



Merseyside
**FIRE & RESCUE
SERVICE**



Integrated Risk Management Plan

2013 -16

www.merseyfire.gov.uk

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Foreword

Merseyside Fire and Rescue Authority continues to face a challenging financial future following cuts in our Government Grant that will require £10m of savings to be delivered over the period 2013-16.

The Government grant is our main source of income and the latest cut follows previous cuts requiring savings of £9.2m in the last two years.

We believe our financial position would have been far worse but for a robust lobbying campaign which was strongly supported by our local leaders, MPs and media.

The organisation is, however, meeting these challenges from a position of strength following a period in which we have significantly reduced fires, fire deaths and injuries and made Merseyside a safer place. In addition, we have worked hard over the last year to anticipate the impact of the cuts and reduce the effect they will have on our communities by identifying options that will keep all our community fire stations open.

A recent Peer Assessment carried out by Senior Managers from other Fire and Rescue Services, the Police and Local Government commented on our “strong position to meet the financial challenge” and a “credible political and managerial leadership, a loyal, committed and motivated workforce and a very strong track record in service delivery”.

This Integrated Risk Management Plan sets out how we will continue to deliver our services to local communities after the cuts. It describes a noticeably leaner but dynamic Service delivered in the most effective and efficient way. Anyone who needs us in an emergency will still receive one of, if not the fastest response in the country.

We are completing the long overdue refurbishment of our building stock with the opening of three more new community fire stations and we will continue to have the best trained most skilled firefighters in the UK.

Our prevention work has been widely acknowledged and has been duly replicated around the world; however we are going to have to get even smarter, sharing risk data and intelligence to ensure we target our efforts towards the most vulnerable and most at risk. We will still give universal help and advice, but free smoke alarms will only be fitted in high risk homes or properties which we have not visited previously.

It is impossible for the requirement to make £19 million savings over the four years of the spending review not to have an impact on our services but we are confident we can make better use of the resources that remain to continue to deliver a high quality Fire and Rescue Service that compares favourably with any other in the Country.

Dan Stephens - Chief Fire Officer

Councillor Dave Hanratty – Chair Merseyside Fire and Rescue Authority

Introduction

The basis of the Authority's Integrated Risk Management Plan (IRMP) for 2013-16 is the budget cuts and how we will achieve the necessary savings, while working within the guidance of the Communities and Local Government Fire and Rescue National Framework for England 2012. The focus of the management team remains emergency response and we will ensure 'our people are the best they can be' through intensive and regular training and exercising.

Throughout 2012 the Chair of the Authority, Cllr Dave Hanratty and Chief Fire Officer Dan Stephens led a lobbying campaign. Along with local MP's and other Metropolitan Fire and Rescue Authorities they regularly travelled to Parliament to lobby the Fire Minister Brandon Lewis and his predecessor Bob Neill, in an attempt to limit the extent of cuts applied to Merseyside Fire and Rescue Authority (MFRA), or at least, to ensure that any cut was in line with those applied to other FRA's. MFRA now know the cuts we face for 2013/15 will require savings of £10.25m. This follows grant cuts of 13% in 2011/12 -2012/13 which required savings of over £9m.

The successful lobbying campaign ensured that the cuts applied by the Government for the next two years are much closer to national average figures of about 10%, compared to the first two years when Merseyside suffered cuts at twice the national average. However there is clearly still a massive financial challenge to face, that will require some tough decisions to be made.

The Authority responded to these earlier cuts by reducing the number of managers and support staff, but has also had to reduce the number of fire appliances and firefighters to balance the budget.

We have reviewed support services and the operational response function to identify and deliver efficiencies. There will be a period of consultation on a number of possible ways of making the budget savings required, which are covered within this IRMP. This will include public consultations in the five districts of Merseyside, on our website and using social media and with other stakeholders and staff through briefings by our senior managers.

As we believe people will expect; we intend to deliver the majority of the savings required to balance the budget from our back office and support services (£7m) before we are forced to change our operational response, but it would be wrong to think that some of our support service staff do not carry out frontline roles. We have a lot of staff who are not firefighters but whose role is vital in our work to prevent incidents occurring and protecting our communities. These include the Prevention staff who deliver Home Fire Safety Checks and the workshops staff who keep our fire appliances maintained.

MFRA do not want to make any cuts or changes to Community Fire Stations but we must reduce costs to meet the Government's cuts to our budget. The level of financial cuts has meant that we have had to consider closing fire stations, but we have always tried to avoid doing this.

The public who attended our Consultation Forums in May 2012 said:

- 'Can we keep all our Community Fire Stations open'
- 'Can we merge stations'
- 'Can we change working patterns to meet demand'

We listened and have taken these comments into consideration when looking at the options available to deliver the best possible service to the communities of Merseyside. What we can assure the public is that they will still receive the same number of emergency appliances to any life risk emergency should they need us. Due to our new Automatic Fire Alarm/Unwanted Fire Signal Policy there will be less appliance movements and changes to the way our staff work will mean the public will not notice a discernible difference in appliance availability.

MFRA believe it is more important to not have an incident in the first place and we intend to use intelligence to target our Fire Prevention activity to those most in need of our help, no matter where they live.

Whilst it will be a difficult period for MFRA the public should be reassured that MFRA is well placed to meet the challenges. In November 2012 MFRA took part in a Operational Peer Challenge which involved seven 'Critical Friends' from other FRA's, Police, The Local Government Association and a Councillor visiting MFRA for four days to look at targeted areas of our core business. Overall the team summarised:

'MFRA are in a strong position to meet the financial challenges for the future. It has a credible political and managerial leadership, a loyal, committed and motivated workforce and a very strong track record in service delivery'

We expect all seven of our new Private Finance Initiative (PFI) Community Fire Stations will all be open by Summer 2013. These stations have been seven years in the planning. In January 2013 we opened our new Community Fire Station at the Toxteth FireFit Hub. This was a jointly funded initiative between MFRA, Liverpool City Council and the Department for Education's 'My Place' scheme which will provide much needed youth and community facilities for the young people in the area.

Work commenced in February 2013 on a Joint Control Centre in the grounds of the MFRA headquarters which includes the construction of an emergency command and control centre for Merseyside Fire and Rescue Service and Merseyside Police. This will be a state of the art centre that will also host Emergency Planning Teams from North West Ambulance Service and Merseyside Police.

Operationally, firefighters continue to train regularly on station, at our Training and Development Academy and at exercises. Our appliances and equipment offer the best possible standards of protection and ensuring that our firefighters are fit and competent remains our priority.

MFRA holds significant national resilience assets on behalf of the Government which is funded separately from our Government Grant and Council Tax. As a result, our ability to provide resources to deal with any major local, regional, national environmental or terrorist emergency remain unchanged.

Our Mission and Aims

Our Mission; To achieve:

Safer, Stronger Communities – Safe Effective Firefighters

Our Aims;

Excellent Operational Preparedness

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

Excellent Operational Response

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

Excellent Prevention and Protection

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

Excellent People

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

The Authority has a set of medium term objectives (Appendix A) that are linked to our aims and these are used to help us plan our activities for the future.

MERSEYSIDE

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

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

Merseyside has a population of approximately 1.4 million residents but this is changing over time. Between 2001 and 2011 the overall population has increased by only 1 per cent (13,400 people in real terms) but the Asian/Asian British ethnic group has seen an 82.61 per cent increase between 2001 and 2007.

Full Population Statistics – Appendix B

Like many areas of the country, Merseyside is seeing an increase in the percentage of older people living within its communities, with older age groups increasing in numbers (age groups over 75years) and the younger age groups (5-9, 10-14 and 15-19 age groups) reducing in numbers from 2001 to 2011.

However, in 2001, the age group that accounted for the highest proportion of the population of Merseyside was 35-39 year olds, whereas in 2011 the age group that accounted for the highest proportion was 20-24 year olds.

There are some areas of affluence, for example in West Wirral and North Sefton,

but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime.

The indices of multiple deprivation indicate that 40 per cent of the wards in Merseyside are ranked in the top 5 per cent of the most deprived wards in England. In addition, all the local authorities in Merseyside are within the top 20 per cent of the most income deprived in England.

MFRA is a local authority created by the Local Government Act 1985 and subsequent legislation. It is made up of 18 elected representatives appointed by the constituent local authorities. They lead the authority alongside a management team consisting of a Chief Fire Officer, Deputy Chief Fire Officer and Deputy Chief Executive.

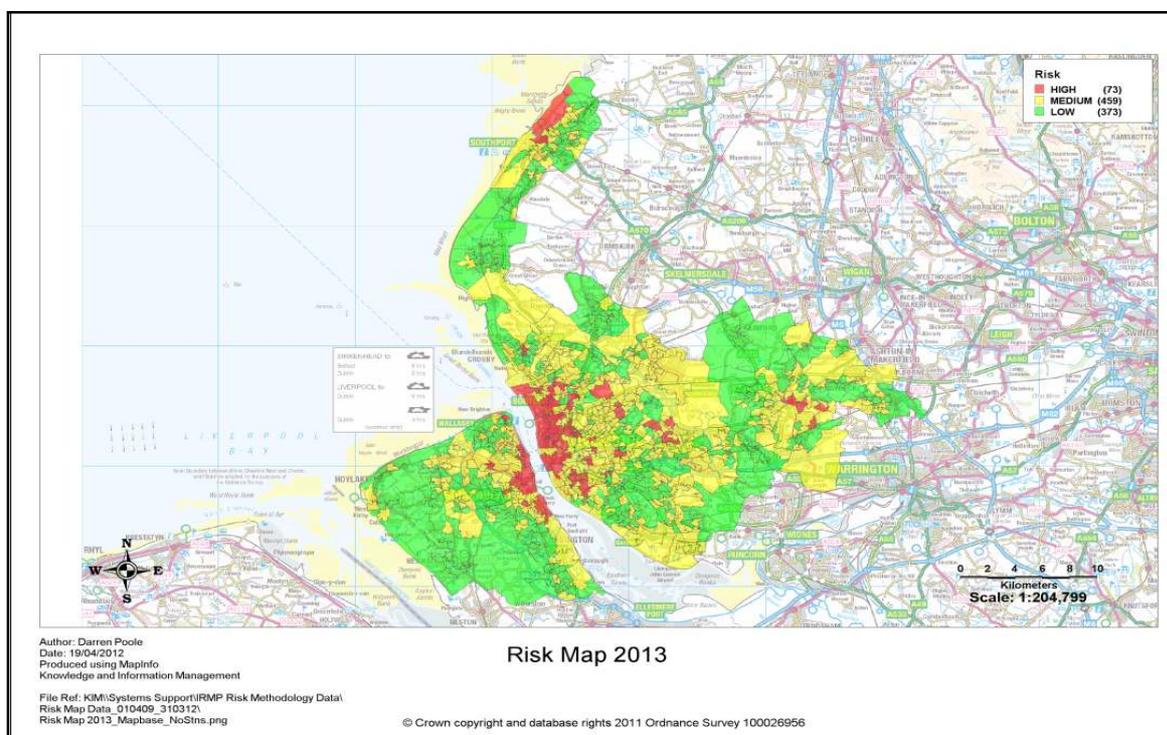
MFRA has the operational responsibility for providing emergency response service for fires and other incidents (e.g. road traffic collisions) and fire prevention and protection services across the county.

Approximately 1,230 staff are employed at 26 Community Fire Stations, a Water Rescue station, the Training and Development Academy, a number of administrative centres and within its operational workshops.



Risk Map of Merseyside 2013

The work of a Fire and Rescue Authority is all about identifying and reducing the risk of fires and other emergencies and where emergencies do occur, responding efficiently and effectively. The MFRA approach to risk focuses on examining the factors which have greatest impact on the risk to life for people within Merseyside and illustrating the areas where those factors are concentrated, to deliver a result which is accurate, understandable and usable. MFRA has developed a risk model, which reflects this. Our approach uses relevant data sets, including the Indices of Multiple Deprivation and local, historical incident response data. Weightings have then been used to represent the differing influence of these data sets on risk. All of these factors are then totalled, banded and then mapped by area to establish our risk map (below).



What this Risk Map Shows

The current Risk Map shows the risk to life from fire and other emergencies as it is today. As a result of our interventions risk has consistently reduced across Merseyside over the last 10 years with areas of low risk expanding to encompass large areas of Merseyside. There has also been a significant reduction in the number of areas which are high risk; however there are several areas which remain high risk. These areas contain some of the most hard to reach residents and are subject to a convergence of serious underlying issues. Through the IRMP we intend to maintain our focus on delivering prevention services to the people in these socio disadvantaged areas and by working with our partners and the community deliver tangible results.

Customer Insight – Supporting vulnerable people

Intelligent targeting is the key to our new approach. MFRA has developed a Customer Insight model which is the cornerstone of our home safety strategy. The model will ensure that we not only target those most at risk but carry out interventions in the most cost effective manner. Thus ensuring the satisfaction and well-being of our communities by giving them access to the services they need.

Customer Insight is made up of two projects: The first is to produce **Community Profiles**; maps that give us details about the type of people that live in all areas of Merseyside. The second is our **Vulnerable People Index**, this allows us to use information we receive from partners to target the people most in need of our help.

FINANCIAL CHALLENGE 2013/15

Merseyside Fire and Rescue Authority has faced an unprecedented financial challenge between 2011/2012 and 2014/2015. It faces significant budget reductions because of cuts in funding from central government as part of measures to reduce public spending.

The Government has announced the level of grant it will provide to the Fire Authority for the years 2013/14 and 2014/15. The Authority's funding is being cut by 8.7% and 7.5% respectively in those years - a £6.3m cash reduction. The funding reduction is worse than the national average for fire and rescue services and means that over the next two years the Fire Authority will need to make savings of £10m overall to balance the financial plan. This is in addition to significant Government grant reductions in the first two years (2011/12 – 2012/13) of the spending review period which required £9.2m of savings to balance its budget.

The Authority recognises the financial pressures on the communities of Merseyside and has with a heavy heart and after careful consideration kept to its financial plan and increased council tax by the maximum allowable – this is only 2% or an extra £1.34 for a band D property (3p per week) which is below the rate of inflation. This is in order to minimise the long term impact of government cuts on the services to the Merseyside Community.

Dealing with the Funding Cuts and the £10m saving challenge:

- In order to balance the books the Authority first looked for savings from Back Office and Support Services and has been able to identify £7m of the required £10m savings from Assuming a further two years of pay restraint for all staff.
- “Technical” savings of £2.5m were identified from inflation and capital expenditure budgets.
- Additional income of £0.5m including :-
those areas including:-
 - a. Shared use of fire stations with the ambulance service,
 - b. Increased efficiency through a Joint Command and Control Centre with Merseyside Police,
 - c. Shared services at the vehicle workshops,
 - d. Cost recovery of smoke alarms from low risk households.
- Efficiencies identified in support service areas of £2.307m. This has placed a large number of non uniform staff at risk of redundancy. Many of the “support service” areas and posts affected in fact provide front line services to the community of Merseyside notably prevention and protection,

Despite the efficiencies this still leaves £3m in cuts to be identified from front line services

A fundamental review of fire cover was undertaken by the CFO that will deliver a cut of £3m. More details of this are available in our IRMP but the key points are:-

- A reduction of 90 fire-fighter posts
- We are aiming to keep all our fire stations open at present (However we will actively consider the merging of stations where it makes operational and financial sense to do so).
- There will be a 33% cut in the number of fire appliances immediately available from 42 to 28.
- The introduction of a standard response time standard across Merseyside of 10 minutes (on Average the first response to an incident will be much faster)

It will take over three years to deliver these front line savings from natural turnover of firefighting staff through retirement. The Chief Fire Officer will manage the implementation of the new fire cover model in order to deliver the savings and efficiencies in such a way to minimise risk.

More detailed explanations of how the savings from the Support Service and Operational Response Reviews will be made are covered in the Proposals Section of this IRMP 2013/16.

Value for Money Budget Principles

MFRA agreed a set of Value for Money Budget Principles on 4th December 2012 that have underpinned its approach to budgets and financial plans in recent years. During 2012/13 the previous principles were reviewed and updated to better reflect the challenges facing the Authority now and in the future. They are:

Principle 1

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

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.

EXCELLENT OPERATIONAL PREPAREDNESS

'Providing our firefighters with training, information, procedures and equipment to ensure they can safely resolve emergency incidents.'

Operational Preparedness is about ensuring MFRA has suitable arrangements in place to identify, plan for and respond to all foreseeable emergencies that could have an impact on our community, neighbouring authorities and the national infrastructure. This internal planning approach ensures that our firefighters have the correct training and the highest standards of equipment to enable them to respond safely and effectively to these emergencies within a multi-agency command structure.

The Operational Preparedness function is led by an Operational Area Manager and is responsible for all operational training, equipment, planning, intelligence, national resilience assets and the mobilising and communication centre (MACC).

Our Operational Planning team follow local and national guidance to identify and respond to all foreseeable risks as identified within the Community Risk Register (CRR). Robust Operational Response plans are then created for each risk based on this methodology. Our Operational Planning Department utilises Site Specific Risk Information (SSRI) (information gathered from the site and surrounding area) in the creation of the operational plan. Operational plans are then tested and exercised against them to

ensure their suitability and effectiveness prior to adoption. The Community Risk Register 2013 can be viewed on the MFRA website.

