

# SERVICE DELIVERY PLAN

## APRIL 2021 - MARCH 2022

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**MERSEYSIDE**  
**FIRE & RESCUE**  
**SERVICE**



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# INTRODUCTION

Welcome to our Service Delivery Plan for 2021/22. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2021/22 including those set out in our Integrated Risk Management Plan (IRMP) 2021-24 published in July 2021.



Since our last Service Delivery Plan was published we have all lived through what must be the most challenging twelve months of our lives, with the impact of the pandemic still being felt, but the promise of hope on the horizon.

Like all organisations, the pandemic has resulted in many changes for Merseyside Fire and Rescue Authority including an increase in agile working and the use of Information Technology, changes in the way we work to ensure we can still deliver all our services including our emergency response and work to make all our buildings Covid-secure.

Some of this has been challenging, but there have also been a lot of positives to take away from the last year, particularly how we have responded to the pandemic. Our excellent emergency response has not been affected; at times it improved and many incident types have reduced. Our Prevention and Protection staff have continued to provide support and advice to vulnerable residents and to building owners, and we have taken action when needed, to keep people safe.

Our amazing staff have also stepped up to help partner organisations when they needed it most, including delivering food, medical supplies and prescriptions, supporting mass testing and vaccination and working with all Merseyside Local Resilience Forum partner organisations to help Merseyside communities deal with the impact of the pandemic.

In addition, Merseyside Fire and Rescue Service led the pandemic response for the whole of the UK fire and rescue service, helping to make a difference all over the country. A national fire and rescue service Covid-19 inspection was strewn with examples of notable practice, which demonstrated that our response to the pandemic has been efficient and effective for Merseyside communities and that we took good care of our staff.

It is no wonder then that our most recent staff survey, held in November and December 2020, showed that 88% of our staff are engaged with the organisation, support what we are doing and feel valued. This is an excellent result and we couldn't be prouder of what our staff have done and continue to do every day.

But we won't stop there. We will continue to work to make sure that our organisational culture is welcoming to people from all backgrounds and everyone feels that they belong. We will continue to support our communities during the pandemic and beyond, including increasing our support for the Ambulance Service, whilst continuing to improve, our own front line services over the three years of this Plan.

In our IRMP and this Service Delivery Plan our focus once again includes an increase in our front line response, and to our knowledge this is not mirrored anywhere else in the country. The specialisms and capabilities of our staff and the equipment we provide will be enhanced to meet all the known and emergent risks on Merseyside.

Over the three years of the IRMP we propose to build a new state of the art Training and Development Academy which will allow us to expand and increase our training, with the potential to become a centre of excellence for national training. As part of that project, we also want to create a new super-station to replace two fire stations that are reaching the end of their useful life, whilst securing an improvement in our response times.

We plan to increase our ability to inspect high risk buildings and assist building owners and occupiers to comply with fire safety law by recruiting more fire safety inspectors and we will broaden our fire prevention activity to include providing free home fire safety checks for vulnerable people living in more deprived areas as well as continuing

with our focus on older Merseyside residents.

We will do this and more against the backdrop of the continuing pandemic and its legacy, the impact of the UK leaving the EU, the second national fire and rescue service inspection and ongoing government funding challenges. We believe that we can make all our proposed changes within our planned budgets by continuing the work we started in our IRMP Supplement 2019/21 and doing things differently, including using a range of ways of staffing fire stations and fire engines flexibly to meet demand and risk.

This Service Delivery Plan anticipates those proposals and includes actions that will help us deliver them during the next year, but it is flexible enough to adapt, should the IRMP public consultation result in any changes to the final IRMP.

Whatever challenges the next twelve months presents, you can be assured that Merseyside Fire and Rescue Service will continue to provide the highest levels of service to the communities of Merseyside and beyond.



**Phil Garrigan**  
Chief Fire Officer



**Cllr Les Byrom**  
Chair of the  
Fire Authority



## OUR STORY

There is nothing more tragic to us than loss of life so we will do everything we can to prevent this happening.

Saving lives and keeping our Firefighters safe matters to us.

We are a team of diverse people undertaking different roles but working together to achieve outstanding impact.

We are part of our community - it's where we are from, it's where we have brought up our families. We reflect our area - looking after each other and showing kindness.

Our teams continue to shape our story putting our community at the heart of everything we do.

We have a long and proud history of being bold - a mindset of let's try it- let's do it.

For Merseyside Fire & Rescue Service, good enough is never good enough.

We are our community and we know the part we can play - **our place, our culture and our people** are what make us great.



# WE ARE MERSEYSIDE FIRE & RESCUE SERVICE

## OUR VISION

**To be the best Fire & Rescue Service in the UK.**  
One team, putting its communities first.

## OUR PURPOSE

**Here to serve. Here to protect. Here to keep you safe.**

## OUR AIMS

### Protect

We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.

### Prevent

We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.

### Prepare

We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.

### Respond

We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe.

## OUR SERVICE

### We are bold

Embracing new ideas to build on the confidence and trust the community place in us.

### We are professional

Always giving our best to be the best we can be.

### We are safe

Protecting lives and keeping our firefighters safe.

### We are built to help

Looking after people and looking after each other.

### We are positive

Recognising how far we have come and being positive about the future.

### We are relentless

Overcoming barriers to help people feel safe.

## OUR VALUES

### We serve with **Courage**

- By never settling for the status quo
- By being decisive and calm under pressure
- By having determination to see things through
- By being prepared to fail
- By celebrating diversity and being open to new opportunities and challenges
- By setting high standards and not being embarrassed for doing so
- By challenging ourselves to be better

### We serve with **Integrity**

- By doing the right thing even when it is hard or no one is looking
- By leading by example
- By standing up for what matters
- By being open, honest and fair
- By making decisions based on facts
- By explaining the why
- By being consistent
- By always doing what we say we are going to do

### We serve with **Compassion**

- By acting with empathy and kindness
- By actively listening - hearing what is being said
- By going the extra mile to help
- By looking after and supporting each other, noticing what is going on for people
- By recognising each other's contribution
- By creating a sense of belonging
- By embracing and understanding difference



# ABOUT MERSEYSIDE

Merseyside is an area in the north west of England, on both sides of the mouth of the river Mersey and includes the metropolitan districts of Knowsley, Liverpool, Sefton, St Helens and Wirral.

Merseyside spans 249 square miles (645 Km<sup>2</sup>) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's metropolitan districts has at least one major town centre and outlying suburbs.

Mid 2019 population figures show that Merseyside has a population 1,429,910. Since the 2011 census, the population of Merseyside has grown by 3.5% with each metropolitan district showing overall increases.

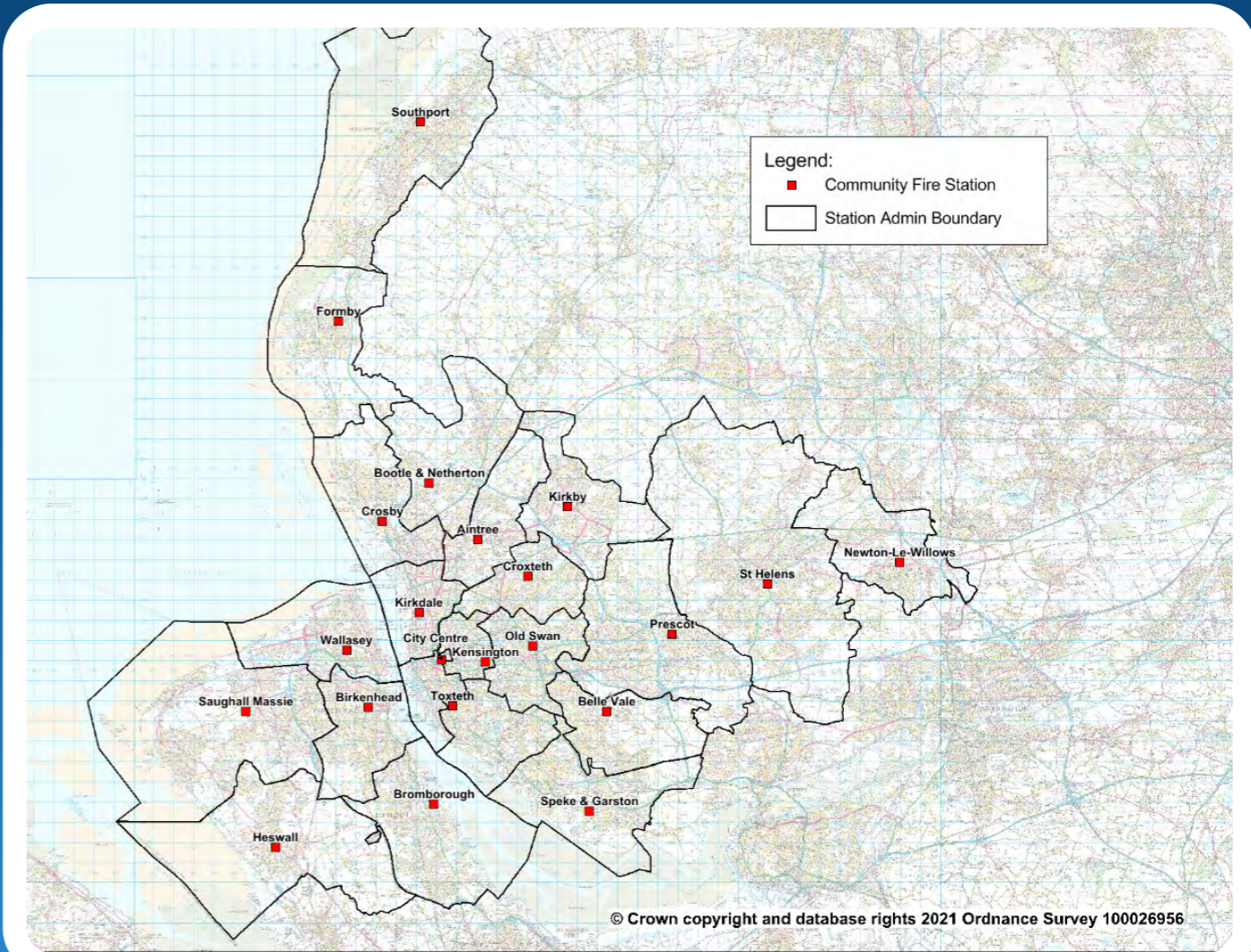
Digging deeper into the population of Merseyside, we see:

- Slightly more females than males in Merseyside (51.1% female against 48.9% male)
- Based on the 2011 Census, of the total population of over 65s in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

Merseyside is one of the most deprived areas in England, with Knowsley being the 3rd most deprived local authority in England and Liverpool being 4th. There are better off areas, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation, which has the side effects of high levels of poverty, social exclusion and crime.



## MERSEYSIDE FIRE & RESCUE SERVICE FIRE STATION LOCATIONS



**SEFTON**  
Population: 276,410  
Land Area: 216 sq km  
Homes: 125,082  
Roads: 614.4 miles  
Ranked 89 out of 317 local authority areas in the IMD 2019.

**WIRRAL**  
Population: 324,011  
Land Area: 220 sq km  
Homes: 146,155  
Roads: 756.6 miles  
Ranked 77 out of 317 local authority areas in the IMD 2019.

**KNOWSLEY**  
Population: 150,862  
Land Area: 86 sq km  
Homes: 66,027  
Roads: 368.5 miles  
Ranked 3 out of 317 local authority areas in the IMD 2019.



**ST HELENS**  
Population: 180,585  
Land Area: 136 sq km  
Homes: 81,261  
Roads: 460 miles  
Ranked 40 out of 317 local authority areas in the IMD 2019.

**LIVERPOOL**  
Population: 498,042  
Land Area: 162 sq km  
Homes: 212,446  
Roads: 894.6 miles  
Ranked 4 out of 317 local authority areas in the IMD 2019.

# RISK DEMAND & VULNERABILITY

## PREPARING OUR PLANS

This Service Delivery Plan includes details of how we will deliver our Integrated Risk Management Plan Proposals in 2021/22 and the performance indicators we will use to show whether what we have done has been a success.

The Integrated Risk Management Plan proposals are based on three main factors; the risks in Merseyside, the demand for our services and the vulnerability of our communities and people who live in them. These three themes all make a difference to the safety of people, buildings and places in Merseyside:

During preparation for the Integrated Risk Management Plan 2021-24 extensive work was completed around the National Security Risk Register and the Community Risk Register created by the Local Resilience Forum <https://www.merseysideprepared.org.uk/>

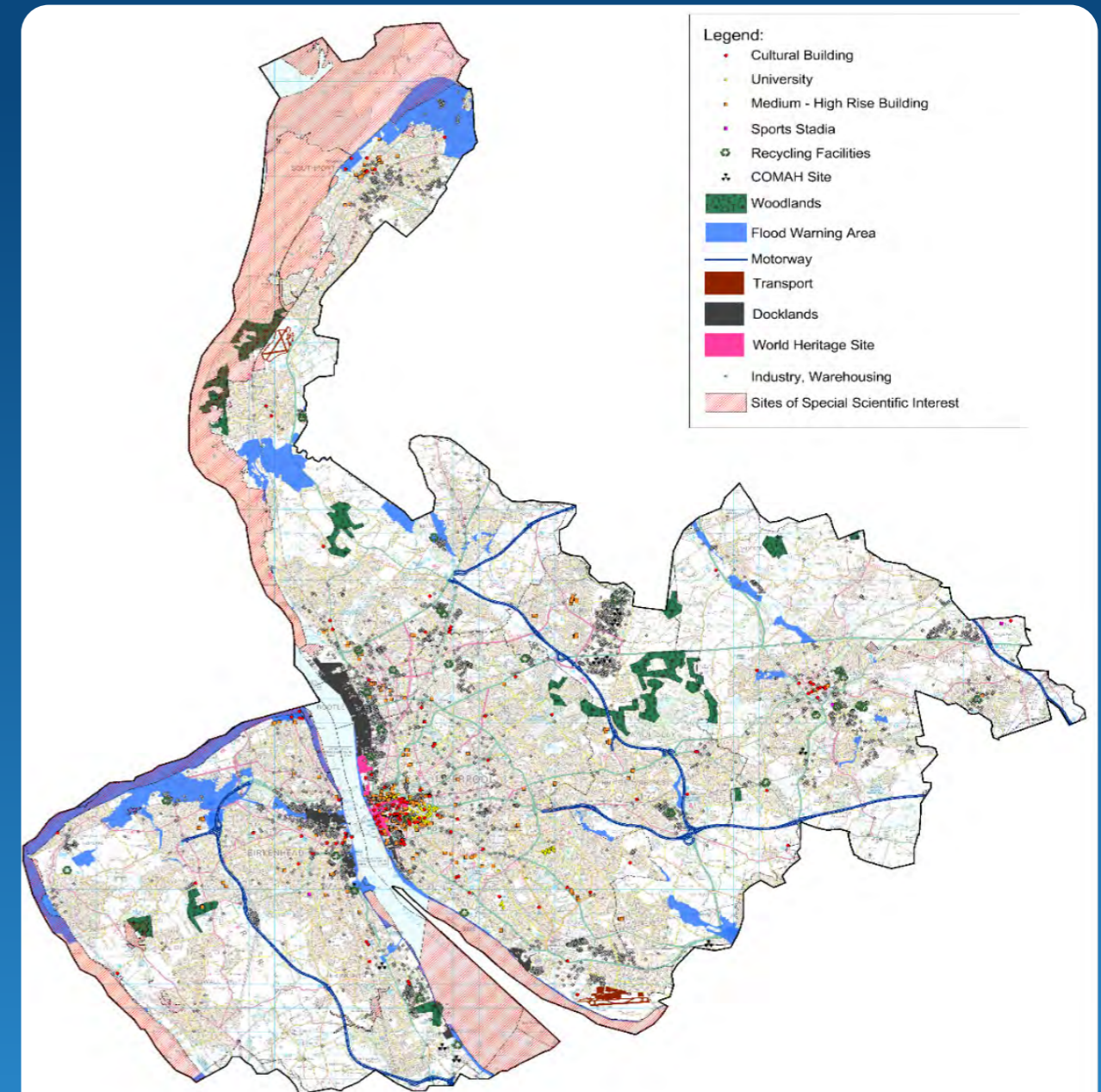
**Through this work we have identified six high impact incident types that we should focus on in Merseyside:**

- Terrorist Related Incidents
- Wildfire
- Fires in large buildings
- Marine Incidents
- Flooding
- Fires at recycling and waste processing plants

Knowing these risks helps to focus on areas of greater risk when planning our Service Delivery Plan and at a local level, our Station Plans.

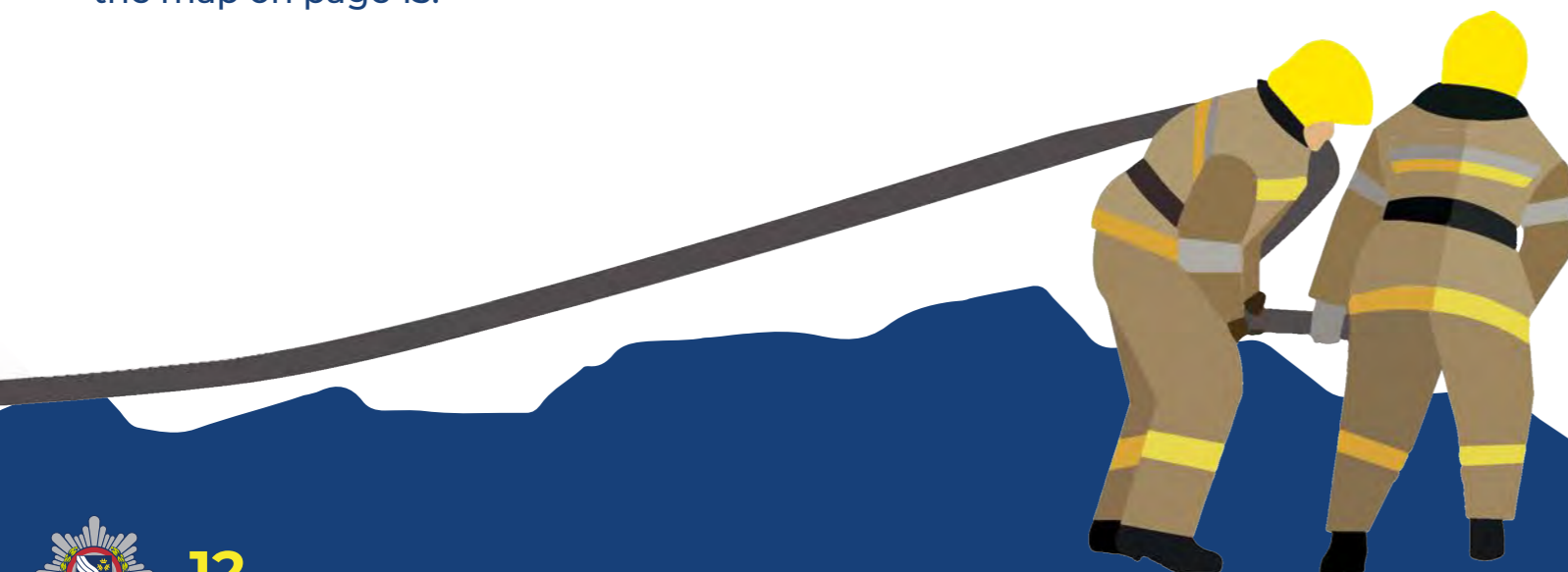
Plotting these risks on a map of the Merseyside region allows us to identify where our risks are and place our resources to meet these risks, as illustrated in the map on page 13.

## MAP IDENTIFYING POTENTIAL RISKS IN MERSEYSIDE



There are areas on this map which are important to the infrastructure of Merseyside supporting the prosperity and heritage of the area. This includes some of our buildings, museums and galleries. We recognise the importance of our role in preserving these precious and valuable assets and what a loss they would be to the Liverpool City Region should an incident occur.

To ensure we can respond appropriately to these risks we will have operational plans for these places, ensuring we have the right people, with the right equipment in the right place at the right time.

