



To: All Members of the Authority



The Protocol and Procedure for visitors attending meetings of Merseyside Fire and Rescue Authority can be found by clicking [here](#) or on the Authority's website: <http://www.merseyfire.gov.uk> - About Us > Fire Authority.

J. Henshaw
LLB (Hons)
Clerk to the Authority

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/NP

Date: 25 June 2019

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **WEDNESDAY, 3RD JULY, 2019** in the Liverpool Suite - Fire Service Headquarters at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

A handwritten signature in black ink that reads "K. Kellaway PP." The signature is written in a cursive style.

Clerk to the Authority

Encl.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

AUTHORITY

3 JULY 2019

AGENDA

1. Preliminary Matters

The Authority is requested to consider the identification of:

- a) declarations of interest by individual Members in relation to any item of business on the Agenda
- b) any additional items of business which the Chair has determined should be considered as matters of urgency; and
- c) items of business which may require the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting (Pages 5 - 18)

The Minutes of the previous meeting of the Authority, held on 13th June 2019, are submitted for approval as a correct record and for signature by the Chair.

3. SERVICE DELIVERY PLAN 2018/19 DEC - MARCH UPDATE (Pages 19 - 66)

To consider Report CFO/039/19 of the Chief Fire Officer, concerning scrutiny of performance against the objectives and performance targets/ outcomes, as set out in the Service Delivery Plan 2018/19 for the period April 2018 to March 2019.

4. HMICFRS Inspection Report (Pages 67 - 190)

To consider Report CFO/040/19 of the Chief Fire Officer, concerning the content of the Service's inspection report by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

5. IRMP supplement 2019/21 post-consultation report (Pages 191 - 302)

To consider Report CFO/038/19 of the Chief Fire Officer, concerning the outcomes of public consultation on the Integrated Risk Management Plan (IRMP) Supplement 2019/21; and to seek approval for the publication of the final, post-consultation version.

6. Scrutiny Committee Forward Work Plan (Pages 303 - 312)

To consider Report CFO/041/19 of the Monitoring Officer, concerning the DRAFT Forward Work Plan for the Authority's Scrutiny Committee; and the involvement of partners/ key stakeholders in some scrutiny reviews.

If any Members have queries, comments or require additional information relating to any item on the agenda please contact Committee Services and we will endeavour to provide the information you require for the meeting. Of course this does not affect the right of any Member to raise questions in the meeting itself but it may assist Members in their consideration of an item if additional information is available.

Refreshments

Any Members attending on Authority business straight from work or for long periods of time, and require a sandwich, please contact Democratic Services, prior to your arrival, for arrangements to be made.

MERSEYSIDE FIRE AND RESCUE AUTHORITY

13 JUNE 2019

MINUTES

Present: Cllr Leslie T. Byrom CBE (Chair) Councillors
Lynne Thompson, Janet Grace, Brian Kenny, Lesley Rennie,
James Roberts, Jean Stapleton, Paul Tweed,
Andrew Makinson, Steff O'Keeffe, Lisa Preston, Del Arnall,
Dan Barrington, Bruce Berry, Angela Coleman, Doreen
Knight, Linda Maloney and Emily Spurrell

Also Present:

Apologies of absence were received from:

17. CHAIR'S ANNOUNCEMENT

Prior to the start of the meeting, the Chair of the Authority paid thanks to the Members who were leaving, or had left the Authority. He thanked them all for their valuable input during their time on the Authority; and commented that they will hopefully be leaving the Authority as ambassadors for the service.

The Chair of the Authority advised that those Members leaving would be presented with a small gift, on behalf of the Authority. He also provided some background information to the provenance of the picture depicted on the gift.

Of those Members leaving the Authority, the Chair advised that Cllr Sharon Connor, Cllr Roy Gladden and Joe De'Asha, were all in attendance. Each was invited forward to be presented with their gift; and to have their photograph taken with the Chair of the Authority and the Chief Fire Officer.

Following the presentation, all Members of the Authority were requested to remain at the end of the meeting, to enable a photograph to be taken of the whole Authority.

Prior to the start of the meeting, information regarding general housekeeping was provided by the Chair to all in attendance.

The Chair confirmed to all present that the proceedings of the meeting would be filmed and requested that any members of the public present who objected to being filmed, make themselves known. No members of the public voiced any objection therefore the meeting was declared open and recording commenced.

At the start of the meeting, the Chair of the Authority invited all Members to introduce themselves.

The Chair then welcomed all new Members; and commented that he hoped they all enjoyed their time on the Authority; and felt as privileged to be here as he does.

The Chair of the Authority then congratulated a previous employee, Joanne Stephens, on being awarded the Queens Fire Service Medal in the recent Honours list.

1. Preliminary Matters

The Authority considered the identification of any declarations of interest, matters of urgency or items that would require the exclusion of the press and public due to the disclosure of exempt information.

Resolved that:

- a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) no additional items of business were determined by the Chair to be considered as matters of urgency; and
- c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting

The Minutes of the previous meeting of the Authority, held on 21st May 2019, were approved as a correct record and signed accordingly by the Chair.

3. Petition

The Chair of the Authority advised Members of the process for receiving petitions. He confirmed that the petitioner will be called to present their petition, which will be limited to five minutes, following which Members will have a further five minutes to ask questions of the petitioner, with any such questions being asked and answered without further discussion.

The petitioner – Mr Brace, was then called to present his petition.

Mr Brace began by referring to two issues which were not part of the petition.

Mr Brace then stated that the petition relates to two issues: the deletion of Standing Order 19.4 within MFRA's Constitution; and changes to MFRA's Meeting Reporting Protocol and Procedure. The specific changes being requested were highlighted.

Mr Brace confirmed that the petition had received 14 signatures.

The Chair of the Authority asked Members if they had any questions in relation to the petition. No questions were raised.

The Chair of the Authority then read out a detailed response following legal advice , in relation to this petition.

It provided clarification around the legislation; and the specific wording of the sections referred to within the Constitution and the Protocol on Reporting at Meetings. It was confirmed to Members that the sections of both documents referred to, comply fully with the legislation. However, the section within the Protocol on Reporting at Meetings, had been amended slightly to provide greater clarification.

Members Resolved that:

The content of the petition; and the response provided, be noted.

4. Election of Chair of the Authority

Nominations were requested for the position of Chair of the Authority for the Municipal Year 2019/20.

Nominee

Cllr Les Byrom - nominated by Cllr Brian Kenny
- Seconded by Cllr James Roberts

No further nominations were made; and this nomination was unanimously agreed.

Resolved that:

Cllr Les Byrom be confirmed as the Chair of Merseyside Fire & Rescue Authority for the Municipal Year 2019/20, and preside over the remainder of the meeting.

5. Election of Vice-Chair of the Authority

The Chair of the Authority advised of the decision to revert back to having two Vice-Chair positions, with each responsible for chairing one of the two main Committees.

Nominations were then requested for the positions of Vice -Chair of the Authority for the Municipal Year 2019/20.

Nominees

Cllr Brian Kenny and:
Cllr James Roberts - nominated by Cllr Les Byrom
Seconded by Cllr Jan Grace

No further nominations were made; and these nominations were unanimously agreed.

Resolved that:

Cllrs Brian Kenny and James Roberts, be confirmed as the Vice- Chairs of Merseyside Fire & Rescue Authority for the Municipal Year 2019/20.

6. Membership of the Authority 2019/20

Members considered Report CFO/035/19 of the Monitoring Officer, concerning changes to the Membership of the Authority for 2019/20.

Members Resolved that:

The content of the report, be noted.

7. Structure of the Authority 2019/20

Members considered Report CFO/036/19 of the Monitoring Officer, concerning the structure of the Authority for the Municipal Year 2019/20.

Members were advised that with the exception of the re-introduction of two Vice-Chair positions, there were no significant changes proposed to the structure of the Authority, with only some minor amendments to the Scrutiny function, which were highlighted within the report.

Members Resolved that:

- (a) The following decision making structure of the Authority and appointments to roles and Committees for 2018/19, be approved:

CHAIR OF AUTHORITY:	CLLR. LES BYROM
Vice-Chairs of the Authority	Cllr. Brian Kenny Cllr. James Roberts

Labour: Group Leader:	Cllr. Les Byrom
Liberal Democrat: Opposition Spokesperson:	Cllr. Andrew Makinson
Conservative: Opposition Spokesperson:	Cllr. Lesley Rennie

Committee	Members
Community Safety & Protection Committee	1 Cllr Brian Kenny (Chair) 2 Cllr Doreen Knight 3 Cllr Paul Tweed

9 Members (7,1,1)	4 Cllr Del Arnall 5 Cllr Jan Grace 6 Cllr Linda Maloney 7 Emily Spurrell 8 Cllr Lynne Thompson 9. Cllr Bruce Berry
Policy & Resources Committee 9 Members (7,1,1)	1 Cllr James Roberts (Chair) 2 Cllr Steff O'Keeffe 3 Cllr Angela Coleman 4 Cllr Lisa Preston 5 Cllr Jean Stapleton 6 Cllr Dan Barrington 7 Cllr Les Byrom 8. Cllr Andrew Makinson 9. Cllr Lesley Rennie
Audit Committee 5 Members (4,(1or1)) (Plus 1 Independent Person)	1 Cllr Steff O'Keeffe (Chair) 2 Cllr Emily Spurrell 3 Cllr Jean Stapleton 4 Cllr Linda Maloney 5 Cllr Andrew Makinson
Scrutiny Committee 9 Members (7,1,1) (Plus 1 Independent Person)	1 Cllr Paul Tweed (Joint Chair/ Scrutiny Lead) 2 Cllr Jan Grace (Joint Chair/ Scrutiny Lead) 3 Cllr Lisa Preston 4 Cllr Del Arnall 5 Cllr Doreen Knight 6 Cllr Angela Coleman 7 Dan Barrington 8 Cllr Andrew Makinson 9 Cllr Bruce Berry

Appointments Committee (3,1,1) Made up of the Chair, Vice Chairs, and Opposition Spokespersons	1 Cllr Les Byrom (Chair) 2 Cllr James Roberts 3 Cllr Brian Kenny 4 Cllr Lesley Rennie 5 Cllr Lynne Thompson
Appeals Committee (3,1,1) Made up of the Chair, Vice Chairs, and Opposition Spokespersons	1 Cllr Les Byrom (Chair) 2 Cllr James Roberts 3 Cllr Brian Kenny 4 Cllr Lesley Rennie 5 Cllr Lynne Thompson

Member Development &	
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Engagement Group (2,1,1)	1 Cllr Jean Stapleton (Chair) 2 Cllr Lisa Preston 3 Cllr Bruce Berry 4 Cllr Lynne Thompson
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b) Should Members be unable to attend a meeting they are appointed to, they are to arrange for an appropriate alternate Member to attend on their behalf, to ensure correct political balance; and inform Democratic Services of such representatives prior to the start of the relevant meeting.

8. Merseyside Fire & Rescue Authority Constitution 2019/20

Members considered Report CFO/034/19 of the Monitoring Officer, concerning the draft amended Constitution for Merseyside Fire & Rescue Authority (the Authority) for 2019/20.

Members were provided with an overview of the report, which highlighted the key changes to the document.

They were advised that some changes had been made with regards to the Terms of Reference for Committees and around scrutiny; and as a result of changes in legislation.

Further changes were also highlighted in relation to Contract Standing Orders, which were mainly in relation to exemptions.

Members attention was drawn to the Officer and Member Relations Protocol, contained within the Constitution, which all Members were urged to read.

Members were advised that if the Constitution is approved, the document will be published onto the Authority's Website; and that all new Members will be provided with a hard copy of the document for their reference; and existing Members provided with updated pages.

Members Resolved that:

- a) The draft amended Constitution for 2019/20, be approved.
- b) The Monitoring Officer to the Authority, be instructed to keep the Constitution under review.
- c) In the light of any changes in legislation, a further report be brought back to the Authority in these circumstances.
- d) The Member/Officer Protocol, which forms part of the Constitution, be noted.

9. Authority Meeting Dates For 2019-20 & 2020-21

Members considered Report CFO/029/19 of the Monitoring Officer, concerning the draft dates for Authority Committee meetings and events for 2019/20; and the draft provisional dates for 2020/21.

Members were informed that occasionally, minor changes need to be made to meeting dates within the year.

They were also advised that once approved, the usual laminated “pocket guides” would be produced and provided to Members.

Members Resolved that:

- a) The schedule of meeting dates and events for 2019/20 (attached at Appendix A and provisionally agreed at the Annual General Meeting on 14th June 2018), be confirmed.
- b) The draft provisional dates for 2020/21 (attached at Appendix B), be noted.

10. Members Allowance Payments 2018/19

Members considered Report CFO/032/19 of the Monitoring Officer, concerning payments made to Members in the form of allowances, during the financial year 2018/19.

Cllr Makinson advised that within the table attached as Appendix A to the report, it shows a payment of £25.00, within the “Subsistence” column. However this payment was for the reimbursement of travel, not subsistence; and should therefore be contained within the “Travel” column.

Members Resolved that:

With the amendment outlined above, the information contained within the report and at Appendix A, be noted.

11. Scheme of Members Allowances 2019/20

Members considered Report CFO/030/19 of the Monitoring Officer, concerning a review of the current Scheme of Members’ Allowances; and recommendations on any changes it wishes to make to the Scheme.

The Chair of the Authority advised Members of the intention to reduce the number of Special Responsibility Allowances paid to Lead Members, by two, but

revert back to having two Vice-Chairs, who will each Chair the two main Committees.

He advised that the changes had been discussed with the Director of Finance, who had confirmed that the small difference in allowances could be absorbed within existing budgets.

Cllr Lesley Rennie advised that in relation to the Special Responsibility Allowance paid to the Opposition Spokesperson, as there was only one such payment; and both Opposition Parties now have two Members, the intention is for the allowance to be split between the two Opposition Parties.

Members Resolved that:

- a. The current Members' Allowance Scheme, continue.
- b. Any inflationary increase to the Authority's Scheme of Members' Allowances, be noted as being aligned to the previous year's Firefighters' pay.
- c. The decision of the Authority at its Budget meeting on 23rd February 2019 to freeze all 2018/19 member allowances for the tenth consecutive year, be noted.
- d. The intention of the Authority to reject any pay increases in line with Firefighters Pay Award for 2019/20, which would apply to 2020/21 allowances, be confirmed.
- e. Continuation of the combined roles of Co-opted Member and Independent Person, be confirmed, with the individual:
 - i. Being appointed to both the Audit Committee and Scrutiny Committee.
 - ii. Continuing to consider any complaints against Members, alleged to have breached the Members' Code of Conduct as "Independent Person";
 - iii. Being paid for conducting such roles following submission and verification of invoices, at a daily attendance rate of £50 (as and when required) as is the current case.

12. Questions on Discharge of Functions

Members considered Report CFO/028/19 of the Monitoring Officer, concerning the nomination of Members from each of the five constituent District Councils, as the Members responsible for answering questions in their Council on the discharge of the functions of the Authority.

Members Resolved that:

The following Members be appointed by the Authority as the Members responsible for answering questions in their respective Councils, on the discharge of the function of the Authority for 2019/20:

- Cllr Les Byrom Sefton Council
- Cllr James Roberts Liverpool City Council
- Cllr Steff O’Keeffe Knowsley Council
- Cllr Brian Kenny Wirral Council
- Cllr Lisa Preston St. Helens Council

13. Appointment of Members to Outside Bodies

Members considered Report CFO/033/19 of the Monitoring Officer, concerning the outside organisations to which the Authority is currently affiliated; and to request, where appropriate, confirmation of continuing affiliation for 2019/20 and the appointment of representatives to those organisations.

The Chair of the Authority informed Members that the Membership of the LGA Fire Services Commission, comprises of the Chair and Vice-Chairs. The North West Fire & Rescue Advisory Forum, comprises of the Chair, Vice-Chairs and an Opposition Member. However, meetings of the forum are open to other Members to attend if they so wish in an observer capacity.

He also advised that the Association of Metropolitan Fire & Rescue Authorities is represented by the Chair of the Authority.

With regards to North West Employers Organisation, the Chair of the Authority advised Members that Cllr James Roberts was prepared to be the Authority’s representative, unless any other Member was interested in doing so. Likewise with the Local European Issues Forum (formally Merseyside Brussels Office). Cllr James Roberts had confirmed that he would be the Authority’s representative, unless any other Member wished to be.

With regards to the Liverpool City Region LEP, Members were advised that at present, the Authority is represented by a Senior Officer, however the Authority are looking into the possibility of Member representation as well.

The Chair also advised that in relation to the Merseyside Community Safety Partnership, the Authority is currently exploring representation; and would nominate a representative at a future point.

Members Resolved that:

- (a) Continuation of affiliation with the following organisations and the appointment of the following Members to those organisations, be approved:

<u>Organisation</u>	<u>Representative Member</u>
Local Government Association Fire Services Commission	Cllrs Les Byrom, Brian Kenny & James Roberts
North West Employers Organisation	Cllr James Roberts
North West Fire and Rescue Advisory Forum	Cllrs Les Byrom, Brian Kenny, James Roberts and Lesley Rennie
Association of Metropolitan Fire & Rescue Authorities	Cllrs Les Byrom
Local European Issues Forum (formally Merseyside Brussels Office)	Cllr James Roberts

- b) The appointment of a Member to the Liverpool City Region LEP, continue to be explored.
- c) A Member appointment to the Merseyside Community Safety Partnership, continue to be explored.

14. Approved Conferences and Outside Meetings

Members considered Report CFO/031/19 of the Monitoring Officer, concerning attendance at conferences and outside meetings by representatives of Merseyside Fire & Rescue Authority, to be determined by the Chair of the Authority.

The Chair of the Authority advised Members that there is a budget for Members conference attendance. Therefore, if they were interested in attending any conference or event relevant to their MFRA Role, they were to inform the Chair to provide approval, so long as costs could be contained within the allocated budget

Members Resolved that:

Attendance at conferences and outside meetings by representatives of Merseyside Fire & Rescue Authority, to be determined by the Chair of the Authority, be confirmed and approved.

15. Meetings with National Politicians at Party Political Conferences

Members considered Report CFO/027/19 of the Monitoring Officer, concerning the attendance of Members at meetings held at the location of party political conferences, in order to make Authority related representations in line with the Members Scheme of Allowances.

The Chair of the Authority commented that this is not something that has been taken up in recent years, but proposed that the provision remain for the time being.

Members Resolved that:

- a. The attendance of appropriate representatives of the political groups of the Authority with Ministers, Opposition Spokespersons and other relevant national politicians, to be held at the location of their own party political conferences, to discuss issues relating to the business of the Authority, be approved.
- b. The payment of appropriate travel and subsistence expenses for such meetings, be approved , but confirmed that no payment of conference fees be made by MFRA:
- c. Members attending such meetings, report back to the Authority regarding issues raised and responses; and progress on information received.

16. Equality, Diversity & Inclusion Action Plan 2017-2020, Functional Priorities 2018/19, Quarter 3 & Quarter4 update

Members considered Report CFO/025/19 of the Chief Fire Officer, concerning an update on:

- (a) The agreed Equality, Diversity & Inclusion (E,D&I) Action Plan for 2018/19 Quarters 3 and 4.
- (b) The Equality, Diversity & Inclusion Objectives for 2018/19, as at 31st March 2019.

Members were provided with a detailed overview of the report; and for the benefit of newly appointed Members, some background information regarding the introduction of an Equality and Diversity Action Plan, to ensure that equality, diversity and inclusion became embedded across the organisation.

Members were informed that the progress to date against the current 3 year Action Plan – 2017 - 2020, was detailed within Appendix A to the report. They were advised that progress has been made against all but one of the actions, which has subsequently been removed due to no longer being relevant; and some specific actions were highlighted to Members.

Members were advised that our work with faith communities, has enabled us to build relationships; and has been mutually beneficial with regards to ensuring access to communities.

In relation to work around knowing our communities, it was highlighted to Members that this has enabled MFRA to ensure that they are receiving the right information and data to enable us to target our resources effectively.

With regards to tension monitoring, Members were advised that following the terror attacks in Christchurch, New Zealand, members of the Arson Team and Home Safety Advocates visited several Mosques across Merseyside, to provide re-assurance.

Members were also informed that all of our Community Fire Stations are Safe Haven's; and have defibrillators available and accessible to the community.

Further areas highlighted, were around our work internally with staff, to develop and expand our staff networks; and the appointment of an Equality and Diversity Advisor, to provide training to our staff, to ensure that they are equipped to work within our communities.

Members were then provided with an overview of Appendix B to the report, which details progress against Equality, Diversity and Inclusion Objectives for year 2.

Members were advised that Objective 1 is around the diversity of the organisation as a whole, with information broken down by various role type. It was highlighted that improvements have been made across all areas with regards to increasing diversity.

Objective 2 is around ensuring that people from diverse communities receive equitable services that meet their needs. Members were advised of the need to ensure that we are reaching all communities through the delivery of HFSC's; and it was highlighted that as part of the consultation around the alternative Integrated Risk Management Plan (IRMP) proposals, views were sought on tackling issues around socio-economic disadvantage. Members were informed that there are real pockets of deprivation across Merseyside; and although the HFSC strategy has focused around individuals over the age of 65, there are a significant number of fires occurring within areas with the highest level of deprivation, which have a significant impact on those communities. Therefore, consideration is being given as to whether more resources should be targeted towards areas of high deprivation.

Information regarding young people attending MFRA Youth Engagement programmes, was also highlighted to Members.

With regards to Objective 3 around reducing fires and other incidents amongst the vulnerable protected groups, it was re-iterated to Members that previously, the focus has been around targeting individuals over the age of 65. However, there also needs to be a focus around deprivation.

In relation to Objective 4 around ensuring that staff are equipped to deliver their roles, Members were informed that this is re-enforced by the recruitment of an Equality, Diversity and Inclusion Advisor, who will be delivering training to all employees, as well as Authority Members.

Members were informed that Objective 5 is around achieving and maintaining excellence against a Fire & Rescue Service Equality Framework, with MFRA committed to continue its positive work around the E,D&I agenda.

The Chair of the Authority advised Members that they all have a personal responsibility for E,D&I, which is taken very seriously amongst leading authorities.

Questions were raised by Members around the results of the most recent staff survey, in particular the greatest declines being around MFRA being a better place to work than it was 3 years ago; and around change management.

Members were informed that there were no surprises in relation to the staff survey outcomes; with issues around culture being replicated across the sector; and forming a focus of the first tranche of HMICFRS Inspections. They were also informed that creating an organisation that is more reflective of the communities we serve, is work in progress; and that Officers would be happy for Members to scrutinise this in more detail if they so wished.

The Chair of the Authority commented that the Station Visits are a good opportunity to hear from frontline staff and to have discussions around cultural issues. He also commented that morale across all local authorities is pretty low at present.

Further questions were raised by Members in relation to female recruitment and retention; and the potential impact of duty systems on this.

Members were advised that as the fire and rescue service is an emergency service, required 24 hours a day, 365 days of the year, ultimately, we require firefighters in place to do their role. This can create some challenges in terms of managing the impact of duty system changes on staff. Members were provided with a brief explanation of the duty systems; and it was highlighted that the day crewing duty system introduced recently, has a positive organisational impact, as it provides individuals with more options.

Members were advised that we do have policies and procedures in place for dealing with individual circumstances, such as carer responsibilities; and exploring flexible working options.

A further question was raised by Members with regards to the gender pay gap; and what steps are being taken to reduce the gap.

Members were advised that it is an historic position. The Chief Fire Officer advised that the first female firefighter within MFRA, was on the recruit course before his, following which, there was a significant reduction in recruitment for many years. This has limited the opportunity to increase the numbers of female

firefighters into the organisation. In addition, the position is exasperated by the fact that firefighters are generally better paid than support staff; and as the majority of firefighters are male, the gap is increased further. However, it was clarified to Members that there is no differential between pay for the same role. Members were also informed that as we are now recruiting again and have been doing so for a few years, we are actively trying to diversify the workforce, which should hopefully help to start reducing the gap.

Members were also informed that there is still a challenge around the progression of female firefighters; and ensuring that they feel able to progress up the organisation, giving females the same aspirations as males.

Members Resolved that:

The content of the Equality, Diversity and Inclusion progress report and progress against the Equality Objectives, be noted.

Close

Date of next meeting Wednesday, 3 July 2019

Signed: _____

Date: _____

MERSEYSIDE FIRE & RESCUE AUTHORITY			
MEETING OF THE:	FULL AUTHORITY		
DATE:	21 MAY 2019	REPORT NUMBER	CFO/039/19
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2018/19 DEC- MAR UPDATE		

APPENDICES:	APPENDIX A:	FUNCTIONAL PLAN UPDATES DEC-MAR 2019
	APPENDIX B:	KPI REPORT DEC-MAR 19

Purpose of Report

1. To request that Members scrutinise performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2018/19 for the period April 2018 to March 2019.

Recommendation

2. That Members approve the attached reports for publication on the website.

Introduction and Background

3. The 2018/19 planning process began in January 2018. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.
4. The April to March Service Delivery Plan Performance Report for 2018/19 is the document that reports and updates on the Functional Plan action points and Key/Benchmark Performance Indicators against the targets that were approved by Members in March 2018.
5. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

6. In March 2018 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would continue to be

grouped in the following way:

- Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are
 - Service Plan outcomes - Key Performance Indicators
 - Tier 1 - Outputs – contributory outcomes and Local Performance Indicators
 - Tier 2 – Output - Local Performance Indicators
7. Performance indicators have been grouped according to incident type:
 - Dwelling fire
 - Non domestic property fire
 - Anti-social behaviour and other fire
 - Road traffic collisions
 - Special service
 - Fire alarms
 - Staff welfare, risks and competency
 - Energy and the environment
 8. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
 9. The format has been designed to give a clear illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks and Safe and Well visits we deliver especially to those most at risk, which we have recognised are the over 65's.
 10. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meetings of relevant managers and the Strategic Leadership Team Strategy and Performance Board. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
 11. All performance for April 2018 to March 2019 is covered in detail in the appendices to this report.

Equality and Diversity Implications

12. Equality and Diversity actions form part of the Service Delivery Plan and each action is equally impact assessed as appropriate. Performance against Equality Objectives is included in the twice yearly Equality and Diversity update reports that are submitted to committees of the Authority.

Staff Implications

13. There are no direct staffing implications contained within this report. Performance is discussed with a number of staff during the planning process and reporting
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periods, and those staff provide updates and put in place strategies and plans for performance improvement where required.

14. The Service has adopted a new methodology for setting performance targets for stations and station staff have been involved in that process.

Legal Implications

15. There are no direct legal implications contained within this report.

Financial Implications & Value for Money

16. It is the aim of the majority of objectives to provide the same or an improved level of service for the same or a reduced cost.
17. Initiatives where there are cost implications have been approved by the Authority and they are monitored closely through the project management process.

Risk Management, Health & Safety, and Environmental Implications

18. Consideration of Health and Safety, the environment and successful risk management is paramount in project managing all of the IRMP and Service Delivery Plan actions

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

19. The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Mission.

BACKGROUND PAPERS

CFO/111/11

GLOSSARY OF TERMS

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SERVICE DELIVERY PLAN 2018-19

December 2018 - March 2019 Report



Key for Progress Reporting

- ⇒ Action is now business as usual/complete
- ⇒ Action is well underway/completion anticipated by stated date
- ⇒ Action is on hold or not started

SERVICE DELIVERY PLAN – 2018-19 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

FP-18/19-1.1 – OPERATIONAL PLANNING

Further embed National Resilience lead authority responsibilities in to Operational Preparedness business as usual

Actions:

- **Secure accreditation status for National Resilience training**
- **Relocate DIM vehicle from Kirkdale to Old Swan and support skill acquisition for relevant personnel**
- **Successfully transition UKISAR national coordination responsibility to MFRS**
- **Continue to develop governance and assurance arrangements for the Marauding Terrorist and Firearms (MTFA) capability**

- ⇒ National resilience team work to secure external accreditation for all National Resilience skills acquisition training courses is part of the Lead Authority National Resilience business plan progress to delivery on this work is reported to the National Resilience Board.
- ⇒ Detection, Identification and Monitoring (DIM) and Mass Decontamination Unit (MDU) vehicle relocation will be addressed as part of the broader specialist appliances/pod review recommendations.
- ⇒ UKISAR national coordination responsibilities have transitioned and are now under responsibility of MFRS. This has also included creation of additional posts for Fire and Rescue Service Emergency Medical Team Logistics Officer and UK International Search and Rescue (UKISAR) Deputy National Coordinator. Both posts are externally funded by Department for International Development up to the end of the current grant agreement which concludes in December 2020.
- ⇒ Marauding Terrorist and Firearms (MTFA) governance arrangements are now well established with strategic and tactical forums meeting on a quarterly basis. Single service assurance framework has been developed and an on-line self-assessment tool will be released before the end of the 2018/19 financial year. The findings from that process will inform the development of a tri-service assurance process to be progressed with multi-agency partners.

FP-18/19-1.2 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18

Review and continue implementation of the Standard Operational Procedures (SOP) in line with National Operational Guidance (NOG) as part of regional collaboration and support the ongoing development of further NOG

Actions:

- **Produce updated suite of SOPs in line with the NOG**
- **Consultation**
- **Gap analysis with existing SOPS**

- ⇒ On-going review and release of new guidance in line with National Operational Guidance (NOG). Most recent release include Hazmats and Decontamination Standard Operational Procedures (SOPs). The process will continue into 2019. The strategic gap analysis performed on NOG is currently at 95% completion. This will require review from subject matter advisors and then final sign off at Operations Board.

<ul style="list-style-type: none"> • Scheme of work linked to SOP and guidance content to develop training packages. • Develop a suite of NOG specialist control measures for National Resilience capabilities 	
<p>FP-18/19-1.3 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 To continue with the review of the current operational risk information including MFRS Site Specific Risk Information (SSRI) procedure and develop Site Information Risk and Hazards (SIRAH)</p> <p>Actions:</p> <ul style="list-style-type: none"> • Continue with the development with an 'in house' App and build • Deliver the necessary training to all personnel. • Implement new SIRAH app for provision of operational risk information and associated procedures 	<ul style="list-style-type: none"> ⇒ Site Specific Risk Information (SSRI) Service instructions are being aligned to new procedures and training products. ELearning is being developed to give a foundation into gathering risk information. ⇒ Site Information Risk and Hazard (SIRAH) - To ensure effective transition the application and start up process requires stability and consistent initial start-up times. Application development team are striving to achieve this but until this is in place the SIRAH project is on hold. ⇒ Due to technical difficulties being identified at launch stage we are unable to offer an informed timeframe for full implementation.
<p>FP-18/19-1.4 - OPERATIONAL PLANNING CARRIED FORWARD FROM 2017/18 Resilience arrangements to support Tactical Command Group (TCG) and Strategic Command Group (SCG) during large scale /significant incidents</p> <p>Actions:</p> <ul style="list-style-type: none"> • Review options to provide support to TCG and SCG including out of hours provision. • Options report to AM Operational Preparedness including any budget implications. • Review resilience arrangements and structure of Fire control. 	<ul style="list-style-type: none"> ⇒ The purpose of this role is to establish out of hours cover providing support or supervision in the Operational Support Room (OSR), Tactical Coordination Centre, Strategic Coordination Centre or National Resilience Fire Control either at Fire Service Headquarters or at another location within Merseyside where these are established remotely from the Joint Control Centre (JCC). Out of normal working office hours cover will be provided by 1 officer on cover at any one time on a retained duty system. The rota will be included each week on the operational rota sheet compiled by TRM. The role will provide: <ul style="list-style-type: none"> • Support the establishment of the Operational Support Room (OSR) and Fire Commanders within SCG/TCG/NRFC • Provide electronic maps of the incident utilising Resilience Direct mapping • Provide hard copy maps of all COMAH sites • Planning and information gathering for the incident • Access to emergency plans <p>Contracts issued and signed</p> <ul style="list-style-type: none"> ⇒ The review of Fire Control resilience arrangements and structure is on hold but will conclude Summer 2019

<p>FP -18/19-1.5 Operational Preparedness Deliver the Training and Development Academy (TDA) and Croxteth site development.</p> <ul style="list-style-type: none"> • Establish the TDA and Croxteth site development plan 	<ul style="list-style-type: none"> ⇒ A report has been approved at SLT and Authority, this report will allow for formal consultation and planning permission to be submitted. Updates will continue through the TDA/Croxteth Re-development Board. ⇒ Focus will now move towards formal consultation and planning. TDA and Estates Managers will conduct a further series of site visits across the region to look at other training establishments ⇒ Staff engagement has taken place and will continue to feature once consultation is completed and planning approved. <ul style="list-style-type: none"> • We will continue to work with all stakeholders internally and externally to ensure that we continue to deliver core, foundation (recruit) and specialist training whilst the build programme continues. • Nothing further at this stage.
<p>FP-18/19-1.6 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Review specialist support appliances and modules to create efficiency and reduce fleet size. In partnership with Operational Response Directorate</p> <p>Actions:</p> <ul style="list-style-type: none"> • Review current fleet • Identify where efficiencies can be made or additional needs identified in consultation with Operational Improvement Group/Operational Scrutiny • Design and procure or adapt suitable delivery systems be it appliances or modules • Secure or identify budget if required for Area Manager • Prioritise Projects • Assign Project Lead and manage delivery 	<ul style="list-style-type: none"> ⇒ Recommendations and findings from specialist stations/pod review project were fed back to SLT 29th October 2018. ⇒ Recommendations have now been grouped in to short, medium and long term workstreams with a view to reporting back on progress to a group chaired by the DCFO. <p>Further meeting to discuss asset locations and distribution scheduled for 25.04.19</p>
<p>FP-18/19-1.7 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Cross Directorate Review of Operational PPE and Support Staff Uniform</p> <p>Actions:</p> <ul style="list-style-type: none"> • Review options of new uniform under the National Procurement arrangement • Conduct user trials • Agree options report • Seek approval from Strategic Leadership Team • Establish a procurement strategy including tender process, and appointment of preferred supplier 	<p>Operational Uniform</p> <ul style="list-style-type: none"> ○ New cargo trousers and boots have been received with distribution plan commencing December 2018. ○ Sizing profile for new technical rescue jackets has been completed and order placed. ○ A proposed model for realigning fire kit issue back to personal issue instead of pooled stock has been provided to strategic level with a view to commencing realignment in the New Year.

	<ul style="list-style-type: none"> ○ A specific work plan for the fire kit realignment project has been created with progress being reported monthly as part of routine updates to the Operational Preparedness Group. ⇒ A specific work plan for the fire kit realignment project has been created with progress being reported monthly as part of routine updates to the Operational Preparedness Group. Operational uniform element to be closed and business as usual. ⇒ Support Staff Uniform – Group was established and created a criteria which has been approved by SLT. Order has been placed. SI standards of dress is in draft. The project is underway and will be completed by September 2019.
<p>FP-18/19-1.8 - OPERATIONAL RESOURCES CARRIED FORWARD FROM 2017/18 Create a mobile logistics/welfare system available for deployment Actions:</p> <ul style="list-style-type: none"> ● Review current arrangements of welfare, logistics, equipment and PPE support at incidents ● Create a dedicated vehicle to house the appropriate resources. ● Arrange staffing of the vehicle and deployment process ● Vehicle adapted or procured ● Staff contracts agreed and signed 	<ul style="list-style-type: none"> ⇒ A smaller scale vehicle is in design which will incorporate toilet facilities and internal welfare provision for hydration will be delivered 2018-19 as part of fleet update and restructure. This element now falls within FP-17/18-1.6. The specifications have been drawn up and shared with Operational Preparedness Board members, Station Manager and staff at Kirkdale, Occupational Health, Health and Safety and Diversity and Equality departments. A suitable vehicle has been ordered for this project and is due delivery Feb 2019. Specifications have been sent for quotations. <p>A new R&D process has been devised which will enable ideas and suggestions to be raised from within the operational workforce and managed within a more robust governance structure. The process will subsequently inform potential regional and national research workstreams.</p>
<p>FP-18/19-1.9 - OPERATIONAL PREPAREDNESS - COLLABORATION Ensure collaborative opportunities are fully explored by the management of change projects, and delivered in line with value for money principles, economy, efficiency, effectiveness and public safety when reviewing our Ways of Working, Shared Estate and Corporate Services Actions:</p> <ul style="list-style-type: none"> ● Monitor and review all areas of collaboration where it is recognised that value for money will be realised, and/or efficiencies gained, through collaboration with Merseyside Police and NWAS. The focus for 2018 will be: <ul style="list-style-type: none"> - Operational Preparedness 	<ul style="list-style-type: none"> ⇒ Operational Planning - Phase1 of the project is still underway but has been largely delivered through the co-location of contingency planning, events planning, and business continuity teams, and the closer alignment of team activities in the preparation of exercises and events. A decision on the continuation of this work stream is expected late 2019. ⇒ Operational Response - The Missing Persons workstream was delivered this year resulting in joint briefings for senior officers, an information pack for operational crews, a service instruction and a memorandum of

<ul style="list-style-type: none"> - Operational Response - Corporate Services - Shared Estate (reported via Estates FP-18/19) • The collaboration team will engage internal and external stakeholders to provide support for the collaboration programme and investigate future opportunities for joint working. 	<p>understanding signed by executives of the three blue light agencies. Work has begun on a Memorandum of Understanding on the response to Bariatric Patient incidents, which is aiming for completion in the early part of 2019. Joint procurement of a drone with Merseyside Police was considered and scoped for costs, but is felt at this stage to be cost prohibitive; this will remain under review for MFRS in the coming year.</p> <p>⇒ Corporate Services - Phase 3 of the Corporate Services Review (CSR) is still underway with all 10 areas of corporate services involved in regular communication and collaboration with Merseyside Police. Developments this year have seen joint health & safety training, joint leadership CPD events and the engagement of a joint trainee solicitor programme. Collaboration development across other support functions has continued.</p> <p>⇒ Local Collaboration Overview (LCO) – Version 2.0 2018 of the LCO was published and catalogues over 60 examples of MFRS collaboration.</p> <p>⇒ Local Collaboration Overview (LCO) – Version 2.0 2018 of the LCO was published and catalogues over 60 examples of MFRS collaboration.</p>
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OPERATIONAL RESPONSE:

<p>FP-18/19-2.1- HEALTH, SAFETY & ASSURANCE</p> <p>In light of the financial challenges facing the Service, review the organisational and individual risk posed to staff working different shift patterns to ensure they are as safe as possible.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Utilising the agreed fatigue management system, consider all existing operational duty patterns in terms of organisational and individual risk. ⇒ Use information to review shift patterns and work routines on operational fire stations to lower risk 	<p>⇒ This is an ongoing process with shift patterns reviewed as and when they are considered for implementation. All current shift patterns are up to date</p>
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<p>FP-18/19-2.2 HEALTH, SAFETY & ASSURANCE Implement the revised Management of Occupational Road Risk processes in line with Legislation and UKFRS guidance, with the aim of reducing accidents and controlling risk. Actions:</p> <ul style="list-style-type: none"> • Implement revised Management of Road Risk SI and proactively communicate learning to employees. • Oversee roll out of Service medicals for Green Book drivers and support individuals involved in the process. • Review the driver validation procedure for none EFAD drivers. • Explore ways to regularly observe driving license endorsements to ensure the Service is aware of new and unspent offences 	<ul style="list-style-type: none"> ⇒ Management of Road Risk (MORR) document will be submitted into the consultation folder in the next week. ⇒ Medicals are now in place for all personnel. ⇒ Driving validation procedure forms part of the MORR document. ⇒ Driving license endorsement process is still under discussion as the finance placed in reserve has been withdrawn so this now needs a business case to identify funding.
<p>FP-18/19-2.3- HEALTH, SAFETY & ASSURANCE Explore avenues to share organisational learning locally, regionally and nationally. Actions:</p> <ul style="list-style-type: none"> ⇒ Be proactive in supporting the NOL Project launch and engage in feedback to the process. ⇒ Use information gained from Operational Assurance to proactively explore ways of sharing learning at Regional and National level. 	<ul style="list-style-type: none"> ⇒ National Operational Learning (NOL) has been launched with MFRS as part of the trial process. ⇒ MFRS have led in the creation of a Regional Operational Assurance group. This is the first of its kind in the country. We continue to support NOL.
<p>FP-18/19-2.4- HEALTH, SAFETY & ASSURANCE Research and develop ways of recording safety, data and personal information to ensure this is fully utilised to support a safe working environment. Actions:</p> <ul style="list-style-type: none"> • Further develop and implement the revised Analytical Risk Assessment form to support the Safety Officer at operational incidents. • Liaise with Applications Development Team and interrogate a suitable platform to provide remote access to risk information for operational personnel to utilise an electronic Analytical Risk Assessment (ARA). • Review ways of recording information regarding personal protective equipment and explore/trial an electronic process to capture details. • Review the H&S inspection process for all locations and utilise the National H&S toolkit, which will be introduced in 2018, to ensure we are compliant with National Standards. 	<ul style="list-style-type: none"> ⇒ Analytical Risk Assessment (ARA) draft document has gone further review with the introduction of a new lead in the SOP review team. ⇒ Business case has been submitted for an electronic ARA. ⇒ Electronic recording of Breathing Apparatus (BA) and Personal Protective Equipment (PPE) is now embedded across the Service. ⇒ H&S inspections have been reviewed for all categories. The National Toolkit is still to be released.
<p>FP-18/19-2.5- SERVICE DELIVERY Build on the feedback from the 2016 Staff Survey and our Service aim 'Excellent People Actions:</p> <ul style="list-style-type: none"> • Work with Equality and Diversity Manager to interpret the Staff survey • Continue to develop new managers and roles to support manager development • Continue the role of Working Parties in supporting staff engagement 	<ul style="list-style-type: none"> ⇒ The team is working with the diversity manager and external consultant to interpret the staff survey. ⇒ Crew manager development (CMD) programme has now been rolled out across the service we have in excess of 40 CMD * in the process, within