Public Event Planning

The Operational Planning Team attend Joint Agency Meetings & Safety Advisory Groups set up to identify, assess and deal with community risks associated with large public annual events such as the Grand National, held annually, at Aintree Racecourse and the Mathew Street Festival, along with one off events such as the Sea Odyssey or the Capital of Culture Year .



COMAH Sites

Merseyside has 10 Control of Major Accident Hazard (COMAH) sites. A COMAH site is defined as an industrial premises that hold significant quantities of hazardous materials capable of resulting in a major emergency. The sites, along with MFRA, have a legal duty to prevent major accidents and limit consequences to people and the environment. The Contingency Planning Team writes, review and exercise offsite plans for COMAH sites as part of its operational preparedness function.

[Hyperlink to Merseyside Community Risk Register 2013](#)

Site Specific Risk Information (SSRI)

Knowing and understanding the risks that are contained within the commercial and industrial properties in Merseyside is vital to the successful and safe resolution of any emergency incident. It is also important in minimising the risk to our staff that might occur when attending a fire or rescue within those premises. Our Site Specific Risk Information (SSRI) project is developing local operational response plans for foreseeable risks and ensuring that these plans are available to operational crews when attending incidents.

Safe Effective Firefighters

To ensure our firefighters are the best they can be, MFRA has developed a series of Safe Person Assessment's (SPA) which test firefighter core competencies. The Operational Response function, which includes the Health & Safety Team, has produced this set of assessment criteria which are designed to enable supervisory managers to assess the competence of operational firefighters. It will ensure maintenance of skills is regularly and robustly assessed and audited.

The training strategy has been developed to ensure that all personnel are trained to meet the requirements of the Fire and Rescue Services Act and the Health and Safety at Work Act 1974 (as amended). The 'safe person principles' are reinforced via courses and qualifications such as Institute of Occupational Safety and Health (IOSH) Managing Safely and National Examination Board in Occupational Safety and Health (NEBOSH) General Certificate. Courses are aligned

to the national Generic Risk Assessments which are the minimum standards fire and rescue services must work to in relation to health and safety.



Training

At our Training and Development Academy (TDA) MFRA provide training in all core risk critical training areas:

- Breathing Apparatus (BA)
- Fire Behaviour
- Still Water
- Working at Height
- Road Traffic Collision (RTC)
- Hazardous Materials (HAZMAT)
- Urban Search and Rescue (USAR)

All of our firefighting staff attends this training with additional training provided for drivers and incident commanders.

Centrally delivered training is also based upon risk and training programmes bespoke to identified need and these are implemented as required. An example is the recent programme of entanglement training for BA wearers commissioned following the findings of the investigation into a fatal fire in another FRS.

Off-site training can take the form of Major Incident exercises at high hazard venues such as the Mersey Tunnels or the docks. There is also a full suite of offsite

exercises planned as part of our responsibilities under the Civil Contingencies Act 2004. MFRA is the local authority responsible for planning and exercising our top tier COMAH sites which are managed through our Operational Planning Department. These exercises prepare crews and partner agencies should there be a Major Incident anywhere on Merseyside. All crews are periodically involved in these exercises.

Crew Based Training

Crews attend the Training and Development Academy (TDA) on their fire appliances and remain available to respond to emergency calls throughout the training.

Training is delivered by the instructors from the TDA and observed by Officers. Facilities at our TDA are state of the art and are constantly evolving to meet the changing expectations of the Fire and Rescue Service. Training undertaken at the TDA exposes firefighters to scenarios which they cannot replicate at the facilities provided on stations such as live fires.



Mobilising and Communications Centre (MACC)

We have always maintained a state-of-the-art facility for answering 999 calls staffed by highly trained and experienced operators to ensure calls are dealt with immediately and our appliances are deployed quickly and efficiently. MFRA prioritises investment in this important element of our Service and have kept pace with technological developments to provide a modern and highly efficient mobilising system.



The Government had plans for a National network of Regional Control Centres, but has since terminated this project, leaving MFRA to decide what its provisions for the future would be.

In order to secure the best value we can for this function we considered options for the future provision of this service with local emergency service partners.

Joint Control Centre

The public disorder incidents which occurred across many UK cities in 2011 provided tangible evidence of the benefits of close cooperation across Merseyside's emergency services and Local Authority Emergency Planning Teams. It was acknowledged at a local and national level that Merseyside managed and responded

to the challenges of large scale civil disorder very efficiently.

The experiences of all Merseyside emergency services and the learning that has resulted from the analysis of the handling and impact of the 2011 civil disorder have led directly to our project to build a Joint Control Centre (JCC) at the Fire and Rescue Service Headquarters. This will provide a practical and cost effective solution for both the Police and the FRS and improve services to our communities the development of our joint Fire/Police emergency command and control centre (JCC) on our current headquarters site in Bootle will improve joint working with our partners in relation to planning and responding to incidents.

The JCC will allow MFRA, Merseyside Police and North West Ambulance Service Operational Planning Teams and Local Authority Emergency Planning Teams to work together to significantly enhance operational interoperability. The JCC will also allow a greater degree of multi authority resilience planning across the services. Both services will have state of the art mobilising systems.



National & Local Resilience

Over recent years large scale emergency incidents have increased in the UK. This has been due to climate change and terrorist activities. As a direct result of this the Government introduced the 'National Resilience' project. Through the Department for Communities and Local Government (DCLG) specific fire and rescue services were given vehicles, equipment and training to establish a standardised national response to large scale emergency incidents.

MFRA provides a substantial commitment to National Resilience by hosting an Urban Search and Rescue (USAR) team, USAR Subject Matter Advisors (SMA's), a High Volume Pump (HVP), a Detection, Identification and Monitoring (DIM) team, Incident Response Unit (IRU) and Mass Decontamination Disrobe unit (MDD). We also have a total of 5 type B flood rescue teams declared on the Department for Environment Food and Rural Affairs (DEFRA) national flood rescue asset register and one subject matter advisor. All of these assets are available at all times for national deployment.

In 2012 MFRA extended its USAR role, becoming a member of the UK International Search and Rescue Team (UKISAR), the internationally deployable International Search and Rescue Advisory Group (INSARAG) heavy classified USAR team. This team is available for deployment to incidents anywhere in the world.

As a Category One responder the Authority is a member of the Merseyside Resilience Forum (MRF). MRF was set up in response to the Civil Contingencies Act 2004 which requires local emergency responders to co-operate in preparing for, responding to and recovering from

emergencies through a Local Resilience Forum. Through this representation we have taken the responsibility for producing and maintaining the following MRF documents:

- Merseyside Community Risk Register
- Merseyside Exercise & Events Bulletin
- MRF Merseyside Emergency Response Manual
- MRF Merseyside Multi-Agency Flood Plan.



Search Dog Incident – 22nd May 2012

The FRSNCC requested the Merseyside USAR canine team to attend an incident in Stoke on Trent which involved a terraced house, 95% of which had collapsed as the result of an explosion. The team was deployed to search the property for live casualties. This search was undertaken in very dangerous conditions and fortunately there were no injuries to members of the public or the emergency services.

Flooding North Wales – 27th Nov 2012

At the request of the Fire and Rescue Service National Control Centre (FRSNCC) the High Volume Pump (HVP) and crew were mobilised from West Kirby and Heswall Fire Stations to St Asaph in North Wales to assist with flooding. The crew were deployed to pump high flood water from a residential area into the River Elwy over a 24 hour period.

OPERATIONAL RESPONSE

'To maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core'

The Operational Response function ensures that the Authority on behalf of the Public is assured with regard to the readiness of its operational workforce, appliances, stations, and equipment to respond appropriately and timely to emergencies, and that when we do respond our firefighters, procedures and equipment are safe and effective.

The Operational Response function is led by an Operational Area Manager and is responsible for the operational element of the MFRA workforce some 850 people across the 26 Fire Stations, MACC and Officer Groups.

Operational Response Standards

The current response standards have been in place since the introduction in 2004 of Integrated Risk Management Planning, when they replaced National Standards of Fire Cover. Merseyside has one of the fastest and most challenging response standards in the UK and has achieved this standard on over 90% of occasions since its introduction; the standards for Merseyside are as follows:

- High Risk – Attendance within 5 minutes 59 Seconds, additional support within 8 to 10 minutes
- Medium Risk – Attendance within 6 minutes 59 seconds, additional support within 9 to 11 minutes.
- Low Risk – Attendance within 7 minutes 59 seconds, additional support within 10 to 12 minutes.

Merseyside has extremely robust mobilising procedures that for example,

see two pumping appliances mobilised to all domestic (house/flat) property fires and three pumping appliances to any domestic property fire where people are reported to be inside the property.

For more complex incidents in non-domestic settings MFRA Response Standards are supplemented by comprehensive mobilisation procedures and detailed site and incident specific operational plans. These procedures may include support from neighbouring Fire and Rescue Services, under Section 13 and 16 of the Fire Services Act, and also MFRA responding to regional or national emergencies. All of our response plans are tested to ensure that each incident receives a risk appropriate initial emergency response, including a coordinated and planned response if any escalation of the incident occurs to ensure the safety of the public and our firefighters

As an action in support of our current IRMP, these standards are under review to ensure we reflect the changes in risk which have occurred on Merseyside since the standards were established in 2004 and to take into account the current financial constraints being placed upon us.

What type of emergency do we respond to?

In addition to responding to fires Merseyside Fire & Rescue Service is helping to keep our communities safe by working closely with police, health services, local authorities and other agencies to plan for and respond to a variety of other emergencies.

Response to Road Traffic Collisions (RTC)

People involved in road traffic collisions in Merseyside can be assured of a rapid and effective response. Our response is supplemented by the deployment of the Search and Rescue Team to all road traffic collisions. The Search and Rescue Team are trained in specialist skills to the highest national standards and significantly enhance our ability to safely release people who are trapped.

We recognise that although we attend relatively few road traffic collisions where people are trapped, a high level of deaths and injuries are sustained in these incidents. We also recognise that as a Fire and Rescue Service we are well placed to influence driving behaviour and thereby limit the devastating impact that a road traffic collision can have on a community.

We currently deliver a road safety campaign, Drive to Arrive (D2A), to target the most at risk group; 16 to 20-year-old males in schools and colleges. We intend to work with our road safety partners to further develop our educational interventions over the life of this plan.

Urban Search and Rescue (USAR)

The people of Merseyside benefit from a highly proficient Urban Search and Rescue capability. We have a comprehensively trained team, supplied with the latest equipment, provided by the Government, to respond to any major incidents which require this type of response, such as a collapsed building or heavy transport incident.

The firefighters and search and rescue dogs of the USAR team are available 24hrs a day and ready for deployment anywhere in Merseyside, or beyond to assist in any incidents which require this specialist expertise. This capability is maintained to

provide resilience on a national level for large-scale incidents and accidents.



Water Rescue

Those people who use Merseyside's waterways are safer as a result of our commitment to ensuring we have the highest levels of water rescue capability. Merseyside has significant risks related to waterways, so to address these risks we have developed a response capability to swift and still water.

Our Marine Rescue Team, which is continually available on immediate response is based at the River Mersey Community Fire and Rescue Station on the Merseytravel pontoon at the Pier Head. The team are available to respond immediately to incidents on the River Mersey from Fort Perch Rock, at the mouth of the Mersey, to the Runcorn Bridge. They provide an essential element of the response to potential emergencies at Liverpool John Lennon Airport as well as effectively dealing with other emergencies on the river.

To supplement this we have highly skilled tidal and fast flowing water response technicians within the Search and Rescue Team who are continually and immediately available to attend emergencies in moving water wherever it may be.



The MFRA water rescue response capability is structured to align with guidance issued by the Department for Environment, Food and Rural Affairs Flood Response National Enhancement Project. The Service has five type B rescue boat teams registered with Department for Environment, Food and Rural Affairs that are able to respond to national emergencies resulting from large-scale flooding, such as in Cumbria in 2009 where we assisted in the rescue effort.

The Service has further enhanced its ability to quickly and safely respond to incidents on water, mud and unstable ground with a rescue hovercraft. The Hovercraft is immediately deployable to incidents anywhere in the County and supports the provision of a safe system of work when responding to these types of incident.

To ensure our firefighters can work safely in and around still water, mud and unstable ground, all of our firefighters are trained as still water responders. The necessary equipment to respond to this type of incident safely is also carried on every rescue appliance in Merseyside.

Rescue from Height

Every firefighter is trained to work safely at height with ropes and every rescue appliance carries a well-equipped rope access kit. In addition, we can immediately deploy the Search and Rescue Team who are highly competent in rope access and rescue and are able to perform more complex rescues. These incidents are usually high-risk and are protracted by their nature; to reflect this; the team is highly trained and rigorously exercised in the use and application of this technical equipment.



Hazardous Materials and Environmental Protection

We reduce risks from incidents which involve hazardous materials or threaten possible contamination of the environment through our specialist Hazmat capability located at the operational resource centre (ORC) at Kirkdale. The Service will further develop partnerships within the chemical and environmental protection industries to help sites return to normal business as soon as possible following incidents of this type.

Detection Identification & Monitoring (DIM)

The DIM vehicle and equipment enables:

- Detection of a wide range of chemical or radiological hazardous substances
- Identification of hazardous substances whether chemical, biological or radiological.
- Monitoring of the levels of contaminate present and to establish and maintain cordons.

The unit is supported by a team of highly qualified and trained DIM advisors who have responded to incidents in Merseyside and in support of other Fire and Rescue Services across the UK.

Chemical, Biological, Radiological, Nuclear and Explosive Response

The DIM team are part of UK National Resilience and as such respond to incidents involving CBRN (E) threats both within Merseyside and across the Country. The vehicles and equipment are supplied by the Government and our staff are trained and frequently exercised to respond to these incidents safely and effectively.

Our primary role is to ensure the safety of the public through the early identification of the hazardous material and efficient decontamination of any one person or group of people exposed to these hazards.



Response to Terrorism and Non Terrorist Major Incidents

Major Incidents of this nature require close co-operation with Local Authority and blue light responders. In order to ensure we are able to respond to any eventuality we train regularly and are well equipped to respond to this type of incident.

Flooding - High Volume Pump Capability

As part of the National Resilience capability we maintain a High Volume Pumping (HVP) Unit which is continually available on an immediate response. The HVP has been used to respond to regional and national catastrophic flooding incidents and is capable of supplying huge amounts of water to fight fires.



Health and Safety

Our Mission emphasises the importance we place on the Health, Safety and Welfare of our people.

MFRA has a legal responsibility under the Health and Safety at Work Act 1974 to ensure the health, safety and welfare of all employees, and the public, during all activities undertaken.

MFRA also recognises that its people are its most vital asset and is therefore committed to enabling them to carry out their work as safely and effectively as practicable. This means the provision of appropriate training is essential to provide personnel with the skills, knowledge and understanding to make the correct decisions in a risk critical environment as well as during routine duties. This understanding helps to reduce the number of accidents and injuries to staff and ensures that a thorough and informed assessment of risk is an integral part of all activities undertaken.

The FRS nationally has come under scrutiny from the Health & Safety Executive (HSE) following some high profile and tragic cases where firefighters have lost their lives.

MFRA endeavours to ensure that lessons learnt by others for improvement are shared, understood and embedded in our Service.

Operational Assurance and Monitoring Team

The team attend operational incidents and monitor compliance with expected performance against formal criteria. Following the monitoring of an incident the Monitoring Officer will produce a report which will identify areas of improvement and areas of notable good practice. Once identified the most appropriate way of improving or sharing good practice is disseminated across the Service.

Clear organisational improvements have been made in our operational response through this focus on health safety and welfare of our staff, ensuring the safest possible Service to our communities and firefighters.

We have recently received an endorsement of our operational capabilities through a national Operational Peer assessment who concluded that;

'Operational competence and focus on response is very strong'

'The team saw excellent processes for assessment, monitoring and debriefs ensuring on-going learning from incidents'

'MFRA response to the riots in August 2011 should be used as a national case study'

Operational Peer Challenge Report November 2011

EXCELLENT PREVENTION

'Working with partners and our community to protect the most vulnerable'

The four key drivers for the MFRA's Prevention Strategy are;

- Home Safety
- Road Safety - RTC Reduction
- Arson/Anti-Social Behaviour Reduction
- Youth Engagement

The prevention team is led by the Area Manager for Prevention and Protection. Each of these key areas now has a functional co-ordinator with responsibility for joining up prevention activity and improved outcomes for communities, including seasonal campaigns such as the bonfire period and community reassurance following incidents.

The functional co-ordinators support the Community Prevention teams in each local authority district. The team are responsible for working alongside operational staff and partners, for the development, production and delivery of the District and Station Community Safety Delivery Plans.

Each plan is supported by an Equality Impact Assessment which allows MFRA to identify and consider vulnerable and protected groups in order to carry out necessary interventions to reduce risk. These plans are refreshed each year to take account of the changing financial and social priorities for our local communities.

Home Fire Safety Strategy

Following more than a decade of prevention activity focused on accidental dwelling fires, MFRA has seen major reductions in fires, deaths and injuries across Merseyside.

We believe the success of our home safety strategy is largely attributable to the significant number (800,000) of Home Fire Safety Check (HFSCs) completed over this period by operational crews and the targeting of those people most at risk by our community safety staff.

