

IRMP 2017-2020



INTEGRATED RISK MANAGEMENT PLAN 2017 - 2020

**SAFER, STRONGER COMMUNITIES,
SAFE, EFFECTIVE FIREFIGHTERS**



CONTENTS

	PAGE NUMBER
FOREWORD	3
INTRODUCTION	4
ABOUT THIS PLAN	5
WHAT WE DO	16
WHAT WE PLAN TO DO	28
HOW YOU CAN HELP US	



FOREWORD

Chair of the Fire Authority Cllr Dave Hanratty

Merseyside Fire and Rescue Authority (MFRA) are responsible for ensuring Merseyside is protected by an effective fire and rescue service. To meet this responsibility while facing on-going and significant budget cuts, the Authority has developed a three year Integrated Risk Management Plan (IRMP) to fundamentally transform how frontline emergency response and prevention activity will be delivered in the future.

To do nothing is not an option. We reluctantly accept that the fire and rescue service must change to meet the financial challenge set by the Government, but we shouldn't lose sight of the fact that this is in the context of an increasingly complex and challenging risk environment.

We acknowledge within this IRMP the skills and capabilities that are exhibited every day by our firefighters and support staff. We will utilise these skills to best meet the demands placed on the service and our partners across all areas of community safety and health.

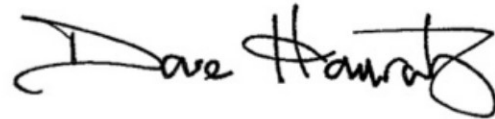
The plan fulfils the Authority's statutory responsibility but more importantly it outlines how we will best use our resources to respond to emergencies and reduce the risks facing our communities.

Thanks to the hard work of staff, volunteers and partners, the numbers of fires and injuries has fallen significantly over the previous decade. That said, more recently the number of incidents we attend has levelled out, so now more than ever we need to utilise our resources and our people in a way that maximises their impact on risk.

It is clear, that the challenges of maintaining improvements in the future are going to get much harder, particularly as the Authority will have to make savings of around £11 million between now and 2020.

A key priority moving forward will be to adopt an approach which protects our frontline services whilst ensuring the Authority is able to realise its mission to create safer stronger communities. This IRMP seeks to do just that whilst ensuring our firefighters are able to undertake their role in a safe and effective manner.

Thank you for taking time to read our IRMP.



Cllr Dave Hanratty.



INTRODUCTION

Chief Fire Officer Dan Stephens

We have undertaken this latest process to develop our Integrated Risk Management Plan (IRMP) for 2017-20 against a backdrop of financial challenge that extends as far back as 2004.

The process of Integrated Risk Management Planning requires us to identify all fire and rescue related risks and develop capabilities to appropriately manage that risk. We have an in depth understanding of the risks posed from fires, road traffic collisions and other emergencies. We also understand how we need to mitigate this risk through our Prevention, Protection, Preparedness and Response capabilities delivered by highly trained and competent staff. The way we intend to do this is set out in the following sections.

The risk profile of Merseyside is changing. After several decades of decline our population is now increasing. Our population is also ageing. There is a well-established link between old age and vulnerability, particularly from fire.

We face increased environmental challenges. We also face significantly increased challenges from malicious attack.

The reality is however, that we must resource to budget but our budget is finite and has reduced year on year. Our latitude to make changes that improve our service is therefore extremely limited.

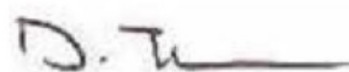
In 2013 we changed our response standards to reflect a 30% reduction in overall appliance numbers over the last decade. We set a pan Merseyside response standard of 10 minutes to life risk incidents on 90% of occasions.

The changes to our operational response capabilities set out within this IRMP are proposed with the primary intent of maintaining this response standard.

The changes to our community safety interventions are proposed with the primary intent of maximising our effectiveness in reducing risk from fires, road traffic collisions and other emergencies.

We will actively pursue opportunities to collaborate with our emergency service partners where such collaboration protects or enhances our interventions or delivers efficiencies.

Our greatest resource is undoubtedly our staff. By 2020 our Service will look very different but what will not change is the quality of our people or their commitment to deliver the best possible fire and rescue service for Merseyside.



**Chief Fire Officer
Dan Stephens**



Merseyside Fire and Rescue Authority recognise the importance of fast attendance to emergencies in relation to improving survival rates.

We commit to attend all life risk incidents within 10 minutes on 90% of occasions



ABOUT THIS PLAN

Welcome to Merseyside Fire and Rescue Authority's Integrated Risk Management Plan for 2017-20.

This IRMP outlines how we will meet the requirements of the National Framework and identify and assess all foreseeable risks and the changes we consider we will have to make to the way we deliver our services to deal with those risks within the budget that we have available.

In addition to the National Framework all fire and rescue authorities have duties under the **Fire and Rescue Services Act 2004** and **Civil Contingencies Act 2004** to respond to risk. These duties are incorporated within this plan.

MFRA consider the whole range of foreseeable fire and rescue related risks and develops plans to help prevent or respond to emergency incidents. Effective business continuity planning then enables us to deal with potential risks to the way we deliver our services, adding another layer of protection to our communities.

If you want to find out more:

In line with the requirements of **Fire and Rescue Service National Framework 2012** we publish on our website the **Annual Statement of Assurance** to provide assurance on financial, governance and operational matters and the **Annual Governance Statement** is published to explain governance and internal control measures.



Each fire and rescue authority must provide an integrated risk management plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of cross border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.



WHO WE ARE

OUR MISSION:

Safer, Stronger Communities – Safe Effective Firefighters

OUR AIMS;

Excellent Operational Preparedness

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

Excellent Operational Response

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

Excellent Prevention and Protection

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

Excellent People

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



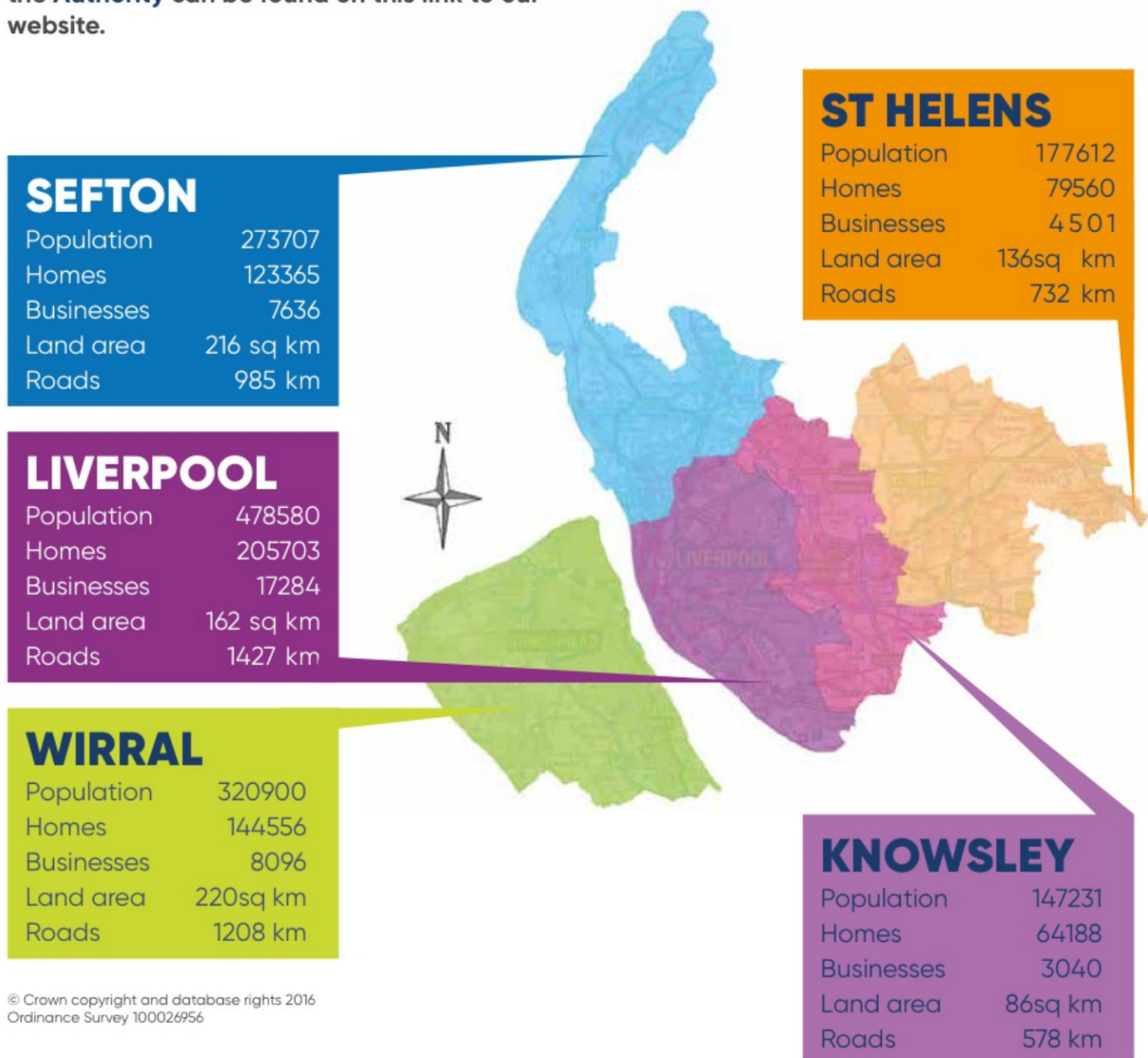
Merseyside is a Metropolitan County in the north west of England that covers an area of 249 square miles with a population of 1.4 million.

Merseyside is split into five Metropolitan Boroughs; Liverpool, Sefton, Wirral, St Helens and Knowsley.

Merseyside Fire Brigade was first established in 1974. The Fire and Rescue Service Act 2004 recognised that fire and rescue services do more than fight fires, including rescues and prevention work. Our name was changed to Merseyside Fire and Rescue Service in the same year.

The Fire and Rescue Service is governed by the Fire and Rescue Authority, which is made up of councillors who are nominated by each of the five Merseyside Local Authorities. Authority members sit on specific committees to set policy, allocate resources, carry out governance, scrutiny and review for all areas of the Service.

If you want to find out more: Information on the Authority can be found on this link to our website.



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WHO WE ARE



ON THE HORIZON

The way in which the fire and rescue service is governed could change in coming years.

The Policing and Crime Act 2017 when enacted would enable the Police and Crime Commissioner (PCC) to take responsibility for the Fire and Rescue Service if a suitable business case was made.

The Cities and Local Government Devolution Act 2016 states that the Mayor may take on the functions of the Police and Crime Commissioner and the Fire and Rescue Authority. In May 2017 there will be an election for the Liverpool City Region Mayor. The Mayor will chair a cabinet made up of local authority leaders.