<ul style="list-style-type: none"> • Develop a structured approach to communicating with Senior Officers (SM/GM) • Review externally facilitated working party outcomes • Develop a structured program for engagement with Operational Response Officers – what does good look like. 	<p>next update we should have a number of staff who have completed stage one of the process</p>
<p>FP-18/19-2.6- SERVICE DELIVERY Review incident command and command support Actions:</p> <ul style="list-style-type: none"> • Fundamental review of Incident Command & Support including <ul style="list-style-type: none"> ○ Training (in conjunction with TDA) ○ Location ○ Support ○ Vehicle provision 	<p>⇒ Review still ongoing, Strategic Leadership Team approved removal of Command Support Unit from Toxteth. This vehicle will be replaced by Incident Command Unit (ICU) which will be based at Kirkdale on a de-mountable unit. Due to some minor issues re the training of staff the removal has been delayed slightly. It is expected that during the next update we will have completed this.</p>
<p>FP-18/19-2.7 SERVICE DELIVERY Review efficiency and effectiveness of service delivery Actions:</p> <ul style="list-style-type: none"> • Review shifts against demand • Consider most effective ways of responding to incidents – working party • Review dynamic mobilizing tool • Review Standards of Fire Cover against known failures 	<p>⇒ Shifts against demand are reviewed at the operational planning meeting monthly.</p> <p>⇒ External supplier, Process Evolution, have delivered a demonstration of a dynamic mobilising tool (ResponseHALO). Memorandum of understanding has now been signed off. Process Evolution have now been provided with data to enable them to create a proof of concept. Expected for next update. Some minor IT issues.</p>
<p>FP-18/19-2.8- TIME AND RESOURCE MANAGEMENT Undertake a review of current operational response working practices to ensure continued effectiveness Actions:</p> <ul style="list-style-type: none"> • In conjunction with Service Delivery and Health & Safety review current operational shift patterns <ul style="list-style-type: none"> ○ Consider whether current start and finish times of operational duty systems continue to offer efficiency and effectiveness in terms of operational and community demands. ○ Review the distribution of and types of duty system currently applied to each station and appliance (including specials) to ensure continued effectiveness • Further the use of station cars to improve operational effectiveness • Implement revised dynamic reserve approach accounting for recent and planned structural changes utilising updated demand and abstraction data 	<p>During Quarter 4 the Authority outlined plans for an IRMP supplement covering the period 2019-21 which provided for investment of circa £1M into Operational Response and Protection. These plans are awaiting final outcomes of 12 weeks public consultation which ends on 6th June 2019 before implementation.</p> <p>⇒ Plans for Operational Response include an increase in the number for fire appliances from 26 to 30 along with reinstatement of immediate night time response from Liverpool City & Wallasey.</p> <p>⇒ This increases in appliance numbers is possible following the development of a new hybrid duty system which provides wholetime and retained cover across 3 appliances at one location. The development of this new duty system has emerged following a review of duty systems at all stations. Implementation of the first hybrid duty system is planned for Q2/Q3 of 2019.</p>

	<p>⇒ The action to further the use of station cars to improve operational effectiveness will be rolled over to 2019/20.</p>
<p>FP-18/19-2.9- TIME AND RESOURCE MANAGEMENT Introduce the required structural changes as detailed in IRMP 2017-20 including day crewing whole-time retained working at a further 2 locations and amending taking the total to 6 and completing this IRMP action Actions:</p> <ul style="list-style-type: none"> • In partnership with finance develop a business case to support the progression of phase 3 developments of StARS as initially outlined in the original project plan • Improve the effectiveness of both TRM and station working practices utilising the increased sophistication offered by StARS. 	<p>⇒ Q4 saw further development of StARS to accommodate recent organisational changes including the introduction of secondary contract working and operational overtime.</p> <p>⇒ A Stars Steering group is being set up by the contract manager in ICT to provide governance for ongoing development of the application along with medium term plans for the application as the contract nears the end in Aug 2020.</p>
<p>FP-18/19-2.10-TIME AND RESOURCE MANAGEMENT Develop future response options for IRMP 2020 and beyond Actions</p> <ul style="list-style-type: none"> • Outline future duty system options for Operational Response accounting for further structural changes necessary beyond the current IRMP. 	<p>⇒ As outlined in 2.8 a new hybrid duty system will be implemented in 2019 as part of growth in Operational Response. Work continues via the Response Planning Group to explore future options.</p>
<p>FP-18/19-2.11- OPERATIONAL RESPONSE During 2017/18 we undertook benchmarking against peers to evaluate our TRM, H&S and Service Delivery models, structure and performance. In 2018/19 necessary changes will be implemented to ensure we are utilising our resources in the most effective and efficient manner. Actions</p> <ul style="list-style-type: none"> • Implement necessary changes to the role and remit of the three Operational Response Teams to ensure the function is structured to meet the changing needs of Operational Response • Continue to build resilience in Operational response as part of ongoing succession planning 	<p>Work continues surrounding the link between Time and Resource Management and People Service as part of improving effectiveness after the organisational restructure in Q2 2018.</p>

PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p>FP-18/19-3.1- Improve our ability to provide good service by diversifying our staff and creating a fair and equitable place to work Actions:</p> <ul style="list-style-type: none"> • Develop an organisational Positive action strategy • Comprehensive recruitment process • Revised Transfer in policy • Consider appropriate Firefighter Apprenticeship scheme, whilst expanding across other roles within the organisation 	<p>⇒ Positive action strategy complete and is now being delivered through the recruitment process</p> <p>⇒ Our recruitment process for all vacancies is robust and designed specifically to test role suitability</p> <p>⇒ The transfer in policy is complete and structured to be amended as required</p>
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<ul style="list-style-type: none"> • Implement and trial the Vercida Job Board • To deliver a Gateway process and identify future leaders in both Grey Book and Green Book positions, building in career development reviews 	<ul style="list-style-type: none"> ⇒ The Apprenticeship structures continue to be developed along with an application to achieve employer provider status ⇒ The Vercia job board has been implemented , and the contract extended following a successful trial ⇒ The Gateway process has been revised and approved by SLT
<p>FP-18/19-3.2- Ways of working that respond to Service model needs</p> <p>Actions:</p> <ul style="list-style-type: none"> • To evaluate the grey book roles and produce suitably graded Merseyside specific Job descriptions • To evaluate the role and function of grey book positions and validate the job description and grade • To evaluate all roles and grades to ensure posts are employed within the most appropriate terms and conditions of employment • To consider additional contract revision to maximise operational availability within budget constraints • To consider the expansion of day related contracts to support organisational change 	<ul style="list-style-type: none"> ⇒ A process is in place to evaluate all grey book posts, and work continues to revise job descriptions accordingly ⇒ Work in this area continues in accordance with organisational design and departmental restructure ⇒ Each post is reviewed when it becomes vacant , re-evaluated as appropriate and cognisance taken of any external factors that may directly impact on successful recruitment ⇒ This work is an ongoing piece of work , that has already delivered a number of innovate work systems to enhance organisational growth ⇒ Again this is ongoing work against an approved evaluation mechanism
<p>FP-18/19-3.3- Develop cultural values and behaviours which make Merseyside Fire and Rescue Service a great place to work.</p> <p>Actions:</p> <ul style="list-style-type: none"> • To work with all Directors and Heads of Service to identify key people related drivers • To support all Directors and departmental heads in facilitating discussion and endorsement of the perceived People drivers by their team members • To produce strategic key outcomes, and an associated delivery plan • Monitor and manage key outcomes 	<ul style="list-style-type: none"> ⇒ Work will again be scheduled to provide individual Heads of Service or Directors to succession plan for their departments at all levels and to put appropriate plans in place to meet all challenges identified ⇒ As above
<p>FP/18/19/3.4- To deliver a support staff review</p> <p>Actions:</p> <ul style="list-style-type: none"> • To undertake an organisational review and implement revised structures with a view to efficiency and active response • To consider all collaborative options for work with both Merseyside Police, and other partner organisations that improve efficiency and service delivery across all designated areas 	<ul style="list-style-type: none"> ⇒ Organisational review has not been required this year, but individual departmental reviews are supported and concluded against transparent mechanisms to ensure organisational consistency and development ⇒ Identified areas of potential collaboration continue to be identified and considered and reports taken to the Joint Collaboration board for areas such as Occupational Health services

<p>FP/18/19/3.5- Strengthen leadership and line management Actions:</p> <ul style="list-style-type: none"> • To update the succession Planning strategy • To review and revise where appropriate the Gateway process • To review and develop promotion centres to create a talent pipeline and develop leaders who reflect our values 	<ul style="list-style-type: none"> ⇒ As per FP-18/19-3.3- work with Departments around succession planning will continue this year ⇒ Completed as described in FP-18/19-3.1- ⇒ This is completed and incorporated into the revised Gateway process
<p>FP/18/19/3.5- Maximise the wellbeing of our people Actions:</p> <ul style="list-style-type: none"> • To deliver mental health first aid course to all staff • To introduce a range of fitness initiatives to promote and support health and wellbeing • Introduction and validation of new fitness standards across all areas • To develop collaboration with other Fire and Rescue Services and local authorities 	<ul style="list-style-type: none"> ⇒ The delivery of Mental Health First Aid Lite was suspended as Mental Health England changed the course. Occupational Health look to get back to a level of trained instructors to enable us to greater facilitate the demands of the training. We have reviewed whether to link this training to the FREC course but as these are now primarily 2 days courses we have opted to resume station based training with the new Mental Health First Aid Half Day course. This will recommence in the Autumn. ⇒ The Service have reviewed fitness standards and testing. We have commenced station based fitness testing in February 2019 and this is now the norm. Fitness training programmes to support Firefighter fitness can be found on the Portal. ⇒ Review and development of collaboration with Merseyside Police, other Merseyside Authorities and FRS's is ongoing. MFRS Chair both the Merseyside Regional Occupational Health and Wellbeing Group and the NFCC Regional FRS Occupational Health Group.

COMMUNITY RISK MANAGEMENT:

PLACE:

<p>FP-18/19-4.1-</p>	<ul style="list-style-type: none"> ⇒ Incident Investigation Team (IIT) Officers are aligned to Community Safety Partnerships (CSP's) and prioritised sub groups such as DISARM, Prevent
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<p>We will restructure the Department to better facilitate strategic partnerships across each of the Local Authority Districts in Merseyside.</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will implement a tiered structure aligning capacity to provide a suitable level of attendance at relevant Strategic Partnerships across Merseyside. • We will explore opportunities to enhance capacity to deliver against Service and Partner priorities in the interests of Community Safety, including external funding and collaboration. 	<p>etc. Newly appointed Arson and Early Help Community Safety Coordinators are now in post and have picked up thematic partnership priorities such as Anti Social Behaviour (ASB), Hate Crime, Domestic Abuse and Troubled Families. MFRA is also represented at Safeguarding Boards, Local Safeguarding Partnerships (LSP) and Protecting Vulnerable People (PVP) Forum. Due to the continuing developments in relation to Liverpool City Region adding to an already complex partnership framework the Assistant Chief Fire Officer has requested that a stakeholder mapping presentation and paper be delivered at Community Risk Management (CRM) Board.</p> <ul style="list-style-type: none"> ⇒ The newly aligned partnership structure has already achieved some tangible results such as funding for Liverpool (£18k), Sefton (£15k) and Knowsley (£15k) Street Intervention Teams’, bonfire funding bid (£2k) and Road Safety funding for Officer Costs, Virtual Reality headsets and a mobile classroom. This has been reported to CRM Board, Strategic Leadership Team (SLT) and Authority with a full financial breakdown. ⇒ Youth Engagement’s continuous collaboration with Merseyside Police has been extended for a further 12 months and the team have now welcomed a third Police Officer to join Prince’s Trust who will engage with children & young people to inspire them to lead productive and successful lives. ⇒ Youth Engagement in partnership with Liverpool City Council agreed a further 12 months funding to operate a Street Intervention Team in local communities – due to the success of this partnership Street Intervention is operating now in Sefton and Knowsley.
<p>FP-18/19-4.2-</p> <p>In line with the Arson Reduction Strategy (ARS) we will continue to develop seasonal plans to reduce anti-social behaviour fires.</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will implement a new department structure to align capacity against the deliverables in the ARS • We will align with partners to reduce the threat, harm and risk of arson, including the expansion of co-location (where appropriate in the interests of efficiency and effectiveness). • We will work closely with the Police and Crime Commissioners Office and Community Safety Partnerships on shared priorities and objectives. This will include exploring opportunities for external funding to support the ARS objectives. 	<ul style="list-style-type: none"> ⇒ Incident Investigation Team (IIT) Officers are aligned to Community Safety Partnerships (CSP’s) and prioritised sub groups such as DISARM, Prevent etc. Newly appointed Arson and Early Help Community Safety Coordinators are now in post and have picked up thematic partnership priorities such as Anti-social Behaviour, Hate Crime, Domestic Abuse and Troubled Families. MFRA is also represented at Safeguarding Boards, Local Safeguarding Partnerships and Protecting Vulnerable People Forum. ⇒ In 2018/19, IIT secured a number of prosecutions through their fire investigations along with Merseyside Police. More detailed information in relation to this has been brought to the attention of SLT and the Fire Authority. This information is stored within IIT folders and can be made available at request. ⇒ As a result of the implementation of the Arson Reduction Strategy, deliberate fires are on a consistent downward trend. At year end

	<p>(2018/19), a total reduction of 4.5% in all deliberate fires was achieved compared to 2017/18. Deliberate secondary fires were reduced by 0.3%, deliberate vehicle fires by 20.6%, deliberate primary fires by 20.8%, deliberate dwelling by 32.6% and deliberate non-domestic by 19.4%.</p> <ul style="list-style-type: none"> ⇒ The newly aligned partnership structure has already achieved some tangible results such as funding for Liverpool (£18k), Sefton (£15k) and Knowsley (£15k) Street Intervention Teams'. We were also successful in a funding bid to Liverpool City Safe for the hire of a tipper truck and for a social media campaign over the bonfire period (£2k). ⇒ In 2018/19, the Arson Team completed 1,110 target hardening visits for people at risk of an arson attack. ⇒ The Arson Team completed monthly Arson Awareness campaigns in each local authority area across Merseyside along with partner agencies. 2,110 Home Fire Safety Checks were completed during these campaigns. ⇒ The Arson Team continue to promote the use of Crimestoppers when in the community and the Crimestoppers Committee meetings are attending by the Community Safety Coordinator.
<p>FP-18/19-4.3- We will deliver the MFRS Road and Water Safety Strategies working with partners to enhance community safety and reduce demand on services.</p> <p>Actions:</p> <ul style="list-style-type: none"> ⇒ We will advance intelligence led interventions that improve road / water safety and reduce demand on services. ⇒ We will explore the use of emerging technologies and social media to improve road / water safety marketing and engagement. ⇒ In line with the Water Safety Strategy we will work with partners to establish a Water Safety Partnership/Forum. 	<ul style="list-style-type: none"> ⇒ From April 2018 to date the Road Safety Team have delivered road safety education to 6,726 young people in line with Road Safety Strategy. Killed and Seriously Injured (KSI's) for 15 to 25 year olds has reduced from 132 in 2016/17 to 115 in 2017/18 and 93 for 2018/19. Based on the figures from April 2018 to March 2019, the current trend for KSI's overall shows that they are currently on a decline. ⇒ The water safety team have continued to deliver training to security and bar staff, in conjunction with the RLNI, as first responders to water incidents in high risk areas such as the Albert Dock. ⇒ MFRS are routinely using Virtual Reality headsets for road safety engagement and are also exploring an opportunity to lead on the procurement of a website for the Merseyside Road Safety Partnership. ⇒ The first water safety forum was held on 14th November 2018 with partners including Merseyside Local Authorities, RNLI, HM Coastguard, RLSS, Police, NHS, Merseytravel, United Utilities, Samaritans, Environment Agency and the Metro Mayor's Office. Formed and chaired by MFRS the aims of the forum include: <ul style="list-style-type: none"> • Reduce lives lost to drowning through education and promotion of Water Safety

	<ul style="list-style-type: none"> • Promote the safe use of the natural water resources across Merseyside • Sharing best practice and resources across the county highlighting a multi-agency approach to Water Safety • Contribute to the UK Drowning Prevention Strategy <p>⇒ MFRS Road and Water Safety interventions is now embedded into all Prince’s Trust teams across Merseyside alongside Fire Cadets – Water Safety training will be given to Fire Cadet Youth Coordinators in 2019 which will allow appropriate interventions to also be delivered as part of the learning programme to Fire Cadets.</p>
<p>FP-18/19-4.4 We will produce a sustainable and targeted Youth Engagement Strategy</p> <p>Actions:</p> <ul style="list-style-type: none"> ⇒ We will produce a clear set of priorities and objectives for the Services Youth Engagement Department. ⇒ We will produce a prospectus for MFRS Youth Engagement programmes. ⇒ We will produce a funding strategy which explores multiple avenues to achieve medium to long term financial stability for our Youth Engagement Programmes. 	<ul style="list-style-type: none"> ⇒ These points are all ongoing. We investigated and submitted a bid to the Liverpool City Region Combined Adult Education Budget however we were not successful. ⇒ Youth Engagement Managers Post is still vacant. ⇒ We will continue to research other funding opportunities.

PROTECTION: PREMISES

<p>FP-18/19-4.5 We will review our Risk Based Inspection Programme to optimise capacity and technical expertise against priority risks</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will actively monitor and evaluate auditing activity to ensure that we are effectively targeting premises with the greatest life safety risk from fire. • We will develop partnerships to enhance and share intelligence/relevant risk data in the interests of the Service mission. 	<ul style="list-style-type: none"> ⇒ Premises Risk Model (PRM) is now in to 3rd Quarter and is incorporating evaluation of audit activity to target premises risk and further refine effective targeting of premises. ⇒ Intelligence sharing established, e.g. Care Quality Commission data and Heritage Risk data supplied by Heritage England. ⇒ Collaborative working continuing with the North West Protection Task Group and production of Partnership Risk Based Inspection Strategy.
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<ul style="list-style-type: none"> • We will work collaboratively with other Fire & Rescue Services in the North West through the Protection Task Group and the National Fire Chiefs Council to optimise efficiency and effectiveness. 	
<p>FP-18/19-4.6- We will develop a Waste and Recycling Fires Strategy (WRFS)</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will sign up to a regional memorandum with the Environment Agency (in line with the NFCC Waste and Recycling Fires Group). • We will assess the Merseyside risk and develop a joint inspection regime with the Environment Agency for high risk sites that considers peak risk hours when large fires occur. • To enhance the effectiveness of our WRFS we will develop a Primary Authority Partnership with a national Waste Management Company. 	<ul style="list-style-type: none"> ⇒ CFOA and Environment Agency MOU 2015 still in use. Regional MOU undergoing further consideration and consultation. ⇒ Joint Inspections with Environment Agency in progress for sites identified as high risk. ⇒ Primary Authority Scheme Agreement with S Norton Recycling Ltd in final stages of completion.
<p>FP-18/19-4.7- We will implement an 'In House' Management Information System (MIS) to enhance the efficiency and effectiveness</p> <p>Actions:</p> <ul style="list-style-type: none"> ⇒ We will work with ICT to ensure the new MIS will be efficient and user friendly. ⇒ We will utilise technology to support greater efficiency and effectiveness to enable an enhanced level of mobile working. ⇒ We will ensure that data from our legacy system is cleansed and appropriately migrated into the new MIS. 	<ul style="list-style-type: none"> ⇒ Awaiting Information from ICT regarding current work done to date ⇒ Mobile working to form part of proposed MIS, but no progress yet made ⇒ Existing data still to be cleansed. In preparation for data migration, Protection Department has established an Information and Governance Project.

PREVENTION: PEOPLE

<p>FP-18/19-4.8 – We will explore Safe and Well joint commissioning and development</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will review and develop the safe and well visit to deliver against mutual fire and health priorities such as monitoring for hyper-tension. • We will explore opportunities with external stakeholders to commission Safe and Well activity promoting fire and community safety across Merseyside. 	<ul style="list-style-type: none"> ⇒ Prevention Dept. now developing a pilot to embed an advocate member into Wirral Early Help hub to allow Safe & Well delivery by all hub staff. ⇒ Bowel cancer screening is not now completed due to changes in the testing and NHS are exploring referrals which have already been received to evaluate effectiveness. ⇒ Department are exploring social isolation/loneliness and affordable warmth/fuel poverty for potential inclusion in Safe & Well using Make
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<ul style="list-style-type: none"> • We will maintain close working with our public health partners, utilising external expertise to monitor, evaluate and inform future development of the Safe and Well visit. 	<p>Every Contact Count (MECC) app in development staff training ongoing with Liverpool Public Health who are delivering training to MFRS staff.</p>
<p>FP-18/19-4.9 – We will develop our volunteer strategy</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will grow the concept and delivery of volunteering to enhance the Service’s capacity to deliver against our mission statement. • We will review the MFRS Volunteers Strategy to achieve a sustainable and engaged volunteer workforce. • Working with relevant stakeholders, we will expand the volunteer hoarding pilot 	<ul style="list-style-type: none"> ⇒ Induction held for 12 new members on the 06/03/2019. Manual handling course delivered. DBS checks have been sent for all new volunteers. ⇒ 14 new volunteers going through the system currently – cohort approximately 40. Planning recruitment open evenings in Sefton, St Helens and Prescot ⇒ Volunteers can not start until they have completed the manual handling course and DBS checks have been done, checks can take up to 8 weeks to come back which restricts swifter progress.
<p>FP-18/19-4.10 – We will develop use of assistive technology</p> <p>Actions:</p> <ul style="list-style-type: none"> • Working cross sector, we will explore funding opportunities to deliver innovative safety solutions utilising available technologies to complement our risk reduction strategies. • We will work with partners to introduce assistive technology interventions to enhance the safety in line with Service priorities. 	<ul style="list-style-type: none"> ⇒ Strategic safeguarding manager continues to attend the National Fire Chiefs Council group re assistive technology. Opportunities for future delivery still being explored. ⇒ HFSC app and ICT development will dovetail with future developments of assistive technology.

FINANCE:

<p>FP-18/19-6.1- Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.</p> <p>Actions</p> <ul style="list-style-type: none"> • Implement all saving options for which the known structural changes have been approved • Work with SLT to identify new saving options required as a result of 2018/19 MTFP update • To action any structural changes, from above, as and when they are known 	<ul style="list-style-type: none"> ⇒ Saving options are being delivered as expected and updates reported to Members via the quarterly financial review reports.
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<ul style="list-style-type: none"> • Monitor actual spend throughout the year to the profiled amended budget and identify any potential variances • Seek remedial action if action point above occurs • Report to Authority on a quarterly basis the progress being made. 	
<p>FP-18/19-6.2- Manage the upgrade to Oracle 12 and eFinancials/eProcurement Version 5</p> <p>Actions:</p> <ul style="list-style-type: none"> • business-as usual' during testing prior to implementation • a seamless transition to the upgraded software • ensure the Authority is operating on fully supported applications for the delivery of its finance systems for the remaining life of the FMIS contract 	<p>⇒ Completed and implemented without any issues.</p>
<p>FP-18/19-6.3- Support the Fire, Police and Liverpool City Region project in production of any business plans and option evaluations</p> <p>Actions:</p> <ul style="list-style-type: none"> • Provide all financial data and information as requested. • Provide financial evaluation of any options as requested. 	<p>⇒ All requests have been responded to and no new ones expected in 2018/19.</p>

LEGAL, PROCUREMENT & DEMOCRATIC SERVICES:

LEGAL:

<p>FP-18/19-7.1- Identify the potential of providing legal advice on a pro bono basis, to the community via a trial with employees and their relatives</p> <p>Actions:</p>	<p>⇒ The trial finished some time ago. Further discussions took place and we will use partner organisations when possible to provide a better service.</p>
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<ul style="list-style-type: none"> • Specified telephone line and email address ensures confidentiality • Specific information recorded in online forms to enable monitoring 	<p>The action can now be closed</p>
<p>FP-18/19-7.2- To gain a fuller understanding of operational requirements to enable the legal team to provide fully informed legal advice</p> <p>Actions:</p> <ul style="list-style-type: none"> • To spend time with colleagues on fire stations and other operation personnel 	<p>This action is complete.</p> <p>⇒ Fire station visits took place and more work on this is planned for the next year.</p>
<p>FP-18/19-7.3- To provide advice training and development to all departments and fire stations as identified and required delivered across legal, procurement and democratic services.</p> <p>Actions:</p> <ul style="list-style-type: none"> • We will consider our resources to provide ongoing dialogue with fire stations in the most appropriate format we can achieve. • We will identify some issues for the purpose of the objective and will keep these under review. • We will request feedback to ensure that we can give appropriate and timely advice, training and development as may be required. 	<p>⇒ Training took place on Procurement issues, gifts and hospitality and RIPA. This was successful and more targeted training will be planned.</p>

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DEMOCRATIC SERVICES

<p>FP-18/19-7.4- To create a Portal Page specifically for Authority Members, to enable easy access to relevant information from one place.</p> <p>Actions:</p> <ul style="list-style-type: none"> • To identify information that would be beneficial for Members to have access to and liaise with the Portal Team to identify the best way of incorporating this 	<p>⇒ As per previous updates, we have been unable to progress this objective this year, due to it being linked to the development of the new MFRA Website.</p> <p>⇒ Work will continue to identify information that will be of use to Members, in preparation for the new website going live. Once up and running, a</p>
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<p>information into a Portal Page secure part of the Website specifically for Members, allowing access to all information of relevance from one place.</p> <ul style="list-style-type: none"> • Once this page is established, hold training for Members to demonstrate the Portal Page, to assist them with accessing appropriate information independently. 	<p>training session will be arranged with all Authority Members to demonstrate the new Website and Authority Members pages.</p>
<p>FP-18/19-7.5- To improve support provided to the Authority’s Lead Member Process, to enhance the Authority’s Scrutiny arrangements and provide development opportunities for staff. Actions:</p> <ul style="list-style-type: none"> • Democratic Services will provide additional support to the Authority’s Lead Member process, to enhance the impact of the Lead Member roles on the Authority’s Scrutiny functions. • To enable the Team to provide this additional support, the LPDS Administration Assistants will also participate in this activity, providing those staff with increased development opportunities. 	<ul style="list-style-type: none"> ⇒ Themed Scrutiny Meetings have continued, with 3 meetings having taken place focusing on - "People", "Operational Response" and "Community Risk Management". During the course of these meetings, a number of additional scrutiny items have been identified, which will form the basis of a Scrutiny Forward Work Plan for the forthcoming municipal year. ⇒ In addition, a Scrutiny "Rapid Review" has been undertaken, led by the Lead Member for "People", focusing on "Staff Retention and Succession Planning". 2 further items have been identified through the Scrutiny Meetings for "Rapid Review", which will be scheduled in due course. One around "The use of FIRS Software in the decision making process", which will be led by the Lead Member for Operational Response. The other will be around "A review of the building planning process and involvement of MFRA in planning decisions; and the regulation of Houses of Multiple Occupancy", which will be led by the Lead Member for Community Risk Management. It is intended that the Department's administration assistants will provide assistance with these Rapid Reviews, to support their development. <p>Not business as usual until fully monitored and bedded in. It is not known when this will be complete as it is subject to the Chair’s view at each AGM</p>

PROCUREMENT:

<p>FP-18/19-7.6-</p>	<ul style="list-style-type: none"> ⇒ Head of Procurement (HoP) has chaired the first North West Regional Procurement Team (NWRPT) of 2019 - the group have agreed that there is merit in continuing to meet, despite the changes in governance in others
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<p>To continue to explore procurement opportunities to collaborate with other organisations within the Blue Light sector and also other public sector organisation across the region and the country</p> <p>Actions:</p> <ul style="list-style-type: none"> • Examination of Procurement Plans • Membership of North West Procurement Team (NWPT) and NFCC SCB (National Fire Chiefs Council Strategic Commercial Board) • Sharing procurement intelligence • Consideration of regional Framework agreements for common goods and services. 	<p>services in the north west. A 19/20 work plan will now be developed to identify opportunities for collaboration/sharing best practice. Contact has been re-established with Merseyside Police to see if any collaboration opportunities can be identified. The Head of Procurement continues to sit on the National Fire Chiefs Council strategic commercial board. Business as usual will be complete in 6-12 months</p>
<p>FP-18/19-7.7-</p> <p>To support corporate priorities and work to ensure the successful delivery of priority work programmes.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Appropriate procurement activity and subsequent contractual arrangements in place for the Station Change projects including: <ul style="list-style-type: none"> - Pre construction contracts - Build contracts - Consultancy contracts - Collateral warranties • Appropriate procurement activity and subsequent contractual arrangements in place for regional contracts arising from the 3 year asset refresh plan. • Strategic leadership on behalf of the Home Office in respect of National Resilience procurement activity and contract management 	<ul style="list-style-type: none"> ⇒ Procurement continue to be involved in the station change programme, providing appropriate support. Work has recently been undertaken to review the potential routes to market for procuring construction partners and a review of SCAPE frameworks is now underway as an alternative to the North West Construction Hub. ⇒ National resilience work continues to grow with New Dimension 2 planning now in progress. Not business as usual Home Office need to agree programme so this is dependent on such

<p>FP-18/19-7.8- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved including co-location and use of shared facilities.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Play an active role in Local Authorities Strategic Property Boards across Merseyside to establish cross public service strategic estates group to develop a ‘one public estate’ approach. • Promote collaborative working between MFRA Estates and other Blue Light organisations. • Explore, develop and deliver co-location at various locations including Headquarters and Training Facilities. 	<ul style="list-style-type: none"> ⇒ Ongoing collaboration through the one public estate with all local public sector organisations, Presentation to be given to the Blue light collaboration board in April 2019. Discussion progressing with Wirral BC regarding the disposal of West Kirby Fire station. Ongoing collaboration through the one public estate with all local public sector organisations, Presentation to be given to the Blue light collaboration board in April 2019. ⇒ Saughall Massie completed and operational on 25 March 2019. ⇒ St Helens planning permission granted 15 March 2019. TDA development local residents consultation undertaken in March 2019 with a view for planning to be submitted in April 2019. <p>Business as usual this is an ongoing work stream ref collaboration with Northwest Ambulance Service and Merseyside Police, update presented to the collaboration board currently awaiting feedback.</p> <p>National Fire estates group is being formed first meeting planned at Royal Berkshire SHQ in September,</p>
<p>FP-18/19-7.9- To ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio</p> <p>Actions:</p> <ul style="list-style-type: none"> • Review Estates Strategic Governance Structure in line with resources to manage risk • To review and implementation of a 5 year Asset Strategy for the estate. • Carry out condition surveys and life cycle cost analysis across the Estate • Progress the Training and Development Academy (TDA) refurbishment project • Complete feasibility study and detailed costing exercise for the proposed new build in St Helens (jointly with NWAS &/or Police) and provide MFRA with a fully costed options appraisal. Deliver the resultant option decision on behalf of the Authority. • Complete the construction of the new Saughall Massie community fire station 	<ul style="list-style-type: none"> ⇒ Saughall Massie completed and operational on 25 March 2019. Official opening took place 3rd June. ⇒ St Helens planning permission granted 15 March 2019. Site investigation works start 3rd June – Plan for a July 22nd start on site subject to contract. ⇒ TDA development local residents consultation undertaken in March 2019 with a view for planning to be submitted in April 2019. Existing site – planning application on going scoping of the training building functionality. Feasibility and site elevations of alternative location for the TDA is currently being looked into.

STRATEGY AND PERFORMANCE:

<p>FP-18/19-5.1- EQUALITY & DIVERSITY Continue to embed Equality and Diversity excellence into the organisation.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Consider the strategic requirements for E&D training for all staff in conjunction with other functions and aligning to the MFRS People and Training Strategies. This will include unconscious bias training, following on from previous research in this area. • Implement and evaluate an online training package for staff. • Work with other functions to implement the Knowing our Communities work to gain feedback from our communities that can be used to target and improve services. • Work regionally and nationally to prepare MFRS for HMICFRS inspection. • Coordinate the delivery of the third MFRS staff survey. 	<ul style="list-style-type: none"> ⇒ Good Progress has been made with developing an Equality, Diversity and Inclusion (ED&I) training plan which has been approved at the Strategy and Performance board in March 2019. ED&I training and management coaching has been arranged to start from June 2019 and the training is being rolled out to start with SLT from the 1st of May onwards. ⇒ See above - note the online package is not the main format of the ED&I essential training -however this may be used at a later stage. <i>Not carried out – not going ahead with this as Training happening face to face</i> ⇒ Working with MerPol supporting the Community Action Groups - attending Sefton, Knowlsey and Liverpool meetings which enable us to promote MFRS services and engage with diverse community groups. More work will be developed around Community Champions during 2019/20. Our ED&I essentials training programme includes understanding and knowing our communities. <i>Now Business as usual /completed</i> ⇒ No Work carried out during this quarter on this areas of work as there have not been any regional meetings planned. <i>Now Business as usual /completed</i> ⇒ Completed and work is ongoing to support SLT in delivering against the results in their areas of work to improve Staff Engagement across MFRS using the results of the 2018 survey. <i>Now Business as usual /completed</i>
<p>FP-18/19-5.2- To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <ul style="list-style-type: none"> • Continuing to digitally transform the organisation • Continuing to ensure compliance with information governance and security legislation and regulations <p>Actions:</p>	<ul style="list-style-type: none"> ⇒ It is believed we are compliant but, the Service has had a GDPR audit completed by Liverpool City Council's Internal audit department and the results are awaited. That report will assist us in making any improvements. It was previously agreed that we would no longer try and attain ISO27001 at this time, but will await further information from the FRS national standards body, which it is expected will determine whether or not this standard is necessary.

<ul style="list-style-type: none"> • Continue to develop bespoke management information applications to contribute towards a digital transformation of the organisation, particularly in relation to the systems that support operational service delivery, prevention and protection. In 2018/19 this will include: <ul style="list-style-type: none"> - Prevention and Protection - Station management system* - Incident Reporting* <p>*The extent of progress during 2018/19 will be affected by decisions yet to be taken re the acceleration of development.</p> <p>In addition to continue to support the coordination of National Resilience arrangements through the development of a replacement National Resilience application.</p> <ul style="list-style-type: none"> • Ensure that MFRS is compliant with the General Data Protection Regulation. • Work towards compliance with ISO 27001 (information security standard) 	<ul style="list-style-type: none"> ⇒ Six stations have now been trained in the use of the SIRAH app and feedback continues to be gathered and used in early life support and continuous improvement stages. ⇒ The main focus of the National Resilience development has been ensuring the core functionality is implemented so that FRS Control rooms can start using the new app as soon as possible. So far, asset management, incident reporting, permissions structure, business continuity, and administration have all been implemented to sign off standards. The team have been focussing their efforts on implementing Strategic Holding Areas. After this, there are four outstanding features - Messaging/Text Service, Distribution Lists, Status Updates and Assurance Toolkit. The estimated completion date for this is early July. There will then be a four-week period where extensive testing, user feedback implementation and design tidy ups will be taking place. We are therefore looking at September for go-live of the first phase of the NR app. ⇒ Both projects are due to be completed in the next financial year, and regular updates will be provided to SLT at the Strategy and Performance Board.
<p>FP-18/19-5.3- CORPORATE COMMUNICATIONS</p> <p>Develop and maintain effective communications and media management with high quality presentation and promotion of information.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Work with others to deliver a new website for MFRS (including the TDA) and Heritage Centre. • Develop a new Communications Strategy that reflects the needs of the organisation and makes use of modern and innovative communications tools. To include: <ul style="list-style-type: none"> -A social media audit -An MFRS rebrand -Development of communications and marketing for the TDA • Explore ways of maintaining the current additional resources within the team to enable us to continue to meet the demands of the Service. 	<ul style="list-style-type: none"> ⇒ The new website is expected to be launched in the summer. ⇒ The communications strategy action has been rolled forward into the 2019/2020 functional plan. ⇒ The MFRS rebrand is almost complete with the new branding already being used in publications such as the IRMP supplement and Service Delivery plan. ⇒ The Service has made significantly more use of social media this year with features such as #wednesdaywisdom and infographics being introduced. ⇒ Assistance is being provided to the TDA in relation to marketing.
<p>FP-18/19-5.4</p> <p>Work with other functions to deliver a successful HMICFRS inspection for MFRS</p> <p>Actions:</p>	<ul style="list-style-type: none"> ⇒ The Service delivered a highly successful inspection process including gate and document returns, self assessment, Discovery visit, strategic briefing and Fieldwork week. The report is due for publications in June and work

<ul style="list-style-type: none"> In collaboration with colleagues from other functions, coordinate the collation of evidence, preparation of a self-assessment, collection of data, briefing of staff and timetable for the HMICFRS inspection in Autumn/Winter 2018. 	<p>continues in relation to regular data requests. <i>Delivery of the inspection now complete</i></p>
<p>FP-18/19-5.5 - ICT Implement an Information and Communications Technology Infrastructure that will enable efficiency through current and emerging technology</p> <p>Actions:</p> <ul style="list-style-type: none"> With planning and commercials in place and some tasks underway, ensure the completion of the ICT Fire Control Roadmap and the Information Technology Health Check (ITHC) Roadmap. Deliver Role Based Resourcing in line with the 5-year capital plan. The ICT Service Pipeline comprises new ICT services under development. These developments lead to new or improved use of ICT assets. A key activity this year is to complete the review of the mobile phone service. Review and explore Asset Based Resourcing where it is recognised that value for money will be realised, and/or efficiencies gained. 	<p>Dec 2018 – Mar 2019 Update</p> <ul style="list-style-type: none"> ⇒ ITHC: - With a significant portion complete, with several longer-term remediation’s being progressed, it only remains to complete the Station End Turn Out Equipment rollout, carry out a second ITHC and accreditation to the ESN (Emergency Services Network) Code of Connection (CoCo). <i>Station End Turn Out Equipment rollout will complete early 2019/2020 and the second ITHC will be dictated by the National Project.</i> ⇒ Computer Aided Dispatch – Management Information system (CAD-MIS):- In 2018 a CAD-MIS project was created for the replacement of the Vision 3 CAD-MIS system. Progress to date is that telent has obtained the Vision 5 functional design specification and initial costs to upgrade to Vision 5 from Vision 3 and due diligence is now being carried out by the project team. <i>As a project, planned completion is envisaged early 2020/2021.</i> ⇒ MDT - After working through several different devices available in the market. We have chosen the Panasonic CF-33 as the new MDT. <i>30 CF-33 were delivered towards the end of March.</i> ⇒ The delay has been around the poor performance of the Airwave MDT2 which the Panasonic CF-33 will replace and the provision of SIRAH On-route information to the existing MDTs. <i>Following the rollout of the CF-33 the plan is to rollout the MDT2 to auxiliary vehicles for mobilisation only.</i> ⇒ The Panasonic CF33 is widely used across other FRS and Dorset and Wiltshire use both the CF-33 and the Airbus software. <i>As a project, delayed completion is envisaged early 2019/2020.</i> ⇒ Role Based Resourcing- Tough pads are being rolled out to front line appliances in line with the SIRAH implementation plan and at the time of writing 62 Surface Pros have been issued to operational and office personnel. <i>As Surface Pro rollout is near completion, RBR is now embedded as a Business as Usual ICT Activity.</i>

	<p>⇒ Mobile Phone - The mobile phone contract was renewed with O2 and the new contract commenced December 2018, with improved tariffs negotiated by telent. <i>The existing Windows smartphones are approaching end of life, and as the project nears completion 88 phones (Samsung Xcover 4 and Samsung J6) have been rolled out as replacements</i></p>
<p>FP-18/19-5.6 Respond to National ICT Initiatives. The service is scheduled to switch from the current Airwave communication system to an Emergency Services Network (ESN), which will provide broadband-type connectivity, allowing us to utilise application type systems. Consequently, we are working to ensure the infrastructure and software systems support this.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Through the project board, and using project management principles, manage the preparations for transition to the ESN • Have a fully operational connection to the ESN upon completion • Identify and manage all opportunities and risks associated with the project, locally, regionally and nationally 	<p>⇒ The 'Service Ready' date for Emergency Services Mobile Communication Platform (ESMCP) remains as Q3 2020 which is when the Emergency Service Network (ESN) and associated devices are expected to be available. <i>The Full Business Case (FBC) for ministerial signoff is expected in the Autumn 2019 which will outline the future funding and confirm the transition timescales for the regions.</i></p> <p>⇒ Integrated Communication Control System (ICCS): We have continued to work closely with both Capita and the Programme work streams to ensure MFRS remains in a prime position to transition to the ESN at the earliest opportunity. <i>No further work can take place on the ICCS until the "Code of Connection" is released. This would then permit Phase two of the ICCS upgrade to utilise the DNSP for Pilot trials and testing.</i></p> <p>⇒ Assurance: The devices expected in January 2019 to measure and record coverage levels are now expected April-July 2019 and will be deployed in collaboration with other Emergency Services and FRSs within the region.</p> <p>⇒ Emergency Services Network (ESN) Devices and Trials: We continue to provide a "watching brief" on devices and are hopeful of an early release of the Direct 1-3 products for testing during the next reporting period.</p> <p>⇒ Remediation Work: This activity is ongoing and aligned with the IT Health Check activities which, guided by the Code of Connection, will lead to full ESN accreditation in 2019-20</p>

Glossary of Terms	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
BBFa	Better Business for All
C&C	Command and Control
CBT	Crew Based Training
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CPD	Continuous Professional Development
CQC	Care Quality Commission
CRM	Community Risk Management
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DCWTR	Day Crewing Wholetime Retained
DIM	Detection, Identification and Monitoring
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
E,D& I	Equality, Diversity and Inclusion
EET	Education, Employment or Training
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GDPR	General Data Protection Regulations
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander

ICCS	Integrated Communication Control System
ICT	Information Communication Technologies
ICU	Incident Command Unit
IIT	Incident Investigation Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITHC	Information Technology Health Check
JCC	Joint Control Centre
KSI	Killed and Seriously Injured (in relation to road safety)
LCR	Liverpool City Region
LFRS	Lancashire Fire & Rescue Service
LJMU	Liverpool John Moores University
LLAR	Low Level Activity Risk
LPB	Local Pensions Board
LPI	Local Performance Indicators
LSP	Local Safeguarding Partnership
MAIC	Multi Agency Information Cell
MASH	Multi Agency Safeguarding Hub
MDT	Mobile Data Terminal
MERPOL	Merseyside Police
MFD	Multi Functional Device
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MHFA	Mental Health First Aid
MIS	Management Information System
MORR	Management of Road Risk
MoU	Memorandum of Understanding
MRSP	Merseyside Road Safety Partnership
MTFA	Marauding Terrorist and Firearms
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NPG	National Procurement Group
NW	North West
NWAS	North West Ambulance Service
NWFO	North West Finance Officer
NWFRS	North West Fire and Rescue Services
NWRPT	North West Regional Procurement Team
OH	Occupational Health
OIG	Operational Intelligence Group
OJEU	Official Journal of the European Union
PAS	Primary Authority Scheme
PCC	Police & Crime Commission
PID	Project Initiation Document
POC	Proof of Concept
POD	People & Organisational Development

PQQ	Pre-Qualification Questionnaire
PPE	Personal Protective Equipment
PPRS	Prevention, Protection and Road Safety
PRM	Premises Risk Model
PTI	Physical Training Instructor
PVP	Protecting Vulnerable People
RBIP	Risk Based Inspection Programme
RM1	Risk Management 1
RNLI	Royal National Lifeboat Institute
RLSS	Royal Life Saving Society
RRRG	Road Risk Review Group
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SCG	Strategic Command Group
SI	Service Instruction
SIRAH	Site Information Risk and Hazard
SIT	Street Intervention Team
SLT	Strategic Leadership Team
SME's	Small Medium Enterprises
SM	Station Manager
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operational Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
StARS	Staff Attendance Record System
T&C's	Terms and Conditions
TCG	Tactical Command Group
TDA	Training and Development Academy
TRM	Time and Resource Management
VPI	Vulnerable Person Index
UAT	User Acceptance Test
UKFRS	United Kingdom Fire and Rescue Service
VR	Virtual Reality
WTR	Whole-time Retained
YE	Youth Engagement
YOS	Youth Offending Scheme
YPS	Your Pension Service

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SERVICE DELIVERY PLAN 2018-19:

December 2018 to March 2019

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

Special services

False alarms

Attendance standard

Sickness absence

Carbon output

Objective:

Good performance is reflected on the top bar of each indicator graph. We use Red, Amber, and Green to indicate how each indicator is performing. Amber reflects an indicator is within 10% of target.