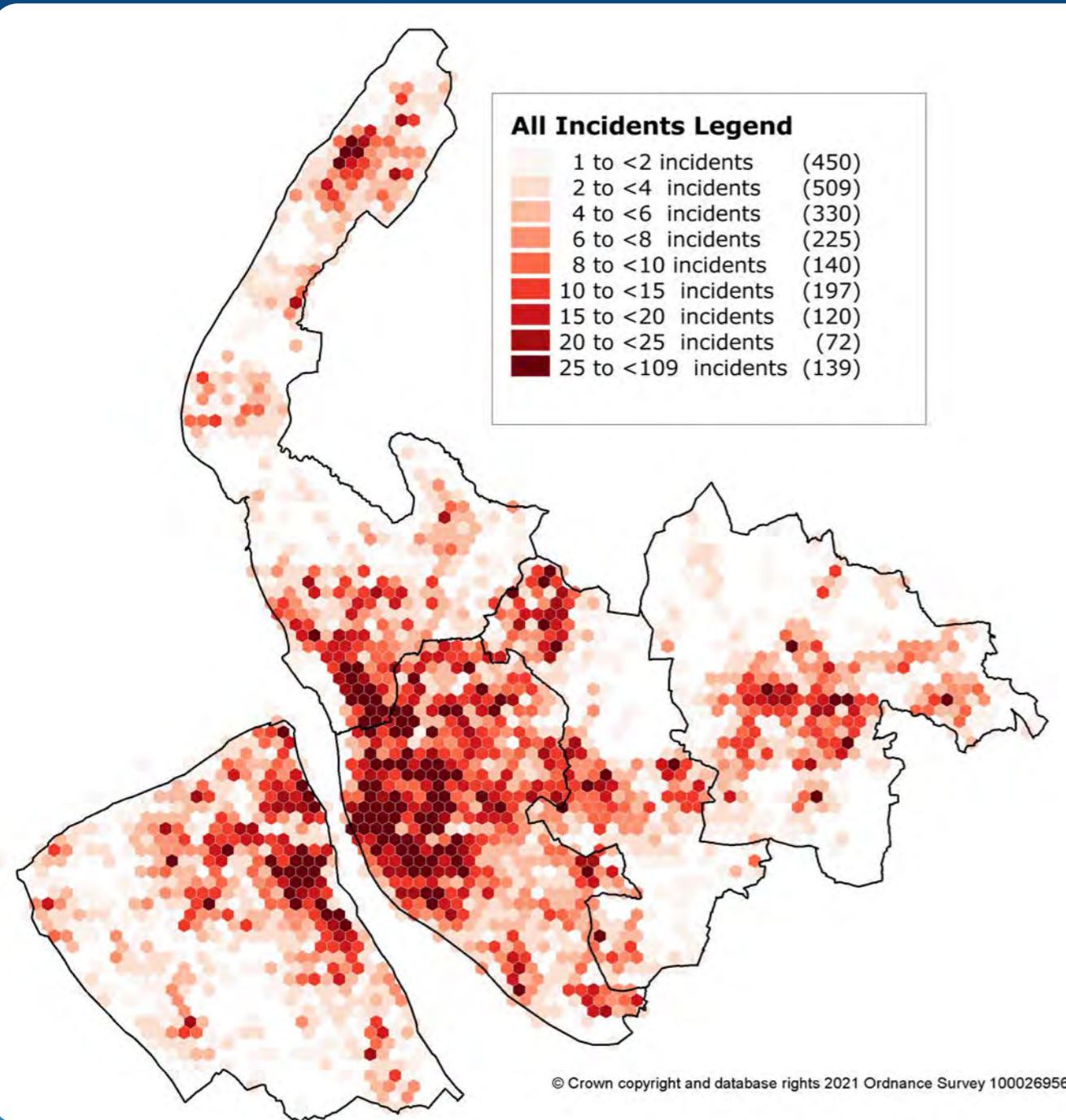


## DEMAND FOR OUR SERVICES

Knowing where emergency incidents happen helps us plan where we base our fire stations, fire engines (and other specialist equipment) and people.

The map below shows all incidents in 2020 and it shows that incidents aren't evenly spread across Merseyside:

MAP SHOWING NUMBERS OF ALL INCIDENTS IN 2020

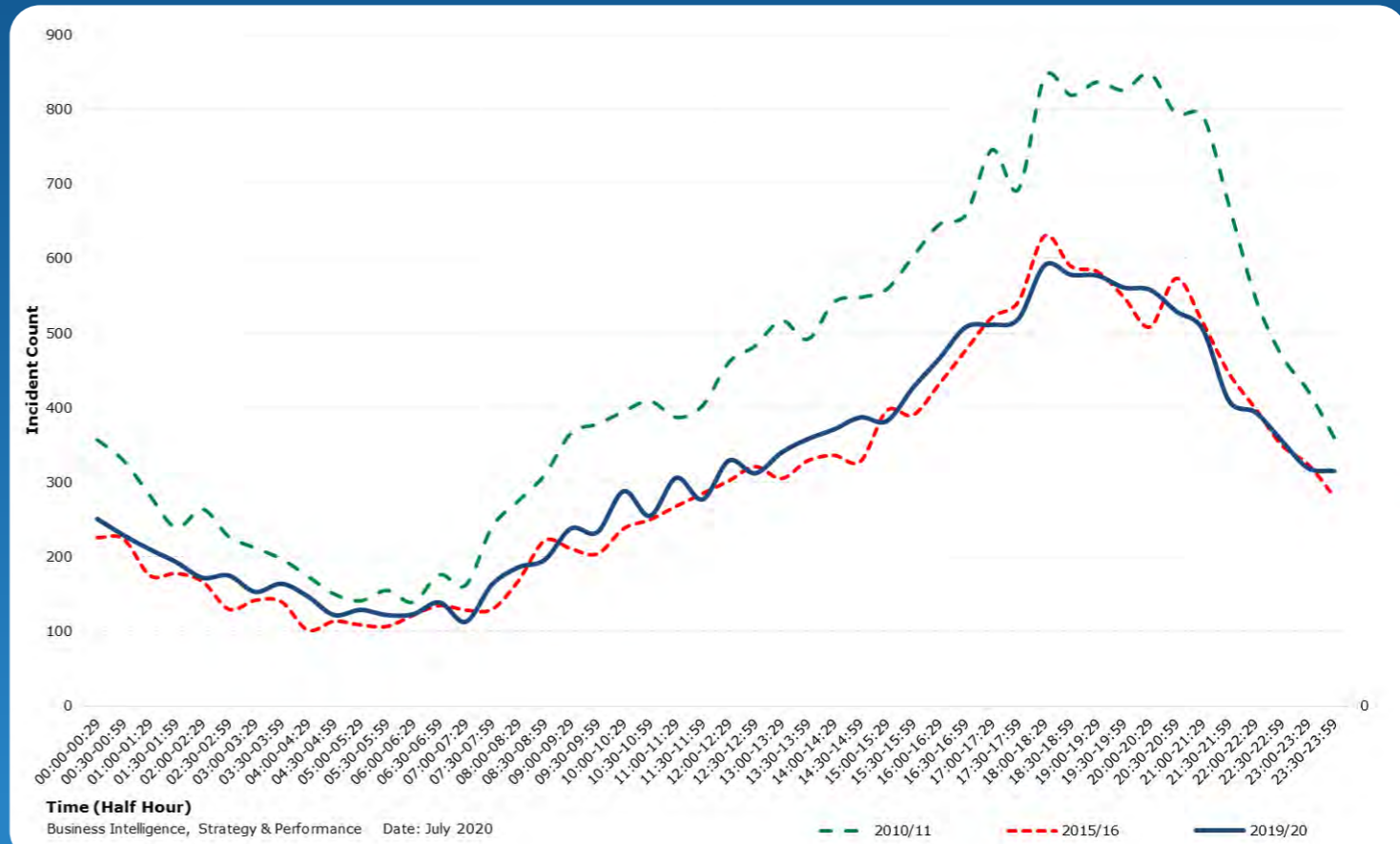


We also know that demand fluctuates between the day and night, crews are twice as busy during the day than at night. Using this knowledge, we ensure we have our fire engines, in the right place at the right time to respond.

ALL INCIDENTS: 01/04/2015 - 31/03/2020

	Day	Night
<b>Count</b>	<b>48,879</b>	<b>28,409</b>
<b>Proportion</b>	<b>63.24%</b>	<b>36.76%</b>

INCIDENTS BY HALF HOUR DURING 2010/11, 2015/16 AND 2019/20





## VULNERABILITY IN MERSEYSIDE

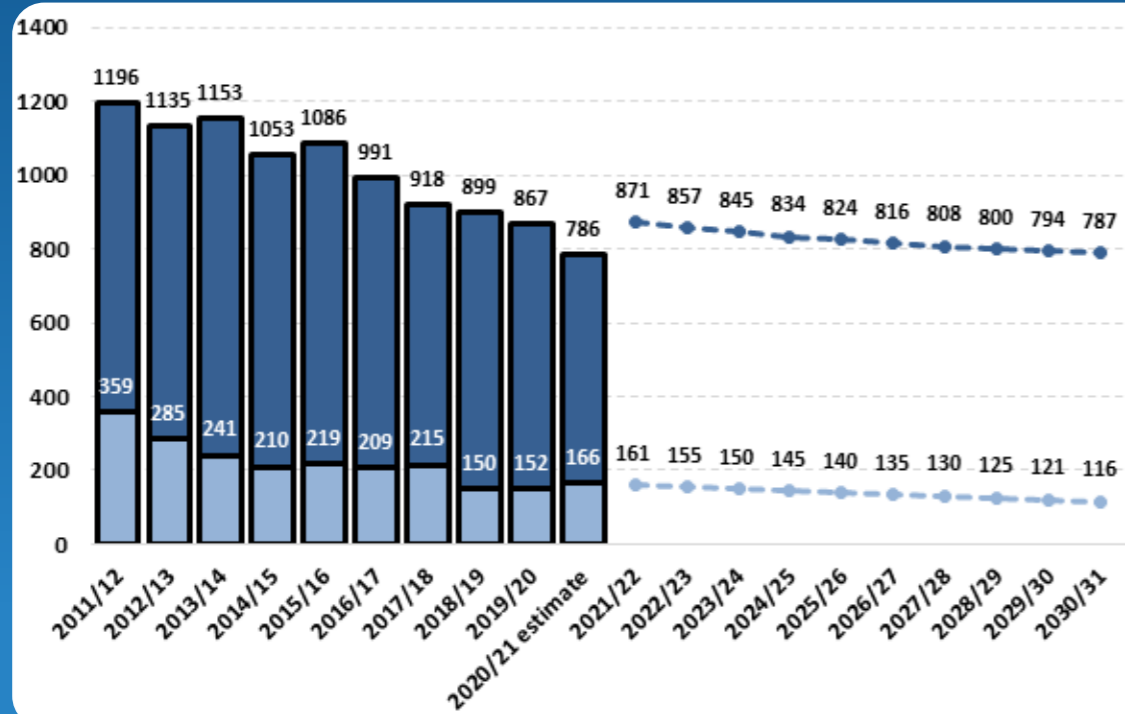
We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with other partner agencies too to help their vulnerable clients.

The graphs below show the success of our Prevention activities showing how the number of both deliberate and accidental dwelling fires have fallen and are projected to fall in the future. We also use this information to help us plan for the future.

### ACCIDENTAL DWELLING FIRES AND FATALITIES - 10 YEARS

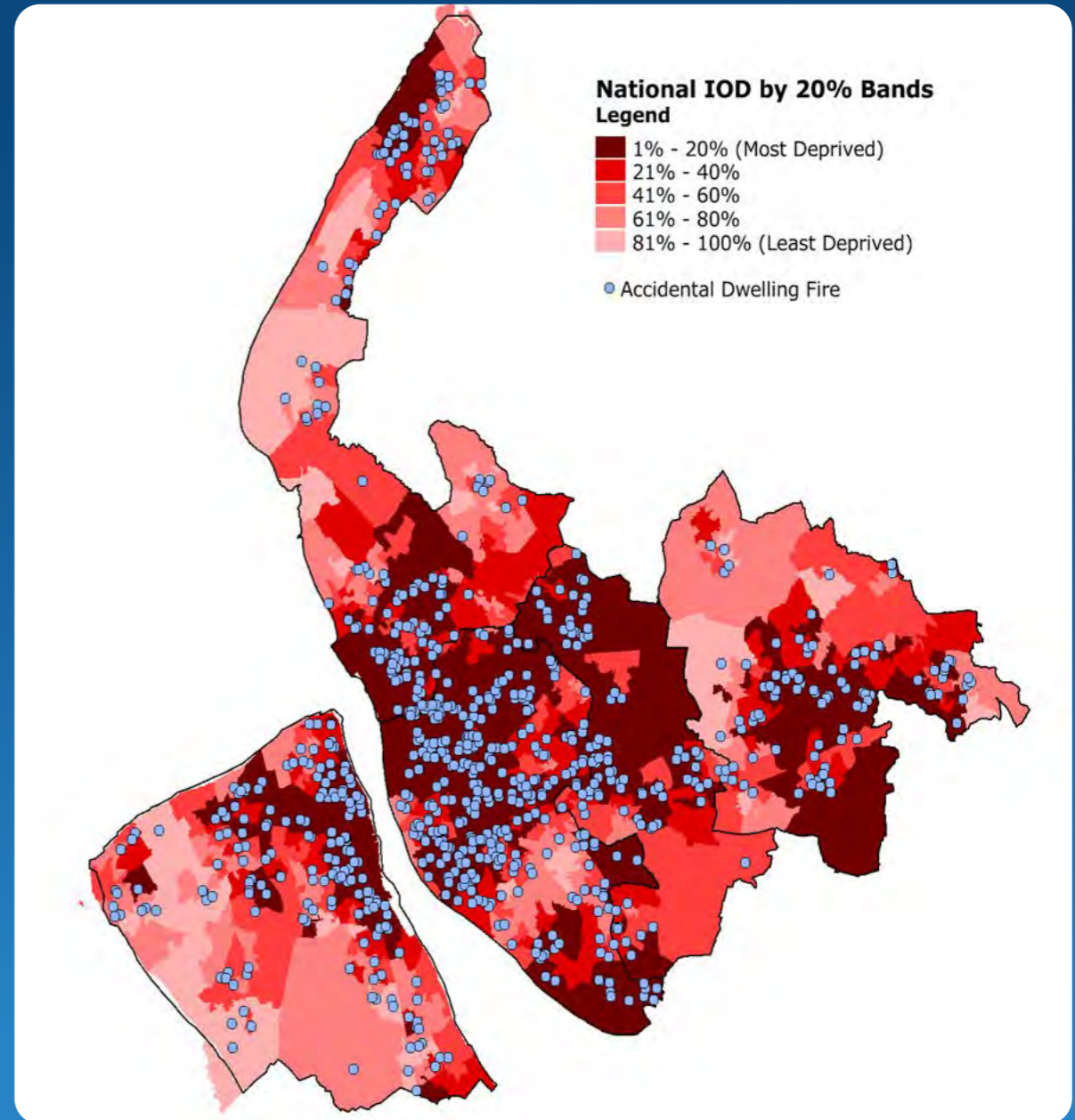


### DWELLING FIRE INCIDENTS ATTENDED AND PROJECTED



We also map deprivation and consider how deprivation and fires are connected.

### ACCIDENTAL DWELLING FIRES IN RELATION TO DEPRIVATION



Through our plans we deliver activities and resources tailored to respond to local risk.

Our priorities become objectives in our Integrated Risk Management Plan, functional and station community risk management plans.

Details of these objectives are contained in the IRMP and Service Delivery Plan sections.

Our priorities support collaboration with partner agencies and we work together to make our communities safer and more resilient.



# THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY

Around 1,000 people are employed by Merseyside Fire and Rescue Authority at 22 Community Fire Stations, a Marine Rescue station, our Training and Development Academy, Headquarters, Fire Control and vehicle workshops.

Merseyside Fire & Rescue Authority provides 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 but more recently we

have been able to increase our fire engines and firefighters by using the money we have differently. Our 2021-2024 IRMP proposes to meet some emerging risks with an innovative way of crewing appliances to continue increasing front line services; details can be found in the IRMP section.

Our 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 outlined on the following pages.

## OPERATIONAL PREPAREDNESS

The Operational Preparedness directorate considers all the foreseeable fire and rescue related risks that could affect our communities, whether they are local, national or international; from fires to terrorist attacks. Operational Preparedness staff work alongside partners, such as local councils, the NHS, the Police and the Ambulance Service.

These organisations make up the Local Resilience Forum which produces the Community Risk Register; this includes our plans to prevent and reduce the impact of risks that affect Merseyside. This means that our firefighters are prepared for and can respond effectively and efficiently to any emergency.

Operational Preparedness organises our business continuity arrangements (which we must have under the Civil Contingencies Act 2004). The business continuity plan shows how we would deliver our services (plus how we will deliver our National Resilience duties) when something unexpected happens. These plans have been extremely well tested through the COVID-19 Pandemic.

Operational Planning and Intelligence teams work with the Local Resilience Forum on major events such as the Grand National.

Our Equipment and Stores teams research and review fire engines and equipment and follow developments in new fire kit and uniform to keep firefighters safe.

The department also looks after National Resilience assets which are appliances, equipment and specialist vehicles that are based on some of our fire stations. National Resilience assets are provided by the Government for use all over the UK if an unusual or large scale incident occurs (such as widespread flooding).

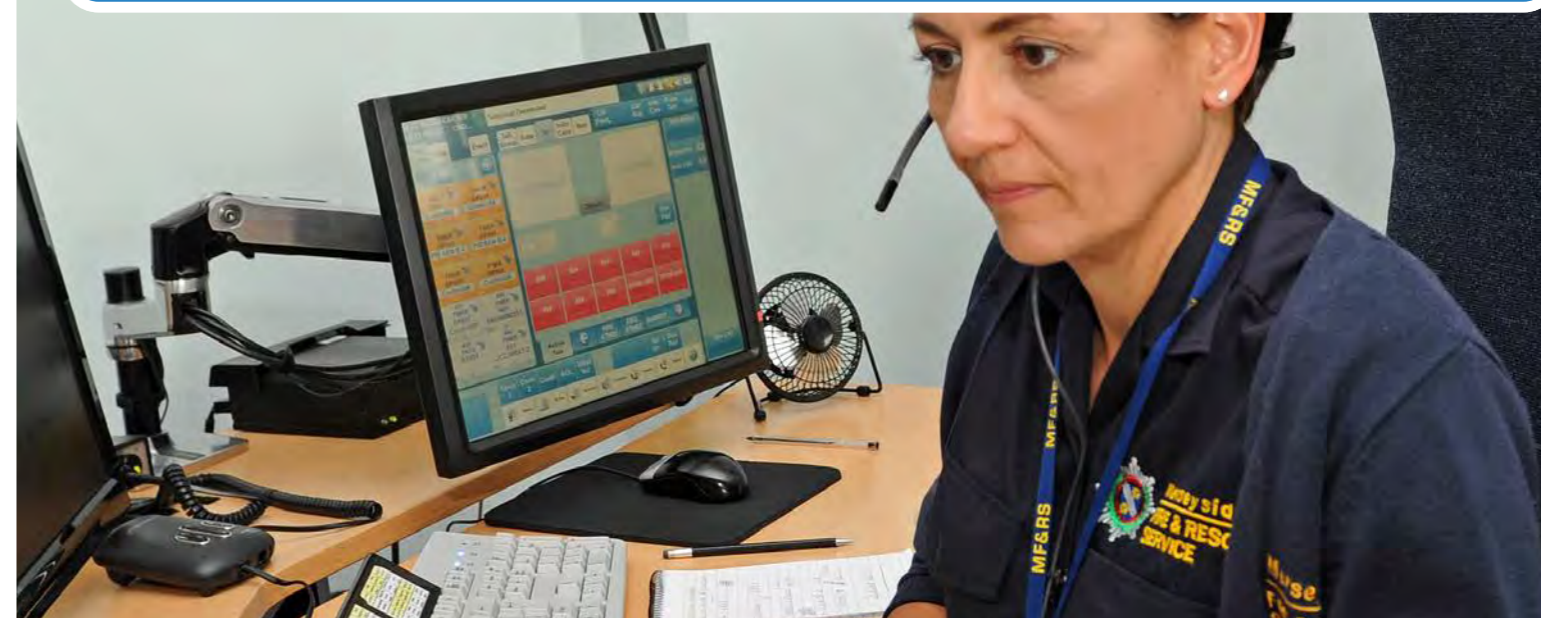
Our Search and Rescue Team (including international search and rescue), the Marine Rescue Unit and Merseyside Fire and Rescue Control (which also provides National Resilience control services) are also managed by this directorate.

Fire Control are responsible for receiving 999 and other emergency calls and sending the right fire engines and officers to emergency incidents. Fire Control staff know where all fire engines, officers and specialist appliances are across Merseyside and whether they are available to attend an emergency. Our Fire Control also co-ordinates National Resilience assets for the whole of the UK. We have recently successfully recruited eight new fire control staff to enhance the resilience of our Fire Control team.

Operational Preparedness provides firefighters and officers with training and information so they can deal with all emergency incidents safely and effectively. We also run our own Training and Development Academy to help us do this.

We also have a duty to collaborate with other emergency services (Policing and Crime Act 2017) and we do this through our Blue Light Collaboration team who work with our blue light partners to improve efficiency and effectiveness.

The Operational Preparedness department also includes our Transport and Workshops teams who manage and maintain the fire engines and all other MFRA cars and vans and our Estates team who manage all our buildings.



**MERSEYSIDE FIRE SERVICE**  
**INNER CORDON - DO NOT ENTER**

## OPERATIONAL RESPONSE

The Operational Response Directorate is responsible for the frontline emergency response to fires and other emergencies. It is made up of three areas: Service Delivery, Health and Safety and Operational Assurance. The directorate supports and protects the safety of firefighters when training or at incidents, improves how we respond to incidents and makes sure that standards of performance are met.

Our 23 fire stations (22 Fire Stations and the Marine Rescue Unit) are strategically placed across Merseyside and the stations are staffed using a variety of shift patterns (working arrangements) to make sure we can provide an effective and efficient response to any incident. The shift patterns range from Wholetime, LLAR (Low Level Activity and Risk), Day Crewing Whole Time Retained and Hybrid (more details can be found on the next page and maps below). There is more information about the different working arrangements in Our Response to Emergency Incidents, on page 21.

All stations are ready to respond, combining duty systems to protect the people of Merseyside 24 hours a day, seven days a week.

Each fire station is staffed by professional firefighters, trained to the highest standards in dealing with incidents, providing community fire safety advice and equipment, inspecting water supplies and gathering risk information. Firefighters complete a 14-week initial training course and then continually train, refresh and update skills throughout their career.