Liverpool City Region Devolution Agreement includes the borough of Halton alongside the five boroughs that make up Merseyside. Halton is in Cheshire and the two fire stations in Halton (Widnes and Runcorn) are currently not part of Merseyside Fire and Rescue Authority nor are they considered within this plan.

EMERGENCY SERVICES COLLABORATION

The Policing and Crime Act 2017 introduced a duty on all three emergency services, to collaborate on the basis of improved efficiency and/or effectiveness in taking forward the Government's commitment to enable fire and police services to work more closely together and develop the role of PCC's.

In Merseyside we are already working closely with our blue light partners. Merseyside Police share our Joint Control Centre at Service Headquarters and have plans to share a number of fire stations including Formby and the new station at Prescot. We are also exploring ways of sharing transactional corporate services with the Police.

North West Ambulance Service (NWAS) share a number of our fire stations at Formby, Southport, Bootle and Netherton, Birkenhead and Newton le Willows and we have piloted a response to Emergency Medical (Cardiac Arrest) incidents alongside the Ambulance Service.

NWAS Hazardous Area Response Team (HART) are co-located at Croxteth Fire Station with the Merseyside Fire and Rescue Service Urban Search and Rescue (USAR) Team.



WHO WE ARE – OUR PEOPLE

FIREFIGHTERS

Our greatest resource is our people as they drive the Service and deliver world class services to our communities.

The majority of our operational staff are wholetime (full-time) firefighters. Wholetime firefighters are available 24 hours a day to attend emergency incidents. They are multi skilled and trained to the highest standards for every foreseeable risk and have the best equipment available.

Our firefighters work a variety of shift patterns including:

- Wholetime watch based – 2 x 12 hour days on and around the fire station, then 2 x 12 hour nights on or around the station. Followed by 4 days off
- Wholetime day shift crewing – 12 hour days on and around station, 12 hour nights on a 30 minute recall to duty from home for strategic cover in the event of a number of simultaneous incidents or one large event. On average staff work four days in an eight day period.
- Wholetime 24 hour shifts on station. On average staff work two 24 hour shifts in an eight day period, this includes an element of retained working. Retained working is an integral part of the new duty system.
- LLAR (Low Level of Activity and Risk) – 12 hour days on or around the station, 12 hour nights available from accommodation on or near the fire station. On average staff work four days in an eight day period.
- All wholetime staff are contracted to work an average of 42 hours every 7 days

Wholetime working allows us to allocate enough time to enable firefighters to train to an extremely high standard and also spend sufficient time working in their communities, to understand and reduce risk to the public through the delivery of our prevention and protection work alongside responding to emergencies.

Our retained duty arrangements utilising wholetime firefighters, or recall to duty arrangements ensures our resilience is maintained at large or protracted incidents. Our arrangements allow us to call on fully trained firefighters who are familiar with our ways of working when we need them.



Many other fire and rescue services use a retained firefighter duty system, where members of the community receive pay and training to undertake a part time firefighting role. There are a number of key differences between traditional retained firefighters and the full-time/wholetime firefighters we have in Merseyside.

A full-time firefighter works 42 hours per week (in what is their primary occupation) for the fire and rescue service and undertakes some 20 hours plus of training and practice. In contrast, retained firefighters primarily work in other occupations, receive 2 hours of training per week and provide up to 120 hours of on call operational cover. Retained firefighters are most often used in areas where risk and incident numbers are low.

Our retained contract for wholetime firefighters means that a wholetime firefighter is available for a period of time (12 or 24hrs) from their home address so they can respond to a fire station within 30 minutes of being alerted. This will provide operational cover when there are a number of incidents occurring at the same time, or one large incident. Our firefighters providing retained cover will report to a fire station not an incident, and will wait there to be sent to an incident as required. This wholetime retained initiative provides resilience and reassurance that we can access and mobilise additional firefighters if needed locally and nationally. For example, since 2015, we have mobilised specialist personnel to national incidents including boat crews to flooding across the North of England, urban search and rescue teams to the Bosley Mill explosion in Cheshire and search and rescue dog Belle and her handler to locate an employee trapped in a collapse within a cheese factory in Shropshire. This immediate response is only possible with a wholetime capability.



PREVENTION TEAMS

Merseyside Fire and Rescue Service's Prevention staff are recruited specifically to assist the Service to reduce risk and are representative of our diverse communities. Our teams are based within each district and work on our behalf with partners, not only to reduce the risk of fire, fire death and injury but also to make Merseyside a safer place to live and enjoy leisure time.

Our staff also play a key part in helping young people to aspire to be better citizens and to achieve their future goals. Staff within Prevention come from different disciplines including; operational fire crews, youth engagement professionals and direct recruitment into roles.

PROTECTION OFFICERS

Our Protection Response Team is made up of qualified and experienced fire safety Watch Managers who will be available 24 hours a day to respond to operational incidents where fire safety advice is needed.

Protection staff have a variety of different skills sets, all staff are trained and accredited. Staff move through a structured development programme which offers career progression and transferable skills. Protection Staff engage with diverse businesses and use their skills not only to promote safety but also to improve business continuity and encourage economic investment.

Protection Teams provide support for the business communities of Merseyside so they can meet their legal obligations under the Regulatory Reform (Fire Safety) Order 2005. Protection staff enforce the Petroleum (Consolidation) Regulations 2014, Sub-Surface Regulations 2009 and the Explosives Regulations 2014. The Authority is a statutory consultee for Building Regulations submissions and Protection staff comment on the suitability of fire safety in all new buildings other than dwelling houses.

In addition, the team supports other fire safety activities carried out by operational fire crews, such as the emergency issue of fire safety prohibition notices, or site specific risk information surveys involving complex buildings. The team enhances the knowledge and experience of operational fire crews in respect of understanding fire behaviour in the built environment and the newly introduced Simple Operational Fire Safety Assessment (SOFSA's), which crews deliver in business premises.

SUPPORT STAFF

The Authority recognises that many "support" functions provide a critical role in keeping firefighters safe and in maintaining frontline services.

For example, workshops staff maintaining fire appliances or ICT staff managing computer and communication equipment. A number of non-firefighter roles also provide frontline services to the community, including delivering home safety advice and working with business owners to ensure compliance with legislation.

In addition many roles meet statutory requirements such as financial and statistical returns to the Government, compliance with Information Governance such as Data Protection and delivering the Public Sector Equality Duty

TRAINING AND CAPABILITY

The majority of training provided to our firefighting staff is delivered by the instructors based at our Training and Development Academy.

From there we provide core training as required by the national Fire Professional Framework, this includes:

- Command and control
- Breathing apparatus
- Hazardous materials
- Casualty care
- Extrication/rescue
- Water and water safety
- Driving

Of course, our support staff receive the training and development they need to do their jobs effectively too. This is often provided by the Training and Development Academy, but we also use specialist outside training organisations.

We understand the significant impact that our people and their performance have on the continued success of the Service. Our staff have many skills and attributes that help us deliver excellent services and allow us to be flexible and take on new areas of work. We place great importance on an employee's ability to undertake their role, meeting the needs and expectations of the Authority.



All our staff work together to deliver the services we provide to protect and improve the lives of the people of Merseyside. We aim to develop and value all our employees, respecting diversity, promoting opportunity and equality for all.

We value all our employees and want to fully understand the impact that our policies and organisational changes have had on our employees and to use any findings to support the most effective delivery of organisational change. We recognise that engaged staff are the most productive employees.

YOUR SERVICE, YOUR VOICE

In the Summer of 2014, and again in 2016, MFRA carried out a staff survey. This led to the creation of our 'Engagement Commitments' that ensure consideration of people (both our staff and communities) is at the heart of everything we do and embedded in day-to-day management.



OUR ENGAGEMENT COMMITMENTS

Staff feeling valued and recognised – as individuals and for the job that they do.

Great management and leadership – leaders at all levels being visible, open and accountable with two way communication channels from Principal Officers and managers through to staff.

Innovation and transformation – having mechanisms for all staff to share, learn, put into action good ideas and make a real contribution to the way our services are delivered.

Development and training for all – providing opportunities for teams to grow, learn and achieve high quality outcomes and satisfaction levels.

A healthy and safe work environment – where staff can deliver high quality services safely and operate to the best of their ability.

Being positive about Diversity and Equality – valuing people, differences and respecting each other. Understanding that difference is healthy and enables us to deliver services to our diverse communities.



OUR FINANCES

BUDGET AND MEDIUM TERM FINANCIAL PLAN 2016/17 – 2019/20

Our budget is made up of grants from the Government (55%) and council tax (45%). The budget for 2017/18 is £59.5 million.

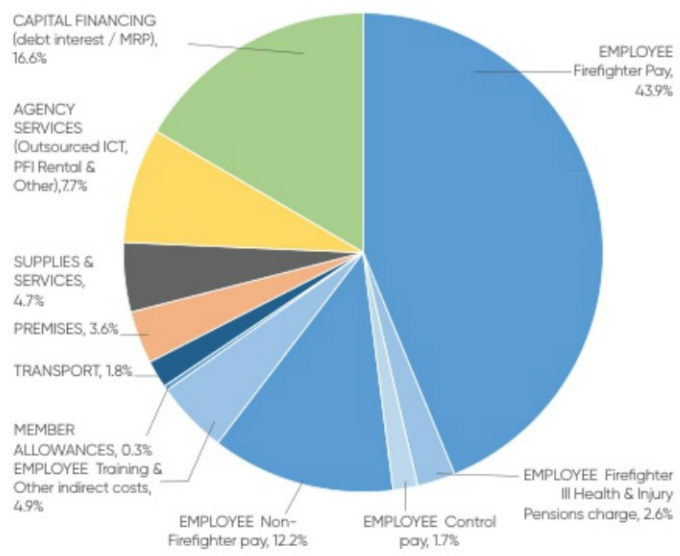
For many years now the Authority has maintained a comprehensive medium term financial plan (MTFP) and capital programme. In 2010 the Government announced its austerity plan in an attempt to reduce national debt. A significant element of the plan was to reduce the level of Government funding for local government (this included 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 more financially than almost every other fire authority.

The cumulative percentage reduction in Government revenue support for this Authority between 2011/12 and 2019/20 equates to a 33% cash reduction or approximately 50% in real terms. Given Government revenue support provided 63% of the revenue funding in 2010/11 this scale of cut means unavoidable reductions in the front line operational services over this period.