BENCHMARK INDICATORS

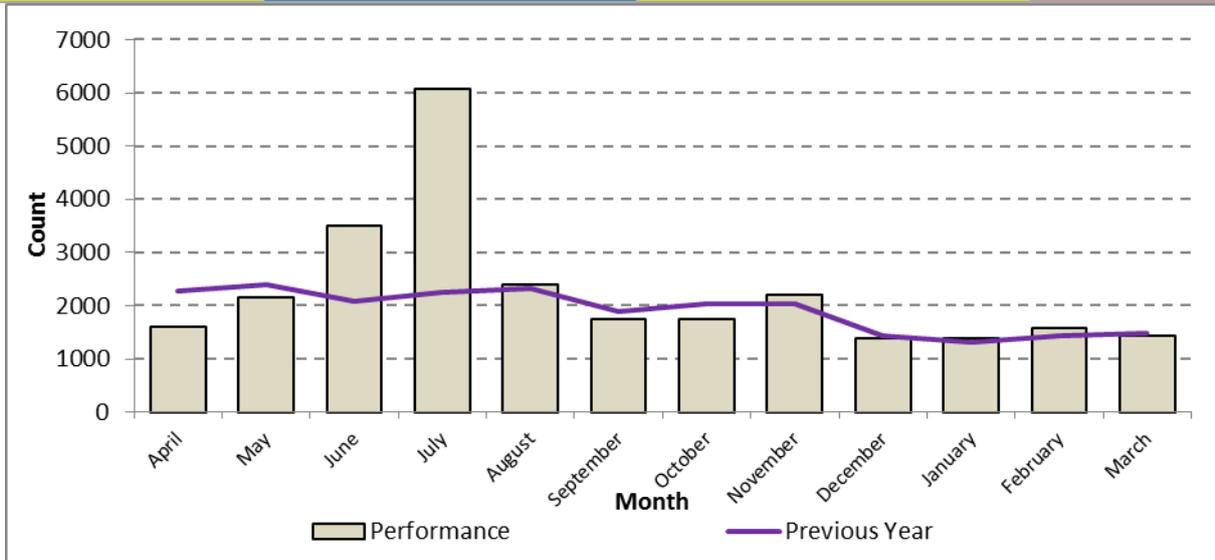
TC00 Total number of emergency calls received

Service Plan Target

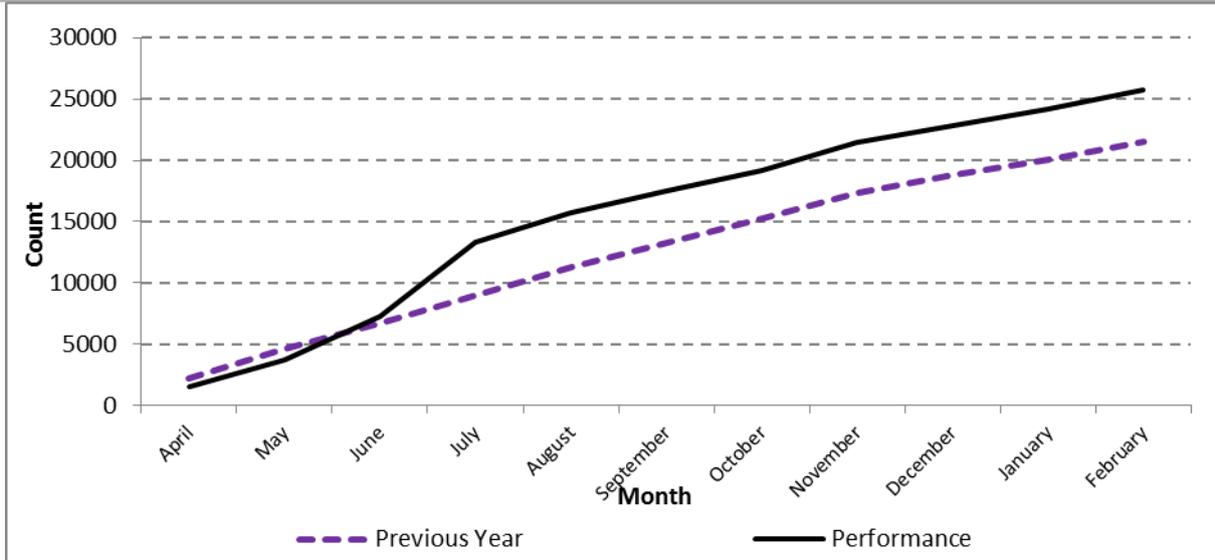
Quality Assurance

End of Year Performance

27215



Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00	The number of emergency calls received during 2018/19 (27215) exceeded the previous year (22980), this KPI does not have an annual target it is for quality assurance only. However this outcome remains due to exceptionally hot weather over a prolonged period in June and July. Since then calls fell back to expected levels. There was a slight peak in November due to the bonfire period, as expected.
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DO22	Cumulatively 94.4% of 999 calls were answered within 10 seconds. This is within 10% of the 95% target. Failures to achieve this were during the protracted hot weather in the Summer and the volume of calls received during the bonfire period.
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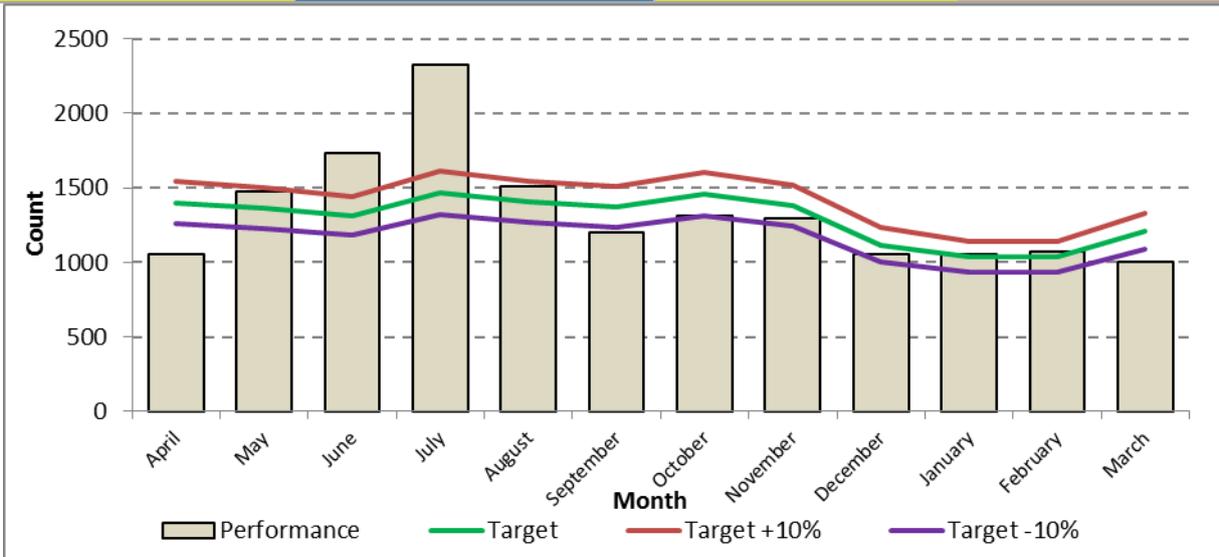
TC01 The total number of incidents attended

Service Plan Target
Apr-Nov 2018/19

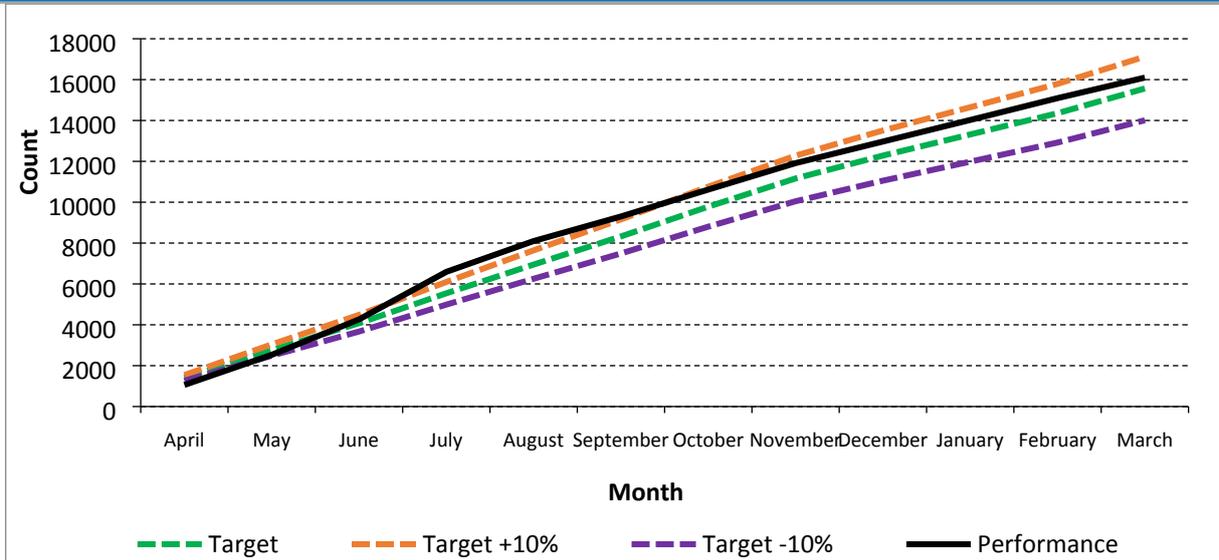
15567

End of Year
Performance

16010



Cumulative Performance



TC01 Total number of incidents attended

TC01

There were 16010 incidents attended during 2018/19, this is 148 more than last year. This was mainly due to the high number of secondary fires attended during the unusually dry, hot summer. During June and July crews attended 4061 incidents.

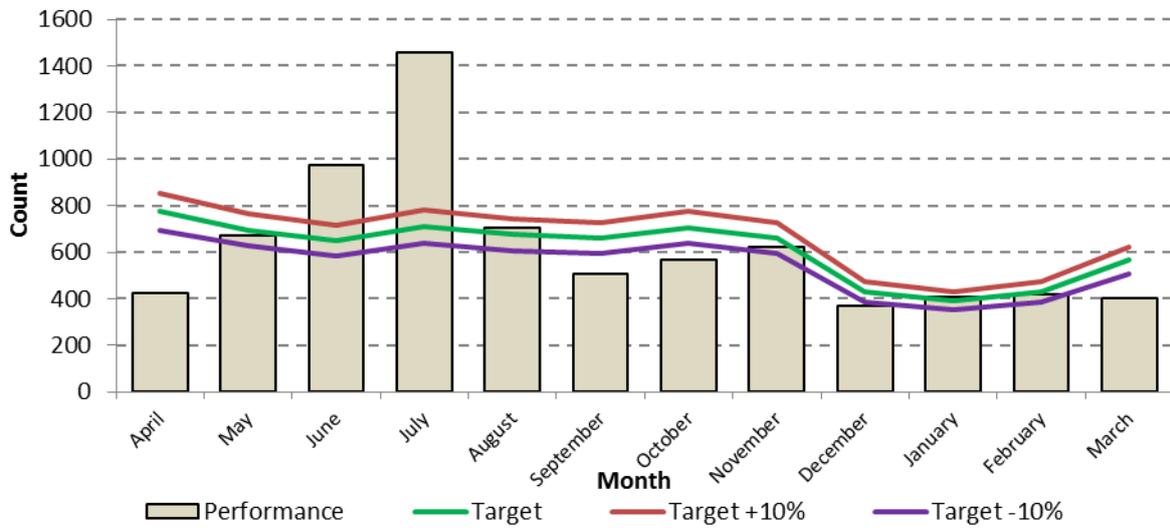
TC02 Total number of fires attended in Merseyside

**Service Plan Target
Apr-Nov 2018/19**

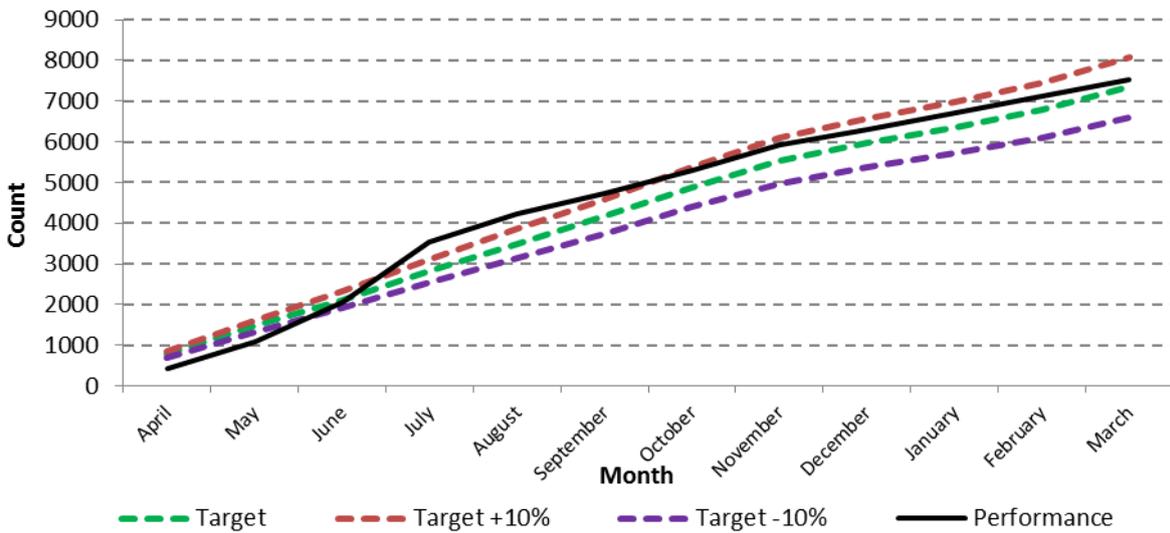
7349

**End of Year
Performance**

7484



Cumulative Performance



TC02 Total number of Fires attended in Merseyside

TC02

Total fires attended have remained on target since the Summer months when crews attended 3137 fires in June, July and August. This is highest number of fires since 2013/14 when 8422 fires were attended.

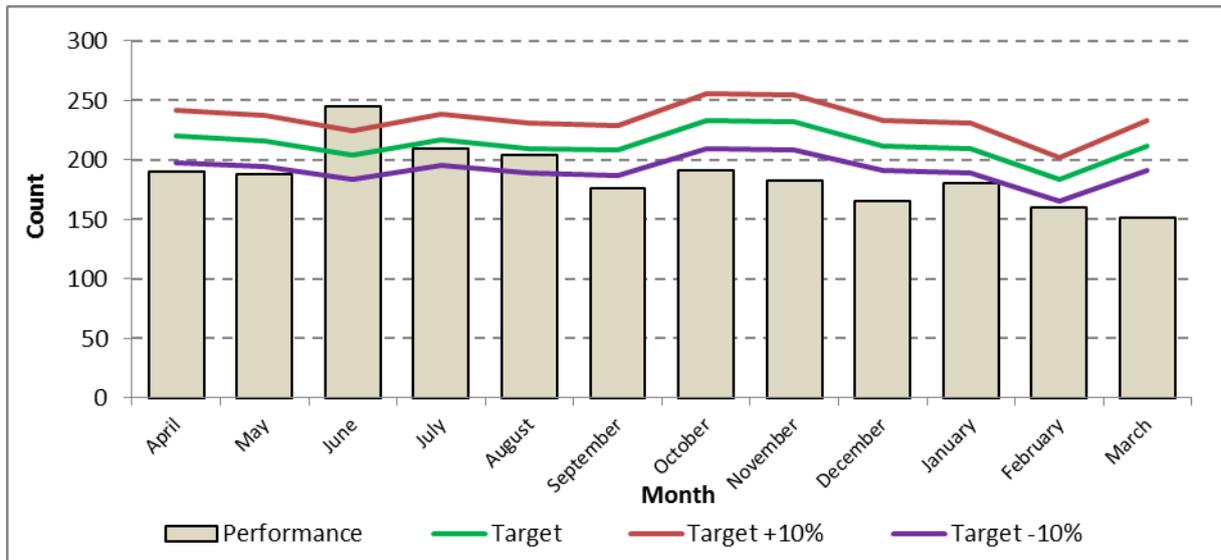
TC03 Total number of primary fires attended

Service Plan Target
Apr-Nov 2018/19

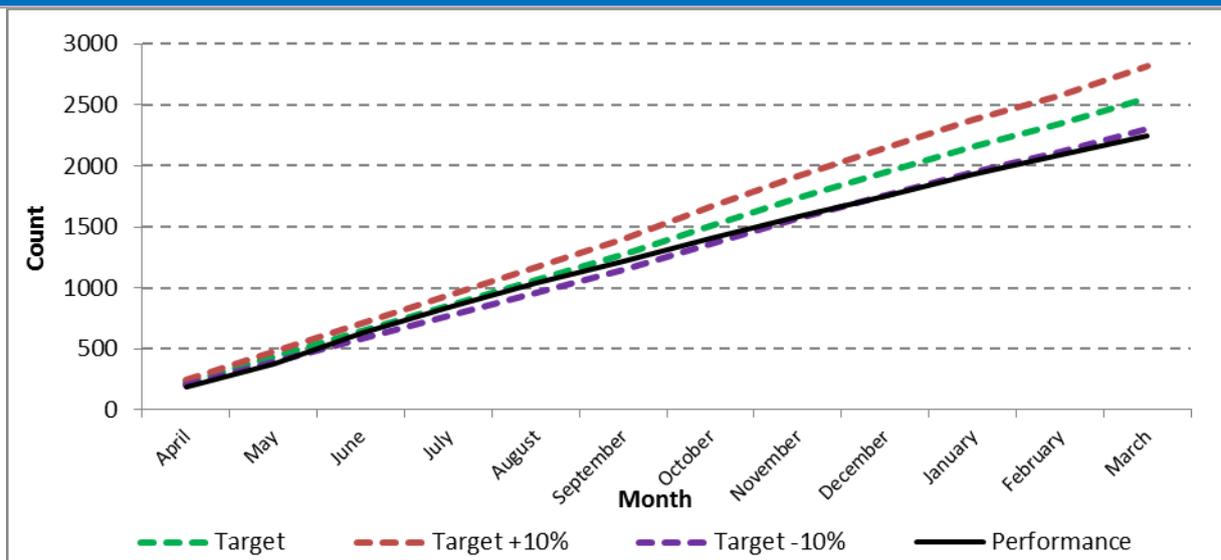
2558

End of Year Performance

2234



Cumulative Performance



TC03 Total number of primary fires attended

TC03

Primary fires involve an insurable loss. There were 2234 Primary fires during 18/19. This is lowest number of fires since we started recording this type of incident in 2013/14 when there were 2667.

Apart from June when there were 245 primary fires this indicator has remained under target every month. There were 231 less incidents than in 2017/18.

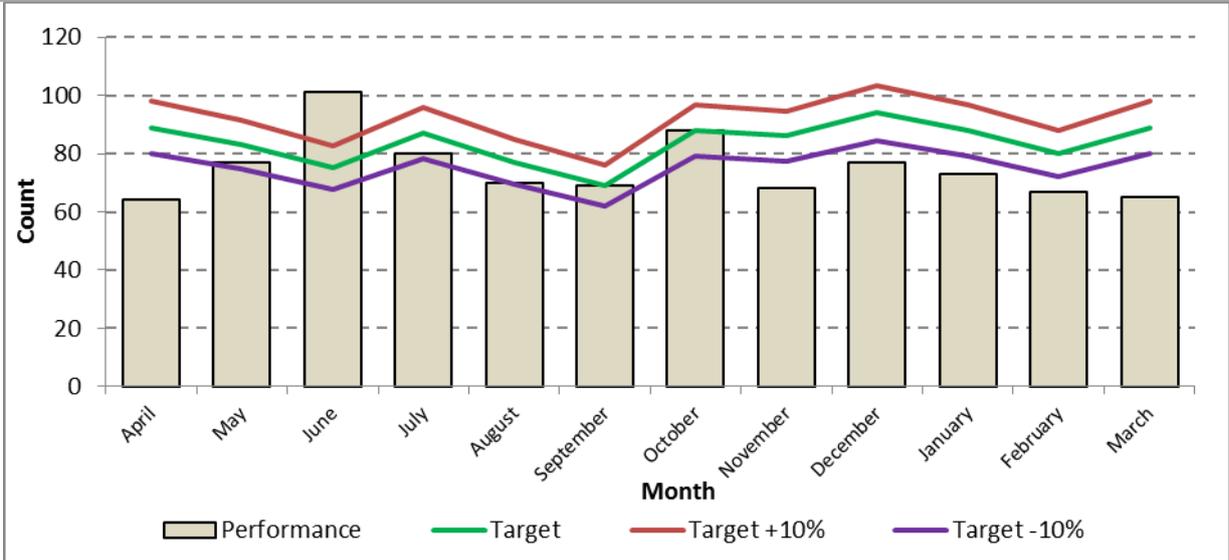
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries in accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths occurring in deliberate dwelling fires	
DC17	Number of injuries occurring in deliberate dwelling fires	

COMMENTARY:

DC11 DC28 DC31 DC32	Accidental dwelling fires (892) achieved the cumulative target (1005) for the year. The only month this year when the monthly target was not achieved was June with 96 incidents but there was an increase in most fire types in June. In total MFRS delivered 49,876 Home Fire Safety Checks during 2018/19, operational crew delivered 40,107. 53% were delivered using status reports which identify households with at least occupant over 65 years old.
DC12	Sadly there were 4 fatalities in accidental dwelling fires during 2018/19.
DC13	Cumulatively there have been fewer injuries in 2018/19 (82) than in 2017/18 (89).
DC14	Deliberate dwelling fires in occupied property have fallen from 179 in 2017/18 to 124 in 18/19; under the cumulative target of 169.
DC15	Deliberate fires in unoccupied properties have also fallen this year (23) when compared to last year when crews attended 36 fires.
DC16 DC17	There have been no fatalities in the deliberate dwelling fires to date and 6 injuries.

DC11 Number of accidental fires in dwelling

Service Plan Target Apr-Nov 2018/19	1005	End of Year Performance	892
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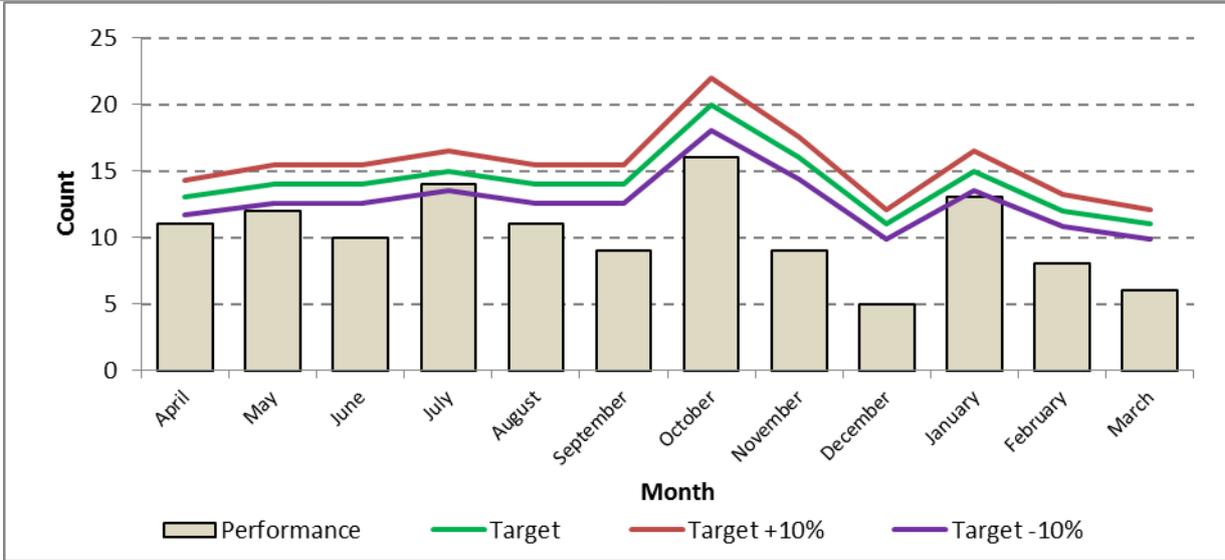
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target
Apr-Nov 2018/19

169

End of Year Performance

124



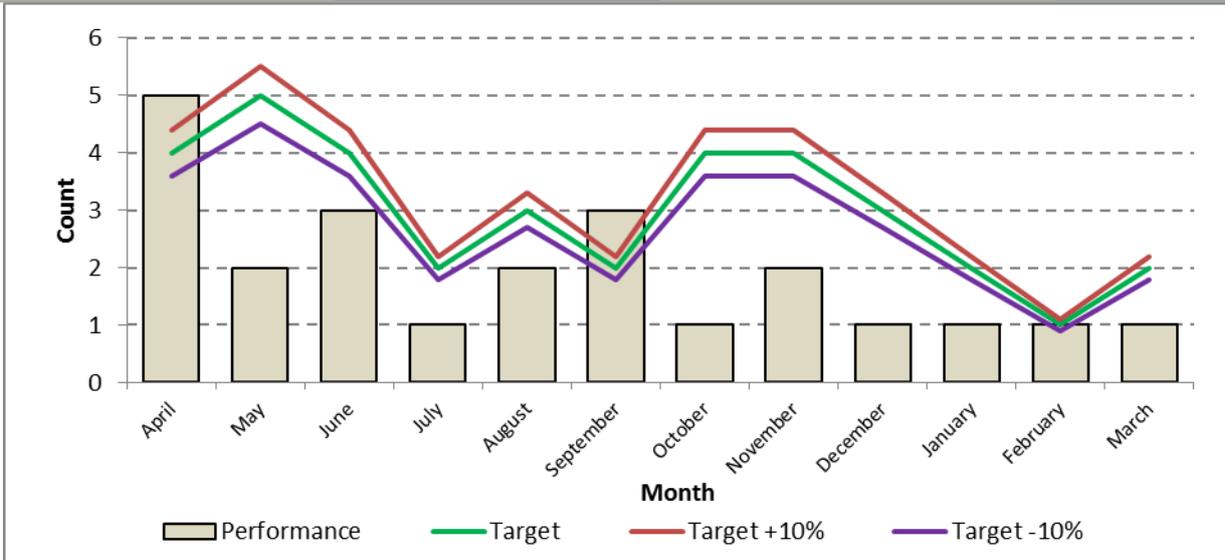
DC15 Number of deliberate fires in unoccupied properties

Service Plan Target
Apr-Nov 2018/19

36

End of Year Performance

23



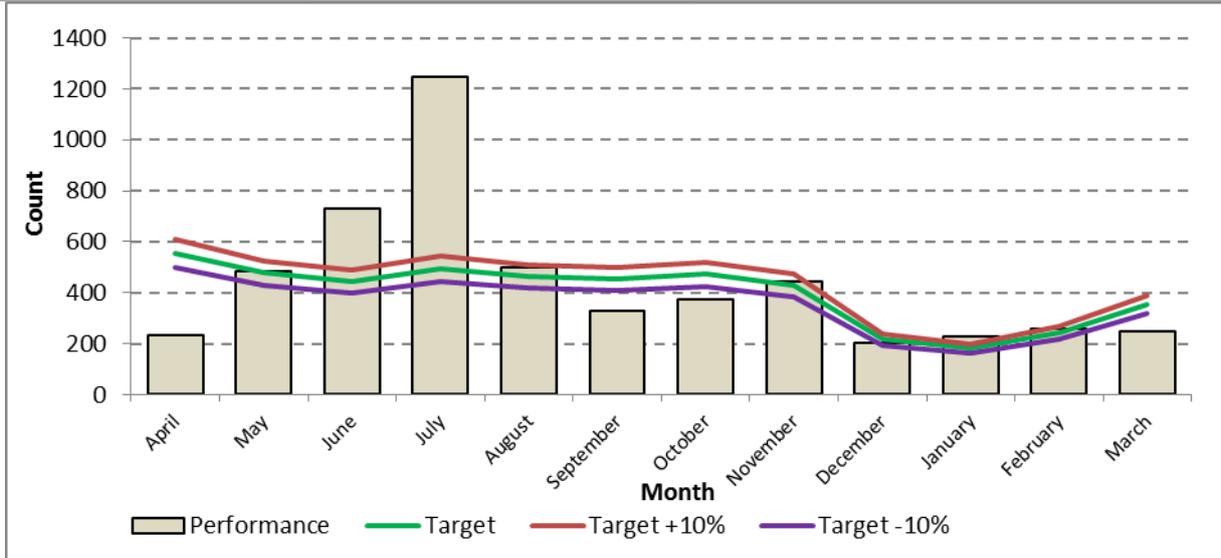
TC04 Total number of secondary fires attended

Service Plan Target
Apr-Nov 2018/19

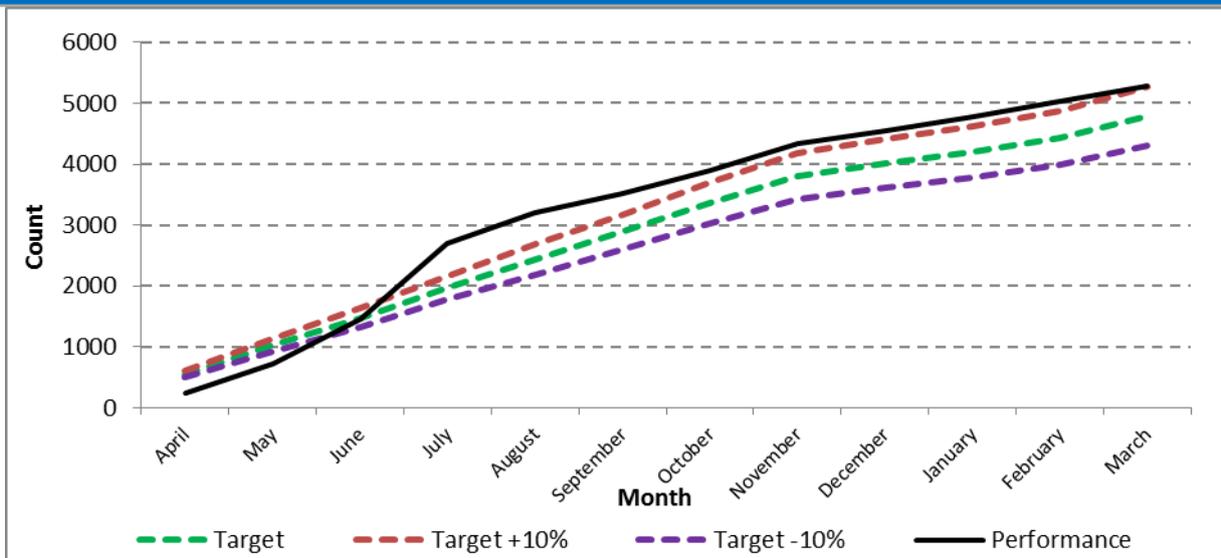
4791

End of Year Performance

5250



Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 5250 secondary fires during this reporting year. This is 459 more fires than in 2017/18. Since the very high numbers attended in June (733) and July (1020) incident numbers have returned to achieving monthly targets.

AC13

Deliberate anti-social behaviour small fires (4233) also increased during the Summer but overall this was just 38 more incidents than in 17/18. 906 of the anti-social behaviour small fires were in July alone, 580 in June compared to around 300 most other months.

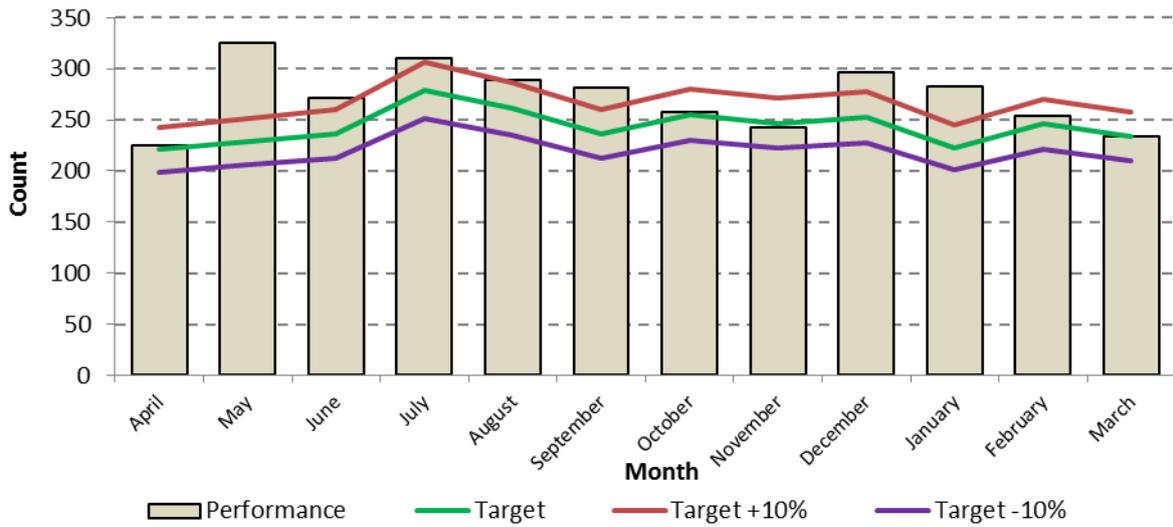
TC05 Total number of special services attended

Service Plan Target
Apr-Nov 2018/19

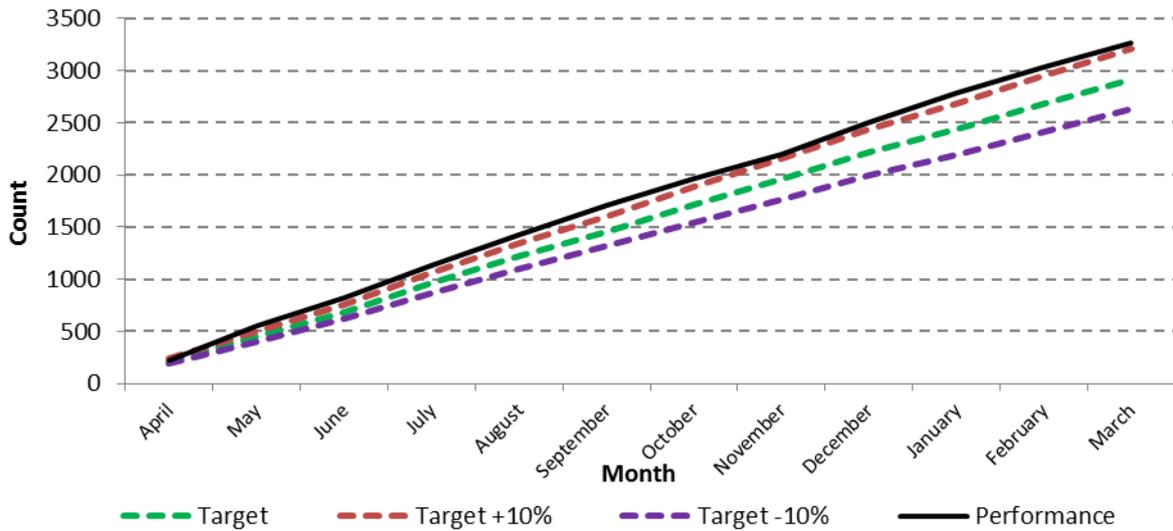
2920

End of Year Performance

3242



Cumulative Performance



TC05 Total number of Special Services attended

RC11 Number of Road Traffic Collisions (RTC's)

TC05 Crews attended 118 more special service calls in 18/19 (3242) than in 17/18 (3124). As reported previously we have been looking how we can separate the types of incident that MFRS can influence and those that it cannot (or even those that are desirable to attend – hence why this outcome is shown as both red and green). From April 2019 both RTC's and Water Rescues will be reported as individual Special Service performance indicators. Community Risk Management teams work in the community to educate the public about water and road safety meaning MFRS could influence these incident types.

