DRAFT
INTEGRATED RISK MANAGEMENT PLAN 2021-2024

SAFER, STRONGER COMMUNITIES,
SAFE, EFFECTIVE FIREFIGHTERS

MERSEYSIDE
FIRE & RESCUE
SERVICE

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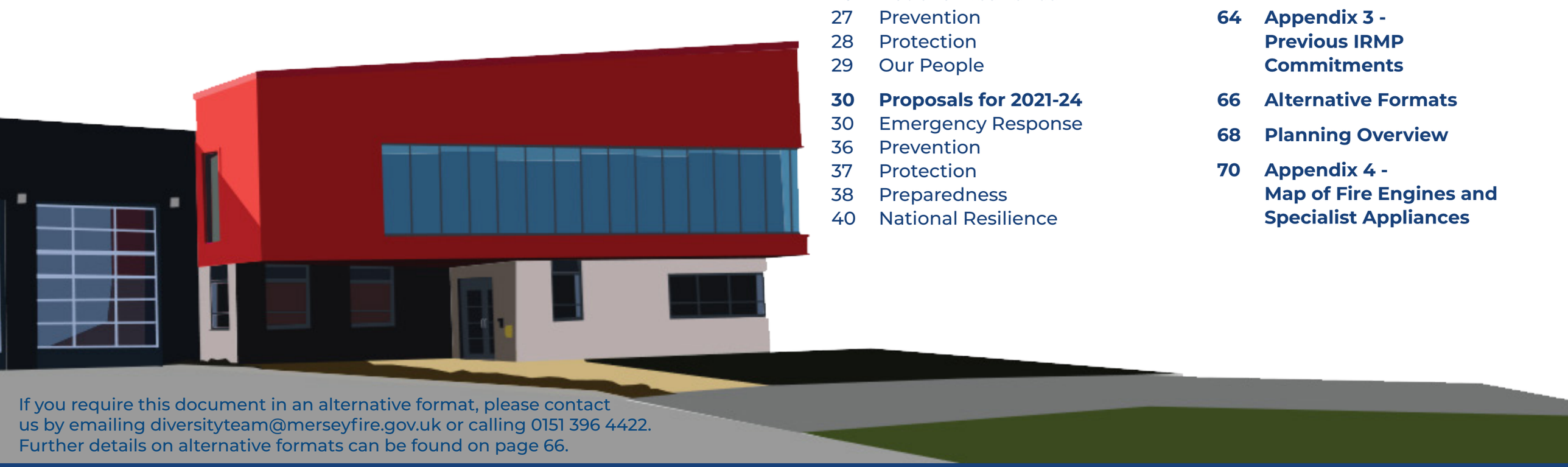

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FOREWORD

Welcome to our 2021/24 Integrated Risk Management Plan. We find ourselves writing this Plan during what must be the most challenging twelve months that many of us have lived through, with the impact of the pandemic still being felt, but the promise of hope on the horizon.

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

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

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

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

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

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

You will read that our proposals once again include an increase in our front line response, to our knowledge this is not mirrored anywhere else in the country. The specialisms and capabilities of our staff and the equipment we provide will be enhanced to meet all the known and emergent risks on Merseyside.

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

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

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

We hope that you enjoy reading this plan and that you will take part in the consultation that will run from 1st March to 24th May. After that, the plan and comments from the consultation will be considered by the Fire and Rescue Authority, with the new IRMP going live in July.

Phil Garrigan
Chief Fire Officer

Cllr Les Byrom
Chair of the
Fire Authority

** More details in our Medium Term Financial Plan*

INTRODUCTION & BACKGROUND

All fire and rescue services have duties and responsibilities that are set out in legal documents. These include:

The Fire and Rescue Services Act 2004 which explains how we:

- Respond to fires and other emergencies
- Prevent fires and other emergencies (home and community safety)
- Protect (commercial and public building)
- Educate and inform the public

The Civil Contingencies Act 2004 which explains how we:

- Work with other agencies to deal with emergencies

Fire Safety Order 2005 which explains how we:

- Promote fire safety in places such as offices, factories, shops, public buildings and high rise buildings

The National Framework 2018 which explains how we:

- Identify and assess risk in Merseyside
- Prevent fire and other emergencies and protect buildings and people
- Respond to emergency incidents
- Collaborate with other organisations
- Put in place business continuity arrangements so we can deliver our services even when faced with an emergency like the pandemic
- Provide National Resilience when major incidents happen anywhere in the country

The National Framework 2018 states that all English Fire and Rescue Services have to produce an Integrated Risk Management Plan. Our Plan must:

- Consider what types of fire and rescue related risks could affect Merseyside
- Show how we will work to prevent fires and other types of emergencies and explain how we will respond to incidents that do happen to reduce the impact on Merseyside communities. We will also work with other organisations to do that
- Explain how we will use our firefighters, fire engines, other employees and equipment to reduce risk and respond to emergencies
- Explain how we will ensure we comply with and enforce the law that sets out how businesses and organisation manage fire safety in their buildings
- The plan will last for at least three years and be updated as often as is needed to reassure you that we are still doing what we need to do
- Show that we have listened to the public and other people and organisations that have an interest in what we do as we write our plan
- Be easy for people to access our plans and be available to everyone.

MISSION & AIMS

OUR MISSION IS TO ACHIEVE:

Safer, Stronger Communities - Safe, Effective Firefighters

We have been working with our employees to look at our Mission and Values to discuss whether they still describe what we want to do in the best way. We will be consulting with stakeholders to make sure any new Mission and Values helps us deliver the best services we can.

OUR AIMS ARE:

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 (Legislative Fire Safety)
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.

ABOUT MERSEYSIDE

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

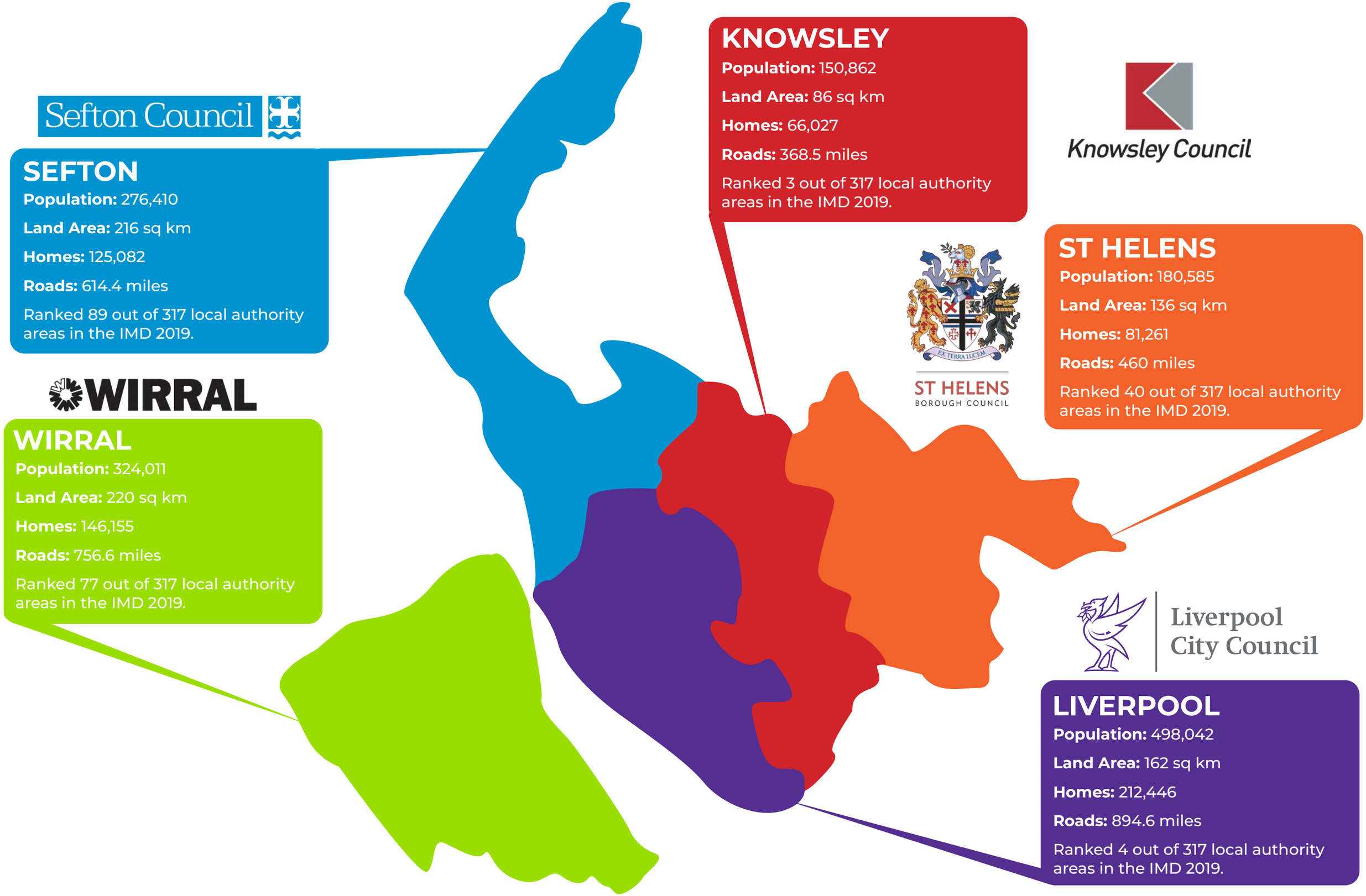
Merseyside spans 249 square miles (645 km^2) of land containing a mix of built up urban areas, suburbs, semi-rural and countryside locations, but most of the land use is urban. It has a central business district at the heart of Liverpool City Centre, though each of Merseyside's metropolitan districts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

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

Digging deeper into the population of Merseyside, we see:

- Slightly more females than males in Merseyside (51.1% female against 48.9% male)
- More people above the age of 65 (19%) than children aged 15 and below (18.1%). These percentages are higher than north west averages
- Based on the 2011 Census, of the total population of over 65s in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

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



SEFTON

Population: 276,410

Land Area: 216 sq km

Homes: 125,082

Roads: 614.4 miles

Ranked 89 out of 317 local authority areas in the IMD 2019.

WIRRAL

Population: 324,011

Land Area: 220 sq km

Homes: 146,155

Roads: 756.6 miles

Ranked 77 out of 317 local authority areas in the IMD 2019.

KNOWSLEY

Population: 150,862

Land Area: 86 sq km

Homes: 66,027

Roads: 368.5 miles

Ranked 3 out of 317 local authority areas in the IMD 2019.

ST HELENS

Population: 180,585

Land Area: 136 sq km

Homes: 81,261

Roads: 460 miles

Ranked 40 out of 317 local authority areas in the IMD 2019.

LIVERPOOL

Population: 498,042

Land Area: 162 sq km

Homes: 212,446

Roads: 894.6 miles

Ranked 4 out of 317 local authority areas in the IMD 2019.

PREPARING OUR PLANS

When writing our Integrated Risk Management Plan our approach is broken down into three themes that all make a difference to the safety of **people, buildings and places** in Merseyside:

RISK - We identify people, buildings and places where there is a likelihood of an emergency incident happening that would have a potentially serious effect on our communities. For example, we work with the people responsible for buildings and locations to help to reduce that risk and we plan and review how we would deal with an emergency if it did occur.

DEMAND – We use information about incidents that have happened in the past and analyse how we have responded to them, to better understand what happened and how efficient and effective we have been. For example, this enables us to plan to respond effectively and efficiently to similar emergencies that occur in the future.

VULNERABILITY – We use information that we and other organisations collect to identify the types of people who would be most likely to have a fire or other emergency and who would be most likely to suffer harm. This could be because of personal characteristics such as age or illness, or something that might be related to where people live, work or visit such as high levels of deprivation. For example, we use this information to provide services, on our own and with others, to prevent and respond to fires and other emergencies.

Vulnerability can be anywhere on Merseyside so we need resources available everywhere but vulnerability is worse in areas of deprivation of which Merseyside have some of the highest levels.

You will find more information about Risk, Demand and Vulnerability in Appendix 1.

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

CONSULTATION AND ENGAGEMENT – We speak and listen to the public about our plans before we write our IRMP, and we do this again before we publish the final Plan. We also consult our staff and other organisations that we work with and that have an interest in the services we deliver, such as Councils and the Police.

Listening to the people involved in our consultation and engagement events helps us understand what you expect of us. This has helped us decide which proposals to include in the following Plan. These proposals explain what we believe are the best ways to spend our budget to deal with the Risk, Demand and Vulnerability in Merseyside in the most efficient and effective way.