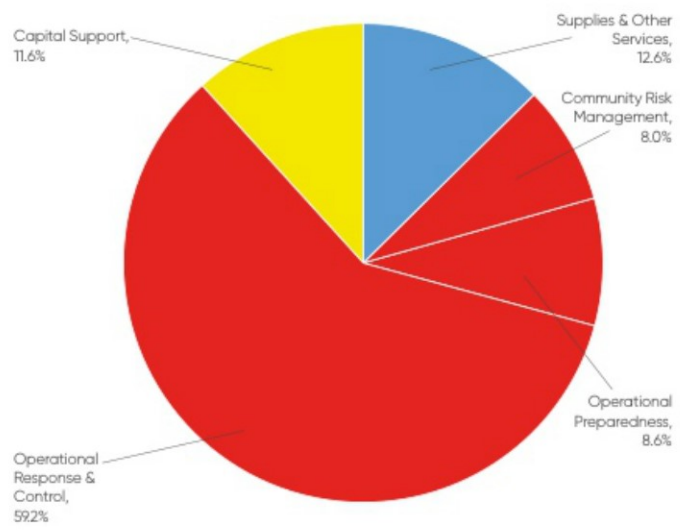
The cuts in Government funding have meant some very tough choices have had to be made over the years. We have now set a five year financial plan (2017/18-2021/22) that delivers the required £11m of savings for known Government funding cuts for 2016/17-2019/20).

The Authority has planned prudently to minimise the impact on frontline services and has assumed significant efficiency savings of £9.1m by reducing management and support service costs. Despite these efficiencies an unavoidable saving of up to £1.9m must be found from operational response.

2017/18 Analysis of Spend



2017/18 Budget by Service Analysis



WHAT WE DO

All fire and rescue services are responsible for delivering a number of services to their communities. These are set out in the Fire and Rescue Services Act 2014 and include:

- **Firefighting** - extinguishing fires and protecting life and property in the event of fires.
- **Road Traffic Collisions** - rescuing people in the event of road traffic accidents and protecting people from serious harm in the event of road traffic accidents.
- **Emergencies** - when necessary deal with emergencies, other than fires and road traffic accidents as set out within the Fire and Rescue Service (Emergencies) Order 2007.
- **Fire Safety** - promoting fire safety, including the provision of information and publicity on steps to be taken to prevent fires and the giving of advice on how to prevent fires and on the means of escape from buildings in case of fire.

We also have responsibilities under other laws such as the Civil Contingencies Act 2004 and Equality Act 2010. There is more information about these responsibilities in other sections of this Plan.

If you want to find out more:

The Fire and Rescue Services Act 2014 provides full information.



RISK MANAGEMENT

Risk management is a key area of work for all fire and rescue services. This means knowing what the risks are, making plans to deal with them and using those plans when needed.

The risks we and our communities face depend on where people live and work. For example, risks in Merseyside include the coastline which could result in flooding, rescue from water or a shipping accident. A major industrial accident, or environmental pollution in one of the upper tier Control of Major Accident Hazards (COMAH) sites, such as chemical works, and other industry in the area are also considerable risks.

Other major local risks include:

- Two Mersey road tunnels
- Rail network including underground and overground stations
- M57, M58, M62, M6, M53 motorways and major arterial routes across the county
- Large dock estate including the new Liverpool2 deep water container terminal
- John Lennon international airport and RAF Woodvale
- Sports stadia and arenas including Anfield, Goodison Park, Prenton Park, Liverpool Echo Arena and Aintree Racecourse
- Temporary risks such as music festivals
- Heritage sites
- Waste management sites have recently been added to the Community Risk Register following a number of large incidents

The risks the UK faces are continually changing. The Civil Contingencies Act 2004 was created to deliver a framework for civil protection across the country. The Government monitors the most significant emergencies that the UK and its citizens could face over the next five years (through the National Risk Assessment). This draws on the expertise of a wider range of agencies and government departments. The public version of this assessment is **National Risk Register of Civil Emergencies 2015**

The Merseyside Resilience Forum was created in 2005 to assess the risk of emergencies occurring and to use this information to inform emergency planning. **Merseyside Community Risk Register (Merseyside Prepared)** considers the likelihood and impact of a range of hazards. Merseyside Community Risk Register provides information about the most serious emergencies that could occur on Merseyside including the impact on people, their homes, the environment and local businesses.

The **Merseyside Prepared** website has more detail about Merseyside specific risks.

*In 2017 Malicious Attacks was added as a further risk following guidance from the Police Counter Terrorism Security Adviser and in line with other Local Resilience Forums.

If you want to find out more:

A full list of the risks and action we take to meet these risks on Merseyside is available at **Appendix A**



BUSINESS CONTINUITY

As well as dealing with the risks faced by our communities, we have to make sure that we can carry on delivering our services when something unexpected happens. Our Business Continuity Management Plan helps us to:

- Respond efficiently and effectively to any incident that disrupts our services
- Continue to deliver all urgent activities/services during a disruptive incident
- Get back to 'business as usual' as soon as possible
- Train our staff to understand what to do when the unexpected happens
- Comply with our duties under the Civil Contingencies Act 2004 and with current best practice
- Comply with ISO 22301 with regard to testing Business Continuity Plans.

RESPONSE TO INCIDENTS

- Our priority is to respond quickly to incidents with the appropriate number of staff and equipment.
- Our Attendance Standard ensures we will attend life risk incidents within 10 minutes on 90% of occasions.
- We will continue to send two fire engines to life risk and three to a fire incident where we believe people are inside the property.
- We have 26 fire engines, a number of specialist response vehicles and a 10m rescue boat operating on the River Mersey.

During the last ten years the number of incidents we attend has fallen by 54%.

This is directly attributable to the preventative work we have delivered, particularly with regard to our Home Safety Strategy, which has resulted in thousands of home fire safety checks (HFSC's) being carried out every year since 1999. More recently, as our budget and resources have reduced, we have worked hard to identify people who are more likely to be at risk from fire; mainly those aged over 65, living alone and with health conditions that might affect their ability to escape in an emergency.

MFRA still intend to undertake 60,000 home fire safety checks this year in the homes of the most vulnerable – the service which remains FREE to those identified as at risk includes the installation of smoke alarms with a 10 year battery life.

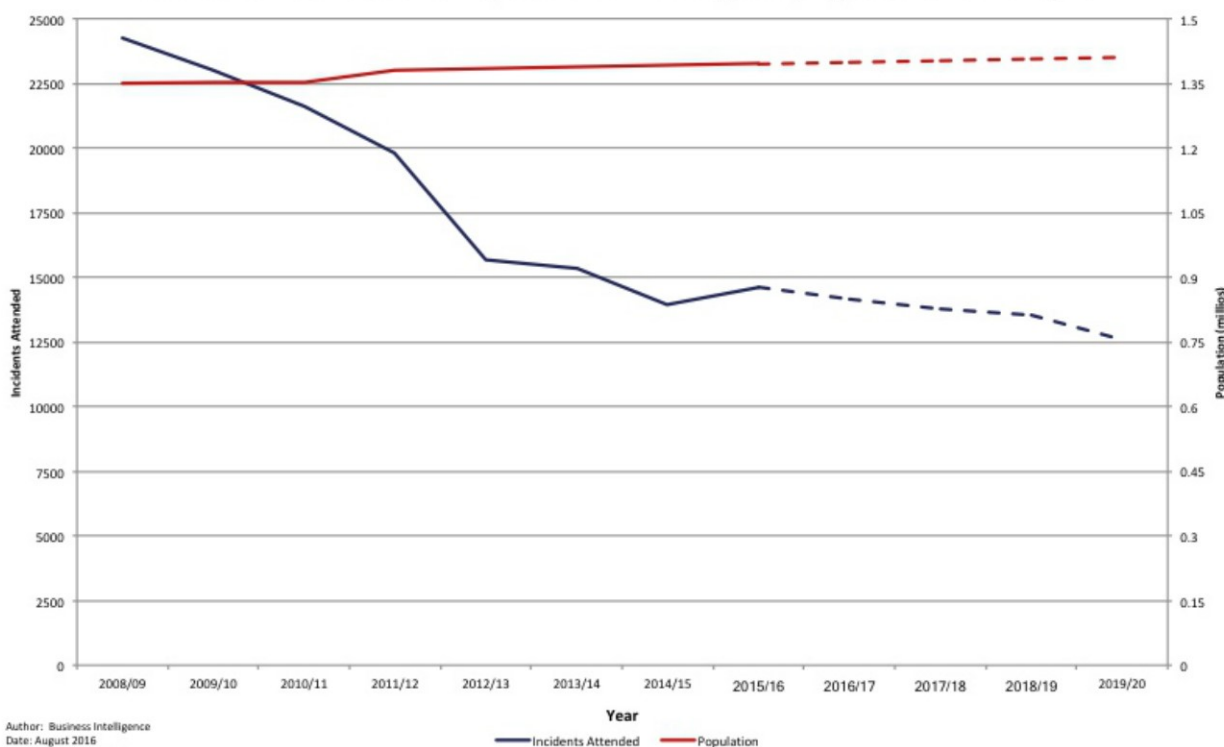
The only noticeable increase in incidents in recent years is in relation to road traffic collisions. We work closely with Merseyside Police and local authority partners to reduce these incidents.

We are confident that incidents will continue to fall due to our extensive preventative work but recognise that these reductions may not be at the same rate experienced previously.

Comparison of Total Incidents Attended

	2006/07	2015/16
Accidental dwelling fires	1379	1087
Non domestic property fires	579	300
Deliberate vehicle fires	1659	517
Other property fires	1866	719
Deliberate small fires	12828	4071
Non deliberate small fires	649	505
Automatic fire alarm non domestic property	3635	593
Automatic fire alarm other property	1734	2304
False alarm good intent	2625	1556
Malicious false alarms	988	187
Road traffic collisions	898	2206
Other special services	2942	553
Total	31782	14598

Incidents Attended and Population of Merseyside projected until 2019/20

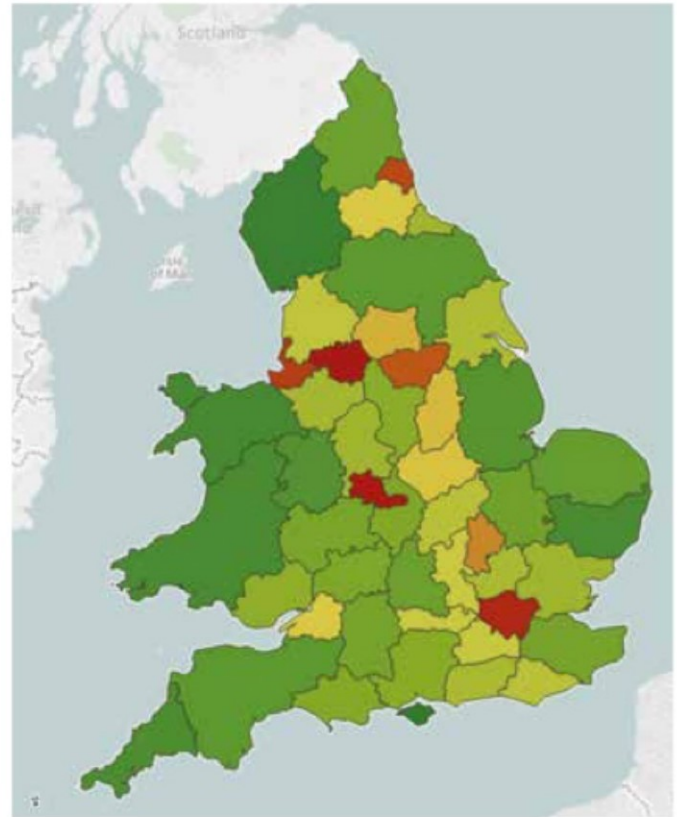


Author: Business Intelligence
Date: August 2016
Strategy & Performance

The volume of primary fires MFRS attend, as illustrated on the map, show we have the 5th largest volume of the 46 English FRS's. However when this data is combined with population statistics we attend more primary fires per 1,000 population than any other English Fire and Rescue Service, according to the most recent published National Data from the Home Office. This is despite our ongoing preventative work.