RC11 The number of RTC's attended has increased from 553 in 2017/18 to 615 in 2018/19. There was a peak in incidents in May (70), November (71) and January (66) which is considerably more than other months when numbers have been around 50. In line with the increase in incidents there have been 27 more injuries in RTC's (325). Also, there have sadly been 12 fatalities in RTC's.

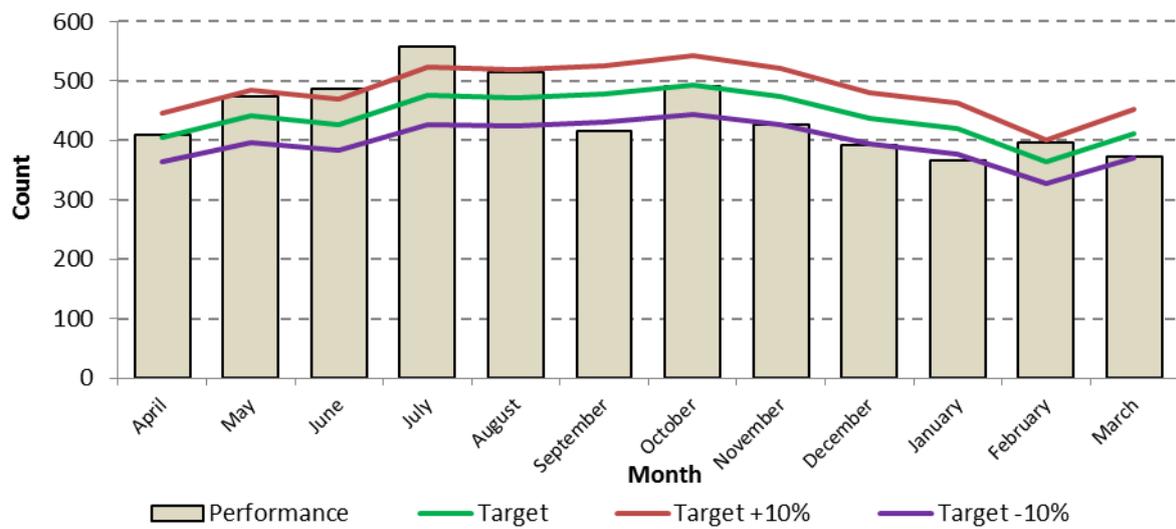
TC06 Total number of false alarms attended

Service Plan Target
Apr-Nov 2018/19

5298

End of Year Performance

5280



TC06 Total number of false alarms attended

TC06

The number of false alarms attended (5280) achieved the annual target (5298). The number of incidents attended have fallen relatively consistently since a peak in October. Repeat attendances continue to be predominantly sheltered self-contained accommodation. Community Risk Management teams work closely with these premises to reduce false alarm calls. This is having an impact as there were 192 less incident than in 2017/18 (5472).

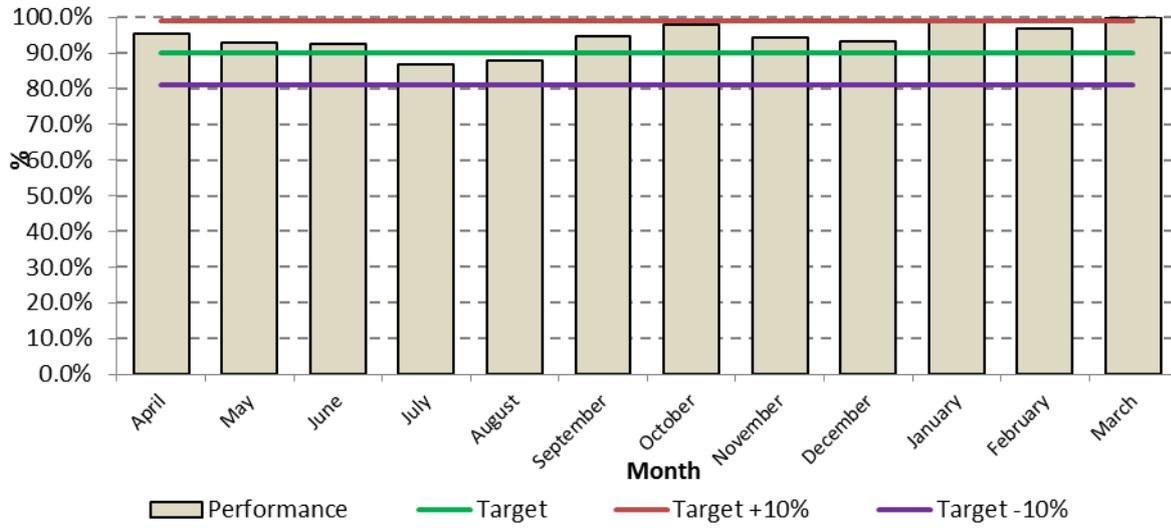
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target

90%

End of Year
Performance

93.9%



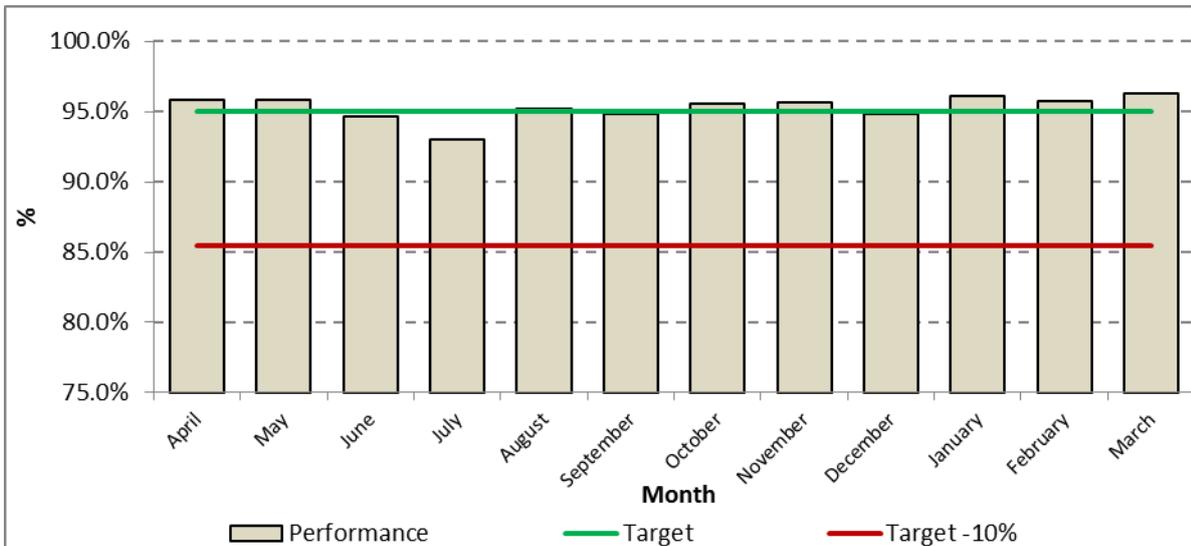
DR23 Alert to mobile in under 1.9 minutes

Service Plan Target

95%

Progress to Date

95.2%



TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes

DR23 Alert to mobile in under 1.9 minutes

TR08

Operational staff attained the attendance standard of the first attendance of an appliance at a life risk incident within 10 minutes on 93.9% of occasions, achieving the target of 90%.

DR23

Crews when being mobilised to emergency incidents went from alert to mobile in under 1.9 minutes on 95.2% of incidents achieving the target 95%. During the extremely busy months of June and July the target was missed for both these performance indicators due the volume of calls and incidents.

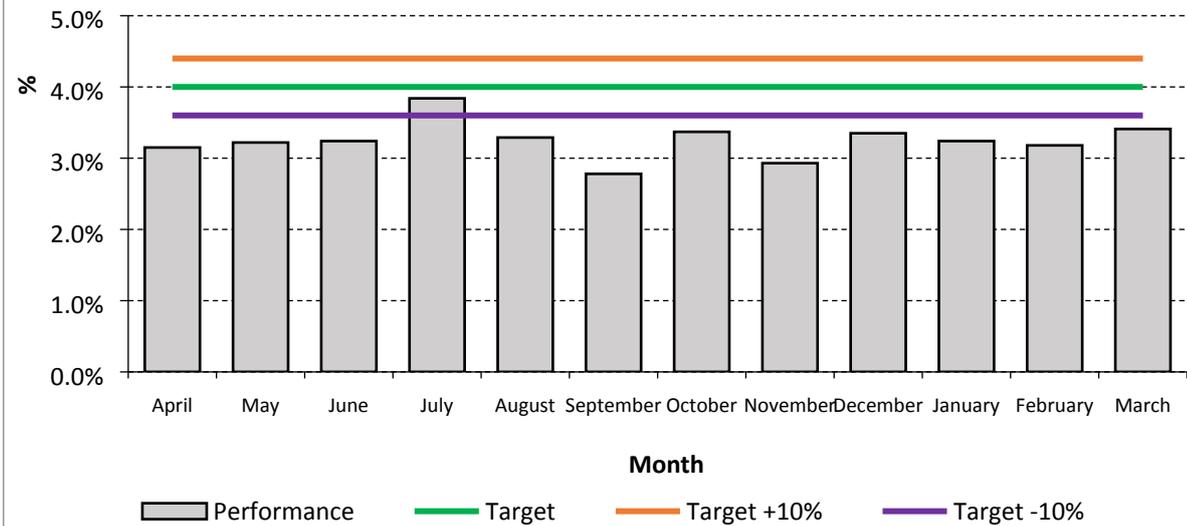
TD09 The % of available shifts lost to sickness absence, all personnel

Service Plan Target
Apr-Nov 2018/19

4%

End of Year Performance

3.41%



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

WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel

WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel

TD09 Overall sickness among all staff at 3.41% shifts lost to sickness absence is below the 4% target.

WD11
WD12 During 2018/19 3.61% of uniformed staff shifts were lost to sickness absence. This was better performance than 2017/18 when it was 4.29%. Non uniformed staff absence was 3.31% compared to 3.90% in 2018/19.

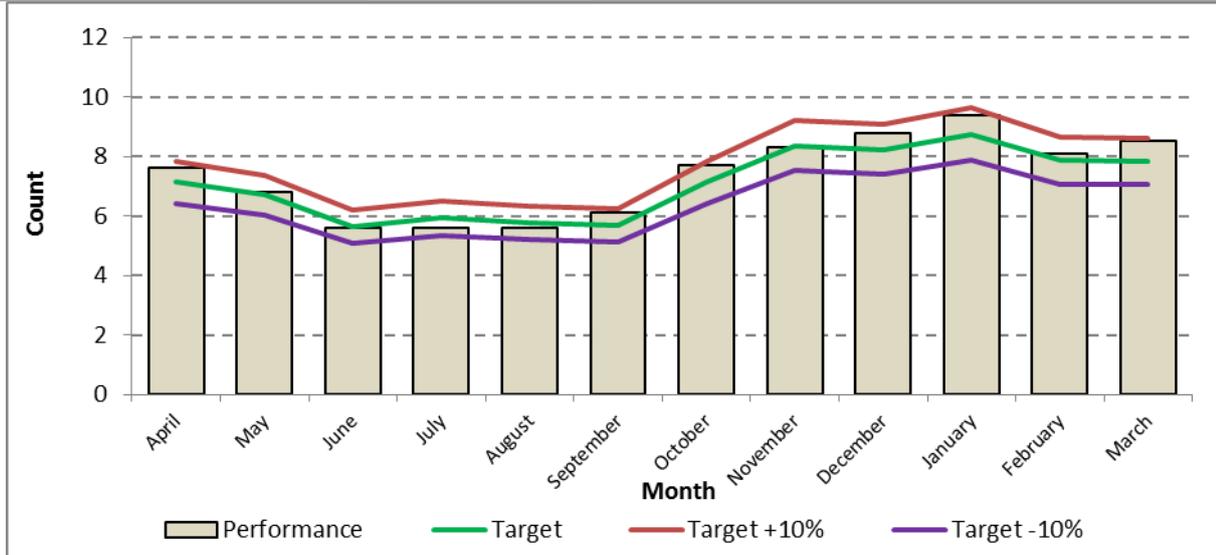
TE10 Total carbon output of all buildings

Service Plan Target
Apr-Nov 2018/19

85

End of Year Performance

88.1



TE10 Total carbon output of all buildings

TE10

Carbon output at 88.1 from all buildings is slightly higher than 2017/18 when it was 87.2. This measurement is CO2 per metre per building. A contributory factor to performance not being below target is an increase in water usage at the Training and Development Academy due to the recruit courses.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	3 JULY 2019	REPORT NO:	CFO/040/19
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	HMICFRS INSPECTION REPORT		

APPENDICES:	APPENDIX 1:	HMICFRS MFRS INSPECTION REPORT
	APPENDIX 2:	REPORT
	APPENDIX 3:	NATIONAL TRANCHE 2 REPORT
	APPENDIX 4:	COMPARATIVE JUDGEMENTS INSPECTION ACTION PLAN TEMPLATE
	APPENDIX 5:	PRESS RELEASE

Purpose of Report

1. To request that Members note the content of the Service’s inspection report by Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Recommendation

2. That Members;
 - a. note, the HMICFRS inspection report (Appendix 1), national tranche 2 report and comparisons with other fire and rescue services (Appendices 2 and 3)
 - b. note the findings of the inspection report and the areas of strength identified.
 - c. note, the steps being taken to address any areas for improvement including the intention to create an action plan (Appendix 4).
 - d. note the Chief Fire Officer’s proposals to acknowledge the positive outcomes of the inspection.

Introduction and Background

3. Members will be aware that Merseyside Fire and Rescue Service (MFRS) was inspected by HMICFRS in late 2018. This was part of the tranche two inspection process. The process began with the submission of a self-assessment in September, a Discovery week in October, a Strategic Briefing in November and a Fieldwork week in December. Alongside this, officers dealt

with a document request and several data requests (which are now a twice yearly requirement).

4. The inspection focused on answering the three main questions below:
 - How effective is the fire and rescue service at keeping people safe from fires and other risks?
 - How efficient is the fire and rescue service at keeping people safe from fires and other risks?
 - How well does the fire and rescue service look after its people?
5. The full HMICFRS report is attached at Appendix 1, having been published by HMICFRS on 20th June. A national report was also published on the same day; that report deals with the themes and results arising from the whole of tranche two of the inspection process (Appendix 2).
6. The overall outcomes for MFRS are very positive with the Service receiving judgements of Good for each of the three main themes. The Service was recognised as Outstanding for two of the 11 sub themes, with only one judgement of requires improvement, the remaining 8 sub themes were judged as Good. MFRS received no judgements of Inadequate.
7. MFRS compares very well against other services in tranche 2. A full table of comparison is attached at Appendix 3. Only two other services received a judgement of Outstanding (West Midlands and Oxfordshire). No other service received two Outstanding judgments. By way of context, only one FRS received outstanding in tranche 1 against one sub theme, with only two services being defined as Good across all three main themes.
8. The details for Merseyside are presented below:

Effectiveness	Good
Understanding the risk of fires and other emergencies	Good
Preventing fires and other risks	Outstanding
Protecting the public through fire regulation	Good
Responding to fires and other emergencies	Good
Responding to national risks	Outstanding

Efficiency	Good
Making best use of resources	Good
Making the fire and rescue service affordable now and in the future	Good

People	Good
Promoting the right values and culture	Good
Getting the right people with the right skills	Good
Ensuring fairness and promoting diversity	Requires improvement
Managing performance and developing leaders	Good

9. The Chief Fire Officer feels that overall, the judgement is a fair assessment of the organisation and that the high number of Good judgements reflects that the fact MFRS is a high performing service with committed and professional staff.
10. The two Outstanding judgements relating to Preventing Fires and Other Risks and Responding to National Risks (National Resilience) reflect the national significance of the Service's sector-leading role in these areas, and in the case of Prevention, a decade of commitment to reducing fires deaths and injuries.
11. Some key comments that illustrate why the Inspectorate has found the Service to be Good overall and Outstanding in parts are quoted below. These reflect the wide range of high levels of professionalism, commitment and expertise displayed by the Service's staff:

Effectiveness:

"We found the service has a good understanding of local and community risk"

"[The service] consistently meets [its attendance] standard"

"[The service] is being innovative in having more fire appliances available during the day, to match the higher levels of operational demand...during this time"

"This doesn't compromise the response standard and maximises staff availability during the day. This is when they can most easily interact with businesses and the public and maintain essential training skills"

"It clearly prioritises fire safety in the home and arson reduction"

"The service fully involves operational firefighters in its prevention strategy"

"The service is proactive in engaging with under-represented groups...most notable is the engagement work with the Muslim community"

"The service is on track to deliver its risk-based [Protection] inspection plan"

"the service clearly demonstrated its commitment to working with other organisations following the Grenfell Tower fire."

"The service has introduced a variety of duty systems that take account of local demand and risk...they ensure the service is able to respond to large and protracted incidents and send assets to national incidents".

"The service is assuring itself that...incident commanders are competent through assessing them at operational incidents and regular exercises"

"Control staff are confident in their ability to give fire survival advice"

“We saw good evidence that the service gathers operational learning and feeds this back to staff.”

“We found strong evidence that the service can add to its own resources during large scale incidents”

“Senior managers are able to successfully deal with and command a major incident.
“

“The service is highly effective at working with other fire and rescue services nationally”

“[the service] is a valued and active member of the local resilience forum”

Efficiency

“[the service is] good at managing its budget...has made significant savings over the last seven years [and] has a good plan for using its reserve money.”

“[the service makes sure it gets good value for money from a wide range of contracts.”

“The varied shift patterns will help it provide the cover it needs to keep the public safe.”

“The service has made a consistent commitment to ensuring it provides its services in a productive manner. The changes it has introduced are for the benefit of the public.”

“Resilience contracts...ensure the service has competent, trained staff to deploy during periods of industrial action”

“The service is discharging its legislative duty to collaborate with other blue light partners...it has strong oversight and...collaboration is reviewed and evaluated to ensure it delivers benefits to the public and provides value to the service.”

“The chief officer is committed to continuously reviewing duty systems to provide the most efficient service to the public”

People

“The service is making excellent provision for the wellbeing of its staff”

“[The service] has an excellent understanding of its current workforce skills and capabilities”

“The service has robust health and safety arrangements”

“The service has a clear set of behavioural values”

“Managers have listened to [areas of concern] and have then implemented changes in order to respond”

“The service has a good relationship with each [representative body] and has robust systems in place to consult and negotiate with them”

“The service runs positive action campaigns to encourage applications from under-represented groups”

“[The service] has strong systems in place to develop leaders”

“[Promotion systems] are fair and open and it promoted those who performed the best”.

12. The areas defined as Outstanding reinforce the way in which the Service has led national practice in these areas, delivering very positive outcomes for communities over a number of years. The Requires Improvement judgement for one aspect of Ensuring Fairness and Promoting Diversity is disappointing as the Chief Fire Officer is committed to improving the culture of the organisation and Members have already received a presentation in this regard. As Members will see from the quotations included above in this report, there are also many highly positive comments within the report about the Service’s approach to looking after its people and the Chief Fire Officer will continue to work with staff on plans for the future as is reflected in the report with the following comments:

- “We found that staff respect him [The CFO] and [he is] visible across the organisation and models the behaviours that the service expects”
- “[The CFO is engaging [staff] with his future vision for the service.”

13. The Chief Fire Officer will create an action plan to address areas for improvement raised in the inspection report. The actions will form part of the existing planning and performance management structure of the Service and a blank action plan template is attached for information at Appendix 4. All staff will be included in this process.

14. Members can be assured that as the Chief Fire Officer was already in the process of addressing the areas for improvement identified (having identified them at the self-assessment stage of the inspection process), the draft Integrated Risk Management Plan supplement approved by the Authority on 28th February contained plans related to some of the areas for improvement, notably by:

- Increasing Protection resources
- Improving cross-border information exercising

- Improving cross-border information training
15. The Principal Officers have already spoken to all staff during the “PO Talks” to explain that steps are being taken to improve the organisational culture and to ensure that all staff feel that MFRS is a fulfilling and welcoming place to work. To date, that has included seeking staff feedback on the appropriateness of the organisation’s Ground Rules for behaviour and further work is planned including engaging with staff to determine appropriate reward and recognition strategies and providing equality, diversity and inclusion training for all staff. This will be linked to the People Strategy Implementation Plan objectives.
 16. The Chief Fire Officer believes that the outcomes from the inspection are worthy of celebration and social and traditional media have already been used to highlight the Service’s successes (Appendix 5).
 17. The CFO has sent an email to all staff thanking them for their contribution to the successful inspection and is considering other ways in which the Service can recognise the way in which the excellent work of staff has contributed to the highly positive outcome.

Equality and Diversity Implications

18. There is no Equality Impact Assessment required for this report, but individual EIAs will be completed for specific projects and initiatives as required.
19. Equality, Diversity and Inclusion form part of the People theme of the inspection and as such action will be taken to improve organisational culture as outlined in paragraph 9 above.

Staff Implications

20. The positive outcomes of the inspection reflect well on the hard work, professionalism and commitment of the employees who have contributed to the delivery of successful, high quality services that improve safety in Merseyside communities over many years.
21. As mentioned above, there are improvements that can be made to the culture of the organisation and the Chief Fire Officer is committed to making changes that will make the experience of working for MFRS a positive one for all staff.
22. The inspection report also highlights the need for improving the resources required for Protection and Members will be aware that steps have been made to deliver these changes in the IRMP supplement 2019/21 as referred to in paragraph 7.

Legal Implications

23. In May 2016, the Home Secretary established a wide-ranging reform programme for the fire and rescue services in England. This included a

proposal to establish a rigorous and independent inspection regime for fire and rescue authorities.

24. In July 2017, the Home Office confirmed that HMIC would take on the role of inspecting fire and rescue services in England, and of assessing and reporting on the effectiveness and efficiency of each service. To reflect these new responsibilities, HMIC's name changed to HMICFRS.
25. The Policing and Crime Act 2017, which amended the Fire and Rescue Services Act 2004, contains provisions to strengthen existing powers to inspect fire and rescue authorities.

Financial Implications & Value for Money

26. There are no financial implications resulting from this report, and the financial implications of any resulting projects and initiatives will be the subject of individual reports.
27. It should be noted that the Inspectorate's findings in relation to the efficiency of the organisation were very positive.

Risk Management, Health & Safety, and Environmental Implications

28. The report has found many examples of ways in which the Service is effectively managing the risks it faces and also reducing and mitigating the risks faced by our communities through the services it provides.
29. Areas where the Inspectorate feels the Service could improve its approach are highlighted in the report and will be the subject of future actions as outlined above.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

30. The inspection report focuses on how effectively and efficiently MFRS reduces risk for communities and delivers its services and how well it looks after its people. The report presents an opportunity for all stakeholders to find out more about the way in which MFRS performs and how it compares with others.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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Fire & Rescue Service

Effectiveness, efficiency and people 2018/19

An inspection of Merseyside Fire and Rescue Service



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About this inspection

This is the first time that HMICFRS has inspected fire and rescue services across England. Our focus is on the service they provide to the public, and the way they use the resources available. The inspection assesses how effectively and efficiently Merseyside Fire and Rescue Service prevents, protects the public against and responds to fires and other emergencies. We also assess how well it looks after the people who work for the service.

In carrying out our inspections of all 45 fire and rescue services in England, we answer three main questions:

1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
3. How well does the fire and rescue service look after its people?

This report sets out our inspection findings. After taking all the evidence into account, we apply a graded judgment for each of the three questions.

What inspection judgments mean

Our categories of graded judgment are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Good is our 'expected' graded judgment for all fire and rescue services. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant [national operational guidance](#) or standards.

If the service exceeds what we expect for good, we will judge it as **outstanding**.

If we find shortcomings in the service, we will judge it as **requires improvement**.

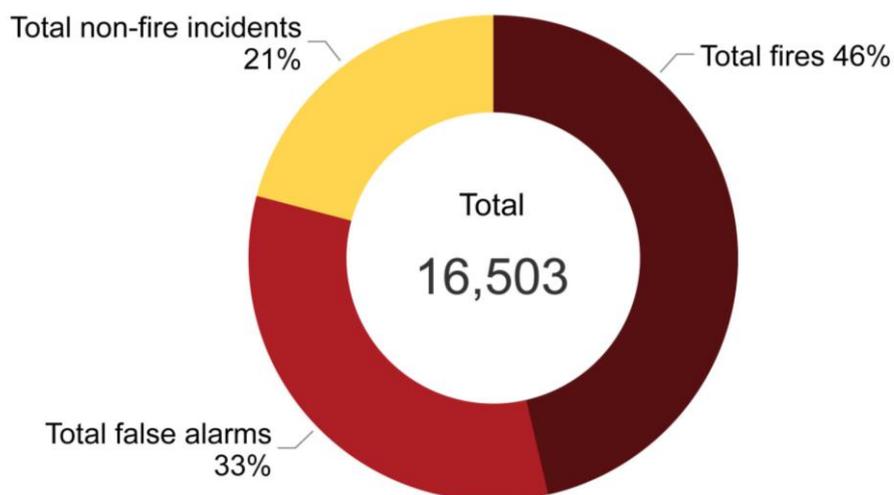
If we find serious critical failings of policy, practice or performance of the fire and rescue service, we will judge it as **inadequate**.

Service in numbers

 Public perceptions	Merseyside	England
Perceived effectiveness of service Public perceptions survey (June/July 2018)	85%	86%

 Response	Merseyside	England
Incidents attended per 1,000 population 12 months to 30 September 2018	11.6	10.5
Home fire risk checks carried out by FRS per 1,000 population 12 months to 31 March 2018	37.1	10.4
Fire safety audits per 100 known premises 12 months to 31 March 2018	3.0	3.0

Incidents attended in the 12 months to 30 September 2018





Cost

Merseyside

England

Firefighter cost per person per year
12 months to 31 March 2018

£25.75

£22.38



Workforce

Merseyside

England

Number of firefighters per 1,000 population
As at 31 March 2018

0.5

0.6

Five-year change in workforce
As at 31 March 2013 compared with 31 March 2018

-17%

-14%

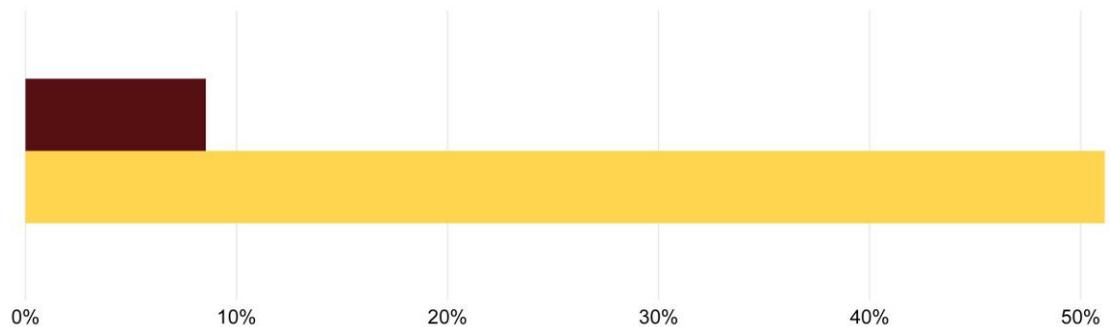
Percentage of wholetime firefighters
As at 31 March 2018

92%

70%

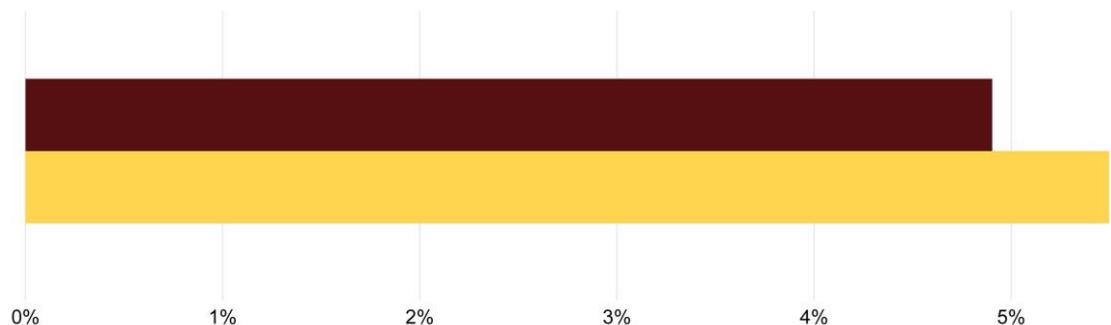
Percentage of female firefighters as at 31 March 2018

● Female firefighters ● Female residential population



Percentage of black, Asian and minority ethnic firefighters as at 31 March 2018

● BAME firefighters ● BAME residential population



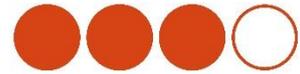
Please refer to annex A for full details on data used.

Overview

 Effectiveness	 Good
Understanding the risk of fire and other emergencies	 Good
Preventing fires and other risks	 Outstanding
Protecting the public through fire regulation	 Good
Responding to fires and other emergencies	 Good
Responding to national risks	 Outstanding
 Efficiency	 Good
Making best use of resources	 Good
Making the fire and rescue service affordable now and in the future	 Good

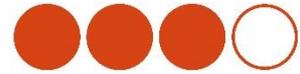


People



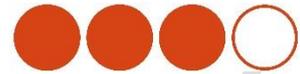
Good

Promoting the right values and culture



Good

Getting the right people with the right skills



Good

Ensuring fairness and promoting diversity



Requires improvement

Managing performance and developing leaders



Good

UNDER EMBARK

Overall summary of inspection findings

We are very pleased with the performance of Merseyside Fire and Rescue Service in keeping people safe and secure, and in particular with its effectiveness.

We found it to be outstanding at:

- preventing fires and other risks; and
- responding to national risks.

Merseyside FRS is good at:

- understanding the risk of fire and other emergencies;
- protecting the public through fire regulation; and
- responding to fires and other emergencies.

It is good at providing an efficient service. And it is good at using resources and at making the service affordable now and in future.

The service is good at looking after its people. We judge it to be good at:

- promoting the right values and culture;
- getting the right people with the right skills; and
- managing performance and developing leaders.

But we judge that it requires improvement at ensuring fairness and promoting diversity.

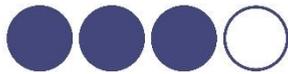
Overall, we commend Merseyside Fire and Rescue Service for its performance. We are confident it is well equipped for this to continue.

Effectiveness

UNDER EMBARGO



How effective is the service at keeping people safe and secure?



Good

Summary

An effective fire and rescue service will identify and assess the full range of foreseeable fire and rescue risks its community faces. It will target its fire prevention and protection activities to those who are at greatest risk from fire. It will make sure businesses comply with fire safety legislation. When the public calls for help, the fire and rescue service should respond promptly with the right skills and equipment to deal with the incident effectively. Merseyside Fire and Rescue Service's overall effectiveness is good.

It understands the risks in its local community. It tells the public about these risks and involves them when making its plans. It uses a range of information to help with this. The service has a response standard of attending the scene of life at risk incidents within ten minutes. Its target is to meet this standard on 90 percent of occasions. Between 1 April and 31 December 2018, it exceeded this target (92.3 percent). Firefighters can access and use relevant information about risk.

The service's work to prevent fires and other risks is very good. According to service data, fire deaths in Merseyside are at their lowest level since records have been kept. The service directs its prevention activity at the areas that most need it. It works with other organisations to prevent risk through different activities. The service involves its firefighters in prevention activity. It is an active member of the local road safety partnership. It also works with other groups to improve road safety.

The service has a new risk-based inspection programme. It has restructured its protection department. But it needs to make sure it has sufficient staff. It works with businesses to help them maintain standards. It takes [enforcement action](#) where necessary.

The service properly trains and equips its firefighters. It has adapted its staffing arrangements to help match demand. It has good systems in place to help staff learn lessons from incidents. It shares learning locally and nationally. But it needs to make sure the command competencies for supervisors are up to date. The joint emergency services control centre is good practice.

The service is a leading member of the [local resilience forum](#). It can get help from other services for major incidents if necessary. It can also send resources to help others. It takes responsibility for managing how services do this nationally.

Understanding the risk of fire and other emergencies



Good

All fire and rescue services should identify and assess all foreseeable fire and rescue-related risks. They should also prevent and mitigate these risks.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Understanding local and community risk

We found that the service has a good understanding of local and community risk. It has informed the public of the main risks they face in its [integrated risk management plan](#) (IRMP). This includes measures it has in place, or intends to introduce, to reduce these risks through prevention, protection and response. The current IRMP covers the period 2017–20. It is easy to understand and clear about the financial constraints facing the service. Prior to consulting on its IRMP proposals, the service engaged with the public to ensure that it understood their priorities. As a result, we found that the efficiencies and changes it proposes reflect the expectations the public expressed during that consultation exercise.

The service takes account of a wide range of information to build its IRMP. It draws from both internal and external sources such as local resilience forum partners, the health sector and local authorities. Additionally, it uses bespoke software to simulate the effect of any changes it proposes to make to the location of its fire stations. It uses census, health, deprivation, predictive population and built environment data from external partner organisations. It takes account of high-risk sites identified through the community risk register, such as the large number of high-rise blocks of flats in Liverpool, potential major accident sites and transport hubs. When appropriate, it has specific emergency plans in place.

It also takes account of the risks on the community risk register (which it manages on behalf of the local resilience forum) that present high levels of demand to the service. These include the involvement of fire in criminal activity, an ageing population and troubled families. The service shares information with local authorities to target those most at risk from fire and other emergencies, and has full access to road safety data through the Merseyside road safety partnership.

To draw its public-facing and internal plans together, the service has developed a broad range of performance indicators that allows it to compare its performance against other similar fire services. This approach is keeping internal departments focused on the aims of the service and enabling the [fire authority](#) to hold it to account for the service it provides to the public.

Having an effective risk management plan

We were pleased to see clear links between the service's IRMP and its functional, departmental and station plans. We examined the service's IRMP and found it to be in line with nationally published guidance.

The service has a response standard of attending 90 percent of life-risk incidents within ten minutes. It consistently meets this standard. It is being innovative in having more fire appliances available during the day, to match the higher levels of operational demand on the service during this time. This approach is also allowing it to maximise the time it can make firefighters available to provide its prevention and protection activities.

The service clearly directs its prevention activity to those individuals who are most at risk from fire, irrespective of where they live. Its prevention activity recognises the correlation between deprivation, crime, and the high levels of deliberate fire setting.

The IRMP commits the service to refreshing its protection activity by 2020. The service is on target to do that, having introduced a revised risk-based inspection programme targeted at its highest-risk premises.

Maintaining risk information

Fire engines are equipped with computer-based risk information that is accessible to firefighters. Firefighters were able to show us they can use this information quickly to assist them in the safe resolution of operational incidents.

Firefighters gather risk information for use at incidents. They also conduct fire safety audits at lower-risk commercial and industrial premises. This allows them to maintain a working knowledge of the risks in their immediate station area. This is helping to address the service's concern that firefighters' practical knowledge is decreasing because of the reduction in fires and other emergencies over the last decade.

We were also pleased to see that the service has a good system in place that allows it to quickly communicate temporary safety-critical risk information across the service such as at one-off sporting events. This ensures that firefighters have up-to-date and relevant information to allow them to successfully deal with operational incidents.

Preventing fires and other risks



Outstanding

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Prevention strategy

The service has deliberately concentrated the majority of its prevention work on its statutory responsibility to protect the public from the risks of fire. It clearly prioritises fire safety in the home and arson reduction. However, it is also engaged in a range of non-statutory prevention activity such as road and water safety.

The service has moved from offering universal home fire safety visits to concentrating on those at the highest risk from fire. We were pleased to note that the rationale for this approach is based on robust research into the causes of fire deaths in Merseyside over the past decade. As a result, together with referrals from partner organisations, it targets individuals based on their age, vulnerability, mobility and whether they live alone. Central to this approach is the use of shared health data. The service has helped to have this data (known as [Exeter data](#)) made available for the use of all fire and rescue services.

We were impressed to note that in the year to 31 March 2018 the service carried out around 52,000 [home fire safety checks](#), equating to 37.1 home fire safety checks per 1,000 population. It targeted just under 31,000 (58.8 percent) of these checks at elderly people and just under 9,000 (16.6 percent) to people declaring a disability.

When firefighters identify additional needs during visits, we saw evidence that they refer individuals to more specially trained staff. This ensures a more in-depth [safe and well visit](#) takes place. These visits include identifying and taking action to reduce potential fire risks, ensuring working smoke alarms are fitted, advice on social welfare, health screening and detection, health prevention and advice on slips, trips and falls.

We found that the service fully involves operational firefighters in its prevention strategy, which is widely understood. It is notable that the service reinforces the importance it places on its strategy by assigning one day a year where all staff, including fire authority members, take part in fire risk checks.

The service seeks feedback, and evaluates and quality assures this activity to ensure that it is contributing to its intended strategy. It now completes fewer checks but these are better targeted.

In the year to 31 March 2018, there were five fire-related deaths in Merseyside (four accidental dwelling fire deaths plus one deliberate action), based on records published by the Home Office. These are at the lowest level since records began.

Promoting community safety

We found that the service is engaging with a range of partner organisations to promote community safety. These organisations told us the service is a valued member of Merseyside's community safety partnership. It takes an active role in taking individual referrals to and from multi-agency safety hubs.

We were encouraged to note that the service is proactive in engaging with under-represented groups in its communities and assuring itself that these groups receive an appropriate service. Most notable is the engagement work with the Muslim community.

We saw evidence of the service promoting water safety in areas where the risk of drowning was significant. The service is also engaging with groups that provide access to vulnerable individuals suffering from Alzheimer's, dementia or who might be at risk of taking their own life. All fire stations in Merseyside are promoted as safe havens, meaning they are advertised as places [vulnerable people](#) may seek refuge in times of need. We spoke to people who gave us first-hand accounts of occasions when vulnerable members of the public had looked for and been given refuge.

The service has a proactive approach to arson reduction. It works closely with Merseyside Police, which has enabled it to contribute to the successful prosecution of many arsonists. The service monitors where deliberate fires are taking place and leads regular multi-agency campaigns that target those areas. These campaigns provide public reassurance, education and target hardening.

The service told us it traditionally receives a high volume of calls and many attacks on staff during the run-up to Bonfire Night. We were impressed by the volume of activity the service had undertaken in the lead-up to Bonfire Night. To reduce the risk to both the public and staff, the service reported that it worked with partner organisations to remove over 50 tonnes of bonfire materials, carried out joint target-hardening visits, regularly drove high-risk routes in fire appliances to increase visibility and deter offenders, and successfully worked with the police to reduce violence to staff.

Road safety

The service is a member of the Merseyside road safety partnership. Partners told us that it is an active and valued member. The partnership co-ordinates road safety activity across the five districts of Merseyside. It uses a mixture of education, engineering and enforcement to improve road safety. The service leads the partnership on innovation. It has introduced virtual reality technology to assist with education campaigns and is currently researching other opportunities.

We noted that the service also engages with a range of local football clubs, schools, further education establishments, youth offending services and The Prince's Trust's schemes. This to provide a variety of road safety education packages targeting young drivers.

There has been a reduction in the total number of injuries recorded on Merseyside's roads in recent years. In the year ending 31 March 2017, the service recorded 529 non-fatal road vehicle casualties. This reduced to 400 in the year ending 31 March 2018.

Protecting the public through fire regulation



Good

Merseyside Fire and Rescue Service is good at protecting the public through fire regulation. But we found the following area in which it needs to improve:

Areas for improvement

- The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.

All fire and rescue services should assess fire risks in buildings and, when necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Risk-based approach

The service has made a commitment that by 2020 it will ensure maximum effectiveness in targeting the right level of protection expertise to the right level of risk. We found that the service is on track with that commitment.

The service recognised that it needed to improve the way it chooses properties for inspection. Previously it had been revisiting places that already had a satisfactory standard of fire safety measures. It has now refreshed its risk-based inspection programme. This means it is now targeting premises for inspection in line with its inspection plan. It has ranked, according to risk, every property in Merseyside covered by the relevant fire safety legislation. It has calculated each property's risk by combining data it already holds with external factors such as social, economic and environmental risk factors.

In the year to 31 March 2018, the service carried out 3.0 fire safety audits per 100 known premises (which equates to 908 audits). This is in line with the England rate. Of these audits, 91 percent were satisfactory. This high level of satisfactory audits supports the service's analysis that it needed to refresh its risk-based inspection programme. In the year to 31 December 2018, the service audited 310 of the 13,299 high-risk premises it had identified.