Since the introduction of the HFSC strategy in Merseyside free smoke alarms have been available to all members of the community regardless of risk. Given the significant budget reduction we face, we have made a conscious decision to target resources where the need is greatest and where we can have the biggest impact on fire deaths and injuries. MFRA provides free safety advice to all members of the community and we will evaluate a pilot that has provided and installed smoke detectors to those households deemed as low risk, who have received free smoke detectors previously, on a cost recovery basis.

We will continue to carry out high levels of prevention work with people and places that we know have a greater risk of experiencing fire or other emergency, or where the time taken to respond to an emergency incident is at the limits of our attendance standards.

Road Traffic Collision (RTC) Strategy

Road safety and RTC reduction are key issues for MFRA. To that end the Road Safety Strategy 2011-14 has been developed and this captures the work we support nationally through the Chief Fire Officers Association including regional and national campaigns. MFRA work with, and support, the national road safety charity 'BRAKE' who acknowledged MFRA as a key partner in supporting the 20mph speed limit campaign. Locally we work with, and are embedded in, Local Authority multi-agency road safety partnerships to deliver district based outcomes; principally a reduction in people killed or seriously injured on the roads of Merseyside.

Arson & Anti-Social Behaviour Reduction

Arson and anti-social behaviour (ASB) reduction strategies are developed and implemented through co-ordination of activity from a cross section of personnel including Fire, Police and strategic partners. They bring together a vast array of knowledge, experience and expertise from widely different backgrounds to reduce arson and ASB related activity in our residential and business communities. The structure of our district based teams provides a high degree of locally based inter-agency co-ordination.

MFRA liaise daily with Merseyside Police, Local Authorities, registered social landlords and other partner agencies to ensure intelligence and information is utilised effectively to reduce these types of incident.

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. Nuisance ASB fires have seen annual reduction for the past 5 years.

Bonfire Strategy

MFRA Bonfire Strategy is aimed at reducing deliberate fires and anti-social behaviour incidents over the Bonfire period while re-assuring and reducing the impact on our communities by working alongside our partners in the Police, Probation Service, Local Authorities and Registered Social Landlords. We remove any accumulation of combustible materials including fly tipping, general rubbish and bonfire materials from all public places, open ground, parks and gardens.

This strategy has been delivered at a district and station level utilising local knowledge. It continues to be very successful.

Over the past 5 years our teams have reduced the number of deliberate small fire incidents over the bonfire period from 1580 in 2007 to 615 in 2011. This is a reduction of 61.1% and makes a huge difference to the communities concerned.



The team above includes an arson reduction advocate, Prince's Trust team member and two volunteers from Fire Support Network working to remove combustible materials in Sefton to prevent unsafe bonfires.

Hate Crime

Hate Crime is an area in which shared intelligence is used effectively to improve safety. For example, when information is received from a partner agency, such as the Police, Victim Support or indirectly through neighbours at an incident, this intelligence is shared with the Arson Reduction Team for the district. The Team will make contact and visit the person/premises and carry out a risk assessment based on the information received. Appropriate advice is given and target hardening measures applied depending on the risk. This could include advice on moving wheelie bins, or the fitting of letterbox bags or locks and glass film.



Youth Engagement

The Youth Engagement Team was established in 2002, to deliver MFRA initiatives to engage and educate children and young people. By delivering courses and activities we aim to reduce anti-social behavior related incidents in our communities. MFRA are recognized as delivering first class, life changing programmes and, as such, MFRA are commissioned by partners to deliver such interventions across Merseyside.

The department offers a unique range of positive and engaging activities through programmes such as Fire Cadets, Beacon, Life and Princes' Trust which enable students to build confidence, improve self-esteem, gain new skills and qualifications. The success of the department has been recognised by a number of awards which include the Guardian Public Services Award for Service Delivery, Children and Young People and Beacon Authority Status for Early Intervention (Children at Risk).

Achievement for young people can come in many guises, such as returning to education, or training, or finding employment. However, other triumphs can be life changing and very personal. Recently a young lady from a local school was referred to the Beacon programme as in school she was a quiet, shy student and lacked self assurance – the young girl was also the sole carer for her sick relative. It was felt by her school that attending the Beacon programme would support her to increase her confidence and being able to attend the Beacon programme away from her normal school environment would give her an opportunity to thrive and prosper without any apprehension.

During the programme the young, shy lady blossomed. Experiencing all the unique activities MFRA are able to offer and at the end of the 12 weeks she was awarded “the most outstanding student”.

However, happily her school has reported back to MFRA about her new found confidence and she has been invited back as a course mentor on the next local district Beacon Course and the Beacon team is looking forward to working with her again in her new role.

Operational fire crews deliver essential educational messages and are engaged in schools across Merseyside to reduce the risk of road traffic collisions, fires in the home, hate crime and arson.



EXCELLENT PROTECTION

'Working in partnership to reduce risk in the built environment'

Fire Safety Legislation

MFRA has duties to *enforce, consult and provide fire safety advice* on matters relating to Community Fire Protection. The Regulatory Reform (Fire Safety) Order 2005 is most commonly associated with Fire Authority enforcement; additional relevant legislation includes sub-surface railways, petroleum, fireworks and explosives, and building regulations.

The Community Fire Protection (CFP) Policy was refreshed in December 2012 to:

- Provide the rationale and basis of the Authority's risk based audit approach to CFP;
- Provide strategic direction on the extent to which fire safety legislation applies;
- Direct resources to ensure levels of fire protection are met and enforced as required in the relevant fire safety legislation;
- Provide overarching direction for all CFP priorities, instructions and guidance.

Firefighters assist the risk management process via intelligence gathering and the provision of fire safety advice. Training has commenced to develop their skills and competency to deliver both CFP and operational inspections e.g. site specific risk information gathering. This will facilitate greater understanding of the built environment, the inherent fire safety hazards and features; thus enhancing Firefighter safety.

The CFP Department has been restructured to maximise efficiency and effectiveness via:

1. Greater accessibility to fire safety advice for anyone who needs it.
2. Performance management of the risk based audit programme.
3. Provide advice and support to the business sector including licensing.
4. Gather risk based operational intelligence and improve firefighters' understanding and awareness of the built environment.

The restructure will include district based officers who will have prime responsibility for audit, licensing and risk critical information for operations, supported by a central function that will have responsibility for fire engineering, business support, training and advice.

Enforcements & Prosecutions

MFRA adopt a risk based, intelligence led approach to enforcements and prosecutions, while adhering to the Statutory Code of Compliance for regulators best practice and better regulations.

Unwanted Fire Signals/Automatic Fire Alarms (AFA) Protocol

MFRA was concerned that in 2011/12 crews responded to 5573 calls to AFA's and that on 89.7% of occasions these were false alarms (referred to as unwanted fire signals as there was no fire).

To reduce unwanted fire signals MFRA introduced a risk based response to AFA actuations which includes a rigorous call challenging procedure.

MFRA maintains a full emergency response to all domestic premises, where the responsibility for the safety of the

occupiers rests with the people who live there.

MFRA will continue to meet its legislative enforcement requirements in relation to the Regulatory Reform Fire Safety Order (RRO).

Following communication and consultation with landlords, building managers and interested parties MFRA have phased in the change to give the responsible people time to adapt their premises and train their staff. As a result since November 2012 a full emergency response is provided between 1930hrs to 0730hrs at night.

MFRA continues to provide the appropriate emergency response to premises that have an AFA system; if a 999 call is received confirming a fire, or where there is reasonable belief that there may be a fire between 0730hrs and 1930hrs.

The aim is to implement the protocol in full by November 2013. Communication and consultation will continue to achieve that aim.

MFRA are phasing in the implementation of the new protocol with the aim of reducing the number of AFA mobilisations, which are classed as unwanted fire signals by up to 4000 per annum. The time and operational resources this frees up will be used to reduce risk in the community and to allow the operational crews more time to train.

HERIPROT Project

Fire Risk Prevention and Improvement of the Extinction Systems of the Historic Centres of Cities named World Heritage Sites.

Over the last two decades, fires at World Heritage sites have presented special challenges to FRA's worldwide. Not only because of the loss or damage of historical value but also the difficulties in firefighting and rescue. These sites have a permanent urban activity and there is a conflict between the conservation values of the past and solving the needs of today.

Representatives from public authorities, as well as fire and civil protection organisations from 9 EU countries are working jointly to find solutions that could be transferred and used in their cities. Some of the partners have suffered fires in buildings or sections of their old towns, which have destroyed their heritage; others are interested in implementing preventative measures to avoid future disasters.

Through the HERIPROT Project MFRA aim to share our knowledge and experience with partners and to showcase how MFRA, Liverpool City Council and the owners/managers of our World Heritage Sites propose to protect our heritage for future generations.



EXCELLENT PEOPLE

Our aim at MFRA is to have Excellent People

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

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

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

Our Personal Values that shape how we perform are:

- ✚ **Responsibility** – being self-disciplined, taking ownership of issues and problems, making things happen, trying to make a difference, to lead by example.
- ✚ **Social Empathy** – being interested in people, displaying empathy, embracing diversity, community focussed, putting community at the heart of everything we do.
- ✚ **Constructive Challenge** – being willing to challenge but not obstructively, commitment to improvement, creativity.
- ✚ **Mutuality** – identifying with the team, organisation and community, displaying team commitment, willing to stand up

against peer pressure when appropriate, acknowledging others’ rights to differing opinions.

✚ **Pragmatism** – aspiring to excellence whilst being realistic in expectations, being practical and solution focussed.

✚ **Openness to experience** – receptive to learning opportunities and personal development, seeking out new experiences, interested in people and situations that are less familiar, taking a broad view of things.

The success of our service provision is largely dependent on the skills, abilities and dedication of our staff. That is why we invest resources in ensuring that our people are the best they can be through training and development, appraisal, health and wellbeing.



Organisational Development

Performance appraisal and personal development reviews are based on MFRA's personal values

Each member of staff has their individual training, learning and development needs identified by their line manager. This in turn informs an annual training needs analysis. This is used to identify new equipment, methods of working, health and safety risks, and compliance with legislation or succession planning which have arisen, or may, arise in the coming year.

Training and development is identified via the appraisal process and is provided either via in-house courses or via attendance at local colleges to achieve qualifications. Uniformed and non uniformed staff attend courses together such as Safeguarding, ICT, project management and any non operational leadership events.

First aid, data protection, health and safety and fire marshal courses are provided to meet the legal requirements of the workplace.

Leadership Development

MFRA recognise the huge contribution our managers and leaders can make to our organisation. To support their development, and that of emerging managers, and to ensure the changing requirements of the organisation are being met we invest both time and training hours in these individuals.

Leadership courses such as CMI (Chartered Management Institute) Levels 3 and 5, Institute of Occupational Safety

and Health) IOSH and National Examination Board of Safety and Health (NEBOSH) are attended by both uniformed and non uniformed staff.

Operational managers are offered courses aimed at developing their knowledge, skills and values to enable them to effectively take over command on the incident ground.

Positive Mental Health and Wellbeing

MFRA has a responsibility to ensure, as far as reasonably practicable, the health, safety and wellbeing of all staff. MFRA has produced a Positive Mental Health and Wellbeing Policy. The Authority seeks to promote health and wellbeing through its management policies, support services, information networks and health promotions, including alcohol awareness, healthy eating, physical activity, self management, and by liaising with external agencies such as local health providers.

MFRA recognises that mental health is as important as physical health and we seek to prevent, as far as reasonably practicable, circumstances detrimental to mental health and wellbeing.

By the nature of the FRA's work employees (particularly operational staff) are at risk of exposure to distressing events, which can cause negative reactions, ranging from anxiety to depression. MFRA plans to implement a Critical Incident Stress Management (CISM) Project.

Occupational Health Services

The objective of Occupational Health Services is to promote and facilitate the maintenance of the highest possible standards of health and fitness, both physical and mental, for Service employees. The Team provide advice to the Authority and its employees on their capacity to work and provide support and assistance to ensure that employees are fit to perform their usual role.

Support is available to all employees through PPC Worldwide Employee Assistance Programme. This service is available 24 hours a day offering confidential advice and guidance on issues such as illness, family matters, debt, counselling and other areas.

Absence Management Policy

Managers are encouraged to robustly manage sickness absence within their teams. If required, the Occupational Health Team will offer assistance or services to allow employees to resume their duties. The Medical Officer or Occupational Health Nurse will continue to monitor employees after their return to work, if necessary.

Normal Pension Age Report - Firefighter Fitness

In December 2012 a study was published by the Government called 'Normal Pension Age for Firefighters – A Review for the Firefighters' Pension Committee'.

The report discussed the change in the retirement age for operational firefighters under the New Firefighters' Pension Scheme Regulations 2006 from 55 to the Normal Pension Age of 60 years of age and the implications of this on their fitness to perform operational duties.

One of the findings recommended that at least 2.5 hours of fitness training a week is incorporated into the daily routine of wholetime firefighters.

MFRA will introduce a Fitness and Health Policy and Service Instruction in 2013 that will provide a framework for MFRA to encourage, support and educate staff, to ensure that they maintain adequate fitness levels. The Policy will set an aerobic fitness level that firefighters will need to attain to function safely and effectively as operational staff, and will follow the FireFit Steering Group recommendation - firefighting staff will be tested annually.

MFRA are committed to the development of a healthy workforce that is able to meet the demands of the service and their role throughout their career. The Service Mission statement includes "safe effective firefighters". This requires that our firefighting staff are fit for duty in order that they can effectively maintain operational activity on the fire ground safely for the wellbeing of their colleagues, the community and themselves.

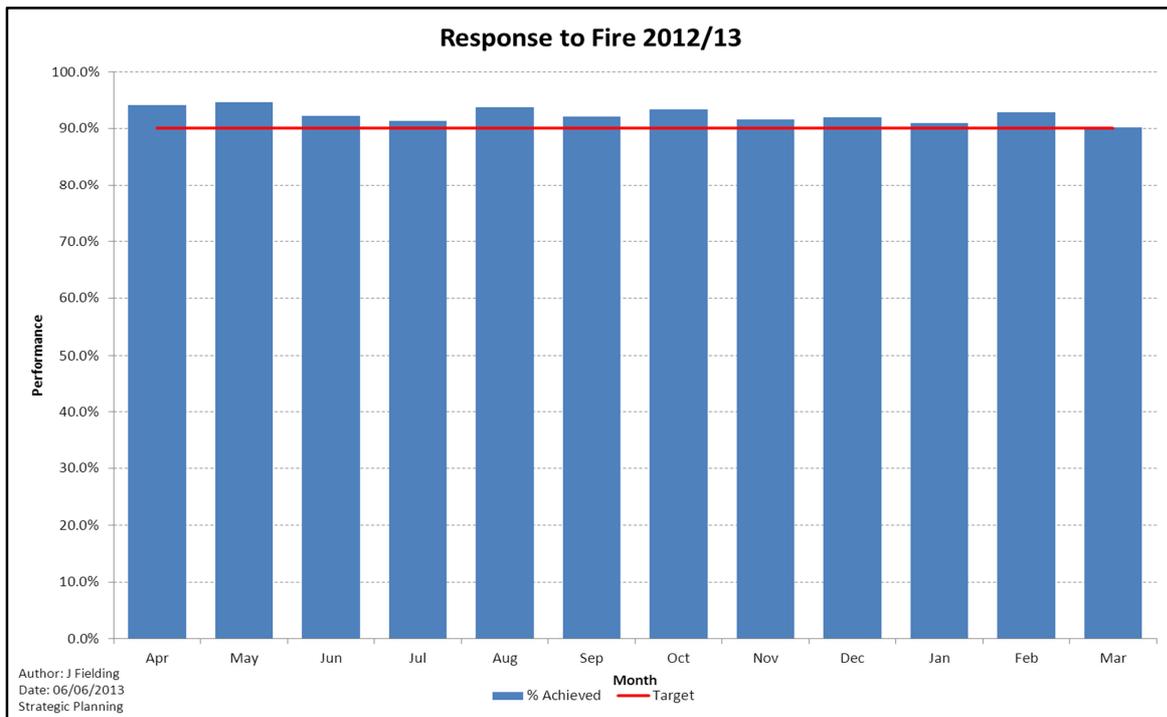
This reinforces the importance MFRA places on staff being physically fit to carry out their roles both when they commence employment and throughout their careers. MFRA would not be able to achieve its aims in providing a safe effective service to the community if its staff were not physically fit to do so.

The degree of physical fitness required across MFRA will be the same for all uniformed firefighting staff. All operational staff are required to undertake regular health and fitness testing.

Our Emergency Response Performance and Activity

In order to ensure we deliver the best emergency response to the people of Merseyside we manage our performance and that of our firefighters against our published response standards.