RISK, DEMAND & VULNERABILITY

RISKS IN MERSEYSIDE

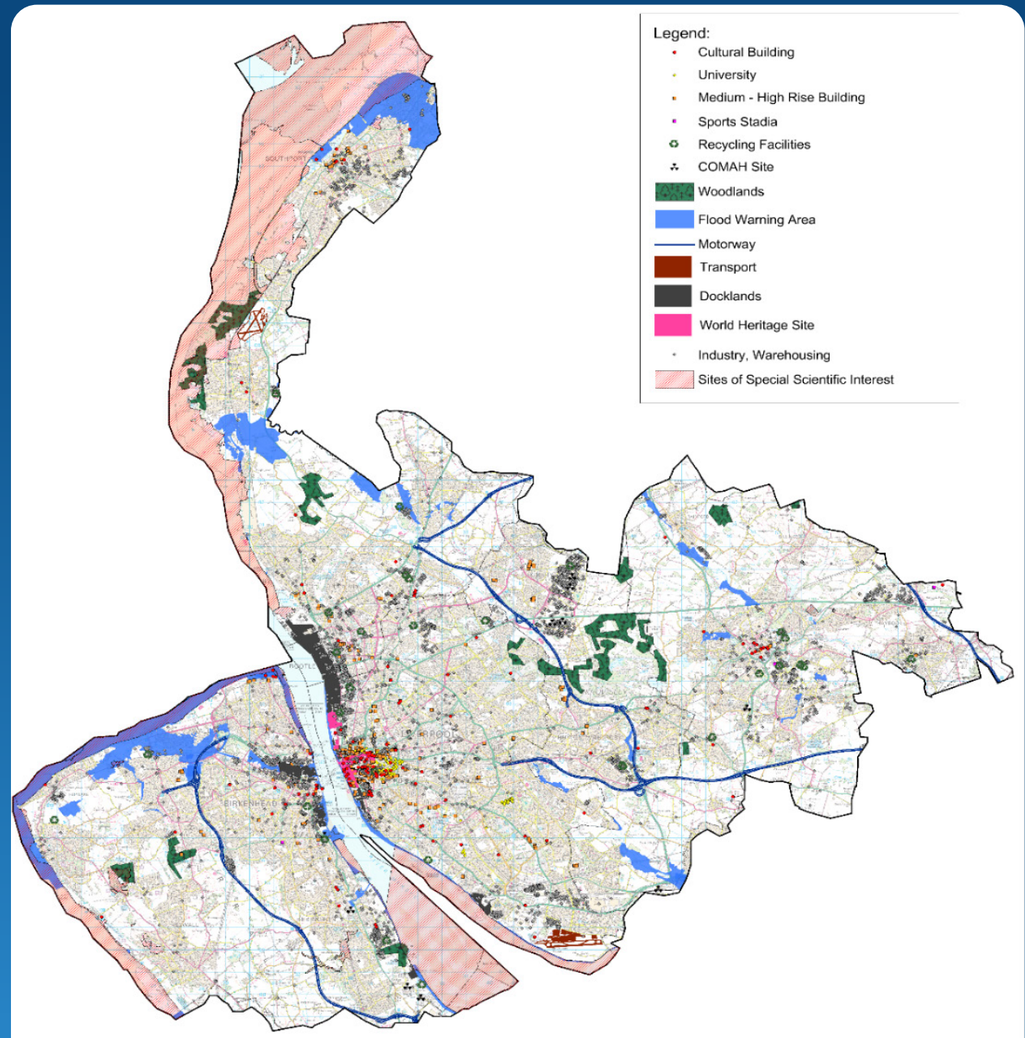
During preparation for the IRMP 2021-24 extensive work was completed around the National Security Risk Register and the Community Risk Register created by the Local Resilience Forum https://www.merseysideprepared.org.uk/

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

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

Plotting these risks on a map of the Merseyside region allows us to identify where our risks are and place our resources to meet these risks, as illustrated in the map on page 17.

MAP IDENTIFYING POTENTIAL RISKS IN MERSEYSIDE



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

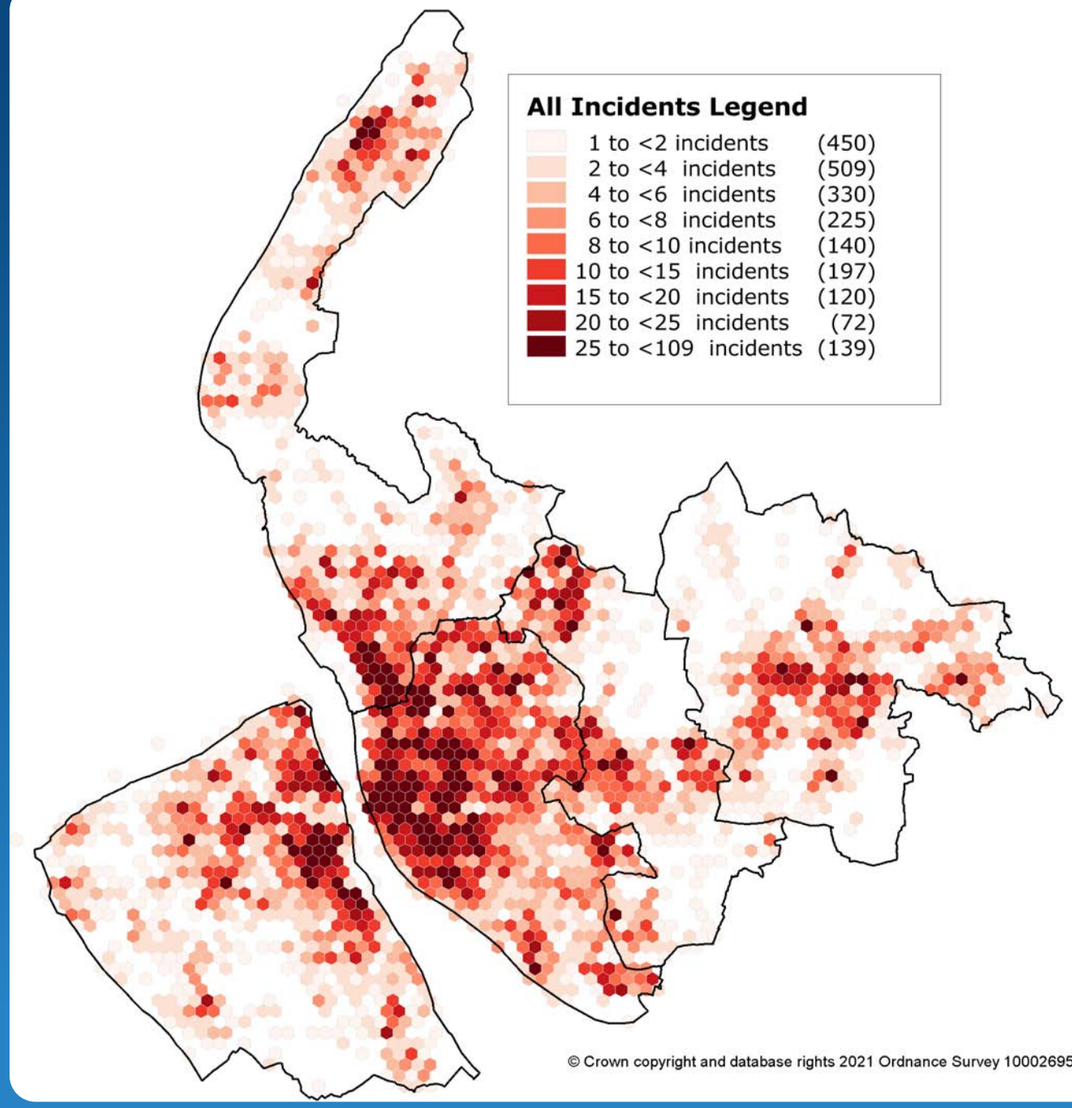
To ensure we can respond appropriately to these risks we will have operational plans for these places, ensuring we have the right people, with the right equipment in the right place at the right time.

DEMAND FOR OUR SERVICES

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

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

MAP SHOWING NUMBERS OF ALL INCIDENTS IN 2020



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

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

	Day	Night
Count	48,879	28,409
Proportion	63.24%	36.76%

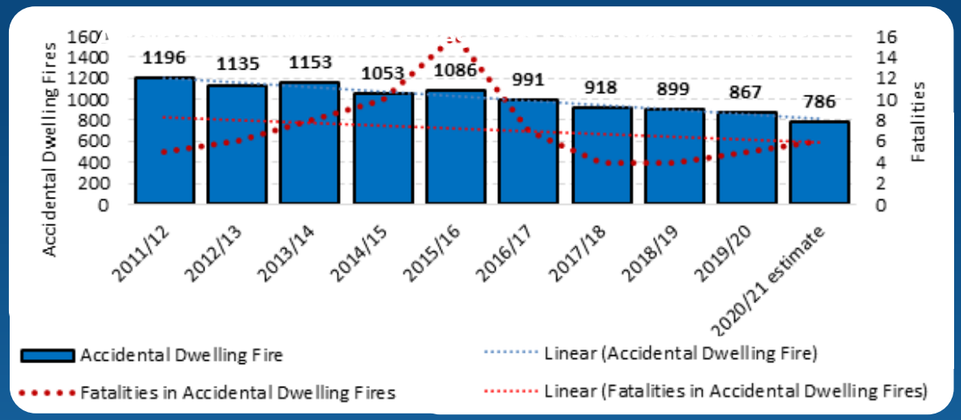
INCIDENTS BY HALF HOUR DURING 2010/11, 2015/16 AND 2019/20

VULNERABILITY IN MERSEYSIDE

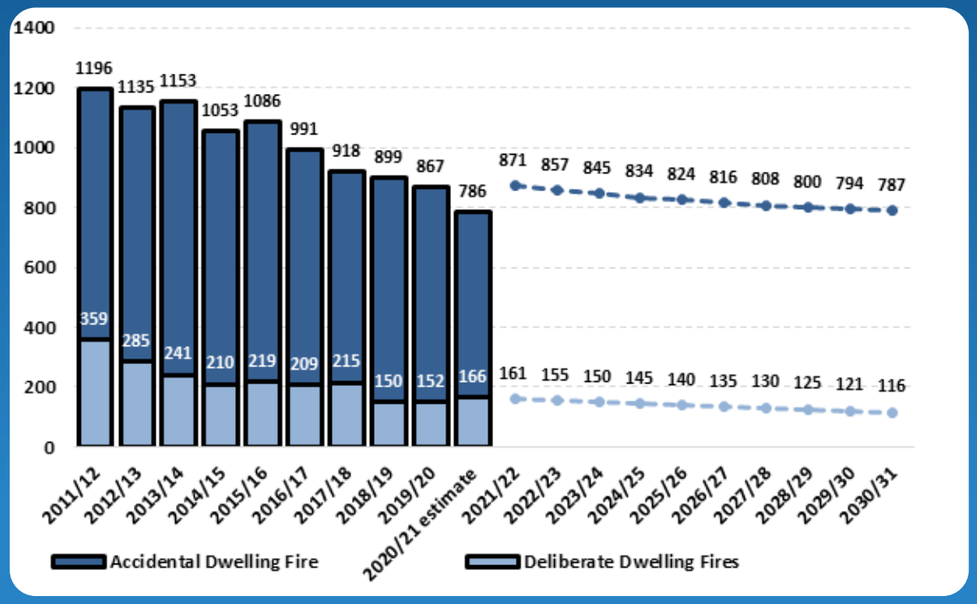
We also need to know where vulnerable people live to help us plan how to deliver our services to help prevent fires and other emergencies. We receive information about people aged over 65 from the NHS that we use to target our prevention services at this most vulnerable group of people and we work with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

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

ACCIDENTAL DWELLING FIRES AND FATALITIES - 10 YEARS

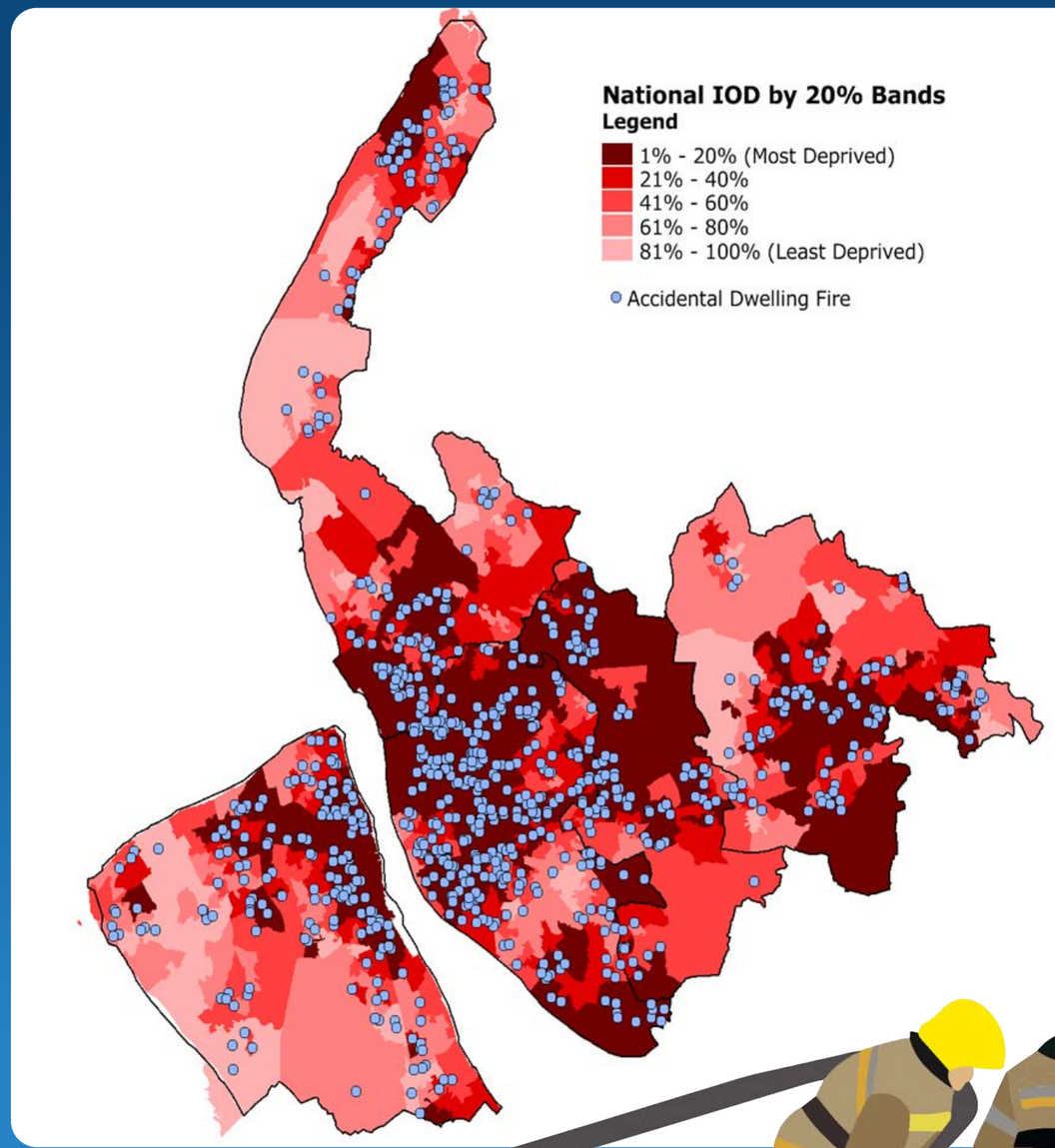


DWELLING FIRE INCIDENTS ATTENDED AND PROJECTED



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

ACCIDENTAL DWELLING FIRES IN RELATION TO DEPRIVATION



ABOUT US

HOW DO WE INTEGRATE OUR RESPONSE TO BEST SERVE THE PUBLIC?