We examined a number of audits completed at the Wallasey, Bootle and Netherton, and Belle Vale protection hubs. We are satisfied that these are consistent and in line with the service's policy and procedures.

To support this approach, the service has restructured its protection department. We are concerned by the vacancies in this department and the number of experienced staff who have left in recent years. However, we recognise the service has mitigated these problems in several ways: it ensures that managers complete inspections; it is training fire safety auditors to do more-complex work; and it is introducing a firefighter role to provide a career pathway within protection. Consequently, the service is on track to deliver its risk-based inspection plan.

Enforcement

We found that the service has the appropriate skills in place to take enforcement action when necessary. It can respond to complaints in a timely manner. The service has taken enforcement, prohibition and prosecution action across a broad range of properties. These include properties linked to the night-time economy, health care and housing services. When the service takes enforcement action, it publicises the results to encourage wider compliance.

The service engages with a range of businesses to encourage compliance. It aims to use prosecution and prohibition as a last resort. However, we are satisfied that it has good scrutiny arrangements in place, and that it is taking enforcement and prosecution action when necessary. In the year to 31 March 2018, the service issued 1 alteration notice, 37 enforcement notices, 30 prohibition notices and no prosecutions.

Working with others

The service works with a broad range of partner organisations through its protection department. This includes:

- local authority licensing;
- environmental health;
- housing services;
- the clinical care commission; and
- the Environment Agency.

For example, the service worked closely with the Environment Agency to deal with a large fire that had taken place at a waste recycling facility at Liverpool docks. It also works with private landlords, sporting-event providers and representatives of black, Asian and minority ethnic (BAME) communities.

The service is working hard to reduce the negative impact of attending false alarms at commercial and domestic premises. It actively monitors this type of call and works with businesses to reduce them. If appropriate, it doesn't attend automatic fire alarms when there is no risk to life.

The service clearly demonstrated its commitment to working with other organisations following the Grenfell Tower fire. Liverpool has over 200 high-rise tower blocks and many of them have cladding. Following the disaster, the service's protection department jointly inspected each block with local authority partners. It offered a home fire risk check to every resident. The service has now seconded an experienced officer into Liverpool City Council to support follow-up activity.

Responding to fires and other emergencies



Good

Merseyside Fire and Rescue Service is good at responding to fires and other emergencies. But we found the following area in which it needs to improve:

Areas for improvement

- The service should ensure staff know how to command fire service assets assertively, effectively and safely at incidents. This should include regular assessment of command competence.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Managing assets and resources

The service bases its response standards on a thorough assessment of risk to the community. It has made a commitment to attend 90 percent of all life-risk incidents within ten minutes. We were encouraged to see that it is meeting this standard. To support this, the service ensures it has a fire engine available in ten principal station areas. Home Office data shows that in the year to 31 March 2018 the service's average response time to [primary fires](#) was 7 minutes and 29 seconds, which is slightly faster than the average for other predominantly urban services.

The service has analysed its demand and found that most emergency incidents happen during the day. As a result, it has fewer fire engines immediately available overnight. This doesn't compromise the response standard and maximises staff availability during the day. This is when they can most easily interact with businesses and the public, and maintain essential training skills. Between April 2018 and December 2018, the overall average monthly pump availability ranged from 79 percent to 92 percent.

The service has introduced a variety of duty systems that take account of local demand and risk. These also contribute to the service-wide response standard. They ensure the service is able to respond to large and protracted incidents and to deploy assets to national incidents. We found that the service has the appropriate range of people and equipment to meet the demands of a mainly urban area. However, the chief officer intends to continue to review the efficiency of duty systems in future IRMPs.

Response

The service's operational policy reflects national guidance. But staff have an inconsistent understanding of what recording process they would follow if required to step outside policy. They were also not always sure how to log significant decisions.

We visited the emergency control room on two occasions during our inspection. We found that staff are good at sending resources to incidents based on the individual risk each incident presents. They have discretion and make good use of their ability to alter the attendance criteria to incidents. This may mean sending more, fewer or no appliances.

We visited 11 fire stations during our inspection. We found that firefighters can quickly access risk information about known higher-risk premises using computers fixed in each fire engine. They are also confidently able to access information relating to risk at premises, chemical information, water supplies and vehicle data for use at road traffic collisions. We are satisfied that they can quickly share risk information that may be temporary – such as a building's sprinkler system being temporarily out of operation – within the control room and across the service.

Command

We found that incident commanders at all levels of the organisation have a good understanding of the [Joint Emergency Services Interoperability Principles](#) (JESIP). These principles are in place to help incident commanders from the blue light services work well together.

The close working relationship the service has with Merseyside Police and the North West Ambulance Service improves how well these JESIP principles work. The police emergency control room is in the same building as [fire control](#), and the ambulance service is based at five community fire stations. The ambulance service also has its [hazardous area response team](#) based at the service's training and development academy. This has contributed to a close relationship, meaning joint training can happen more easily.

We were disappointed to find that the service isn't meeting its own target of formally assessing the command competence of its supervisory managers every two years. However, it was fully aware of this. It has put robust control measures in place and has allocated resources to address this issue at an appropriate pace. This includes providing more capacity for assessments and carrying out assurance assessments at incidents and training exercises.

Keeping the public informed

The service updates the public about ongoing incidents through its website. It is improving the website to ensure it is making the best use of all available media to communicate with harder-to-reach groups.

Merseyside Fire and Rescue Service and Merseyside Police have a joint command and control centre where the police's force incident manager is based. Local resilience forum and ambulance staff also work from this location. Among other benefits, this gives them immediate face-to-face contact with each other. This means that joint decisions about communicating with the public can happen quickly during emergency incidents.

Firefighters we spoke to provided us with consistent first-hand evidence of occasions when they had dealt with [safeguarding](#) concerns, both at operational incidents and during day-to-day business. We found that they are well trained and confident. They explained to us how they followed the referral pathways the service has in place.

We also found that control staff are confident in their ability to give fire survival advice to callers who are trapped by fire during incidents.

Evaluating operational performance

We found that the service has good systems in place to gather feedback from operational incidents, which help it to make improvements. The service is making good use of technology to track and resolve problems that firefighters raise during debriefs.

The service has no set triggers for formally debriefing incidents. But its operational assurance team reviews all incidents as part of business as usual. In addition, a monitoring officer attends any significant incident and makes sure that it is being commanded appropriately and that debriefs take place.

We saw good evidence that the service gathers operational learning and feeds this back to staff through an operational learning database. When appropriate, it publishes significant incident reports, produces case studies and circulates officers' briefing notes to improve future practice. For example, we were able to review the significant incident report for a large fire that had occurred in a car park at the Kings Dock in Liverpool. This report led to changes in the pre-determined attendance at similar premises. It also led to the creation of more detailed plans for high-volume pumping appliances covering the area of these docks.

We found that the service is contributing to and sharing information from the national arrangements that are in place to share significant risk information. For example, we were able to view information that the service had taken from a national joint operational learning portal that related to the risks the National Grid had raised about illegal jumping off tall structures.

Although we found the debrief process led by the operational assurance team to be robust, we found operational crews took an inconsistent approach to debriefing smaller incidents.

Responding to national risks



Outstanding

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Preparedness

We found strong evidence that the service can supplement its own resources from neighbouring services during large-scale incidents. For example, during a major multi-storey car park fire in the Kings Dock area of Liverpool on New Year's Eve 2017, the service was supported by 16 appliances from neighbouring services. Senior managers are able to successfully deal with and command a major incident of this nature.

We also found that the service has site and risk-specific multi-agency plans in place for high-risk premises and events. These include:

- transport hubs;
- sports grounds and events; and
- plans for incidents at [premises covered by the control of major accident hazard regulations](#).

The service shares these plans with local resilience forum partners. It uses [Resilience Direct](#), a national web-based platform that emergency responders use, to share information securely.

Working with other services

The service is highly effective at working with other fire services nationally. It acts as the lead authority on behalf of the fire sector for [national resilience assets](#). These are strategically placed in fire services across the country, funded by the Home Office. They provide resilience for national emergencies that could need mass decontamination, or that involve chemical, biological or radiation agents, explosives, wide-scale flooding or terrorist attack.

As the national lead, Merseyside FRS also runs the national resilience fire control. This co-ordinates the availability of these assets and [mobilises](#) them when services request them from anywhere in the country. The service also co-ordinates training for these assets and leads on the management of their long-term capability on behalf of the Home Office. This has created a deep understanding, throughout the service, of the use and capabilities of these assets.

We saw evidence that the service has successfully co-ordinated the mobilisation for remote large-scale incidents. For example, it co-ordinated the attendance of fire engines from 21 services to wildfires that happened in Lancashire and Greater Manchester last year. Additionally, we found evidence that it had mobilised its own assets in support of wide-area flooding that occurred in Cumbria and North Yorkshire in previous years.

We are satisfied the service ensures it is intraoperable with the fire services with which it shares a border. It does this through the comprehensive assurance and debrief systems it has in place that have been detailed above.

We saw that the information the service holds on the risks in surrounding services isn't as accessible as its own risk information. But we noted that, while we were inspecting, the service was upgrading the computers it has on fire engines, where this information will be made available.

Working with other agencies

The service's partner organisations told us that it is a valued and active member of the local resilience forum. It takes the lead for training and exercising, and maintains the community risk register. Between 1 April 2018 and 31 December 2018, the service carried out 35 joint exercises or training events. This includes a variety of table-top and live exercises, including for terrorist attacks in built-up areas and incidents at local air and sea transport hubs.

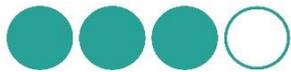
The service can respond to terrorist attacks and work alongside police and ambulance responders in the immediate vicinity of such a threat. The service has its own marauding terrorist firearms attack capability and, at the time of our inspection, also provided it to Greater Manchester Fire and Rescue Service. During our inspection, we saw the benefits of the joint command and control centre the service has developed with Merseyside Police. This building has located police and fire emergency controls alongside the national resilience fire control. It allows emergency planners from the fire, police and ambulance services and the local resilience forum to work in the same space.

These arrangements provide a joined-up approach to emergency planning for known and one-off risks. These have included a major golf tournament and the Giants Festival, which both took place in Merseyside last year. The Giants Festival attracted more than one and a half million people onto the streets of Liverpool.

Efficiency

UNDER EMBARGO

How efficient is the service at keeping people safe and secure?



Good

Summary

An efficient fire and rescue service will manage its budget and spend money properly and appropriately. It will align its resources to its risk. It should try to keep costs down without compromising public safety. Future budgets should be based on robust and realistic assumptions. Merseyside Fire and Rescue Service's overall efficiency is good.

The service is good at managing its budget. It has made significant savings over the past seven years. It is good at linking the actions it is taking with the risk it has identified. This means it can achieve its aims. It has a good plan for using its reserve money to help with some of the financial difficulties. The service has changed all its shift patterns to help firefighters be more productive. It works well with the other emergency services.

The service is on target to deliver the savings it has shown in its plans. The number of firefighters, support staff, fire engines and fire stations will reduce without negatively affecting the public. It makes sure it gets good value for money from a range of contracts. It also looks to the future to prepare for potential problems. The varied shift patterns will help it provide the cover it needs to keep the public safe. The service is investing in technology to increase efficiency and minimise paper-based systems.

Making best use of resources



Good

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

How plans support objectives

The service's plans for providing an emergency service, required by the Fire and Rescue Services Act 2004, are robust and come from sound business planning. There is a clear link between the risks listed in the service's IRMP and the actions it is taking through individual departmental plans to minimise their negative effect on the public. We are therefore satisfied that the service can make changes without negatively affecting operational performance.

The service recognises the need for rigorous, inclusive planning to address the ongoing pressures brought about by continuously shrinking budgets. The service has reported that its budget has reduced from £73.6 m in 2010/11 to £59.9m in 2018/19. The service has therefore consulted with the public on what its priorities should be. To meet these priorities, it has published the principles it aims to follow when making financial decisions, alongside the change method it follows when amending its emergency response capability. In the year to 31 March 2018, the firefighter cost per head of population was £25.75. This compares with the England rate of £22.38 over the same time period. However, many factors influence this cost – for example, the ratio of [wholetime](#) to [retained](#) staff, which is in part influenced by the rurality of the service.

The service has shown the financial effect of its IRMP and resulting functional and departmental plans in its medium-term financial plan. It refreshes this every year to cover the following five years. This plan relies on spending most of the service's £25.3m [reserves](#). However, we are satisfied that the service has a good spending plan for its reserves in place. The plan focuses on building a more efficient estate by closing pairs of fire stations and replacing them with single stations at three locations. It also ensures the availability of a minimum number of competent firefighters up to 2025.

We were also encouraged that the service is factoring many of the issues that we identified during our inspection into its planning assumptions. This includes resourcing its protection department and reintroducing the role of crew manager.

Productivity and ways of working

We found that the service has made a consistent commitment to ensuring it provides its services in a productive manner. The changes it has introduced are for the benefit of the public.

The service has introduced various work patterns at its fire stations that it has matched to the operational demand in the surrounding areas. This ensures the service can meet the commitment to respond to all life-critical incidents within ten minutes.

We found that the service has adjusted the start and finish times for operational firefighters, so they are available when demand is highest to respond to emergency incidents. This also maximises the time they have available to interact with the public and businesses. Most firefighters work a 12-hour shift pattern. This is compliant with the national conditions of service for firefighters but allows productivity to be maximised as the service keeps rest periods to a minimum.

The service has robust workforce plans in place to ensure there will be no negative effect on the public from the high number of firefighters who will leave over the next five years. However, we found that the service hasn't been able to keep ahead of similar gaps in its protection department.

Home Office data shows that the service consistently completes a high number of home fire safety checks. In the 12 months to 31 March 2018, the service carried out 37.1 home fire safety checks per 1,000 population. This compares with an England rate across the same period of 10.4. We were pleased to find that firefighters fully support this high level of activity.

The service offers staff the opportunity to sign resilience contracts, which has ensured the service has competent, trained staff to deploy during periods of industrial action.

Collaboration

The service is discharging its legislative duty to collaborate with its other blue light partners. It has strong oversight and working arrangements in place with these partners. These ensure that any collaboration the service undertakes are reviewed, evaluated to ensure they deliver benefits to the public and provide value for the service.

For example, the service reports that it receives income from the ambulance service to base ambulances at six fire stations. Merseyside Police made a capital contribution towards the construction of a joint command and control centre, and now pays an annual service charge. The service also told us that it recoups income from Liverpool City Council as part of a fleet management contract.

The service has entered into collaboration agreements for a variety of activities, such as assisting with wide area searches for missing persons. We were also encouraged to find that the service ensures any collaboration arrangements entered into are appropriately scrutinised so that they don't detract from the service's core duties.

The three emergency services have reviewed and shared information on capabilities that each can call on. They are working on the removal of existing information technology barriers to help with closer working in the future.

Continuity arrangements

The service has good business continuity plans in place. We found staff had a consistent level of understanding of these plans when we visited emergency control, various departments and fire stations. The service is holding planned and no notice exercises internally and with multi-agency partners. This is to ensure it can provide an uninterrupted emergency response for the public when extraordinary events do occur.

Making the fire and rescue service affordable now and in the future



Good

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Improving value for money

The service has a strong track record of achieving savings. It presents its financial challenges to the public through its IRMP, and consistently returns a balanced budget.

The service has successfully managed a challenging reduction in funding from £73.6m in 2010/11 to £59.9m in 2018/19. The outcome is that, by the end of the current IRMP, the service is on target to have reduced frontline firefighters from 1,100 to 620; support staff from 425 to 290; fire engines from 42 to 26; and fire stations from 23 to 20.

As at 31 March 2018, the service had 14 [wholetime fire stations](#) and 9 fire stations with mixed duty systems, including 6 stations with wholetime firefighters who also have [on-call](#) contracts. It had 29 operational fire engines.

The service has informed the public that, although it will make £11m efficiency savings in its current IRMP, it is keeping the effect on the front line of its emergency service to a minimum. During the inspection, we found that the service is on track to deliver these efficiencies with just over £9m coming from back office functions.

The service has evaluated and continues to review non-pay costs against those of other services, to ensure it is improving value for money. For example, the service has entered into an agreement to service vehicles on behalf of Liverpool City Council. It has also contracted its information technology and pensions administration functions to an outside company. But it has rejected opportunities to do this with its payroll function, as this wouldn't be good value for money.

The service is looking ahead to take account of financial risks and building these assumptions into its plans. These include changes that may arise from the Government's fair funding review that could see funding redirected to less densely populated areas; changes in the government grant towards unfunded pension schemes; and potential reductions in the amount that can be retained from business rates.

Innovation

The service is working through a plan to streamline its estate of fire stations, which involves closing multiple stations and building a single new station where it is efficient to do so. So far, it has opened a new station at Prescot and is currently working through the statutory consultation and planning requirements to do likewise at St Helens and Saughall Massie. On each occasion, it is inviting other partners to co-locate services. Prescot is a joint police and fire community station.

We found that the service has various inefficient paper-based systems. However, it has invested in a team to develop a range of online applications with the intention of modernising these systems. For example, it plans to replace the paper-based systems it has for recording the results of protection audits, home fire risk checks, safe and well visits, and the risk-critical information it holds on high-risk premises. It is currently fitting tough-book style laptops in its fire engines to support their introduction.

The service has been innovative in introducing fire engines that are available during the day but covered by firefighters with dual on-call contracts overnight. Despite these changes, the service has been able to keep its commitment to respond to 90 percent of life-risk incidents within ten minutes, while it reports having these appliances on a maximum 30-minute delay overnight. This recognises that its primary role is to provide resilience for larger incidents.

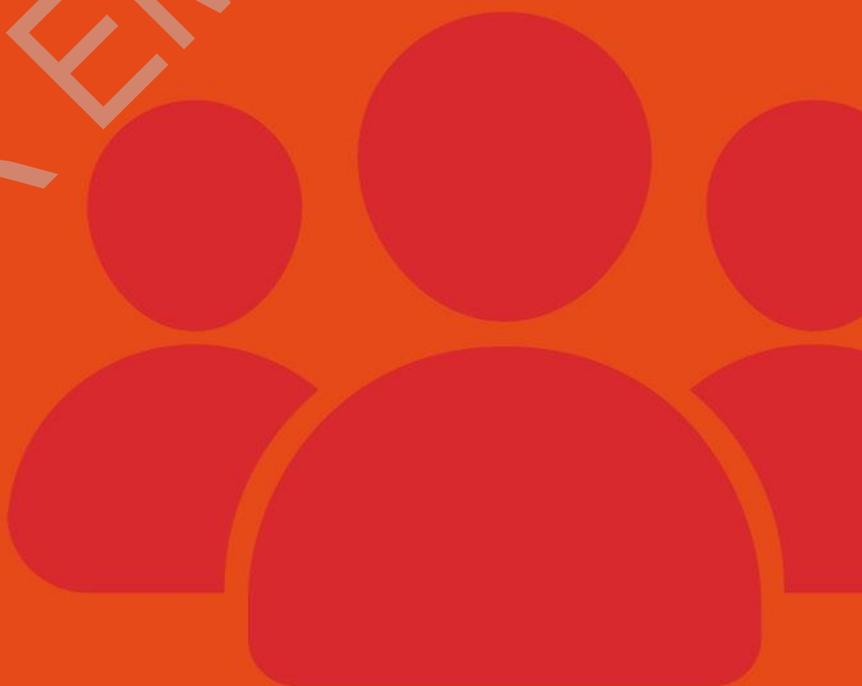
Future investment and working with others

To introduce changes to working patterns and duty systems fairly, the service is placing new firefighters at those stations that are available during the day and on a 30-minute delay overnight. This allows existing firefighters to move to more traditional duty systems when this is possible, and if they wish to do so. The chief officer is committed to continuously reviewing duty systems to provide the most efficient service to the public. He plans to carry out a further review as part of the next IRMP process.

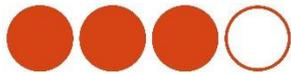
New entrants to the service have contractually committed to providing a marauding terrorist firearms assault and emergency first responder capability. These two areas are currently subject to negotiations nationally. But the service has been innovative in ensuring it will still be able to provide these two capabilities in the future.

People

UNDER EMBARGO



How well does the service look after its people?



Good

Summary

A fire and rescue service that looks after its people should be able to provide an effective service to its community. It should offer a range of services to make its communities safer. This will include developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse. The service's leaders should be positive role models, and this should be reflected in the behaviour of the workforce. Overall, Merseyside Fire and Rescue Service is good at looking after its people.

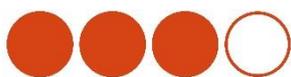
The service is making excellent provision for the wellbeing of its staff. It has a positive health and safety culture supported by all staff. The service needs to make sure that the whole workforce fully understands and embraces its behavioural values.

The service has a good understanding of its workforce's skills and abilities and an impressive training and recording programme in place for operational staff. It needs to make sure it has good systems in place to record the skills and training of its middle managers and control room staff. The service plans to assess its incident commanders every two years to make sure they are competent to command. It is not up to date with this programme. It has listened to the views of staff and reintroduced the crew manager role.

The service isn't fully representative of the community it serves. Staff from under-represented groups, and those with protected characteristics, do not believe the service is an employer of choice for many people. The service needs to improve this situation. Grievance processes are fair and open. We saw good examples of the service listening to staff and members of the public and making changes.

There is no system in place to identify, develop and fast-track high-potential staff. The service needs to address this. It has a good culture of managing performance across the organisation. Staff don't always view the promotion process as open and fair. However, we found no evidence to support this view.

Promoting the right values and culture



Good

Merseyside Fire and Rescue Service is good at promoting the right values and culture. But we found the following area in which it needs to improve:

Areas for improvement

- The service should ensure its values and behaviours are understood and demonstrated by all staff.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Workforce wellbeing

We found the service has made excellent provisions to ensure staff have access to a broad range of wellbeing provisions. Staff are aware of how to access these services, either directly through the service or confidentially through an independent employee assistance scheme.

For example, the service has trained its supervisory managers in mental health first aid. It has worked with a mental health charity to ensure staff can spot early signs of mental health problems displayed by their colleagues. It supports its staff in staying physically fit and provides voluntary health screening. It also ensures staff with physical injuries have swift access to medical support, and it debriefs staff following [critical incidents](#). During our inspection, staff told us about their positive personal experiences of the range of wellbeing support that is available.

We found it encouraging that the service takes a flexible approach towards individuals who access wellbeing provisions. This may be contributing to the relatively low levels of sickness in the service.

Health and safety

We found that the service has robust health and safety arrangements in place. It has a culture of encouraging staff to report [near miss](#) events. It also works closely with representative bodies to address health and safety concerns. The service is using the health and safety data it collects to improve working practices, and has developed a useful range of performance indicators to allow for the early identification of negative trends.

Culture and values

The service has in place a clear set of behavioural values, which are central to how it recruits, appraises and progresses staff. We found that the extent to which staff accept these values varied widely across the fire stations we visited. Most staff we spoke to, including newer staff recruited using the behavioural values, have fully engaged with them. However, a sizeable minority believe they are of little value.

We were surprised to find a significant number of staff who haven't been able to move on from problems directly linked to former chief officers. We found that there are significant cultural divides among staff. These relate to a variety of issues linked to historical industrial relations and the service's current change agenda. Despite this, we are satisfied that these internal issues are having no effect on the service provided to the public.

The fire and rescue authority appointed a new chief officer shortly before our inspection. We found that staff respect him. He is visible across the organisation and models the behaviours that the service expects. Since taking up the role, he has made changes to the way senior leaders communicate. Staff supported the changes and he is engaging them with his future vision for the service.

Getting the right people with the right skills



Good

Merseyside Fire and Rescue Service is good at getting the right people with the right skills. But we found the following area in which it needs to improve:

Areas for improvement

- The service needs to assure itself that all staff are appropriately trained for their role. It needs to ensure all staff keep their skills up to date and have a consistent method of recording when they have received training.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Workforce planning

The service has an excellent understanding of its current workforce skills and capabilities. It is proactively addressing future gaps. For example, the service has identified the high number of operational firefighters who may retire from the service over the coming five years. As a result, it is recruiting enough people to ensure the service doesn't fall below a minimum level of competent firefighters.

The service carries out a comprehensive training needs analysis. This asks various management groups to set future priorities and distribute resources. It identifies organisational gaps caused by legislative changes and IRMP commitments, such as the introduction of new duty systems. It identifies skills gaps arising in teams across its response, prevention and protection functions, which assists with succession planning. It also takes account of individual skills gaps raised through the appraisals system.

The service has listened to feedback from staff and recognised the unintended consequences of removing the crew manager supervisory role. This has led to fewer firefighters putting themselves forward for promotion into [watch](#) manager roles, as most find the skill gap between firefighter and watch manager too large. It has also meant that the service has been unable to release watch managers into protection vacancies.

We found that the service has good arrangements in place to fill short-term staffing gaps on fire engines. It also makes sure it is able to meet the demands of larger incidents through recall to duty agreements and secondary contracts. We saw evidence that the service has successfully tested these arrangements at recent large-scale incidents.

Learning and improvement

The service has developed a good culture of learning and improvement. Response staff follow a training programme that takes full advantage of information technology to keep training materials current. The service gives staff time to complete technical, practical and e-learning training. This ensures that they have the right mix of knowledge and practical skills to keep the public safe when responding to emergency incidents. Staff recognise and respect the investment the service has made in their training.

During our inspection, we sampled training records at the fire stations we visited and found them to be complete and up to date. The service has identified various skills as being essential for a firefighter to carry out their role: breathing apparatus; working at height; confined space; fire behaviour; water safety; and road traffic collisions. It provides this training at a central training centre and the records we reviewed were up to date.

The service assigns four fire engines to its training and development academy most days to support these essential skills. It was positive to note that the service moves staff between stations daily to minimise duplication of essential skills training and ensure firefighters maintain these competencies. However, we did note that the training systems in place for control staff and middle managers aren't of the same high quality as the service provides for firefighters.

We are satisfied that the service provides specialist prevention staff with comprehensive initial training. It then gives them relevant continuous professional development input such as training on safeguarding vulnerable people. The service understands the need to provide entry into its protection function from all levels of the organisation. It provides staff with the relevant academic qualifications to enable them to do inspection roles. Managers have appropriate health and safety qualifications to

match their role. The service also matches the funding for individual development when the additional skills identified through appraisals are relevant to a member of staff's current or potential future role. As part of our inspection, we carried out a survey of staff to get their views of their service (please see Annex A for more details). Over 70 percent of the 92 respondents to our staff survey (equating to 8 percent of the service workforce) agreed that they have received sufficient training to enable them to do what is asked of them.

Ensuring fairness and promoting diversity



Requires improvement

Areas for improvement

- To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the service should ensure diversity and inclusion are well-understood and become important values of the service.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Seeking and acting on staff feedback

We found staff had raised a broad range of concerns that had been responded to by the management team. For example, the service has changed the way it communicates with staff, altered the focus of operational audits, changed overtime payment to be in line with nationally agreed terms and conditions, changed management structures, simplified the appraisal system, introduced good-quality maternity wear and fire kit for female firefighters, and introduced a crew manager development role.

Staff have been informed of these changes in a range of ways, including principal officer talks, team briefings, regular and independent staff surveys, and a 'suggestions, questions or problems' portal on the service's intranet.

The service has effective grievance procedures that enjoy the confidence of the staff and the trade unions. The service has good relationships with the trade unions and representative bodies, and robust systems for consultation and negotiation are in place.

In its IRMP, the service has publicly committed to improve equality and diversity issues. Consequently, the service has made progress in a number of areas, including engaging with under-represented groups in its communities and monitoring to ensure they aren't disproportionately affected by fire.

Diversity

The service doesn't fully reflect the communities it serves. As at 31 March 2018, only 8.5 percent of its firefighters were female. Also, 4.9 percent of firefighters were from a BAME background, compared with a BAME residential population of 5.5 percent. The service is working hard to improve this as well as to increase the number of staff from under-represented groups. As at 31 March 2018, the service had 1,005 full-time equivalent (FTE) staff members. This includes 631 FTE firefighters who are wholetime.

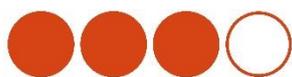
The service runs positive action campaigns to encourage applications from under-represented groups. These include 'have a go days' when potential applicants can familiarise themselves with the range of tests they will take as part of the recruitment process. We also found an area of good practice where the service provides mentoring and support to women who haven't been successful in one recruitment drive, to encourage them to re-apply. These efforts are producing good results. In the most recent recruitment campaign, the service informed us that 26 percent of all successful applicants were female and 7 percent were from a BAME background.

While we did find examples of good practice, we were disappointed to find consistently negative feedback from staff from under-represented groups. They communicated a range of examples to us that illustrate that there is a culture in the service that is less welcoming of staff with certain protected characteristics.

Staff from all groups thought that middle and senior managers could make more effort to respond to their concerns and challenge inappropriate and exclusionary language.

This issue is somewhat supported by the staff survey we conducted, which was open to all the service's workforce. Of the 92 respondents (equating to 8 percent of the workforce) 28 percent reported feeling bullied or harassed at work, and 28 percent reported feeling discriminated against at work, in the last 12 months. In both cases, respondents indicated this was most likely to be by someone more senior than themselves and industrial action was often cited as the reason behind the bullying/harassment. There are limitations to the staff survey which should be considered alongside the findings. We explain these in Annex A.

Managing performance and developing leaders



Good

Merseyside Fire and Rescue Service is good at managing performance and developing leaders. But we found the following area in which it needs to improve:

Areas for improvement

- The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Managing performance

The service has a culture of performance management in place that staff accept and understand. Staff have been involved in setting targets for the areas they work in. Managers hold them to account both individually and collectively (as a team). We found that the service expects and supports managers to hold staff to account for their individual performance.

The service has a behavioural values appraisal system in place. These values have been in place since 2015 and the service uses them during initial recruitment and promotion. Staff told us that they recognise the benefit of having had the same set of values in place for some time, as previously these had changed on a regular basis. The appraisal system is clear and simple to follow. Managers give staff feedback and set clear goals for their performance in role, values, training and development.

This appears to be supported in the responses we received to our staff survey, in which 66 percent of 92 respondents agreed that they are satisfied with their current level of learning and development.

The service has simplified the appraisal system over recent years. An information technology platform supports it and allows the service to scrutinise compliance and share and track issues arising from appraisals across the organisation.

Developing leaders

The service doesn't have a system in place to identify, develop and support high-potential staff. However, it does have strong systems in place to develop leaders both in operational and management roles.

The service develops leaders through the Chartered Management Institute at the service's training and development academy. These programmes provide development for both supervisory and senior management roles. The service also provides matched funding for bespoke development when it is role specific. It works

well with the Fire Brigades' Union to help staff access the learning fund they have made available.

During our inspection, we reviewed the systems the service has in place to appoint leaders. We reviewed promotions that had taken place over the past 12 months at supervisory, middle and senior manager level. The systems the service has in place are fair and open and it has promoted on merit. It provides feedback and development to those who haven't been successful, in conjunction with their line manager. However, we were disappointed that assessors haven't undertaken unconscious bias training. The service recognises this gap and plans to introduce relevant training.

We found that not all staff believe the appointments and promotions system is fair. The view expressed by some staff was that success depended on not being a member of a particular trade union and whether they are prepared to sign a resilience contract. We found no evidence to support this perception, but the service still has work to do to allay these workforce concerns.

Finally, we noted that the service has introduced several apprenticeships and plans to expand its programme so that future firefighters will start their careers this way. We were made aware of staff who had first encountered the service through youth cadet schemes and are now firefighters and leaders at middle manager level.

UNDER EMBROIDERY

Annex A – About the data

Data in this report is from a range of sources, including:

- Home Office;
- Office for National Statistics (ONS);
- Chartered Institute of Public Finance and Accountancy (CIPFA);
- public perception survey;
- our inspection fieldwork; and
- data we collected directly from all 45 fire and rescue services in England.

Where we collected data directly from fire and rescue services (FRS), we took reasonable steps to agree the design of the data collection with services and with other interested parties such as the Home Office. This was primarily through the FRS Technical Advisory Group, which brings together representatives from FRSs and the Home Office to support the inspection's design and development, including data collection. We gave services several opportunities to validate the data they gave us and to ensure the accuracy of the evidence presented. For instance:

- We asked all services to check the data they submitted to us via an online application.
- We asked all services to check the final data used in the report and correct any errors identified.

We set out the source of Service in numbers data below.

Methodology

Population

For all uses of population as a denominator in our calculations, unless otherwise noted, we use [ONS mid-2017 population estimates](#). This is the most recent data available at the time of inspection.

BMG survey of public perception of the fire and rescue service

We commissioned BMG to survey attitudes towards fire and rescue services in June and July 2018. This consisted of 17,976 surveys across 44 local fire and rescue service areas. This survey didn't include the Isles of Scilly, due to its small population. Most interviews were conducted online, with online research panels.

However, a minority of the interviews (757) were conducted via face-to-face interviews with trained interviewers in respondents' homes. A small number of respondents were also interviewed online via postal invitations to the survey.

These face-to-face interviews were specifically targeted at groups traditionally under-represented on online panels, and so ensure that survey respondents are as representative as possible of the total adult population of England. The sampling method used isn't a statistical random sample. The sample size was small, varying between 400 and 446 individuals in each service area. So any results provided are only an indication of satisfaction rather than an absolute.

[Survey findings are available on BMG's website.](#)

Staff survey

We conducted a staff survey open to all members of FRS workforces across England. We received 2,905 responses between 1 October 2018 and 15 February 2019 from across 16 FRSs during this period in Tranche 2.

The staff survey is an important tool in understanding the views of staff who we may not have spoken to, for a variety of reasons, during fieldwork.

However, you should consider several points when interpreting the findings from the staff survey.

The results are not representative of the opinions and attitudes of a service's whole workforce. The survey was self-selecting, and the response rate ranged from 8 percent to 31 percent of a service's workforce. So any findings should be considered alongside the service's overall response rate, which is cited in the report.

To protect respondents' anonymity and allow completion on shared devices, it was not possible to limit responses to one per person. So it is possible that a single person could have completed the survey multiple times. It is also possible that the survey could have been shared and completed by people other than its intended respondents.

We have provided percentages when presenting the staff survey findings throughout the report. When a service has a low number of responses (less than 100), these figures should be treated with additional caution.

Due to the limitations set out above, the results from the staff survey should only be used to provide an indicative measure of service performance.

Service in numbers

A dash in this graphic indicates that a service couldn't give data to us or the Home Office.

Perceived effectiveness of service

We took this data from the following question of the public perceptions survey:

How confident are you, if at all, that the fire and rescue service in your local area provides an effective service overall?

The figure provided is a sum of respondents who stated they were either 'very confident' or 'fairly confident'. Respondents could have also stated 'not very confident', 'not at all confident' or 'don't know'. The percentage of 'don't know' responses varied between services (ranging from 5 percent to 14 percent).

Due to its small residential population, we didn't include the Isles of Scilly in the survey.

Incidents attended per 1,000 population

We took this data from the Home Office fire statistics, '[Incidents attended by fire and rescue services in England, by incident type and fire and rescue authority](#)' for the period from 1 October 2017 to 31 September 2018.

Please consider the following points when interpreting outcomes from this data.

- There are seven worksheets in this file. The 'FIRE0102' worksheet shows the number of incidents attended by type of incident and fire and rescue authority (FRA) for each financial year. The 'FIRE0102 Quarterly' worksheet shows the number of incidents attended by type of incident and FRA for each quarter. The worksheet 'Data' provides the raw data for the two main data tables (from 2009/10). The 'Incidents chart - front page', 'Chart 1' and 'Chart 2' worksheets provide the data for the corresponding charts in the statistical commentary. The 'FRS geographical categories' worksheet shows how FRAs are categorised.
- Fire data, covering all incidents that FRSs attend, is collected by the Incident Recording System (IRS). For several reasons some records take longer than others for FRSs to upload to the IRS. Totals are constantly being amended (by relatively small numbers).
- We took data for Service in numbers from the February 2019 incident publication. So figures may not directly match more recent publications due to data updates.
- Before 2017/18, Hampshire FRS did not record medical co-responding incidents in the IRS. It is currently undertaking a project to upload this data for 2017/18 and 2018/19. This was not completed in time for publication on 14 February 2019.

Home fire safety checks per 1,000 population

We took this data from the Home Office fire statistics, '[Home Fire Safety Checks carried out by fire and rescue services and partners, by fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Each FRS's figure is based on the number of checks it carried out and doesn't include checks carried out by partners.

Please consider the following points when interpreting outcomes from this data.

- Dorset FRS and Wiltshire FRS merged to form Dorset & Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.
- Figures for 'Fire Risk Checks carried out by Elderly (65+)', 'Fire Risk Checks carried out by Disabled' and 'Number of Fire Risk Checks carried out by Partners' don't include imputed figures because a lot of FRAs can't supply these figures.
- The checks included in a home fire safety check can vary between services. You should consider this when making direct comparisons between services.

Home fire safety checks may also be referred to as home fire risk checks or safe and well visits by FRSs.

Fire safety audits per 100 known premises

Fire protection refers to FRSs' statutory role in ensuring public safety in the wider built environment. It involves auditing and, where necessary, enforcing regulatory compliance, primarily but not exclusively in respect of the provisions of the [Regulatory Reform \(Fire Safety\) Order 2005 \(FSO\)](#). The number of safety audits in Service in numbers refers to the number of audits FRSs carried out in known premises. According to the Home Office definition, "premises known to FRAs are the FRA's knowledge, as far as possible, of all relevant premises; for the enforcing authority to establish a risk profile for premises in its area. These refer to all premises except single private dwellings".

We took this from the Home Office fire statistics, '[Fire safety audits carried out by fire and rescue services, by fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- Berkshire FRS didn't provide figures for premises known between 2014/15 and 2017/18.
- Dorset FRS and Wiltshire FRS merged to form Dorset & Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.
- Several FRAs report 'Premises known to FRAs' as estimates based on historical data.

Firefighter cost per person per year

We took the data used to calculate firefighter cost per person per year from the annual financial data returns that individual FRSs complete and submit to CIPFA, and [ONS mid-2017 population estimates](#).

You should consider this data alongside the proportion of firefighters who are wholetime and on-call / retained.

Number of firefighters per 1,000 population, five-year change in workforce and percentage of wholetime firefighters

We took this data from the Home Office fire statistics, '[Total staff numbers \(full-time equivalent\) by role and by fire and rescue authority](#)' as at 31 March 2018.

Table 1102a: Total staff numbers (FTE) by role and fire authority – Wholetime Firefighters and table 1102b: Total staff numbers (FTE) by role and fire authority – Retained Duty System are used to produce the total number of firefighters.

Please consider the following points when interpreting outcomes from this data.

- We calculate these figures using full-time equivalent (FTE) numbers. FTE is a metric that describes a workload unit. One FTE is equivalent to one full-time worker. But one FTE may also be made up of two or more part-time workers whose calculated hours equal that of a full-time worker. This differs from headcount, which is the actual number of the working population regardless if employees work full or part-time.
- Some totals may not aggregate due to rounding.
- Dorset FRS and Wiltshire FRS merged to form Dorset & Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

Percentage of female firefighters and black, Asian and minority ethnic (BAME) firefighters

We took this data from the Home Office fire statistics, '[Staff headcount by gender, fire and rescue authority and role](#)' and '[Staff headcount by ethnicity, fire and rescue authority and role](#)' as at 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- We calculate BAME residential population data from ONS 2011 census data.
- We calculate female residential population data from ONS mid-2017 population estimates.
- The percentage of BAME firefighters does not include those who opted not to disclose their ethnic origin. There are large variations between services in the number of firefighters who did not state their ethnic origin.
- Dorset FRS and Wiltshire FRS merged to form Dorset & Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire before 1 April 2016 is excluded from this report.

Annex B – Fire and rescue authority governance

These are the different models of fire and rescue authority (FRA) governance in England. Merseyside Fire and Rescue Service is a metropolitan FRA.

Metropolitan FRA

The FRA covers a metropolitan (large urban) area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

Combined FRA

The FRA covers more than one local authority area. Each is governed by locally elected councillors appointed from the constituent councils in that area.

County FRA

Some county councils are defined as FRAs, with responsibility for fire and rescue service provision in their area.

Unitary authorities

These combine the usually separate council powers and functions for non-metropolitan counties and non-metropolitan districts. In such counties, a separate fire authority runs the fire services. This is made up of councillors from the county council and unitary councils.

London

Day-to-day control of London's fire and rescue service is the responsibility of the London fire commissioner, accountable to the Mayor. A Greater London Authority committee and the Deputy Mayor for Fire scrutinise the commissioner's work. The Mayor may arrange for the Deputy Mayor to exercise his fire and rescue functions.