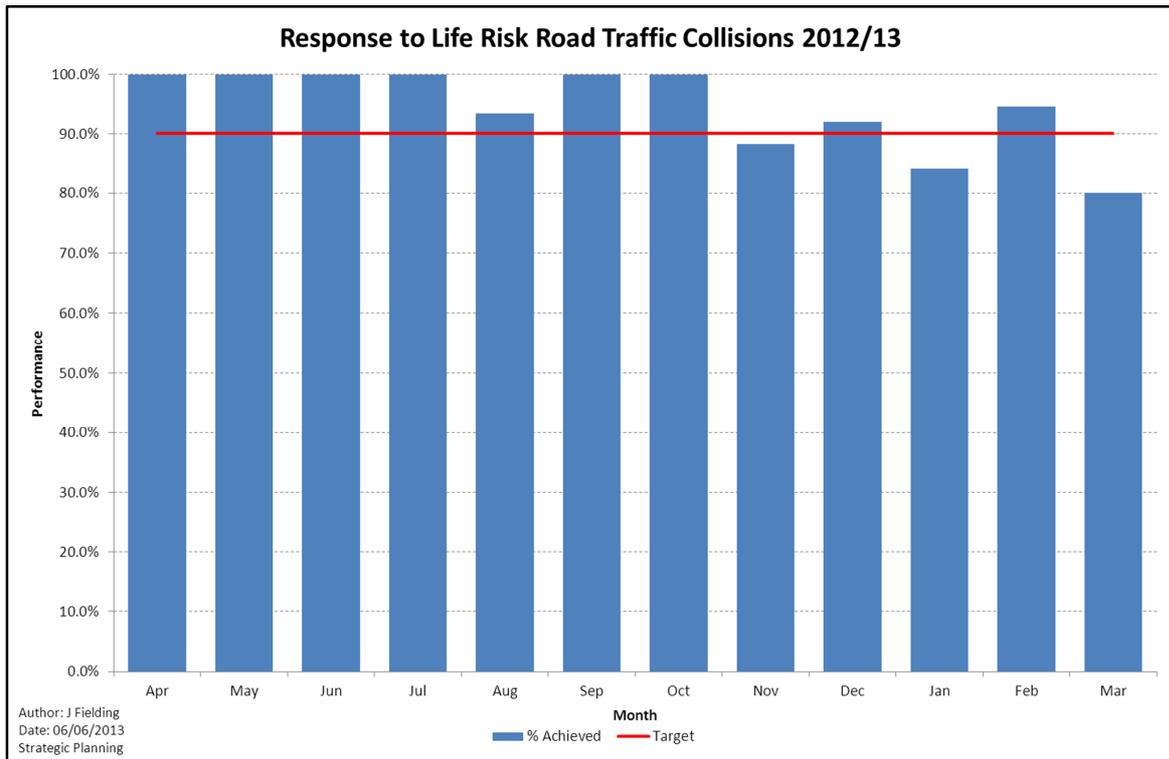
Response to Fire in Property 2012/13



MFRA have a challenging target of achieving its response times on 90% of occasions to property fires in high, medium and low risk areas across Merseyside. During 2012/13 this target was achieved every month.

Using the response criteria; during 2012/13 MFRA resources were mobilised 2783 times, achieving the target 2568 times, a 92.3% success rate.

Response to Life Risk Road Traffic Collisions 2012/13

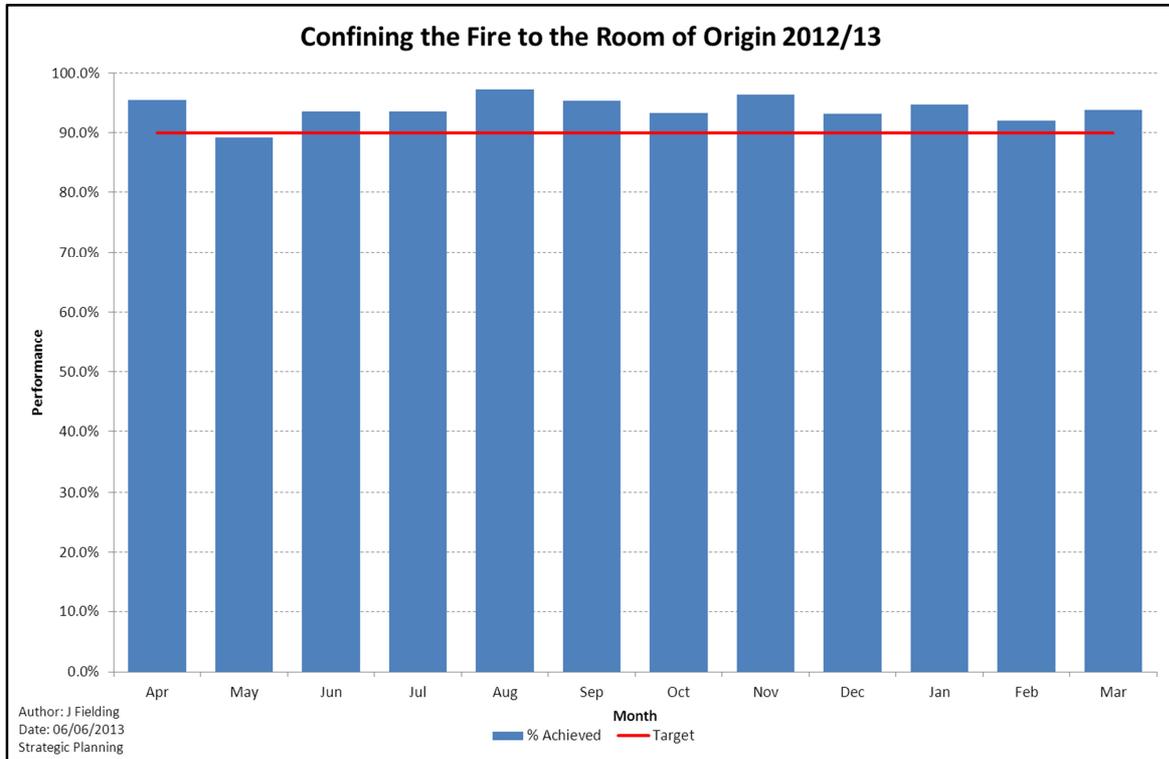


MFRA’s response to life risk road traffic collisions is for a fire appliance to reach the scene of the incident within 8 minutes. During 2012/13 the Fire and Rescue Authority achieved this on 94.4% of occasions, which is 186 of 197 potential life risk incidents overall.

During several months the target had been missed; particularly: November (15 from 17 incidents achieved target), January (16 from 19 incidents achieved target) and March (8 from 10 incidents achieved target). The proportionally low numbers of life risk incidents do affect the over percentage, however Road Traffic Collisions are not like property fires which are at straight forward addresses. Factors like the accuracy of description of the location at the point of call and the remoteness of where an incident took place do have a bearing.

Fires in the Home Confined to the Room of Origin 2012/13

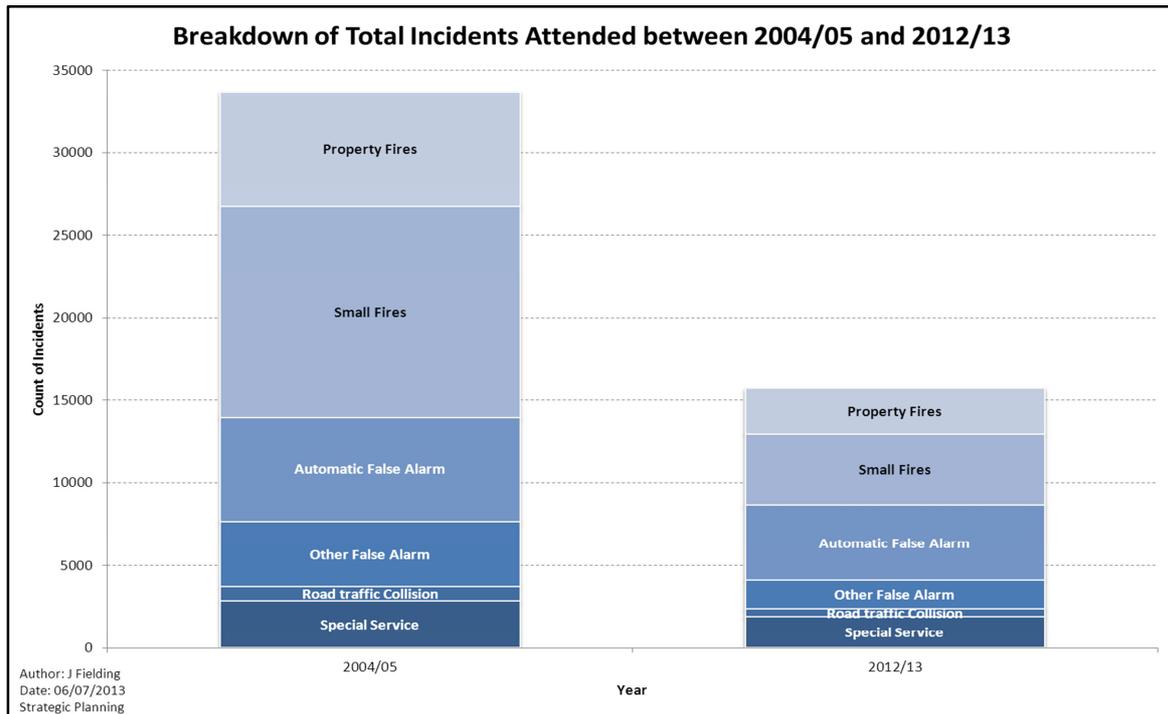
We measure how successful operational crews are at confining fires in the home to room of origin. This is the most accurate indicator for assessing the effectiveness of our firefighting response.



MFRA have a target of limiting 90% of fires in the home to the Room of Origin. During 2012/13 this was achieved every month with an overall achievement of 93.9%.

Over the year MFRA attended 1136 accidental fires in the home, of this count 1066 incidents were confined to the room of origin, limiting damage to the household and assisting home owners in quickly recovering from the incident.

All Incidents Requiring our Attendance 2004/05 – 2012/13



Property Fires – These are fires that we attend that have affected: a building, home or form of transport

Small fires – Fires which tend to be minor in nature, often involving items of limited worth including: refuse, bonfires and derelict property. The vast majority of incidents within this group tend to be anti-social in nature.

Automatic False Alarm – These are fire calls generated by fire monitoring systems often placed in workplaces and public buildings.

Other False Alarm – These are fire calls received from the public with good intent or maliciously.

Road Traffic Collisions – Road Traffic Collisions attended by MFRA only.

Special Service – Non fire related which can be potentially life threatening or not. Special Service incidents can include: rescues, releases from lifts and chemical incidents.

Between 2004/05 and 2012/13 there has been an overall reduction of 53.4% in fire calls attended by MFRA.

Fire incidents both large and small have a detrimental effect on the communities of Merseyside in a variety of ways including:

- Physical evidence of criminal and antisocial behaviour
- Negative effect on an area's esteem – with the possibility of affecting property and land prices
- Pollution via carbon emissions and run off affecting local water supplies

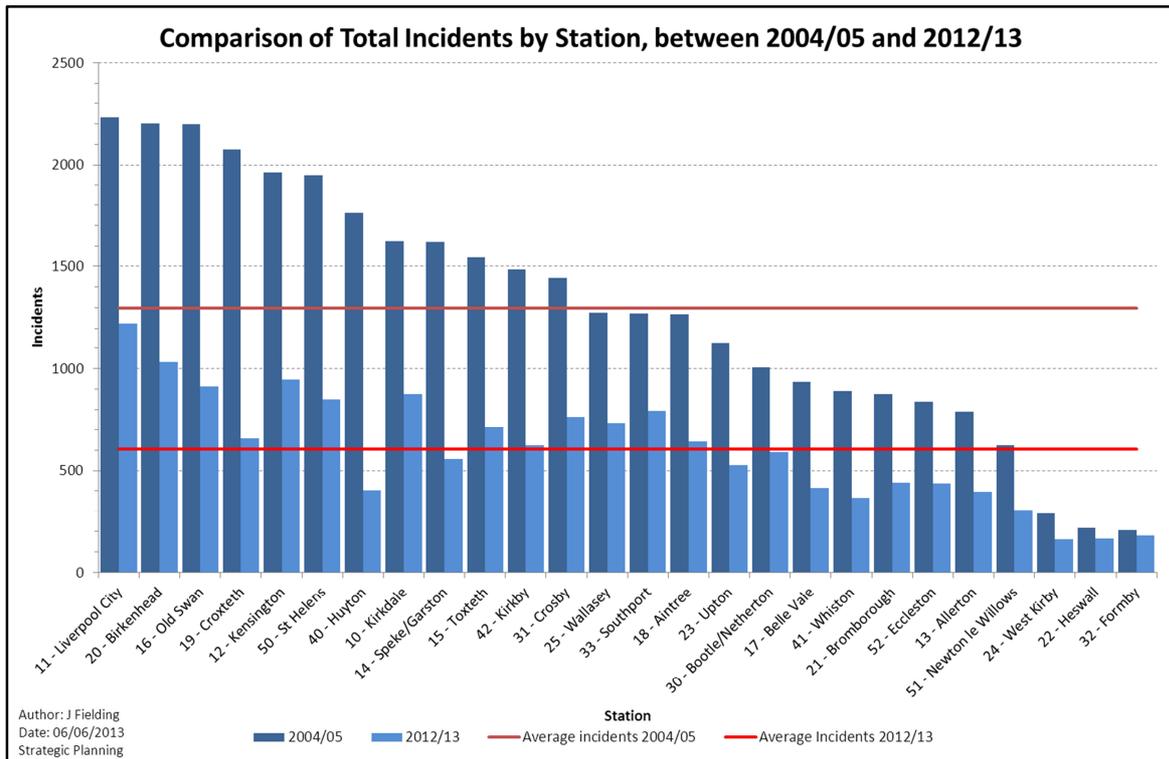
Working in tandem with partners to reduce fire activity has resulted in significant reductions including:

- Property Fires have reduced by 60.5%, in real terms a reduction of 4213 incidents.
- Small fires have reduced by 66.3% or 8481 incidents.

With reductions of this magnitude there can be no doubt that Merseyside is a safer place to live as well as having a positive impact on the residents of communities where antisocial behaviour is common.

Concerning other incident types MFRA have had reductions across the board with reductions in: False Alarms, Road Traffic Collisions and Special Services.

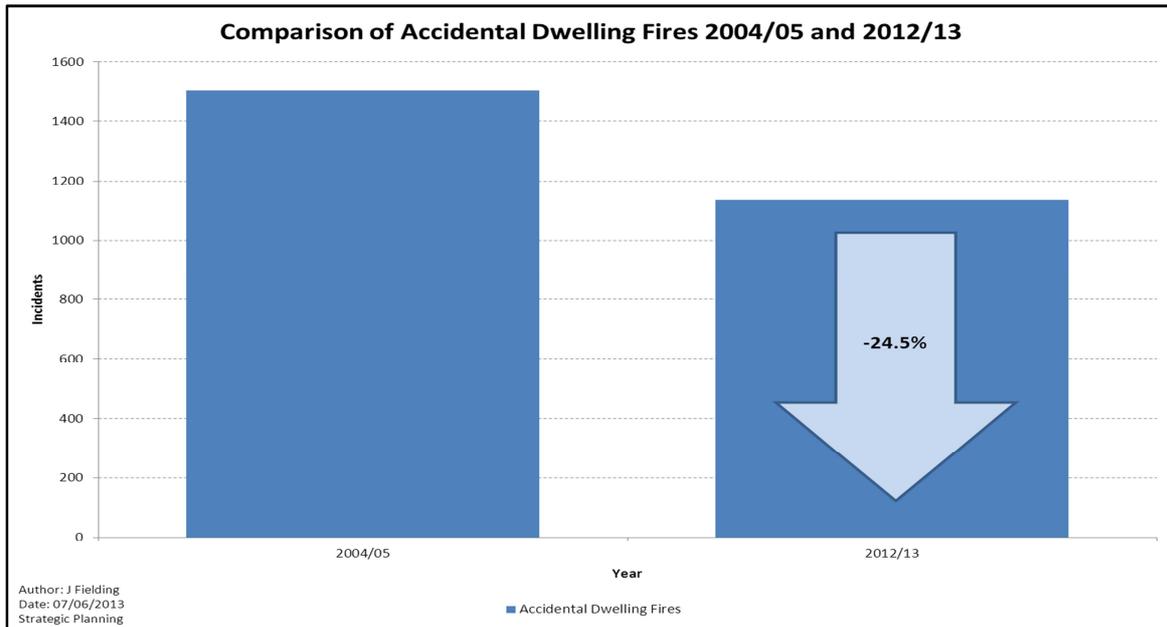
Comparison of Total Incidents Attended by Station 2004/05 – 2012/13



As identified earlier between 2004/05 and 2012/13 there has been a 53.4% reduction in incidents attended by MFRA. With such reductions this will inevitably affect the volume of incidents attended by our stations which have in the majority of cases reduced dramatically.