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

Merseyside Fire & Rescue Authority provides the highest level of response to fires and other emergencies, as well as offering a range of services to reduce and respond to risk in our communities. In the past we have had to deal with budget cuts and they challenged our ability to continue to provide services to the community, but more recently we have been able to increase our fire engines and firefighters by using the money we have differently.

Further details of our budget settlement and financial plans can be found on Page 41.

More information about how Merseyside Fire & Rescue Service works is outlined on the following pages.

OPERATIONAL PREPAREDNESS

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

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

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

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

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

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

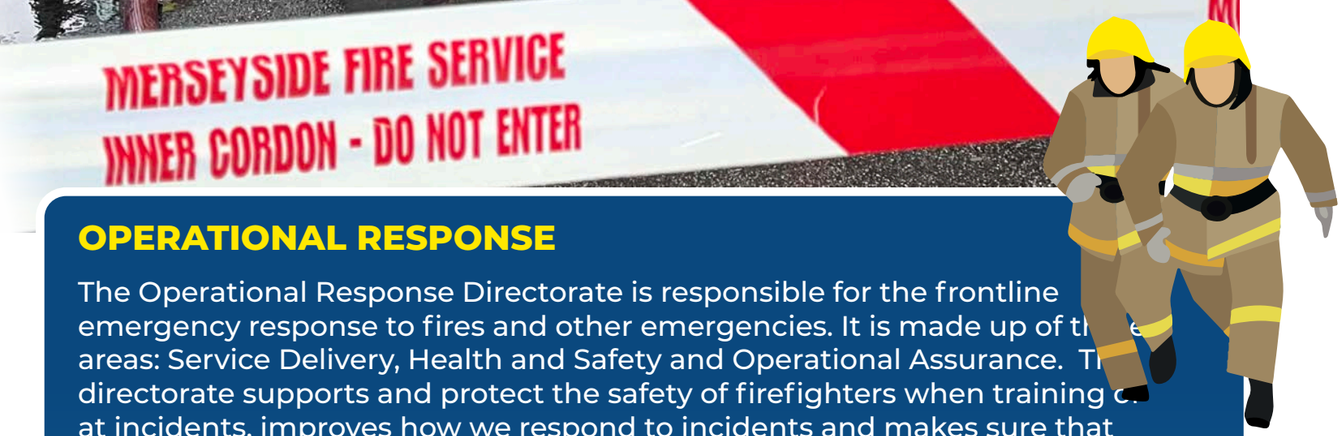
Our Search and Rescue Team (including international search and rescue), the Marine Rescue Unit and Merseyside Fire and Rescue Control (which also provides National Resilience control services) are also managed by this directorate.

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

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

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

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



OPERATIONAL RESPONSE

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

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

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

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

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

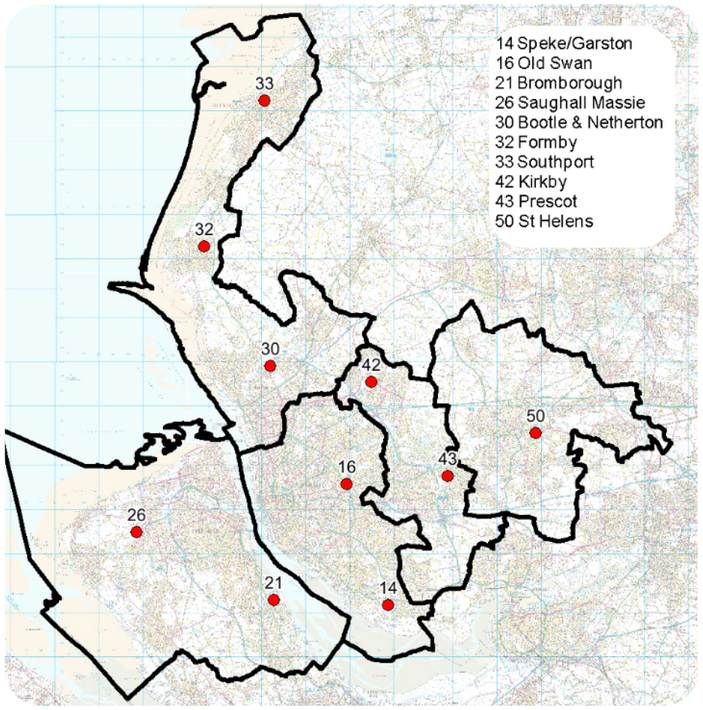
The Operational Assurance Team (OAT), along with Senior Officers, are responsible for the monitoring of how we respond to incidents and how we follow agreed procedures and consider the health and safety of all our staff when responding to or dealing with fires and other emergencies. The team looks at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

** Life risk incidents are all incident types where there is risk of death or serious injury*
*** Overall average performance for 2020/21 to December 2020*

OUR RESPONSE TO EMERGENCY INCIDENTS

We plan to attend all life risk* incidents in Merseyside within 10 minutes 90% of the time. This is our Response Standard.

To achieve this we have 10 key fire stations (shown on the map below) which means that as long as we have a fire engine available at each one of the 10 key fire stations we can get to the majority of incidents in Merseyside within 10 minutes.



It is not our target to get to life risk incidents in 10 minutes, this is a minimum standard. In reality our average attendance time is much quicker at 5 minutes 55 seconds** from a fire engine being alerted to an incident by Fire Control to it arriving at the incident. This is one of the fastest response times in the country.

To make sure we make the most efficient and effective response to all incidents we use a variety of staffing systems, detailed below.

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

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

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

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

Our emergency response fire engines are currently based all over Merseyside in the following way to meet the needs in different areas:

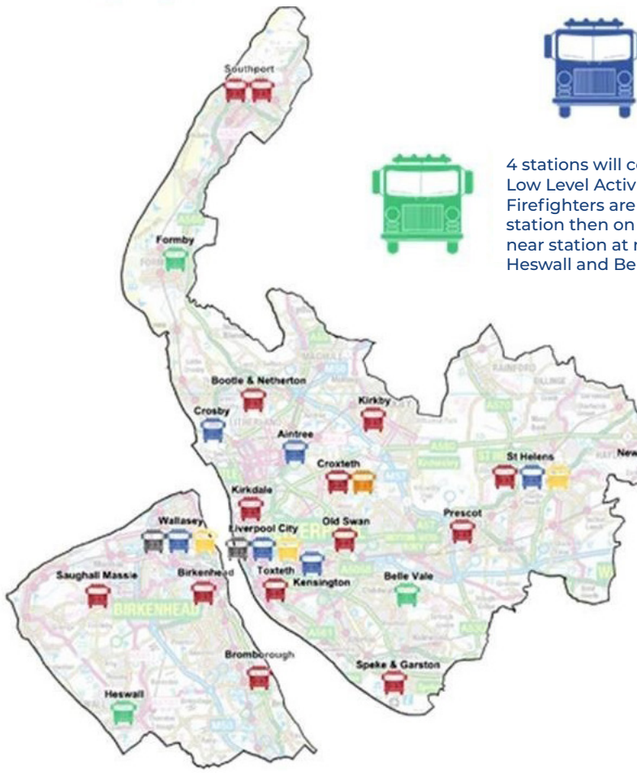
13 stations will remain crewed by wholetime firefighters 24 hours a day, 7 days a week: Southport, Bootle/Netherton, Kirkby, Prescot, St Helens, Old Swan, Saughall Massie, Bromborough, Croxteth, Birkenhead, Toxteth, Speke & Garston and Kirkdale.

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

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

3 stations will have a 3rd fire engine staffed by wholetime retained cover from 24 hour fire stations: Wallasey, Liverpool and St Helens.

Search and Rescue Team: Croxteth



2 stations with one wholetime roving appliance: Wallasey and Liverpool City.

LEAD AUTHORITY FOR NATIONAL RESILIENCE

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

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

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

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

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

PREVENTION

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

Supporting the Home Safety Strategy, we have Community Safety Strategies that help us to reduce arson and other deliberate fires, improve road and water safety and set out how we work with young people. We work across Merseyside, mainly in the most challenging places.

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

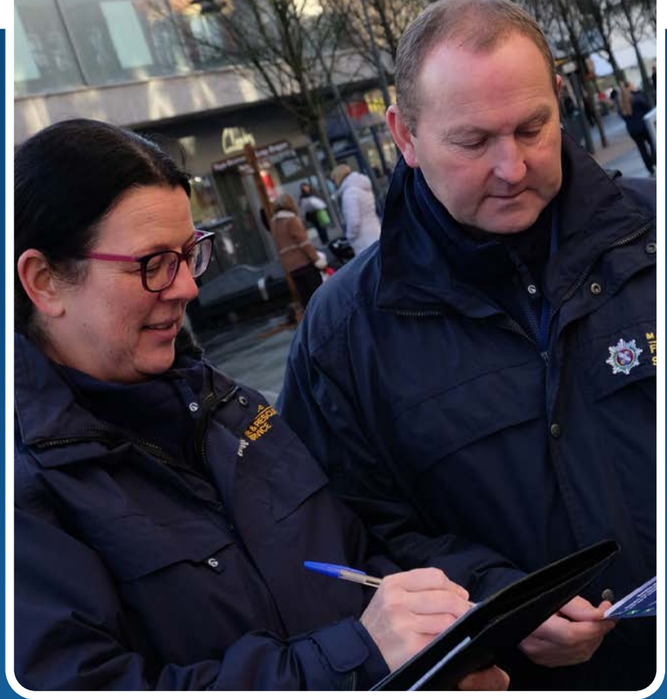
PROTECTION (LEGISLATIVE FIRE SAFETY)

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

We have used local and national information to help us identify over 65,000 places in Merseyside that need to comply with the Fire Safety Order. Over the life of this Plan our highly skilled and competent Fire Safety Inspectors will visit 7,500 very high and risk premises, including all of the High-Rise-Residential Buildings in Merseyside, and our firefighters will visit a further 6,336 low to medium risk premises.

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

As well as the Fire Safety Order, we are responsible for enforcing other laws related to fire safety. This includes the safe storage of explosives and petroleum-spirit to reduce the risk of fire and explosion. We do this under the Health and Safety at Work Act 1974. During the lifespan of this IRMP our Fire Safety Inspectors will visit



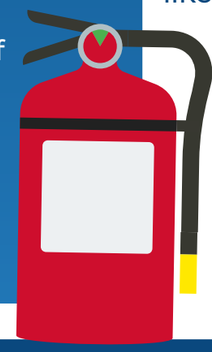
every registered Petroleum storage site in Merseyside. We will also monitor and assess all applications for new Explosive Storage Licences as well as responding to complaints received relating to any of these sites.

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

Following the Grenfell Tower fire on June 14th, 2017, we have committed to inspect all High Rise Residential Buildings during the first 12 months of this Plan and to work with building owners to assess external wall systems and to take action to make safe unsuitable cladding. We will also be working with the new Building Safety Regulator which will be created in 2021. The department has plans in place and has started making changes following the Grenfell Tower Inquiry Phase 1 report, and is preparing for the Phase 2 report which is due in late 2021.

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

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



OUR PEOPLE

Our aim at MFRA is to have Excellent People. We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all to ensure that we continue to recruit, train, develop and empower all our staff to deliver our services making the best use of their capabilities and professionalism.

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

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

SUPPORT SERVICES (OUR INTERNAL FRONTLINE)

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

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

PROPOSALS FOR 2021-24

EMERGENCY RESPONSE - FIRE ENGINES & FIREFIGHTERS

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

We want to:

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

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

Our aerial appliances would be based at:

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

The map on pages 34 & 35 shows how our fire engines would be located and crewed if our proposed changes are approved.

For details of how we delivered the actions from our last IRMP, please see Appendix 3.

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

We believe that we can do this and improve our response to emergencies – our research shows us that the average response time from the new super-station location (shown below) would be slightly faster than it is at the moment because Long Lane is closer to the East Lancashire Road (there is more information in the section about the Training and Development Academy on page 33).