Mayoral Combined Authority

Only in Greater Manchester. The Combined Authority is responsible for fire and rescue functions but with those functions exercised by the elected Mayor. A fire and rescue committee supports the Mayor in exercising non-strategic fire and rescue functions. This committee is made up of members from the constituent councils.

Police, fire and crime commissioner FRA

The police, fire and rescue commissioner is solely responsible for the service provision of fire & rescue and police functions.

Isles of Scilly

The Council of the Isles of Scilly is the FRA for the Isles of Scilly.

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JUNE 2019 | ©HMICFRS 2019 | ISBN: 978-1-78655-819-0

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Fire and Rescue Service inspections 2018/19

Summary of findings from Tranche 2



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Foreword

This report gives an overview of the findings from our second tranche of inspections of 16 fire and rescue services (FRSs) in England. It builds on our findings from the first tranche of 14 service inspections that we reported on in December 2018.

In this tranche, we inspected very different FRSs, from large metropolitan services to smaller services covering vast rural areas. Regardless of shape or size, the dedication and commitment of staff to serving their communities was evident in each and every service. The public continue to hold FRSs in high regard; this message came through loud and clear in the public perception survey we carried out last year.

As in Tranche 1, services can respond effectively when the public need them. Staff are highly skilled, can access a range of equipment and provide a number of services to their local communities.

But we continue to be concerned with how services carry out their protection duties as, all too often, teams are under-resourced.

More than a decade of localism has led to marked differences between services: for example, in how they have determined their response standards and record them; how they identify and mitigate risk; and how they define and audit high-risk premises.

While our people findings are more positive in this tranche, we have concerns about how a few services look after their staff.

For the first time we have identified a serious gap in one service's ability to respond to a terror attack in one of our largest cities, Manchester. This must change.

Most fire and rescue services are operating with reducing budgets and fewer staff. But in this tranche we inspected two services that are operating in a much more difficult financial environment. We are concerned that those two services may not be able to absorb further budget reductions without this having a negative effect on the service they provide to the public.

We have made two recommendations

Until we inspect every service, we don't have a complete national picture. But some themes are emerging, which we have reflected in this report. We will form judgments and make recommendations as part of the first State of Fire and Rescue report, which we will publish later this year.

However, in the meantime, there are two areas where we believe the fire and rescue sector need to take action. We have made two recommendations which are given in more detail later in the report.

In summary, 45 different ways of defining and doing things is not helpful in some situations. There should be more consistency, for example, in how fire and rescue services define risk and calculate and communicate response standards to the public. More consistency will make it easier for the public to understand how their service is performing, and also help services understand more about where they need to improve. The National Fire Chiefs Council's (NFCC) community risk programme should help address this.

The fire sector also needs more support to change and modernise. There is significant transformation under way across the sector and we believe some services need help.

Working together to strengthen fire and rescue services

Our inspections are designed to promote improvements to make everyone safer. I therefore welcome the work the NFCC and Local Government Association, among others, are doing to respond to the themes we have identified in our first reports. I hope we can continue to work together to promote improvement in fire and rescue services.

The report from the first phase of the Grenfell Tower Inquiry – relating to events on the night of the fire – is due to be published in the autumn. The report may lead to some sector-wide changes, and our future inspections will reflect this. Regardless, the events of that tragic night continue to bring into sharp focus the vital role that fire and rescue services play in keeping the public safe.

Finally, in relation to our own policies and practices as the new inspectorate for FRSs, we are determined to improve wherever we can. We have reviewed our approach and have taken steps to strengthen our inspection process and improve how we collect and analyse data. We set out the changes we have made later in this report.



Zoë Billingham

HM Inspector of Fire and Rescue Services

About this report

This report summarises our findings from the second tranche of our fire and rescue service inspections, covering 16 fire and rescue services. It is published alongside individual reports for those services, which contain more detail.

We began inspecting fire and rescue services in England in 2018. We currently inspect all 45 services in three tranches over 18 months. We published the first set of reports covering fourteen services, along with a [national summary report](#), in December 2018.

We answer three principal questions:

- How effective is the service at keeping people safe and secure from fire and other risks (the effectiveness pillar)?
- How efficient is the service at keeping people safe and secure from fire and other risk (the efficiency pillar)?
- How well does the service look after its people (the people pillar)?

We grade services as 'outstanding', 'good', 'requires improvement' or 'inadequate' in our answers to each of these questions. Good is our expected graded judgment for all fire and rescue services. It is based on policy, practice and performance that meet pre-defined grading criteria, which are informed by any relevant national guidance or standards.

Summary of Tranche 2 grades

In this tranche, we have given services the following overall pillar grades:

	Outstanding	Good	Requires improvement	Inadequate
Effectiveness	0	9	7	
Efficiency	0	9	7	
People	0	8	7	1

A full breakdown of grades for Tranche 2 services is at Annex B.

These grades are slightly more positive, particularly in relation to people, than our Tranche 1 findings. In Tranche 1 we graded ten services as good and four as requiring improvement for **effectiveness**; eight as good, five as requiring improvement and one as inadequate for **efficiency**; and three as good, ten as requiring improvement and one as inadequate for **people**.

Headline findings

Responding to emergencies continues to be a strength for the sector

Services we inspected in this tranche can respond effectively when the public need help. They all have highly trained staff and appropriate specialist equipment and are able to support each other to meet the challenges they face, day in, day out.

Our concerns in this area are not about staff but about the resources available to support them. For example, in some services there are too few firefighters available to crew fire engines on a regular basis than the service says it needs to meet its foreseeable risk.

Access to up-to-date risk information is also vital to enable firefighters to respond to an incident safely and effectively, especially at a site containing risks to firefighters. But in some services, firefighters were working with out-of-date or inaccurate information, or were unable readily and efficiently to access this information due to poor technology.

Protection remains a concern: its application is inconsistent, and teams are often under-resourced

We are still concerned about how services protect the public through the regulation of fire safety. Services need to be confident that people who are responsible for fire safety in buildings are making sure they are safe.

All too often, protection teams are under-resourced to meet the expectations set in the service's risk-based inspection programme. In the absence of national standards and legislation, there is no consistent way in which services fulfil their protection responsibilities. Services vary considerably in how they define high-risk premises, the frequency of audits and the use of enforcement action. As a result, premises in one service area are often treated very differently from similar premises in another. We recommend that the Home Office and the fire and rescue sector establish a consistent definition of what constitutes a high-risk premises and a specification of how frequently these should be audited.

Some services are well resourced; others are struggling to carry out their core functions

Fire funding is complex and funding arrangements differ across services. Unlike in the first tranche of inspections, we have inspected two services – Northamptonshire and Northumberland – which are operating in testing financial environments. This is making it harder for them to effectively carry out their core functions of prevention, protection and response. It will be difficult for these services to absorb any further budget reductions without adverse implications for public safety.

Services are increasingly prioritising health, wellbeing and mental health support

Overall, our people pillar gradings are more positive this tranche than last. Many services showed that they have a strong culture and values, where staff are proud to work for their service and look after their communities. Fire staff, especially firefighters and control staff, are often required to respond to traumatic incidents. We are encouraged to see the range of support that services have put in place for their staff.

Not enough progress is being made to improve workforce diversity

While work is under way in most services to increase the diversity of workforces and access the widest talent pool possible, the number of staff in fire services who are women or from an ethnic minority background is still low. Services are still nowhere near having a workforce which reflects their communities. And in some services, leaders aren't effectively communicating the benefits of, or need for, workforce diversity with their staff.

We continue to see considerable variation in definitions and how things are done across services

While fire and rescue services in England operate under the same legal framework and are responsible for providing the same functions, more than a decade of localism has seen them now operate very differently in many respects. This includes in how things are defined, such as response standards and high-risk premises, and how things are done, including how often high-risk premises should be audited, how risk should be mitigated, and how response standards are calculated. While we accept there may be a need for some local differences, such varied definitions are not helpful. The result is that people living in very similar communities up and down the country can receive quite different levels of service from their fire and rescue services. Fire and rescue services should adopt a more consistent approach.

This continues to be a time of change for the fire sector

A great deal of change is happening across services and the fire and rescue sector as a whole. Services in this tranche are responding to governance changes, dealing with budget reductions, implementing large technological improvements and using collaborative functions, such as joint control rooms. And further changes are planned: since our last report, the Fire Standards Board has been formed and the Grenfell Tower Inquiry is due to publish shortly. The sector and some services need to have enough capacity and capability to bring about this change.

While we have seen significant modernisation in some services, it is much less evident in others, indeed in some services the pace and scale of change and reform is painfully slow. Some service leaders told us that a limiting factor to reformed and modernised working practices is the complex negotiating machinery and the strength of the Fire Brigades Union.

Prevention activities aren't always targeted at those at most risk of fire

To reduce the number and severity of fires in the home, fire and rescue services must promote fire safety. Services are doing a range of prevention work and we saw much innovative practice. But sometimes this work isn't organised in order of priority, so resources aren't always focused on those at greatest risk. It is also very rarely evaluated, so services can't always be sure it is achieving what they had hoped.

Most fire and rescue services are ready for large-scale incidents but national capability needs to be reviewed further

The services we inspected in this tranche have arrangements in place to respond to national risks. They are generally well practised and prepared for large-scale and national incidents, such as flooding or terrorist attacks, and are able to work with other fire and rescue services, and other emergency services during a major incident.

However, at the time of the inspection one FRS, Greater Manchester, did not have its own capability in place to respond to terror-related incidents because of an industrial relations dispute. Instead it has an agreement for its neighbour, Merseyside FRS, to provide this capability. This arrangement is of considerable concern in respect of the safety of the public. The delay of any emergency service responding to such a crisis could very well cost lives. This matter deserves the most urgent attention and resolution.

Services are not exploiting the benefits of technology

Nearly half of the services we inspected are using broken, dated or unreliable IT systems and some rely on using inefficient paper-based systems, which is hindering their productivity. Services could also work better together; all too often we saw fire services operating in isolation to design their own technical solutions. Working and purchasing together can foster new ideas and be more cost-effective in the long run.

While there is greater use of operational learning, not all learning is gathered, nor used to improve the service

Debriefing is widely used across services, in particular following larger incidents, to understand what went well and what should be improved. However, some services aren't gathering the learning from smaller incidents. And some services couldn't show how the learning they have obtained is being used to improve how they operate to provide a better service and improve firefighter and public safety.

Some services aren't effectively evaluating, reviewing and monitoring their collaboration activities

Services are generally keen to explore collaboration opportunities and are willing to engage in initiatives with local organisations. For example, we have seen services sharing estates, creating joint control rooms and working on behalf of police and ambulance services. But not enough fire services are evaluating, reviewing and monitoring this work to understand whether they are achieving the benefits they anticipated.

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Recommendations

Until we inspect every fire and rescue service, we won't have a complete national picture. But some themes are emerging following the inspection of 30 of the 45 fire and rescue services in England.

We will form judgments and make further recommendations in our first State of Fire and Rescue report, which we will publish later in 2019. However, there are two areas that stand out as requiring immediate attention and action: the need for greater consistency in approach and the need for the sector to be supported in its quest to reform through enhanced capacity and capability. These are matters on which there is little, if any, dissent across the sector.

Recommendation 1

Fire and rescue services in England operate under the same legal framework and are responsible for providing the same functions, but they operate very differently. The range of different local approaches has meant that significant variations in standards have emerged. For example, services have wide variation in response standards (the service's commitment to the public on how quickly it will get to incidents). There is also too much variation in how services record and report on response standards. And services have different approaches to defining high-risk properties for protection work, so it is difficult for services to be confident that they are targeting the right premises. Risk is also identified and defined differently.

We have worked with the sector to improve the data that is available, but sector-wide common definitions, standards and applications need to be adopted. There are four **priority areas** where there will be immediate benefits to the public if a consistent approach is adopted by all fire and rescue services across England, namely:

1. identifying and determining risk as part of the IRMP process;
2. identifying and measuring emergency response standards and approaches;
3. defining what are high-risk premises for the purposes of fire protection; and
4. setting an expectation for how frequently high-risk premises, and parts of those premises, should be audited for compliance with fire safety legislation.

We recognise the overlaps between this and the work that is already underway to implement the recommendations of Dame Judith Hackitt's review of building regulations and fire safety.

As soon as is practicable the Home Office, National Fire Chiefs Council and Local Government Association, in consultation with the Fire Standards Board and Association of Police and Crime Commissioners, should establish a programme of work that will result in consistency in the four priority areas above.

By December 2020, there will be completion or significant progress in the four priority areas specified above, towards a common set of definitions and standards for fire and rescue services to adopt and apply as soon as reasonably practicable, for each of the four priority areas.

Recommendation 2

The past few years have seen significant reform and transformation across the fire and rescue sector in England. There have been many factors behind this, such as the Government's fire reform programme, austerity, the new inspectorate and the consequences of and response to the tragic events at Grenfell Tower. Further sector-wide change is likely to be needed after the conclusion of the Grenfell Tower Inquiry (the first report is due this autumn). While the National Fire Chiefs Council has some full-time resources, it mainly relies on fire and rescue services to provide staff, often on a part-time basis, to carry out national programmes on behalf of the sector. A similar model is being used by the newly formed Fire Standards Board.

The fire and rescue service nationally has very limited resources and access to the skills and expertise it needs to bring about change. Without access to this support, the Government's fire reform programme might be in jeopardy.

As part of the next Spending Review, the Home Office in consultation with the Fire and Rescue Sector should address the deficit in the fire sector's national capacity and capability to support change.

Effectiveness

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How effective are the services at keeping people safe and secure?

In this pillar we ask five questions:

1. How well does the service understand the risk of fire and other emergencies?
2. How effective is the service at preventing fires and other risks?
3. How effective is the service at protecting the public through the regulation of fire safety?
4. How effective is the service at responding to fires and other emergencies?
5. How effective is the service at responding to national risks?

Understanding risk

There is no set way of identifying and mitigating risk

Integrated Risk Management Plans (IRMPs) vary widely in content, size, style and even name. There is currently no national guidance to help services produce these plans. As a result, there is little consistency, even though plans are in line with the requirements set by the Fire and Rescue National Framework for England. Services also assess risk in very different ways. The National Fire Chiefs Council (NFCC) is in the process of updating the national guidance and providing tools that will help services model their risks more consistently.

Services don't always base their planning on up-to-date information about risk. For example, one service didn't update its risk information when it produced its current IRMP in 2016, so its plans are based on dated information. This means the service can't be sure it is allocating resources appropriately to manage its current risks. While the IRMP should determine a service's work, in one case we found no link between a service's IRMP and its activities. This service has since consulted on, and approved, a new IRMP from April 2019.

Some services produce both service-wide and station-level risk plans. For example, this worked well in Oxfordshire, as the station plans helped the service prioritise local activity. But in other services, the station plans aren't so useful. For example, in one service we found that staff didn't plan their activities according to the station risk plans.

While some services are good at engaging with the public, others could do more

Public engagement is an important element of the planning process. Our recent survey of nearly 18,000 people reported that, while most respondents are interested in knowing about their local fire service (77 percent), over half (52 percent) didn't feel informed about what it was doing.¹

Services are increasingly using interactive websites and social media to engage with the public, as well as face-to-face events such as community roadshows and focus groups. However, most services also recognise that they could do more to engage with the public.

We saw a number of positive examples of services trying new methods of public engagement. When Dorset and Wiltshire fire and rescue services combined in 2016, the new service employed external specialists to assess the consultation process, leading to the production of its first community safety plan. The process for producing this plan was in line with best practice and included focus groups and online forums.

Other services have appointed staff dedicated to public engagement. West Midlands FRS communicates on its website in several languages and translates its service plan into approximately 100 different languages. It also has an active community membership scheme with around 3,000 members, which the service consults on a range of topics. Tyne and Wear FRS employs multilingual community advocates to engage with diverse and hard-to-reach communities.

Services are broadly aware of their local risks

Risk modelling tools help services gain a better understanding of complex data. These are computer programmes that help services predict what might happen in various scenarios and allocate resources accordingly. For example, Leicestershire FRS decided, based on risk modelling, that more resources were needed at Castle Donington, reflecting its proximity to the M1 and East Midlands airport. Royal Berkshire FRS used modelling to develop a business case for a tri-service – fire, police and ambulance - community fire station at Theale and to identify vulnerable people or households for targeted prevention work.

Services also use modelling to predict future risk and demand, though the sophistication of their methods varies greatly. Tyne and Wear FRS maps predicted growth and development areas for the county to 2030. Greater Manchester FRS continuously analyses the political, economic, societal, technological, environmental, legal and organisational factors affecting the city to predict its future demand.

¹ Please see Annex A for full details on this survey.

Some services need to improve the risk information they collect and provide firefighters

Services collect risk information to help protect people and property during fires and other emergencies. If this information is out-of-date, it could endanger firefighters, put the public at unnecessary risk of harm and hinder the response. In good fire and rescue services, trained staff run a clear process and keep risk information up to date. Staff should regularly familiarise themselves with their sites of known risk by visiting them and performing training exercises there.

Fire engines are fitted with computers called mobile data terminals (MDTs). These give firefighters access to important risk information when attending fires and other emergencies. In most services, the MDTs worked well when we tested them.

We were concerned to find that ten services had risk information for high-risk buildings on their MDTs that has passed its service-defined review date. This is consistent with our findings from the first tranche of inspections. Some services duplicate the information held on MDTs with back-up paper-based systems. This is for a variety of reasons including the unreliability of MDTs. But we found some paper records to be out of date or incomplete. Other services don't update MDTs frequently enough, meaning crews can't access vital risk information for months after the service becomes aware of it. These services need to review their processes.

Some services don't visit their risk sites frequently enough. For example, one service wasn't carrying out enough risk visits and we found very little evidence of there being a performance management framework in place to ensure visits were completed on time. As a result, much of the service's risk information was out of date. Similarly, another service had only completed 17 percent of its risk visits within its target in the year ending 31 March 2018. Several services didn't appropriately record risk information for temporary events, such as festivals and concerts. Others don't upload this information to MDTs or share it consistently with staff and this means firefighters don't have access to the most up-to-date risk information.

Generally, staff are well trained in identifying and recording risk information. However, in one service, staff rely on experience as they haven't had any recent training in the information they ought to be recording.

Prevention

Every service undertakes prevention activities

Every fire and rescue service we inspected had identified prevention as a priority in its IRMP and allocated its resources accordingly. Most services make good use of specialist teams and operational wholetime staff in doing prevention work. One service hadn't allocated enough resources to its prevention work and another needs to provide more training to its staff on the different issues they may face.

We graded Merseyside FRS as outstanding for its prevention work. It concentrates on fire safety in the home and on reducing arson, and this work is established across the service. We were impressed with the Home Office data that shows how, in the year to 31 March 2018, the service carried out around 52,500 home fire safety checks,

equating to 37.1 home fire safety checks per 1,000 population. This is more than three times the average rate in England of 10.4. In the same period, Merseyside targeted just under 31,000 (58.8 percent) of these checks at households occupied by an elderly person and just under 9,000 (16.6 percent) to households occupied by a person declaring a disability. When firefighters identify additional needs during a visit, they refer people to more specially trained staff who follow up with a more in-depth safe and well visit.

Prevention activities differ between services

Every service we inspected in Tranche 2 has expanded the range of prevention activities it provides, covering things such as health and lifestyle (e.g. smoking, drinking). That said, in some services, some staff didn't feel equipped to discuss the wide spectrum of issues. As in Tranche 1, we found differences between what services said they offered and the reality on the ground. The table below illustrates the different issues covered by each service.

Figure 1: Activities included in a prevention visit as at 31 March 2018

	Berkshire	Dorset & Wiltshire	Greater Manchester	Humberside	Kent	Leicestershire	Merseyside	Norfolk	Northamptonshire	Northumberland	Nottinghamshire	Oxfordshire	Shropshire	Tyne and Wear	West Midlands	West Sussex
Identify potential fire risks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Take action to reduce fire risks	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ensure working smoke alarms are fitted	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Advice on social welfare	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗	✓	✓	✓	✓	✓	✓
Health screening/detection	✗	✗	✗	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Health prevention	✓	✓	✓	✓	✓	✓	✓	✗	✗	✗	✗	✓	✗	✓	✓	✗
Advice on slips, trips and falls	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Source: HMICFRS data collection

For further information about this data, please see Annex A

Fire and rescue service staff have a responsibility to safeguard the vulnerable children and adults they come into contact with. Sometimes they may need to refer vulnerable people to other support. Most services provide training on safeguarding responsibilities and, in general, the staff we interviewed felt confident identifying factors that would make someone at greater risk of a fire in the home. However, not all relevant staff were able to identify people with vulnerabilities and make safeguarding referrals.

The best services employ skilled and passionate people to provide face-to-face safeguarding training. But some rely solely on staff working through an online course, which has less impact. Good services also have clear safeguarding referral procedures about what to look out for and what to do if they find a concern, which staff are confident in using.

We saw examples of services working closely with a range of organisations to provide other community safety programmes, such as water safety awareness campaigns. For example, Tyne and Wear's water safety work includes taking part in the national Be Water Aware campaign. The service launched the throw bag campaign, supported by the RNLI, which trains pub staff on Newcastle's quayside to use lifesaving throw bags where people fall in the water. Several people have been rescued in this way since the campaign's launch in July 2018.

Services need to do more to target their prevention work at the most vulnerable

To target resources effectively, services need to know who is at greatest risk of fire and other emergencies and prioritise their activity to target these people. We found that over half of the services inspected in Tranche 2 didn't always target their prevention work effectively at those people who are at greatest risk of fire. Staff in these services told us they are frustrated that their time is not better spent on helping those most in need.

West Midlands FRS has carried out considerable research into primary risk factors in its area. It has reviewed serious incidents in which injuries or deaths have occurred and smoking, mental health or alcohol was a contributory factor. The service uses this information to make sure its prevention work is targeted at those most at risk of fire.

We saw some services collaborating with the police to act on very high-risk referrals. For example, they fit smoke alarms and fireproof letter boxes in the homes of people who have been referred as victims of domestic abuse. We also saw services working with the police and ambulance service, for example, by forcing entry into homes to access casualties who are in urgent need of care.

Services need to evaluate what works

All fire and rescue services should evaluate their prevention activities so they understand what works. They should assess which interventions are most helpful and decide how best to measure the results. As in Tranche 1, we found that services were often conducting a wide range of prevention activities beyond their statutory remit, with little understanding of the outcomes and the actual safety benefits that follow.

There were a few notable exceptions; for example, in Merseyside, the service seeks feedback, evaluates and quality assures its activity to make sure it is contributing to its intended strategy. This has led to a change in who receives a home fire risk check. Home Office data now shows the service completes fewer checks: in the year to 31 March 2017 it carried out 57,679 compared with 52,564 in the year to 31 March 2018. The service says these checks are now better targeted at those most at risk.

While we saw a good range of work to tackle arson, some services are de-prioritising the issue

Services should be working with people who set fires in order to tackle their behaviour, as Home Office data shows in the year ending September 2018 they attended 82,215 deliberate fires. We found services in this tranche were doing a range of different things to tackle arson. In Leicestershire, a police officer works with both Leicestershire Police and Leicestershire FRS as the main point of contact for arson. Whenever there's a major incident, the officer will co-ordinate the response and resources for both organisations and the service supports the police in arson prosecutions.

We inspected Merseyside FRS in the run up to bonfire night, a traditionally busy period. We were impressed by the work the service had done to reduce the risk to both the public and staff. Working with partner organisations such as Merseyside Police, it had removed over 50 tonnes of bonfire materials and carried out joint target-hardening visits to better protect particular premises. It frequently drove its fire engines along high-risk routes to increase visibility and deter offenders and worked with the police to reduce violence to staff.

However, in a small number of other services, resources are being diverted away from preventing arson, in part due to reducing staff numbers, with services allocating remaining staff to other work.

Services are proactively engaged in road safety

Fire and rescue services have a statutory duty to rescue people from road traffic collisions. This duty does not extend to doing road safety prevention activity, but all services recognise the value of this work and do it anyway. Most services work well with other organisations (e.g. police and local authorities) through safer roads partnerships. We saw some good innovation, including in Merseyside FRS and Leicestershire FRS, where they used virtual reality technology as part of their driver education campaigns.

Protection

Lack of resource and capacity continues to limit protection work

All fire and rescue services must promote fire safety, which includes fire protection. This means they should conduct audits to make sure that the people responsible for fire safety in buildings comply with fire safety legislation. And they should, where necessary, use available legal powers to enforce fire safety legislation. We gave the lowest grades for this area in Tranche 1 and we remain concerned following our findings in Tranche 2.

Most services we inspected didn't have enough qualified inspectors to meet the requirements set in their risk-based inspection programmes. Nationally, there has been a gradual reduction in the number of competent staff who are dedicated to protection. Of the 30 services that provided data for the HMICFRS collection, there were 820 competent staff as at 31 March 2011, falling to 535 as at 31

December 2018.² Most protection teams we interviewed described themselves as under-resourced.

There are a number of reasons for this. Resources are being allocated elsewhere – namely to prevention and response – across the service, there is poor succession planning, and services have difficulty in retaining trained inspectors.

While some fire protection work requires specially trained personnel, services should use the capacity and skills of operational crews to share the load. This is not the case for every service. We did see some good examples of service-wide protection work. For example, Merseyside FRS uses their operational fire crews to conduct fire safety audits at lower-risk commercial and industrial premises. This allows the crews to maintain a working knowledge of the risks in their immediate station area and also gives them the opportunity to expand their practical knowledge. West Midlands FRS's operational crews carry out what they call safe and strong protection visits to commercial premises to provide information.

One way to tackle a lack of resources is for services to do more so-called short audits, instead of the full audits that most currently undertake. These short audits assess risk and trigger a full audit when they identify problems. Greater Manchester FRS does short audits, which are escalated to a full audit if necessary. Similarly, Dorset & Wiltshire FRS's protection officers conduct a short audit in the first instance and staff then do a full audit if compliance issues arise.

There is a lack of consistency in the way services define high risk

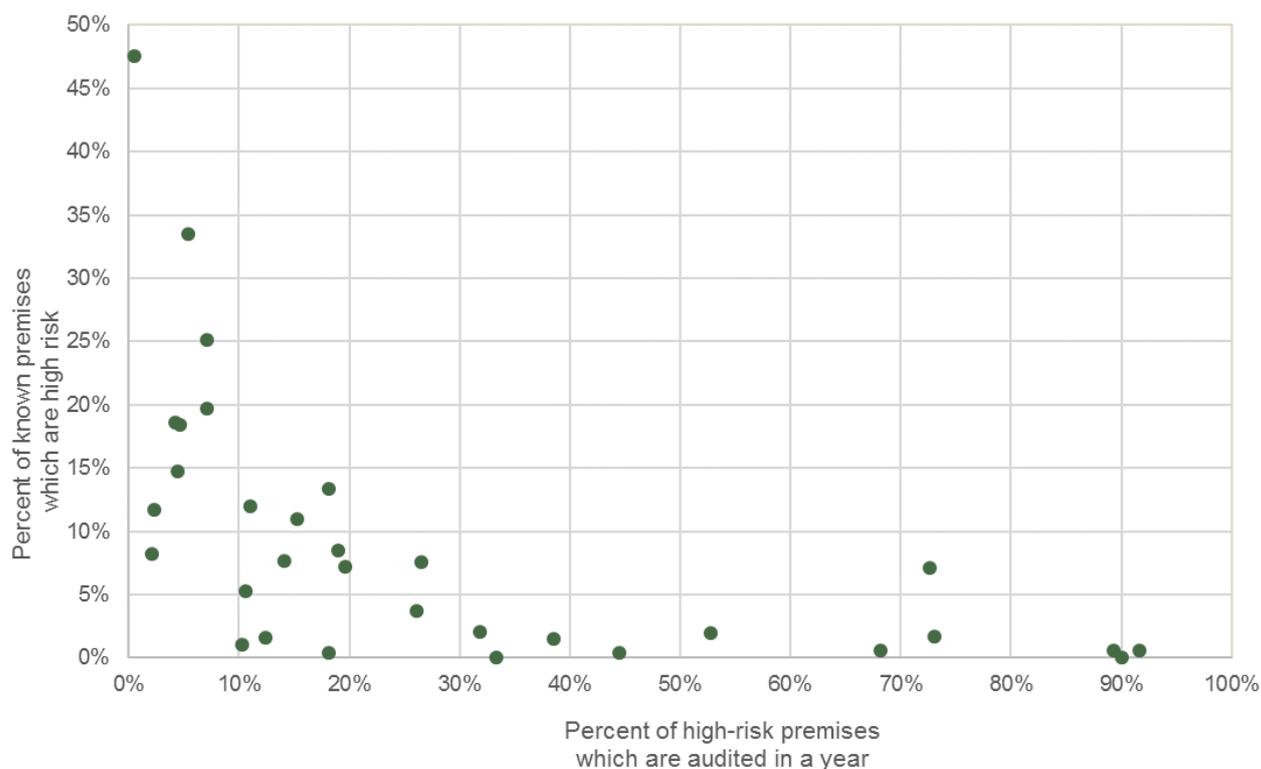
With limited resources, services need to prioritise their protection work and focus on the buildings they have defined as being at the highest risk. Services generally define their high-risk premises according to the probability that an incident will occur multiplied by the impact it will have. That said, there is no national definition for what constitutes high-risk so there is little consistency between services. There is also a wide variance in how frequently services audit these premises and how they enforce compliance. Businesses operating in different fire service areas may therefore face different requirements. Some services will aim to audit all their high-risk premises annually, others do so over many years. Some services have recently changed their definition of high risk, which has had a large impact on the number of premises they have in that category. We found one service that is not clear about which properties should be part of its risk-based inspection programme.

The graph below illustrates FRSs as a dot and the national variance in the percent of premises a service considers to be high risk against how frequently they are audited. Often, the services that have a high percentage of high-risk premises audit them less frequently than those with a lower percentage. If services genuinely consider these

² Services that didn't provide a full set of data: Avon, Cheshire, Cleveland, Cornwall, Devon and Somerset, Dorset & Wiltshire, Hampshire, Hereford & Worcester, Humberside, Isles of Scilly, North Yorkshire, Nottinghamshire, Surrey, Warwickshire and West Midlands. The number given is headcount. To count as dedicated to protection, at least 75 percent of a staff member's work or role should be in protection.

premises to be high risk, they need to allocate enough resource to make sure appropriate protection work is undertaken.

Figure 2: Percentage of high-risk premises audited in a year against percentage of known premises which are high risk³



Sources: Number of known premises: Home Office FIRE1202: 2017/2018
High-risk premises audited: HMICFRS data collection: 2017/2018
Number of known high-risk premises: HMICFRS data collection: as at 31 March 2018
Number of high-risk premises audited: HMICFRS data collection: 2017/2018

Services are responding promptly to planning applications

Local authorities must consult fire and rescue services on planning applications for new buildings and renovations to business premises and developments. The number of applications tend to rise and fall with the performance of the local economy and investment. Services should respond to the local authority in writing and within stated timescales (usually within 15 working days). Since Tranche 1, we have improved the data we collect on this issue. It shows that most services are responding in a timely manner.

³ Services that have been excluded for not providing a complete set of data: Avon, Royal Berkshire, Dorset & Wiltshire, Durham, East Sussex, Greater London, Hampshire, Hertfordshire, Isle of Scilly, Norfolk, Warwickshire and West Midlands. West Yorkshire has been removed as it makes the scale on the axis hard to interpret. Percentages are shown on the graph, but it is important to consider the pure number that is behind these percentages.

Out-of-hours specialist support is lacking

We are concerned that some services don't have specialist fire protection staff available at all times of the day and night to respond to serious fire safety concerns and to take urgent action to make sure people are safe. This means that serious fire safety issues could go unaddressed or important evidence for prosecutions might not be collected. For example, in one service, the protection team mainly works during office hours and outside that time, there is limited protection advice available to deal with urgent fire safety issues.

Services are influencing improvements to fire protection

Some services have been successful in influencing local authority fire safety policy. Oxfordshire FRS has worked with Oxford City Council to fit all its high-rise residential blocks with sprinklers after the initial proposal didn't include them. Royal Berkshire FRS worked with Wokingham Council to install sprinklers in newly built schools, and in Reading, work is under way to fit domestic sprinklers in high-rise premises.

A varied approach to how services work and enforce with others

A number of services work with other organisations and conduct multi-agency enforcement actions to keep the public safe. Dorset & Wiltshire FRS works with other enforcement agencies including local authority housing teams, Border Force, councils, building control companies, the Environment Agency and the Care Quality Commission to exchange information on risk and take joint enforcement action where necessary.

Services are supporting businesses in their compliance

Most services have clear advice on their websites for businesses about how to comply with fire safety regulation, providing them with support and education through seminars and visits. For example, Nottinghamshire FRS uses social media to promote fire safety to local businesses and is a member of Nottinghamshire's business development hub, where it gives information to people setting up a new company. It also runs workshops at community events. Dorset & Wiltshire FRS works with local businesses and large organisations to exchange information and expectations on compliance with fire safety regulations and hosts seminars supported by the local chamber of commerce. The seminars are run to coincide with national fire safety campaigns.

Most services are tackling the number of fire false alarms

Nationally, Home Office data shows that fire false alarms made up 40 percent of all incidents attended in the year ending 30 September 2018. In some services this is higher; for example, in one service, fire false alarms made up 51 percent of all incidents attended in the same time period.

Services should have adopted the NFCC's best practice guidance for dealing with unwanted fire signals. We found that not all had. For example, most services challenge calls to some degree, namely control operators might seek to establish whether there is a fire before dispatching a fire engine. West Midlands FRS has introduced smaller vehicles with business safety officers as crew. These officers

respond to the initial fire call to check it is valid, rather than sending a fully equipped fire engine.

Responding to fires and other emergencies

Some services don't routinely have the number of available fire engines they say they need

Fire and rescue services need to respond to the public when they are called and should have the right combination of trained staff and equipment available. Services should know how many engines they need to meet their foreseeable risks.

Most services have a good understanding of fire engine availability. This can fluctuate considerably for on-call stations, where firefighters are not based at the station. Good services have set up systems to track the availability of their on-call staff and link that with the systems that track the availability of their fire engines. For example, in Norfolk FRS, staff can log their availability via an app on their mobile phone, allowing the service to establish exactly how many fire engines it could mobilise at any one time. However, other services still use inefficient manual processes.

Recruiting and retaining on-call staff can be difficult and we don't underestimate the challenge. Many services we inspected in this tranche, and in the previous tranche, are struggling to meet their own targets. For example, Kent FRS is failing to achieve its targets for the number of available fire engines. Between April and December 2018, the overall average monthly pump availability ranged from 41 to 47 percent. According to its recent fire cover review, the service needs 50 engines by day and night, but between April 2018 and the end of February 2019, it averaged just 34 by day and 51 at night.

Northamptonshire FRS was graded inadequate for this element of the inspection. In part, this is down to the poor availability of its fire engines. Although the service has established that it needs to have a minimum of 14 fire engines available, in the short time period we sampled, the service had fewer on-call engines available than it needed during weekday mornings and during weekends. Action is now being taken to make sure its fire cover is distributed better.

We were pleased to find that in Shropshire FRS, which is predominately an on-call service, the overall average monthly engine availability ranged from 96 to 98 percent between April and December 2018.

Some services have changed their duty systems and response vehicles to provide appropriate fire cover. For example, West Midlands FRS uses satellite tracking to give real-time updates about where its response vehicles are and where they should be to help achieve response standards.

Services need to be clearer on what response resources they need

Not all services are clear in their IRMPs about the resources they need to meet the risks they have identified. Good services assess the risks and decide how many fire engines and specialist resources they need at certain locations. They vary the numbers during the day and night as risk levels change.

On the one hand, Merseyside FRS has analysed demand and found that most emergency incidents happen during the day. As a result, it has reduced the number of fire engines available overnight. On the other, West Sussex FRS acknowledges that it rarely adjusts its response model to reflect changes in levels of risk.

Services need to hit their promised response time targets

Every service should have a published response standard, which is the time it takes to respond to an emergency. We found that these vary considerably across England, so what you can expect in one service differs from what another would provide a few miles away across a border. In this tranche, only Tyne and Wear FRS didn't have an agreed response standard in its IRMP, but it did approve a trial of response standards in April 2019 as part of a public consultation.

It is reasonable for response times to vary depending on the risk, geography and demography of an area. But it isn't reasonable for services to commit to a response time and then consistently fail to meet it. If it isn't possible to achieve a response time with the resources available, the service needs to be frank with the public about that.

Sometimes, there is a stark difference in response times across service borders. We inspected a number of neighbouring services in this tranche: Northumberland and Tyne and Wear; Oxfordshire and Royal Berkshire; and Leicestershire and Nottinghamshire. In every case, response times and standards were different. For example, as at 1 April 2018, Royal Berkshire's response standard is for the first engine to arrive at 75 percent of emergency incidents within 10 minutes, while Oxfordshire's response standard is for the first engine to arrive at 80 percent of incidents within 11 minutes. Royal Berkshire FRS times its standard from the time of call while Oxfordshire FRS from the time the crew is alerted.

West Midlands FRS is the first service we have graded outstanding in this part of the inspection. The service has set itself an ambitious standard of responding to high-risk incidents in a median average time of five minutes from the time a fire engine starts travelling to an incident. This standard was adopted after extensive research into survivability rates and how to reduce loss of life. Data shows us in the period between 1 April 2018 and 31 December 2018, excluding call handling, the service's median average response travel time for high-risk calls was 4 minutes 43 seconds. Home Office data shows in the year to 31 March 2018, its average response time to all primary fires, regardless of the risk and including call handling time, was 6 minutes 41 seconds.

To achieve this standard, West Midlands FRS has made several significant improvements over the past few years, such as introducing:

- 19 brigade response vehicles, with a crew of fewer firefighters than a traditional fire engine, to attend lower-risk incidents. These vehicles can still carry out rescues, if needed;
- three business support vehicles with a crew comprising a single member of staff. These vehicles respond to unwanted fire signals, enabling the larger vehicles to stay available for more risk-critical work; and

- a revised 12-hour shift for staff, covering the period from 10am to 10pm daily. This makes sure the service can give the public a more effective and timely response during the periods of highest demand.

It is significant that, unlike the vast majority of other fire services, West Midlands FRS's operational firefighters are nearly all wholetime rather than on-call. This means that they are available to be deployed immediately, 24 hours a day.

Response standards need to be clear for all to understand

The Home Office collects and publishes data on response times by measuring the time between the call being made and the first fire engine arriving at the scene. However, we found services measure their own response times in a range of different ways. For example, West Midlands FRS doesn't include call handling in its response standards. Nottinghamshire FRS has changed from a 10-minute response standard to incidents in 90 percent of occasions, which includes call handling time, to an 8-minute standard that does not. This makes it look as if the service has improved its response time by 2 minutes, but this isn't the case. Home Office data shows that in the year ending 31 March 2018, the service had a 1 minute 57 average call handling time to primary fires so, in fact, the new response standard is almost identical.

Call handling is broadly effective

In Tranche 2, we found that control operators handle calls effectively, dispatch resources and pass risk-critical information to fire crews. In most services, control staff can vary the number of fire engines they send to an incident based on information from the caller. Control rooms across the country have a range of operating models; some specific to one service, others shared by several. We found that shared control rooms improve mobilisation across borders. For example, we saw effective practice in Thames Valley Control, which handles emergency calls for Royal Berkshire and Oxfordshire FRSs. It also serves Buckinghamshire FRS, which we will inspect in Tranche 3. Thames Valley Control responds to calls about life-critical emergencies near a service border with the quickest available fire engine, regardless of whether that means crossing a border.

We saw co-located police and fire control rooms in Kent and Merseyside. This provides staff from both services with access to different systems, such as closed-circuit television (CCTV), which can help improve the response. It also encourages better joint agency co-ordination, including incident command decisions and public communication.

Good progress on implementing national guidance, but more work needed

All the fire and rescue services we inspected in Tranche 2 had either adopted or were in the process of adopting National Operational Guidance (NOG), which will improve consistency, effectiveness and efficiency. Some services are more advanced in this than others.

We saw services working in regional groups to pool resources for implementing guidance. For example, Nottinghamshire FRS is working with five fire and

rescue services in the East Midlands to make sure its operational policies meet national guidelines. It has made good progress.

Some services haven't yet adopted NOG in all areas and are operating two-tier systems using their own protocols as well as NOG. This causes confusion for firefighters, who don't know which approach to follow. It also makes working across borders and with others less effective, as different services apply different procedures. While one service has aligned some of its procedures to NOG, it doesn't have a clear plan for adopting the full guidance. Staff also described an over-reliance on e-learning for training in changes to operational procedure.