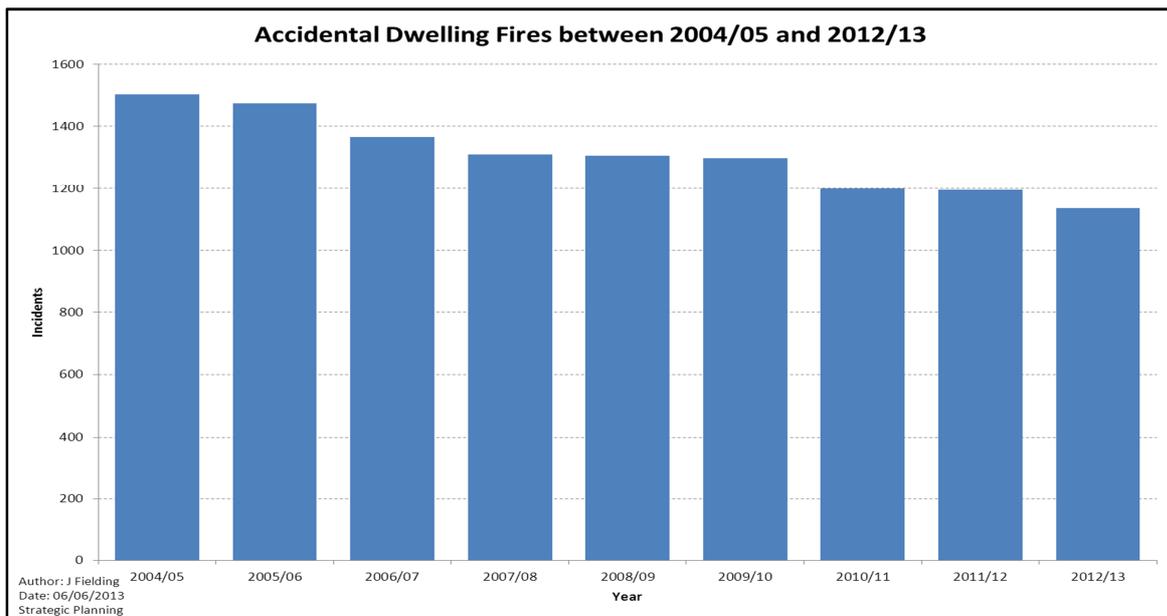
Though this picture does not take absolute risk into consideration it does identify that crews at station have additional capacity to target those at greatest risk, meaning that prevention work ranging from targeted the most at risk with home safety intervention, providing education on driving awareness to working with the business community.

Comparison of Accidental Dwelling Fires between 2004/05 and 2012/13

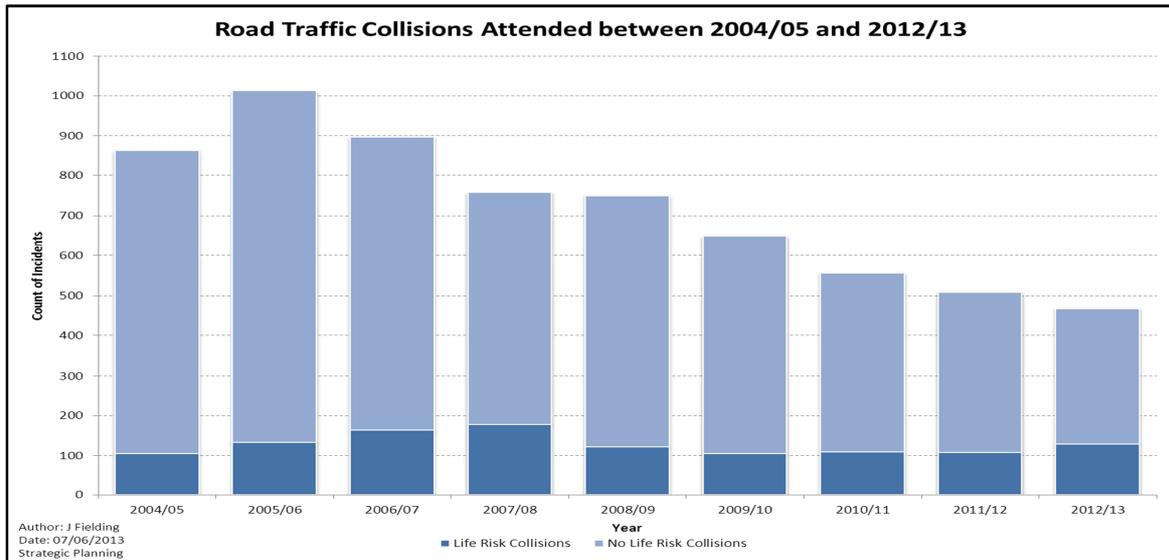


With regard to fire related incidents, fires in the home pose the greatest risk to life and is therefore at the vanguard of MFRA’s Community Risk Prevention campaigns. The above chart graphically demonstrates that between 2004/05 and 2012/13 there has been a 24.5% reduction in Accidental Dwelling Fires; this equates to 308 fewer incidents.

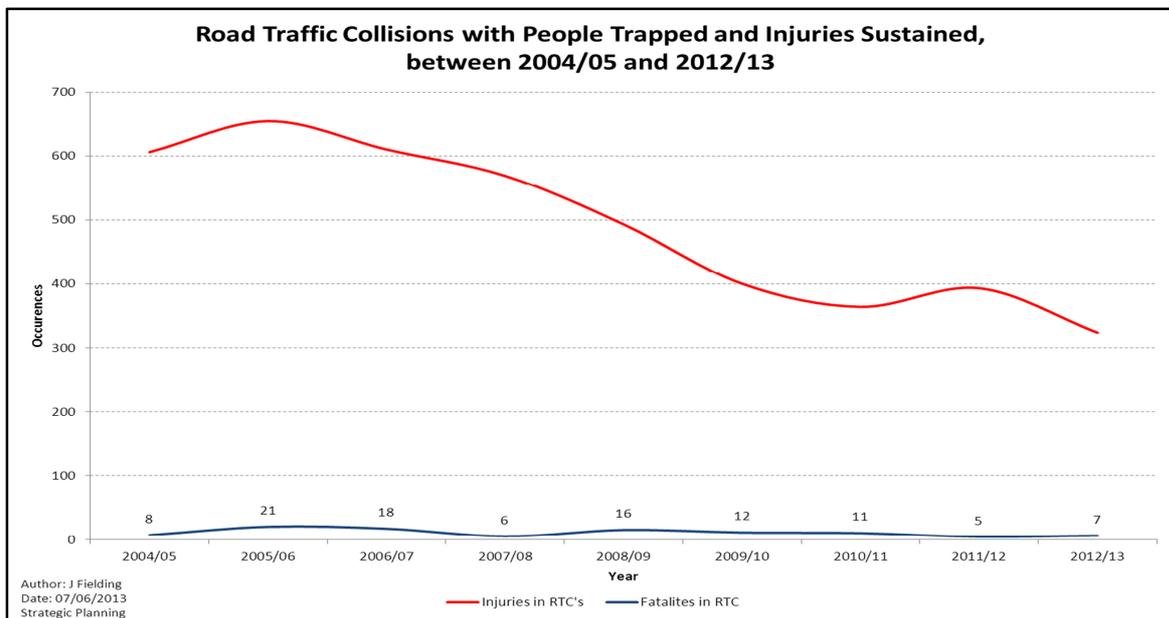
The following chart provides the year on year reductions in Accidental Dwelling Fires. Though these reductions are positive in nature, there is no room for complacency. We are working even harder and smarter devising new ways and means to identify peoples at risk and intervene before an incident can take place.



Road Traffic Collisions 2004/05 – 2012/13

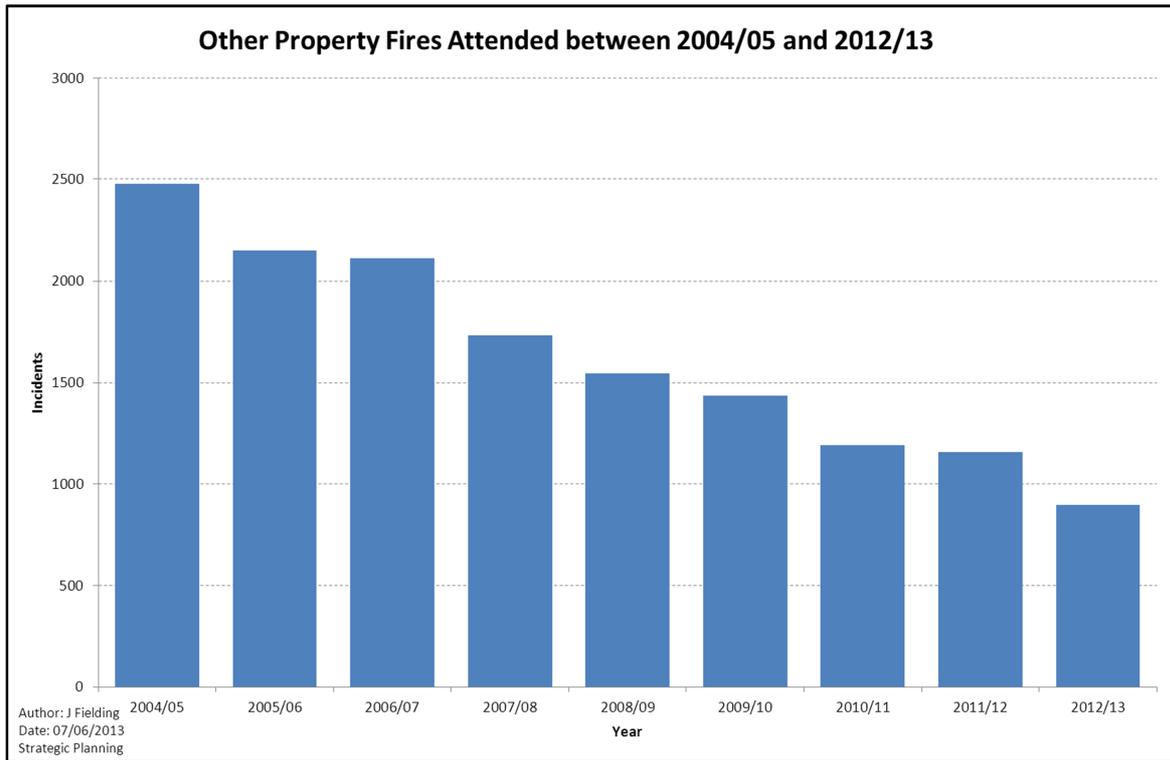


The above chart identifies that there have been consecutive reductions in Road Traffic Collisions attended by MFRA since 2005/06 with 53.7% (544 incidents) fewer incidents attended. The chart also identifies that the majority of Road Traffic Collisions attended have not endangered life, though where this is the case the consequences to individuals and families can be significant.



The above chart presents Road Traffic Collision: Injuries, fatalities and count of life risk incidents between 2004/05 and 2012/13. The chart identifies that injuries have dropped year on year with the exception of 2011/12 where a small increase occurred. Concerning fatalities in Road Traffic Collisions, 7 occurred during 2012/13 which is an increase on the previous year; however this is still substantially below that of 2005/06 where 21 fatalities occurred.

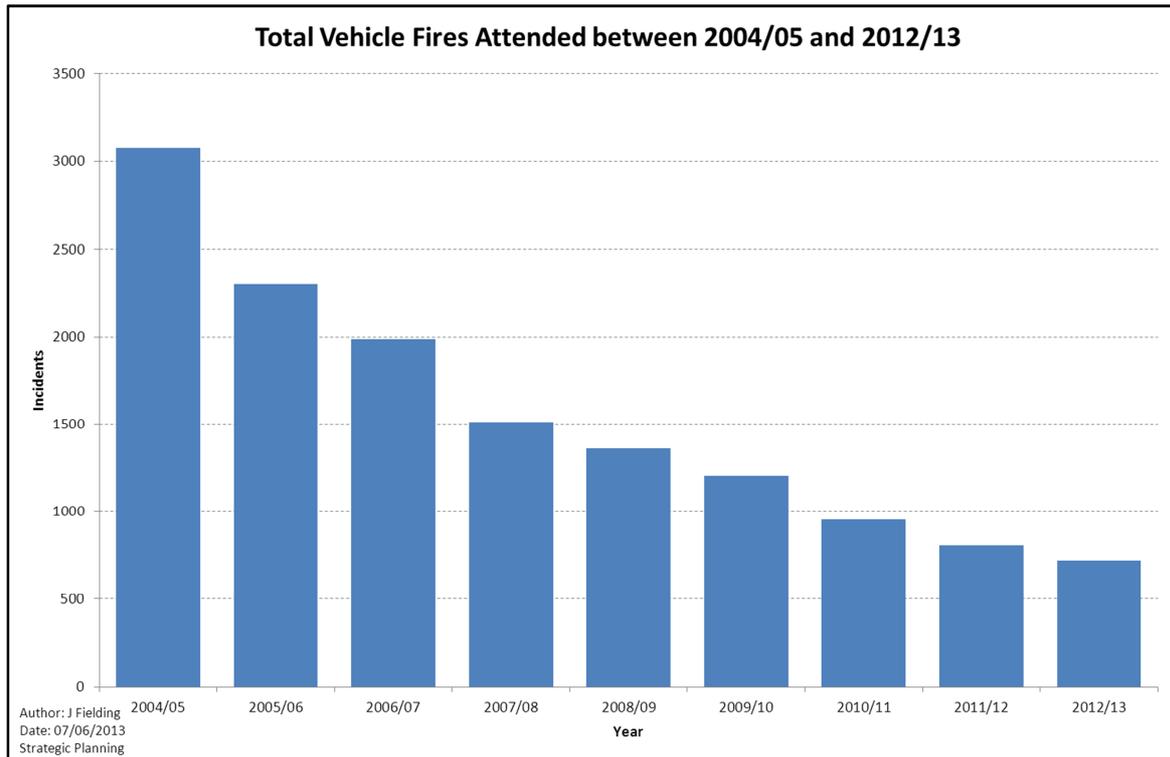
Fires in Other Properties 2004/05 – 2012/13



Fires in other properties includes: fires in commercial / industrial premises, deliberate arson aimed at the home as well as incidents involving public buildings and utilities. As observed in the above chart since 2004/05 there has been a year on year reduction in these incident types with an overall reduction of 1579 incidents or 63.7%.

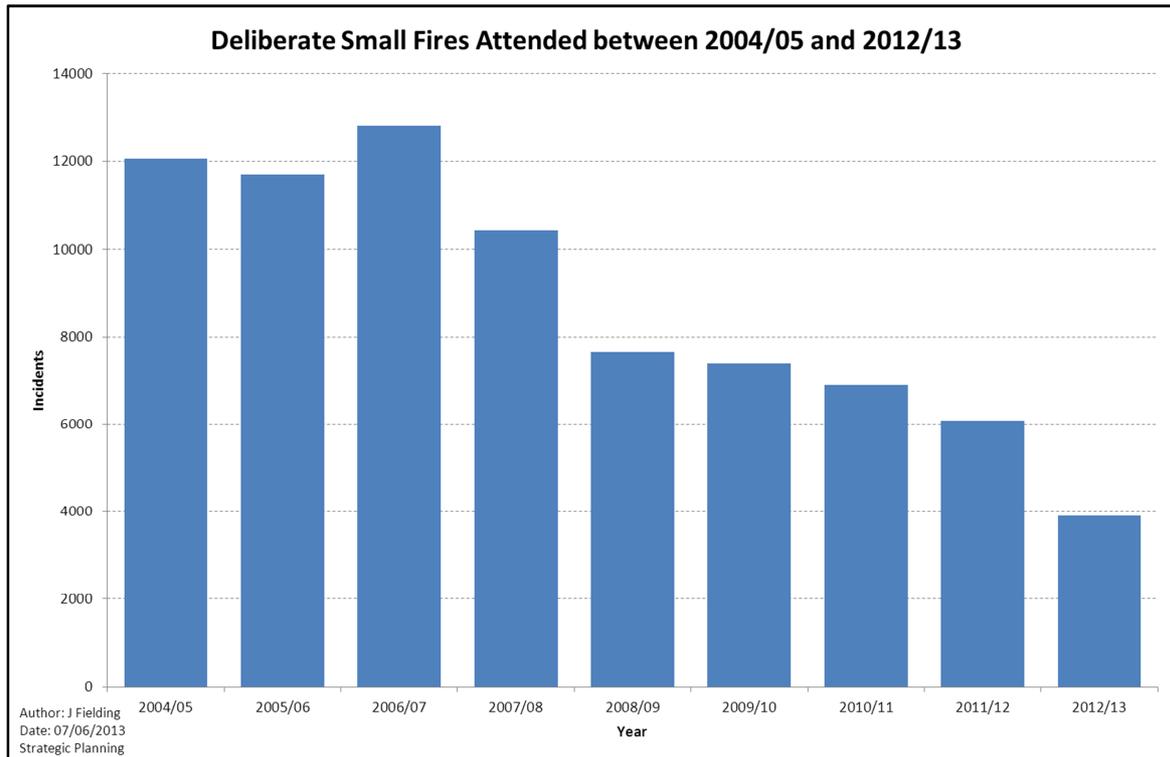
MFRA's focus in this area is the enforcement of the Fire Safety Order, which ensures that owners and occupiers have fire safety as a priority. MFRA will continue to vigorously pursue those perpetrating acts of arson.

Vehicle Fires Attended between 2004/05 and 2012/13



MFRA has delivered consecutive reductions in the number of vehicle fires attended between 2004/05 and 2012/13, with a reduction of 2357 incidents or 76.6%. The vast majority of Vehicle Fires are deliberate acts of arson; with the vehicle at times being involved in other crime related activities. MFRA works with local partner organisations to identify methods to reduce this incident type further.