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

CREATING SPECIALIST CAPABILITIES

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

We want to create specialist fire stations at:

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

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

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

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

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

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

HESWALL – Wildfire – All terrain vehicle – Complementary crewed

FORMBY– Wildfire – All terrain vehicle – Complementary crewed

In addition, our drone (aerial) capability will be introduced after being agreed in our previous Plan. This capability will be managed by the Protection team as it will also be used day to day to support their work auditing high risk premises.

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

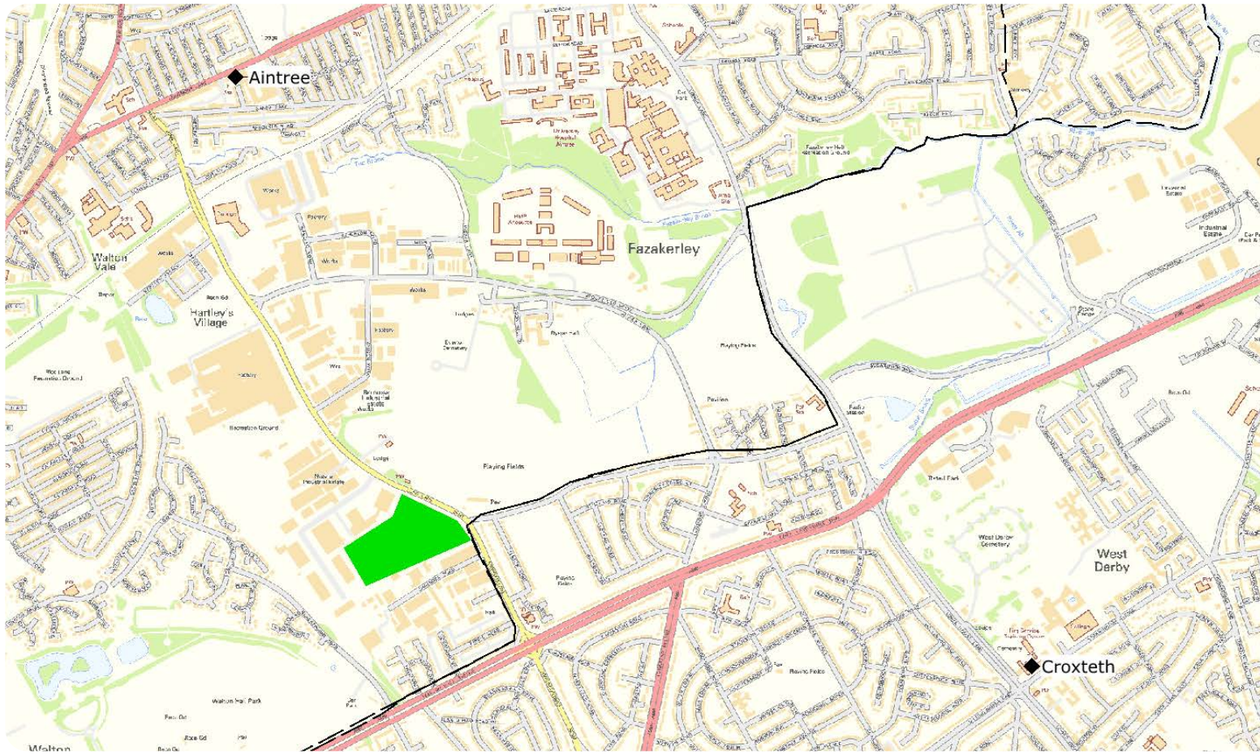
Also, we will continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand such as during the Covid 19 pandemic. This expands our previous IRMP action to enter into Emergency Medical Response alongside the Ambulance Service.

TRAINING & DEVELOPMENT

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

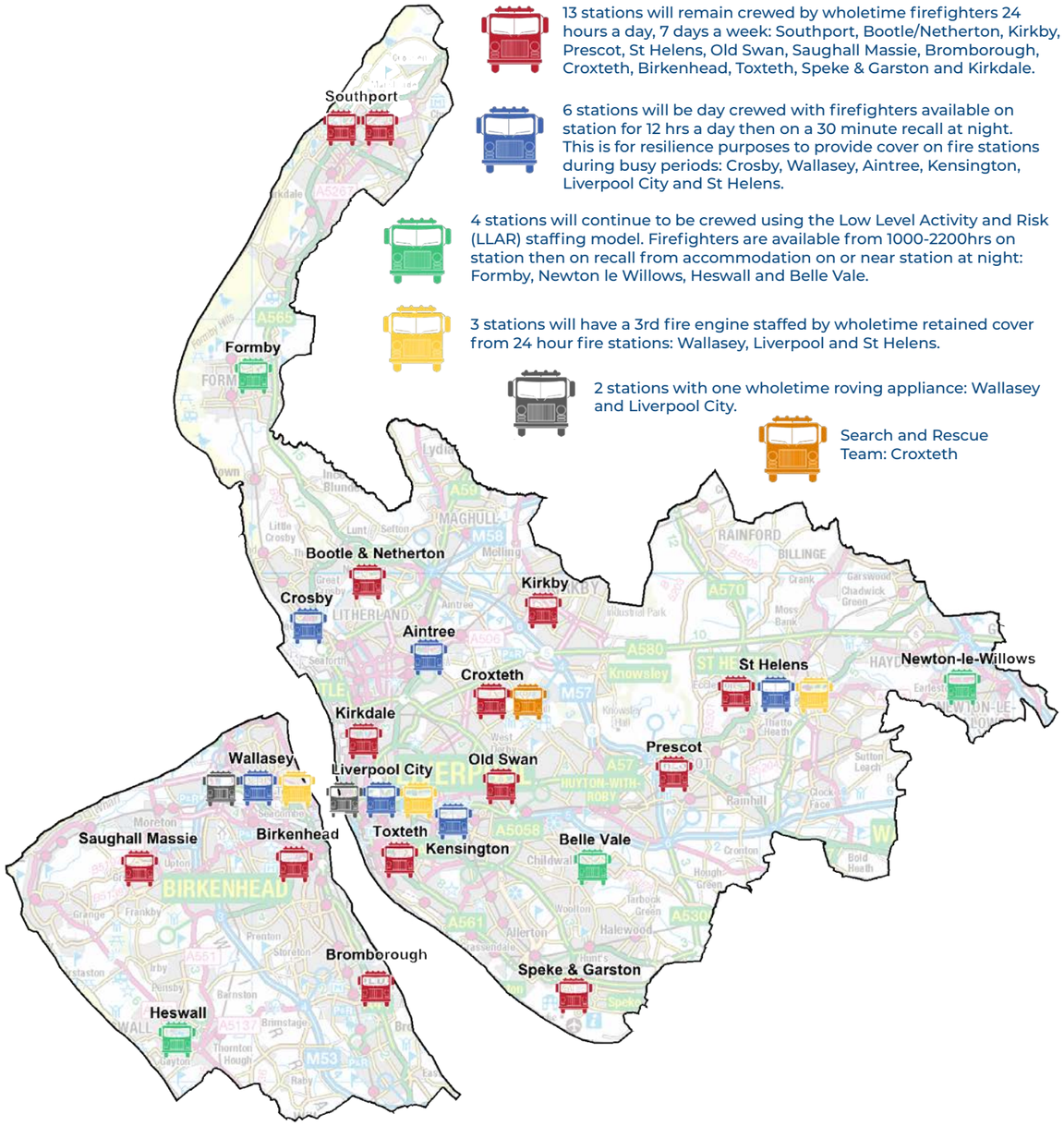
We want to:

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



The maps below show how our fire engines are currently located and crewed compared to how they would be located and crewed if the proposed changes were approved and the new Training Academy and fire station is approved at Long Lane, Aintree. The totality of the changes, including the location of specialist appliances, are captured in the map in Appendix 4.

CURRENT RESPONSE
IRMP SUPPLEMENT 2019-2021



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

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

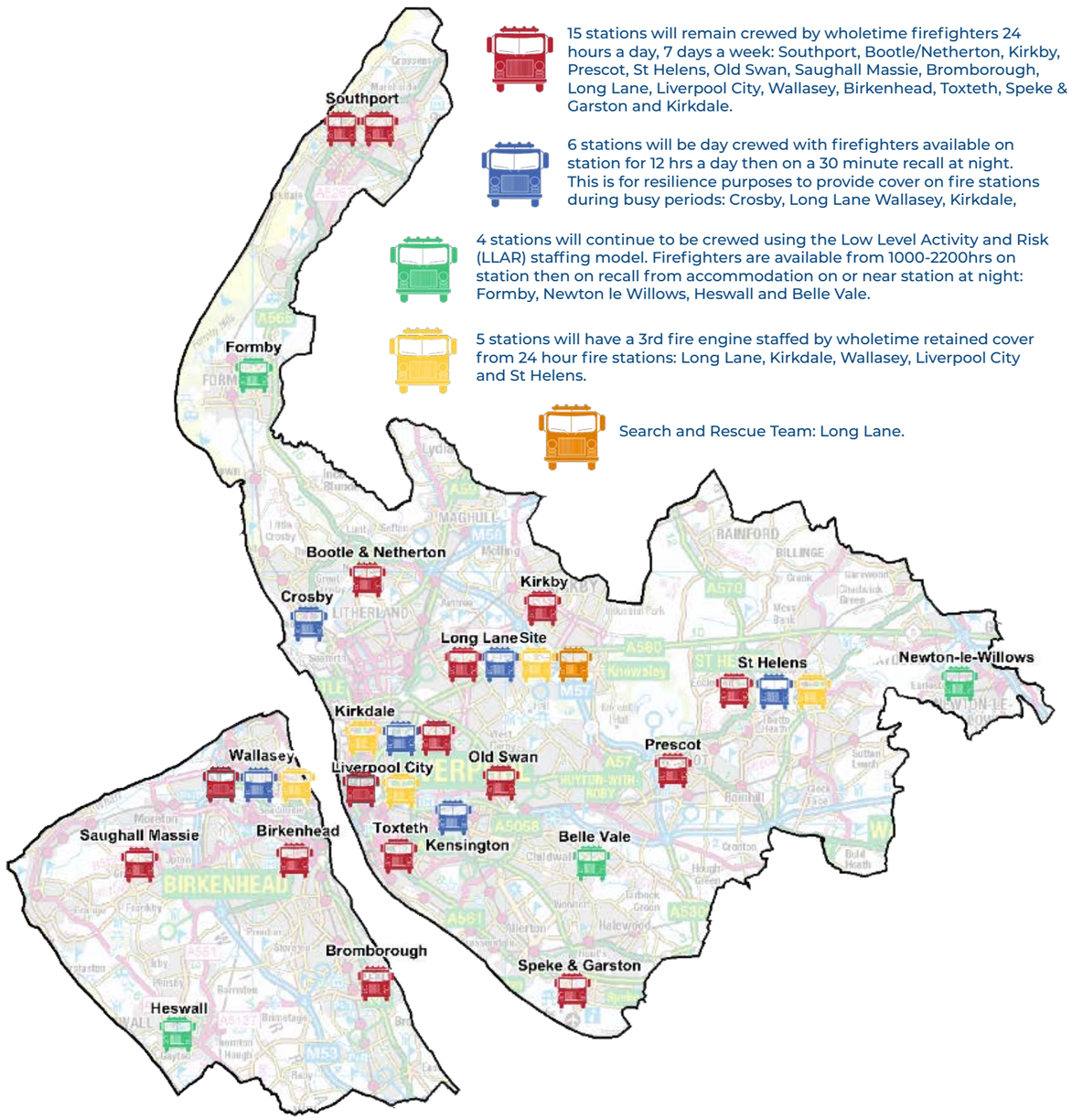
4 stations will continue to be crewed using the Low Level Activity and Risk (LLAR) staffing model. Firefighters are available from 1000-2200hrs on station then on recall from accommodation on or near station at night: Formby, Newton le Willows, Heswall and Belle Vale.

3 stations will have a 3rd fire engine staffed by wholetime retained cover from 24 hour fire stations: Wallasey, Liverpool and St Helens.

2 stations with one wholetime roving appliance: Wallasey and Liverpool City.

Search and Rescue Team: Croxteth

RESPONSE PROPOSALS
IRMP 2021-24



15 stations will remain crewed by wholetime firefighters 24 hours a day, 7 days a week: Southport, Bootle/Netherton, Kirkby, Prescot, St Helens, Old Swan, Saughall Massie, Bromborough, Long Lane, Liverpool City, Wallasey, Birkenhead, Toxteth, Speke & Garston and Kirkdale.

6 stations will be day crewed with firefighters available on station for 12 hrs a day then on a 30 minute recall at night. This is for resilience purposes to provide cover on fire stations during busy periods: Crosby, Long Lane Wallasey, Kirkdale,

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

5 stations will have a 3rd fire engine staffed by wholetime retained cover from 24 hour fire stations: Long Lane, Kirkdale, Wallasey, Liverpool City and St Helens.

Search and Rescue Team: Long Lane.