There are recognised links between the numbers of fires and levels of deprivation experienced within the FRS area.

Therefore the challenge that we face should not be underestimated.



OPERATIONAL PREPAREDNESS

In order to respond to incidents we need to make sure we prepare for all foreseeable events. This includes planning for and assessment of risk to our firefighters. In particular training and exercising for local and national risks.

Sadly fire deaths increased in 2015/16 to 16, this is the highest number recorded since 2001/02.

NATIONAL RESILIENCE

In light of the increased threat of a terrorist attack; following events throughout Europe, we are working with many other organisations to increase resilience to this type of event in the UK and improve our ability to respond to the terrorist risk and other major emergencies if they occur.

The Government provides Urban Search and Rescue (USAR), Chemical, Biological, Radiological, Nuclear and Conventional Explosive (CBRNe), High Volume Pumping (HVP) and Command and Control (C&C) capabilities to MFRS. These are funded separately from our main budget and mainly used at national scale incidents outside Merseyside.

On Merseyside we have an Urban Search and Rescue (USAR) Team along with two search dogs and a handler, an Incident Response Unit (IRU) for mass decontamination supported by a Detection, Identification and Monitoring (DIM) vehicle and High Volume Pump (HVP) all of which are used locally, regionally and nationally when required.

MFRS Search and Rescue Team and the North West Ambulance Service Hazardous Area Response Team (HART) are co-located at Croxteth fire station. The teams work and train together enhancing operational response to technical rescue incidents. We also have a dedicated team trained and equipped to respond to marauding terrorist firearms attacks (MTFA).

We are the Lead Authority for National Resilience.

The Chief Fire Officers Association (CFOA) National Resilience Assurance Team (NRAT) provides the day to day capability management and assurance to the Home Office that the National specialist capabilities are fit for purpose. NRAT Officers from other fire and rescue services are seconded to MFRA to carry out this function, in partnership with CFOA, on behalf of the Home Office. NRAT has vast experience in all areas of resilience, having developed unique expertise over a number of years. Our Chief Fire Officer is the CFOA strategic lead for National Resilience. Merseyside Fire Control is the Fire and Rescue Service National Control Centre (FRSNCC) co-ordinating availability and deployment of all National Resilience assets.

We are also Lead Authority for the UK International Search and Rescue Team that responds to sudden onset emergencies such as earthquakes on behalf of the UK Government through the Department for International Development.

PREVENTION AND PROTECTION

Fire prevention and protection activity has been an important part of reducing fires, deaths and injuries in domestic and commercial premises for many years.

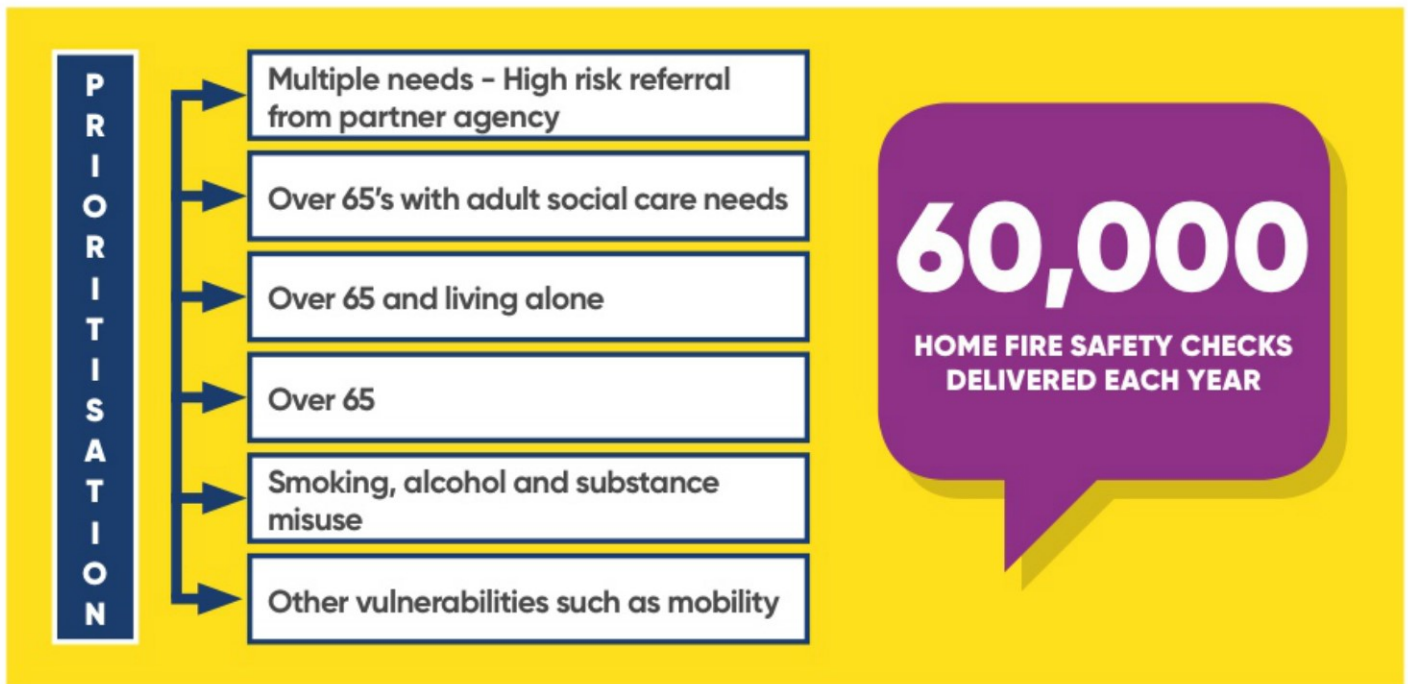
Our past record, our role in the community and our partnership arrangements make us ideally placed to make a valuable contribution to creating safer, stronger communities. We create strong links with our communities; make partnerships with local service providers and support businesses to help them comply with fire safety regulations. This allows us to focus and target resources on areas where the risk of fire is greatest.

HOME SAFETY STRATEGY

Our five year Home Safety Strategy focuses on working with people who are vulnerable or at risk in the home, to reduce the risk from fire.

The Strategy makes reducing fires in the home (using Home Fire Safety Checks) its priority, whilst also supporting specific campaigns such as working with asylum seekers and refugees, hate crime joint action groups, Multi Agency Risk Assessment Conferences (MARAC) and Fire Safety campaigns.

To do this, it is important that we know and understand our communities and where the most vulnerable people live. We do this by sharing data with partners, through analysis of national and local statistics and our own research work. As a result, we have been able to identify those people most at risk from fire. Using this information we were able to create the hierarchy below to prioritise those most at risk of suffering death or injury as a result of a fire.



If you would like to find out more: Read our **Fatal Fires Report 2006/07-2015/16**

PREVENTION

ARSON REDUCTION

Arson and anti-social behaviour strategies are developed and implemented with partners including Merseyside Police, Local Authorities, registered social landlords and other partner agencies to ensure intelligence and information is utilised effectively to reduce arson including anti-social behaviour fires and Hate Crime.

District teams provide advice, equipment and guidance to make people and/or properties more resilient to ASB or arson, when fire is threatened or actually used as a weapon. This could include advice on moving wheelie bins, or the fitting of letterbox bags or locks and glass film. Seasonal campaigns during times of known risk such as the Bonfire period and summer months are aimed at reducing deliberate and anti-social behaviour incidents. Aiming to both reassure and reduce the impact on our communities.

ROAD SAFETY

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

We are currently delivering our "Drive 2 Arrive" and "Suddenly from Nowhere" education and engagement packages in schools and colleges to target the most at risk group; 16-20 year old males. We also work with the young people we come into contact with through Prince's Trust and Youth Offending Scheme programmes to instil road safety messages. We intend to work with our road safety partners to further develop our educational interventions by developing innovative means of communicating with our target audiences including young drivers, pedal cyclists, motorcyclists, senior road users and adult pedestrians.

WATER SAFETY

Around 400 people drown in the UK every year and thousands more suffer injury, some life changing, through near-drowning experiences. Children and young people are at particular risk from unprotected or uncovered open water.

Merseyside has a large number of water related risks, with hundreds of moving and static waterways including rivers, canals, reservoirs, lakes and ponds. We play an important part in keeping them safe by delivering water safety campaigns from all our fire stations alongside our local authority partners.

YOUTH ENGAGEMENT

The Youth Engagement team was established in 2002, to deliver MFRA initiatives to engage and educate children and young people through delivery of courses and activities. The team continues to successfully deliver five Prince's Trust courses to young people aged 16-25 years old, with 87.5% of participants completing the course.

Currently we have five Fire Cadet groups for young people aged 13-18 years old. Cadets have the support to develop as part of a team, fundraise for community projects, and learn all about the work of Merseyside Fire & Rescue Service.

By delivering courses and activities we aim to reduce anti-social behaviour related incidents in our communities. MFRA are recognised as delivering first class, life changing programmes offering a range of positive and engaging activities to build confidence, improve self-esteem, gain new skills and qualifications.



PROTECTION

Our Fire Protection teams provide support and advice to businesses and 'responsible persons' to ensure they meet their legal obligations primarily under the Regulatory Reform (Fire Safety) Order 2005.

The Department audits and inspects premises using a risk based inspection process to target those premises most in need of our services, thereby enhancing safety and subsequently supporting economic growth. Through the development of business partnerships the Authority manages a number of Primary Authority Schemes and provides assured advice to a number of high profile national companies. Fire Protection also works closely with Local Authority departments such as housing and licensing to make Merseyside a safer place to work, live and visit.