Incident command training and reassessment is falling behind schedule in some services

Incident commanders need to be ready to lead teams competently, assertively, effectively and safely during incidents. Half of the services we inspected in Tranche 2 had fallen behind with their training and/or reassessment for incident commanders, particularly for middle and senior managers. For example, in one service, training for commanders was inconsistent at all levels, while another service doesn't provide any refresher training or assessment for commanders above supervisory level and so it can't be sure these staff are working to the latest guidance and best practice.

Operational discretion is understood and used by services

In a number of services, we found that some staff didn't understand relatively new incident command terms used in NOG such as the 'decision control process' and 'operational discretion'. However, most commanders told us they felt senior leaders supported them to use operational discretion to step outside standard procedures where necessary. Our staff survey supported this.

We conducted a staff survey open to all members of a Tranche 2 service's workforce from 1 October 2018 to 15 February 2019 and received just over 2,900 responses from members of staff from Tranche 2 services.⁴ Of the 959 firefighters who responded who were crew manager rank or above, 64 percent agreed that the service would support them to use unauthorised tactics, or use tactics in a new way if an incident required it.

There is mixed evidence of how well services evaluate operational performance

Fire and rescue services should evaluate their performance. After each incident, they should assess how well they responded in order to work out what went well, what they could improve and whether they were using new procedures and techniques effectively. All the fire and rescue services we inspected have a process for debriefing staff after incidents. Many services have a central operational assurance team to analyse information from debriefs and help the organisation improve. We found that this helped with debriefing large and complex incidents.

Good services also have processes that help staff learn from debriefs. These include staff bulletins, new training scenarios and highlighting any improvements that have been made in response to feedback. Kent publishes debrief reports and, where

⁴ Please see Annex A for more information.

appropriate, produces case studies. It requires stations to acknowledge receipt of any safety-critical information from debriefs. It also responds to staff feedback by buying new equipment or changing policies.

West Midlands FRS has a central team that collates information from debriefs, summarises the results and shares learning across the service. If an issue is risk-critical, the service issues an immediate notice. We were impressed with the service's station peer assessment (SPA) team, which evaluates the performance of station-based teams. It gives quality assurance to check that systems and practices such as recording and monitoring staff competency, prevention activities and risk information are consistent across the service. Learning is then shared with both station teams and the central intelligence team. Of the 2,056 firefighters or specialist support staff who replied to our staff survey, 64 percent agree they are confident their service takes action as a result of operational learning, and eight percent didn't know.

We were disappointed to find that over half of the services we inspected weren't consistent in how they identified and used learning from smaller incidents. This is a missed opportunity. One service didn't know how many staff were reading its bulletins and not all stations seemed to give information from debriefs to staff. In another, the service gathers information from operational staff after an incident, but this isn't then used to identify lessons for the organisation. Finally, staff in another service couldn't recall the last time it shared debriefs across the organisation.

Most services are sharing learning with others

All fire and rescue services have access to a national IT platform – the NFCC's National Operational Learning – that they can use to share learning with each other. We found most services understood the value of this, and that they could submit information and make good use of available case studies. Staff we spoke to had found the platform useful.

In Humberside, following two significant incidents, the service created case studies to illustrate what they had learned and provided them to other services through the National Operational Learning system. The service has also reviewed and changed its own operational procedures in response to other local and national incidents. Greater Manchester FRS has implemented a process to learn from significant national and international incidents. This was used to review a water rescue training accident in another fire service with Greater Manchester FRS issuing new guidance as a result.

Responding to national risks

Services are prepared to respond to emergencies at high-risk sites

Every fire service we inspected has plans for dealing with incidents at high-risk sites such as power stations and chemical factories. We interviewed representatives from local resilience forums as part of the inspection process. They told us that fire and rescue services were valued members of these forums.

We found good practice in Oxfordshire and Kent where the services have created incident command assessments based on risks sites in their areas, offering realistic

training. Northumberland FRS exercises its wildfire plans with local partners in preparation for wildfires, which are a particular risk for the service.

Access to cross-border risk information access needs to improve

It is important that firefighters can access risk information for neighbouring service areas from their MDTs. However, we found that in half of the services we inspected, firefighters had difficulty accessing this information.

For example, we found in one service that fire control has to give cross-border risk information verbally as firefighters can't access it on their MDTs. Northamptonshire FRS shares a county border with seven other fire and rescue services, but we found that operational staff were either unaware of being able to access cross-border risk information or unable to do so.

Services can draw on resources from other services in a time of need

We found that most staff, particularly fire control and middle and senior managers, were confident about how to call upon neighbouring fire and rescue services and national resources in times of need. They could accurately describe the national co-ordination advisory framework arrangements.

Mostly, we found that services have effective training programmes for maintaining competence and availability of specialist national resources. We did find some isolated examples where firefighters felt ill-equipped to use specific pieces of equipment, for example a high-volume water pump.

Most services are able to work with other agencies

Good services have trained all incident commanders so they have a sound understanding of the Joint Emergency Services Interoperability Principles (JESIP). These principles help all blue light services work together effectively. We found that some FRSs needed to make sure their managers, particularly at supervisory level, have a clear understanding of the principles and how to apply them at a multi-agency incident.

Improvement is needed in cross-border exercising

It is important for fire and rescue services to take part in cross border and multi-agency exercises at high-risk sites and for major incidents such as large crashes or flooding. This allows them to practice responding together. It also makes sure their response plans are effective and helps senior managers train in commanding large and complex incidents. However, half the services we inspected needed to improve their exercising at a local and cross-border level.

We were disappointed to find that one service had no structured exercise programme between it and neighbouring services. Operational staff in another service said that they didn't undertake any training or exercises with neighbouring services to help them work with each other effectively. Staff described working in isolation at operational incidents involving other fire and rescue services. This doesn't lead to an effective joint response.

Services are largely equipped to respond to a broad range of emergencies

Fire and rescue services are increasingly responding to a broad range of emergencies beyond fires and road traffic collisions. All the services we inspected are prepared for dealing with flooding and terrorist incidents. While the amount of equipment, expertise and training within services varies, every service understands how to call on extra resources.

The Home Office funds some services to respond to terrorist-related incidents. In relation to Tranche 2 services, all of those who receive funding have capability in place. The exception is Greater Manchester FRS, which, at the time of our inspection, lost its capability to provide this response because of an industrial relations dispute. Despite attempts by the service to resolve this locally, it now has an agreement with Merseyside FRS to provide this capability. We consider this a concern to the safety of the public and believe the matter needs urgent attention and resolution. It does have national inter-agency liaison officers to provide command and control at such incidents.

Following Lord Kerslake's report into the terrorist attack at Manchester Arena, Greater Manchester FRS is implementing an action plan to improve its response to terror-related incidents. For example, there is now a dedicated communications channel with the police and ambulance service, which we tested during our visit. The senior leadership team are keeping track of the plan's progress.

Merseyside FRS plays a key national role

We graded Merseyside FRS outstanding for this element of our inspection. This is, in part, due to how effective the service is at working with other fire services nationally. It is the lead authority on behalf of the fire sector for national resilience capabilities, which the Home Office funds and strategically places in fire services across the country. This equipment, trained personnel and supporting infrastructure is necessary to deal with national emergencies requiring mass decontamination, or involving chemical, biological or radiation agents, explosives, large-scale flooding or terrorist attacks.

Merseyside FRS is the base for the National Resilience Assurance Team (NRAT), which provides support and information to other services during national emergencies. It also runs the National Resilience Fire Control, which co-ordinates the availability of this specialist equipment and mobilises the equipment when services request it. The service also co-ordinates training with the equipment and leads on managing long-term capability for all national resilience fleet and equipment on behalf of the Home Office. This has created a deep understanding throughout Merseyside FRS of the equipment's capabilities.

Efficiency

UNDER EMBARGO

How efficient are the services at keeping people safe and secure?

In this pillar we ask two questions:

1. How well does the service use resources to manage risk?
2. How well is the service securing an affordable way of managing the risk of fire and other risks now and in the future?

Making best use of resources

Services need to make savings and they are broadly being made

Nearly all the services we inspected in Tranche 2 had managed to make savings. There is a wide variation in the scale of the savings services have been required to make.

Services are doing a range of things to become more efficient, including restructuring. Royal Berkshire FRS has streamlined its management structure by introducing a hub model and remotely-managed stations. Some services, such as Nottinghamshire FRS, have altered shift patterns and crewing models and have introduced new ways of working. Home Office data shows that all but one of the Tranche 2 services have reduced the number of firefighters (FTE) they have since 2010. For example, in response to a falling budget, Merseyside FRS reduced the number of firefighters by 31 percent between 31 March 2010 to 31 March 2018 to 684. It also has three fewer fire stations and 14 fewer fire engines over the same period.

Services are collaborating and finding other ways to save money. FRSs in Norfolk and Northamptonshire share buildings with local organisations such as the police and the council, and West Sussex has reduced the cost of its support services by making joint procurement initiatives and more cost-efficient contract renegotiations. We found some services could be doing more to improve their efficiency, including recovering costs for the use of their personnel and facilities, and charging for things such as primary authority schemes.

We found two services are operating in a very challenging financial environment. Northumberland FRS has already achieved significant savings of £4.5m over recent years but its unitary authority requires it to make more, despite having an incredibly lean operating model with only 256 FTE firefighters (137 wholetime and 119 on-call) as at 31 March 2018 compared with 342 FTE firefighters (176 wholetime and 166 on-call) as at 31 March 2010. The savings it is required to make over the next three years could compromise the service it provides to the public. Meanwhile, governance

responsibility for Northamptonshire FRS has recently moved from the county council to the police, fire and crime commissioner. Under the county council, the service needed to make significant reductions to its prevention, protection and response functions. We found these functions don't have sufficient resources to meet the service's targets. It also has no financial reserves and needs to develop a capital plan. The change in governance responsibilities is intended to lead to an improved financial position for Northamptonshire FRS.

Services need access to better financial data

To manage budgets, use resources efficiently and effectively, and pursue opportunities to reduce costs, fire and rescue services need accurate and reliable data. Senior leaders need to understand their true costs in order to run an efficient service. As in Tranche 1, we have concerns that some services, particularly those that are part of a county council, lack credible and comparable data about expenditure.

Most county council services struggle to understand how the council calculates and allocates charges for their support services, which makes it difficult for them to know whether they are getting value for money. We also found that the financial data services provided to the Chartered Institute of Public Finance and Accountancy (CIPFA) is not good enough. We are working with CIPFA and the sector to improve this, and we hope to see better financial data by September 2019.

Most services have matched their operational resource to risk, sometimes at the expense of protection and prevention

Services should be able to demonstrate that their budget and resource allocation supports the activity set out in their IRMP. This was the case in two thirds of the services we inspected. These services used a range of historical, current and predictive data to work out what resources they need and how they should be used.

Some services have varied their resources to match changing risk. For example, alongside reducing the number of stations and fire engines, Merseyside FRS has introduced various work patterns at its remaining fire stations, which it has matched to the demands of the local area. It adjusted the start and finish times for operational firefighters to make them available when demand is highest and to maximise the time they have to interact with the public and businesses.

Every service we inspected prioritised its ability to respond to incidents. Services should outline in their IRMP what resources – including the number of fire engines – they need to meet their foreseeable risks. This increases efficiency. For example, Kent FRS is able to respond quickly to incidents – one of the quickest among similar services – but has low fire engine availability, which suggests that it needs to reconsider its planning model. The service's operational review states that it needs 50 engines available at any given time, but its own data reported that between April 2018 and the end of February 2019, despite having 75 fire engines, it was averaging only 34 available during the day and 51 by night.

Services need to be able to demonstrate that they are allocating enough resources to prevention, protection and response activity. In Tranche 1, we found that almost half of the services required improvement (with one graded as inadequate) in this area. Unfortunately, this has also been a problem in Tranche 2, with two-thirds of services either under-resourcing their protection and/or prevention teams or not being able to demonstrate a clear rationale for the levels of activity in these areas.

As budgets and staffing levels have reduced, protection and prevention has been reduced in a number of services to protect operational response. One service's protection department was so short staffed that it had invoked its business continuity plan at the time of our inspection to ensure it was meeting its critical functions.

Some work is underway to make sure workforces are productive

Fire and rescue services need to make sure that their workforces are productive. Nearly half of the services we inspected use flexible workforce patterns and have altered their crewing models to increase efficiency. Some services have also looked at and reduced the number of firefighters needed to a crew a fire engine.

Dorset and Wiltshire fire and rescue services combined in 2016. As part of the combination process the services reviewed every post and removed duplication, which the service claimed has saved £4.5m.

Shropshire has been able to make the workforce's time more productive by introducing a flexible crewing model, which maintains response standards with a minimum number of firefighters on duty. The service has also been trying to make the on-call role more attractive and sustainable by recruiting full-time on-call support officers and introducing a more easily-accessible electronic availability system. The service predicts its flexible crewing model could save £450,000 by 2021.

This is not the case for every service. We are concerned that one service has introduced a new shift pattern with little evaluation as to its efficiency or effectiveness. Other services rely heavily on overtime to make sure enough staff are on duty, which is not cost-effective. Managers in another service spend an excessive amount of time moving staff around the service to fill short-term gaps. Some services couldn't demonstrate to us whether their staff time is being used productively.

Making the fire and rescue service affordable now and in the future

Services are mitigating financial risks although reliance on reserves is unsustainable

We were encouraged to see services looking to the future to assess potential financial risks. Some are actively considering factors such as the Government's Fair Funding Review, which will affect how funding is allocated and redistributed between local authorities from 2020 onwards, changes in the government grant towards unfunded pension schemes, and potential reductions in the amount that can be retained from business rates.

We were concerned to find that some services are too reliant on using their reserves to plug funding gaps. This approach is unsustainable. For example, some services are using reserves to bridge budget gaps in the absence of longer-term financial plans, while another was depleting its reserves at such a rate that it would no longer have any by 2021.

Services can make better use of technology

Some services are investing in technology to improve their effectiveness and efficiency. West Midlands FRS uses a dynamic cover tool to map the availability of its fire engines and 999eye, which allows control operators to see images of an incident from the caller. This helps them assess the scale and severity of the incident so they can send the appropriate response.

Nearly half of the services we inspected were using broken, dated or unreliable IT systems and relied on inefficient paper-based systems. In one service, staff told us that the tablet computers they were using to conduct safe and well visits were unreliable, so they were recording information on handwritten forms that then needed to be typed up. Staff in the same service also said they spent a large amount of time managing and updating three separate training systems. In another, its firefighters rely on paper-based risk information, which differs in some instances from the information held on MDTs. It is clear that the current lack of investment in IT is making these services less productive and that the systems being used to record information are producing poor quality data, which in turn has an impact on a service's ability to effectively manage its performance.

Services are keen to collaborate with others

All the fire and rescue services we inspected in Tranche 2 were meeting their statutory duties to consider emergency service collaboration. We saw a range of activity including sharing estates, equipment and control rooms, joint procurement and work on behalf of police and health services.

In Oxfordshire and Royal Berkshire FRSs, joint working has helped maintain services while making savings. Both are part of a tri-service Thames Valley Fire Control Service with Buckinghamshire FRS. We were told that this new arrangement has generated £1m of annual savings for the three fire services. Oxfordshire and Royal Berkshire FRSs have jointly procured 47 fire engines and equipment, which is expected to save the services more than £700,000 over four years as well as improving cross-border working as services respond with identical equipment. West Midlands FRS shares a control mobilising system with Staffordshire FRS, which achieves a joint annual saving of £1.5m between both services. But we believe services can do more to realise the full financial benefits of collaborative activity.

Over half of the services we inspected were not consistently or effectively evaluating, reviewing and monitoring collaboration activities to see if they were beneficial and cost effective. Services were entering into expensive collaboration projects without processes in place to make sure they are achieving value for money or operational efficiencies.

Continuity plans

Fire and rescue services need robust continuity plans to make sure they can operate after an unexpected incident. We were pleased to find every service we inspected in this tranche had plans in place, but half the services we inspected weren't regularly testing and updating them.

In one service we found a lack of corporate oversight for continuity arrangements, and a lack of accountability and understanding at a departmental level. In the same service, the continuity plans had passed their review dates and it was unclear if and when testing had taken place. Services should make sure there is a testing programme for their continuity plans, particularly in high-risk areas of service such as control.

UNDER EMBARGO

People

UNDER EMBARGO



How well do the services look after their people?

In this pillar we ask four questions:

1. How well does the service promote its values and culture?
2. How well trained and skilled are the service's staff?
3. How well does the service ensure fairness and diversity?
4. How well does the service develop leadership and capability?

Promoting the right values and culture

Not every service has made its values and culture part of daily practice

We were pleased to find that more services were effectively promoting their values and culture in Tranche 2 than in the previous tranche. In every service we inspected, most staff we spoke to were dedicated and proud to work in the fire and rescue service. They had a strong commitment to improving public safety and protecting their communities. However, once again, we saw both excellent and poor examples of culture and values, with one service being graded as outstanding and seven graded as requires improvement.

In eight services, we found clear, unambiguous values and statements outlining acceptable behaviours. In these services, senior leaders demonstrated these values. Most staff knew and understood the values and their behaviour and attitudes reflected them.

Oxfordshire has been graded as outstanding in this respect. A relatively new senior leadership team has created an inclusive and positive culture. Staff are comfortable raising their ideas and feel valued by the organisation. In Humberside, the service created and developed its values in consultation with staff, who felt a particularly strong connection with them. Kent has implemented an open chair in senior leadership meetings, which allows a member of staff from any level of the service to attend and contribute to each meeting. A senior manager will take time before the meeting to discuss and explain any agenda items the guest is unsure of. Initiatives like these have helped staff at lower levels feel valued and have fostered a feeling of openness and transparency.

In eight services, however, we found significant pockets where the culture was poor. Values weren't well established or understood by staff. Some staff questioned their relevance and others couldn't explain how those values translate into positive workplace behaviours. In some services, this lack of understanding went further. We witnessed inappropriate language and found evidence of behaviours such as bullying, harassment and discrimination, and management styles that were described as overly autocratic. This is similar to what we found in Tranche 1.

We received just over 2,900 responses from members of staff from Tranche 2 services to our staff survey. Of these, 23 percent felt that they had been harassed or bullied at work in the previous 12 months. The vast majority of those said it was by someone more senior than them, and the most common reason given was their role, level or rank. There are limitations to the staff survey which should be considered alongside the findings. We explain these in Annex A.

Separately, 20 percent of responses felt they had been discriminated against at work in the last 12 months. Like those who felt they had been bullied or harassed, the vast majority said that it was by someone more senior than them, and the most common reason given was their role, level or rank.

Worryingly, over half of those who felt bullied, harassed or discriminated against in the last 12 months at work didn't report the behaviour, either informally or formally. Also, in the case of some of the issues that they did report, managers had failed to deal with them effectively. Despite the survey's limitations, we are concerned by this. Services need to do more to tackle poor behaviour and to make sure that their values are reflected at every level of the organisation.

A range of wellbeing support is now in place

We were pleased to find that services are increasingly prioritising the wellbeing of their staff. Almost every service we inspected in this tranche has an effective system for supporting the general health and wellbeing of its staff. All offer an occupational health service that staff can access via their line manager or HR. In some services, staff can refer themselves if they want the issue to remain confidential. Most services offer a range of support functions, such as counselling, physiotherapy and medical screening.

While we found that there was a good range of support on offer, in some services staff aren't aware of this and don't know how to access support in times of need. Most FRSs would benefit from promoting their health and wellbeing support more effectively. All staff should be aware of what support is available and how to access it.

Many services are focusing on improving the mental health of their staff. Almost every service we inspected has implemented programmes to support and improve mental health in the workplace. An example is the introduction of Blue Light Champions with the mental health charity Mind. These champions are employees who volunteer to raise awareness in the workplace of mental health problems and to challenge the stigma around the issue.

Most services would benefit from providing training for managers in how to identify signs of stress and poor mental health in their staff. This was particularly relevant in services where line managers act as a filter for staff to access occupational health and other specialist support. Often, we heard that line managers don't have the confidence or knowledge to direct their staff to the support they need.

We were pleased to note that services such as Merseyside, Royal Berkshire and Kent are taking a more holistic view of staff support. They offer an employee assistance service, which allows staff to access help and support with issues such as debt management and legal advice. These services recognise that personal problems inevitably have a detrimental impact on how well staff perform. In Kent, staff with caring responsibilities outside of work can apply for a carer's contract. This allows them to work flexibly and helps improve their work-life balance.

Analysing staff sick-leave data can provide a useful insight into the health and wellbeing of a workforce. Understanding the causes and types of sickness can help an organisation in targeting work to prevent and manage sickness absence.

Similar to our findings in Tranche 1, almost every service has systems in place to support staff following traumatic incidents, such as critical incident 'defusing' and specific wellbeing debriefs. Some services have introduced trauma risk management (TRiM) to help prevent secondary post-traumatic stress disorder and other mental health illnesses related to traumatic stress. We are pleased that services increasingly recognise the potential short and long-term harm that traumatic incidents can cause to their staff, and are taking steps to mitigate this.

Operational staff are required to achieve the national fitness standard that was introduced in 2017. Most services have introduced fitness advisers to support this. These are either dedicated fitness professionals employed by the service, or existing staff trained to carry out the role.

A positive health and safety culture has developed

We found that 13 services have a good health and safety culture. They provide regular training for staff and manage accidents and near misses effectively. Of the just over 2,900 members of staff who took part in our staff survey, 85 percent agreed that their personal safety and welfare is treated seriously at work. Most services monitor statistics about accidents to learn from trends, reduce the risk of further harm and find out where organisational improvements are required. [The Home Office publishes the number of injuries sustained by firefighters while on duty](#). Between the year ending 31 March 2004 and the year ending 31 March 2015, the number of firefighters injured went down, but since then it has stayed relatively stable at around 2,600 injuries per year.

Disappointingly, we found that this positive health and safety culture wasn't present in three services we inspected. These services did not provide or record training consistently. Operational risk assessments were out of date and there was a backlog to update them. Also, actions arising from debriefs and accident investigations weren't being carried out quickly enough.

Getting the right people with the right skills

Some services aren't monitoring staff overtime closely enough

We were concerned to find that three services have little or no control or oversight of the hours their staff are working. This particularly applies to staff who work overtime on their rest days, or who work on secondary contracts with the service (usually as on-call firefighters). Often, the only monitoring is by the individual member of staff. In some cases, there was none at all. In these cases, we couldn't see how the service was making sure its staff had sufficient rest to meet their legal obligations and be safe to work.

While training provision is good, staff skills need to be recorded more robustly

We found that most services gave the right level of priority to operational and risk-critical training, such as breathing apparatus, rescues, and working safely at height or near water. The staff we interviewed could confidently demonstrate how to use their breathing apparatus equipment. They could also correctly describe the procedures to be adopted in the event of an emergency. Operational staff showed good knowledge of the equipment carried on fire engines, and how to use and maintain it to a high standard.

However, in nine services we found that the recording, evidencing and assurance of staff competence was not robust, in particular for the training which takes place locally at stations. This was particularly the case with training done locally at stations. In those services, we found examples of training records that were incomplete or significantly out of date, and local recording systems that weren't being updated consistently.

We were disappointed with the training and recording of skills for fire control staff and flexi-duty response officers. This lags some way behind that of operational station-based staff. Some services haven't made training these staff a high enough priority, but should, given that their roles are as risk-critical as station-based staff.

It isn't enough for services to provide effective training to equip staff to carry out their roles safely and efficiently. They also must make sure they are properly assessing and recording the skills and training of their staff. This gives services and the public confidence that firefighters are properly trained and that their performance is up to standard. This is particularly important in the event of accidents and adverse events. Services must be able to reassure themselves and the Health and Safety Executive that staff are skilled and competent enough. Worryingly, not all services we inspected in Tranche 2 had good enough systems in place to do this.

In a small number of services, some staff expressed concern that the training they receive is increasingly being provided via e-learning packages on computers. This was particularly worrying where the package was used as the sole means of training staff in practical skills, such as breathing apparatus search procedures.

We recognise the value and potential of e-learning as a modern training and assessment tool, and its ability to reach large numbers of staff with minimum resources. However, we would encourage services to think carefully about how effective it is when it is the only method of training staff and checking their competence and confidence in certain areas.

We look forward to the continued development of the NFCC's blended learning programme, which recognises that staff learn best in a variety of different ways. Services can access and contribute to these training packages. These combine face-to-face teaching, online activities, individual reading and interactive digital packages. This will help services make sure that training is provided as efficiently as possible while relating to the broadest range of staff.

Workforce planning is improving

Services need to make sure the right people with the right knowledge and skills are in the right jobs. This is essential for providing services to the public as effectively and efficiently as possible, both now and in the future. Effective workforce planning also makes sure staff departures don't disrupt the service to the public too badly. This is particularly important because a large number of staff are expected to retire over the next five years and the average age of firefighters is gradually increasing. For example, Home Office data shows that in 2011 it was 40, rising to 42 in 2017. The main reason staff left the fire service in the year ending 31 March 2018 was due to retirement or early retirement (31 percent or 1,233 of the 3,988 who left). It is important that services give particular consideration to making sure critical posts stay filled, with a succession plan in place if the current job holder is expected to leave.

In Tranche 2, 13 services showed that they have effective workforce planning processes in place. They monitor the current and future staffing requirements and capabilities they need to meet the commitments in their IRMP. This is a significant improvement on what we found in Tranche 1.

This planning is being done in various ways. Some services use ICT systems to make sure their workforce capability takes into account succession planning, training requirements and recruitment needs. However, in some of these services, we found a gap between planning and practice. This was particularly evident in services that weren't allocating enough resources for specialist roles and functions such as protection teams. In these services, the time it takes for protection officers to be trained has left them without enough staff to carry out their inspection programmes. Services should make sure that their workforce and succession planning takes full account of specialist roles and functions.

In three services, we found that ineffective workforce planning left some departments without enough staff. This was causing significant backlogs of work.

Excessive use of temporary promotions

As we said earlier, we have expanded the amount of data we collect from fire and rescue services. For the first time, we now have data on the number of staff who are currently temporarily promoted. In some services, staff were being kept in temporary promotions for long periods of time; in some cases for more than 10 years. As at 31 December 2018, of the 41 services that provided data,⁵ the shortest average length of temporary promotions in a given service was 120 days and the longest was 861 days. The highest average for a Tranche 2 service is 649 days. In one service, we found that 23 percent of operational staff were in temporary management positions.

We recognise that services are in a state of significant change. Temporary promotions can be an effective tool to maintain flexibility in the workforce while long-term staffing decisions are made. They also give staff development opportunities. But we found a worrying number of extreme examples, both in terms of the length of temporary promotions and the number of staff on these promotions. This has a significant impact on staff morale. Staff in temporary promotions told us they feel vulnerable, fearful for the security of their wage, and unable to challenge or make difficult decisions for fear of losing their promotion.

Ensuring fairness and promoting diversity

Much more needs to be done to improve the diversity of workforces

We were pleased to find that most services in Tranche 2 are considering workforce diversity when planning and carrying out recruitment campaigns. Expanding the pool of people services can recruit from increases the talent they can access. Most have carried out positive actions or have plans in place to start very soon. Activities such as have-a-go events, myth-busting sessions and boot camps are being used widely to promote fire and rescue careers to a more diverse range of people. The more proactive services evaluate their activities and make an effort to understand their local community better. In future inspections, we plan to examine how services select and recruit applicants. Building on the work of the NFCC, we will identify where there are unnecessary and unintended barriers to entering the fire and rescue services.

The new national awareness campaign to recruit firefighters uses role models from under-represented groups to attract candidates who might not have thought about a career in the fire service. This campaign is supported by the Home Office and the NFCC.

Some services are using new and innovative ways to increase the diversity of their workforce. Royal Berkshire FRS provides internships for graduates with disabilities via the Leonard Cheshire Change 100 programme and has recruited some of these interns as permanent members of staff. Shropshire FRS prominently displays its openness to flexible working on job advertisements to attract candidates with caring commitments who might not be able to commit to full-time employment. West Midlands FRS has recognised that the role of a firefighter has changed significantly in recent years and now looks for different skills as part of its recruitment process. These include 'softer' qualities such as communication and

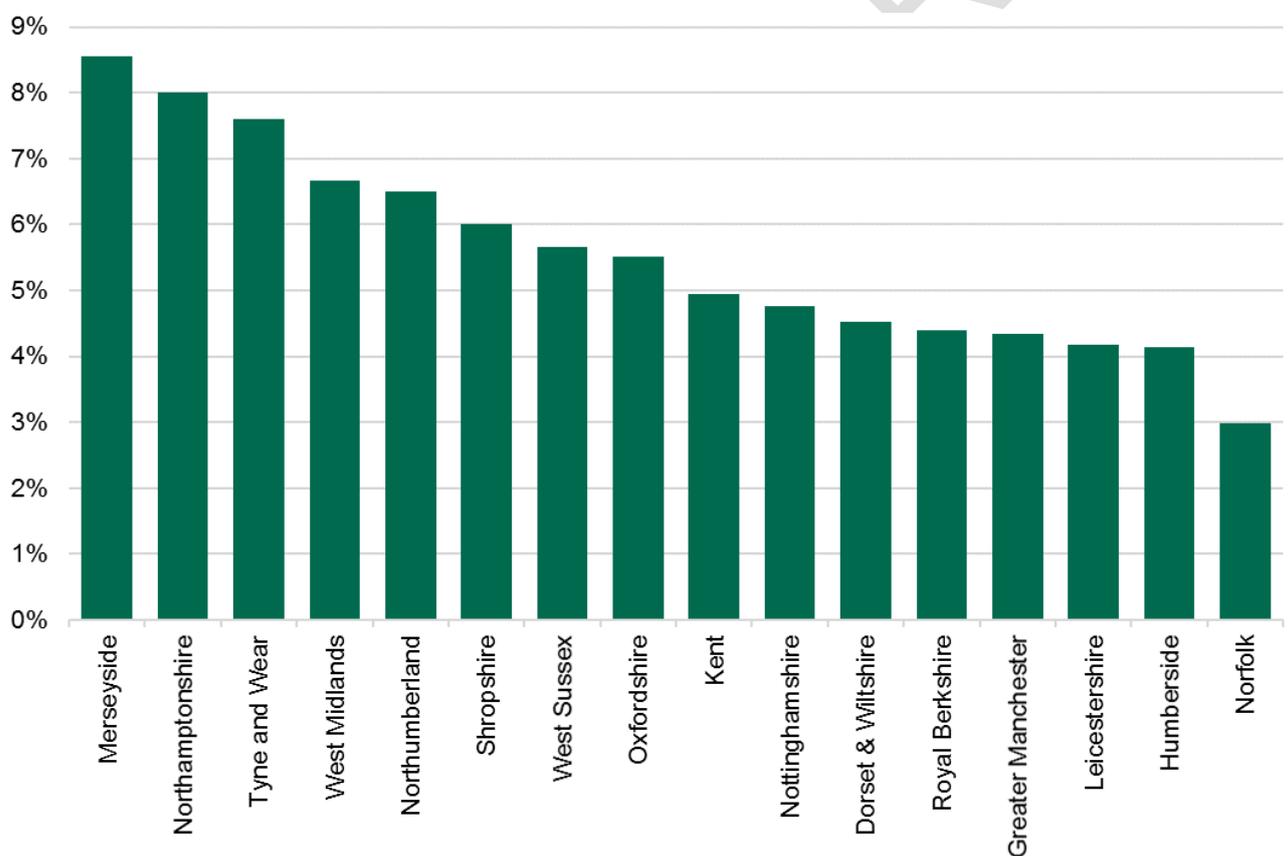
⁵ Kent, Lincolnshire, Northumberland and Warwickshire services did not provide data.

interpersonal skills. Candidates carry out role plays to see how they react in certain situations; for example, when dealing with vulnerable members of the public such as hoarders or victims of domestic abuse.

These activities are increasing the numbers of applications from under-represented groups. But change remains limited across the sector, and not all services have tried hard enough to understand why.

The Home Office publishes data on the diversity of fire and rescue service workforces. The percentage of female firefighters increased from 3.9 percent as at 31 March 2010 to 5.7 percent as at 31 March 2018. However, the main cause of the percentage increase has been a fall in the number of male firefighters rather than a substantial increase in female firefighters.⁶ In the year ending 31 March 2018, only 10.5 percent of new firefighters were female.

Figure 3: Percentage of firefighters who are women as at 31 March 2018 for Tranche 2 services

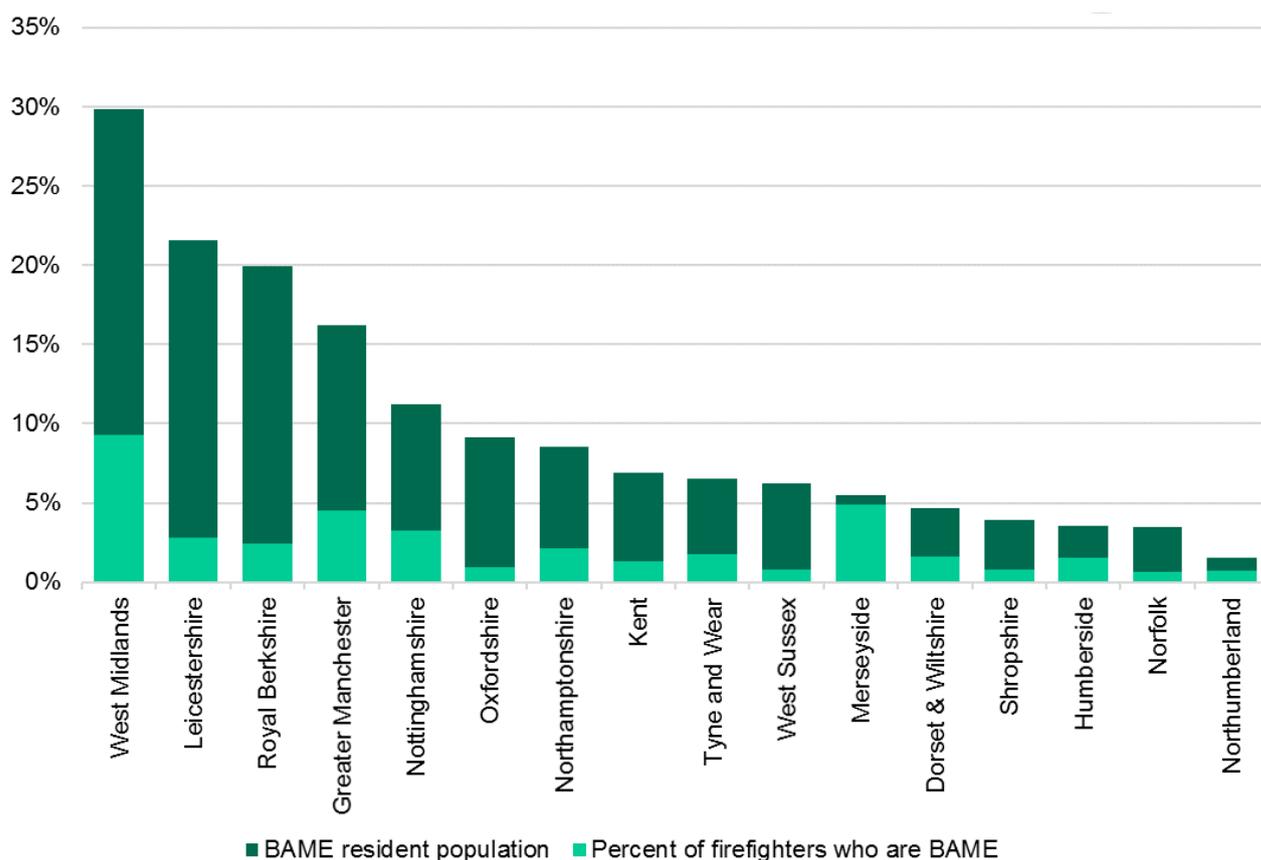


Source: Home Office FIRE1103

⁶ The number of female firefighters has slightly increased by around 250 over this time while the number of male firefighters has decreased by almost 9,600.

The Home Office also publishes workforce ethnicity data. The proportion of firefighters who were from a black, Asian and minority ethnic (BAME)⁷ group has increased slowly from 3.5 percent as at 31 March 2011 to 4.1 percent as at 31 March 2018.⁸ However, there were 85 fewer firefighters from a BAME group as at 31 March 2018 than as at 31 March 2011. It should also be noted that 9.5 percent (as at 31 March 2018) of firefighters don't state their ethnicity so this number may be higher.

Figure 4: Percentage of BAME firefighters as at 31 March 2018 for Tranche 2 services compared with the BAME service resident population



Source: Home Office FIRE1104 and ONS population

Similar to our findings in Tranche 1, in 11 services we found pockets of the wider workforce that don't understand the need for, or the benefits of, workforce diversity. In more extreme examples, staff stated that they were being discriminated against by positive action and that white males were no longer afforded the same opportunities as women or people from a BAME background. We heard examples from women and BAME staff who hadn't applied for promotion because they felt their colleagues would think they were only being promoted because they are from a minority group rather than because they have the right skills and abilities. Where positive action takes place without effective communication, myths develop among sections of the workforce, for example that standards have been lowered for candidates from

⁷ The Operational Statistics data collection collects ethnicity information using five groups: White, Mixed, Asian or Asian British, Black or Black British and Chinese or Other Ethnicity. The other option is "not stated" and these responses are removed from the calculations above.

⁸ This compares with 14.6 percent of the English population in the 2011 Census.

under-represented groups. These attitudes were generally strongest and most entrenched among operational staff.

The only way some services educate their workforce on the need for diversity and its benefits is through e-learning. Staff we spoke to were sceptical about how effective this was. We would encourage services to think about whether this is the most effective way to promote significant social and cultural change. We were pleased to find that a small number of services are proactively engaging their workforces in conversations about the benefits of workforce diversity and its relevance to staff in real-life situations, as well as dispelling the myths that have developed.

It is vital that services continue to strive for more diversity across the workforce at all levels. However, we have found that, in some services, managing the broader diversity and inclusion agenda is creating unintended consequences across the wider existing workforce, for both majority and minority staff. If services are to create a genuinely progressive and inclusive culture at all levels, myths and negative attitudes need to be more effectively challenged. We look forward to the publication of the new NFCC inclusion strategy, which will support service leaders in bringing about the necessary improvements.

Some services still lack provision for female firefighters

We were disappointed to find that there was a lack of basic hygiene facilities, such as showers, for women at some stations within Greater Manchester FRS. This has prevented the service from placing female firefighters at these stations.

In some services, we found that female staff have to wear ill-fitting clothing and footwear because workwear designed for women isn't available. In some instances, female staff had to adapt male uniforms or find their own. Fire and rescue services must address this problem urgently if they are to become the inclusive employers they aspire to be.

An inconsistent approach to seeking and acting on staff feedback

Almost all services have formal or informal mechanisms for getting regular feedback from their staff. They include staff surveys, station visits, team briefings, consultative committees, staff networks and social media platforms. The stated aim is to give staff the opportunity to raise their concerns and suggestions with management. However, the effectiveness of these processes varies greatly between services.

Shropshire FRS seeks feedback from its staff via surveys and a staff suggestion scheme and has held workshops to explore and understand the negative feedback in its last survey. It also hosts staff focus groups to address specific topics such as the impact of increased fitness test standards, particularly for on-call staff. Kent FRS chose not to carry out an overarching staff survey but instead completes small thematic surveys, staff forums, online briefings, interactive monthly chief officer updates, and manager visits. In these services, staff felt valued, listened to, and were able to give examples of changes that had been made as a result of concerns or suggestions that they had raised.

In eight services, we found that staff lacked confidence in the feedback methods, so didn't engage with them. This was for a variety of reasons. We heard many examples of services failing to provide enough feedback to staff on the outcomes of surveys, action plans not being created, or actions not followed up. In a small number of services, staff didn't engage with the feedback methods as they were worried that the process wasn't confidential and feared reprisals.

Of the approximately 2,900 responses to our staff survey, 69 percent agreed there were opportunities for them to communicate their views upwards within their service. However, only around a half of respondents expected their ideas or suggestions to be listened to.

We are encouraged that so many services offer a wide variety of staff feedback methods. But some services need to do more to increase the trust and confidence of their staff that feedback will be heard and acted upon where appropriate.

No set approach for resolving staff concerns

As part of our inspections, we reviewed how services handle staff grievances. All the services we inspected in this tranche have a grievance procedure, which is generally clear and aligned with best practice. However, the application of these procedures varies greatly.

We saw good practice in Oxfordshire FRS, which provides trained mediators for formal and informal processes, while wellbeing support is available at all stages. The service has used expertise from Oxfordshire County Council to carry out independent reviews of some cases. It receives very few formal grievances, but those it does receive are resolved in accordance with its policies and timescales.