PREVENTION

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

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

PROTECTION

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

We want to:

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

PREPAREDNESS

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

We want to:

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

NATIONAL RESILIENCE

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

We want to:

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

FINANCE

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

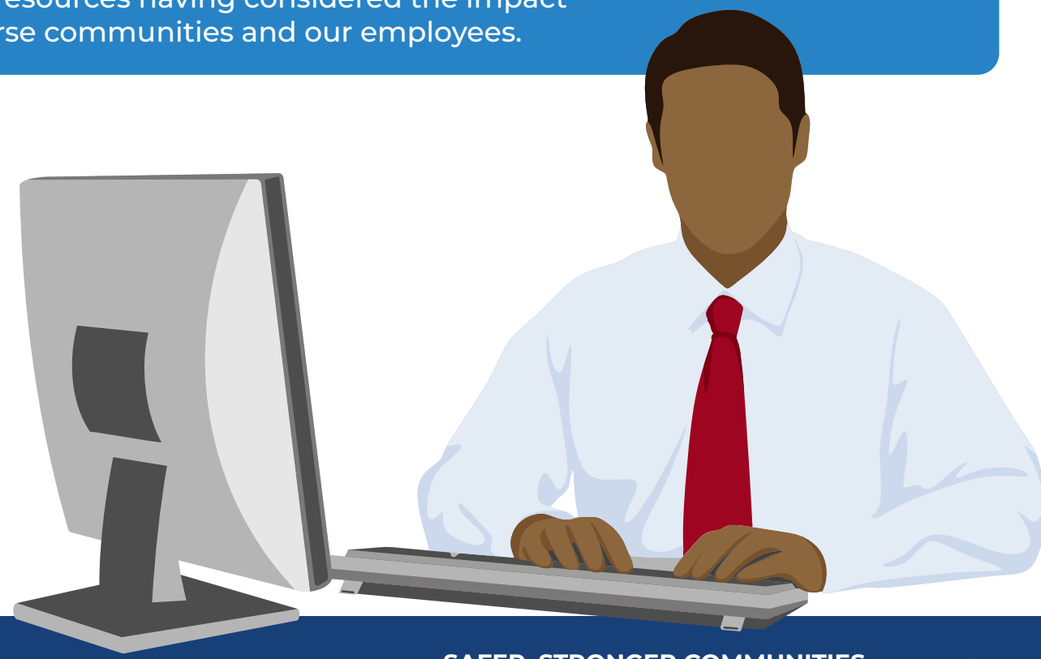
PRINCIPLE 1
To allocate resources in a way that contributes towards the achievement of MFRA's Mission, Aims and Outcomes.

PRINCIPLE 2
To continue to seek to avoid compulsory redundancy (if possible, given the difficult financial circumstances).

PRINCIPLE 3
To choose budget options which minimise negative impact on the delivery of front line services or on firefighter safety.

PRINCIPLE 4
To consider budget approaches which ensure the right balance between local and national funding levels and considers the views of local people on the right level of council tax balanced against aspirations for service levels.

PRINCIPLE 5
To allocate resources having considered the impact on our diverse communities and our employees.



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

During 2010 to 2020 the Government implemented an austerity plan in an attempt to reduce national debt. A significant element of the plan was to reduce the level of Government funding for local government (this includes fire and rescue authorities).

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

In 2010 the Authority:

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

The current budget provides for:

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

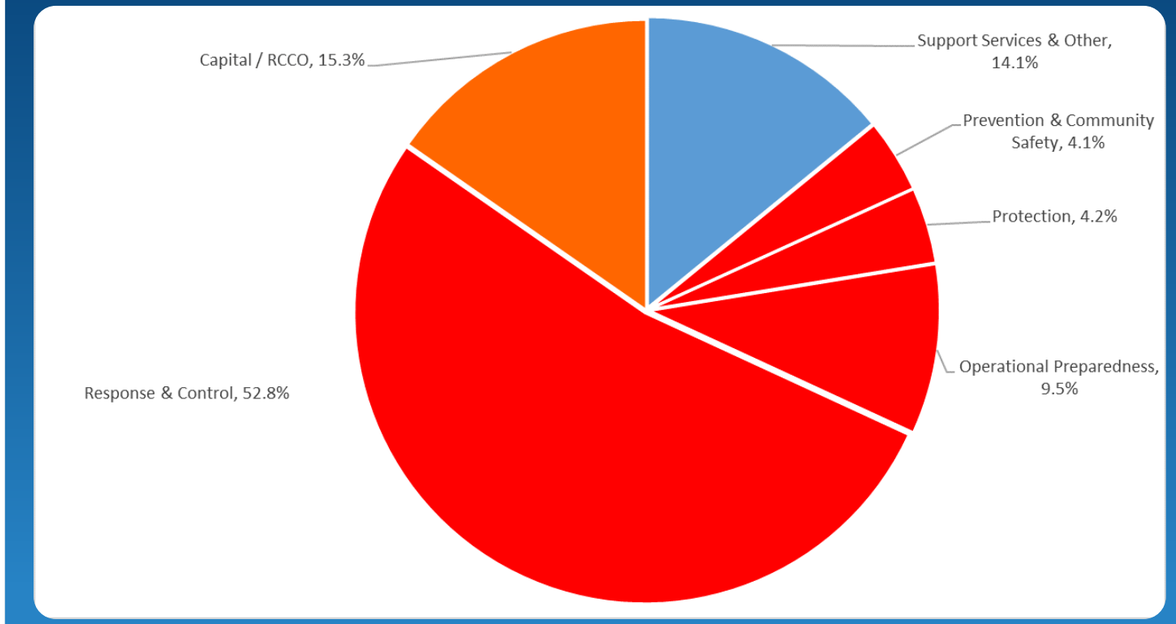
The updated MTFP covers a five-year period, 2021/2022 – 2025/2026. It takes into account the Government's 2021/2022 financial settlement and delivers a balanced financial position in 2021/2022 and 2022/2023. A potential financial challenge from 2023/2024 has been identified but due to significant uncertainty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

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

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

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

2021/22 NET BUDGET BY SERVICE



Our Medium Term Financial Plan (MTFP) provides more information. You can view our MTFP in Agenda Item 6 of the 25th February 2021 Budget Authority Meeting here.

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

EQUALITY, DIVERSITY & INCLUSION

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

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

OBJECTIVE 1
Create a strong Inclusive organisation that is positive to rising to the future challenges we face.

OBJECTIVE 2
Ensure that people from diverse communities receive equitable services that meet their needs.

OBJECTIVE 3
Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

OBJECTIVE 4
To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion

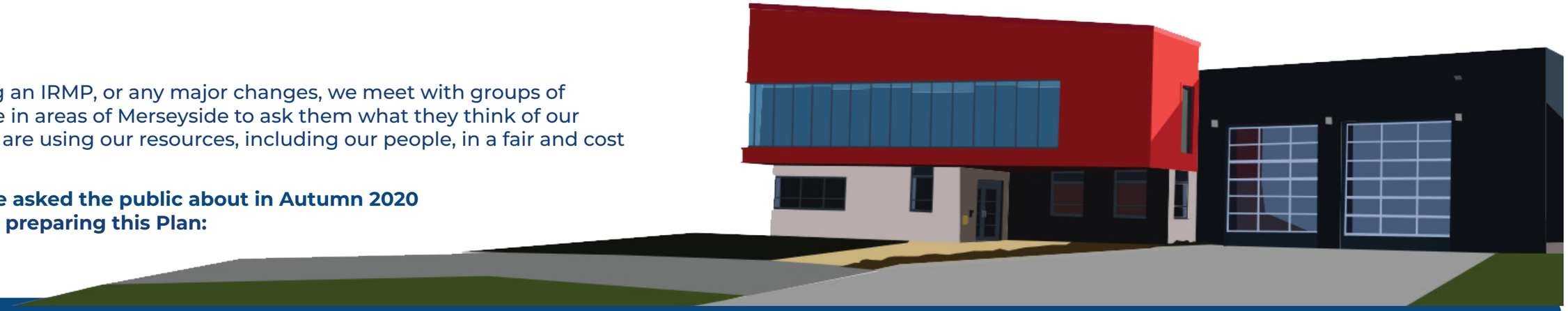
OBJECTIVE 5
To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors

During the consultation on this Plan we will consider the impact of our proposals on the nine protected groups*. Full details of our Objectives can be found in Appendix 2.

CONSULTATION & ENGAGEMENT

When planning an IRMP, or any major changes, we meet with groups of people who live in areas of Merseyside to ask them what they think of our ideas and if we are using our resources, including our people, in a fair and cost effective way.

This is what we asked the public about in Autumn 2020 when we were preparing this Plan:



If possible and financially viable, we are considering:

- Maintaining 642 firefighters as a minimum, whilst increasing our retained capabilities
- Increasing diversity through continued 'positive action' recruitment, so our staff reflect the communities we serve
- Directing Prevention activity toward the areas of highest deprivation and the most vulnerable
- Further increasing the number of Protection officers in light of Grenfell Tower Inquiry and recommendations
- Aiming to increase resilience (by increasing the number of fire engines to 30 if possible) – e.g. by introducing innovative duty systems such as Hybrid stations
- Enhancing specialist and non-specialist capabilities for terrorist incidents – providing additional kit and equipment to firefighters
- Ensure specialist capabilities reflect foreseeable risk – and are located/ deployed based on that risk – procure 45m combined platform ladder
- Assist the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/ other emergencies)
- Work with NWAS to integrate demand management plans including Emergency Medical Response
- Enhancing firefighter training (e.g. high rise incidents, terrorist attacks, marine response, EMR, flooding and wildfire etc.) by building a new training facility that is fit for purpose and reflects new/emerging foreseeable risk
- Using any new training centre to deliver National Resilience training and external courses
- Ensuring all its fire stations are fit for purpose and meet its aspirations/ equality duty

As you will have seen, we have based our proposals on what we discussed with the public.

OUR PLANNING PRINCIPLES

We have a set of Planning Principles (below) agreed with the people attending our engagement meetings in 2016/17 and we have checked them with the public every year since then. While developing ideas for this Plan we have considered these principles again.

The public and Fire Authority would:

- like MFRS to maintain a standard 10-minute response to all life-risk incidents across Merseyside, rather than have some areas fall outside of that standard
- prefer MFRS to use wholetime (full-time) firefighters to protect its communities rather than retained firefighters
- like MFRS to secure long-term solutions that protect staff moving forward
- wish to avoid compulsory redundancy
- prefer to keep stations open using different duty systems than close stations unless response times can be improved or maintained
- want performance against the response standard to be a determining factor when implementing change
- expect MFRS to resource to meet the demands placed on the service
- increased focus on Protection as a result of the Grenfell Tower inquiry and recommendations
- expect MFRS to maximise its productivity to protect the public
- like MFRS to keep prevention at the forefront of its work
- support MFRS assisting the ambulance service when it is facing a surge in demand, like that experienced through the pandemic (whilst maintaining response to fires/other emergencies)
- like to see blue light collaboration not integration
- understand the need to MFRS to deliver a balanced budget in line with its medium term financial plan.

The main findings of the Autumn 2020 public engagement meetings were:

- There was support for MFRS factoring risk, demand and vulnerability into the way it uses its resources
- MFRS' previous actions were considered reasonable
- MFRS' Planning Principles were largely considered to be appropriate, but there was support for a couple of 'tweaks'
- Prevention, Protection, Response and Firefighter Training were all thought to be important – but Response most so
- There was strong support for MFRS' 'proposals'

We will consult on this draft Plan for 12 weeks from **1st March to 24th May 2021.** This consultation will involve sending the Plan to fire and rescue services, Merseyside councils, Merseyside Police and North West Ambulance Service, as well as libraries and One Stop Shops. An online survey will be available for all stakeholders.

Thank you for helping us to make Merseyside safer and stronger.

APPENDIX 1

RISK

The process of preparing the 2021-24 has involved consideration of risk, demand and vulnerability. The IRMP 2021-24 provides details of the key risks in Merseyside as identified through extensive work around the around the National Security Risk Register and the Community Risk Register created by the Local Resilience Forum https://www.merseysideprepared.org.uk/

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

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

We then looked at how we can reduce risk against these incident types:

- Developing a realistic training and exercise programme ensures our plans are robust and fit for purpose
- Core training and eLearning prepares staff for all incident types
- Developing our specialist capabilities, including specialist teams and tactical advisor roles supports our response
- Enhanced training - high rise buildings, terrorist attack, marine response, flooding and wildfire supports how we respond
- Working with the business community and Merseyside Resilience Forum helps us improve the multiagency response
- Supporting business owners/occupiers to comply with the law and taking action when they do not comply helps reduce incidents.