Merseyside Fire & Rescue Authority as the Petroleum Enforcing Authority also enforces the Petroleum (Consolidation) Regulations 2014 and as the Authority for Fireworks also enforces the Explosives Regulations 2014. The Authority is also a statutory consultee for Building Regulations submissions and generally comments on the suitability of fire safety in all new buildings other than dwelling houses.

PRIMARY AUTHORITY SCHEME

Our Protection Team supports businesses and employers to make their buildings safe for people using them and also to reduce the risk of potentially dangerous and costly fires interrupting business continuity.

The Government's aim is to achieve a regulatory environment in which businesses have the confidence to invest and grow and citizens and communities are properly protected. We will support this by adopting the **Primary Authority Scheme** to ensure consistent regulation, improving the professionalism of front-line regulators and supporting businesses to achieve fire safety compliance.

The Primary Authority Scheme was launched in October 2008 with the **Regulatory Enforcement and Sanctions Act 2008**. Primary Authority is a statutory scheme administered through the Better Regulation Delivery Office. Through Primary Authority, local authorities and fire and rescue authorities are providing businesses across the country with consistent, robust and reliable regulatory advice. This supports growth by enabling businesses to invest with confidence in products, practices and procedures across all their branches and offices. The participating businesses cover a wide variety of sectors and most of them have less than 50 employees.



BETTER BUSINESS FOR ALL (BBFA)

MFRA adopt the principles of Better Business for All (BBfA) which was by the Better Regulation Delivery Office and is backed by the British Chambers of Commerce and the Federation of Small Businesses.

It involves the creation of new local partnerships to identify the issues facing local businesses and to provide effective services to them. BBfA is a partnership designed to improve the way regulation is delivered to ease the burden on the local business community.

MFRA support the key principles of BBfA which are:

- Support business growth
- Encourage fair competition
- Protect consumers

Outcomes of Better Business for All:

- Public safety
- Local economic growth (jobs and apprenticeships)
- Safe, happy and thriving communities



EQUALITY, DIVERSITY AND COMMUNITIES

We are committed to delivering services and employing staff in line with the Equality Act 2010 (the Public Sector Equality Duty).

This means that we consider the impact that what we do has on people to eliminate or reduce inequalities. We do this by carrying out Equality Impact Assessments for policies, guidance, processes and services that have an impact on people (staff, volunteers, Authority members and the community). In doing this, we have **due regard** to the need to:

- **Eliminate unlawful discrimination, harassment, victimisation & other conduct prohibited by the Act**
- **Advance equality of opportunity between people who share protected characteristics**
- **Foster good relations between people who share a protected characteristics and those who do not.**

We have developed a number of equality objectives that are both inward looking (staff related) and outward looking (community and service delivery related).

The purpose of the objectives is to demonstrate how we show due regard to eliminating discrimination, harassment and victimisation, advance equality of opportunity and foster good relations. More information about the objectives is included in the "What we plan to do" section.

KNOWING OUR COMMUNITIES

We believe that it is important that we know and understand as much as we can about the communities we serve, the people who live there and the risks they face.

This helps us to tailor our services to those people that need them most and to comply with our responsibilities under the Public Sector Equality Duty.

In order to know our communities we collect information about who lives in Merseyside from many different sources. This includes publicly available information (e.g. census data), information that we collect (e.g. incident data and home fire safety check information) and information that is shared with us by partner organisations (eg NHS over 65s data). When we analyse and combine this information we get a richer picture of Merseyside communities and we can use that information in a variety of ways to develop prevention campaigns that cover whole communities or target our home safety activity at one street or even an individual household. We also produce reports that examine the types of people and communities that are most affected by fire and other emergencies and how we deal with those risks.

If you would like to find out more: Read our **Equality and Diversity Annual Report 2015-16**

WORKING IN PARTNERSHIP

We work closely with partner organisations to make sure we do the best we can for the communities of Merseyside.

Partnerships that are very important to us include Community Safety Partnerships, Health and Wellbeing Boards and Safeguarding Adults and Children's Boards. These partnerships bring together the police, local authorities and

the health and voluntary sectors. We also work with other smaller partnerships where this will help us achieve our aims.

Our approach to partnerships includes two priority areas – Community Safety (arson and anti-social behaviour) and Health and Wellbeing (home safety and safeguarding vulnerable people), underpinned by effective partnership working and community engagement.

COMMUNITY FORUM

We have established a Community Forum to help us understand the views of people. The forum is made up of representatives from the protected groups and people who work for those groups. The Forum is in its second year and is a valuable method of engaging with organisations and individuals that support our diverse communities across Merseyside.

The Forum meets twice a year and has proved a useful way of providing partners with information about our services and encouraging joint working and referrals for home safety and other preventative work. We also use the Forum to gather feedback on any major changes to our services as part of our ongoing consultation process.





ON AN AVERAGE DAY A WHOLETIME FIREFIGHTER WILL:

Train for all foreseeable incident types either at our Training and Development Academy, on station or at pre-arranged off-site live scenario training events.

Train with other emergency services for local, regional and national events.

Deliver Community Fire Protection activities to local businesses such as:

- Simple Operational Fire Safety Assessments
- Site Specific Risk Information visits

Deliver Community Fire Prevention activities such as:

- Home Fire Safety Checks
- Safe and Well Visits
- Fire Safety Talks
- Community reassurance campaigns

As well as attending fires, Firefighters would also attend:

- Road Traffic Collisions providing extrication of casualties if required
- Water incidents – river or inland water
- Flooding – surface water or coastal
- Technical Rescue – collapsed buildings, people trapped, rescue from height/depth
- Emergency Medical Response
- Automatic Fire Alarms

WHAT WE PLAN TO DO

OUR FINANCIAL CHALLENGE

We have to make significant savings between 2017 and 2020 and we need to be sure that we can continue to deal with the risks that we have identified and provide the services we are required to provide.

In order to achieve this we have developed a medium term financial plan which outlines how we intend do this:



The following sections set out how the budget influences what we do and what we believe we need to change to continue delivering our services whilst making the considerable savings required of us.

HOW THE BUDGET AFFECTS WHAT WE DO

We have already had to reduce the number of fire engines across Merseyside from 42 to 26 to deal with budget cuts since 2010.

A further £1.9m saving from operational response is likely to see a loss of up to 49 firefighter posts, which means we be moving to day crewing and night timed retained at some stations. This is in addition to cuts to support services.

In order to balance the budget the Authority has approved the following financial strategy:

- Prepare a multi-year financial plan
- Set a council tax increase in line with the financial plan
- Assume that central government's pay strategy for public sector staff can be achieved and assume a 1% annual pay increase for our staff for 2016/17 to 2019/20.
- Focus our search for efficiencies on collaboration, management, support services costs and other technical reviews and assume that savings of £9.1m can be raised from this by 2019/20.
- Deliver the current station mergers programme to provide £2.6m outstanding from the 2015/16 financial plan.
- Identify operational response proposals to deliver in the region of £1.9m of savings, taking account of which proposals will have the least negative impact on service delivery (there are no proposals that will reduce costs and deliver improved services).



It is envisaged that the reduction in firefighters will be achieved by natural retirement but will take until 2018/19 to deliver in full.

The Authority are committed to avoiding compulsory redundancy and we will seek to minimise the impact on our staff whilst delivering the required savings.



PLANNING FOR CHANGE

OUR PLANNING PRINCIPLES

We have applied a set of Planning Principles when developing our draft proposals. These principles were based on the views shared by the public during district consultation forums.

We have used these principles when reviewing every option for change. Consultation with the public helped us to decide which principles were most important to our communities. The public were asked to rank the Planning Principles in order of importance to them. Responding quickly to emergencies was seen as by far the most important because it matches residents' view of the Authority's core function.

Being based in the community was ranked lowest overall. Participants considered the potential closure of some local fire stations to be reasonable and acceptable given the budget cuts we have to make.



OPERATIONAL RESPONSE

When considering the possible fire station and fire engine combinations against the Principles, our preferred option is to keep as many stations open as possible as this will help us meet our emergency response standard of 10 minute on 90% of occasions.

With up to 49 fewer operational firefighters available we have had to be innovative in how we propose to provide our services, the ways of working we will adopt and the necessary changes to shift patterns we will need to introduce to meet this challenge.

We have arrived at this proposal using sophisticated emergency response simulation software (an ICT application which utilises historic data to test different scenarios) alongside professional judgement. A large number of possible scenarios were simulated, based upon 49 fewer firefighters being available. Scenarios ranged from varying the numbers of appliances, station locations and shift patterns and matching each against known and predicted demand.

Each scenario was then carefully considered against our Planning Principles and our 10 minute response standard, which is to be achieved on at least 90% of occasions. We then considered our options against the public's priorities gained through feedback from the consultation events. When all this information was considered, a balanced proposal was developed.

The main proposed change is the reduction in the number of immediately available fire engines between 8.30pm and 8.30am.

The Fire and Service National Framework 2012 states: Each Fire and Rescue Service must:

Make provision to respond to incidents such as fires, RTC's and emergencies within their areas in line with their mutual aid agreements and reflect this in their integrated risk management plans.

It is proposed that:

- During the day (0830-2030hrs) we will continue to have 24 appliances immediately available to be deployed to incidents and two appliances that can be mobilised within 30 minutes.
- Overnight (2030-0830hrs) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay.
- These additional fire engines are made available through the use of secondary wholetime retained contracts for firefighters.
- Retirement of 80-100 firefighters between 2017-20
- We will undertake some recruitment to ensure numbers and competence is maintained over the period (making sure we will have enough firefighters for the future)
- Changes to some shift patterns from wholetime to day only wholetime crewing (retained at night)
- Completion of station mergers at three locations (St Helens, Prescot and Saughall Massie)

The Authority and the public, via public consultation, have made it clear that they prefer the Service to operate a predominantly wholtime duty system as a way of meeting its operational demands, the Authority does however recognise that the retained duty system has a lot to offer when it is applied to this system. As such we have innovatively introduced wholtime retained contracts which offer the best of both systems.