The Health and Safety (H&S) Department works to ensure the Health, Safety and Welfare of all employees and any members of the public that may be affected by what we do (in accordance with the Health & Safety at Work etc. Act 1974 and the Management of Health & Safety at Work Regulations 1999). The team also manages performance monitoring systems, carries out investigations following accidents and other events and supports all departments with risk assessments, technical advice and training.

The Operational Assurance Team (OAT), along with Senior Officers, are responsible for the monitoring of how we respond to incidents and how we follow agreed procedures and consider the health and safety of all our staff when responding to or dealing with fires and other emergencies. The team looks at how we can learn and improve following incidents attended and training. They will recommend training, equipment or changes that are needed to improve how we work and protect the safety of our staff and communities.



To make sure we make the most efficient and effective response to all incidents we use a variety of staffing systems including:

**WHOLETIME** - crewed 24 hours a day, 7 days a week

**LLAR (LOW LEVEL ACTIVITY AND RISK)** – firefighters are available 1000-2200hrs on station, then available from accommodation on or near the station during the night

**DAY CREWING WHOLE TIME RETAINED** – firefighters are available 12 hrs a day on station then on a 30 minute recall to provide resilience on stations during busy periods

**HYBRID** - during the day 2 fire engines available on station with a 3rd available on a 30 minute recall to duty (retained element) and at night 1 fire engine will be available on station with 2 available on a 30 minute recall (retained element) for resilience. This innovative system allows a flexible working approach for the staff that work within the system and allows the Fire and Rescue Authority to have more resources to call upon when needed at busy times or when we are dealing with a major incident.





## LEAD AUTHORITY FOR NATIONAL RESILIENCE

Merseyside Fire and Rescue Authority (MFRA) is responsible for the coordination and management of National Resilience and works closely with the Home Office to do that. The Home Office provides additional funding for this.

National Resilience refers to arrangements that reduce the impact of national risks including large scale building collapses, major transport incidents, terrorist attacks, major floods and wildfires. The arrangements managed by MFRA include providing specialist people, vehicles and equipment that are based around the country to deal with these types of incidents.

The National Resilience Assurance Team (NRAT) are responsible for the day to day management of all areas of National Resilience. This team includes staff seconded to MFRA from fire and rescue services around the UK. The team provides 24/7 specialist cover throughout the year in order to provide support, advice and expertise to anywhere that is experiencing a large scale incident.

MFRA also has responsibility for National Resilience Fire Control (NRFC) which works with NRAT in providing specialist assets to wherever they are required. MFRA also looks after National Resilience training; a programme of national courses that ensure staff working with National Resilience vehicles and equipment are well trained.

MFRA also manages the vehicles and equipment maintenance, making sure they are serviced and checked regularly and equipment is replaced/updated.

## PREVENTION

Some of the most important services that we provide help prevent fires in people's homes. This includes a range of activities managed by our Prevention Function and delivered using two approaches; first is our Home Safety Strategy which includes our "Home Fire Safety Check". Each year our fire crews carry out approx. 50,000 of these checks. We also provide around 10,000 "Safe and Well Visits" which are carried out by our Prevention Advocates across Merseyside. The Safe and Well Check focuses on key aspects of health and in most cases connects people with partner agencies for further assessment as well as addressing fire safety concerns in the home.

Supporting the Home Safety Strategy, we have Community Safety Strategies that help us to reduce arson and



other deliberate fires, improve road and water safety and set out how we work with young people. We work across Merseyside, mainly in the most challenging places.

Our strategies help us set clear expectations for all our prevention activity. They are based on a range of information of local, regional and national data sources and we use a targeted risk based approach that prioritises people and communities that are most vulnerable. We also make sure that our services are connected to what our local councils, other partner organisations and other fire and rescue services are planning, to make sure we contribute to campaigns and make the best use of our own staff and resources to improve people's lives. Sharing our knowledge and understanding of risks in Merseyside and working in partnership with other organisations also increases our efficiency and effectiveness in the use of resources to help us improve safety for the communities of Merseyside.





## PROTECTION (LEGISLATIVE FIRE SAFETY)

We have a legal duty to enforce the Fire Safety Order and promote fire safety in places such as offices, factories, shops, public buildings and high rise buildings. This helps us to reduce the impact of fire in our communities, keep our firefighters safe and protect our heritage and the environment. This helps reduce the number of fire related injuries, loss of life and cost to businesses and the community. We support business and communities to meet their legal fire safety duties.

We have used local and national information to help us identify over 65,000 places in Merseyside that need to comply with the Fire Safety Order. Over the life of our IRMP our highly skilled and competent Fire Safety Inspectors will visit 7,500 very high and risk premises, including all of the High-Rise-Residential Buildings in Merseyside, and our firefighters will

visit a further 6,336 low to medium risk premises.

During the period of this Service Delivery Plan we will be introducing a new Management Information System and mobile technology that will help us manage the work we need to do and be more efficient and effective.

As well as the Fire Safety Order, we are responsible for enforcing other laws related to fire safety. This includes the safe storage of explosives and petroleum-spirit to reduce the risk of fire and explosion. We do this under the Health and Safety at Work Act 1974. During the lifespan of our IRMP our Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside. We will also monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.

Our Building Regulations Team work with local councils to ensure that buildings and the people who use them are protected from the effects of fire. The Building Regulations Team, including our Fire Engineer, respond to over 1000 consultations in a normal year. We will continue to respond to all applications within the specified period of 15 days.

Following the Grenfell Tower fire on June 14th, 2017, we have committed to inspect all High Rise Residential Buildings during the first 12 months of this Plan and to work with building owners to assess external wall systems and to take action to make safe unsuitable cladding. We will also be working with the new Building Safety Regulator which will be created in 2021. The department has plans in place and has started making changes following the Grenfell Tower Inquiry Phase 1 report, and

is preparing for the Phase 2 report which is due in late 2021.

Following the publication of the Grenfell Tower Fire Phase One Report in April 2020 the Government announced £20 million in additional one-off grant funding to Fire and Rescue Services to assist with increased Protection activity.

We will use the extra money from the Government to increase the number of Fire Safety Inspectors and Auditors and to improve the knowledge of our current team and to recruit from our communities' new staff to become Fire Safety Inspectors and Auditors. New starters who do not currently have the high level of technical skills to operate in this environment will receive the appropriate training and practical experience in order to be effective and efficient in their role.



## 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.

We take a positive action approach to recruitment and promotion that means we encourage applications from people who might not usually think of being a firefighter as a career for them (such as women or some minority ethnic groups).

We want all the people living in Merseyside to see people who look like them amongst our workforce, so we work with community groups, schools and colleges to explain how being a firefighter is such a rewarding career and over recent years we have introduced a range of different ways of working that allow flexibility for staff too.



Our People Plan is one of our three key plans, alongside our Integrated Risk Management Plan and Medium Term Financial Plan and a revised People Plan will be published at the same time as our final IRMP, in July 2021.

## SUPPORT SERVICES (OUR INTERNAL FRONTLINE)

Although most people will see our firefighters and Prevention and Protection staff out in our communities, we also have a number of support staff working behind the scenes to make sure the Service runs efficiently and that front-line staff are able to carry out their work effectively.

These departments include direct support for our emergency response staff, Finance, Legal services and Human Resources departments and Estates Management, communications, vehicle management and ICT and information management services.

## FINANCE

Like all organisations, MFRA has a set budget to spend on our staff (including our firefighters), our equipment and our services; we receive our money from grants from central government and Council Tax payments. When deciding how to tackle Risk, Demand and Vulnerability we also have to think about how we spend our budget to make sure we have the most positive impact on our communities.

Merseyside Fire and Rescue Authority uses a set of Budget Principles to make effective and efficient 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.



# THE AUTHORITY'S BUDGET

Merseyside Fire and Rescue Authority has an excellent record for dealing with any financial challenge it faces. For many years now the Authority has maintained a comprehensive Medium Term Financial Plan (MTFP) and capital programme.

During 2010 to 2020 the Government implemented an austerity plan in an attempt to reduce national debt. A significant element of the plan was to reduce the level of Government funding for local government (this includes fire and rescue authorities). As the Authority had a relatively low council tax base it was more reliant upon Government grant funding to support its revenue budget and therefore suffered a more proportionate financial loss than almost every other fire and rescue authority in the country. The cumulative percentage reduction in Government revenue support for the Authority between 2010/11 (£46.3m) and 2019/20 (£30.8m) equated to a 33% cash reduction or approximately 50% in real terms. That resulted in unavoidable reductions in the front line operational services over this period.

## In 2010 the Authority:

- employed approximately 1,000 Full Time Equivalent (FTE) firefighters
- employed 42 FTE fire control staff
- employed 425 FTE support and technical staff
- had 42 wholtime fire appliances immediately available and 1 retained - 43 appliances in total
- had 26 full time fire stations.

## The current budget provides for:

- 642 permanent FTE firefighter, (36% lower)
- 33 fire control FTE, (21% lower)
- 290 FTE support and technical staff, (32% lower)
- Appliances:
  - o Days: 27 immediately available plus 3 on a 30 minute recall
  - o Night: 21 immediately available plus 9 on a 30 minute recall
- 22 fire stations maintained by a variety of demand led duty cover systems.

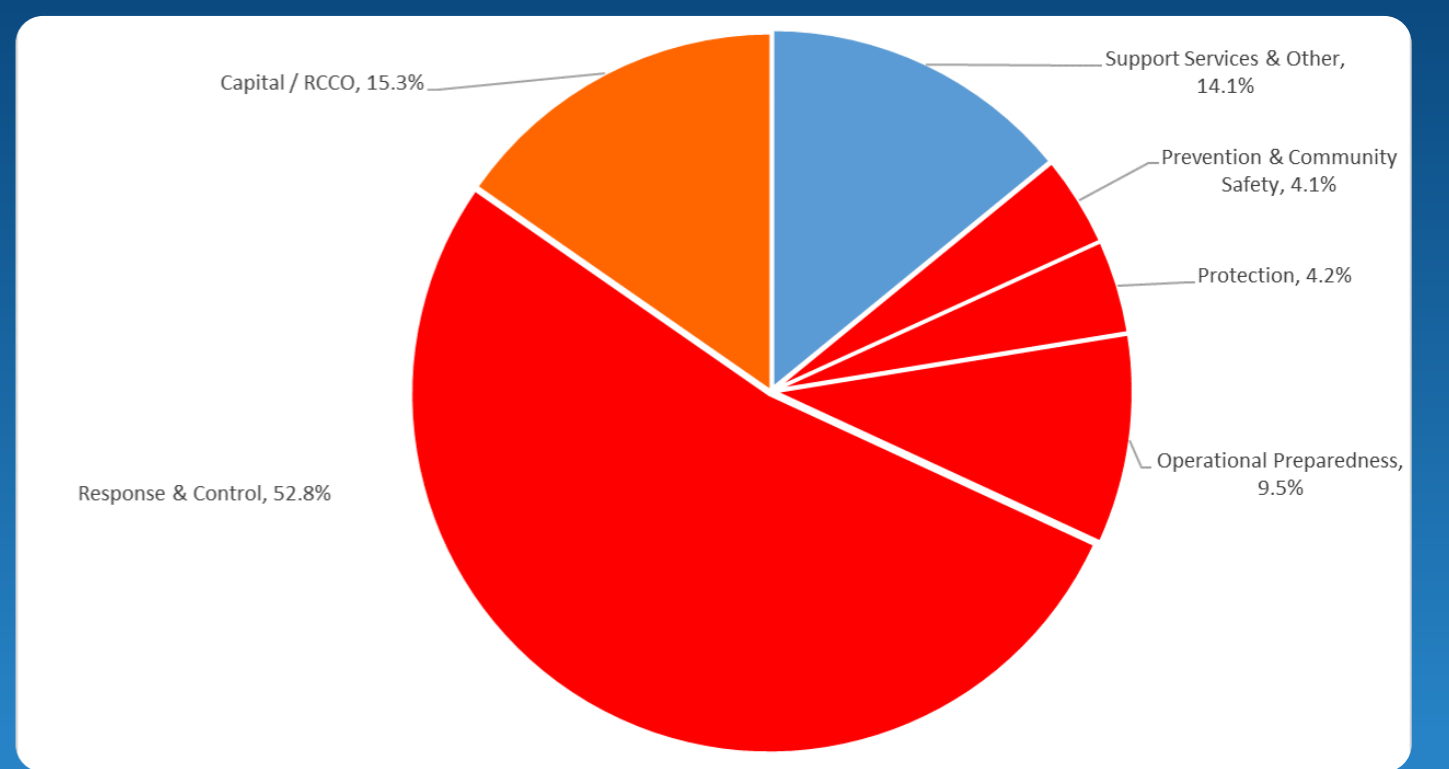
The updated MTFP covers a five-year period, 2021/2022 – 2025/2026. It takes into account the Government's 2021/2022 financial settlement and delivers a balanced financial position in 2021/2022 and 2022/2023. A potential financial challenge from 2023/2024 has been identified but due to significant uncertainty over future Government support and future costs (particularly pay awards and the impact of the McCloud remedy in relation to pensions), this challenge has been noted at this time.

If any organisation wants to be successful, its budget setting and medium term financial plan must allocate resources to support its key strategic aims and priorities. This is a vital consideration when organisations face periods of severe financial challenge.

The Integrated Risk Management Plan (IRMP) is the key driver in the allocation of the Authority's resources in response to the risks facing Merseyside. The Authority's IRMP states the main strategic themes that the Authority is progressing and its plans for the future. The MTFP includes an allocation of resources to deliver the IRMP, including a new £25m Training and Development Academy. The MTFP prioritises the allocation of resources to deliver the Authority's mission and aims.

The pie chart below shows that most expenditure 52.8% goes on emergency and specialist response. In addition, 9.5% goes on Operational Preparedness and 8.3% on Protection, Prevention & Community Safety. Therefore 70.6% of expenditure is on the "front line" services. The 15.3% on capital costs relates mostly to previous investment in front line assets, fire stations, vehicles and equipment. The remaining 14.1% is on support services.

2021/22 NET BUDGET BY SERVICE



Our [Medium Term Financial Plan](#) (agenda item 6) provides more information.



# PERFORMANCE INDICATORS

Performance indicators measure areas of performance that are important to us and they help us understand how well we are serving our communities. They help 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, where possible, five years' historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

We review our Performance Indicators every year to ensure that they are still relevant for the organisation. The way performance indicators are monitored and reported is divided into four strands:

- **Key Performance Indicators (KPI) – Summary Indicators – Reported to Authority**
- **Key Performance Indicators – 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. These reports focus on KPIs but also illustrate performance from related Tier 1 and 2 indicators. Other performance data can be requested by members of the public by emailing [foiteam@merseyfire.gov.uk](mailto:foiteam@merseyfire.gov.uk)

For 2021/22, targets will 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, Simple Operational Fire Safety Audits and Site Specific Risk Risk Information (SSRI) visits completed and achieving the targets will be managed locally on station on an annual basis.



It should be noted that the targets for the majority of KPIs will be unchanged from the targets set during 2020/21. This is due to the impact of the pandemic and local/national lockdowns limiting the work that we were able to do around preventing fires and other community based work. As a result we were unable to achieve some of our targets during 2020/21, however these targets are still viewed as appropriate and therefore we wish to keep the same for 2021/22.

Performance for 2020/21 is detailed below. Where there is no target the status is shown as 'Quality Assurance'. These are Performance Indicators where we either do not want to reduce or are unable to influence this incident type such as some types of Special Service calls. Many are related to assisting partner agencies such as the Police and the Ambulance Service, particularly related to providing assistance and helping them enter buildings. Incident types we can influence such as road traffic collisions and water rescue incidents exist as separate indicators. Performance Indicators have been recorded in themed groups for reporting to the Authority.

Due to the uncertainty around Covid 19, estimated sickness figures are difficult to predict, so cumulative figures have been used to flatten extremes. Actual sickness figures will be added in the update of performance in June 2021.





# PERFORMANCE FOR 2020/21

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2019/20	Target 2020/21	Performance 2020/21	Status
TO00	Total number of emergency calls received	20679	Quality Assurance	19778	Quality Assurance
TC01	Total number of incidents attended	15193	16273	15867	On target
TC02	Total number of fires in Merseyside	5638	7159	6142	On target
TC03	Total number of primary fires attended	2093	2262	1770	On target
TC04	Total number of secondary fires attended	3545	4897	4372	On target
TC05**	Total number of special services attended	3911	Quality Assurance	4250	Quality Assurance
TC06	Total number of false alarms attended	5644	5497	5475	Target missed
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	93.9%	90.0%	95.4%	On target
TD09	The % of available shifts lost to sickness absence, all personnel	4.05%	4.00%	4.27%	Target missed
TE10	Total carbon output of all MFRS buildings	58.5	65.0	57.4	On target
DWELLING FIRES					
DC11	Number of accidental dwelling fire	867	861	799	On target
DC12	Number of deaths in accidental dwelling fires	5	8	7	On target
DC13	Number of injuries in accidental dwelling fires attended	87	90	59	On target
DC14	Number of deliberate dwelling fires in occupied properties	136	138	139	Target missed
DC15	Number of deliberate dwelling fires in unoccupied properties	16	20	16	On target
DC16	Number of deaths in deliberate dwelling fires	1	1	0	On target
DC17	Number of injuries in deliberate dwelling fires	15	12	14	Target missed

\*Attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance. \*\* Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc.. We are not always in a position to influence a reduction in some of these incident types and this will be reflected in our 2019/20 targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types eg. RTC's.

	Within 10% of target
	Target achieved
	10% worse than target

	KEY PERFORMANCE INDICATORS	Performance 2019/20	Target 2020/21	Performance 2020/21	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non domestic premises	73	81	37	On target
NC12	Number of accidental fires in non domestic premises	165	179	126	On target
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	459	569	306	On target
AC12	Number of accidental vehicle fires attended	206	197	168	On target
AC13	Number of deliberate anti-social behaviour fires (small)	2774	4,157	2993	On target
AC14	Number of accidental small fires attended	771	740	1379	Target missed
AC15	Number of 'other' primary fires attended	171	217	179	On target
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	718	Quality Assurance	555	Quality Assurance
RC12	Number of injuries in road traffic collisions attended	343	Quality Assurance	232	Quality Assurance
RC13	Number of fatalities in road traffic collisions attended	7	Quality Assurance	8	Quality Assurance
RC14	New: Number of killed & seriously injured (KSI) in RTCs across Merseyside. <i>Based on partnership RTC data</i>	426	Quality Assurance	357	Quality Assurance
RC15	New: Number of KSIs affecting 16-21 age group - <i>Based on partnership RTC data</i>	71	110	56	On target
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non Domestic properties	570	583	460	On target
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	3137	2949	2880	On target
FC13	Total number of false alarms attended discounting False Alarm Good Intent	3940	Quality Assurance	3465	Quality Assurance
FC22	Number of Malicious False Alarms attended	233	222	125	On target
FC23	Number of False Alarm Good Intent attended	1704	1743	2010	Target missed
STAFF WELFARE, RISKS & COMPETENCY RELATED INCIDENTS					
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	3.88%	4%	4.05%	On target
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel	4.29%	4%	4.62%	On target
WD13	Total number of operational staff injuries	26	47	35	On target

	Within 10% of target
	Target achieved
	10% worse than target



## COMMENTS ON KEY PERFORMANCE INDICATORS THAT HAVE ACHIEVED THEIR TARGET

### TC03 Total number of primary fires

The number of primary fires (1770) attended during 2020/21 is less than in 2019/20 (2093) and is 492 under the annual target (2262). This is possibly linked to the Covid 19 lockdown as homes have been occupied, fewer businesses being open and due to movement restrictions - fewer deliberate acts against others and their property.

Primary fires involve an insurable loss and includes all property related fires, or large scale secondary fires where five or more appliances are in attendance.

### TR08 Attendance Standard – first attendance of an appliance at a life risk incident in 10 minutes

Despite the impact of the pandemic, fire crews improved on our Attendance Standard, which is to respond to life risk incidents within 10 minutes on 90% of occasions. They achieved this on 95.4% of occasions.

### DC11 Number of accidental dwelling fires

Performance for 2020/21 (799) shows a reduction in accidental dwelling fires when compared to 2019/20 (867). This performance reflects the continued success of the Home Safety and Arson Reduction Strategies. This is particularly of note due to almost all residents being at home in lockdown for a large part of this year. Due to the pandemic we had to stop providing some of our prevention services in the home and we switched to supporting partner agencies instead; but we continued to carry out home visits for people at a higher risk from fire and larger scale campaigns to reassure people after serious fires.

### AC11 Number of deliberate vehicle fires

In previous years deliberate vehicle fires have been an area of concern in Merseyside both for the fire service and Merseyside Police. However, during 2020/21 the number of deliberate vehicle fires has fallen from 459 in 2019/20 to 306 in 2020/21. This is considerably less than the target of 569.

### TD09 % of available shifts lost to sickness absence, all personnel

During 2020/21 Covid related absence understandably increased sickness at times but targets were narrowly missed but the swift action of the Authority and staff managing the risks and making all property and vehicles covid safe, promptly putting in place measures to prevent spread and protect staff and the public helped to keep absence as low as possible.