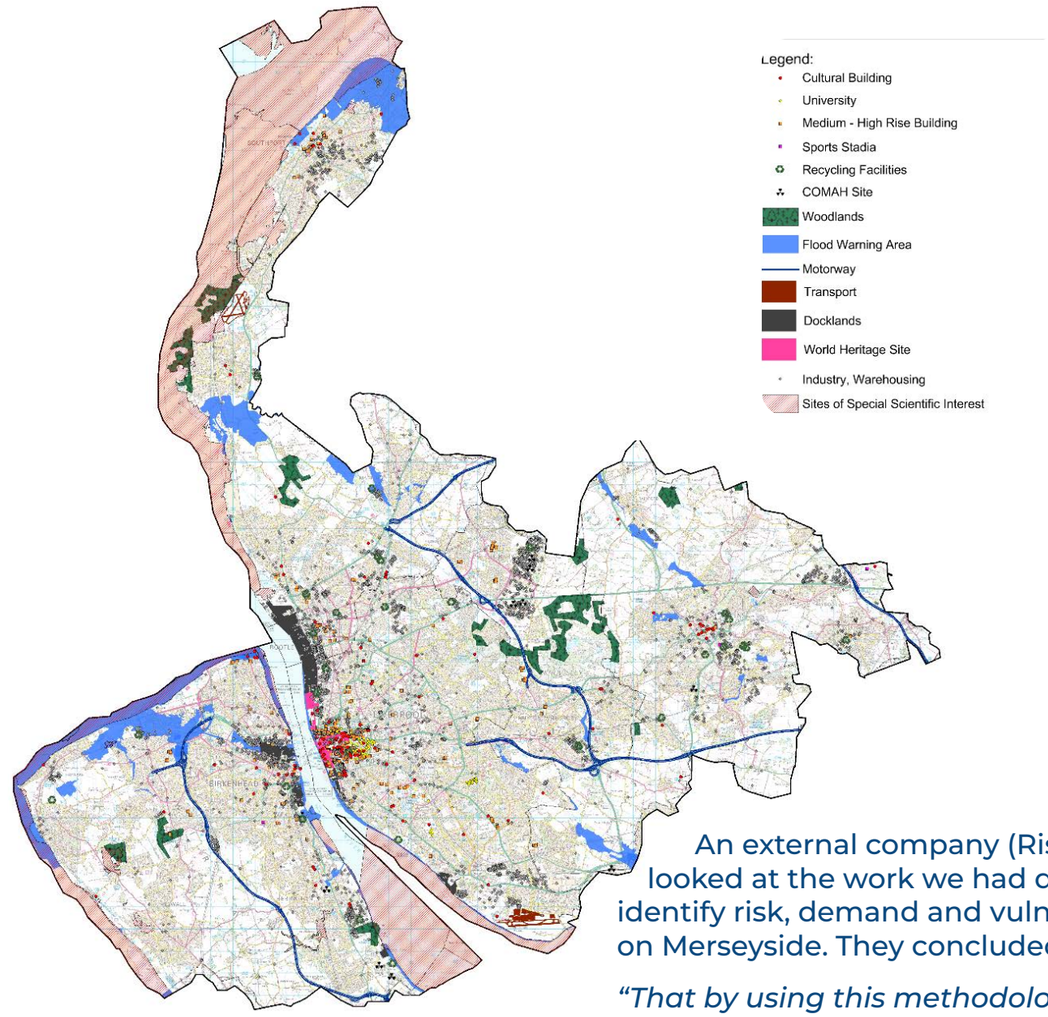
Knowing the foreseeable risks we face on Merseyside has allowed us to create the map on page 51.

Understanding where our risks are helps us plan where to put specialist equipment; e.g. a 45m Combined Platform Ladder where most high rise buildings are; in Liverpool City Centre.

Also, our research tells us that there are areas of Merseyside that are vulnerable because of where they are such as flooding around coasts and waterways, wildfires in woodland and large fires in industrial areas. We know where these areas are and we plan to meet these risks.

There are also areas and buildings with huge cultural and economic value to the region. Our role is to protect these assets, the loss of which could be catastrophic. We have plans in place to prepare, protect, prevent and respond for some of these historic and valuable assets. Below is a map showing these vulnerable areas.

MAP IDENTIFYING POTENTIAL RISKS IN MERSEYSIDE



This also helps us understand vulnerable environments in Merseyside (flood plains, sand dunes, Sites of Special Scientific Interest etc.) and this helps us plan the work we do to prevent contaminants enteringwater courses during incidents.

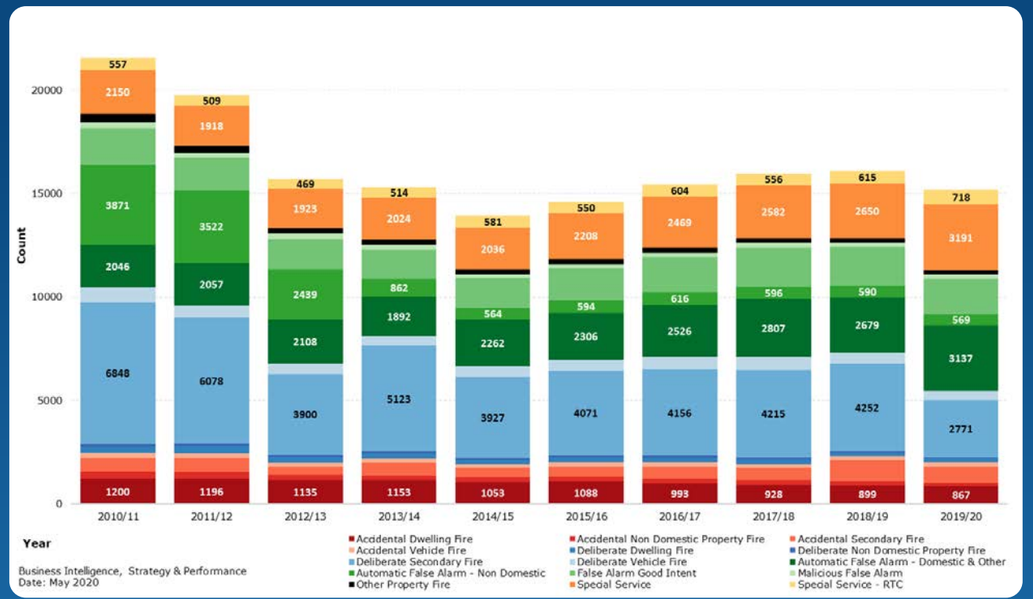
An external company (Risktec) looked at the work we had done to identify risk, demand and vulnerability on Merseyside. They concluded:

"That by using this methodology MFRS can make a direct link between the outcomes of the National Security Risk Assessment workstream and the IRMP. This will enable the Service to develop its approach to risk management and inform its view on the themes of Risk, Demand and Vulnerability".

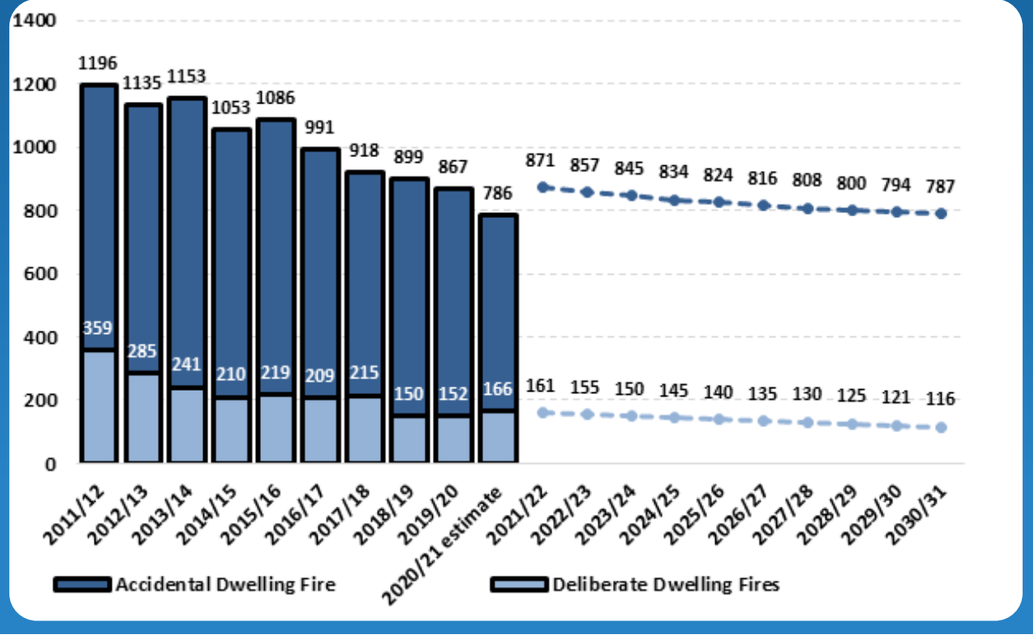
DEMAND

The majority of incident types have reduced over the last 10 years influenced by our Prevention and Protection activity, with the exception of some Special Service calls. In 2020/21, Incidents where we have helped partner agencies (such as the Police) were double the same period of the previous year. This is not a concern, as we have actively tried to help partners in this way.

10 YEAR DISTRIBUTION OF INCIDENTS BY TYPE



DWELLING FIRE INCIDENTS ATTENDED AND PROJECTED

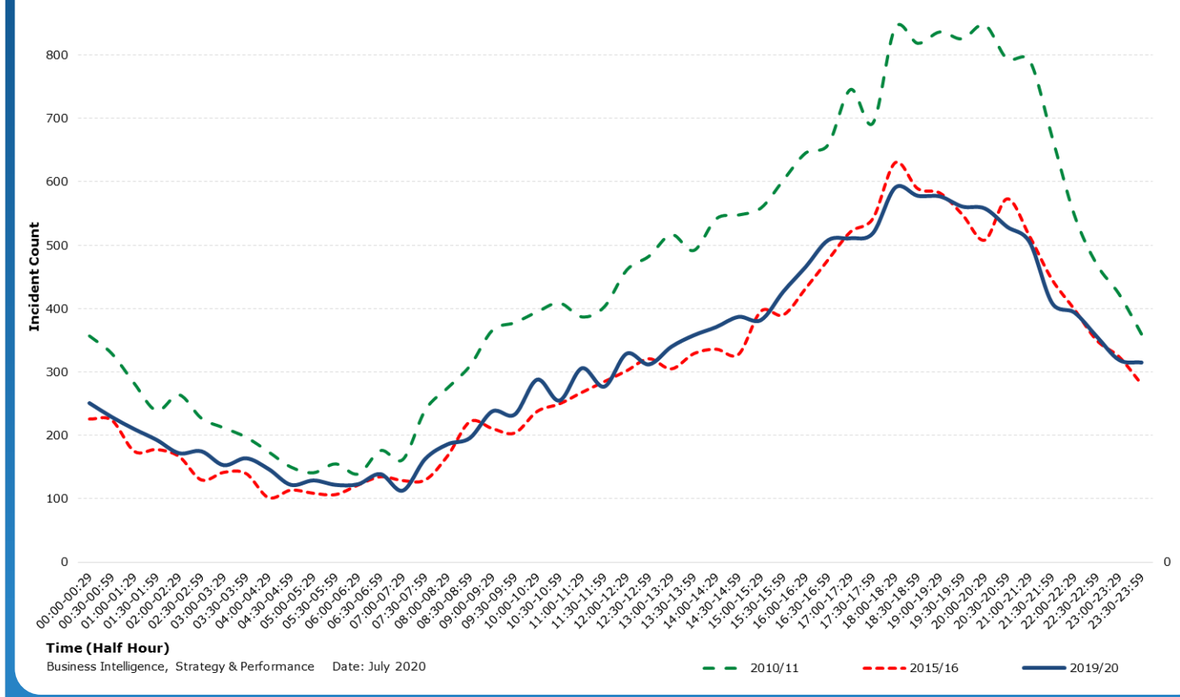


We also know that demand fluctuates between the day and night, crews are twice a busy during the day than at night. Using this knowledge, we can have fire engines ready to respond, in the right place at the right time.

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

	Day	Night
Count	48,879	28,409
Proportion	63.24%	36.76%

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



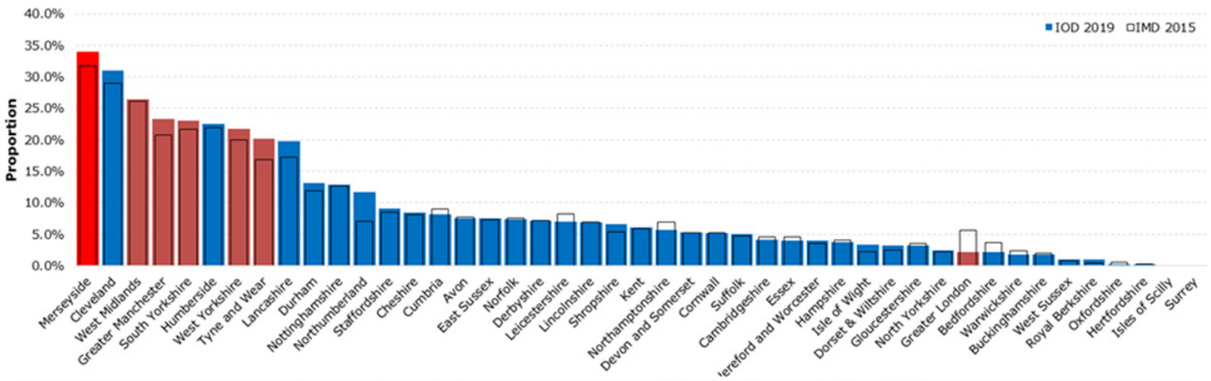
VULNERABILITY

Vulnerability presents itself in many different ways. Merseyside Fire and Rescue Service has a strong track record in supporting those who are most vulnerable whether on an individual basis through the delivery of a “Safe and Well” check or “Arson/ Hate Crime Risk Assessment” or working in communities with partners to improve environmental outcomes and reduce health inequality.

Through analysis of our data we know that:

- Accidental Dwelling Fire fatalities can occur anywhere
- There are more Accidental dwelling fires in deprived areas
- The majority of victims are above the age of 75, male and live alone
- Smoking is still one of the main causes of fire.

PROPORTION OF LSOAs IN INDICES OF DEPRIVATION 2019 MOST DEPRIVED DECILE



Merseyside has the highest proportion of the most deprived areas in England according to the Government’s Index of Deprivation 2019.

The consequences of the Covid 19 pandemic will affect all of us but may have more impact on those communities already facing hardship. Our prevention strategies will be focused on supporting those with greatest need. Merseyside has greater levels of deprived neighbourhoods (as defined within the Government’s Index of Deprivation 2019) and an ageing population.

This has been highlighted this past year (2020/21) due to the COVID pandemic and the number of people identified as “shielded or most clinically vulnerable” within our community. Alongside the clinically vulnerable residents being supported by local councils and NHS partners, there are a number of other groups who may also need support in the coming months and years as a result of the self-isolation and lockdowns with this in mind we will renew our focus on working with the Registered and Private Rented Housing Sector to help us identify those most in need, as well as those aged over 65.