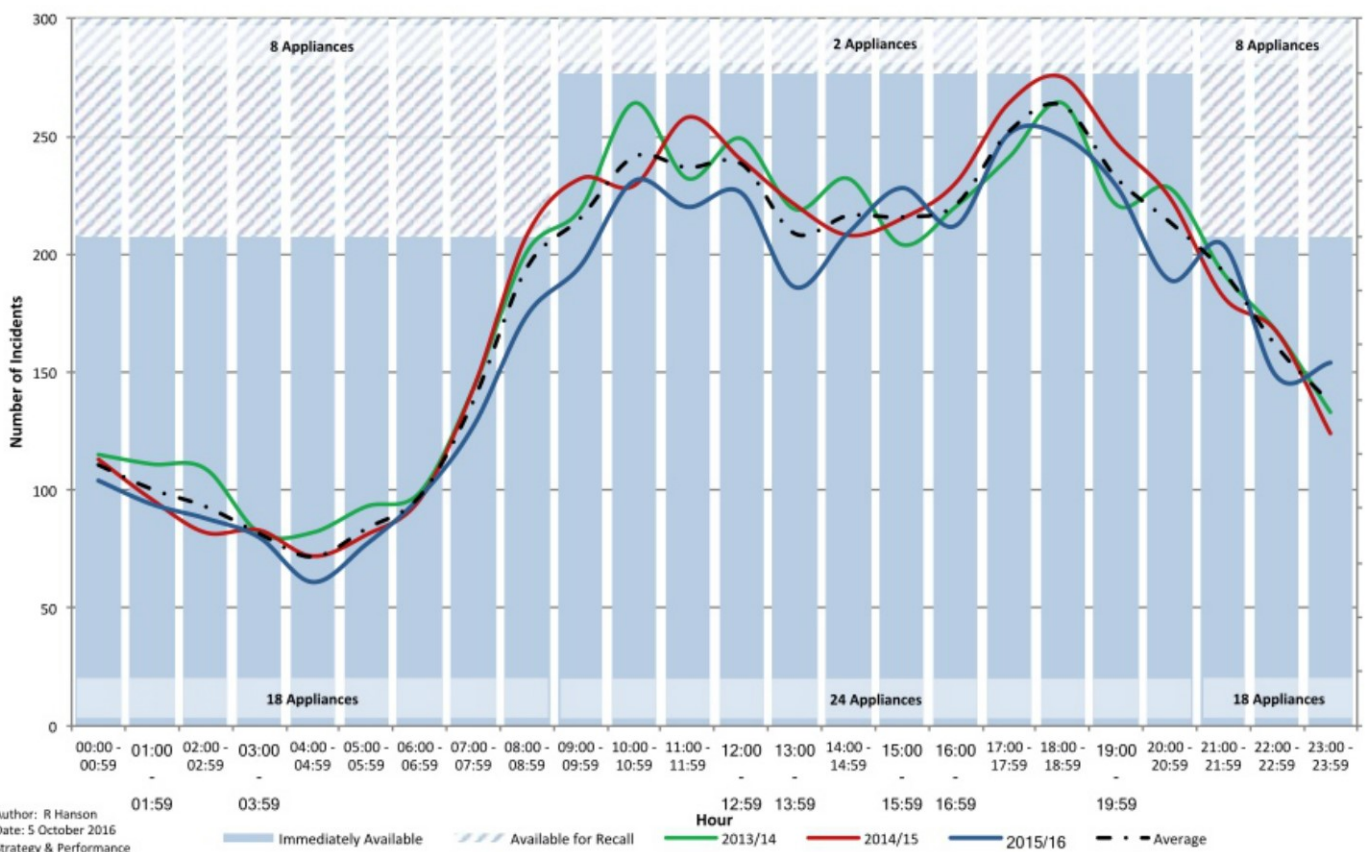
It is proposed that by the end of this IRMP period over 60% of our full time professional firefighters will also hold a wholtime retained secondary contract.

WHY WE BELIEVE THESE PROPOSALS ARE THE BEST RESPONSE TO OUR CHALLENGES

Historical data demonstrates that demand for operational fire crews to attend life risk incidents is highest during the day (as illustrated below).

To match our resources to demand we propose having 24 fire engines immediately available and 2 available for recall during the daytime (0830–2030hrs). As demand decreases during the evening we propose having 18 fire engines immediately available and 8 available for recall.

Life Risk Incidents by Hour during 2013/14, 2014/15 and 2015/16, including NWS Cardiac Arrests including Number of Available Appliances



Author: R Hanson
Date: 5 October 2016
Strategy & Performance

RESPONSE

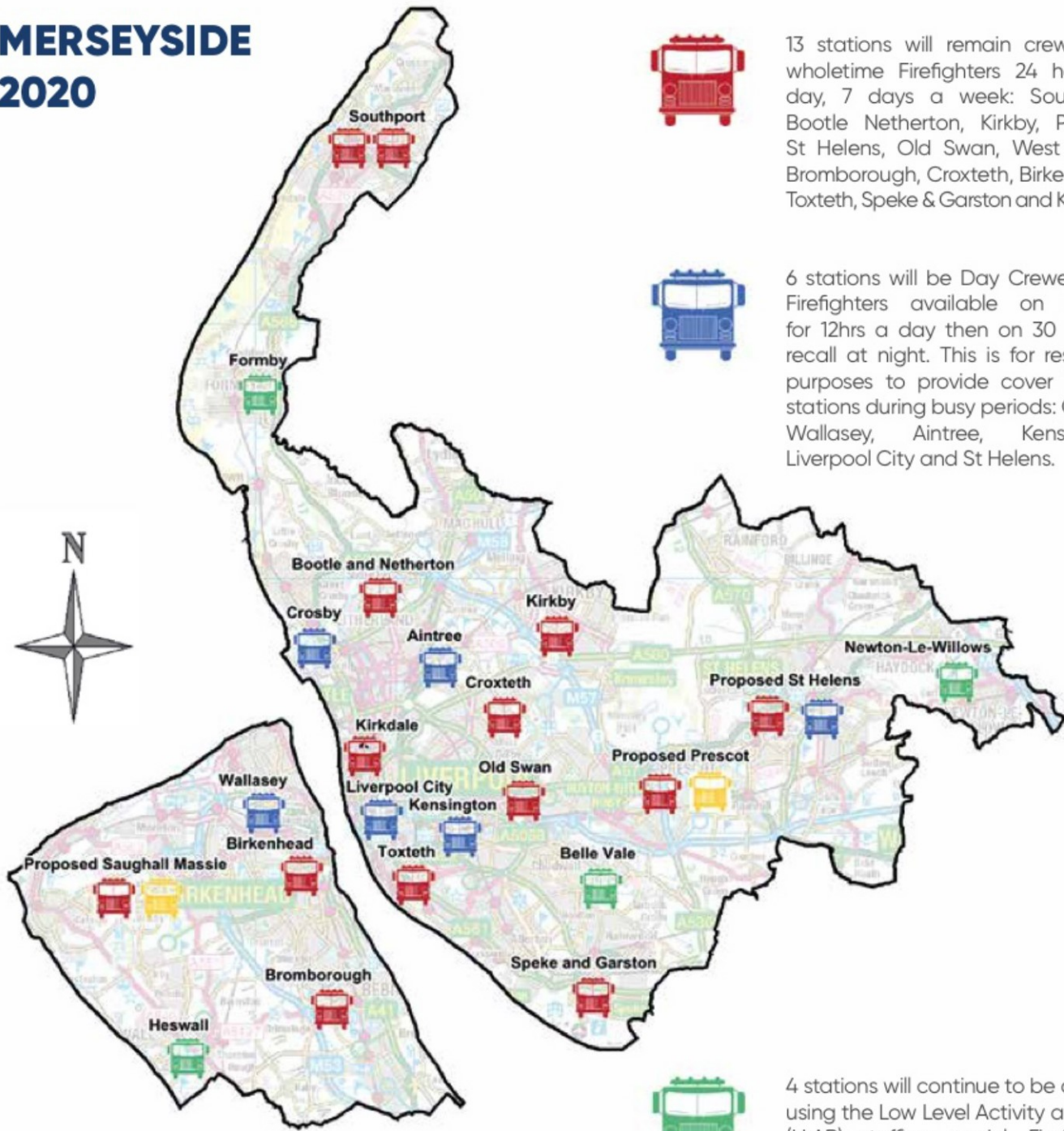
When planning our Response options we took into consideration that:

- Full time firefighter model and flexible work routine allows MFRS to devote sufficient time to enable Merseyside firefighters to train to an extremely high standard, whilst also enabling firefighters to have sufficient time to give advice to businesses and homes in our communities.
- Working during the daytime in and around our communities allows firefighters to review and familiarise themselves with the risks present within our communities and how to reduce them for everyone's benefit.
- By arranging our shift patterns effectively we can efficiently match our wholtime firefighter resources against our operational, community and business demands and provide the best service that meets the needs of our communities.
- Most homes/households are available during the day and early evenings but we believe it would be inappropriate to visit people in their homes outside of 0830 and 2030 hours.
- Access to most businesses is usually best achieved during similar daytime hours of 0830 and 2030.
- Our retained availability gives us the capacity to bring back our operational crews if demand was high or rising – we have trigger points at which we would reinforce our numbers of appliances during the night by recalling retained firefighters.
- If demand on resources is high MFRA have formal agreements in place with neighbouring fire and rescue services (Greater Manchester, Cheshire and Lancashire) to provide additional resources under Sections 13 and 16 of the Fire and Rescue Services Act 2004.
- Statistically demand for life saving Emergency Medical Response is earlier in the day.
- Aligning operational crew core availability with business hours has the added benefit of facilitating work with our non-emergency partners including agencies such as councils, social services, youth services etc and facilitates multi agency training events to take place.
- Working during core office hours allows our support staff and operational staff to work together more effectively.



RESPONSE PROPOSALS

MERSEYSIDE 2020



13 stations will remain crewed by wholetime Firefighters 24 hours a day, 7 days a week: Southport, Bootle Netherton, Kirkby, Prescot, St Helens, Old Swan, West Wirral, Bromborough, Croxteth, Birkenhead, Toxteth, Speke & Garston and Kirkdale.



6 stations will be Day Crewed with Firefighters available on station for 12hrs a day then on 30 minute recall at night. This is for resilience purposes to provide cover on fire stations during busy periods: Crosby, Wallasey, Aintree, Kensington, Liverpool City and St Helens.



4 stations will continue to be crewed using the Low Level Activity and Risk (LLAR) staffing model. Firefighters are available from 1000-2200hrs on station then on recall from accommodation on or near station at night: Formby, Newton le Willows, Heswall and Belle Vale.



2 stations will have a 2nd Fire Engine staffed by wholetime retained crew from 24 hour fire stations with second contracts: West Wirral and Prescot.

EMERGENCY MEDICAL RESPONSE

In April 2015 senior managers from MFRA and North West Ambulance Service (NWAS) met to explore opportunities for life saving response collaboration. It was acknowledged that basic life support duties could be provided by appropriately trained MFRA firefighters, when responding to cardiac arrest incidents (Cardio Pulmonary Resuscitation (CPR) and Automatic External Defibrillation (AED), whilst advanced life support duties would continue to be provided by the professional medical staff of NWAS. This enhancement would complement the already professional service provided by NWAS; in no way would it ever be developed to replace an ambulance response.