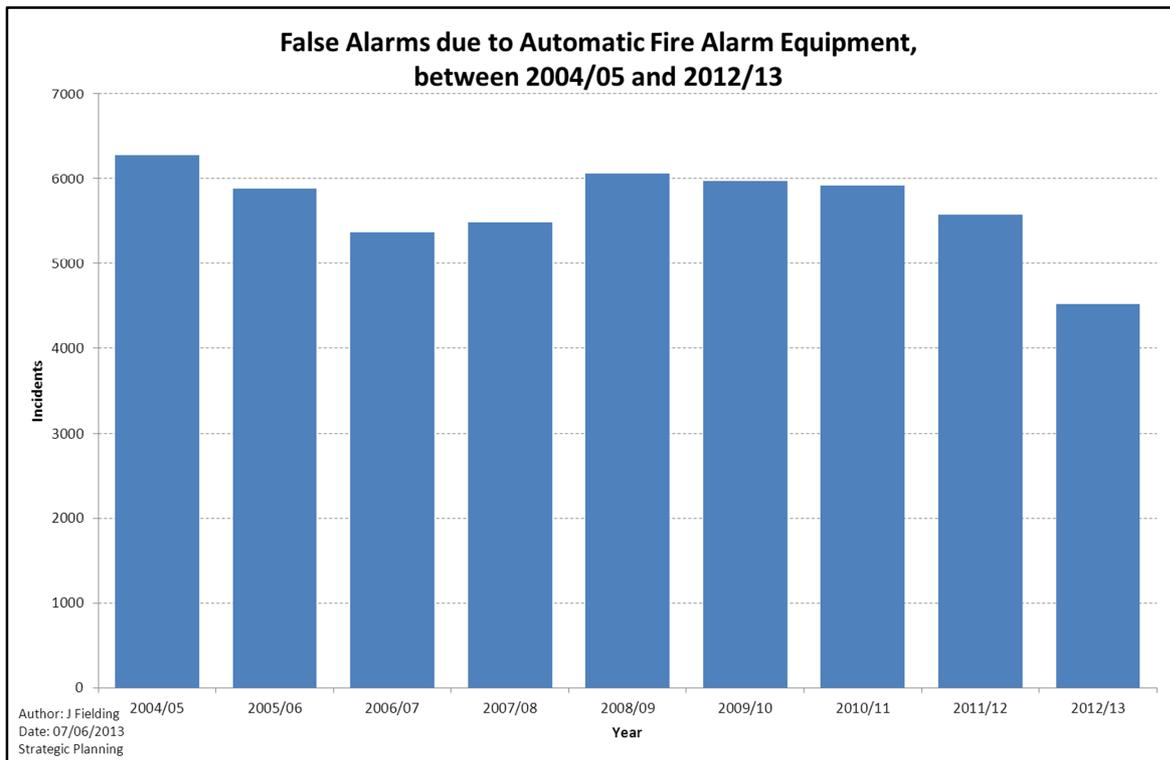
Deliberate Small Fires Attended 2005/05 and 2012/13



Deliberate Secondary Fires, also known as “Anti-Social Behaviour” fires or “Nuisance Fires” tend to be in the majority of cases small in scale with detritus like: rubbish, discarded furniture or foliage being burnt deliberately. These fires do not usually possess any kind of risk to life, though they do blight communities, causing misery for local residents, damaging the local environment as well as consuming large amounts of MFRA’s as well as partner organisation resources.

The above chart does identify that fires associated with Anti-Social Behaviour have fallen with 3906 incidents attended during 2012/13, from a high during 2006/07 of 12808, a reduction of 8902 incidents or 69.5%.

False Alarms due to Automatic Fire Alarm's - Unwanted Fire Signals 2004/5 – 2012/13



Automatic False Alarms is the second most common form of attendance activity made by MFRA behind small fire incidents. Automatic False Alarms not only consume vast amounts of fire and rescue authority resources; but inconvenience local residents and businesses - affecting output as properties require evacuating - often for little more than a fault in a fire detection system.

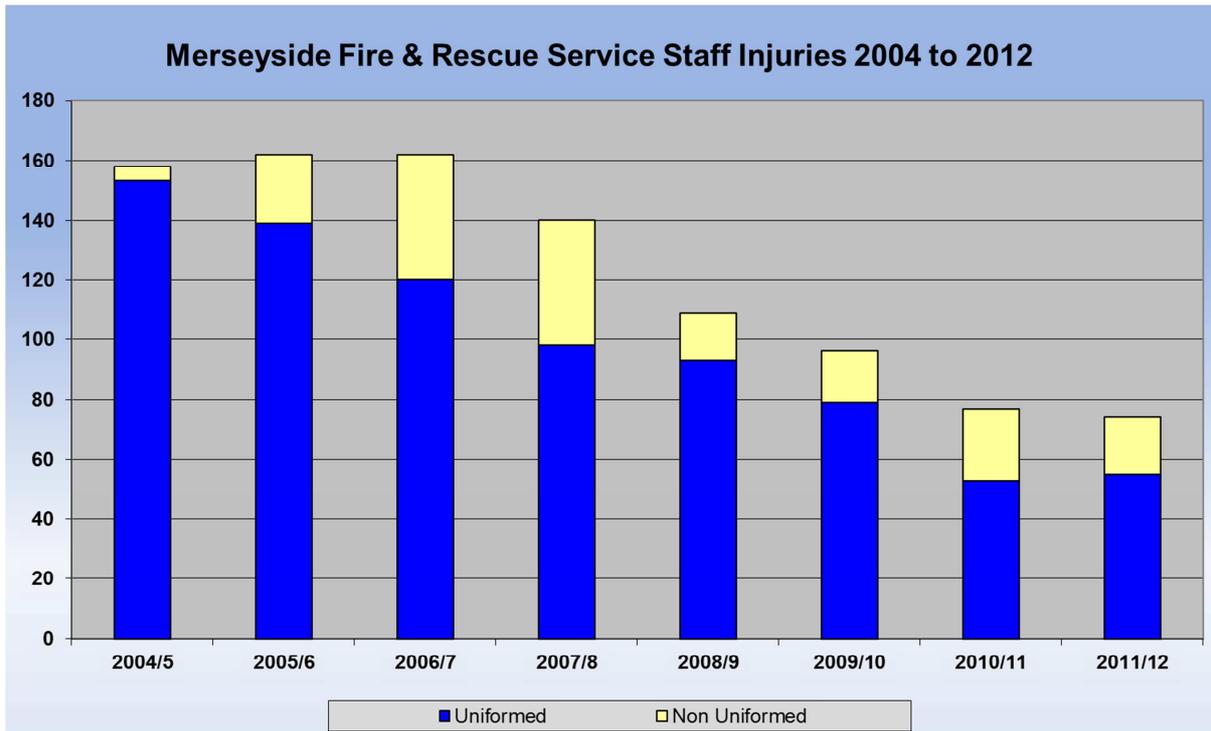
From November 2012 the Unwanted Fire Signals policy came into action. In essence MFRA will not respond to any calls generated by an Automatic Fire Alarm system unless a back-up call is received via the 999 system confirming a fire. Private residential accommodation and residential accommodation where the occupier has responsibility for the people who reside there - will be exempt. That means we will still respond to Automatic False Alarms from those types of properties. Analysis of incident data since November 2012 identifies that incidents have fallen by over two thirds.

Average Daily Incidents Attended within Merseyside 2006/07 – 2012/13

Incident Type	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Accidental Fires in the Home	3.75	3.6	3.57	3.55	3.28	3.27	3.11
Other Building and Property Fires	5.8	4.75	4.24	3.93	3.26	3.16	2.46
Vehicle Fires	5.44	4.15	3.72	3.3	2.61	2.20	1.97
All Antisocial Behaviour Fires	36.84	29.63	22.85	21.88	20.72	18.52	11.79
False Automatic Fire Alarms	14.7	15.02	16.57	16.31	16.21	15.23	12.40
Other False Alarms	9.88	8.71	7.4	6.83	5.70	4.96	4.77
Road Traffic Collisions	2.45	2.08	1.99	1.78	1.53	1.39	5.27
Other Special Services	7.8	6.59	5.97	5.46	5.90	5.25	1.28
Grand Total	86.66	74.52	66.31	63.05	59.21	53.99	43.06

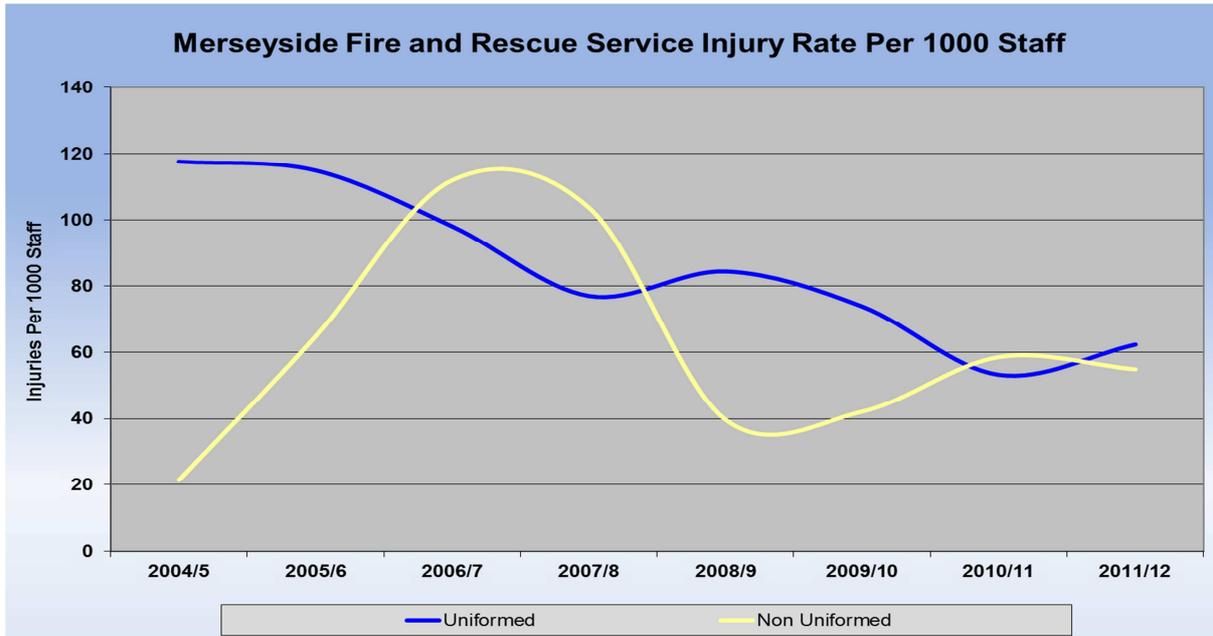
The table provides the average number of incidents attended by type for an average day between 2006/07 and 2012/13. The table identifies that during 2012/13 Merseyside wide 43 incidents were attended on a daily basis against 87 during 2006/07. This reduction provides evidence that working with local partners and MFRA's own initiatives and campaigns does have a beneficial impact on the peoples and communities of Merseyside.

Staff Injuries 2004 – 2012

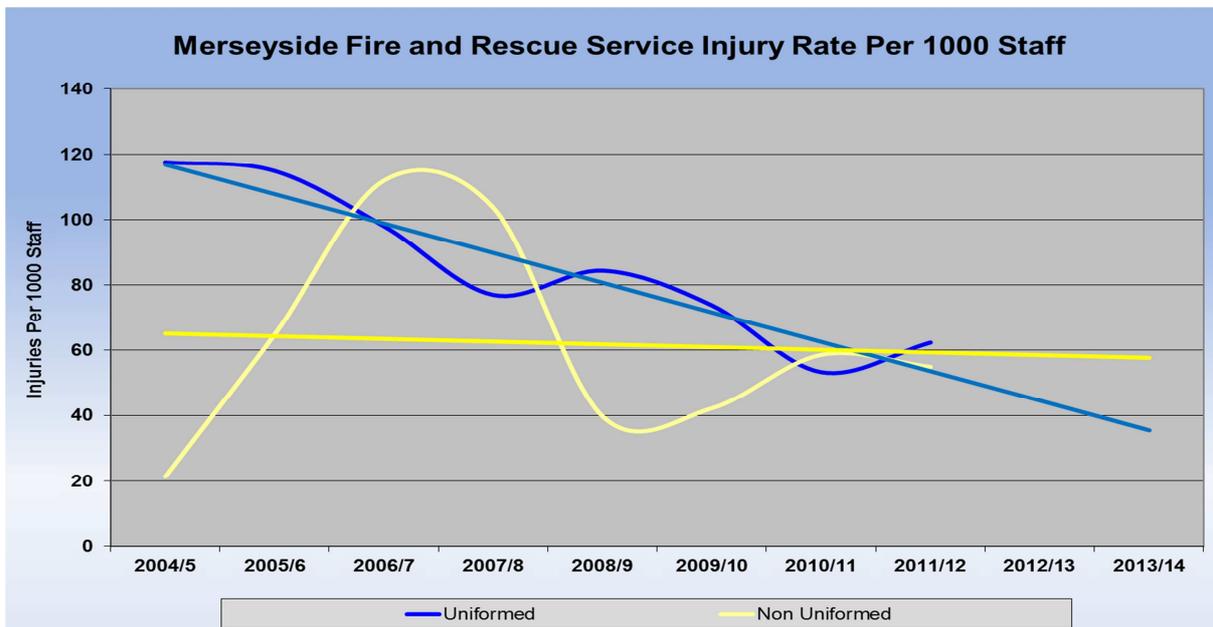


Staff injuries for firefighters and non operational staff continue to fall year on year. For operational firefighters the number of injuries has fallen from a peak in 2004/5 of 153 to 55 in 2011/12. Non uniformed staff injuries have fallen from a peak of 42 in 2006/07 to just 19 in 2011/12. Proportionately staff numbers have also fallen from over 1600 in 2007/08 to around 1230 in 2011/12.

MFRA are committed to the Health and Safety of all our staff providing training and the best personal protective equipment available.



Injuries per 1000 people in MFRA show a consistent downward trend for both uniformed and non uniformed staff. Due to the reducing number of employees there have been some disproportionate fluctuations in the graph and this will continue to be seen as the number of staff decrease. However injuries for all staff are being managed and have been fairly static for the last two years. The graph below depicts the trend lines (the straight lines) for both uniformed and non uniformed staff).



Equality & Diversity

MFRA recognises the importance of considering and promoting equality in everything that we do.

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

Our Equality and Diversity objectives, set in January 2012, will remain a main focus during 2013/16 as our work continues to address the role of inequality in relation to fire and the resultant impact of fire on people's lives.

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

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics¹ set out in the Equality Act 2010 which

MFRA is required to take into account under its Public Sector Equality Duty. This will be dealt with through the Equality Impact Assessment process which will

include reviewing Census data, demographic data, Fire and rescue statistics and community consultation feedback.

Equality Impact Assessments

Equality Impact Assessments are a key process in helping MFRA to determine the impact of future service changes and their likely impact on equality and community groups. This IRMP Supplement sets out the key changes to the Fire and Rescue Service for Merseyside and an EIA has been carried out on those key changes.

[Link to Equality Impact Assessments](#)

¹ *The protected characteristics include: age, disability/long term health conditions, gender, gender reassignment, ethnicity/race, sexual orientation, pregnancy and maternity and civil marriage and partnerships. MFRS also includes Social Deprivation and health Deprivation*

Equality Objectives 2012/17

Equality Objective 1

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

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

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

Equality Objective 2

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

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

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

Equality Objective 3

We will continue to engage with young people in vulnerable areas

Action: Through our award winning youth engagement programmes

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

Equality Objective 4

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

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

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

Equality Objective 5

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

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

Target: Ensuring all future firefighter recruit courses have a minimum make up of 20% female and 8% black minority ethnic employees by 2017.

NB. No uniformed recruitment has taken place over the life of the previous IRMP.

PROPOSALS 2013/16



FINANCIAL PROPOSALS

Merseyside Fire and Rescue Authority agreed a budget on 26th February 2013 and its resolution is summarised below :

Despite its excellent performance Merseyside Fire and Rescue Authority has received one of the worst grant cuts from central Government in the country – a reduction of 26% between 2011/12 and 2014/15. The grant cut for 2013/14 is 8.7% and for 2014/15 a further 7.5%.

The grant settlement seems inequitable and sees some Fire Authorities doing much better. These drastic cuts from central Government mean that the Authority has to make tough choices over the next 2 years.

The Authority has already delivered £9.2m of cuts imposed by Government over the first two year period of the spending review.

This financial plan delivers a further saving of £10m on top of that.

Significant effort has been made to identify savings from back office and support services and £7m in total has been identified for those areas. This does however put at risk over 57 posts and makes avoiding compulsory redundancies extraordinarily difficult.

Despite our best efforts, the consequence of the grant reductions will mean there will be £3m of inevitable cuts in front line fire cover to Merseyside. The Authority will however aim to keep all 26 fire stations open but there will be a reduction of 90 front line Firefighter posts and the number of fire appliances will reduce from 37 to 28 across the next two years. This

relates to a 33% reduction in available appliances since 2011.

- Firefighter reductions will be achieved by natural retirements over the next 3 years.
- It is hoped that voluntary severance and other means will allow the avoidance of compulsory redundancy amongst non-uniform staff.

The Authority has a financial plan that as far as possible maintains the front line response and service to the people of Merseyside and more details are provided in the following sections.

Despite these severe cuts from government the Authority recognises the pressures on the communities of Merseyside and has with a heavy heart and after careful consideration kept to its financial plan and increased council tax by the maximum allowable £1.34 for a band D property (3p per week) which is below the rate of inflation. This is in order to minimise the long term impact of government cuts on the services to the Merseyside Community.

Most taxpayers in Merseyside are in Band A and will see an increase of only 89p for their Fire and Rescue Service (or less than 2p per week)

SUPPORT SERVICE REVIEW

In expectation of further significant grant cuts in 2013/14 and 2014/15 the Authority tasked:

“The Chief Fire Officer and management team to report back on what savings can be delivered from a fundamental review of cuts achievable in support services.”