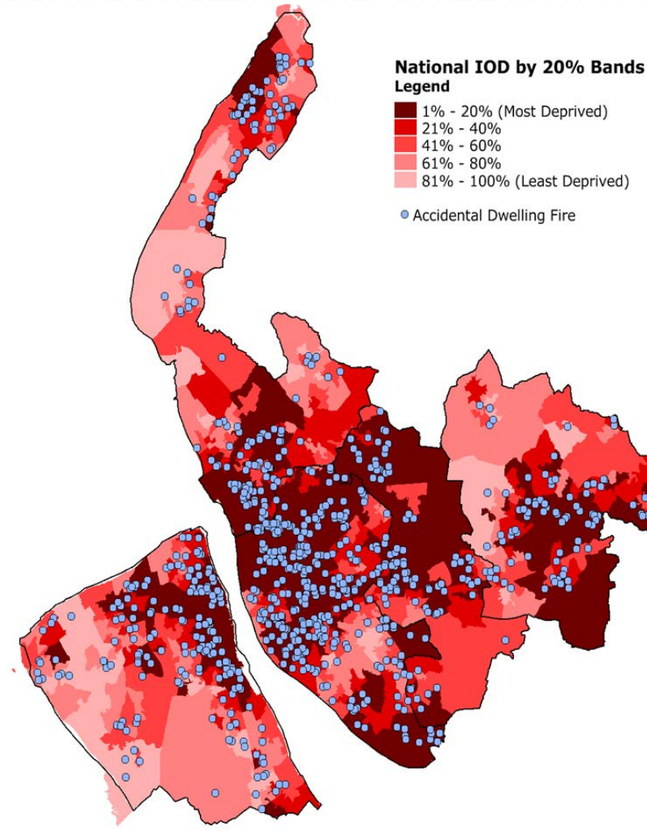
We deliver community reassurance campaigns in line with National and Local priorities; directing our campaigns toward those most at risk has been successful in reducing both accidental fires in the home and deliberate anti-social fires in our communities.

We are fully committed to working together with our partners to keep the public safe and this remains at the heart of everything we do.

Vulnerability is important, so we don't spread our resources evenly.

The map below shows that some areas of Merseyside are more deprived than others and in general the most deprived areas also have the most accidental fires in the home. We also know that vulnerable people can live anywhere, for example, the over 65s, so we focus our Prevention activities in particular areas and on particular types of people.

ACCIDENTAL DWELLING FIRES IN RELATION TO DEPRIVATION



An external company (Risktec) looked at the work we had done to identify risk on Merseyside. They commented:

“...it was clear to the review team that MFRS takes a proactive approach to understanding its community and in its efforts to obtaining data to identify the most vulnerable individuals and communities within their area, and this data is used to target prevention activities in the community”.

APPENDIX 2:
EQUALITY, DIVERSITY & INCLUSION

We are proud of the work that we have been doing in relation to Equality, Diversity and Inclusion and the full details of our Objectives are set out in this section of the Plan. We are happy to report that the Service performs better than most fire and rescue services when we look at the amount of Black and Minority Ethnic (BAME) people we employ as firefighters compared to the Merseyside local population.

The tables on page 57 are from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services State of Fire Report 2019.

They said: *"A diverse workforce should offer a broad range of experiences and backgrounds. Diversity can help to improve innovation, decision making and service to the public. Services also need a diverse workforce to be able to draw from the widest possible pool of available talent".*

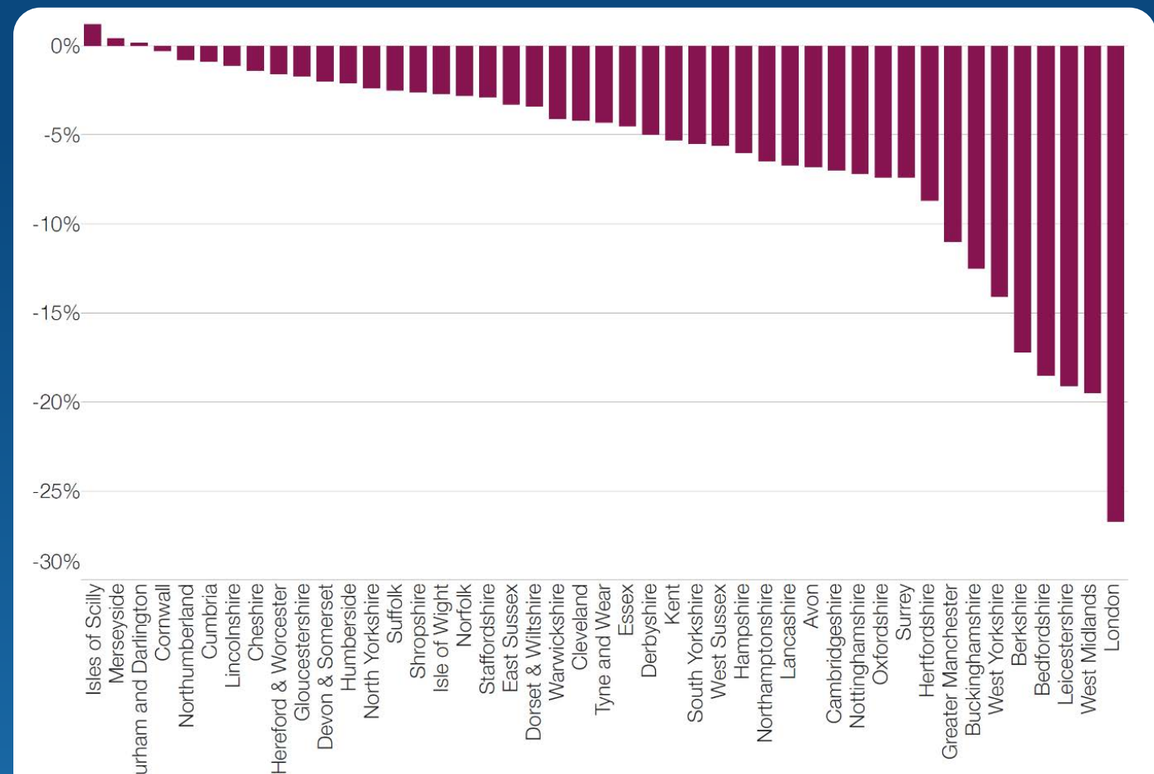
According to the 2011 Census, 14.6 percent of the English population were from an ethnic minority group. A very small number of services are representative of the communities they serve in terms of ethnicity, but the vast majority are not. Merseyside is one of the few fire and rescue services where the percentage of BAME staff is representative of the BAME population in the local area.

The percentage of female firefighters varies hugely across English fire services. In 2019, the percentage ranged from 2.9 percent to 15.6 percent of all firefighters. Merseyside FRS have the second highest number of female firefighters in England at 10%.

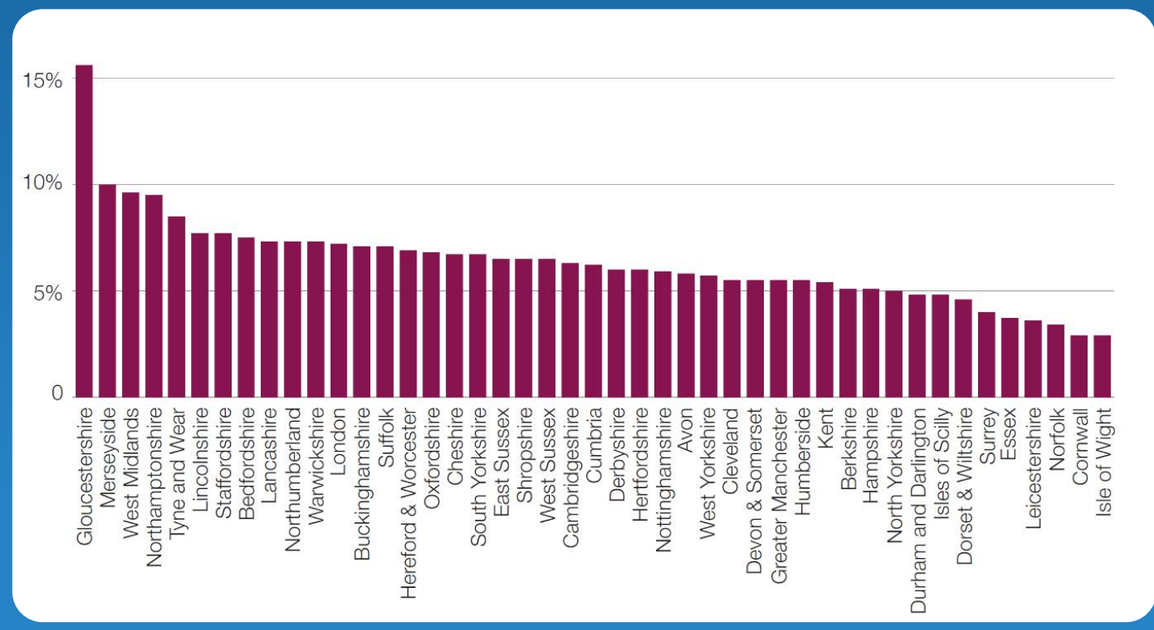
The good performance we've seen in relation to BAME and female firefighters is the result of our commitment to equality, diversity and inclusion across the Service and the way we consider that in the services we provide and the way we recruit new staff.

We want to carry on embedding equality, diversity and inclusion and with the help of our staff networks we have revised our Objectives to better reflect where we are now and what we want to do next.

PERCENTAGE POINT DIFFERENCE BETWEEN THE SERVICE'S BAME RESIDENTIAL POPULATION & ITS BAME FIREFIGHTERS AS AT 31ST MARCH 2019



PERCENTAGE OF FEMALE FIREFIGHTERS AS AT 31ST MARCH 2019



EQUALITY, DIVERSITY & INCLUSION OBJECTIVES

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

OBJECTIVE 1
Create a strong Inclusive organisation that is positive to rising to the future challenges we face.

OBJECTIVE 2
Ensure that people from diverse communities receive equitable services that meet their needs.

OBJECTIVE 3
Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

OBJECTIVE 4
To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion

OBJECTIVE 5
To continue to aspire for equality, diversity and inclusion excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors

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

Objective 1 Create a strong cohesive organisation that is positive to rising to the future challenges we face.	
Action	• Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups • Delivering Positive Action programmes across all occupations, for recruitment, progression and retention where under representation exists, and learning from and sharing results • Work across all departments to increase knowledge and understanding of what is needed to carry out a role and how to progress e.g. understanding fitness tests for new recruits and pathways for progression • Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as employer of choice to those groups underrepresented in our workforce • Encourage staff to act as role models at all levels throughout the organisation • Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief • Working with all our staff to ensure that MFRA is an inclusive place to work, where everyone feels they can be themselves. • Continue to work with our Senior Sponsors and staff networks to ensure that MFRA is an inclusive place to work • Reviewing progression and promotion across all levels of the organisation to understand any perceived barriers to promotion and progression and addressing them
How we will measure our success	We will see: • Increased diversity in our workforce and volunteers, at all levels, in order to reflect the local community we serve • Increased applications for vacancies, at all levels, by people from the protected groups currently under represented • We will be clearly supporting the progression, promotion and retention of staff across the organisation and especially those from currently underrepresented groups
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: We'd like our workforce to better represent the makeup of our communities and will work to encourage applications from under-represented groups when we carry out any internal or external recruitment	

Objective 2
Ensure that people from diverse communities receive equitable services that meet their needs.

Action	• Carry out activities to help us know and understand our diverse communities including: - Gathering data and intelligence to help us know and understand our diverse communities better in line with our legal responsibilities and best practice such as the National Fire Chiefs Council Strategic Improvement Plan and the Equal Access to employment and services summary - Engaging with diverse communities to understand their needs in relation to the services we provide - We will standardise the data we collect and use it to evaluate what we do and target services at the most vulnerable people and communities - Improving Equality Monitoring of the services we deliver to our communities (e.g. HFSC Monitoring, Business Safety Audits) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation • Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve
How we will measure our success	We will have meaningful data and information that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses) and services that meet their needs.

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
This work will strengthen our services to meet the needs of a wide range of diverse communities. By understanding people's needs and carrying out engagement we can ensure that those groups are fully supported by the Fire and Rescue Service to help reduce risk.