Available evidence demonstrates that by using firefighters to provide the initial basic life support in cardiac arrest incidents survival rates can be dramatically increased. Emergency medical response (EMR) was introduced as a trial at three fire stations in February 2016, and all MFRA staff have now been given the required level of training to be first responders.

We propose that, when the trial is complete, MFRA will introduce EMS to all fire crews across Merseyside during the life span of this IRMP.



PREPAREDNESS PROPOSALS

The National Framework 2012 states: Each Fire and Rescue Service must:

Produce an integrated risk management plan that identifies and assesses all fire and rescue related risks that could affect their communities, including those of a cross-border, multi-authority and/or national nature. The Plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.

To enhance how we plan and prepare for incidents we will do the following:

NATIONAL RESILIENCE

We intend to add to the resilience of the marauding terrorist firearms attack (MTFA) capability by training and equipping the proposed wholetime day duty shift stations to perform this function in addition to the Search and Rescue Team.

ARRANGEMENTS TO PROVIDE NATIONAL RESILIENCE

We intend to supplement the resilience of the USAR capability by training all new recruits in to the Service to USAR technician level and creating opportunities for staff to work in the USAR team. We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B and C water rescue teams the Service can deploy.

NATIONAL RESILIENCE ASSURANCE TEAM (NRAT)

We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of the Home Office.

We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.

URBAN SEARCH AND RESCUE AND NWS HAZARDOUS AREA RESPONSE TEAM)

As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX Team in similar joint training plans to further enhance response capability at major incidents.

TRAINING

Following the 2016 Corporate Services review and Police Collaboration projects, we may change how training is delivered in the longer term. With this in mind we propose to work with partner organisations to explore opportunities for efficiencies, driving further collaboration and improving effectiveness.



PREVENTION

The National Framework 2012 states: Each Fire and Rescue Service must:

Demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way.

To enhance our Prevention work we plan to do the following:

SAFE AND WELL VISITS

We have worked closely with health organisations over a number of years and we understand that those people most at risk of fire are also vulnerable in other ways, often related to their health.

We currently deliver 60,000 Home Fire Safety Checks (HFSC) a year and believe that we can make these visits even more productive. As a result we are in discussion with local Clinical Commissioning Groups and Public Health professionals in relation to the introduction of Safe and Well (S&W) visits across Merseyside. These visits would be carried out by prevention staff and operational fire crews. A Safe and Well visit combines the Home Fire Safety Check with an additional five health related checks with the potential to refer people onto healthcare partners with their consent.

A Safe and Well visit takes around 30 minutes to deliver, 10 minutes longer than a HFSC, so we will be considering asking the Clinical Commissioning Group to commission us to deliver Safe and Well. This will give us additional funding to allow us to keep more firefighter posts to continue to deliver 60,000 Safe and Well visits a year. This would also mean more operational crews available to deliver Emergency Medical Response. It would also allow our health colleagues to undertake circa 300,000 health interventions in the homes of the most vulnerable. Each Safe and Well visit gives MFRA the opportunity to:



COMMUNITY SAFETY HUBS

Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully integrating our early help services, creating shared service (Community Safety/ Early Help) Hubs, which it is envisaged will better co-ordinate resources in order to make communities feel and be safer, stronger and healthier.

Prevention staff will review these integrated services and consider how Merseyside Fire and Rescue Service could become embedded within these Hubs. These Hubs may bring the benefit of single points of contact for end-users and shared knowledge and understanding, by partners, of the community risks.

DIGITAL INCLUSION

Availability and reliance on technology is increasing the disadvantage for the most vulnerable in our community. Digital inclusion is critical to stopping this trend.

With partners we are committed to the building of a digitally inclusive community where everyone should have:

- access to affordable broadband and devices (digital access)
- the right skills and confidence to use the internet (digital literacy)
- the ability to use technology to improve their quality of life and get out of poverty (digital enablement).

We propose, working with partner organisations across the county, to deliver a multi-disciplinary monitoring system, through smart smoke alarms linked to Fire Control, to enable vulnerable occupants within Merseyside to stay safe and secure within their home environment and allow them to live independently.

VOLUNTEERS

MFRS is committed to the introduction of a volunteering programme that supports the delivery of its aims and objectives.

It recognises that volunteers bring with them a host of skills and experience that enhances its work to prevent fires and other emergencies and its work to help children and young people reach their full potential. The Service regards the provision of meaningful volunteering opportunities as a means of engaging people looking to learn new skills, meet new people and make a positive contribution to the communities in which they live.

We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify vulnerable people and to support the service directly in the delivery of community reassurance campaigns and CFOA themed campaigns.



PROTECTION

The National Framework 2012 states: Each Fire and Rescue Service must:

Set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulations set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat.

To enhance our Protection work we plan to do the following:

RISK BASED INSPECTION PROGRAMME

We propose that towards 2020 we will ensure maximum efficiency and effectiveness in targeting the right level of Protection expertise to the right level of risk. We will achieve this by using a wide range of data and intelligence sources to communicate fire safety data between all relevant departments of MFRS.

BUSINESS FIRE SAFETY ADVISORS

Protection are working towards the implementation of Business Fire Safety Advisors (BFSA). The role of a BFSA is to work with business owners offering advice, education and help to keep their premises safe from fire. Advisors will work with business owners from small and medium sized enterprises to achieve and maintain compliance with the Regulatory Reform Order (Fire Safety Order) 2005. Assisting business owners to provide a safe environment for their customers and employees and to develop of business continuity plans.

We propose that advisors will complement the work of Protection Department by further supporting our risk based strategy, developing initiatives and campaigns to target specific business premises across Merseyside. Advisors will undertake Fire Safety Training to NVQ Level 3 and there is an opportunity for progression for qualified and experienced Advisors to develop to Audit, Fire Safety Inspector or a managerial role as Protection Compliance Manager.

PROTECTION RESPONSE TEAM

The introduction of the Protection Response team will ensure operational crews are fully prepared to respond safely and effectively to fire incidents on the basis of a heightened knowledge of the built environment. We propose that further involvement will include planning activities, exercise support and debriefing of MFRS and multi-agency exercises. The team will also support the management of risk through the undertaking of 'peak performance' inspections with partners.

BETTER BUSINESS FOR ALL

MFRA proposes to develop a Merseyside BBfA by April 2018, by working with local stakeholders, including business organisations and Local Authority regulatory services, such as Environmental Health, Licensing and Trading Standards. By working together to remove real and perceived barriers to growth by understanding each other's perspectives, we can adapt our approach, tackle obstructions and find solutions to move forward.

EQUALITY & DIVERSITY

We are committed to delivering services and employing staff in accordance with the Equality Act 2010. Not just because it is the law, but because we believe it is the right thing to do.

In doing this, we will have **due regard** to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share protected characteristics
- Foster good relations between people who share protected characteristics and those who do not.

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)

We have reviewed and updated our previous objectives to better demonstrate how we show due regard to eliminating discrimination, harassment and victimisation, advance equality of opportunity and foster good relations.

EQUALITY OBJECTIVES 2017-2020

EQUALITY 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 under-represented groups
- Delivering Positive Action programmes across all occupations where under representation exists, and learning from and sharing results
- 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
- Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief
- Reviewing progression and promotion across all levels of the organisation

How we will measure our success

Increased diversity of our workforce and volunteers, at all levels, in order to reflect the communities we serve.
Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.

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

EQUALITY OBJECTIVE 2

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

Action

- Carry out activities to help us know and understand our diverse communities including:
- Gathering data and intelligence to help us know and understand our diverse communities better
- Engaging with diverse communities to understand their needs in relation to the services we provide
- Using knowledge and data to target services to the diverse communities at most risk
- Improving Equality Monitoring of the services we deliver to our communities (e.g HFSC monitoring) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation
- Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve

How we will measure our success

We will have meaningful data that helps staff to develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses)

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.

EQUALITY OBJECTIVE 3

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

Action

- Continuing to prioritise Home Fire Safety Checks to high risk people and places
- Continuing to engage with young people in vulnerable areas
- Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, hate crime and safeguarding
- 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

How we will measure our success

We will contribute to a reduction in fires, deaths and injuries and other relevant incidents.

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

EQUALITY OBJECTIVE 4

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.”

Action

- Development of equality and diversity training including: e-learning, equality and diversity related workshops, inductions for new staff
- Embedding Equality and Diversity in our volunteering programmes and youth engagement.
- Helping Authority Members understand their role in scrutinising the organisation’s delivery of equality and diversity outcomes
- Carrying out Equality Impact Assessments
- Creating a diverse supplier base for goods and services in our procurement procedures
- Supporting staff groups and forums to help us understand our diverse groups of staff and their contribution to the organisation
- Using staff survey results understand levels of engagement in relation to the protected groups

How we will measure our success

- Staff will feel better equipped to manage their functions and delivery of services to all communities in a confident way. This could be measured through the Staff Survey engagement and the outcomes delivered to different groups and community feedback from after the incident reports. Monitoring the number of training sessions completed around Equality and Diversity
- Improvement in levels of engagement amongst staff from the protected groups

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.

EQUALITY OBJECTIVE 5

To continue to aspire to achieving excellence, or equivalent, in a Fire and Rescue Service Equality Framework

Action

- Prepare an Equality and Diversity self-assessment
- Undertake a Peer Assessment, if available

How we will measure our success

- By maintaining excellence in a Fire and Rescue related Equality and Diversity Framework if available

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.

EQUALITY IMPACT ASSESSMENT

We have developed an Equality impact Assessment on our proposals during the twelve week consultation period which can be found on our website.

During this process we considered the impact of our proposals on the nine protected groups;

Age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership, and pregnancy and maternity. We also include a tenth characteristic of Social Economic Deprivation

This process also included considering the impact of our proposals on our staff and communities.



CONSULTATION CONCLUSIONS

Opinion Research Services (ORS) facilitated the three public consultation forums conducted in November 2016 where the proposals in the IRMP 2017-20 were discussed and considered. Below are the summary conclusions, the full report can be found in Appendix 2.

EMERGENCY RESPONSE PROPOSALS

MFRA's response proposals were overwhelmingly endorsed in all three forums. In particular, from a total of 64 participants:

- 54 endorsed the reduction in fire engines and only five were definitely opposed
- 63 endorsed the proposal for secondary retained contracts for wholetime firefighters and only one was opposed
- 52 endorsed the proposal for an emergency medical response role and only four were definitely opposed

PREVENTION PROPOSALS

MFRA's prevention proposals were also overwhelmingly embraced in all three forums. In particular, from a total of 64 participants:

- 56 endorsed the Safe and Well visits initiative and only three were definitely opposed
- 58 endorsed the proposal for Community Safety Hubs and only two were definitely opposed
- 59 endorsed the volunteering programmes and only one was definitely opposed

MFRS AND MERSEYSIDE POLICE COLLABORATION

MFRA's proposal to develop and enhance collaboration with the police wherever possible was endorsed by 45 of the 64 participants (with 13 (mainly in Birkenhead) definitely opposed); but only five (all in Belle Vale) endorsed any kind of 'merger' with the police, whereas 45 were definitely opposed.