Staff who are not operationally involved in frontline fire and rescue are considered to be support staff for the purposes of this review.

The Authority has managed to avoid compulsory redundancy through the use of voluntary severance and limited recruitment to this point but recognises it may be difficult to do so in the future given the magnitude and cumulative impact of the cuts.



Cuts to support services and management have already been made through voluntary early retirement and voluntary severance, during 2011/12 and 2012/13 - total savings are £2.5m.

Marine Rescue Unit

The Marine Rescue Team has moved to a revised duty system which still provides 24 hour cover. The new working pattern

operates with seven less crew. The long term sustainability of the Marine Rescue Unit will be re-assessed in the future.

Management Team

In response to the budget cuts MFRA has made significant changes to the duty system worked by senior officers. This has allowed MFRA to operate with the leanest management team in the UK.

Mobilising and Communication Centre (MACC)

During 2012/13 MACC staff were offered enhanced voluntary redundancy (VR) or early retirement (ER) to reduce staff numbers from 40 to 32. On this occasion the Authority were not required to make any compulsory redundancies.

All of these reductions in staff numbers were made as a result of the savings required in 2011/12 and 2012/13.

However there is still a need for further reductions in support staff to deal with the 2013/15 budget cuts. The Strategic Management Group drew up Terms of Reference for managers to use when they carried the support service review on their department. These included criteria such as:

- Is the role essential to the organisation?
- Can the service be provided by external shared services and deliver additional savings and efficiency?
- Whether the service could be outsourced and deliver additional savings and efficiency?

An external partner assisted MFRA by sharing best practice as they had undergone a similar process.

Following the reviews, the Authority proposes to save £7m of the total budget cuts required from support staff. This will affect all departments and result in a reduction of approximately 57 posts. It may be necessary use compulsory redundancy to achieve this target. In order to do this consultation with representative bodies (trade unions) has already started and will continue in line with legal requirements.

Full support will be offered to staff including the potential for redeployment, out-placement, re-training and occupational health support.

OPERATIONAL RESPONSE

Operational Response standards - background

The grant cut for MFRA for 2013-14 and 2014-15 was announced by the Government in December 2012 and has resulted in a forecast deficit of £10m. MFRA does not want to make any changes to its operational response / community fire stations or the service we are able to provide to our communities but given the scale of the challenge and even taking into account the substantial back office / support services savings identified it is inevitable that the front line will be affected. As a result we have been forced to look at ways of making savings from our frontline operational response (£3m in addition to the £7m delivered through support services cuts). We have considered:

- ✿ The adoption of a single emergency response time of 10 minutes.
- ✿ Changes to the number of fire engines available.
- ✿ Keeping all our community fire stations open.
- ✿ Merging stations.
- ✿ Matching crewing to demand at some stations.
- ✿ Reduction in the number of firefighters – *to be achieved through retirement*

As mentioned earlier in this document, the current response standards for MFRA have been in place since their introduction in 2004 when they replaced the National Standards of Fire Cover. MFRA has set and maintained one of the fastest and most challenging response standards in the UK based upon a fleet of 42 frontline fire appliances.

The current MFRA standards are as follows (based on our Risk Map)

- High Risk – Attendance within 5 minutes 59 seconds, additional support within 8 to 10 minutes 59 seconds
- Medium Risk – Attendance within 6 minutes 59 seconds, additional support within 9 to 11 minutes 59 seconds.
- Low Risk – Attendance within 7 minutes 59 seconds, additional support within 10 to 12 minutes 59 seconds

Since the adoption of the current standards through the introduction of integrated risk management planning, MFRA has had year on year real term reductions in our budget. This has meant that the Authority, in delivering against these standards, has had to be innovative and forward thinking in modernising MFRA. Over the last decade MFRA has become much more efficient in the use of its resources and has consistently achieved more with less, having for example reduced our operational workforce from 1500 to 850 over this period whilst reducing fire deaths and incidents year on year.

We have maintained these ambitious self-set response standards consistently with reducing resources. This has been achieved by a proactive focus on preventing fires occurring in the first place and embracing advances in technology and equipment. For example, incidents we attend have through our preventative work have been reduced by over 50%.

In meeting the previous budget cuts MFRA have consistently improved the Service introducing a range of efficiency and effectiveness measures. It has been of

paramount importance to ensure that there is little or no detrimental effect, from these reductions on our frontline operational response for the public of Merseyside. As of December 2012 MFRA has, on average, 33 frontline appliances available for immediate deployment and is still delivering against the standards set for 42 appliances in 2004.

Whilst the logic of varied responses according to risk when applied to a geographical area has absolute merit from a prevention perspective it has far less merit in the context of response. Put simply a fire or other emergency in a low risk area is no less hazardous to those involved than it is in a high risk area. It stands to reason therefore that the Authority should aspire to provide a consistent emergency response to all areas of the County whilst quite rightly targeting highest risk in terms of prevention. The public consultation undertaken by the Authority demonstrates a high level of support for this approach.

Considerations for the future of Response

The latest budget cuts are such that we estimate that a further 90 firefighter posts will have to be cut between 2013-2015 (in addition to the 85 cut in 2010-11). A reduction of 90 Firefighter posts from the existing staffing level will result in a future staffing level of approximately 760. The professional view of the Chief Fire Officer is that based on this new overall staffing level the least detrimental appliance provision achievable is 28 fire engines consisting of 28 fire engines crewed on the wholetime duty system and 4 fire engines crewed on the Low Level of Activity and Risk (LLAR) duty system.

We consulted with members of the public during 2012 about the scale of the

challenge facing us and asked for their views on the broad areas we feel will be impacted. The key messages and feedback from members of the public with regard to our Operational Response have been

- Consideration of a fairer single response standard for all communities
- Flexible shift patterns for fire-fighters, matching resources to demand
- Consider relocation of fire stations
- Reluctance for station closures with a wide variety of alternatives offered.
- Merging stations.

MFRA has been forced to consider a wide range of response options during our initial pre-planning and preparations for the grant cuts. The Authority has been forced to seriously consider closing a number of stations and had a number of models and options prepared to consult over for this eventuality. However after listening to stakeholder focus groups and in direct response to the public consultation, we have arrived at the following professionally considered conclusions;

We:

- Recognise that our response standards could be simplified and easier to understand.
- Recognise that frontline firefighter working patterns should be changed to increase productivity and efficiency to reflect the risk to communities in 2012
- Recognise that a fire station is a significant part of its community. As such we should look at alternatives other than total closure and investigate the

feasibility of merger where appropriate.

We have used these conclusions as guiding principles in the formation of planning for the future of frontline response for MFRA in the next decade. The decision was taken to fundamentally review the Authority's operational response in its entirety supported by sophisticated software modelling in order to provide a fit for purpose operational response within the financial constraints placed upon us by the Government and do so through applying the guiding principles of the public consultation.

We listened to the public at our district consultation forums and have worked hard to keep all our fire stations open. We are still reviewing merging two stations to create a new joint Blue Light Hub with the Police and Ambulance Service at Prescot.

Proposals for Operational Response

The new simplified response standard being proposed is as follows

We will attend any life risk emergency incident on Merseyside within 10 minutes of being requested.

Fundamentally this will allow/achieve

- Adoption of a single standard which is clear for all residents of Merseyside
- All stations will remain open and accessible to the public
- Fundamental changes to shift patterns which will increase

efficiency and productivity of frontline staff

- It is important to note, however, that on average for Merseyside the first appliance will attend any life risk emergency incident in 5 minutes 22 seconds and the second appliance within 9 minutes 15 seconds (*mean average*).

We also recognise that speed and weight of response is important to reduce the risk of death and injury in emergencies. By keeping all fire stations open, with one appliance in each, we will have faster attendance times for the first appliance, than we would have if we moved to a reduced number of stations with two or three fire engines at each.

With regard to supporting appliances; after our first/fast initial attendance we also recognise, for the safety of the public and the firefighters engaged at the emergency, we need to get the right support and further resources to the incident quickly. To achieve this we are moving to a predictive / pre-planned system called 'ALARMS' whereby a predetermined number of appliances will be mobilised together, meaning that our resources will be mobile to the incident earlier, ensuring that we get the right resources in the right place at the right time.

Each station has been reviewed in relation to the specific impact upon it and the local community in response to these proposals and how MFRA is offsetting this impact by a range of efficiency and community safety measures to ensure that the best possible response for the public of Merseyside is maintained within the financial parameters we face.

Detailed Station Proposals

The station plans for each station area will consider the outcome of the impact assessment for that area. Analysis of risk will include the built environment, people and places. The Station plans will include the targeted measures which will take place to mitigate that risk in the areas that need it most. This will include safety interventions in homes and communities, fire safety audits in commercial premises which present the most risk to life and exercising and training for operational incidents in those premises which present the greatest risk.

MFRA will use its own and shared information to work with partners in the private, public and volunteering communities to mitigate, manage and prevent occurrences as effectively as possible.

Residents of Merseyside should be assured they will still receive the same number of emergency appliances to a house fire, road traffic collision or emergency of any kind, should they need us.

IN CONCLUSION

Single Emergency Response

- A consistent transparent emergency response, for first attending appliance – 10 minutes.
- Average attendance time for the first appliance will not fundamentally change
- Allows MFRA more flexibility with use of resources, particularly with a view to the future
- High risk
- people living in low risk areas - *We recognise that after reviewing our incident data that there are a number of high risk individuals living in low risk areas, and that we are responding to more serious or fatal RTC's on our motorway network and A roads which cover all areas.*

We are confident residents of Merseyside will receive an emergency response to a request for assistance, day or night, in no longer than 10 minutes. For the majority, a fire appliance will arrive in an average time of less than 6 minutes.

Operational Staffing

In order to be as efficient as possible our operational frontline workforce is facing significant changes to its shift patterns. These on-going changes will increase staff productivity and flexibility and in doing so allow more staff to be available when needed.

- Special appliances will be complementary crewed by nominated on duty staff from rescue appliance, which will follow

special appliance to the incident in the fire engine to provide additional support.

- Voluntary additional hours will be used in place of standard rate overtime
- We will instigate an on call system for larger incidents. This is demand led staffing and it involves calling on more resources, but only when needed. On- call staff will be used to relieve crews at incidents, as required, rather than standing by on station.

Your Community Fire Station

- We see stations as a community asset
- We will carry out community activity engagement and community re-assurance activities
- We encourage community use of facilities – e.g. youth groups, college classes, neighbourhood watch, heartbeat gyms
- We will interact with local schools – e.g FireFit, Road Traffic Collision Awareness
- Stations will be a centre for advice on fire prevention and protection and domestic and business fire safety advice
- There will be a more even spread of appliances enabling a common standard if we keep all our fire stations open with at least one fire appliance.
- We will use identification of local high risk individuals' locations through intelligent targeting to reduce risk.
- We know that local knowledge is extremely valuable when new risks arise in a station area, such as road

works, or new routes to incidents may be required.

- Site specific risk information is gathered from business premises or public buildings in each station area. This is intended to inform crews in the event of an incident and is vital for the safety of crews and the public.

Support from Neighbouring Fire and Rescue Services

MFRA has Fire & Rescue Services Act Section 13 and Section 16 arrangements with Lancashire, Greater Manchester and Cheshire Fire and Rescue Services. These are formal arrangements that enhance our mutual ability to respond effectively to our respective communities.

These arrangements allow each FRA to call on a neighbouring FRA should the neighbour's appliance be nearer to an address identified either by prior arrangement or due to ongoing events such as a large ongoing incident.

Marine Rescue Team

The long term sustainability of the Marine Rescue Team (MRT) will be reviewed during 2013/14. MFRA has no statutory duty to provide this service and funding from partners has reduced significantly since the Authority took responsibility for the MRT in 2005. Officers will consider the feasibility of how best this service can be delivered in the future if it is not possible to secure additional financial support.

Merging Fire Stations

Consider the merger of stations in order to provide the best level of operational response whilst still delivering efficiencies.

Prevention and Protection Proposals

Vulnerable Person Index

Reducing resources means that Prevention activity will be more focussed on individuals in need of our assistance to ensure we target risk in the most effective way. Vulnerability profiling will be developed further to target those most in

need of our intervention in order to reduce risk in the home.

Given the significant budget reduction we face MFRA will continue to provide free safety advice to all members of the community and we will evaluate a pilot that has provided and installed smoke detectors to those households deemed as low risk, who have received free smoke detectors previously on a cost recovery basis.

Primary Authority Scheme

MFRA will contribute to, and take part in, a pilot being led by the Chief Fire Officers Association (CFOA) and the Better Regulation Delivery Officer (BRDO) with an aim to provide consistent fire safety advice to the business and retail sectors with regard to enforcement, prosecution, audit and fire risk assessment. Consideration will be given to working with business partners to agree protocols locally which are then adopted nationally to provide consistent regulatory advice.

MFRA will restructure the Prevention and Protection teams to support the business community by participating in the Primary Authority Scheme Pilot and providing support to the responsible persons as we fully implement the change in protocol to responding to automatic fire alarms.

Youth Engagement

MFRA will work with partners to enhance the provision of its award winning youth engagement programmes.

SUMMARY OF PROPOSALS

Operational Response & Preparedness

To deal with budget cuts we propose to;

1. Introduce a single 10 minute response to all life risk emergencies
2. Keep all 25/26 fire and rescue stations open (we are considering the merger of Huyton and Whiston to one site in Prescot, if agreed this station will have 2 appliances). 22 stations will have a least 1 fire appliance, Kirkdale, Prescot and Southport will have 2. This is the most operationally effective option for maintaining the fastest speed of attack to any life risk incident in Merseyside.
3. Reduce the number of appliances from 42, of which only 37 are currently operationally available due to 5 held in dynamic reserve; to 28 and 1 search and rescue appliance (*It should be noted that since December 2012 we have been working with an average of 33 appliances available on each shift due to financial constraints*).
4. Consider the merger of stations in order to provide the best level of operational response whilst still delivering efficiencies.
5. Re-instate whole time (*24 hour a day cover*) working at Allerton, West Kirby and Eccleston Fire Stations. Crew on these stations currently work the low level of activity and risk (LLAR) pattern which means they are available on station from 1000hrs to 2000hrs and available nearby on a 2 minute

delay at night when demand is less. This change increases the number of firefighters available and ensures MFRA are able to provide resilience for large or protracted incidents.

This would result in:

28 + 1 search and rescue team (SRT) appliances available during the day =

24 + 1 SRT + 4 (LLAR) appliances retained at night when demand is less.

6. Replace the dynamic reserve of spare fire appliances with a Strategic Resilience reserve. This will consist of operational staff available via a recall to duty system to crew appliances strategically should major incidents or spate conditions, such as flooding, require more personnel.
7. We will review the station work routine and duty system for operational crews to allow for '*the right people to be in the right place at the right time*'. This will be predictable and based on historical data. It will free up more time for prevention work and training, maximising the resources we have available.

Marine Rescue Team

8. The long term sustainability of the marine rescue team will be reviewed during 2013/14. MFRA has no statutory duty to provide this service and funding from partners has reduced significantly since the Authority took responsibility for the MRT in 2005.

Officers will consider the feasibility of how best this service can be delivered in the future if it is not possible to secure additional financial support.

Prevention and Protection Proposals

9. Prevention activity will be more focussed on individuals in need of our assistance. Vulnerability profiling will be developed further to target those most in need of our intervention in order to reduce risk in the home.
11. MFRA will restructure the Prevention and Protection teams to support the business community as we fully implement the change in protocol to responding to automatic fire alarms.
12. MFRA will work with partners to enhance the provision of its award winning youth engagement programmes.
13. MFRA will review the working practice, contractual arrangements, location and availability of its Prevention and Protection teams to ensure they are better able to meet community and business need.

Our People

Support Service Review

14. The support service review will be implemented by departmental managers using the Terms of Reference in their departments to deliver the agreed savings.

CONSULTATION & ENGAGEMENT

Public Consultation

The Authority runs annual consultation events in each of the five districts. These events are facilitated by an independent company Opinion Research Services (ORS) and they ensure that there is representation from a broad range of our communities and stakeholders. Our annual Public Consultation Forums have considered questions on matching response provision to demand, attendance standards and duty systems in the context of reducing resources. We have asked the forums to consider the criteria most important to them if MFRA needs to close fire stations. The feedback from these consultation events is used to inform the content of the IRMP. Overall, the people we have consulted with understand the nature of the challenges MFRA faces and considers that potential changes to duty systems, attendance standards and response provision are reasonable. Some of these consultations form the basis of our proposals in this plan.

As well as conducting our regular consultation events we engage in bespoke consultation for specific issues. There is also an on line questionnaire, email and letter based consultation response facility available via the Service website.

Staff consultation

The Chief Fire Officer and his management team regularly engage with all members of staff during face to face briefing sessions carried out at Authority locations. These sessions have been provided to small groups of staff allowing them to receive the most accurate information on MFRA plans and also for them to question the officers in a more relaxed environment. Subjects covered

during these sessions have included the outcome of the MFRA lobbying strategy in dealing with the current budgetary position, discussions on station closures or a review of the duty system as well as the development of the JCC. A range of staff at station level have been involved in proof of concept work on a project which is developing safe person assessments. This consultation is directly shaping the delivery of the concept by the end users.