Objective 3
Reducing fires and other incidents amongst vulnerable people in the protected groups and deprived areas

Action	• Continuing to prioritise Home Fire Safety Checks for vulnerable people and in vulnerable places • To continue to work closely with Businesses owned and/or operated by people from protected groups to aid increased fire safety amongst those groups • Continuing to engage with young people and others in deprived areas to reduce anti-social behaviour • Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, Business Safety Audits, hate crime and safeguarding • Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents • To use social media and other communication channels as a platform for safety messages and other campaigns, measuring the impact
How we will measure our success	• We will contribute to a reduction in fires, deaths and injuries and other relevant incidents. • We will contribute to increasing the knowledge, understanding and importance of Fire safety to residents and business owners across Merseyside

How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability:
By better understanding the impacts for diverse community groups in terms of Fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of: Age, Gender, Ethnicity, Religion, LGBT and Disability

Objective 4 To ensure that all staff can undertake their role whilst understanding the need for and the benefits of equality, diversity and inclusion*	
Action	• Continued development and delivery of equality and diversity training • Embedding Equality and Diversity in our volunteering programmes and youth engagement. • Helping Authority Members understand their role in scrutinising the organisation's delivery of equality and diversity outcomes • Carrying out Equality Impact Assessments ensure that our Policies and services maximise any positive impacts and minimise any negative impacts on people from protected groups. • Creating a diverse supplier base for goods and services in our procurement procedures • Supporting and recognising the work of our staff networks in helping MFRA to understand and better support our diverse groups of staff and their contribution to the organisation. • The continued development of the Senior Sponsors roles within the organisation to support our staff networks and promote key issues related to their chosen protected characteristic • Using staff survey results to understand levels of engagement in relation to the protected groups
How we will measure our success	• Staff will feel better equipped to manage their functions and delivery of services to all communities in an inclusive way. This could be measured through: - Staff Engagement Surveys - The assessment of outcomes delivered to different groups - Community feedback from after the incident reports and other customer satisfaction surveys - Monitoring the impact of training sessions completed around Equality and Diversity - Reviewing the grievance, complaints and disciplines to ensure there is no disproportionate impact. • We will see an improvement in levels of engagement amongst staff from the protected groups
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand and meet the needs of different protected groups and foster good relations between groups	

Objective 5 To continue to aspire for ED&I excellence; measuring ourselves against best practise and benchmarking tools within the Fire & Rescue Service and other sectors	
Action	• Undertake an external ED&I Audit to identify and assess our current ambitions and identify key targets • Identify external benchmarking tools and awards currently available within ED&I sectors
How we will measure our success	• We will use external ED&I audit to identify our current position and identify key areas for development moving forward, seeing improvements as a result. • We will assess those results by undertaking external benchmarking such as the Employers Network for Equality and Inclusion (ENEI), assessment against the NFCC Strategic Improvement Plan and undertaking the Disability Confidence peer review to achieve Level 3 (Disability Confident – Leader)
How this impacts on Equality and Diversity: protected characteristics – Age, Gender, Ethnicity, Religion/Belief/LGBT and Disability: Taking part in an assessment helps us to integrate our commitments to promote equality and diversity across all functions of the organisation. This assists with meeting the Equality Act 2010 – Public Sector Equality Duty to ensure that we are having due regards to the needs of staff and public we serve around the 9** protected groups.	

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

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

APPENDIX 3:
PREVIOUS IRMP

Our previous IRMP commitments to you – some highlights since our last Plan

- We are delivering three firefighter courses a year which has helped us achieve an increase to 642 firefighter posts service-wide
- We completed the mergers of four stations; Upton and West Kirby to a new station at Saughall Massie and then St Helens and Eccleston to a new fire station in St Helens town centre. This allowed us to open two new modern fire stations to replace end of life stations in places where we could maintain our Response Standard
- We have increased the number of available fire engines by the introduction of the 'Hybrid' duty system at three locations; Liverpool City, Wallasey and St Helens, this system combines elements of Days, Nights and Retained duty systems whilst also maintaining immediate cover with at least one 24/7 fire engine
- We have improved our emergency response and resilience by increasing the number of fire engines from 26 to 30 through new and innovative working patterns changing wholetime shifts to days only crewing (with retained cover provided at night)
- We have reviewed the location of our specialist appliances to determine what is the most suitable location based on the risk and demand in the area, this is ongoing and will continue into this new Plan
- MFRA are the National Resilience Lead Authority and this fully embedded within the organisation
- MFRS Prevention Advocates are delivering Safe and Well visits to vulnerable people across Merseyside alongside Home Fire Safety Checks delivered by operational crews and Prevention staff
- We have developed a team of volunteers to support engagement events, work with other community stakeholders to identify vulnerable people and to support the service directly in the delivery of community reassurance and CFOA themed campaigns
- MFRA remain committed to working with NWAS to support their response and during the Covid pandemic we have worked closely with our blue light partners assisting in food and prescription delivery, driving ambulances and face fitting masks for NHS and care staff
- Our Detection, Investigation and Monitoring team (part of our approach to National Resilience) currently trains with Merseyside Police Matrix team to enhance response capability to major incidents
- North West Ambulance Hazardous Area Response Team are based at Croxteth fire station this means that fire and rescue and ambulance service teams work closely together
- Cross border risk information is now being shared with other fire and rescue services
- Cross border training with our neighbouring FRS's supports that sharing of risk to make sure we can help each other to fight fires just over our borders
- A risk based fire safety inspection programme for commercial premises has been developed and implemented so we can work with building owners to help them make sure that the highest risk buildings in Merseyside are safe.

ALTERNATIVE FORMATS

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside, we have included this document on our website which can be accessed from our webpage https://www.merseyfire.gov.uk/about/equality-diversity-and-inclusion/

We also provide a free speech, reading and translation service using ReciteMe to help people who require online reading support access our documents this can be located on the front page, top right of our website by clicking the button called "Accessibility".

If you would like a copy in Arabic, Bengali, Chinese, French or Somali, please contact us:

BY POST: Diversity Team
Merseyside Fire & Rescue Service
Service Headquarters
Bridle Road
Bootle
Liverpool
L30 4YD

BY PHONE: 0151 396 4422

BY EMAIL: diversityteam@merseyfire.gov.uk

ARABIC

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

BENGALI

আপিন আরিব, বাংলা একিট কিপ চান, চীনা, ফরাসি বা েসামালি করুন েযাগাে যাগ ডাইভারিসিট দল আমাে দর, MF & আরএস সদর, রশ্মি েরাড, Bootle, িলভারপুল L30 4YD. েটিলেফান এবং িমিনকম 0151 296 4422 বা ইেমইল diversityteam@merseyfire.gov.uk. বৃহত্তর মুদ্রণ এছাড়াও উপলব্ধ.

CHINESE

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

FRENCH

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

SOMALI

Haddii aad rabtid nuqul Carabi, Bangaali, Shinees, Faransiis ama Soomaali fadlan la xiriir kooxda Diversity, Merseyside Fire & Rescue Service, Headquarters Service, Bridle Road, Bootle Liverpool L30 4YD. Telefoonka: 0151 296 4422 ama Email: diversityteam@merseyfire.gov.uk. Sidoo Kale waxaa heli kartaa iyadoo far waaweyn ah.

FIRE AUTHORITY INTEGRATED RISK MANAGEMENT PLANNING OVERVIEW

PLANNING PROCESS

INPUTS	ACTIONS	OUTPUTS
• Performance data • Risk analysis • Demand data • Vulnerability/ demographics information • National expectations	Identify existing risks, demand and vulnerability	Documents showing levels of risk, demand and vulnerability based on analysis of available data
• What we've got? • Where we are? • What we do? • How we do it?	Evaluate effectiveness of current arrangements	Assessment of our: - policies - resources/activities - performance
• Local priorities • Feedback/experience of others • What we'd like • What is feasible	Identify improvement opportunities Determine policies & standards	• Improved balance between prevention & intervention • Policies that deliver fewer incidents, deaths & injuries • Standards for Prevention & Response
Existing policies and service provision	Determine resource requirements	Appropriate resources to meet identified local needs
	Consultation	

APPENDIX 4:

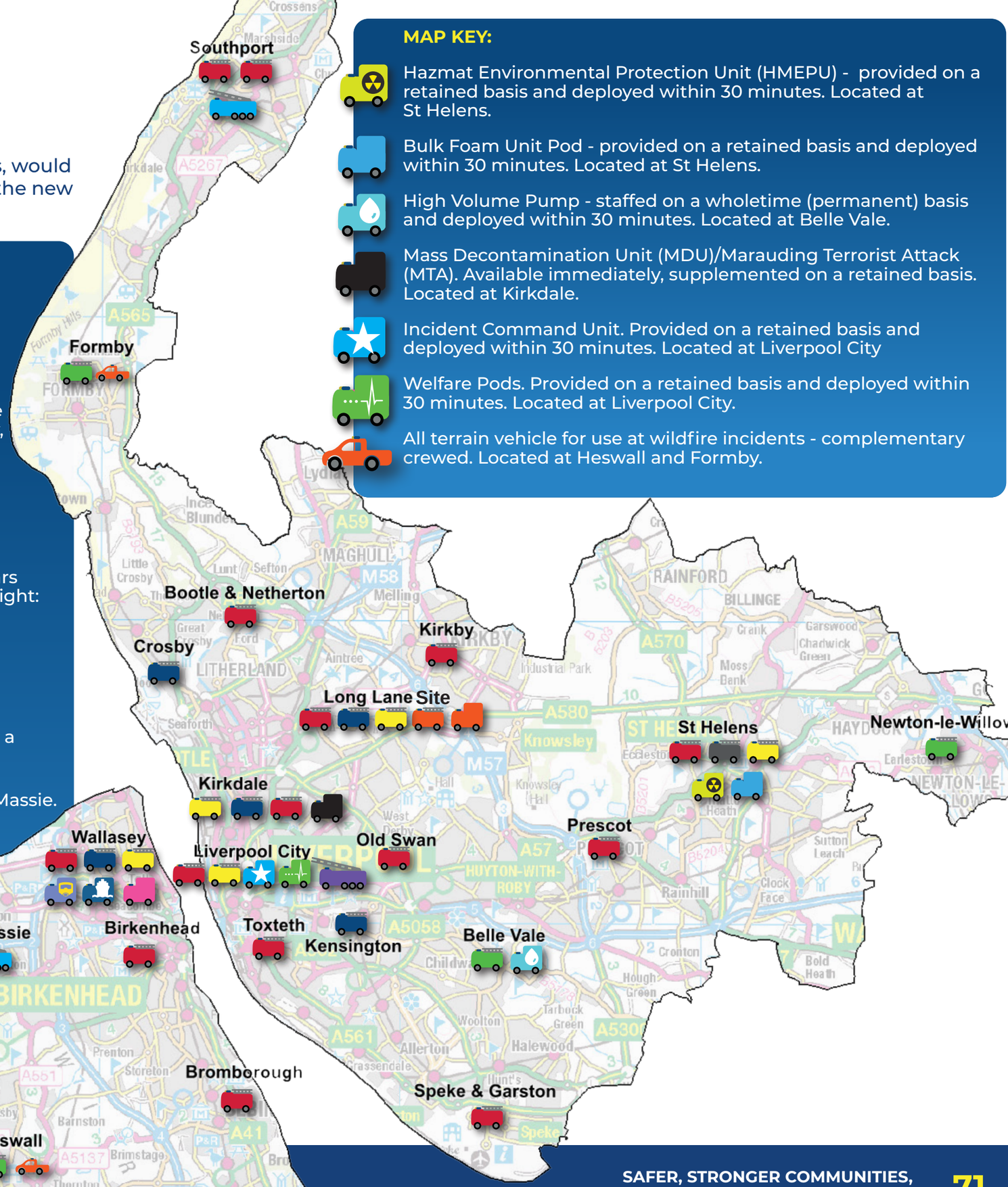
This map shows how our fire engines, including specialist appliances, would be located and crewed if the proposed changes were approved and the new Training Academy and fire station is approved at Long Lane, Aintree.

MAP KEY:

- 15 stations will be crewed by wholetime firefighters available 24/7: Southport, Bootle Netherton, Kirkby, Prescot, St Helens, Old Swan, Saughall Massie, Bromborough, Long Lane, Liverpool City, Wallasey, Birkenhead, Toxteth, Speke & Garston and Kirkdale.
- 6 stations will be day crewed by firefighters available on station for 12 hours a day, then on a 30 minute recall at night. This is for resilience purposes to provide cover on fire stations during busy periods: Crosby, Long Lane, Wallasey, Kirkdale, Kensington and St Helens.
- 5 stations will have a 3rd engine staffed by wholetime retained crew from 24 hour stations: Long Lane, Kirkdale, Wallasey, Liverpool City and St Helens.
- 4 stations will continue to be crewed using the Low Level Activity and Risk (LLAR) staffing model. Firefighters are available from 1000-2200hrs on station then on recall from accommodation on or near station at night: Formby, Heswall, Newton-le-Willows and Belle Vale.
- New Stinger/Scorpion fire engine located at St Helens.
- Search & Rescue Team: Long Lane.
- Urban search & rescue pods. Immediately available, supplemented on a retained basis. Located at Long Lane.
- 34m Combined Platform Ladders located at Southport and Saughall Massie.
- 45m Combined Platform Ladder located at Liverpool City.
- Breathing Apparatus Support Unit (BASU). Provided on a retained basis and deployed within 30 minutes. Located at Wallasey.
- General Purpose Unit (GPU). Provided on a retained basis and deployed within 30 minutes. Located at Wallasey.
- Marine & Tunnel Pods. Provided on a retained basis and deployed within 30 minutes. Located at Wallasey.

MAP KEY:

- Hazmat Environmental Protection Unit (HMEPU) - provided on a retained basis and deployed within 30 minutes. Located at St Helens.
- Bulk Foam Unit Pod - provided on a retained basis and deployed within 30 minutes. Located at St Helens.
- High Volume Pump - staffed on a wholetime (permanent) basis and deployed within 30 minutes. Located at Belle Vale.
- Mass Decontamination Unit (MDU)/Marauding Terrorist Attack (MTA). Available immediately, supplemented on a retained basis. Located at Kirkdale.
- Incident Command Unit. Provided on a retained basis and deployed within 30 minutes. Located at Liverpool City
- Welfare Pods. Provided on a retained basis and deployed within 30 minutes. Located at Liverpool City.
- All terrain vehicle for use at wildfire incidents - complementary crewed. Located at Heswall and Formby.



MERSEYSIDE
FIRE & RESCUE
SERVICE

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