## COMMENTS ON KEY PERFORMANCE INDICATORS WHERE THE TARGET HAS NOT BEEN ACHIEVED

### AC14 Number of accidental small fires attended

There has been an increase in Accidental Small Fires (1379) when compared to 2019/20 (771) although there has been a reduction in the number of deliberate small fire (antisocial behaviour fires). During the year we have worked hard to make sure that we are always reporting the cause of these types of fire accurately, so incidents that might have been reported as deliberate in other years are now more accurately described as accidental. The reduction in deliberate small fires is the result of the continued work of our Arson Reduction team as well as this improvement in reporting.

Targets for 2021/22 will be adjusted to reflect this change. The total number of secondary fires remains the same as 2020/21, but the 2 indicators that make up this KPI (Small ASB Fires and Accidental Small Fires) have been rebalanced to account for the change in reporting, with the target increasing for accidental fires and reducing for deliberate fires.



# KEY PERFORMANCE INDICATORS FOR 2021/22

KPI REF	NARRATIVE	TARGET 2021/22
<b>SUMMARY / BENCHMARK KEY PERFORMANCE INDICATORS</b>		
T000	Total number of emergency calls received	Quality Assurance
TC01	Total number of incidents attended	16273
TC02	Total number of fires in Merseyside	7159
TC03	Total number of primary fires attended	2262
TC04	Total number of secondary fires attended	4897
TC05	Total special service calls attended	Quality Assurance
TC06	Total number of false alarms attended	5497
TR08	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	90%
TD09	The % of available shifts lost to sickness absence, all personnel	4%
TE10	Total carbon output of all MFRS buildings	65
<b>DWELLING FIRES</b>		
DC11	Number of accidental dwelling fire	861
DC12	Number of deaths in accidental dwelling fires	8
DC13	Number of injuries in accidental dwelling fires attended	90
DC14	Number of deliberate dwelling fires in occupied properties	138
DC15	Number of deliberate dwelling fires in unoccupied properties	20
DC16	Number of deaths in deliberate dwelling fires	1
DC17	Number of injuries in deliberate dwelling fires	13
<b>NON DOMESTIC PROPERTY FIRES</b>		
NC11	Number of deliberate fires in non-domestic premises	81
NC12	Number of accidental fires in non-domestic premises	179

KPI REF	NARRATIVE	TARGET 2021/22
<b>ANTI SOCIAL BEHAVIOUR</b>		
AC11	Number of deliberate vehicle fires in Merseyside	569
AC12	Number of accidental vehicle fires attended	197
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	3208
AC14	Number of accidental small fires attended	1689
AC15	Number of 'other' primary fires attended	217
<b>ROAD TRAFFIC COLLISIONS</b>		
RC11	Total number of road traffic collisions (RTC) attended	Quality Assurance
RC12	Number of injuries in RTCs attended	
RC13	Number of fatalities in RTCs attended	
RC14	New: Number of killed & seriously injured (KSI) in RTCs across Merseyside. <i>Based on partnership RTC data</i>	
RC15	New: Number of KSIs affecting 16-21 age group - <i>Based on partnership RTC data</i>	110
<b>FALSE ALARMS</b>		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in <b>Non Domestic</b> property	583
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in <b>Domestic</b> properties	2949
FC13	The number of false alarm calls attended, discounting false alarm good intent.	Quality Assurance
<b>STAFF WELFARE, RISKS AND COMPETENCY</b>		
WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN and RED book (non uniformed) personnel	4%
WD13	Total number of operational staff injuries – on duty	47





## INGTEGRATED RISK MANAGEMENT PLAN 2021-24

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Our Integrated Risk Management Plan (IRMP) sets out how we will balance the risks and needs of our communities against our duties as a Fire and Rescue Authority, the resources we have available and the specific risks, demands and vulnerability of Merseyside.

Following 12 weeks consultation and approval by the Fire Authority the IRMP 2021-24 was published on 3rd July 2021.

Our IRMP 2021-24 proposes continued reinvestment in our front line response, specialist fire stations with crews trained to meet foreseeable risks, an increase in our ability to inspect commercial (particularly high rise) buildings while still providing free Home Fire Safety Checks for vulnerable people on Merseyside. We also propose building a state of the art Training and Development Academy to enhance our training capabilities and a new superstation on the same site (this plan will be subject to public and stakeholder consultation during the Summer of 2021). Full details of our proposals are on the following pages.



# OUR INTEGRATED RISK MANAGEMENT PLAN 2021-24

## EMERGENCY RESPONSE - FIRE ENGINES & FIREFIGHTERS

We propose to make changes to our operational response that will increase fire engines from 29 (plus the Special Rescue Appliance) to 31 (plus the Special Rescue Appliance) by expanding our Hybrid duty system.

### We want to:

- Introduce a Hybrid duty system at Kirkdale fire station
- Combine the stations at Aintree and Croxteth fire stations to create a superstation (Hybrid/Specialist Rescue station) along with a new Training and Development Academy to be built on land at Long Lane, Aintree
- Combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid – including a Specialist Command and Control function
- Introduce a Stinger/Scorpion fire engine at St Helens to replace the complementary crewed Combined Platform Ladder. This type of appliance would allow us to fight all normal fire types, but it can be used as a water tower and also has a lance attached that can be used on roof spaces or light industrial buildings.

The introduction of two new Hybrid stations at Kirkdale and Aintree (proposed Long Lane site) creates two additional fully retained appliances available 24/7 on 30 minute delay.

### Our aerial appliances would be based at:

- Liverpool City (45m Combined Platform Ladder) – crewed 24/7
- Southport (34m Combined Platform Ladder) – complementary crewed – it will respond with the fire engine and crew who will operate the appliance
- Saughall Massie (34m Combined Platform Ladder) – complementary crewed
- St Helens (Stinger/Scorpion) – crewed 24/7 or retained

These proposed changes will help us deal more efficiently and effectively with the risks in these areas (e.g. there are more high rise buildings in Liverpool, so it makes sense to locate a longer aerial appliance there) and allow us to replace two old fire stations and an outdated training centre with new buildings (at Long Lane, Aintree).

We believe that we can do this and improve our response to emergencies – our research shows us that the average response time from the new super-station location (shown below) would be slightly faster than it is at the moment because Long Lane is closer to the East Lancashire Road (there is more information in the section about the Training and Development Academy on page 43).

IRMP 2017-20		IRMP Supplement 2019-21		IRMP 2021-24 Proposed Long Lane Site	
KPI	Performance (%)	KPI	Performance (%)	KPI	Performance (%)
Overall Performance	91.7%	Overall Performance	93.7%	Overall Performance	93.9%
Average Response Time	6m 7sec	Average Response Time	5m 52 sec	Average Response Time	5m 50sec



## CREATING SPECIALIST CAPABILITIES

The work we have done to analyse the risks on Merseyside has helped us understand how moving our specialist appliances to new locations will provide better response to emergencies. The appliances will be based in locations where there is more likelihood of a particular type of risk occurring and as well as the appliances being based at these locations, the firefighters working there will have extra training to give them a higher level of knowledge about these risks and how to deal with them.

We want to create specialist fire stations at:

**LIVERPOOL CITY** – Command and Control (Incident Command Unit and Welfare Pods) - provided on a retained basis (deployed within 30 minutes)

**WALLASEY** – Marine and Ships Firefighting (Off Shore capability) – Breathing Apparatus Support Unit (BASU), General Purpose Unit (GPU) and Marine & Tunnel Pods - provided on a retained basis (deployed within 30 minutes)

**ST HELENS** – Hazmat – Hazmat Environmental Protection Unit (HMEPU) & Bulk Foam Unit Pods - provided on a retained basis (deployed within 30 minutes)

**LONG LANE** – Search & Rescue (Urban Search and Rescue Mods – Specialist Rescue Appliance) – immediately available supplemented on a retained basis

**KIRKDALE** – Terrorist Response Specialist Capability and Flood Response (Mass Decontamination Unit (MDU) / Marauding Terrorist Attack (MTA) Specialist Responder) – immediately available supplemented on a retained basis

**BELLE VALE** – Water (High Volume Pump) inc all LLAR stations – staffed on a whole time (permanent) basis

**HESWALL** – Wildfire – All terrain vehicle – Complementary crewed

**FORMBY** – Wildfire – All terrain vehicle – Complementary crewed

The proposal to introduce specialist teams will have an initial impact on the time taken to train our firefighters (skill acquisition), so we propose to also create a temporary capability (a 32nd fire engine) during 2021 aligned to the Comprehensive Spending Review to ensure there are no negative impacts on our emergency response due to specialist training. We will also use this opportunity to explore different flexible and family friendly duty systems and approaches to emergency response.

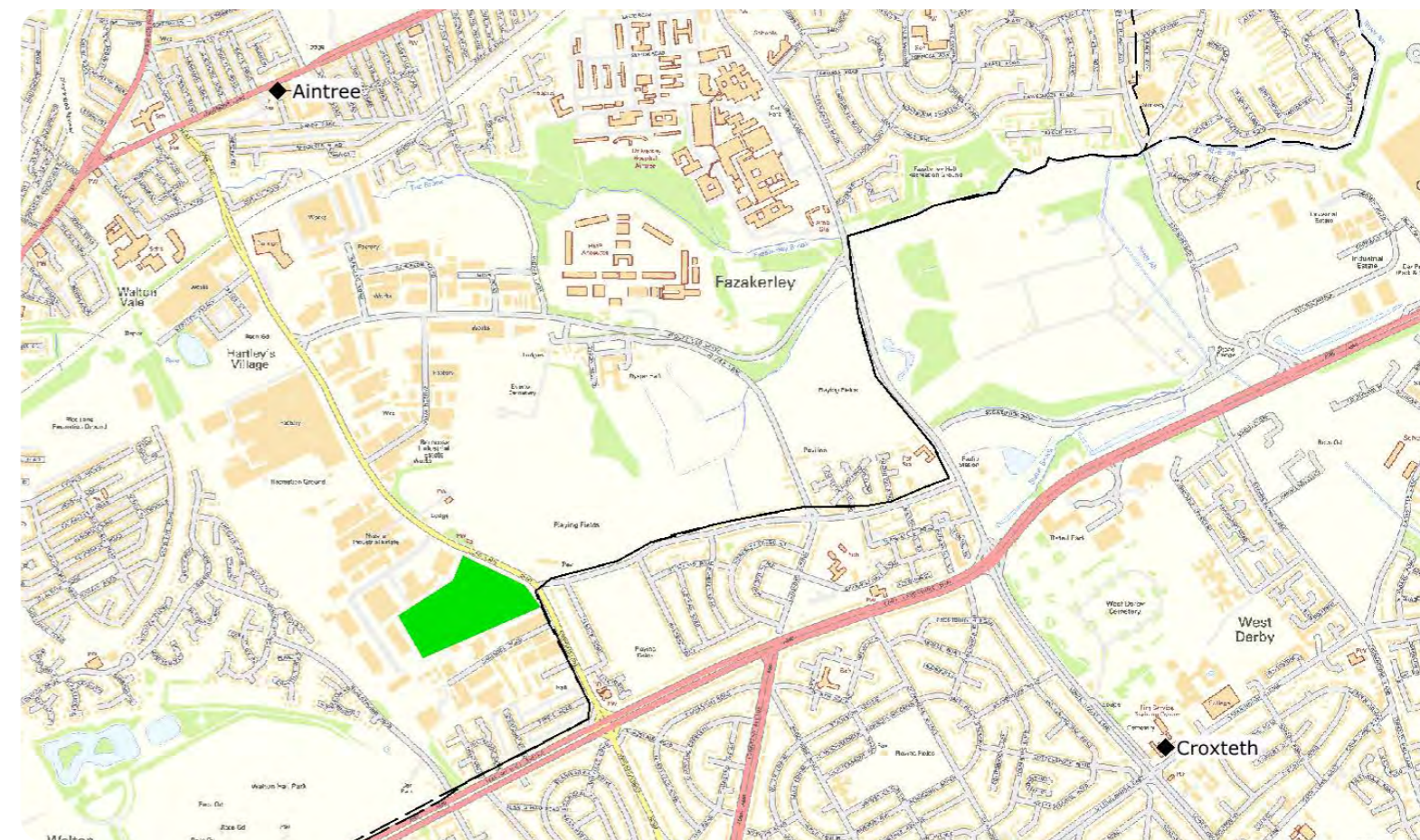
Also, we will continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand, such as during the Covid 19 pandemic. This is a development on our previous IRMP action to enter into Emergency Medical Response alongside the Ambulance Service.

## TRAINING & DEVELOPMENT

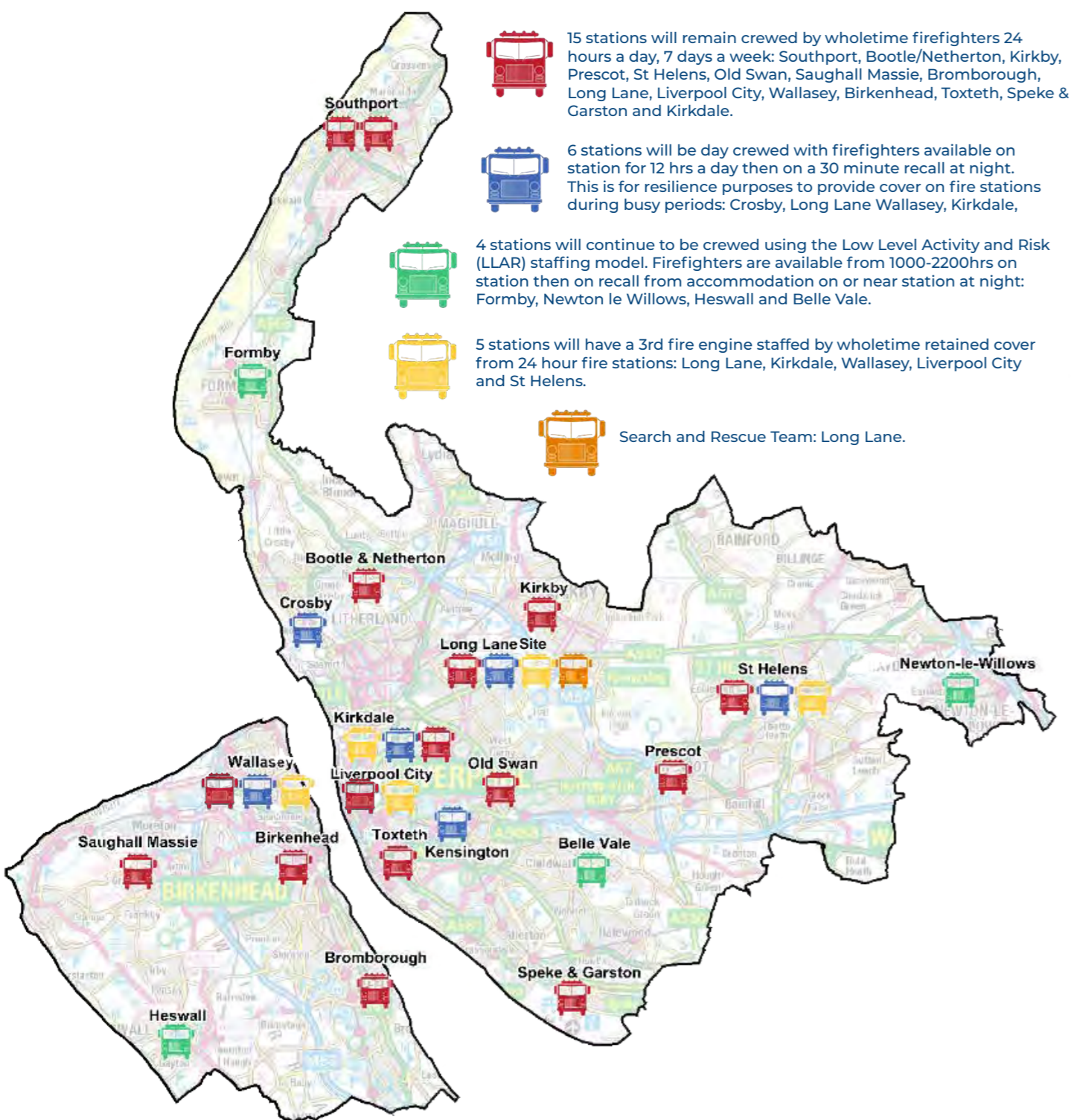
As mentioned above, our Training and Development Academy is outdated and too small for our needs, it is also in an area where there is very little room to expand. Making sure our staff are well trained is essential to how well we deliver all our services and we believe it is important to invest in new facilities to continue to do this well and to develop a centre of excellence in the future.

We want to:

- Build a £25m state of the art Training and Development Academy. This would see the combination of the fire stations at Aintree and Croxteth to create a superstation (Hybrid/Specialist Rescue station) along with the new Training and Development Academy to be built on land at Long Lane, Aintree
- We are also looking into how a new Training and Development Academy could be used to provide training for other fire and rescue services to support our role as National Resilience Lead Authority and we are working to find funding to help with this
- We used research and analysis to find the best location for a new Training and Development Academy and fire station, and the Long Lane site is the most suitable for us to maintain our level of emergency response for the Croxteth and Aintree areas



The map below shows how our fire engines would be located and crewed if the proposed changes were approved and the new Training Academy and fire station is approved at Long Lane, Aintree



## PREVENTION

We intend to continue with our successful approach of targeting our Home Fire Safety Checks and Safe and Well visits at the most vulnerable people in Merseyside. Our research continues to show us that the over 65s are still at most risk of dying in fires in the home, but we know that poverty and deprivation play a part in increasing risk from fire too, so we want to:

- Continue with our person-focused approach to Home Safety – targeting those over 65 and the most vulnerable due to socio-economic deprivation in Merseyside – knowing that smoke alarm ownership has diminished in these areas
- Complete over 50,000 homes safety visits per year (150,000 in total over the life of this Plan)
- 10,000 Safe and Well Visits per year (30,000 in total over the life of this Plan)
- Reach 6,000 (10%) of homes in the highest deprived neighbourhoods using targeted campaigns based on analysis of accidental and fatal fires data in addition to the Index of Deprivation 2019 which identifies the areas of highest poverty and deprivation
- We will renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65
- Recruit Prevention staff who truly reflect the diverse communities we serve so we can fully understand and address the inequalities that exist
- Our fire stations and Prevention teams will be joined by staff from all departments to take an organisation-wide approach to monthly themed monthly Community Safety campaigns that help us interact with large numbers of people, often working with partner organisations too.



## PROTECTION

Like many other fire and rescue services we want to increase the resources we have available to carry out our legal duties in relation to Fire Safety and our Risk Based Inspection Programme. The tragic Grenfell Tower fire in 2017 has meant, quite rightly, that there is an increased focus on high rise residential buildings and Merseyside Fire and Rescue Service also has responsibilities for safety in relation to petroleum, explosives and underground railways.

We want to:

- Build up our team of specialists working in this area by increasing our Protection Officers, initially temporarily using Government funding. The temporary posts will be made up of four uniformed and four non uniformed posts. In the longer term we would like to make these new Protection Officer roles permanent but this will be subject to sustainable funding being made available from government (we are lobbying hard in this regard)
- Visit every high and high risk premises (7,500 over the life of the Plan)
- Introduce a new Management Information System that links the areas of Protection, Firefighter Safety and Prevention activity and keeps all our risk information in one place
- Increase mobile/agile working for staff
- Deliver a full response to Grenfell Tower Fire Inquiry recommendations
- Complete 6,336 medium to low risk visits over the life of the Plan. These will be carried out by our fire station-based firefighters
- Fire Safety Inspectors will visit every registered Petroleum storage site in Merseyside
- Monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites
- In addition, our drone capability will be introduced after being proposed in our previous Plan.

## PREPAREDNESS

We know how important it is to plan and prepare to make sure our emergency response services are delivered efficiently and effectively.

We want to:

- Continue working with Blue Light partners to support them and improve services to the public whilst maintaining our response to fires and other emergencies
- Continue to review how up to date operational risk information is gathered and provided to operational staff at incidents and how this can be shared with other fire and rescue services across borders so we can work together effectively
- Provide the most up to date kit and equipment to firefighters to keep them safe whilst making sure that we have the right type of fire engines and other emergency appliances to deal with the risks we have identified
- Make sure that staff know how to command incidents assertively, effectively and safely at incidents. This includes comprehensive training and exercising against all foreseeable risk, including high rise incidents, terrorist attacks, marine response, emergency medical response, flooding and wildfire incidents which will enable us to continue to adapt to an ever changing environment
- We will develop operational plans for all key risks including heritage sites and sites of scientific interest
- Prepare our fleet of vehicles for a move to alternative fuels
- Introduce ways of staffing our Fire Control that reflects the demands on the service, increases the resilience of the team and enhances development opportunities for staff.

## NATIONAL RESILIENCE

We will continue to provide a high level of support to the whole UK in relation to National Resilience, coordinating resources to help tackle major incidents such as floods, building collapse, explosion and major fires.

We want to:

- Ensure National Resilience capabilities are available and fit for purpose through our assurance process. This includes visits to all fire and rescue services where National Resilience assets are based, large scale exercises and training
- Support the Government's plans to refresh the National Resilience Assets





# FUNCTIONAL PLANS 2021/22

Functional Plans are produced by each of our main departments. We mainly use them for internal planning but include key deliverables as actions in this Service Delivery Plan. In the Plan they introduce the Function and its role within MFRS, review progress against their Key Deliverables for the previous year and identify their priority actions for the next year. IRMP objectives and inspection areas for improvement are addressed as action points in the Functional Plans, where relevant.