Local authority and strategic partner consultations

As part of our overall approach to consultation with stakeholders, our operational District Managers work in conjunction with each of the district strategic partnerships to both inform local authorities and our partners of our intentions and to capture their responses to these plans and ensure that we take account of our partners' strategic priorities. This includes presenting to Council meetings and local area forums and individual meetings with key politicians and Council officers.

MFRA are working in close consultation with the Police and Ambulance services regarding the new Joint Control Centre and Resilience Action Group base at the current Fire and Rescue Service Headquarters.

Consultation with representative bodies

Meetings are conducted via the Joint Secretaries mechanisms with the representative bodies e.g. trade unions and staff associations to ascertain their views. The Authority is also committed to working closely with representative bodies within the Health, Safety and Welfare framework. The Service recently issued a joint statement with representative bodies affirming the commitment of all parties to the

importance of conscientiously testing and recording the outcome of tests on breathing apparatus.

The Authority has developed through the Chief Fire Officer, a collaborative and constructive way forward with representative bodies across a wide range of staffing and operational issues to ensure the delivery of cost effective, high quality service provision. Examples of this collaboration include:

- Introduction of voluntary additional hours to maximize appliance availability
- Complementary crewing of special appliances.
- Introduction of a self rostering duty system for managers at Kirkdale
- Agreement to reduce staffing levels at Mobilising and Communication Centre through voluntary redundancy
- Significant changes to the staffing and operation of the Marine Rescue Unit.

There was a survey on the MFRA website during the consultation period, until 21st May 2013, which is open to for the public and staff to complete.

This document, details of consultations undertaken and associated summary documents are available to view on the MFRA website Committee Report CFO/074/13.

REPORT ON CONSULTATION

The consultation process for this IRMP encompassed:

- Five District consultation forums
- Sending the IRMP to over 160 strategic partners and other interested parties.
- Meetings with staff Representative Bodies – Fire Brigades Union, Fire Officers Association, UNISON and UNITE. The GMB did not respond to requests to meet.
- District Managers meeting Local Authorities and partners
- On line survey on our website for the public and staff

District Consultation Forums hosted by Opinion Research Services (ORS)

We held 5 forums in each of our districts in March 2013. These events were attended by a broad cross section of up to 25 residents of the districts, selected at random by ORS, some had attended previous events, others were attending for the first time. Elected Members of the Fire and Rescue Authority also attended.

During the forums key areas of the IRMP proposals were explained and discussed. These included:

- Reduction from 33 to 28 appliances
- Maintaining 26 fire stations
- Single response standard

- Changes to shift patterns

Informed discussions took place with the financial position being explained clearly in relation to the proposals in this IRMP. Overall there was agreement that the proposals are a reasonable and responsible reaction to the budget reductions.

More details are provided in the ORS Consultation Report which can be found in Appendix B.

Consultation with Representative Bodies

Meetings were held with representatives of the Fire Brigades Union (FBU), UNISON, UNITE and Fire Officers Association (FOA). Concerns and issues were discussed and put into writing. These and the Authority's responses are summarised in the Authority Committee Report – CFO/074/13. There were also several supportive comments; for example, the FBU was supportive of Authority's approach to Site Specific Risk Inspection, Safe Person Assessments and the Lobbying process. Some changes have been made as a result of this consultation. For example, information requested by FOA in relation to the HERIPROT project has been added to the Plan and a link to more detailed Legislative Fire Safety information will be added.

In addition, a number of the observations (primarily from the FBU and FOA) were already subject to consultation through the Authority's internal consultation process. As such, these points fell outside the remit of IRMP consultation and were not considered in detail during this process. Outcomes from these consultations will be considered separately by the Authority.

Local Authorities and Partners

MFRA District Managers delivered an MFRA Spending Review Impact and Budget Decisions presentation at meetings throughout the five districts. As senior managers familiar with their districts they were able to deliver the presentations in a way that was pertinent to their audience in the district. Attendees at the meetings included Councillors, Executive Directors, Merseyside Police, Housing Trusts, NHS Trusts, Probation Service, various strategy and community groups. All were encouraged to visit the MFRA website and complete the on line questionnaire.

On line Questionnaire

We had 30 responses to this survey which covered all the key areas of our IRMP. Those completing the survey were asked whether they believed that the major proposals contained within the IRMP were reasonable. Response options ranged from very reasonable to very unreasonable. Overall, every question had a majority response of very reasonable. Responses were received from members of the public, representatives of business, community groups and MFRA staff.

Despite sending out the IRMP to over 160 recipients, inviting all staff and many partners to complete the survey, the numbers completing the survey were low, highlighting the value of the District Forums, which allow a much more deliberative approach to consultation with a representative sample of people.

Staff Consultation

The Chief Fire Officer and Deputy Chief Fire Officer hosted a series of briefings for staff delivering the MFRA Spending Review Impact and Budget Decisions presentation followed by a question and answer session. The briefings were held at various fire stations and all staff given a time and date to attend.

Following these sessions staff were invited to complete the on line survey. In addition, a forum was set up on the internal MFRA Portal to allow staff to ask questions and express their views about the business cases being prepared for the implementation of key areas of the IRMP. This process is still ongoing and will be reported back to the Authority in relation to the implementation of the IRMP once it has been approved

Changes to the IRMP 2013-16

After conclusion of consultation, all responses were evaluated and any changes that were approved as a result of the consultation process are represented within this document.

List of changes made to the IRMP can be found in CFO/074/13

The outcome of the Public Consultation was largely supportive of the Authority's need to make the proposed changes.

As would be expected outcomes from consultations with staff representative bodies and individuals went into more detail about the perceived implications of the changes. The comments and views expressed have been considered by managers and in some cases are still the subject of consultation on the way in

which the proposals, if approved, would be implemented.

As a result, although there have been changes made to the IRMP as a result of the consultation process, this has not materially affected the proposals contained within the Plan.

All correspondence entered into is available on our website:
www.merseyfire.gov.uk

- Appendix B – ORS Report

Other reports can be found in MFRA committee report CFO/074 /13

- Representative Bodies Issues Log
- Summary of District Consultations with Councils and Partners.
- Staff consultation Q&A.
- Website survey report
- Log of changes made to the IRMP

2013/14 ANNUAL ACTION PLAN

This Annual Action Plan details how we intend to implement our IRMP for 2013/16. These actions will be taken in conjunction with our established budgets and to ensure risk is minimised and managed as effectively as possible given the financial constraints faced by the Authority.

OPERATIONAL PREPAREDNESS

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

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

IRMP 13-1-02 Review all core Risk Critical Training

We will provide a comprehensive review of all training service instructions, core training methodology, lesson plans and Learn pro packages to ensure alignment with future Operational Response options.

IRMP 13-1-03 Review all Operational Assets and Firefighting Media.

We will undertake a review of all specialist vehicles, storage, transport, equipment recovery and demountable pod disposition to increase the effectiveness of the MFRA operational response.

OPERATIONAL RESPONSE

IRMP 13-2-01 Implement the outcome of the Operational Response Review

In response to grant reduction and financial restraints placed upon the Authority we will continue to review all existing operational duty systems, review and implement revised work routines, implement a 10 minute response standard for Merseyside, review Incident Management Team and implement an operational retained reserve.

IRMP 13-2-02 Manage our Resources efficiently

We will minimise the impact of changes from the reduction of funding to MFRA by implementing a revised station management structure to account for new response standard, develop a revised performance management structure for stations, improved

communication and reversion of 3 LLAR stations to wholetime status as part of the new response model.

IRMP 13-02-03 Safety and Effectiveness of Merseyside Firefighters

We will continue to ensure that we maintain firefighter fitness to the required level for the role and develop the Safe Person Assessment for all operational staff.

PREVENTION AND PROTECTION

IRMP 13-03-01 Youth Engagement

We will actively engage with young people across Merseyside to reduce risk and benefit communities. We will explore opportunities for young people to utilise facilities and resources at the Toxteth Firefit Hub and fire stations through the Princes Trust, Fire Cadets, FireFit, Beacon and Life courses.

IRMP 13-03-02 Arson and Anti Social Behaviour

We will work with partner agencies in order to mitigate the impact of arson and ASB on Merseyside. We will audit and review assets available to tackle small fires, review and refresh our Hate Crime Policy and our process to gather risk critical information for domestic premises.

IRMP 13-03-03 Home Safety

We will work in partnership to reduce risk in the home by evolving the HFSC to include additional information about the home and make better use of resources in targeting person centric risk in homes across Merseyside.

OUR PEOPLE

IRMP 13-04-01 Human Resources Integrated System

We will develop, train staff in the application of, and implement a new integrated HR system.

IRMP 13-04-02 Training Needs Analysis

We will develop and deliver a systematic approach to meet individual training needs identified through the appraisal process

IRMP 13-04-03 Fitness and Health Policy

We will produce a Fitness and Health Policy to ensure firefighters are fit for duty.

IRMP 13-04-04 Support Service Review

We will consult on and deliver against the revised structures recommended in the Support Services Review. We will provide outplacement support and assist teams facilitate change and revised structures.

Other

IRMP 13-04-05 Joint Command and Control Centre

Develop and deliver a Joint Command and Control Centre on behalf of Merseyside FRA and Merseyside Police

Appendix A

IRMP Medium Term Strategy 2012 - 2017

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

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

Safer Stronger Communities - Safe Effective Firefighters

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

Objective 1:

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

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

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

Objective 2:

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

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

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

Objective 3:

To reduce fires caused by antisocial behaviour in those areas of Merseyside identified as most at risk.

Action: To analyse risk to ensure we target our intervention activity to reduce antisocial behaviour in those areas where risk is highest across Merseyside.

Target: To reduce antisocial behaviour fires by 5% by 2017.

Objective 4:

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

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

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

Objective 5:

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

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

We will lobby and assist all parties to improve fire safety design in buildings.

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

Objective 6:

To ensure that the operational workforce operate safely and effectively in the resolution of all emergency incidents.

Action: We will continue a programme for assessment of competence which reflects the evolving risks facing the Fire and Rescue Service in Merseyside and Nationally and assess all staff within the operational workforce.

Target: We will assess the operational workforce across all areas of generic risk annually by 2013 and beyond.

Objective 7:

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

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

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

Appendix B**Merseyside Statistics****Age**

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

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

Gender

There are over 39,000 more women than men in Merseyside
(*Census 2011*)

Gender	Number	%
Male	671,034	48.6%
Female	710,155	51.4%
Total	1,381,189	100.00%

Minority Ethnic Groups

The 2011 Census showed that 94.5% of Merseyside was of white ethnicity. This had decreased from 97% in 2006, indicating that Merseyside is becoming more diverse
(*Census 2011*)

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

Disability

People who are eligible for disability living allowance make up 9% of the population of Merseyside.
(Department for Work and Pensions, Feb 2012)

	Merseyside
Number of population entitled to DLA	124,070
Percentage of population entitled to DLA	9.0%

Adults not in employment with long term health problem or disability

There are no comparable figures within the 2001 census data.

(Source: Census 2011)

District	Number	% of the population*
Knowsley	61,323	42.0%
Liverpool	206,515	44.3%
Sefton	117,930	43.1%
St Helens	75,736	43.2%
Wirral	140,583	44.0%
Merseyside	602,087	43.6%
NorthWest	3,009,549	42.7%

* refers to the population within each area indicated

Gypsies and Travellers

Merseyside has an increasing gypsy and traveller community with settled sites in Sefton, St Helens and Liverpool.

(Communities and Local Government - July 2012)

	Authorised sites (with planning permission)		Unauthorised sites (without planning permission)		Total All Caravans
	Socially Rented Caravans	Private Caravans	Caravans on sites on gypsies own land	Caravans on sites on land not owned by gypsies	
July 2012	60	22	9	0	91
July 2011	54	17	2	0	73
July 2010	50	22	8	0	80

Religion

Merseyside is not religiously diverse. In 2001 82.4% of the population of Merseyside stated they were of Christian religions, in the 2011 Census this figure has fallen to 74%. In 2001 16.18% either have “no religion” or “religion not stated” in 2011 that figure has risen to 23.4% . This left in 2001 a total of just 1.34% of the population with other religious beliefs, in 2011 this figure was still only 2.5%.

(Census 2011)

	Merseyside	%	North-West	%
Christian	1,022,711	74.0%	4,742,860	67.3%
Buddhist	3,908	0.3%	20,695	0.3%
Hindu	4,386	0.3%	38,259	0.5%
Jewish	3,014	0.2%	30,417	0.4%
Muslim	19,247	1.4%	356,458	5.1%
Sikh	955	0.1%	8,857	0.1%
Other	3,090	0.2%	19,166	0.3%
No Religion	238,198	17.2%	1,397,916	19.8%
Religion Not Stated	85,680	6.2%	437,549	6.2%

Household Structure

The composition of households shows that above 24.04% of all lone parent households in the North-West are within the Merseyside area. There are also high numbers of students (24.60%) and pensioners (20.31%) residing in Merseyside in comparison to the rest of the North-West region. (*Census 2011*)

All Categories: Household composition *		Mersey/ Side	North- West	
One person household	Pensioner	81,524	386,650	
	Other	126,333	582,652	
One family household	All pensioner		44,116	234,507
	Married or same sex civil partnership households	No children	58,032	350,228
		With dependent children	72,584	423,069
		All children non-dependent	39,618	179,277
	Cohabiting couple family households	No children	25,252	147,764
		With dependent children	23,656	130,840
		All children non-dependent	3,312	16,506
	Lone parent households	Dependent children	56,898	242,754
		All children non-dependent	29,846	118,007
Other Households	Dependent children		13,992	70,603
	All full time students		3,583	14,567
	All pensioners		2,228	8,324
	Other		21,113	103,801

*These figures refer to number of households

For more information about the population of Merseyside please visit our website: www.merseyfire.gov.uk

GLOSSARY OF TERMS

ASB	Anti Social Behaviour
AVLS	Automatic Vehicle Location System
HSE	Health and Safety Executive
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AM	Area Manager
BA	Breathing Apparatus
CBRNE	Chemical Biological Radioactive Nuclear Explosives
CBT	Crew Based Training
CFO	Chief Fire Officer
CFOA	Chief Fire Officer's Association
CFP	Community Fire Protection
CFRAU/CFRA	Chief Fire & Rescue Advisors Unit
CIPFA	Chartered Institute of Public Finance and Accountancy
CLG	Community and Local Government
CM	Crew Manager
CMI	Chartered Management Institute
COMAH	Control of Major Hazard
CSM	Community Safety Manager
CSP	Community Safety Partnership
CSR	Comprehensive Spending Review
DCFO	Deputy Chief Fire Officer
DEB1,2 3	Levels of Debrief
DIM	Detection, Identification and Monitoring
DRA	Dynamic Risk Assessment
E&D	Equality & Diversity
EFAD	Emergency Fire Appliance Driver
F.A.C.E	Fire Awareness Child Education
FF	Firefighter
FIRS	Fire Incident Response Simulator
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
FSD	Fire Service Direct
FSN	Fire Support Network (Charity)
FSO	Fire Safety Order
GM	Group Manager
GRA	Generic Risk Assessment
HART	Hazardous Area Response Team (Ambulance Service Resource)
HFSC	Home Fire Safety Check
HIAB	Manufacturers name for crane mounted vehicle
HVP	High Volume Pump
IC	Incident Commander
IFE	Institute of Fire Engineers
IGMS	Incident Ground Management System

IMT	Incident Management Tem
IMU	Incident Management Unit
INSARAG	International Search and Rescue Advisory Group
IRMP	Integrated Risk Management Plan
IRU	Incident Response Unit
JCC	Joint Control Centre (Merseyside FRS & Merseyside Police
KPI	Key Performance Indicator
LLAR	Low Level Activity Risk
LPI	Local Performance Indicator
MACC	Mobilising and Communications Centre
MARAC	Multi Agency Risk Assessment Conference
MDD	Mass Decontamination Disrobe Unit
MDT	Mobile Data Terminal
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MRF	Merseyside Resilience Forum
MRU	Marine Rescue Unit (Marine Fire One, M81B1)
NDP	Non Domestic Property
NFF	Neighbourhood Firefighters
NOS	National Occupational Standard
NVQ	National Vocational Qualification
NWAS	North West Ambulance Service
OIG	Operational Intelligence Group
OPARA	Operational Assurance (Training) Audit
OPERA	Operational Assurance (Incident) Audit
OPT	Operational Performance Team
ORS	Opinion Research Services
OSHENS	Health and Safety management system
OSR	Operational Support Room (Secondary Control Room)
PFI	Private Financial Initiative
PMG	Performance Management Group
POD	People & Organisational Development
Portal	MFRS Intranet site
RAFKAP	Retail and Fire Key Authority Partners
RCC	Regional Control Centre
REPPIR	Radiation Emergency Preparation and Public Information Regulations (2001)
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1985
RM1	Risk Management Form
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SI	Service Instruction
SM	Station Manager
SMA	Subject Matter Advisor
SMG	Strategic Management Group
SOP	Standard Operating Procedure
SRT	Search and Rescue Team

SSRI	Site Specific Risk Information
TDA	Training and Development Academy
TRM	Time and Resource Management
UKISAR	United Kingdom International Search and Rescue
USAR	Urban Search and Rescue
VAH	Voluntary Additional Hours
VER	Voluntary Early Retirement
VS	Voluntary Severance
WM	Watch Manager
YE	Youth Engagement