COUNCIL TAX

Only 15 (mainly in Belle Vale) of 64 participants supported a council tax increase of more than 2%, but 44 opposed it and the forums were all unanimous that a referendum would be unwelcome in principle to residents and unwinnable in practice.

PROTECTION AND PREPAREDNESS PROPOSALS

MFRA's proposals about protection and preparedness were not discussed in detail, but it was unclear that the forums did not consider them to be controversial and participants were unanimous in their support.

PROTECTED CHARACTERISTICS

MFRA's response and other proposals were not thought to jeopardise in any way any of the groups with protected characteristics. It was suggested Safe and Well visits and Community Safety Hubs would have positive benefits for vulnerable people.

APPENDIX A



RISK: FIRE AND RESCUE

Fires vary in size and impact on the community, from a small bin fire up to a large industrial fire involving chemicals or fuel with the potential to cause fatalities and casualties. Whatever the size the impact can be devastating. Fires in the home pose the greatest risk to life as commercial properties have legal requirements placed on them to reduce the number/severity of fires.

ACTIONS

RESPONSE

All frontline fire engines are designated rescue pumps. Minimum crewing level of 4, standard crewing 5, ensures a safe system of work and an effective response.

Specialist teams and appliances available to supplement fire engines.

Highest quality personal protective equipment for firefighters.

PREPAREDNESS

Standard Operational Procedures, Operational Response Plans, Site Specific Risk Information, risk management information, hydrant & emergency water supply information all provide vital information for firefighters.

High quality training ensures we are able to deal with all foreseeable eventualities.

Cross border arrangements in place with neighbouring Fire and Rescue Services to provide additional resources.

PREVENTION

Promote Home Fire Safety including home fire safety checks, cooking safely, carbon monoxide awareness.

Data sharing to identify people most at risk.

Youth intervention programmes such as Prince's Trust, arson reduction advice & seasonal campaigns to reduce anti-social behaviour.

Help to prevent hate crime through protection of vulnerable people and property.

Knowing our Communities helps us target our services.

PROTECTION

Working with business to prevent fire and accidents including management of automatic fire alarms.

Fire risk assessment and enforcement of fire safety legislation to keep business users and employees safe.

RISK: STRUCTURAL

Structural damage following an event, such as an explosion or fire, can require search and rescue for trapped people or animals, making a structure safe and preventing escalation of an incident such as a dust explosion or further collapse. Natural events such as storms and gales, flooding and land movement can result in building collapse, reservoir/dam collapse, bridge closure/collapse. We also support other areas of the country when required.

ACTIONS

RESPONSE

Specialist teams and appliances such as Urban Search and Rescue capability and search dogs.

Highest quality personal protective equipment for firefighters.

Specialist teams available to attend out of area deployments nationally and internationally.

PREPAREDNESS

Competency based training, Safe Person Assessments, Standard Operational Procedures, Site Specific Risk Information, Structural Engineers/ specialist advice and Local Resilience Forum plans all provide firefighters with vital information.

High quality training ensures we are able to deal with all foreseeable risks.

Section 13/16 cross border arrangements in place with neighbouring FRS.

PREVENTION

Promote Home Fire Safety including home fire safety checks, cooking safely and carbon monoxide awareness.

PROTECTION

Working with business to prevent fire and accidents including management of automatic fire alarms.

Fire risk assessment and enforcement of fire safety legislation to keep business users and employees safe.



RISK: FLOODING (COASTAL & INLAND) AND SEVERE WEATHER

Our changing weather patterns make flooding (both coastal and inland) and grassland/outdoor fires a more frequent event. The impact on our communities can vary but there is potential for severe disruption, damage and injury. The geographical location of Merseyside means we have an extensive coastline with areas of special scientific interest with species of protected plant and wildlife. We also support other areas of the country when they experience flooding.

ACTIONS

RESPONSE

Specialist teams and appliances such as high volume pump (HVP), hose laying equipment and off road vehicles with fogging units.

Highest quality personal protective equipment.

Specialist teams available to attend out of area deployments nationally and internationally.

PREPAREDNESS

Competency based training, Safe Person Assessments, Standard Operational Procedures, access to flood warning & alerts from Met Office, Local Resilience Forum plans, local flood forums, increased alert level procedures - warning & informing provide firefighters with the best possible information.

High quality training ensure we are able to deal with all foreseeable risks.

Cross border arrangements in place with neighbouring Fire and Rescue Services to provide additional fire engines when there are a large number of incidents or a large protracted incident.

PREVENTION

Seasonal campaigns including:

Beachsafe working with the public to prevent fires and promote safety around water.

PROTECTION



RISK: MAJOR INDUSTRIAL ACCIDENT

Industry on Merseyside is widespread throughout the region from the extensive dock estates to manufacturing and a number of top tier COMAH (Control of major accident hazard) sites. Industrial processes can involve dangerous substances such as chemicals, flammable or toxic fluids, fuel and gases. Fire, explosion or toxic release from any of these premises could be catastrophic to the site, the communities of Merseyside and beyond.

ACTIONS

RESPONSE

Specialist teams and appliances such as detection, identification & monitoring vehicles (DIM), Urban Search & Rescue capability (USAR) and a range of foam for class A & B fires provide the most appropriate resources to meet risk.

Best quality personal protective equipment.

Specialist teams available for out of area deployment nationally.

PREPAREDNESS

Competency based training, Safe Person Assessments, Standard Operational Procedures, Site Specific Risk Information, COMAH (control of major accident hazard) external emergency plans and exercise schedule, memorandum of understanding with acute trusts, local resilience forum plans, contract with chemical experts at Bureau Veritas provide the most exact and up to date information for responding firefighters.

High quality training gives firefighters opportunity to train for all foreseeable risk.

Cross border arrangements in place with neighbouring Fire and Rescue Services to provide additional fire engines.

PREVENTION

Community Risk management engages with the business sector through many forums including the Chambers of Commerce to give advice and support to business.

Arson risk assessment.

PROTECTION

Working with business to prevent fire and accidents including management of automatic fire alarms.

Fire risk assessment to allow businesses to protect their staff, business users and premises.

Enforcement to protect business users and staff from non adherence to fire safety legislation.

RISK: MALICIOUS ATTACKS – NEW FROM 2017

While terrorist attacks are rare, they are occurring more frequently in Europe with devastating impact on the communities attacked. Threats include attacks on crowded places, on the local or national infrastructure, transport systems, unconventional attacks and cyber-attacks are a very real threat.

ACTIONS

RESPONSE

Specialist teams and appliances such as detection, identification & monitoring vehicles (DIM) and Urban Search & Rescue capability (USAR) provide the appropriate resources to meet risk.

Highest quality personal protective equipment.

PREPAREDNESS

Competency based training, Safe Person Assessments, Standard Operational Procedures, Site Specific Risk Information, Local resilience Forum plans, contract with Bureau Veritas, Community Risk Register, NILO Cadre (security clearance), Business Continuity Plans, Local Resilience Forum Plans provide vital information to firefighters.

High quality training against all foreseeable risks.

Cross border arrangements in place with neighbouring Fire and Rescue Services to provide additional fire engines.

PREVENTION

PREVENT training for all staff to advise them what to do in the event of malicious attacks.

PROTECTION



ALTERNATIVE FORMATS

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside. We have included this document on our website which can be accessed from our Webpage [http://www.merseyfire.gov.uk/equality & diversity](http://www.merseyfire.gov.uk/equality%20&%20diversity)

We also provide a free speech, reading and translation service using Browse Aloud to help people who require online reading support to access our documents. This can be located on the front page, top left of our website by clicking the button called "listen with Browse aloud"

If you would like a copy in Arabic, Bengali, Chinese, French or Somali please contact us at Diversity Team, Merseyside Fire & Rescue Service Headquarters, Bridle Road , Bootle, Liverpool L30 4YD. Telephone 0151 296 4422 or email diversityteam@merseyfire.gov.uk.

Arabic

Diversity : إذا أردت نسخة باللغة العربية، أو البنغالية، أو الصينية، أو الفرنسية، أو الصومالية، يرجى الاتصال بنا على الهاتف. Diversity Team, MF&RS Headquarters, Bridle Road, Bootle, Liverpool, L30 4YD والمينيكوم 0151 296 4422 أو البريد الإلكتروني diversityteam@merseyfire.gov.uk متوفر أيضًا بحروف طباعية كبيرة.

Bengali

আপনি আরবি, বাংলা একটি কপি চান, চীনা, ফরাসি বা সোমালি করুন যোগাযোগ ডাইভারসিটি দল আমাদের, MF & আরএস সদর, রশ্মি রোড, Bootle, লিভারপুল L30 4YD. টেলিফোন এবং মিনি কম 0151 296 4422 বা ইমেইল diversityteam@merseyfire.gov.uk বহুতর মুদ্রণ এছাড়াও উপলব্ধ.

Chinese

如果你想复制的阿拉伯语，孟加拉语，中国，法国或索马里，请联系我们多元化的团队，MF & RS总部，马勒路，布特尔，利物浦L30 4YD。电话和小型机0151 296 4422 或电邮diversityteam@merseyfire.gov.uk。在较大的打印也可以。

French

Si vous souhaitez obtenir une copie en arabe, bengali, chinois, contactez s'il vous plaît français ou en Somalie nous à la diversité équipe, siège de MF & RS, Bridle Road, Bootle, Liverpool L30 4YD. Téléphone et minicom 0151 296 4422 ou par courriel diversityteam@merseyfire.gov.uk.Egalement disponible en gros caractères.

Somali

Haddii aad rabtid nuqul Carabi, Bangaali, Shinees, Faransiis ama Soomaali fadlan la xiriiir kooxda Diversity, Merseyside Fire & Rescue Service, Headquarters Service Bridle Road, Bootle Liverpool L30 4YD.

Telefoonka: 0151 296 4422 ama Emailka: diversityteam@mersyfire.gov.uk
Sidoo Kale waxaa heli kartaa iyadoo far waaweyn ah.

**SAFER, STRONGER COMMUNITIES,
SAFE, EFFECTIVE FIREFIGHTERS**



Bridle Road, Bootle, Liverpool, Merseyside, L30 4YD.
t: 0151 296 4000

www.merseyfire.gov.uk