Function heads also identify what their Function will require in terms of engagement and consultation, corporate communications, ICT and training to ensure key deliverables are achieved.

Each Functional Plan has an Equality Impact Assessment (EIA) completed. This EIA describes if, and how, the Functional Plan will impact on staff and members of the public, both negatively and positively, taking

into account the 10 protected characteristics (age, sex, race, disability, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation and, specific to MFRS, socio-economic disadvantage).

Each Function head reports regularly on their Functional Plan in our Planning, Intelligence and Performance System. These updates are included in a report to the Fire and Rescue Authority (or one of its committees) on a quarterly basis which is published on our website.

Relevant actions are also incorporated into individual Station Plans and used to identify priorities for all fire stations and also actions that are unique to a specific station area.

Equality, Diversity and Inclusion actions have also been incorporated into Functional Plan reporting.

## General Priorities

Within this Service Delivery Plan Merseyside Fire and Rescue Authority 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, demands and vulnerabilities within our diverse communities and include activity drawn from our Integrated Risk Management Plan (IRMP) including collaboration with partner agencies to deliver excellent service, planning for emerging risks and responding to incidents.

The Policing and Crime Act 2017 placed a new statutory duty on the Police, Ambulance and Fire and Rescue Services to keep collaboration opportunities that would be in the interests of efficiency, effectiveness or public safety, under review. A Collaboration Team has been established to provide support to this programme and investigate future opportunities for joint working.

The Service is now regularly inspected by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS).

The Service received a very positive report following our first inspection in 2018, with MFRS being the only Service in the country to receive two Outstanding judgements (and an overall rating of Good across the three main themes of Effectiveness, Efficiency and People) reflecting our commitment to providing high levels of service to help make Merseyside communities safer and stronger. Some actions were required to address areas for improvement

identified in the inspection. These are included in our plans and progress is reported to Authority regularly. Continuing and new actions that will contribute to addressing the areas for improvement and the IRMP are included in the next section of this Plan. We are making good progress on implementing the required changes.

The Service was due to be inspected again in July 2020 but this was delayed due to the Covid 19 pandemic. HMICFRS adapted their inspection plans to focus on our response to Covid 19 and the inspection took place remotely in September/October 2020. The report reflected how well the Service adapted to the pandemic including making premises and staff Covid safe, working with partners to provide services previously not undertaken such as face fitting of masks, moving bodies, delivering personal protective equipment, packing and delivering food and prescriptions for vulnerable people.

There were a few recommendations including:

- Using lessons learned during the Covid 19 pandemic to update business continuity and pandemic flu plans
- Improve IT to allow staff to effectively work remotely
- Determine how to adopt, in the longer term, new and innovative ways of working introduced during the pandemic to secure lasting improvements.

The next HMICFRS inspection is in Spring/Summer 2021. This will be conducted remotely due to Covid restrictions.



# SERVICE DELIVERY PLAN

## ACTIONS 2021/22

As explained in the previous section, we have identified priorities that are really important to us. Some fit within the criteria of the Integrated Risk Management Plan and others sit outside it and the key deliverables 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	
<b>FP/21/22/1.1</b>	To continue to implement the approved 5 year capital build programme and progress the development of the Training and Development Academy to enhance firefighter training (in relation to, for example, high rise incidents, terrorist attacks, marine response, Emergency Medical Response, flooding and wildfire) by building a new training facility that is fit for purpose and reflects new/emerging foreseeable risk.
<b>FP/21/22/1.2</b>	Ensure collaborative opportunities are fully explored and kept under review in line with the Policing & Crime Act 2017 reviewing our Shared Estate, Operations and Support Services. Operational Preparedness will work with internal stakeholders to ensure opportunities are explored where they are in the interests of efficiency, effectiveness or public safety whilst maintaining response to fires and other emergencies.
<b>FP/21/22/1.3</b>	Continue to review how operational risk information is gathered and presented to operational staff, including the future transition of MFRS Site Specific Risk Information (SSRI) into new applications and how this can be shared with other FRSs.
<b>FP/21/22/1.4</b>	Implement the recommendations of the POD Review Project aiming to increase resilience. Enhancing specialist and non-specialist capabilities for terrorist incidents and providing additional kit and equipment to Firefighters; Ensuring that MFRS specialist capabilities reflect foreseeable risk and are located and deployed based on that risk, including a drone capability.
<b>FP/21/22/1.5</b>	Deliver the revised Command Strategy which will ensure staff know how to command fire and rescue service assets assertively, effectively and safely at incidents. This will incorporate regular assessment of command competence in line with National Operational Guidance and ensure all staff skills are up to date and promote organisational awareness to confirm consistency on how this is recorded.
<b>FP/21/22/1.6</b>	To continue to implement the approved 5 year Transport Asset Management Plan and progress the transport strategy recommendations to start to deliver against the 2030 Green Plan and the move to alternative fuelled vehicles for the MFRS fleet.

### OPERATIONAL PREPAREDNESS - EQUALITY, DIVERSITY & INCLUSION OBJECTIVES

<b>ED/20/21</b>	To review the Training and Development Academy facilities in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.
<b>ED/20/21</b>	Utilise our positive action campaigns for recruitment within all departments to ensure diversity.
<b>ED/20/21</b>	Collaborate and work with other agencies to horizon scan and benchmark any ED & I processes.
<b>ED/20/21</b>	Research, develop and implement supportive technology, e.g. 999 eye, What 3 Words.
<b>ED/20/21</b>	Uniforms – ensure that they are inclusive for all, and the availability of specialist uniform for different faiths/cultures
<b>ED/20/21</b>	Involve ED & I in all review processes

### OPERATIONAL RESPONSE

<b>FP/21/22/2.1</b>	Enhance our response to specialist risk across Merseyside in specific areas such as Industrial based at St. Helens, Marine at Wallasey, Marauding Terrorist Attack at Kirkdale and Wildfire at Formby and Heswall. We will also align our existing resources to create other specialist stations such as Command and Control at Liverpool City, High Volume Pump based at Belle Vale with maintained skillsets across each district, Hazardous Materials at St. Helens and continued Search and Rescue at our proposed Long Lane site.
<b>FP/21/22/2.2</b>	Improve our Operational Response capability, via a review of the current locations of our fire stations. Introduce a new Hybrid Station at Kirkdale and combine the duty systems at Liverpool City and Kensington fire stations to create a Dual Station Hybrid model.
<b>FP/21/22/2.3</b>	Introduce an Integrated Demand Management Programme (IDMP) with Northwest Ambulance Service, to work together in times of high demand including Emergency Medical Response.
<b>FP/21/22/2.4</b>	Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid). This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation.
<b>FP/21/22/2.5</b>	Progress the work in relation to Firefighter contamination in support of reducing the risk of contamination to firefighters from fire effluents at incidents. This will take account of recommendations from current and emerging research.
<b>FP/21/22/2.6</b>	Improve the effectiveness of the Operational Assurance Officer role through the introduction of an accredited training/CPD regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the OA officer handbook.

### OPERATIONAL RESPONSE - EQUALITY, DIVERSITY & INCLUSION OBJECTIVES

<b>ED/20/21</b>	Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSCS.
<b>ED/20/21</b>	Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups.



HEALTH & SAFETY/OPERATIONAL ASSURANCE	
<b>FP/21/22/2.4</b>	Develop the internal structure of the Health and Safety department to address gaps in future succession planning and build resilience (following learning from Covid). This will take account of the relevant training, qualifications, knowledge and experience required within the department to meet the needs of the organisation
<b>FP/21/22/2.5</b>	Progress the work in relation to Firefighter contamination in support of reducing the risk of contamination to firefighters from fire effluents at incidents. This will take account of recommendations from current and emerging research
<b>FP/21/22/2.6</b>	Improve the effectiveness of the Operational Assurance Officer role through the introduction of an accredited training/Continuing Professional Development regime; a review of how Officers are mobilised and respond to incidents and an evaluation of the revised Operational Assurance officer handbook

PEOPLE & ORGANISATIONAL DEVELOPMENT	
<b>FP/21/22/3.1</b>	To lead on the development of the new People Plan for 2021-24.
<b>FP/21/22/3.2</b>	To design and implement an organisational Leadership message with revised values
<b>FP/21/22/3.3</b>	To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans
<b>FP/21/22/3.4</b>	To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service
<b>FP/21/22/3.5</b>	To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision
<b>FP/21/22/3.6</b>	Continue to review and adapt all HR Systems and related technological interactions

PEOPLE & ORGANISATIONAL DEVELOPMENT - EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
<b>ED/20/21</b>	To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.
<b>ED/20/21</b>	To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.
<b>ED/20/21</b>	Each Service Instruction is assessed and a relevant EIA produced as applicable.

PREVENTION	
<b>FP/21/22/4.1</b>	Continue to deliver against the Home Safety Strategy (2021 - 2024) inclusive of using person and place based factors to keep people safer in their homes
<b>FP/21/22/4.2</b>	We will further seek to professionalise prevention activity and align the strategy to the developing National Fire Chief's Council (NFCC) work stream regarding Home Safety this will include quality assurance of all Home Safety activity and an evaluation of its effectiveness
<b>FP/21/22/4.3</b>	We will review existing assurance frameworks to improve quality of outcomes and improved reporting for Incident Recording System (IRS) and RMI reporting
<b>FP/21/22/4.4</b>	Station Based Campaigns - Prevention will direct monthly targeted campaigns (12) in support of NFCC Fire Kills objectives (thematic) and in support of our Equality Strands (for example Older Persons Day)
<b>FP/21/22/4.5</b>	Continue to implement the Community Safety Strategy (2020 - 2021) that encapsulates Arson, Road & Water Safety and Youth Engagement.
<b>FP/21/22/4.6</b>	Continue and renew our focus to further ensure Safeguarding is fully embedded in the Service

PREVENTION - EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
<b>ED/20/21</b>	To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups
<b>ED/20/21</b>	To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.
<b>ED/20/21</b>	To continue to deliver and embed a MFRS Safeguarding Strategy.



PROTECTION	
FP/21/22/5.1	Resource and deliver suitable operational based Fire Safety training and information for Response Personnel.
FP/21/22/5.2	Complete Regulatory Activity in line with District based Inspection targets
FP/21/22/5.3	To undertake Building Risk Review Programme (BRRP) to satisfy the needs of MHCLG and NFCC.
FP/21/22/5.4	Develop Protection Structure in line with the NFCC Competency Framework. Including recruitment and training
FP/21/22/5.5	Deliver a cross functional, single platform Management Information System to Protection, Prevention and Preparedness
FP/21/22/5.6	Resource and deliver the agreed Drone capability by utilising the Protection Response Officers.
PROTECTION - EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
ED/20/21	The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. Then provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.

NATIONAL RESILIENCE	
FP/21/22/6.1	Review the Home Office National Coordination Advisory Framework (NCAF) and associated FRS supporting guidance.
FP/21/22/6.2	Work closely with the Home Office National Resilience Critical Events Unit (NR-CEU) in enhancing their knowledge of the FRS National Resilience structures and capabilities
FP/21/22/6.3	Following learning from the Covid pandemic, review the current arrangements for NR training associated with the sector led delivery model
FP/21/22/6.4	Review current systems and procedures for resource management (equipment and people) and develop improved measures as appropriate
FP/21/22/6.5	Explore the use of Resilience Direct as a secure and reliable means to provide incident status updates to Home Office and other key stakeholders
FP/21/22/6.6	Develop Memorandum of Understanding (MoU) for procurement frameworks and training packages with the Devolved Administrations
FP/21/22/6.7	Provide support to relevant stakeholders for the forthcoming G7 and climate conference events
FP/21/22/6.8	Deliver phase 2 of the NR website development project

STRATEGY & PERFORMANCE	
FP/21/22/7.1	To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide
FP/21/22/7.2	To make the most effective use of organisational information whilst continuing to improve information security and governance. <ul style="list-style-type: none"> <li>a. Continuing to digitally transform the organisation</li> <li>b. Continuing to ensure compliance with information governance and security legislation and regulations</li> </ul>
FP/21/22/7.3	Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.
FP/21/22/7.4	Create a 2021-2024 Integrated Risk Management Plan
FP/21/22/7.5	Work with other functions to deliver a successful HMICFRS inspection for MFRS
FP/21/22/7.6	Implement an ICT infrastructure that will enable efficiency through current and emerging technology.
FP/21/22/7.7	Respond to National Initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (ESN) which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this
FP/21/22/7.8	Consider ways in which catering services can become more environmentally sustainable.

STRATEGY & PERFORMANCE - EQUALITY, DIVERSITY & INCLUSION OBJECTIVES	
<b>To support the organisation to deliver against the following four Equality and Diversity Objectives:</b>	
ED/20/21	Create a strong cohesive organisation that is positive to rising to the future challenges we face.
ED/20/21	Ensure that people from diverse communities receive equitable services that meet their needs.
ED/20/21	Reducing fires and other incidents amongst the vulnerable protected groups
ED/20/21	To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."



FINANCE	
FP/21/22/8.1	Monitor the development of Comprehensive Spending Review (CSR) 2021
FP/21/22/8.2	To monitor the outcome of the McCloud pension challenge
FP/21/22/8.3	To review the current process for charging and recovering discretionary fees and charges income
FP/21/22/8.4	To implement a new procurement/contract monitoring application to deliver effective management information for services and the update of transparency data on the Authority's website
FP/21/22/8.5	Work with colleagues to upskill contract managers through an accreditation process and thereby mitigate the identified contract management risk in the corporate risk register

## LEGAL & DEMOCRATIC SERVICES

Legal	
FP/21/22/9.1	To undertake a comprehensive review to ensure that sums insured for each location remain accurate which will ensure the Authority is fully protected should an insured event occur
FP/21/22/9.2	To provide all legal support required to ensure that the TDA re-development project is progressed in a timely manner
Democratic Services	
FP/21/22/9.3	To undertake a review of the new remote ways of working for Members, and the associated technology, to ensure that it continues to enable Members to undertake their roles as effectively as possible
FP/21/22/9.4	To undertake a full review and refresh of the Authority's Scrutiny Forward Work Plan, to ensure that it is aligned to the new IRMP and future work streams.
FP/21/22/9.5	To review and refresh the Authority's Members Development Strategy & Programme, to ensure that it remains fit for purpose and continues to ensure that Members have the required knowledge and skills to undertake their roles as effectively as possible, particularly in light of current restrictions and remote working requirements

## LEGAL & DEMOCRATIC SERVICES - EQUALITY, DIVERSITY & INCLUSION OBJECTIVES

ED/20/21	To ensure that Legal and Democratic Services have the skills and knowledge to support colleagues, Members and is the community equitably.
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# EQUALITY, DIVERSITY AND INCLUSION

MFRA is committed to delivering equality, diversity and inclusion in relation to our staff and to the services we deliver to our communities. Treating people fairly is a priority of course, but being aware of equality, diversity and inclusion is also important because it means we can tailor our services to meet what people need from us and we can also work to make sure that our staff reflect the people they serve.

In line with the responsibilities placed on the Authority by the Equality Act, we have established a number of equality objectives that are both inward looking (staff related) and outward looking (community and service delivery related). Our Equality and Diversity objectives are an important part of our IRMP and demonstrate how we show due regard to the need to eliminating unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share protected characteristics and those who don't.

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 incidents that

have occurred over the last three years. We use this information to target our community risk management 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<sup>1</sup> which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

In June 2019 we launched our new face to face Equality, Diversity and Inclusion training which is being delivered to all staff in a 3-hour session. To date 52% of staff from across a wide range of functions have completed the training. At present, an on-line training package has been developed for staff to complete to ensure we continue to deliver training whilst conforming to Covid-19 social distancing guidelines

In May 2020 the first phase Unconscious Bias training was delivered virtually to 57 members of staff and the chairs of our staff networks. The second phase is currently under review.



During 2020/21, the ED&I team have worked with staff and the Strategic Leadership Team (SLT) to launch three new Staff Networks, (BAME Inclusion, Gender Inclusion and the LGBTQ+ Inclusion). We firmly believe that Staff Networks can be powerful in engaging people in diversity and inclusion and can be beneficial to teams, employees and the organisation as a whole.

Regular updates on progress against our objectives are submitted to the Fire and Rescue Authority. The next few years will have a strong focus on the training and support for our staff to equip them to understand Equality,

Diversity and Inclusion and embed it into their day to day roles. For these updates and 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, Diversity and Inclusion Annual Report 2019-20](#).

<sup>1</sup>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.



# EQUALITY OBJECTIVES 2021/24

Our Equality, Diversity and Inclusion Objectives have been reviewed and refreshed to reflect our aims for 2021-24. They are:

## OBJECTIVE 1

Create a strong Inclusive organisation that is positive to rising to the future challenges we face.

## OBJECTIVE 2

Ensure that people from diverse communities receive equitable services that meet their needs.

## OBJECTIVE 3

Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

## OBJECTIVE 4

To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion

## OBJECTIVE 5

To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors

Full details of our objectives are included on the next five pages.



## Objective 1

Create a strong cohesive organisation that is positive to rising to the future challenges we face.

### Action

- Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups
- Delivering Positive Action programmes across all occupations, for recruitment, progression and retention where under representation exists, and learning from and sharing results
- Work across all departments to increase knowledge and understanding of what is needed to carry out a role and how to progress e.g. understanding fitness tests for new recruits and pathways for progression
- Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as employer of choice to those groups underrepresented in our workforce
- Encourage staff to act as role models at all levels throughout the organisation
- Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief
- Working with all our staff to ensure that MFRA is an inclusive place to work, where everyone feels they can be themselves.
- Continue to work with our Senior Sponsors and staff networks to ensure that MFRA is an inclusive place to work
- Reviewing progression and promotion across all levels of the organisation to understand any perceived barriers to promotion and progression and addressing them

### How we will measure our success

We will see:

- Increased diversity in our workforce and volunteers, at all levels, in order to reflect the local community we serve
- Increased applications for vacancies, at all levels, by people from the protected groups currently under represented
- We will be clearly supporting the progression, promotion and retention of staff across the organisation and especially those from currently underrepresented groups

### How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment



## Objective 2

Ensure that people from diverse communities receive equitable services that meet their needs.

<b>Action</b>	<ul style="list-style-type: none"><li>Carry out activities to help us know and understand our diverse communities including:<ul style="list-style-type: none"><li>Gathering data and intelligence to help us know and understand our diverse communities better in line with our legal responsibilities and best practice such as the National Fire Chiefs Council Strategic Improvement Plan and the Equal Access to employment and services summary</li><li>Engaging with diverse communities to understand their needs in relation to the services we provide</li><li>We will standardise the data we collect and use it to evaluate what we do and target services at the most vulnerable people and communities</li><li>Improving Equality Monitoring of the services we deliver to our communities (e.g. HFSC Monitoring, Business Safety Audits) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation</li></ul></li><li>Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve</li></ul>
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<b>How we will measure our success</b>	We will have meaningful data and information that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses) and services that meet their needs.
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**How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:**  
This work will strengthen our services to meet the needs of a wide range of diverse communities. By understanding people’s needs and carrying out engagement we can ensure that those groups are fully supported by the Fire and Rescue Service to help reduce risk.

## Objective 3

Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

<b>Action</b>	<ul style="list-style-type: none"><li>Continuing to prioritise Home Fire Safety Checks for vulnerable people and in vulnerable places</li><li>To continue to work closely with Businesses owned and/or operated by people from protected groups to aid increased fire safety amongst those groups</li><li>Continuing to engage with young people and others in deprived areas to reduce anti-social behaviour</li><li>Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, Business Safety Audits, hate crime and safeguarding</li><li>Analysing our performance each year using the Performance Indicators (PI’s) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents</li><li>To use social media and other communication channels as a platform for safety messages and other campaigns, measuring the impact</li></ul>
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<b>How we will measure our success</b>	<ul style="list-style-type: none"><li>We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.</li><li>We will contribute to increasing the knowledge, understanding and importance of Fire safety to residents and business owners across Merseyside</li></ul>
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**How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:**  
By better understanding the impacts for diverse community groups in terms of Fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of: Age, Gender, Ethnicity, Religion, LGBT and Disability





#### Objective 4

To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion\*

<b>Action</b>	<ul style="list-style-type: none"> <li>Continued development and delivery of equality and diversity training</li> <li>Embedding Equality and Diversity in our volunteering programmes and youth engagement.</li> <li>Helping Authority Members understand their role in scrutinising the organisation's delivery of equality and diversity outcomes</li> <li>Carrying out Equality Impact Assessments ensure that our Policies and services maximise any positive impacts and minimise any negative impacts on people from protected groups.</li> <li>Creating a diverse supplier base for goods and services in our procurement procedures</li> <li>Supporting and recognising the work of our staff networks in helping MFRA to understand and better support our diverse groups of staff and their contribution to the organisation.</li> <li>The continued development of the Senior Sponsors roles within the organisation to support our staff networks and promote key issues related to their chosen protected characteristic</li> <li>Using staff survey results to understand levels of engagement in relation to the protected groups</li> </ul>
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<b>How we will measure our success</b>	<ul style="list-style-type: none"> <li>Staff will feel better equipped to manage their functions and delivery of services to all communities in an inclusive way. This could be measured through:             <ul style="list-style-type: none"> <li>Staff Engagement Surveys</li> <li>The assessment of outcomes delivered to different groups</li> <li>Community feedback from after the incident reports and other customer satisfaction surveys</li> <li>Monitoring the impact of training sessions completed around Equality and Diversity</li> <li>Reviewing the grievance, complaints and disciplines to ensure there is no disproportionate impact.</li> </ul> </li> <li>We will see an improvement in levels of engagement amongst staff from the protected groups</li> </ul>
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#### How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand and meet the needs of different protected groups and foster good relations between groups

#### Objective 5

To continue to aspire for ED&I excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors

<b>Action</b>	<ul style="list-style-type: none"> <li>Undertake an external ED&amp;I Audit to identify and assess our current ambitions and identify key targets</li> <li>Identify external benchmarking tools and awards currently available within ED&amp;I sectors</li> </ul>
<b>How we will measure our success</b>	<ul style="list-style-type: none"> <li>We will use external ED&amp;I audit to identify our current position and identify key areas for development moving forward, seeing improvements as a result.</li> <li>We will assess those results by undertaking external benchmarking such as the Employers Network for Equality and Inclusion (ENEI), assessment against the NFCC Strategic Improvement Plan and undertaking the Disability Confidence peer review to achieve Level 3 (Disability Confident – Leader)</li> </ul>

#### How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:

Taking part in an assessment helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regards to the needs of staff and public we serve around the 9\*\* protected groups.

