDICATORS	SERVICE PLAN, OUTCOMES KEY PERFORMANCE INDICATORS	OUTPUTS: 1st TIER MINOR OUTCOMES & LPIs	2nd TIER OUTPUT LPI
TO00: Total Number of Emergency Calls Received TP01: Total number of incidents attended TP02: The total number of fires attended TP03: The total number of Primary Fires attended TR08: Attendance Standard - First attendance of an appliance to a life risk incident within 10 minutes. As a % of all life risk incidents on 90% of occasions	DC11. Number of accidental fires in dwellings attended DC12. Number of fatalities from accidental dwelling fires DC13. Number of injuries from accidental dwelling fires attended DC14. Number of deliberate dwelling fires in occupied properties attended DC15. Number of deliberate dwelling fires in unoccupied properties attended DC16. Number of fatalities occurring in deliberate dwelling fires DC17. Number of Injuries occurring in deliberate dwelling fires attended	DC28. Total number of Home Fire Safety Checks (HFSC's) completed including: Station, Prevention, FSN and Other DC24. Number of Accidental Kitchen fires in dwellings owned by RSLs' attended DC25. The % of fires attended in Accidental Dwelling Fires where: a smoke alarm had activated DC26. The % of fires attended in Accidental Dwelling Fires where: a smoke alarm was fitted but did not activate DC27. % of Accidental Dwelling Fires where: no smoke alarm was fitted DO21. Percentage of accidental dwelling fires confined to room of origin. DO22. Percentage of 999 calls answered within 10 seconds DR23. Alert to Mobile in under 1.9 minutes for life risk incidents DO29. Average Time Taken to Process a Life Risk Call by Fire Control	DC31.Total Number of HFSC's completed by Operational Station Personnel DC32. Home Fire Safety Checks carried out in domestic dwellings as a revisit. DC33. % of HFSC's carried out by stations that were high risk DC34. Number of HFSC's completed by other agencies/partners DC35. Number of HFSC carried out utilising Exeter data DC36. Total Number of HFSC's completed by FSN DC37. Number of New high risk home safety visits carried out by prevention officers DC38. Total Number of high risk home safety visits carried out by prevention officers
TO00: Total Number of Emergency Calls Received TP01: Total number of incidents attended TP02: The total number of fires attended TP03: The total number of Primary Fires attended	NC11. Number of deliberate fires in non-domestic premises attended NC12. Number of accidental fires in non-domestic premises attended	NC21. Number of Fire Safety audits by Fire Protection Officers NO22. Number of Number of Simple Assessments by Operational Crews	NO31. Conduct 100% of Scheduled COMAH on site exercises NO32. Conduct 100% of scheduled COMAH off site plan reviews
TO00: Total Number of Emergency Calls Received TP01: Total number of incidents attended TP02: The total number of fires attended TP03: The total number of Primary Fires attended TP04: Total Secondary Fires Attended	AC11. Number of deliberate vehicle fires attended AC12. Number of accidental vehicle fires attended AC13. Number of deliberate ASB fires (small) attended AC14. Number of accidental small fires attended AC15. Number of "Other" Primary Fires attended	AC21. Retention rates for young people on youth engagement courses - % of those completing courses AC22. % of young people on Princes Trust courses moving into Education, Employment or Training (EET)	

BENCHMARK INDICATORS	SERVICE PLAN, OUTCOMES KEY PERFORMANCE INDICATORS	OUTPUTS: 1st TIER MINOR OUTCOMES & LPIs	2nd TIER OUTPUT LPI
TO00: Total Number of Emergency Calls Received TP01: Total number of incidents attended TP05: Total Special Services Attended TR08: Attendance Standard - First attendance of an appliance to a life risk incident within 10 minutes. As a % of all life risk incidents on 90% of occasions	RC11. Total number of RTC's attended RC12. Total number of injuries attended at RTC's attended RC13. Number of fatalities at RTC's attended	RC21. Number of injuries at RTC's (minor) attended RC22. Number of injuries at RTC's (serious) attended RR23. RTCs involving fire service vehicles	RR31. Fire appliance hit other vehicle / object whilst responding to operational incident RR32. Fire Appliance hit other vehicle / objects whilst engaged in routine activities RR33. Light Vehicle hit other vehicle / object whilst responding to operational incident. RR34. Light Vehicle hit other vehicle / objects whilst engaged in routine activities
TP05: Total Special Services Attended	SR11. Number of calls to Cardiac & Respiratory related incidents from NWAS (Pilot)		
TO00: Total Number of Emergency Calls Received TP01: Total number of incidents attended TP06: Total False Alarms Attended TO07: Total number of non emergency interventions	FC11. The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic Properties Attended FC12. The number of false alarm calls due to automatic fire alarm equipment in Domestic Properties Attended	FC23. The Number of Automatic Fire alarms attended which are classed as "unwanted". FC21. Number of Malicious False Alarms Attended FC22. Total Number of False Alarm Good Intent Attended	FC31. Number of calls received by Fire Control to Fire Alarm Actuations
TD09. Percentage of working days lost to sickness absence per head, all personnel.	WD11. Percentage of working days lost to sickness per Whole-time Equivalent GREY book (operational) personnel. WD12. Percentage of working days lost to sickness per Whole-time Equivalent GREEN & RED book (non uniformed) personnel. WR13. Total number of operational staff injuries—on duty	WR21. Number of operational staff injuries at incidents / risk critical training WR22. Number of operational staff injuries conducting other routine duties	CO31. Site Specific Risk Information (SSRI) - Fire-fighter Safety - number of sites visited resulting in a site specific plan CO32. % of operational personnel who have completed on-line assessments CO33. % of operational personnel who have attended all risk critical training courses. CO34. % of MF&RS Officers who have completed an assessment of command competence in the last 2 years CO35. % of operational personnel who have completed Safe Person Assessments (SPA) WR31. Reporting of the levels of Near Miss reports recorded by the service WR32. Number of non operational staff injuries – on duty
TD010 Carbon Output of all buildings	EE11. Electricity used by all MF&RS buildings - divided by floor space EE12. Gas used by all MF&RS buildings - divided by floor space EE13. Water used by all MF&RS buildings - divided by floor space EE14. Waste generated per person per annum	EE31. Proportion of high risk (category 1 & 2) environmental incidents of all Environmental incidents.	

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