\* To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”  
– The Public Sector Equality Duty - Equality Act 2010

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



# STATION PLANS

Station 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. 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.

## COMMUNITY IMPACT FUND

The Service has committed funding in 2020/21 that will allow each fire station to deliver events and initiatives in their communities to help achieve their objectives for the station area. They can, if they wish, do this with other stations and departments in MFRS, involving external partner organisations in collaborative initiatives if appropriate.

## STATION PLAN ON A PAGE

Following consultation with stakeholders each fire station has a bespoke Station Community Risk Management Plan. Station Plans can be found at Appendix 3.

Station output targets for 2021/22 are:

	SSRI - GATHERING PREMISES RISK INFORMATION	HFSC- HOME SAFETY CHECKS	HYDRANT CHECKS	WASTE REPORTING	PREVENTION TALKS	SIMPLE FIRE SAFETY ASSESSMENTS
<b>TOTALS</b>	1,930	45,915	1,487	792	720	2,112



# CONSULTATION AND COMMUNICATION

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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.

During development of our draft IRMP 2021/24 in October/November 2020, we undertook consultation with the public during five online forums; one in each of the five Merseyside council areas, to discuss how we might provide services in the future, taking into account changing risks, demand and vulnerability in Merseyside. We also asked were the Planning Principles developed and agreed in 2016/17 still appropriate to apply during development of this IRMP. The Forums agreed that we should continue to use these Principles.

Twelve weeks' consultation with public, staff and stakeholders about the proposals in the draft IRMP 2021-24 began on 1st March. This includes consulting with:

- The public - facilitated by an independent organisation (this will be online due to Covid restrictions), plus an on-line questionnaire
- Staff - through briefings in the workplace and/or online, plus an online questionnaire
- Local authority and strategic partner organisations
- Staff representative bodies (e.g. trade unions)

We will use our website and social media platforms to publicise the consultation. Details of the consultation are available on the [MFRA website](#).



## GENERAL MFRA GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BAME	Black Asian Minority Ethnic
CBT	Crew Based Training
CBRNE	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFP	Community Fire Protection
CFRMIS	Community Risk Fire Management Information System
CFOA	Chief Fire Officers Association
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder
CRM	Community Risk Management
CRR	Corporate Risk Register
CSM	Community Safety Manager
CSU	Command Support Unit
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
DoE	Duke of Edinburgh Awards
DPM	District Prevention Manager
DTI	Department of Trade and Industry
EDBA	Extended Duration Breathing Apparatus
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls

EMR	Emergency Medical Response
EPU	Emergency Planning Unit
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPOS	First Person on Scene
FS	Fire Safety
FSD	Fire Service Direct
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (modelling software)
GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
FRSNCC	Fire Rescue Service National Co-ordination Centre
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check
HMICFRS	Her Majesties Inspectorate of Constabularies and Fire and Rescue Services
HMU	Hazardous Materials Unit
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HVP	High Volume Pump
ICT	Information Communications and Technology
IFE	Institute of Fire Engineers
IIT	Incident Investigation Team
IoD	Index of Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety and Health
IRMP	Integrated Risk Management Plan
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme
KMBC	Knowsley Metropolitan Borough Council



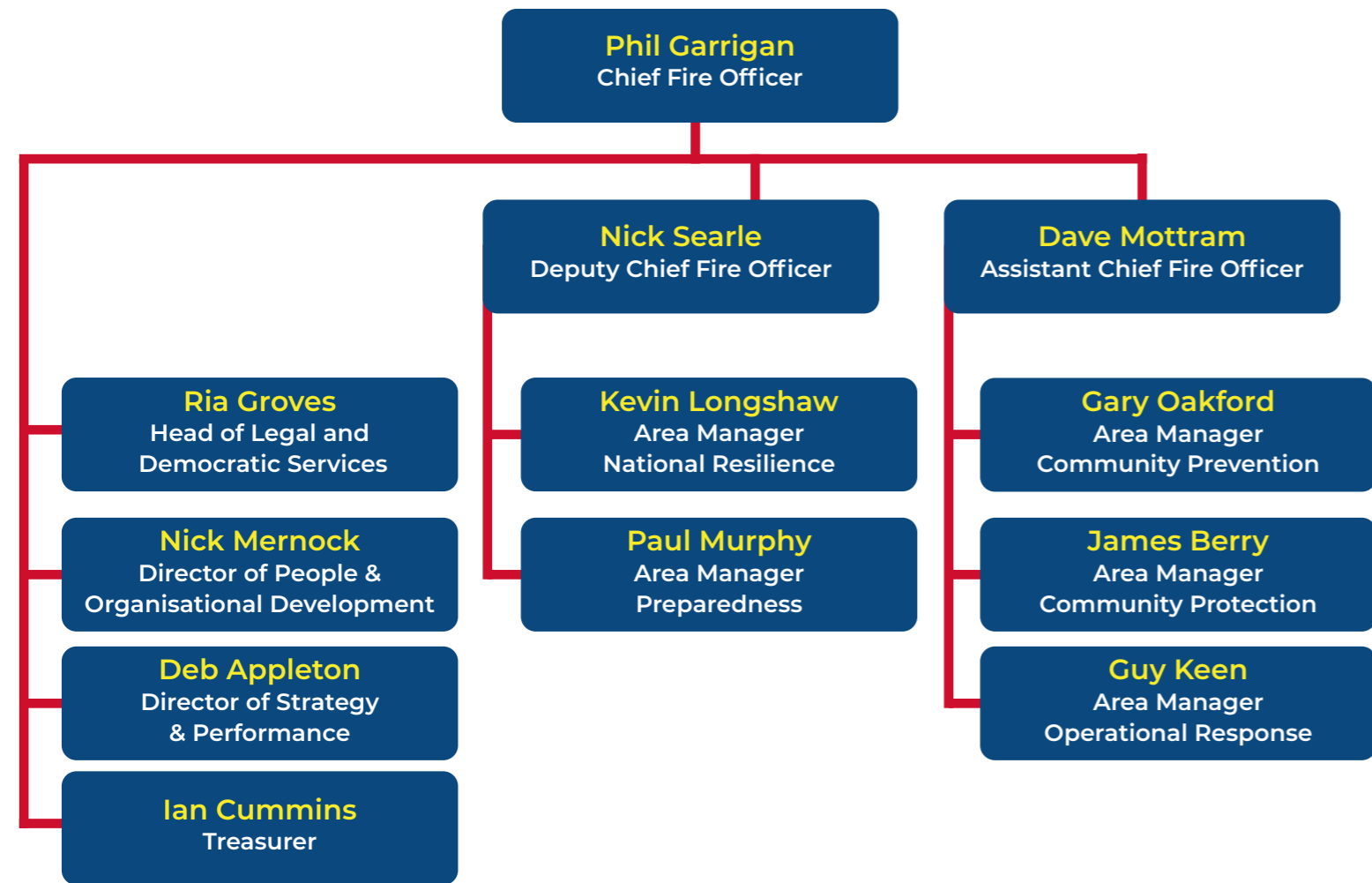
LASBU	Liverpool Anti-Social Behaviour Unit
LCC	Liverpool City Council
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGBTQ	Lesbian, Gay, Bisexual and Transgender
LJMU	Liverpool John Moores University
LLAR	Low Level of Activity and Risk
LPI	Local Performance Indicator
LRMF	Local Risk Management Guidance
MARAC	Multi Agency Risk Assessment Conference
Metadata	Data that identifies the context of information
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MIRWMS	Merseyside Ionising Radiation Warning and Monitoring System
MRF	Merseyside Resilience Forum
MTFP	Medium Term Financial Plan
NEBOSH	National Examining Board for Occupational Health and Safety
NJC	National Joint Council
NOG	National Operational Guidance
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NW	Northwest
NWAS	North West Ambulance Service
NWFS	Networking Women in the Fire Service
OBC	Outline Business Case
OH	Occupational Health
ONS	Office of National Statistics
ORC	Operational Resource Centre
OSU	Operational Support Unit
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PCT	Primary Care Trust
PFI	Private Finance Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PPE	Personal Protective Equipment

PPV	Positive Pressure Ventilation
PQA's	Personal Qualities and Attributes
PQQ	Pre-Qualification Questionnaire
RAPID	Risk Assessed Programme for Incident Deployment
REPPAIR	Radiation (Emergency Preparedness and Public Information)
RTC	Road Traffic Collision
RR (Fire Safety) O	Regulatory Reform (Fire Safety) Order 2005
RSG	Revenue Support Grant
RSL	Registered Social Landlord
S&W	Safe and Well
SCG	Strategic Coordinating Group
SHQ	Service Headquarters
SIG	Special Interest Group
SLA	Service Level Agreement
SRT	Search and Rescue Team
SM	Station Manager
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SLT	Strategic Leadership Team
SOFA	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSP	Statutory Sick Pay
SSRI	Site Specific Risk Information
TAP	Technical Advisory Panel
TCG	Tactical Co-ordinating Group
TDA	Training and Development Academy
TFC	Training for Competence
TUPE	Transfer of Undertakings, Protection of Employment
UHA	University Hospital Aintree
USAR	Urban Search and Rescue
UwFS	Unwanted Fire Signal
VAW	Violence at Work
VFM	Value for Money
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager
YOT	Youth Offending Team



# APPENDIX 1: ORGANISATIONAL STRUCTURE

# APPENDIX 2: MFRS INTEGRATED PLANNING PROCESS





## APPENDIX 3: STATION PLANS

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# AINTREE COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	256	310
All Primary Fires	77	128
Accidental Dwelling Fires (ADFs)	31	28
Deliberate Vehicle Fires	16	33
All Secondary Fires	179	182
Anti-social Behaviour Fire (ASBs)	126	121
AFA's in Non Domestic Premises	56	70
% ADF No Smoke Alarm	32.3%	Lower
Alert to Mobile	98.2%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	66
Home Fire Safety Checks	2178
Hydrant Surveys	48
Waste & Fly Tipping	24
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

We will:

- Attend and assess premises to gather SSRI information to inform our response and identify risks
- Continue to effectively provide immediate and retained cover aligned to the DCWTR crewing system
- Ensure maintenance of skills against national standards in mass decontamination support and accurate working knowledge of the mass decontamination unit (MDU)
- Provide detailed feedback on pilot equipment as a designated research and development station
- Continue to assess and monitor high risk local developments such as the renovation of University Hospital Aintree, and HMP Liverpool
- Maintain high standards of appliance care including cleaning, equipment tests and fault reporting
- Appraise accurate details of access points to the extensive water system including sections of the Leeds-Liverpool canal
- Ensure completion of all hydrant surveys.

#### Excellent Operational Response

We will:

- Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role
- Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner
- Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area
- Assure high standards of PPE, adherence to procedures and safe working at operational incidents
- Ensure standards of driving and emergency response are maintained and developed through coaching and exposure
- Maintain and develop equipment to suit the changing requirements of first line response in conjunction with Operational Equipment
- Conduct familiarisation inspections with local risk sites to ensure the maximum efficiency of response
- Ensure response times are effectively met.

#### Excellent Prevention & Protection

We will:

- Attend & complete all required Prevention activities to reduce risk and protect vulnerable members of the community
- Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day
- Work with local partners & the community to reduce ASB, hate crime and arson
- Continue to advise on how to prevent fire within the elderly population & the broader demographic through HFSCs and joint working with partners in NHS and local primary care trusts
- Seek to educate local primary and secondary school children around Fire Safety, Road Safety and Water Safety to reduce harm or injury through school visits
- Continue to reduce and prevent waste fires through reporting and control
- Offer fire safety advice to local business through Simple Operational Fire Safety Audits
- Identify and reduce resource demands such as unwanted alarm signals through advice and joint working
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

We will:

- Actively monitor and manage personnel's wellbeing taking in to account external factors, for example, Covid-19
- Continue to welcome developing Firefighters and Junior Officers into the DCWTR crewing system
- Ensure the continuity of a thriving, positive and equal culture where all are treated with respect, dignity and care
- Continue to develop new entrants to the Service through training, incident exposure and accredited NVQ/Apprenticeship qualification
- Ensure dedicated, quality training to Junior Officers to allow full potential to be realised
- Conduct appraisals in a timely fashion with specific individual or organisational objectives set within realistic timeframes
- Identify and support future talent
- Engage with the local community to promote Fire Safety messages and cohesion
- Aim to minimise absence and promote a healthy lifestyle amongst personnel.

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# BELLE VALE COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	157	164
All Primary Fires	42	62
Accidental Dwelling Fires (ADFs)	29	28
Deliberate Vehicle Fires	0	15
All Secondary Fires	115	102
Anti-social Behaviour Fire (ASBs)	102	85
AFA's in Non Domestic Premises	12	12
% ADF No Smoke Alarm	6.9%	Lower
Alert to Mobile	95.2%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	34
Home Fire Safety Checks	2178
Hydrant Surveys	54
Waste & Fly Tipping	24
Prevention Talks	48
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

We will:

- Carry out Site Specific Risk information visits/ revisits as required ensuring key risk information is as accurate and up to date as possible. Continue with SOFSA visits to identify risks in our area
- Complete allocated Hydrant inspections within the station area, reporting any faults or flow issues
- Maintain key skills, core competencies and utilise the annual training planner to ensure Operational preparedness. Continue to maintain professional development utilising all available resources
- Plan and carry out training events at local risk venues including residential High Rise properties and familiarise ourselves with local public risks including shopping centres, factories and processing plants to allow us to test and maintain operational effectiveness
- Host, maintain and train with National Resilience assets including the High Volume Pump (HVP) in conjunction with support stations to maintain effectiveness, and provide familiarisation training to colleagues on other stations.

#### Excellent Operational Response

We will:

- Ensure Alert to Mobilisation standard is maintained (1.9 minutes) plus 10-minute response standards to all life risk incidents as detailed in the IRMP
- Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near-misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards
- Maintain operational appliances and equipment to the highest standards for effectiveness and availability. Carry out practical exercises with the HVP to enhance and promote its capability service wide
- Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

#### Excellent Prevention & Protection

We will:

- Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSCs
- Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation
- Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness
- Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk
- Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises & encourage staff to become familiar with risks in their station area
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

We will:

- Continue to observe Government guidance to keep ourselves, our families and members of the public safe from the risk of Covid-19 as far as practically possible
- Support our staff who have been affected directly or indirectly by the pandemic
- To invest in our workforce and encourage continued professional development
- Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels
- Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education
- Support and promote the Princes Trust to assist disadvantaged young people to realise their true potential through engagement, inclusion and team building
- Promote the presence of charity/food bank collection points on our station.

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# BIRKENHEAD COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	389	444
All Primary Fires	113	138
Accidental Dwelling Fires (ADFs)	53	57
Deliberate Vehicle Fires	29	38
All Secondary Fires	276	306
Anti-social Behaviour Fire (ASBs)	182	205
AFA's in Non Domestic Premises	16	23
% ADF No Smoke Alarm	20.8%	Lower
Alert to Mobile	92.4%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	73
Home Fire Safety Checks	1953
Hydrant Surveys	84
Waste & Fly Tipping	48
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

- We will:
- Complete all programmed core skills courses at the Training and Development Academy
  - Utilise the Station Training Planner to complete all Safe Person Assessments and LearnPro modules to maintain theoretical and practical skills
  - Undertake a minimum of two realistic off station training scenarios. Build relationships with local high risk premises such as Cammell Laird and Tranmere Oil Terminal and undertake regular familiarisation visits and training exercises
  - Improve training, interaction and mentoring possibilities between Birkenhead and Wallasey crews
  - Maintain an excellent standard of readiness, cleanliness of the appliance, equipment and standards of dress
  - Undertake familiarisation visits to Stadler Rail Depot to build knowledge around new Merseyrail train stock due in service in 2021
  - Ensure all hydrant and Emergency Water Supply inspections are completed.

#### Excellent Operational Response

- We will:
- Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents
  - Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met
  - Work with our partners such as Coastguard, RNLI and NWAS to maintain excellent response to water and mud related incidents
  - Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents
  - Ensure standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure
  - Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises. Promote and engage with the new Hot Debrief process.

#### Excellent Prevention & Protection

- We will:
- Continue to use targeted data to engage, inform, educate & make-safe those most vulnerable to fire. Ensure understanding & promote safeguarding of vulnerable persons and those with protected characteristics
  - Use intelligence led information to target areas of ADFs and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties
  - Effectively engage with children & young people, creating strong bonds with schools, MFRS Youth Engagement and Prince's Trust
  - Identify community groups eligible for Community Impact Fund
  - Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period
  - Respond to and implement outcomes from MFRS and Grenfell High Rise Reviews
  - Complete allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area
  - In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

- We will:
- Promote awareness of the importance of mental health wellbeing and encourage all to monitor and signpost their colleagues to counselling /occupational health, where appropriate
  - Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels
  - Develop our people via continued engagement to deliver a professional service which has a positive impact on our communities and workplace
  - Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station
  - Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future
  - Review performance and identify future development needs through the appraisal system
  - Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

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# BOOTLE/NETHERTON COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	223	292
All Primary Fires	76	93
Accidental Dwelling Fires (ADFs)	41	37
Deliberate Vehicle Fires	12	26
All Secondary Fires	147	199
Anti-social Behaviour Fire (ASBs)	85	114
AFA's in Non Domestic Premises	15	14
% ADF No Smoke Alarm	22%	Lower
Alert to Mobile	94.7%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	56
Home Fire Safety Checks	2223
Hydrant Surveys	48
Waste & Fly Tipping	48
Prevention Talks	48
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

- We will:
- Complete all core skills courses at our Training and Development Academy
  - Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills
  - Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within
  - Complete two off station Training Exercises, highlighting local risks
  - Understand local risks by completing Site Specific Risk Inspections (SSRI)
  - Complete Hydrant Surveys for the station area
  - Continue to work closely with NWAS and forge good JESIP links.

#### Excellent Operational Response

- We will:
- Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile
  - Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers
  - Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community
  - Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service
  - Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.

#### Excellent Prevention & Protection

- We will:
- Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks
  - Carry out Community Reassurance Campaigns in our most vulnerable areas
  - Support National Safety Campaigns throughout the year working with our partners and communities
  - Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages
  - Make inroads into the rural community to reassure and educate them our safety message
  - Work with the Princes Trust to continue our commitment to Youth Engagement
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA), to promote safety in the workplace and to reinforce Fire Safety Legislation
  - In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

- We will:
- Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally
  - Create a workplace which reflects our organisational and personal values
  - Maintain high levels of attendance and promote fitness and well-being
  - Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals
  - Provide support to Firefighters and officers in development roles to allow them to become the best they can be.

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# BROMBOROUGH COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	181	189
All Primary Fires	41	60
Accidental Dwelling Fires (ADFs)	15	24
Deliberate Vehicle Fires	8	10
All Secondary Fires	140	129
Anti-social Behaviour Fire (ASBs)	196	72
AFA's in Non Domestic Premises	19	25
% ADF No Smoke Alarm	33.3%	Lower
Alert to Mobile	85.6%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	45
Home Fire Safety Checks	2334
Hydrant Surveys	40
Waste & Fly Tipping	48
Prevention Talks	48
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

We will:

- Complete all core skills courses at our Training and Development Academy
- Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical
- Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding
- Encourage and develop new firefighters and new ranks to become competent and confident in their roles
- Complete two off station Training Exercises, highlighting local risks
- Understand local risks by completing Site Specific Risk Inspections (SSRI)
- Complete Hydrant Surveys for the station area
- Maintain high standards of appliance care including cleaning, testing of equipment and fault reporting.

#### Excellent Operational Response

We will:

- Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators
- Train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively
- Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises
- Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system
- Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers
- Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

#### Excellent Prevention & Protection

We will:

- Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks
- Carry out Community Reassurance Campaigns in our most vulnerable areas
- Support National Safety Campaigns throughout the year working with our partners and communities
- Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages
- Make inroads into the rural community to reassure and educate them and promote our safety message
- Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA), to promote safety in the workplace and to reinforce Fire Safety Legislation
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

We will:

- Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic
- Create a workplace which reflects our organisational and personal values
- Maintain high levels of attendance and promote fitness and well-being
- Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals
- Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.



# CROSBY COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	249	326
All Primary Fires	76	101
Accidental Dwelling Fires (ADFs)	41	47
Deliberate Vehicle Fires	8	17
All Secondary Fires	173	225
Anti-social Behaviour Fire (ASBs)	104	129
AFA's in Non Domestic Premises	8	10
% ADF No Smoke Alarm	26.8%	Lower
Alert to Mobile	99.1%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	56
Home Fire Safety Checks	2019
Hydrant Surveys	73
Waste & Fly Tipping	48
Prevention Talks	49
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

We will:

- Train, familiarise and exercise against identified risks within the station area. The Port of Liverpool will play a major role in station preparedness
- Complete allocated (SSRI) inspections within the station area and maintain currency
- Manage the availability of water supplies through hydrant inspections and open water identification & pre-planning
- Attend all core & risk critical training at the Training & Development Academy
- Complete all allocated E learning and acquire the required standard
- Undertake Safe Person Assessments ensuring that the required standard is met
- Individuals will take ownership for the High Rise located within the station area & be responsible for all operational issues and recorded accordingly.

#### Excellent Operational Response

We will:

- Continuously develop skills, knowledge and understanding of service equipment and procedures
- Maintain the highest standards of operational response through continuous training, exercising & audits
- Maintain competencies as a Mass Decon Support station through regular pre-planned training and validation exercises
- Test & maintain all equipment to the highest standard
- Test local and operational plans through training, exercising & table top scenarios
- Support key station principle to maintain 10-minute response time
- Actively record & monitor Health & Safety in the workplace
- Respond to notification of incidents immediately and minimise the alert to mobile times.

#### Excellent Prevention & Protection

We will:

- Undertake prevention activities & take part on campaigns to reduce the risk to the most vulnerable within our community
- Utilise accurate data to target the most vulnerable, elderly or impoverished
- Liaise with CRM and the District Prevention Team to ensure effective use of resources
- Develop & support activities to reduce the number of special service incidents to Crosby beach. Effectively working with partners to ensure the safety of all users
- Promote Fire safety awareness with small businesses community by completing Simple Operational Fire Safety Assessments
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

We will:

- Support our staff who have been affected directly or indirectly by the pandemic
- Develop & promote a positive culture whereby all individuals fulfil their potential
- Take practical steps to improve the development of staff in their current role & career progression
- Conduct regular appraisals that identify individual development needs, address organisational objectives & manage individual progress
- Aim to achieve 100% attendance in the workplace
- Engage with and support our local community through the Community Impact Fund.



# CROXTETH COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	294	382
All Primary Fires	75	106
Accidental Dwelling Fires (ADFs)	35	43
Deliberate Vehicle Fires	25	36
All Secondary Fires	219	276
Anti-social Behaviour Fire (ASBs)	148	201
AFA in Non Domestic Premises	12	9
% ADF No Smoke Alarm	11.4%	Lower
Alert to Mobile	96.5%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	46
Home Fire Safety Checks	1854
Hydrant Surveys	60
Waste & Fly Tipping	48
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.



**46**

Site Specific Risk Inspections



Approximately **64,070** people live in our station area

**96**

Simple Operational Fire Safety Assessments



**1,854**

Home Fire Safety Checks

#### Excellent Operational Preparedness

We will:

- Complete all SSRI inspections on premises within station area to ensure that key risk information is available to operational crews
- Complete all allocated hydrant inspections maintain core competencies by attending scheduled training at the Training and Development Academy
- Measure and confirm competencies against Learnpro and SPA
- Train to maintain all competencies against USAR, MTA & technical rescue skills
- Conduct training exercises across Merseyside to further develop technical rescue skills
- Develop systems and working practices on station, building on existing relationships with internal staff & HART colleagues based at Croxteth Station.

#### Excellent Operational Response

We will:

- Ensure all aspects of operational response can be conducted safely in line with the training planner & assess against national & local policy, guidance and procedures
- Maintain core skills through completion of Safe Person Assessments and theoretical learning
- Maintain 95% standard for alert to mobile within 1.9 minutes & attendance standard, attending all life risk within 10 minutes
- Promote a positive Health & Safety culture to manage Health & Safety requirements
- Maintain appliance and equipment to maintain operational readiness
- Conduct routine testing and maintenance of equipment
- Mobilise in the fastest possible time.

#### Excellent Prevention & Protection

We will:

- Deliver HFSCs on a risk based approach utilising status reports, local knowledge, incident data & partner information to identify specifically the over 65s and the most vulnerable groups in our community
- Support local and seasonal campaigns such as Winter Warm, High Rise or Older Persons day undertake Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation & familiarise crews target anti-social behaviour & waste material build up to reduce ASB fires
- Collate & monitor Equality data from our activities to ensure we target all groups within the community
- Look to support community based initiatives by use of the community impact fund
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

We will:

- Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic
- Use the appraisal process to promote personal development by setting realistic aims & objectives to support individuals and team
- Identify & support individuals who would like to develop/progress their careers & ensure suitable opportunities are created
- Provide support for development firefighters via mentorship, structured training & development activities
- Continue to maintain existing USAR/Technical Rescue skills & help to support the development of newer team members
- Maintain fitness levels through shift related physical training activities
- Manage health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are in line with Service policy.

# FORMBY COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	102	92
All Primary Fires	14	23
Accidental Dwelling Fires (ADFs)	4	8
Deliberate Vehicle Fires	0	4
All Secondary Fires	88	69
Anti-social Behaviour Fire (ASBs)	55	38
AFA in Non Domestic Premises	1	3
% ADF No Smoke Alarm	0%	Lower
Alert to Mobile	91.8%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	42
Home Fire Safety Checks	2334
Hydrant Surveys	29
Waste & Fly Tipping	24
Prevention Talks	48
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.



**42**

Site Specific Risk Inspections



Approximately **26,067** people live in our station area

**96**

Simple Operational Fire Safety Assessments



**2,334**

Home Fire Safety Checks

#### Excellent Operational Preparedness

We will:

- Complete all core skills courses at our Training and Development Academy
- Attend monthly training on the High Volume Pump and maintain competencies
- Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills
- Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within
- Complete two off station Training Exercises, highlighting local risks
- Understand local risks by completing Site Specific Risk Inspections (SSRI)
- Complete Hydrant Surveys for the station area
- Continue to work closely with NWAS and forge good JESIP links.

#### Excellent Operational Response

We will:

- Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile
- Maintain an excellent High Volume Pump Response both locally and nationally when required
- Continue to undertake On Station Training in line with Service Themes
- Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community
- Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service
- Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system
- Continue to develop links with partner agencies towards an enhanced Wildfire response, supported by education, Training and Operational Assurance.

#### Excellent Prevention & Protection

We will:

- Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks
- Carry out Community Reassurance Campaigns in our most vulnerable areas
- Support National Safety Campaigns throughout the year working with our partners and communities
- Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages
- Make inroads into the rural community and to reassure and educate them with our safety message
- Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

We will:

- Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally
- Create a workplace which reflects our organisational and personal values
- Maintain high levels of attendance and promote fitness and well-being
- Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals
- Provide support to Firefighters and officers in development roles to allow them to become the best they can be.

# HESWALL COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	62	62
All Primary Fires	25	24
Accidental Dwelling Fires (ADFs)	10	11
Deliberate Vehicle Fires	2	3
All Secondary Fires	37	38
Anti-social Behaviour Fire (ASBs)	22	19
AFA's in Non Domestic Premises	12	13
% ADF No Smoke Alarm	40%	Lower
Alert to Mobile	95.6%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	44
Home Fire Safety Checks	2334
Hydrant Surveys	31
Waste & Fly Tipping	12
Prevention Talks	48
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

We will:

- Complete all core skills courses at our Training and Development Academy
- Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills
- Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding
- Encourage and develop new firefighters and new ranks to become competent and confident in their roles
- Complete two off station Training Exercises, highlighting local risks
- Understand local risks by completing Site Specific Risk Inspections (SSRI)
- Complete Hydrant Surveys for the station area
- Maintain high standards of appliance care including cleaning, testing of equipment and fault reporting.

#### Excellent Operational Response

We will:

- Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators
- Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers
- Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service
- Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system
- Maintain our capability to respond to major flooding events throughout the UK through regular training on the high volume pump
- Utilise cross border training opportunities in collaboration with Cheshire Fire and Rescue Service.

#### Excellent Prevention & Protection

We will:

- Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks
- Carry out Community Reassurance Campaigns in our most vulnerable areas
- Support National Safety Campaigns throughout the year working with our partners and communities
- Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages
- Make inroads into the rural community to reassure and educate them and promote our safety message
- Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA), to promote safety in the workplace and to reinforce Fire Safety Legislation
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

We will:

- Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic
- Create a workplace which reflects our organisational and personal values.
- Maintain high levels of attendance and promote fitness and well-being
- Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals
- Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.



# KENSINGTON COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	251	341
All Primary Fires	78	131
Accidental Dwelling Fires (ADFs)	40	49
Deliberate Vehicle Fires	8	36
All Secondary Fires	173	210
Anti-social Behaviour Fire (ASBs)	110	152
AFA's in Non Domestic Premises	36	39
% ADF No Smoke Alarm	5%	Lower
Alert to Mobile	98%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	57
Home Fire Safety Checks	1953
Hydrant Surveys	72
Waste & Fly Tipping	48
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

We will:

- Complete all programmed core skills courses at the Training & Development Academy
- Utilise the Station Training Planner to complete all Safe Person Assessments and LearnPro modules to maintain theoretical and practical skills
- Undertake a minimum of two realistic off station training scenarios
- Build knowledge and understanding of high rise premises, tactics for dealing with fires in high rise buildings and undertake regular familiarisation visits and training exercises
- Maintain knowledge and awareness of new risks within Kensington and the city, notably the new Royal Liverpool Hospital, undertake joint inspections with Station 11 where appropriate. Seek additional information and input from local Prevention Team
- Maintain an excellent standard of readiness, cleanliness of the appliance, equipment and standards of dress
- Ensure all hydrant and Emergency Water Supply inspections are completed.

#### Excellent Operational Response

We will:

- Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents
- Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met
- Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents
- Ensure standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure
- Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises. Promote and engage with the new Hot Debrief process
- Maintain competencies, knowledge and skills of Mass Decontamination Unit and associated mass decontamination procedures through regular training and exercising.

#### Excellent Prevention & Protection

We will:

- Continue to use targeted data to engage, inform, educate and make-safe those most vulnerable from fire. Ensure understanding & promote safeguarding of vulnerable persons and those with protected characteristics
- Use intelligence led information to target areas of ADFs and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties
- Effectively engage with children and young people, creating strong bonds with schools, MFRS Youth Engagement and Prince's Trust
- Identify community groups eligible for Community Impact Fund
- Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm & Bonfire Period
- Respond to and implement outcomes from MFRS & Grenfell High Rise reviews
- Complete allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

#### Excellent People

We will:

- Promote awareness of the importance of mental health wellbeing and encourage all to monitor and signpost their colleagues to counselling /occupational health, where appropriate
- Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels
- Develop our people via continued engagement to deliver a professional service which has a positive impact on our communities and workplace
- Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station
- Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future
- Review performance and identify future development needs through the appraisal system
- Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.



# KIRKBY COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	344	368
All Primary Fires	78	94
Accidental Dwelling Fires (ADFs)	31	32
Deliberate Vehicle Fires	23	31
All Secondary Fires	266	274
Anti-social Behaviour Fire (ASBs)	206	178
AFA's in Non Domestic Premises	6	9
% ADF No Smoke Alarm	35.5%	Lower
Alert to Mobile	97.7%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	134
Home Fire Safety Checks	1524
Hydrant Surveys	34
Waste & Fly Tipping	24
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

134
1524
34
24
24
96
2



#### Excellent Operational Preparedness

- We will:
- Liaise with the Training and Development Academy and assist in conducting service wide High-Rise training exercises at Gaywood Green Heights to further develop knowledge and practical skills. Work closely with local housing authorities to ensure that our crews are best prepared to provide a swift and effective response should it be required
  - Carry out Site Specific Risk information visits/ revisits as required ensuring key risk information is accurate
  - Complete Hydrant inspections within the station area
  - Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents
  - Plan and carry out at least two off Station exercises/training events at local risk venues including COMAH sites and industrial premises where possible to test and maintain operational effectiveness,

#### Excellent Operational Response

- We will:
- Ensure Alert to Mobilisation standard is maintained (1.9 minutes) plus 10-minute response standards to all life risk incidents as detailed in the IRMP
  - Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain service PPE to the highest possible standards
  - Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness, availability and conduct regimented testing to ensure longevity of resources
  - Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

#### Excellent Prevention & Protection

- We will:
- Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks
  - Carry out Community Reassurance Campaigns in our most vulnerable areas
  - Support National Safety Campaigns throughout the year working with our partners and communities
  - Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages
  - Make inroads into the rural community to reassure and educate them and pass on our safety message
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation
  - Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

#### Excellent People

- We will:
- Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic
  - Continue to engage, communicate and improve on the unprecedented response and outstanding results from the 2020 staff survey through constructive and meaningful engagement with operational staff
  - Create a workplace which reflects our organisational and personal values
  - Utilise station gym facilities to enhance fitness, overall health and wellbeing
  - Help develop and support our team, via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals. Identify and support future talent
  - Provide support to Firefighters and ranks in development roles to allow them to become the best they can be
  - Support and promote the Princes Trust to assist disadvantaged young people in our Community to realise their true potential through engagement, inclusion and team building
  - Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.



# KIRKDALE COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	460	433
All Primary Fires	111	124
Accidental Dwelling Fires (ADFs)	45	45
Deliberate Vehicle Fires	11	32
All Secondary Fires	349	309
Anti-social Behaviour Fire (ASBs)	245	216
AFA's in Non Domestic Premises	15	16
% ADF No Smoke Alarm	34.1%	Lower
Alert to Mobile	92.5%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	57
Home Fire Safety Checks	1524
Hydrant Surveys	82
Waste & Fly Tipping	48
Prevention Talks	48
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

57
1524
82
48
48
96
2



#### Excellent Operational Preparedness

- We will:
- Plan, prepare and exercise against identified risks within the station area. Particular attention will be paid to The Port of Liverpool.
  - Attend and assess premises to gather SSRI information to inform our response and identify risks
  - Manage the availability of water supplies through hydrant inspection and open water identification and pre-planning.
  - Attend all core & risk critical training at the Training and Development Academy
  - Complete all allocated e learning and attain the required standard
  - Undertake Safe Person Assessments ensuring that the required standard is met and recorded accordingly
  - Identify and familiarise all staff with high rise premises in the station area, including any guidance, notes or information received from Protection department.

#### Excellent Operational Response

- We will:
- Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role.
  - Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner
  - Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area
  - Develop and Maintain competencies as a Mass Decon and HAZMAT Centre of Excellence station through regular pre-planned training and validation exercises
  - Assure high standards of PPE, adherence to procedures and safe working at operational incidents
  - Ensure standards of driving and emergency response are maintained and developed through coaching and exposure
  - Ensure response times are effectively met.

#### Excellent Prevention & Protection

- We will:
- Attend & complete all required Prevention activities to reduce risk and protect vulnerable members of the community
  - Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day
  - Respond to and protect those affected by hate or race crime through care, advice and equipment
  - Continue to inform the minority population of over 65s to reduce harm, injury or death from fire in conjunction with the majority student/professional demographic
  - Continue to reduce and prevent waste fires through reporting and control
  - Offer fire safety advice to local business through Simple Operational Fire Safety Audits
  - Identify and reduce resource demands such as unwanted alarm signals through advice and joint working
  - Continue to support Youth Engagement activity and foster good working relationships with the team
  - In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

- We will:
- Actively monitor and manage personnel wellbeing taking in to account external factors, for example, COVID-19
  - Ensure the continuity of a thriving, positive and equal culture where all are treated with respect, dignity and care
  - Continue to develop new entrants to the Service through training, incident exposure and accredited Apprenticeship qualification
  - Ensure dedicated, quality training to Junior Officers to allow full potential to be realised
  - Conduct appraisals in a timely fashion with specific individual or organisational objectives set within realistic timeframes
  - Identify and support future talent
  - Engage with the diverse, multi-cultural local community to promote Fire Safety messages and cohesion
  - Aim to minimise absence and promote a healthy lifestyle amongst personnel.



# LIVERPOOL CITY COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	204	299
All Primary Fires	61	88
Accidental Dwelling Fires (ADFs)	19	21
Deliberate Vehicle Fires	8	15
All Secondary Fires	143	211
Anti-social Behaviour Fire (ASBs)	80	91
AFA in Non Domestic Premises	88	134
% ADF No Smoke Alarm	5.3%	Lower
Alert to Mobile	93.7%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

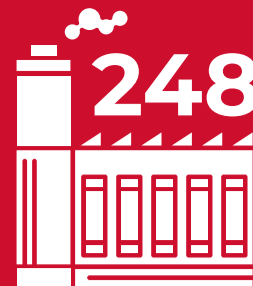
are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	248
Home Fire Safety Checks	810
Hydrant Surveys	71
Waste & Fly Tipping	48
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

248
810
71
48
24
96
2



Site Specific Risk Inspections

96

Simple Operational Fire Safety Assessments



Approximately 40,291 people live in our station area



810

Home Fire Safety Checks

#### Excellent Operational Preparedness

- We will:
- Attend and assess premises to gather SSRI information to inform our response and identify risks
  - Continue to effectively provide immediate and retained cover aligned to the Hybrid crewing system
  - Work in conjunction with Liverpool Protection when reporting or resolving local risk issues
  - Monitor and utilise information from the outcomes of the Grenfell enquiry in accordance with Service procedures
  - Continue to assess and monitor bespoke local developments such as the new Liverpool Royal Hospital, student accommodation and shopping complexes
  - Respond effectively across the City Centre area through familiarisation, topography and traffic surveys in a continually evolving cityscape
  - Maintain high standards of appliance care including cleaning, equipment tests and fault reporting
  - Ensure completion of all hydrant surveys.

#### Excellent Operational Response

- We will:
- Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role
  - Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner
  - Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area
  - Continue to develop specialist skills in Detection, Identification and Monitoring (DIM) and Marauding Terrorist Attack (MTA) response including work with Merseyside Police and specialist responders within the Search and Rescue Team
  - Assure high standards of PPE, adherence to procedures and safe working at operational incidents
  - Ensure standards of driving and emergency response are maintained and developed through coaching and exposure
  - Ensure response times are effectively met.

#### Excellent Prevention & Protection

- We will:
- Attend & complete all required Prevention activities to reduce risk and protect vulnerable members of the community
  - Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day
  - Respond to and protect those affected by hate or race crime through care, advice and equipment
  - Continue to advise on how to prevent fire within the growing student population through HFSCs and joint working with partners in Higher Education and building developments
  - Continue to inform the minority population of over 65s to reduce harm, injury or death from fire in conjunction with the majority student/professional demographic
  - Continue to reduce and prevent waste fires through reporting and control
  - Offer fire safety advice to local business through Simple Operational Fire Safety Audits
  - Identify and reduce resource demands such as unwanted alarm signals through advice and joint working
  - In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

- We will:
- Actively monitor and manage personnel wellbeing taking in to account external factors, for example, COVID
  - Continue to welcome developing Firefighters and Junior Officers into the Hybrid crewing system
  - Ensure the continuity of a thriving, positive and equal culture where all are treated with respect, dignity and care
  - Continue to develop new entrants to the Service through training, incident exposure and accredited Apprenticeship qualification
  - Ensure dedicated, quality training to Junior Officers to allow full potential to be realised
  - Conduct appraisals in a timely fashion with specific individual or organisational objectives set within realistic timeframes
  - Identify and support future talent
  - Engage with the diverse, multi-cultural local community to promote Fire Safety messages and cohesion
  - Aim to minimise absence and promote a healthy lifestyle amongst personnel.

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**Our Vision is to be the best Fire & Rescue Service in the UK.**  
One team, putting its communities first.



# NEWTON-LE-WILLOWS COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	130	137
All Primary Fires	37	50
Accidental Dwelling Fires (ADFs)	18	19
Deliberate Vehicle Fires	5	9
All Secondary Fires	93	87
Anti-social Behaviour Fire (ASBs)	66	63
AFA in Non Domestic Premises	8	5
% ADF No Smoke Alarm	33.3%	Lower
Alert to Mobile	99.7%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

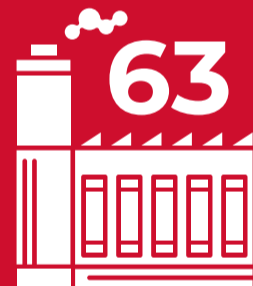
are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	63
Home Fire Safety Checks	2223
Hydrant Surveys	27
Waste & Fly Tipping	48
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

63
2223
27
48
24
96
2



Site Specific Risk Inspections

96

Simple Operational Fire Safety Assessments



Approximately 41,855 people live in our station area



2,223

Home Fire Safety Checks

#### Excellent Operational Preparedness

- We will:
- Due to Station Risks, prioritise and complete allocated Hydrant inspections within the station area prioritising Sankey Valley Industrial Estate
  - Understand local risks by completing Site Specific Risk Information visits/revisits as required ensuring key risk information is accurate
  - Plan and carry out training events to include our multi agency partners, at local risk venues including both the Sankey Valley industrial premises plus rural locations where possible to test and maintain operational effectiveness
  - Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents
  - Maintain Operational availability of the National Resilience HVP (High Volume Pump) in conjunction with other LLAR-HVP support stations to facilitate local and "out of area" deployments. Maintain operational HVP competency through regular joint training.

#### Excellent Operational Response

- We will:
- Ensure Alert to Mobilisation standard is maintained (1.9 minutes) plus 10-minute response standards to all life risk incidents as detailed in the IRMP
  - Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards
  - Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources
  - Maintain an excellent High Volume Pump Response both locally and nationally when required
  - Continue to undertake On Station Training in line with Service Themes.

#### Excellent Prevention & Protection

- We will:
- Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting Prevention activity/HFSCs
  - Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of locally identified need
  - Carry out Community Reassurance Campaigns in our most vulnerable areas
  - Support local community groups and housing providers to promote our HFSC strategy, including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness
  - Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/land owners to reduce risk
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

#### Excellent People

- We will:
- Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic
  - Create a workplace which reflects our organisational and personal values
  - Utilise station gym facilities to enhance fitness, overall health and wellbeing
  - Continue to engage, communicate and improve on the unprecedented response from the 2020 staff survey through constructive and meaningful engagement with operational staff
  - Develop existing managers who are following the CMD, WMD and SMD gateway and seek and support new potential managers for the future
  - Monitor and identify future development needs through the appraisal system
  - Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

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# OLD SWAN COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	321	400
All Primary Fires	116	146
Accidental Dwelling Fires (ADFs)	55	58
Deliberate Vehicle Fires	21	41
All Secondary Fires	205	254
Anti-social Behaviour Fire (ASBs)	160	197
AFA's in Non Domestic Premises	31	30
% ADF No Smoke Alarm	29.1%	Lower
Alert to Mobile	95.5%	95%

Outcome targets are based on 5yrs data

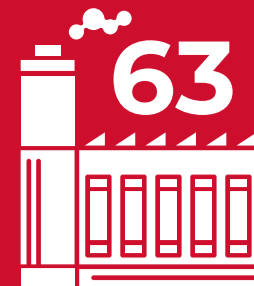
### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	63
Home Fire Safety Checks	2019
Hydrant Surveys	93
Waste & Fly Tipping	48
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:



63 Site Specific Risk Inspections



96 Simple Operational Fire Safety Assessments



Approximately 94,580 people live in our station area



2,019 Home Fire Safety Checks

#### Excellent Operational Preparedness

- We will:
- Carry out Site Specific Risk information visits/ revisits as required ensuring key risk information is as accurate and up to date as possible. Continue with SOFSA visits to identify risks in our area
  - Complete allocated Hydrant inspections within the station area, reporting any faults or flow issues to ensure operational readiness
  - Maintain key skills, core competencies and utilise the annual training planner to ensure Operational preparedness. Continue to maintain professional development utilising all available resources
  - Plan and carry out training events at local risk venues including residential High Rise properties and familiarise ourselves with local public risks including shopping centres, factories and processing plants to allow us to test and maintain operational effectiveness.

#### Excellent Operational Response

- We will:
- Ensure Alert to Mobilisation standard is maintained (1.9 minutes) plus 10-minute response standards to all life risk incidents as detailed in the IRMP
  - Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near-misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards
  - Maintain operational appliances and equipment to the highest standards for effectiveness and availability
  - Undertake regular on-station and off-station training in line with the Operational training calendar, receiving quality assurance via Station Manager audits and complying with Service procedures, command guides and Information notes to ensure the highest levels of response.

#### Excellent Prevention & Protection

- We will:
- Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSCs
  - Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation
  - Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness
  - Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk
  - Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area
  - In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

- We will:
- Continue to observe Government guidance to keep ourselves, our families and members of the public safe from the risk of Covid-19 as far as practically possible
  - Support our staff who have been affected directly or indirectly by the pandemic
  - Invest in our workforce and encourage continued professional development
  - Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels
  - Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education
  - Support and promote the presence of charity/ food bank collection points on our station and to do the best we can for the most vulnerable in our community.

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# PRESCOT COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	362	384
All Primary Fires	117	134
Accidental Dwelling Fires (ADFs)	55	53
Deliberate Vehicle Fires	21	33
All Secondary Fires	245	250
Anti-social Behaviour Fire (ASBs)	202	198
AFA's in Non Domestic Premises	20	22
% ADF No Smoke Alarm	29.1%	Lower
Alert to Mobile	92.8%	95%

Outcome targets are based on 5yrs data

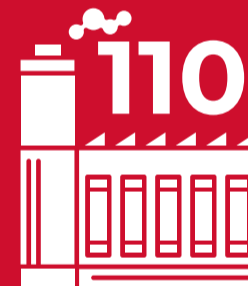
### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	110
Home Fire Safety Checks	1524
Hydrant Surveys	76
Waste & Fly Tipping	24
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:



110 Site Specific Risk Inspections



96 Simple Operational Fire Safety Assessments



Approximately 98,184 people live in our station area



1,524 Home Fire Safety Checks

#### Excellent Operational Preparedness

- We will:
- Carry out Site Specific Risk information visits/ revisits as required ensuring key risk information is accurate, and to understand the risks in our community
  - Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents
  - Plan and carry out training events at local risk venues including residential High Rise properties and rural locations where possible to test and maintain operational effectiveness
  - Complete allocated Hydrant inspections within the station area
  - Support personnel through Institute of Fire Engineer exams to enhance knowledge and capability
  - Maintain and enhance relationship with Merseyside Police colleagues at Prescott Fire station promoting joint working and JESIP principles.

#### Excellent Operational Response

- We will:
- Ensure Alert to Mobilisation standard is maintained (1.9 minutes) plus 10-minute response standards to all life risk incidents as detailed in the IRMP
  - Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response
  - Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources
  - Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

#### Excellent Prevention & Protection

- We will:
- Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSCs
  - Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation
  - Carry out regular QA of HFSC's by Station Managers to ensure high standards are being maintained and all available support partners are utilised
  - Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness
  - Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

#### Excellent People

- We will:
- Support our staff who have been affected directly or indirectly by the pandemic
  - Utilise the appraisal process to identify personal performance objectives, support personal development and look to develop suitable individuals to realise their own potential and career progression
  - Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels
  - Utilise station gym facilities to enhance fitness, overall health and wellbeing
  - Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education
  - Support and promote the Princes Trust to assist disadvantaged young people to realise their true potential through engagement, inclusion and team building.

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# SAUGHALL MASSIE COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	337	469
All Primary Fires	96	109
Accidental Dwelling Fires (ADFs)	41	42
Deliberate Vehicle Fires	23	29
All Secondary Fires	241	360
Anti-social Behaviour Fire (ASBs)	125	145
AFA's in Non Domestic Premises	18	40
% ADF No Smoke Alarm	17.1%	Lower
Alert to Mobile	94.4%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	74
Home Fire Safety Checks	2019
Hydrant Surveys	72
Waste & Fly Tipping	12
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

- We will:
- Complete all core skills courses at our Training and Development Academy
  - Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills
  - Undertake Operational Training each shift and utilise Ops Assurance bulletins and case studies to maintain wider knowledge and understanding
  - Encourage and develop new firefighters and new ranks to become competent and confident in their roles
  - Complete two off station Training Exercises, highlighting local risks
  - Understand local risks by completing Site Specific Risk Inspections (SSRI)
  - Complete Hydrant Surveys for the station area
  - Maintain high standards of appliance care including cleaning, testing of equipment and fault reporting.

#### Excellent Operational Response

- We will:
- Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile, coinciding with our monthly reportable Performance Indicators
  - Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers
  - Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community
  - Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service
  - Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.

#### Excellent Prevention & Protection

- We will:
- Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks
  - Carry out Community Reassurance Campaigns in our most vulnerable areas
  - Support National Safety Campaigns throughout the year working with our partners and communities
  - Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages
  - Make inroads into the rural community to reassure and educate them and promote our safety message
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA), to promote safety in the workplace and to reinforce Fire Safety Legislation
  - In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training

#### Excellent People

- We will:
- Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic
  - Create a workplace which reflects our organisational and personal values
  - Maintain high levels of attendance and promote fitness and well-being
  - Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals
  - Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.

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# SOUTHPORT COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	205	267
All Primary Fires	85	107
Accidental Dwelling Fires (ADFs)	43	55
Deliberate Vehicle Fires	5	12
All Secondary Fires	120	160
Anti-social Behaviour Fire (ASBs)	42	61
AFA's in Non Domestic Premises	26	29
% ADF No Smoke Alarm	27.9%	Lower
Alert to Mobile	91.7%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	193
Home Fire Safety Checks	4041
Hydrant Surveys	108
Waste & Fly Tipping	48
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

#### Excellent Operational Preparedness

- We will:
- Complete all core skills courses at our Training and Development Academy
  - Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills
  - Encourage and develop new firefighters and new officers to become competent and confident in their roles. Ensure that they are fully familiar with the Firefighter apprenticeship programme and their roles and responsibilities within
  - Complete two off station Training Exercises, highlighting local risks
  - Utilise our aerial capability to train and plan around incidents in High Rise Buildings
  - Understand local risks by completing Site Specific Risk Inspections (SSRI)
  - Complete Hydrant Surveys for the station area
  - Continue to work closely with NNAS and forge good JESIP links

#### Excellent Operational Response

- We will:
- Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile
  - Work with our partners such as Coastguards, Southport Off Shore Rescue to maintain excellent response to water and beach related incidents
  - Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers
  - Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community
  - Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service
  - Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.

#### Excellent Prevention & Protection

- We will:
- Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks
  - Carry out Community Reassurance Campaigns in our most vulnerable areas
  - Support National Safety Campaigns throughout the year working with our partners and communities
  - Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages
  - Make inroads into the rural community to reassure and educate and pass on our safety message
  - Work with the Fire Cadets to continue our commitment to Youth Engagement
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

#### Excellent People

- We will:
- Be supported to ensure their Physical and Mental Health is monitored and steps taken to ensure that they are aware of all available forms of Support both within the workplace and externally
  - Create a workplace which reflects our organisational and personal values
  - Maintain high levels of attendance and promote fitness and well-being
  - Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals
  - Provide support to Firefighters and officers in development roles to allow them to become the best they can be.

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# SPEKE/GARSTON COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	309	313
All Primary Fires	100	109
Accidental Dwelling Fires (ADFs)	43	33
Deliberate Vehicle Fires	19	38
All Secondary Fires	209	204
Anti-social Behaviour Fire (ASBs)	163	161
AFA's in Non Domestic Premises	6	8
% ADF No Smoke Alarm	25.6%	Lower
Alert to Mobile	96%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	120
Home Fire Safety Checks	1524
Hydrant Surveys	73
Waste & Fly Tipping	24
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

120
1524
73
24
24
96
2



#### Excellent Operational Preparedness

- We will:
- Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is as accurate and up to date as possible. Continue with SOFSA visits to identify risks in our area
  - Complete allocated Hydrant inspections within the station area, reporting any faults or flow issues
  - Maintain key skills, core competencies and utilise the annual training planner to ensure Operational preparedness. Continue to maintain professional development utilising all available resources
  - Plan and carry out training events at local risk venues including residential High Rise properties and familiarise ourselves with local public risks including shopping centres, factories and processing plants to allow us to test and maintain operational effectiveness
  - Take advantage of our location by building on our relationships with representatives from risks in our area, (for example, Jaguar Land Rover/Liverpool JLA), and to arrange joint-training exercises.

#### Excellent Operational Response

- We will:
- Ensure Alert to Mobilisation standard is maintained (1.9 minutes) plus 10-minute response standards to all life risk incidents as detailed in the IRMP
  - Maintain and develop our excellent Health and Safety culture within the workplace. Continue to encourage our staff to recognise and act upon near-misses and safety observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards
  - Maintain operational appliances and equipment to the highest standards for effectiveness and availability
  - Undertake regular on-station training in line with the Operational training calendar, receiving quality assurance via Station Manager audits and complying with Service procedures, command guides and Information notes to ensure the highest levels of response.

#### Excellent Prevention & Protection

- We will:
- Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSCs
  - Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation
  - Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness
  - Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/land owners to reduce risk
  - Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises and encourage staff to become familiar with risks in their station area
  - In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

- We will:
- Continue to observe Government guidance to keep ourselves, our families and members of the public safe from the risk of Covid-19 as far as practically possible
  - Support our staff who have been affected directly or indirectly by the pandemic
  - Invest in our workforce and encourage continued professional development
  - Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels
  - Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education
  - Support and promote the presence of charity/food bank collection points on our station and to do the best we can for the most vulnerable in our community.

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# ST HELENS COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

All Fires	659	688
All Primary Fires	147	184
Accidental Dwelling Fires (ADFs)	62	71
Deliberate Vehicle Fires	25	39
All Secondary Fires	512	504
Anti-social Behaviour Fire (ASBs)	396	391
AFA's in Non Domestic Premises	23	33
% ADF No Smoke Alarm	32.3%	Lower
Alert to Mobile	94.6%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

Site Specific Risk Information (SSRIs)	159
Home Fire Safety Checks	3003
Hydrant Surveys	143
Waste & Fly Tipping	48
Prevention Talks	48
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

Annual Target 2021/22:

159
3003
143
48
48
96
2



#### Excellent Operational Preparedness

- We will:
- Utilise our Aerial Capability to train and plan around incidents in High Rise Buildings
  - Work with Preparedness on the implementation of a new Stinger/Scorpion Appliance for the station
  - Complete all core skills courses at our Training and Development Academy
  - Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills
  - Encourage and develop new firefighters and new ranks to become competent and confident in their roles
  - Complete two off station Training Exercises, highlighting local risks
  - Understand local risks by completing Site Specific Risk Information visits/revisits as required ensuring key risk information is accurate
  - Complete Hydrant Surveys for the station area.

#### Excellent Operational Response

- We will:
- Ensure Alert to Mobilisation standard is maintained (1.9 minutes) plus 10-minute response standards to all life risk incidents as detailed in the IRMP
  - Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards
  - Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers
  - Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community
  - Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service
  - Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability whilst conducting regimented testing to ensure longevity of resources.

#### Excellent Prevention & Protection

- We will:
- Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out leafleting or Home Fire Safety Checks
  - Carry out Community Reassurance Campaigns in our most vulnerable areas
  - Support National Safety Campaigns throughout the year working with our partners and communities
  - Carry out Prevention Talks in places such as Schools, Youth Centres, Sheltered Accommodation to promote our safety messages
  - Make inroads into the rural community to reassure and educate them and pass on our safety message
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation
  - Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/land owners to reduce risk
  - Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

#### Excellent People

- We will:
- Work together and support each other to maintain excellent wellbeing and mental health during and after the pandemic
  - Create a workplace which reflects our organisational and personal values
  - Utilise station gym facilities to enhance fitness, overall health and wellbeing
  - Help develop and support our team, via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals. Identify and support future talent
  - Support and promote the Princes Trust to assist disadvantaged young people in our Community to realise their true potential through engagement, inclusion and team building
  - Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education
  - Embed the hybrid structure that mirrors the station functional plan, giving ownership, cohesion of activity and resource, accountability and responsibility to all staff
  - Continue to develop new entrants to the Service through training, incident exposure and accredited Apprenticeship qualification.

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# TOXTETH COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	339	429
All Primary Fires	118	145
Accidental Dwelling Fires (ADFs)	54	55
Deliberate Vehicle Fires	23	44
All Secondary Fires	221	284
Anti-social Behaviour Fire (ASBs)	175	220
AFA's in Non Domestic Premises	23	24
% ADF No Smoke Alarm	14.8%	Lower
Alert to Mobile	93.9%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	100
Home Fire Safety Checks	1341
Hydrant Surveys	98
Waste & Fly Tipping	24
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

#### Excellent Operational Preparedness

We will:

- Complete allocated Site Specific Risk Information inspections prioritised on risk category and due date
- Manage availability of all water supplies through hydrant inspections and open water source identification
- Maintain all competencies by attending all TDA Core risk critical training
- Arrange and complete 2 off site exercises, at known risks within the station area. (M and S Arena, River, Central Mosque)
- Complete 100 percent of all allocated SPA and Learnpro packages.
- Strengthen links with the highest risk stakeholders within the station area (M and S Arena, Convention Centre, River MFI Coastguard and RNLI).

#### Excellent Operational Response

We will:

- Complete daily training in line with the station training planner
- Maintain core skills through 100% completion of Safe Person Assessments
- Attain a minimum performance of 85% during monthly audits
- Maintain 95% against performance indicator DR23 Alert to mobile in 1.9 mins and TR08 attendance to life risk incidents within 10 mins
- Promote a positive health and safety culture to reduce fire fighter injuries and damage to MFRS Assets. Increased vigilance and completion of near miss reports where appropriate
- Ensure the correct use, maintenance and recording of Personal Protective Equipment.

#### Excellent Prevention & Protection

We will:

- Link in with the Arson Reduction Team to support intelligence led activities
- Carry out reassurance campaigns in the residential high rise blocks within ours and neighbouring station areas
- Increase the percentage of visits to vulnerable persons and over 65s using the status reports during HFSC planning
- Link in with youth engagement within the community and the Princes Trust
- Strengthen links within the community to familiarise the crews with the diverse needs of the population and share links with service providers
- Carry out reassurance campaigns in residential high rise blocks in and around the station area, prioritising blocks of 8 floors or more
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

We will:

- Support our staff who have been affected directly or indirectly by the ongoing pandemic
- Identify and support Firefighters and Watch Managers who wish to develop and seek promotion
- Set appraisal objectives that will ensure the aims of the Station Plans are achieved
- Complete appraisals within the specified timescales
- Identify and support Development Firefighters in the completion of their NVQ/Apprenticeships through mentoring
- Manage absence levels in line with Service Policy
- Support positive action by delivering taster days for potential new fire fighters
- Support and develop new drivers on station
- Maintain fitness levels through shift related physical training activities.

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**Our Vision is to be the best Fire & Rescue Service in the UK. One team, putting its communities first.**



# WALLASEY COMMUNITY FIRE STATION

## COMMUNITY RISK MANAGEMENT PLAN 2021/22

### OUTCOMES

are the impact our actions have on the community such as reducing incidents.

	Performance 2020/21	Targets 2021/22
All Fires	308	370
All Primary Fires	87	106
Accidental Dwelling Fires (ADFs)	35	45
Deliberate Vehicle Fires	14	28
All Secondary Fires	221	264
Anti-social Behaviour Fire (ASBs)	103	152
AFA's in Non Domestic Premises	9	15
% ADF No Smoke Alarm	42.9%	Lower
Alert to Mobile	94.8%	95%

Outcome targets are based on 5yrs data

### OUTPUTS

are the quantifiable things we deliver to improve outcomes.

	Annual Target 2021/22:
Site Specific Risk Information (SSRIs)	90
Home Fire Safety Checks	3003
Hydrant Surveys	69
Waste & Fly Tipping	24
Prevention Talks	24
Simple Operational Fire Safety Assessments	96
Off Station Exercising	2

We aim by the delivery of these outcomes to achieve reductions in death and injuries in our communities.

#### Excellent Operational Preparedness

We will:

- Complete all programmed core skills courses at the Training and Development Academy
- Utilise the Station Training Planner to complete all Safe Person Assessments and LearnPro modules to maintain theoretical and practical skills
- Develop knowledge and understanding of Marine Firefighting theoretical and practical skills to create a specialist team at Wallasey
- Undertake a minimum of two realistic off station training scenarios
- Improve training, interaction and mentoring possibilities between Wallasey and Birkenhead crews
- Maintain an excellent standard of readiness, cleanliness of appliances, equipment, kit and standards of dress
- Undertake familiarisation visits to Stadler Rail Depot to build knowledge around new Merseyrail train stock due in service during 2021
- Ensure all hydrant and Emergency Water Supply inspections are completed.

#### Excellent Operational Response

We will:

- Actively promote a positive Health and Safety culture. Encourage and support reporting of near miss incidents to prevent future accidents/incidents
- Ensure Alert to Mobile, Standards of Fire Cover and IRS completion standards are met
- Work with our partners such as Coastguard, RNLI and NWAS to maintain excellent response to water and mud related incidents
- Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents and training exercises
- Ensure high standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure
- Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises. Promote and engage with the new Hot Debrief process.

#### Excellent Prevention & Protection

We will:

- Continue to use targeted data to engage, inform, educate and make-safe those most vulnerable from fire. Ensure understanding & promote safeguarding of vulnerable persons and those with protected characteristics
- Use intelligence led information to target areas of ADFs and undertake arson reduction campaigns. Continue to highlight and report fly-tipped waste and vulnerable properties
- Effectively engage with children and young people, creating strong bonds with schools, MFRS Youth Engagement and Prince's Trust
- Identify community groups eligible for Community Impact Fund
- Continue to deliver seasonal campaigns, such as Older Persons Week, Winter Warm and Bonfire Period
- Respond to and implement outcomes from MFRS and Grenfell High Rise Reviews
- Complete allocated Site Specific Risk Information and Simple Operational Fire Safety Audits within the station area
- In line with the Building Risk Review programme, identified high rise premises will be prioritised for SSRI updates, familiarisation and training.

#### Excellent People

We will:

- Promote awareness of the importance of mental health wellbeing and encourage all to monitor and signpost their colleagues to counselling /occupational health, where appropriate
- Positively promote Critical Incident Stress Management process. These measures should contribute to maintaining low absence levels
- Develop our people via continued engagement to deliver a professional service which has a positive impact on our communities and workplace
- Support the Firefighter Apprenticeship Programme through mentoring, training, development and observation on station
- Develop and support personnel at all rank levels to be the best they can be and identify and support potential managers for the future
- Review performance and identify future development needs through the appraisal system
- Promote a healthy lifestyle amongst personnel through good nutrition and a physical fitness environment.

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