In most services, supervisory managers are responsible for resolving lower-level grievances informally, before formal grievance processes are required. This is entirely appropriate and meets the guidance set out in the Advisory, Conciliation and Arbitration Service codes of practice. However, in nine services, we found that improvements are needed in how responsibility is allocated. These services have little or no oversight of informal grievances or how to resolve them, and managers don't have the training or skills they need to carry out this role. These services can't be sure that they are dealing with informal grievances fairly and consistently and they can't see trends that need addressing.

In some services, this has led to staff lacking confidence in the system. In three services, a number of staff reported being afraid to use the grievance processes for fear of reprisals from managers or harm to their career prospects.

To understand the concerns of their staff, services need to monitor a range of information and data, such as trends in grievances and staff feedback. They should use this information to make improvements. Services that do this, and are open about why and how they reached certain decisions, can improve their staff's perceptions of fair and respectful treatment.

Managing performance and developing leaders

Staff don't always understand the importance of performance management

Good performance management is critical for services to be successful. Staff need to understand what is expected of them. To achieve their goals, services need to manage staff so that they are motivated, have the skills, resources and support they need, and are accountable. Good performance management should revolve around regular and effective feedback on objectives.

We recognise that there is no single best approach. Performance management should align with the commitments in the service's IRMP and people strategy, and be appropriate for the type of job in question.

All services we inspected in this tranche have some form of periodic performance review or appraisal. However, these processes vary, and in most services, some staff think the performance review is of little value, either because it doesn't explicitly provide a platform for discussing their performance, or because they feel that their requests for development often aren't met. Objectives and goals often weren't clear, and we heard frequent references to appraisals being 'tick box' exercises.

Similar to our findings in Tranche 1, two services carried out their performance reviews as part of a group, rather than as individuals. We recognise the value in having group discussions to improve the performance of teams and the time pressures services with on-call staff face. But relying solely on performance reviews carried out in large groups doesn't allow managers to effectively and openly discuss the performance, welfare needs, and career aspirations of individual staff. Some staff hadn't had a review or broader conversation about their performance for several years.

We did find examples of good performance management. In Royal Berkshire FRS, there are good arrangements to assess and develop staff performance. These are underpinned by an annual appraisal, which reviews the previous year's performance and sets targets and objectives for the coming year. These objectives are linked clearly to departmental and organisational objectives. Staff were broadly positive about the process and felt able to review it with their manager at any time. They can access courses on personal development, which include subjects such as personal resilience and having difficult conversations. At the time of inspection, the service was piloting a new behavioural framework within the review. This allows staff to make a judgment on their performance against a set of behaviours. We welcome this and hope that more services begin to make better use of performance management mechanisms to promote good performance and behaviour among their staff.

More needs to be done to make sure that promotion processes are fair

We reviewed promotions processes to assess how fairly, consistently and openly services promote staff at all levels of the organisation. We found that six services apply their promotions processes consistently at all levels. Their policies and procedures are openly available to all staff, and the promotion processes comply with them. The services communicate outcomes in a timely and open fashion.

These services also embed a degree of independent oversight and scrutiny into their processes and carry out regular reviews to improve their practices. There was often a clear link between the testing and selection processes and the service's values and behaviours.

Disappointingly, we found that seven services couldn't show that they consistently follow due process and comply with their own procedures. In these services, we found that selection criteria often weren't consistent or clear, processes were run locally with little or no independent scrutiny, and policies and procedures were many years out of date and not always followed. These services have a lot to do to break down widespread staff perceptions of unfairness and to show their staff that the opportunities for progression are equitable.

Not enough is being done to identify staff with high potential

Similar to our findings in Tranche 1, there are currently only two services – Kent and Humberside – that have processes outside the traditional development pathways to identify, develop and support staff with the potential to be the senior leaders of the future. A number of services have development pathways that have names relating to the notion of talent but that do little or nothing to identify and support high-potential staff. We understand that a significant number of senior leaders – possibly around 20 percent of chief fire officers – are expected to retire from the fire and rescue service over the next two years, which is likely to result in a rapid 'leadership drain'. We encourage services to invest in talent management to mitigate the effects of this.

We are pleased to see some services beginning to explore how best to identify and develop their high-potential staff. Northamptonshire FRS is currently working with Northamptonshire Police to develop a coaching and talent management process. Royal Berkshire FRS provides a bursary to support a member of staff to research talent management as part of a master's degree.

Services are investing in apprenticeships

We were pleased to note that services are increasingly exploring apprenticeships as a way to invest in their future workforce. Apprenticeships can reduce recruitment costs, help attract and develop talent from diverse backgrounds, and increase staff motivation and loyalty. The NFCC supports the implementation and expansion of apprenticeships. It is co-ordinating the development of apprenticeship standards and publishing a strategy to provide support and guidance for services.

A particularly positive example of this was in Merseyside FRS. It has been investing in apprenticeships since 2015 and includes them in its workforce and succession plans across the entire organisation. As well as the benefits explained above, this also presents an opportunity to improve the current workforce's skills with a nationally recognised qualification.

Future inspections

We inspected 14 services in the first tranche of our fire and rescue service inspections and have just completed a further 16 in this tranche. We will inspect the remaining 15 services in summer 2019 and anticipate publishing their service reports in December 2019.

Alongside this, we will also publish our first State of Fire and Rescue report. We are required by section 28B of the Fire and Rescue Services Act 2004 to publish an annual report on the fire and rescue inspections we carry out. This report will summarise our findings and main themes from all inspections to date and may, if we consider it necessary, make sector-wide recommendations.

We will shortly consult on our inspection programme for cycle 2. We are working on the basis that we will carry out another full round of inspections of every service, rather than move to risk-based inspections at this point. We anticipate beginning cycle 2 in 2020.

We will consult separately on proposals to carry out corporate governance inspections. We intend for these to be used only in exceptional circumstances if we identify significant failings in the effectiveness or efficiency of the service to the public.

Our continuous improvement

As an organisation, we are inspecting fire and rescue services for the first time. We therefore recognise we need to refine our inspection processes and have sought learning from our staff, services and our External Reference Group and Technical Advisory Group to gather views.

Since being appointed as the fire and rescue service inspectorate, we have worked hard with the sector to improve the data we collect, especially considering the absence of consistent, comparable and good quality data in some areas.

Following Tranche 1, we have reviewed the data we collect and have considered how we use this data to support our findings. This has included identifying where we have gaps in our current data and whether the data we collect provides us with the value we had hoped. As a result, we have changed the data we collect to include:

- percentage of building regulation consultations completed to time;
- data on the number of site-specific risk information – or 7(2)(d) – visits completed;
- the service's target for how many high-risk premises it should audit;
- greater clarity on the service's published response standards;
- joint training and exercising;
- overtime and overtime expenditure; and
- the number and length of temporary promotions.

We have also sought data to provide greater clarity on each service's response availability and response standards.

These changes have improved our data breadth and quality and have been considered as part of our findings for Tranche 2 and our preparation for Tranche 3.

As we design our second round of inspection activity – which is due to begin in 2020 – we will further consider our inspection processes to determine what further improvements can be made.

Annex A – About the data

The data in this report is from a range of sources, including:

- Home Office;
- Office for National Statistics (ONS);
- Chartered Institute of Public Finance and Accountancy (CIPFA);
- our public perception survey;
- our inspection fieldwork; and
- data we collected directly from all 45 fire and rescue services in England.

Where we collected data directly from FRSs, we took reasonable steps to agree the design of the data collection with services and with other interested parties such as the Home Office. This was primarily through the FRS Technical Advisory Group, which brings together representatives from FRSs and the Home Office to support the inspection's design and development, including data collection. We give services several opportunities to validate the data they give us and to make sure the evidence presented is accurate. For instance, we asked all services to check the data they submitted to us via an online application and to check the final data used in the report and correct any errors identified.

We set out the source of Service in numbers data below.

Methodology

Population

For all uses of population as a denominator in our calculations, unless otherwise noted, we use [ONS mid-2017 population estimates](#). This is the most recent data available at the time of inspection.

BMG survey of public perception of the fire and rescue service

We commissioned BMG to survey attitudes towards fire and rescue services in June and July 2018. This consisted of 17,976 surveys across 44 local fire and rescue service areas. This survey didn't include the Isles of Scilly, due to its small population. Most interviews were conducted online, with online research panels.

However, a minority of the interviews (757) were conducted via face-to-face interviews with trained interviewers in respondents' homes. A small number of respondents were also interviewed online via postal invitations to the survey. These face-to-face interviews were specifically targeted at groups traditionally under-represented on online panels, and so make sure that survey respondents are as representative as possible of the total adult population of England. The sampling method used isn't a statistical random sample. The sample size was small, varying between 400 and 446 individuals in each service area. Any results provided are, therefore, only an indication of satisfaction rather than an absolute.

[Survey findings are available on BMG's website.](#)

Staff survey

We conducted a staff survey open to all members of FRS workforces across England. We received 2,905 responses between 1 October 2018 and 15 February 2019 from across 16 FRSs in Tranche 2.

The staff survey is an important tool in understanding the views of staff who we may not have spoken to, for a variety of reasons, during fieldwork.

However, you should consider several points when interpreting the findings from the staff survey.

The results are not representative of the opinions and attitudes of a service's whole workforce. The survey was self-selecting, and the response rate ranged from 8 percent to 31 percent of a service's workforce. Any findings, therefore, should be considered alongside the service's overall response rate, which is cited in the report.

To protect respondents' anonymity and allow completion on shared devices, it was not possible to limit responses to one per person. So it is possible that a single person could have completed the survey multiple times. It is also possible that the survey could have been shared and completed by people other than its intended respondents.

We have provided percentages when presenting the staff survey findings throughout the report. When a service has a low number of responses (less than 100), these figures should be treated with additional caution.

Due to the limitations set out above, the results from the staff survey should only be used to provide an indicative measure of service performance.

Service in numbers

A dash in a graphic indicates that a service couldn't give data to us or to the Home Office.

Perceived effectiveness of service

We took this data from the following question in the public perceptions survey:

How confident are you, if at all, that the fire and rescue service in your local area provides an effective service overall?

The figure provided is a sum of respondents who stated they were either 'very confident' or 'fairly confident'. Respondents could have also stated 'not very confident', 'not at all confident' or 'don't know'. The percentage of 'don't know' responses varied between services (ranging from 5 percent to 14 percent).

Due to its small residential population, we didn't include the Isles of Scilly in the survey.

Incidents attended per 1,000 population

We took this data from the Home Office fire statistics, '[Incidents attended by fire and rescue services in England, by incident type and fire and rescue authority](#)' for the period from 1 October 2017 to 31 September 2018.

Please consider the following points when interpreting outcomes from this data.

- There are seven worksheets in this file. The 'FIRE0102' worksheet shows the number of incidents attended by type of incident and fire and rescue authority (FRA) for each financial year. The 'FIRE0102 Quarterly' worksheet shows the number of incidents attended by type of incident and FRA for each quarter. The 'Data' worksheet provides the raw data for the two main data tables (from 2009/10). The 'Incidents chart - front page', 'Chart 1' and 'Chart 2' worksheets provide the data for the corresponding charts in the statistical commentary. The 'FRS geographical categories' worksheet shows how FRAs are categorised.
- Fire data, covering all incidents that FRSs attend, is collected by the Incident Recording System (IRS). For several reasons some records take longer than others for FRSs to upload to the IRS. Totals are constantly being amended (by relatively small numbers).
- We took data for 'Service in Numbers' from the February 2019 incident publication. So figures may not directly match more recent publications due to data updates.
- Before 2017/18, Hampshire FRS did not record medical co-responding incidents in the IRS. It is currently undertaking a project to upload this data for 2017/18 and 2018/19. This was not completed in time for publication on 14 February 2019.

Home fire safety checks per 1,000 population

We took this data from the Home Office fire statistics, '[Home Fire Safety Checks carried out by fire and rescue services and partners, by fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Each FRS's figure is based on the number of checks it carried out and doesn't include checks carried out by partners.

Please consider the following points when interpreting outcomes from this data.

- Dorset FRS and Wiltshire FRS merged to form Dorset & Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire FRSs before 1 April 2016 is excluded from this report.
- Figures for 'Fire Risk Checks carried out by Elderly (65+)', 'Fire Risk Checks carried out by Disabled' and 'Number of Fire Risk Checks carried out by Partners' don't include imputed figures because a lot of FRAs can't supply these figures.
- The checks included in a home fire safety check can vary between services. You should consider this when making direct comparisons between services.

Services may also refer to home fire safety checks as home fire risk checks or safe and well visits.

Fire safety audits per 100 known premises

Fire protection refers to FRSs' statutory role in ensuring public safety in the wider built environment. It involves auditing and, where necessary, enforcing regulatory compliance, primarily but not exclusively in respect of the provisions of the [Regulatory Reform \(Fire Safety\) Order 2005 \(FSO\)](#). The number of safety audits in Service in numbers refers to the number of audits FRSs carried out in known premises. According to the Home Office definition, "premises known to FRAs are the FRA's knowledge, as far as possible, of all relevant premises; for the enforcing authority to establish a risk profile for premises in its area. These refer to all premises except single private dwellings".

We took this from the Home Office fire statistics, '[Fire safety audits carried out by fire and rescue services, by fire and rescue authority](#)' for the period from 1 April 2017 to 31 March 2018.

Please consider the following points when interpreting outcomes from this data:

- Berkshire FRS didn't provide figures for premises known between 2014/15 and 2017/18.
- Dorset FRS and Wiltshire FRS merged to form Dorset & Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire FRSs before 1 April 2016 is excluded from this report.
- Several FRAs report 'Premises known to FRAs' as estimates based on historical data.

Firefighter cost per person per year

We took the data used to calculate firefighter cost per person per year from the annual financial data returns that individual FRSs complete and submit to CIPFA, and [ONS mid-2017 population estimates](#).

You should consider this data alongside the proportion of firefighters who are wholetime and on-call/retained.

Number of firefighters per 1,000 population, five-year change in workforce and percentage of wholetime firefighters

We took this data from the Home Office fire statistics, '[Total staff numbers \(full-time equivalent\) by role and by fire and rescue authority](#)' as at 31 March 2018.

Table 1102a: Total staff numbers (FTE) by role and fire authority – Wholetime Firefighters and table 1102b: Total staff numbers (FTE) by role and fire authority – Retained Duty System are used to produce the total number of firefighters.

Please consider the following points when interpreting outcomes from this data.

- We calculate these figures using full-time equivalent (FTE) numbers. FTE is a metric that describes a workload unit. One FTE is equivalent to one full-time worker. But one FTE may also be made up of two or more part-time workers whose calculated hours equal that of a full-time worker. This differs from headcount, which is the actual number of the working population regardless of whether employees work full or part-time.
- Some totals may not aggregate due to rounding.
- Dorset FRS and Wiltshire FRS merged to form Dorset & Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire FRSs before 1 April 2016 is excluded from this report.

Percentage of female firefighters and black, Asian and minority ethnic (BAME) firefighters

We took this data from the Home Office fire statistics, '[Staff headcount by gender, fire and rescue authority and role](#)' and '[Staff headcount by ethnicity, fire and rescue authority and role](#)' as at 31 March 2018.

Please consider the following points when interpreting outcomes from this data.

- We calculate BAME residential population data from ONS 2011 census data.
- We calculate female residential population data from ONS mid-2017 population estimates.
- The percentage of BAME firefighters does not include those who opted not to disclose their ethnic origin. There are large variations between services in the number of firefighters who did not state their ethnic origin.
- Dorset FRS and Wiltshire FRS merged to form Dorset & Wiltshire FRS on 1 April 2016. All data for Dorset and Wiltshire FRSs before 1 April 2016 is excluded from this report.

Annex B – Tranche 2 judgments

Table 1: Effectiveness inspection judgments for each fire and rescue service

Service	Effectiveness	Understanding the risk of fire and other emergencies	Preventing fires and other risks	Protecting the public through fire regulation	Responding to fires and other emergencies	Responding to national risks
Dorset & Wiltshire	Good	Requires improvement	Good	Good	Good	Good
Greater Manchester	Requires improvement	Good	Requires improvement	Requires improvement	Good	Requires improvement
Humberside	Good	Good	Good	Requires improvement	Good	Good
Kent	Good	Good	Good	Requires improvement	Good	Good
Leicestershire	Requires improvement	Good	Good	Requires improvement	Requires improvement	Good
Merseyside	Good	Good	Outstanding	Good	Good	Outstanding
Norfolk	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Good	Good

Service	Effectiveness	Understanding the risk of fire and other emergencies	Preventing fires and other risks	Protecting the public through fire regulation	Responding to fires and other emergencies	Responding to national risks
Northamptonshire	Requires improvement	Good	Requires improvement	Requires improvement	Inadequate	Requires improvement
Northumberland	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Good
Nottinghamshire	Requires improvement	Requires improvement	Requires improvement	Good	Requires improvement	Good
Oxfordshire	Good	Requires improvement	Good	Good	Good	Good
Royal Berkshire	Good	Good	Good	Good	Good	Good
Shropshire	Good	Good	Good	Requires improvement	Good	Good
Tyne and Wear	Good	Good	Requires improvement	Good	Good	Good
West Midlands	Good	Good	Good	Good	Outstanding	Good
West Sussex	Requires improvement	Requires improvement	Requires improvement	Inadequate	Requires improvement	Requires improvement

Table 2: Efficiency inspection judgments for each fire and rescue service

Service	Efficiency	Making best use of resources	Making the fire and rescue service affordable now and in the future
Dorset & Wiltshire	Good	Good	Good
Greater Manchester	Requires improvement	Requires improvement	Good
Humberside	Good	Good	Good
Kent	Good	Good	Good
Leicestershire	Requires improvement	Requires improvement	Good
Merseyside	Good	Good	Good
Norfolk	Requires improvement	Requires improvement	Good
Northamptonshire	Requires improvement	Requires improvement	Requires improvement
Northumberland	Requires improvement	Requires improvement	Requires improvement
Nottinghamshire	Requires improvement	Requires improvement	Requires improvement
Oxfordshire	Good	Good	Good
Royal Berkshire	Good	Good	Good
Shropshire	Good	Good	Good
Tyne and Wear	Good	Good	Requires improvement
West Midlands	Good	Good	Good
West Sussex	Requires improvement	Requires improvement	Requires improvement

Table 3: People inspection judgment for each fire and rescue service

Service	People	Promoting the right values and culture	Getting the right people with the right skills	Ensuring fairness and promoting diversity	Managing performance and developing leaders
Dorset & Wiltshire	Good	Good	Good	Good	Good
Greater Manchester	Requires improvement	Requires improvement	Requires improvement	Inadequate	Requires improvement
Humberside	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
Kent	Good	Good	Requires improvement	Good	Good
Leicestershire	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Merseyside	Good	Good	Good	Requires improvement	Good
Norfolk	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement
Northamptonshire	Requires improvement	Good	Inadequate	Requires improvement	Requires improvement
Northumberland	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Nottinghamshire	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Oxfordshire	Good	Outstanding	Good	Good	Requires improvement
Royal Berkshire	Good	Good	Good	Requires improvement	Good
Shropshire	Good	Good	Good	Good	Requires improvement

Service	People	Promoting the right values and culture	Getting the right people with the right skills	Ensuring fairness and promoting diversity	Managing performance and developing leaders
Tyne and Wear	Good	Good	Requires improvement	Good	Requires improvement
West Midlands	Good	Requires improvement	Good	Good	Requires improvement
West Sussex	Inadequate	Requires improvement	Requires improvement	Inadequate	Requires improvement

UNDER EMBARGO

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Table 1: Effectiveness inspection judgments for each fire and rescue service

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Kent	Good	Good	Good	Requires improvement	Good	Good
Leicestershire	Requires improvement	Good	Good	Requires improvement	Requires improvement	Good
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Northumberland	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Good
Nottinghamshire	Requires improvement	Requires improvement	Requires improvement	Good	Requires improvement	Good
Oxfordshire	Good	Requires improvement	Good	Good	Good	Good
Royal Berkshire	Good	Good	Good	Good	Good	Good
Shropshire	Good	Good	Good	Requires improvement	Good	Good
Tyne and Wear	Good	Good	Requires improvement	Good	Good	Good
West Midlands	Good	Good	Good	Good	Outstanding	Good
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Norfolk	Requires improvement	Requires improvement	Good
Northamptonshire	Requires improvement	Requires improvement	Requires improvement
Northumberland	Requires improvement	Requires improvement	Requires improvement
Nottinghamshire	Requires improvement	Requires improvement	Requires improvement
Oxfordshire	Good	Good	Good
Royal Berkshire	Good	Good	Good
Shropshire	Good	Good	Good
Tyne and Wear	Good	Good	Requires improvement
West Midlands	Good	Good	Good
West Sussex	Requires improvement	Requires improvement	Requires improvement

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Leicestershire	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Merseyside	Good	Good	Good	Requires improvement	Good
Norfolk	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement
Northamptonshire	Requires improvement	Good	Inadequate	Requires improvement	Requires improvement
Northumberland	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Nottinghamshire	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Oxfordshire	Good	Outstanding	Good	Good	Requires improvement
Royal Berkshire	Good	Good	Good	Requires improvement	Good
Shropshire	Good	Good	Good	Good	Requires improvement
Tyne and Wear	Good	Good	Requires improvement	Good	Requires improvement
West Midlands	Good	Requires improvement	Good	Good	Requires improvement
West Sussex	Inadequate	Requires improvement	Requires improvement	Inadequate	Requires improvement

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HMICFRS Inspection Report 2019

Action log

Inspection theme	Report page no.	Area for improvement	Outcome/s required/evidence	Action/s required	MFRS Plan/ref. no.	Responsible Officer	Responsible Board	Priority	Deadline/s
Formal areas for improvement								H/M/L	
Other issues identified in the report									

Nb all actions will be incorporated into MFRSs existing planning and performance management arrangements to ensure consistent governance.

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PRESS RELEASE

STRICTLY EMBARGOED UNTIL 00.01 am Thursday 20th June 2019

PR 20062019

20 June 2019

‘Merseyside Fire & Rescue Service is OUTSTANDING at preventing fires’

Merseyside Fire & Rescue Service has been recognised for its innovative and targeted prevention work and its response to UK wide national incidents.

Merseyside Fire & Rescue Service (MFRS) has performed strongly in a detailed inspection carried out by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) which considered:

- How effective they are in keeping people safe from fire and other risks
- How efficient they are in keeping people safe from fire and other risks
- How well they look after their people

MFRS’s Chief Fire Officer Phil Garrigan has expressed his delight that the Service has been assessed as ‘Good’ across all three themes, whilst also scoring a currently unprecedented ‘Outstanding’ judgement in two of the 11 sub-themes for its work to prevent fires & other risks, and its ability to respond to national incidents.

All English fire and rescue services will have been inspected by the end of the Summer and Merseyside FRS was part of the second group of inspections that took place late in 2019, with inspectors spending several days exploring areas across operational and support functions, interviewing staff and visiting Fire Stations.

The inspection found that in a 12-month period, MFRS carried out 37.1 Home Fire Safety Checks per 1000 population, many more than the England average of 10.4. The Service attended 16,503 incidents, with 46% of those being fires, 21% non-fire incidents and 33% false alarms.

The report concluded that the service understands risks in its local community and exceeds its own target of attending all life risk incidents within 10 minutes on 90% of occasions (actually 92.3%) with an average response to primary fires of just 7 minutes and 29 seconds.

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Inspectors also found that the work undertaken to prevent fires has resulted in the lowest number of fire deaths on record.

Based on robust research, the service directs prevention activity to people most at risk from fire and other emergencies, wherever they are. The service equips and trains its firefighters well, shows innovation in making more fire engines available at times of higher demand and maximises the time firefighters are available to carry out prevention and protection activities.

Inspectors found that the service has made excellent provisions to ensure staff have access to a broad range of wellbeing initiatives including mental health first aid, voluntary health screening and swift access to medical support. Staff reported positive personal experiences of the range of wellbeing support available. The service was judged as 'requires improvement' in only one area, related to fairness and promoting diversity, the Chief Fire Officer and his senior team have already responded to this finding and are exploring opportunities to secure improvements in the future.

To do so they will also build on the significantly positive aspects of the Inspectors' report in relation to diversity and inclusion which has resulted in its most recent firefighter recruitment campaign attracting 26% female candidates and 7% from a Black, Asian or Minority Ethnic (BAME) background.

Inspectors saw strong evidence of effective partnership working with Merseyside Police and Local Authorities contributing to the successful prosecution of many arsonists. The report praises the effective partnership and multi-agency work carried out by the Service, including active membership of the Merseyside Road Safety Partnership and also found the Service to be proactive when engaging with under-represented groups in the community.

The report states that 'the service has developed a good culture of learning and improvement' with training programmes demonstrating 'the right mix of knowledge and practical skills to keep the public safe when responding to emergency incidents'.

In terms of fire regulation, the Service is targeting premises based on risk, has restructured its protection department and is proposing increasing resources to assist with the delivery of the risk-based inspection plan. Enforcement action is taken where necessary and in conjunction with partner organisations. The Service works hard to reduce the negative impact of false alarms by working with businesses to prevent them.

Inspectors found that the Service has site and risk-specific and multi-agency plans in place for high risk premises and high profile events where there is the potential for major hazards to develop. The Service is highly effective at working with other fire services nationally and is highly effective in the management and coordination of national resilience assets via its Fire Control.

The Service is good at managing its budget and has made significant savings over the last seven years- budget has reduced from £73.6m in 2010/11 to £59.9m in 2018/19 - it has a good plan to use reserve funds to ease financial pressure and has changed shift patterns in

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response to operational demand to maximise the productivity of firefighters' work. The Service 'has made a consistent commitment to ensuring it provides services in a productive manner. The changes it has introduced are for the benefit of the public.'

The full inspection report and those of the other fire & rescue services inspected so far are available on the HMICFRS website www.justiceinspectrates.gov.uk/hmicfrs/fire-and-rescue-services/

Chief Fire Officer Phil Garrigan, said:

'This is an excellent result and I am very pleased that Her Majesty's Inspectorate saw the same dedication and professionalism I see every day in our people; irrespective of the role they fulfil they go above and beyond to protect our communities. I am immensely proud of each and every one of them, they are highly professional, totally committed and incredibly compassionate, they are a credit to our Service and to Merseyside.

The people of Merseyside should remember that no matter who they are, we are always there for them when things are at their worst. It gives me great satisfaction to know that our continued efforts have been recognised and we are genuinely making our communities safer - we intend to build on this report and continue to find innovative ways to keep our communities safe, whilst developing and enhancing the skills of our dedicated staff to ensure they thrive in work.'

I genuinely believe we are the best fire and rescue service in the UK and I can assure the public and our staff that we are only going to get better.'

Chair of Merseyside Fire & Rescue Authority, Councillor Les Byrom, said:

'The outcomes of this report are fantastic news for the Authority, and a testament to our support of the Chief Fire Officer's recent bold and innovative plans to make positive changes to enhance the Service and increase resources despite years of budget cuts. The news that we are the first to be graded as outstanding in how we prevent fires and respond to national risks is particularly welcome.

This is a great time to be a part of the Authority as we move forward into a dynamic and optimistic future for Merseyside Fire & Rescue Service. I would like to salute all of the dedicated operational and support staff who work hard every day to make it a service to be proud of.'

For free fire safety advice or to request a home fire safety check, call 0800 731 5958.

Merseyside Fire & Rescue Service also provides free smoke alarms for Merseyside residents aged 65 or over or those referred by partner agencies.

ENDS

NOTES:

1. The HMICFRS was formerly the HMIC (Her Majesty's Inspectorate of Constabulary) but since July 2017 has also been responsible for inspecting the 45 fire and rescue services of England and Wales, taking over the responsibilities of Her Majesty's Fire Service Inspectorate. This is the first independent inspection of fire and rescue services for 12 years.
2. As outlined in the HMICFRS report, the 'expected' judgement across all categories is 'good'. If a service exceeds this, it is judged as 'outstanding', while if shortcomings are revealed, the judgement is 'requires improvement'. If serious failings of policy, practice or performance are found, this is judged as 'inadequate'.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	3RD JULY 2019	REPORT NO:	CFO/038/19
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	IRMP SUPPLEMENT 2019/21 POST-CONSULTATION REPORT		

APPENDICES:	APPENDIX 1: DRAFT IRMP SUPPLEMENT 2019-21 APPENDIX 2: ORS CONSULTATION FORUM REPORT APPENDIX 3: ONLINE SURVEY RESULTS APPENDIX 4: RESPONSE FROM FOA APPENDIX 5: RESPONSE FROM UNISON APPENDIX 6: RESPONSE FROM CFO OF CUMBRIA FRS APPENDIX 7: RESPONSE FROM OFFICER IN STAFFORDSHIRE FRS APPENDIX 8: EQUALITY IMPACT ASSESSMENT APPENDIX 9: RESPONSE FROM THE FBU
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Purpose of Report

1. To request that Members consider the outcomes of public consultation on the Integrated Risk Management Plan (IRMP) supplement 2019/21 and to seek approval for the publication of the final post-consultation version.

Recommendation

2. That Members;
 - a. Consider whether the responses to consultation have been adequately considered by officers and are reflected within the IRMP supplement 2019/21 (Appendix 1), where appropriate.
 - b. Note that there are areas of the IRMP supplement that will have direct impact upon staff. In line with all staffing matters the IRMP supplement has been the subject of additional staff consultation/negotiation.
 - c. Note that the proposals within this IRMP supplement have been subject to

extensive public consultation. The outcomes of these consultations have been attached as appendices to this report.

- d. Approve the IRMP supplement for 2019/21 and its implementation - which will provide increased resources to the communities of Merseyside for the first time in many years.
- e. Approve the IRMP supplement 2019/21 for publication in a designed format.

Introduction and Background

3. It is a statutory requirement of the Fire and Rescue Service National Framework 2018 to produce an IRMP. This IRMP has been written to ensure compliance with the National Framework.
4. Merseyside FRA's IRMP is a medium term plan that evaluates progress made as a result of previous IRMPs and captures future aspirations and the strategic direction for the Authority in order to deliver its Mission: Safer, Stronger Communities; Safe Effective Firefighters.
5. Members will be aware that the published IRMP 2017/20 is still current and this supplement, if agreed, will enhance rather than replace it in its entirety. Where plans in the supplement replace those in the original IRMP, this is clearly stated.
6. The IRMP and supplement deal in a strategic way with the implications of risk, demand and vulnerability in Merseyside, in the context of the resources available to the Authority.
7. Subject to approval of the IRMP supplement 2019/21, the Chief Fire Officer will exercise his delegated responsibility in the management of any changes resulting from it.
8. Future reports to the Authority will contain the detail on any such changes resulting from the IRMP supplement.

Consultation

9. Since the draft IRMP supplement was approved at the Budget Authority meeting on 28th February 2019 a twelve week consultation process has taken place (14th March to 6th June) and the outcomes from this are summarised below and reported within Appendices 2 to 8.
10. The consultation process included the following:
 - a) Publication of the draft IRMP supplement 2019-21 on the Merseyfire website
 - b) Publicity regarding the launch of the consultation process was published on the Authority website, Portal, Facebook and Twitter pages
 - c) Five public consultation forums (99 people attended)

- d) Distribution of the IRMP to over 100 strategic partners and other interested parties
- e) Meetings with staff Representative Bodies – Fire Brigades Union, Fire Officers Association, UNISON and UNITE
- f) Principal Officer talks with staff
- g) An on line questionnaire on our website for the public and staff (81 responses)

Public Forum

11. Opinion Research Services (ORS) an independent research company were commissioned to facilitate five District-based forums at Birkenhead, Bootle and Netherton, Belle Vale, Kirkdale and Newton le Willows community fire stations, to consider the Authority’s draft IRMP supplement. ORS’s role was to recruit and facilitate the meeting and report outcomes. ORS worked with MFRA to prepare supporting material for the meeting, providing the fullest possible information for participants.
12. MFRA has had an extensive programme of engagement with residents for a number of years and, in this context, ORS has regularly facilitated district-based and all-Merseyside forums. Within this on-going framework, MFRA has conducted ‘listening and engagement’ and ‘formal consultation’ meetings.
13. The consultation forums followed on from the public engagement carried out in 2016 that assisted MFRA in the development of the 2017/20 IRMP. This included revisiting the Authority’s Planning Principles which were endorsed by the public in 2016 and were used in planning the IRMP supplement. The full ORS consultation forum report can be found at Appendix 2.
14. Consultation forums of this type are used because they enable the Authority to engage with a meaningful way with a cross section of representative members of Merseyside communities as demonstrated below:

CRITERIA	ST HELENS	SEFTON	LIVERPOOL	WIRRAL	KNOWSLEY	OVERALL
Gender	Male: 13 Female: 8	Male: 9 Female: 10	Male: 14 Female: 7	Male: 9 Female: 12	Male: 10 Female: 7	Male: 55 Female: 44
Age	16-34: 4 35-54: 7 55+: 10	16-34: 6 35-54: 4 55+: 9	16-34: 6 35-54: 6 55+: 9	16-34: 4 35-54: 5 55+: 12	16-34: 2 35-54: 8 55+: 7	16-34: 22 35-54: 30 55+: 47
Ethnicity	0 Non-White British	0 Non-White British	2 Non-White British	0 Non-White British	1 Non-White British	3 Non-White British
Limiting Long-term Illness	4 LLTI	2 LLTI	2 LLTI	3 LLTI	3 LLTI	14 LLTI

15. The consultation forums were **highly supportive** of the IRMP supplement proposals and the following outcomes resulted from the events;

- MFRA's Planning Principles were supported
- There was unanimous support for the new 'Protection', 'Resilience' and 'Response' proposals.
- MFRA's planning assumptions were supported.
- The alternative plan was accepted by all – and all other new IRMP proposals were supported.
- MFRA should consider extending its provision of free smoke alarms to the most deprived areas of Merseyside, but must also carefully consider the method by which it does so. This does not form part of the IRMP supplement proposals but was included in the forums as early engagement in relation to preparation for the 2021-24 IRMP.
- MFRA offers excellent value for money, but future council tax rises should be carefully considered.
- There are no negative equality and diversity impacts, as the proposals are positive for all.

On-line Questionnaire

16. An on-line questionnaire was available on the MFRS website. The full results report including comments is attached at Appendix 3. The questionnaire asked respondents for their views on the alternative and new proposals. The vast majority of respondents supported the proposals with several including comments and suggestions that will be considered further when the plans are implemented, should the supplement be approved by the Authority. The summary of results is as follows:

- **97.4% of respondents (74 from 76 valid responses) preferred the alternative 2019/21 IRMP supplement proposals over the original 2017/20 IRMP proposals.**
- 92.3% of respondents (72 from 78 valid responses) agreed with the proposal concerning the exploration of opportunities to improve efficiency and effectiveness of response.
- 89.7% of respondents (70 from 78 valid responses) agreed with the proposal concerning the feasibility of drone technology utilised on a retained basis.
- 98.7% of respondents (77 from 78 valid responses) agreed with the proposal for the organisation to explore the use of modern technologies to better inform the mobilisation and dispatch of fire appliances and specialist vehicles.
- 100% of respondents agreed that enhancing data held about properties over the border from Merseyside is a proposal well worth implementing

- 98.8% of respondents (79 from 80 valid responses) agreed that enhancing cross border training with neighbouring fire and rescue services, should be pursued.
- 95.1% of respondents (77 from 81 valid responses) agreed with increasing the staff within the Protection team and introducing the role of Fire Engineer to the non-uniformed establishment

Staff Representative Bodies

17. Consultation meetings took place with representative bodies.
18. FOA's response (Appendix 4) was supportive of the proposals and they concluded by saying:

"We are eager to work with the Service constructively to bring these proposals forward for the benefit of the community and of our members."

19. UNISON's response (Appendix 5) was supportive of the proposals, only expressing concern that any future plans to move or merge stations should not result in longer response times. They commented that:

"The use of reserves to pay off debt thereby freeing up revenue budget to achieve these proposals is welcomed by UNISON."

20. Two other points made about ancillary services and pay awards for non-uniformed staff are not related to the IRMP Supplement and have been passed to the People and Organisational Development Department for consideration.

Officers met with the FBU as part of the consultation process but no formal response was provided by the 12 week consultation deadline. We have subsequently received an update on the FBU position by email , which is attached at Appendix 9.

21. UNITE were supportive of the proposals during the consultation meeting but have chosen not to provide a written response.

Consultation with Partners

22. The IRMP Supplement and details of the on-line survey were sent to Chief Fire Officers, MPs, libraries, One Stop Shops, Merseyside Police and Crime Commissioner and North West Ambulance Service. It is not possible to establish exactly who has responded to the survey as a result of this part of the consultation (as the responses are anonymous), but two specific written responses were received.
23. Cumbria Fire and Rescue Service Chief Fire Officer commented in his response (Appendix 6):

“It is pleasing to note your progress against the objectives set out in your IRMP and I am confident that the delivery of your alternative proposals will have the desired effect in improving the safety of the people of Merseyside whilst delivering an effective and efficient fire and rescue service.”

24. An officer from Staffordshire Fire and Rescue Service emailed (Appendix 7), having reviewed the proposals and suggested some changes to the structure of the IRMP supplement which have been made in the revised version.

He also added – *“A well-presented and easy to understand narrative”*.

25. Although there have been minor changes made to the IRMP as a result of the consultation process, this has not materially affected the proposals contained within the supplement and the majority of changes are simply to reflect that the supplement is no longer a draft document.

Equality and Diversity Implications

26. An Equality Impact Assessment (EIA) has been completed for the IRMP supplement and is attached at Appendix 8.
27. EIAs will also be completed for actions within the IRMP supplement prior to implementation where appropriate.
28. The information provided in the EIA explains the ways in which different protected groups may be affected by the aims and objectives set out in the IRMP supplement, specifically the planned changes resulting from the reinvestment in services. It is believed that the proposals that are contained within the IRMP offer benefits to all groups within our communities.
29. The range of duty systems detailed within the IRMP supplement and IRMP 2017-2020 give staff increasing flexibility, the ability to self-roster and the potential to increase their earnings. Given the 24/7 role of the Fire & Rescue Service there will be times when staff who have caring responsibilities will be impacted by the hours of work. Opportunities to limit the impact will be considered as the changes are implemented so long as they don't have an adverse impact on the Service's ability to meet its statutory duties. The Authority has supportive flexible arrangements in place for any member of staff who wants the organisation to consider a request for a different pattern of working.
30. The public forums, when considering the proposals presented to them, were reminded to consider the nine protected characteristics, plus socio-economic disadvantage which the Authority also includes. They believed the proposals were advantageous to all protected groups.

Staff Implications

31. In order to improve services to our communities the Authority is seeking to re-invest in the front line, increasing firefighter and protection officer numbers.

32. In order to deliver its plans it is necessary for the Authority to make changes to duty systems. Principal Officers have engaged with staff in recent months to explain these proposals through their “PO Talks”. The increase in firefighters, fire engines and protection officers has been welcomed by all staff not just those in operational roles. The changes have also been the subject of extensive engagement with the representative bodies, running parallel to the public consultation.
33. The Joint Working Group consisting of Officers and Staff/Trade Union Representatives will be convened to oversee any implementation.
34. The Fire Officers Association (FOA) has provided its full support to the duty system changes being proposed by the Authority. Engagement with the FBU over this issue is on-going. The CFO is keen to implement the changes on the basis of agreement with all representative bodies, where possible, particularly given the really positive impact the proposals would have on our operational response model and community risk management. . The outcomes from the detailed consultations on all these matters will be reported back to the Authority at a later date in line with normal practice.

Legal Implications

35. MFRA continues to discharge its statutory duties under the Fire and Rescue National Framework for England 2018 by the actions detailed in this report and attached appendices.

Financial Implications & Value for Money

36. The financial implications were considered and approved during the development of the Authority’s budget in February 2019.

Risk Management, Health & Safety, and Environmental Implications

37. This document details the strategic approach to risk management, encompassing what the Authority plans to do to manage risk, demand and vulnerability in the coming two years.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

38. The IRMP and the supplement are the key documents by which Merseyside Fire and Rescue Authority manage its resources with full consideration of the impact on risk to life for the people of Merseyside. This document details the actions we intend to take to achieve our Mission.

BACKGROUND PAPERS

GLOSSARY OF TERMS

CFOA	Chief Fire Officers Association
FBU	Fire Brigades Union
IRMP	Integrated Risk Management Plan
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
ORS	Opinion Research Services

Merseyside Fire and Rescue Authority

2019-21 Supplement to the Integrated Risk Management Plan 2017-20

Foreword

This supplement to our 2017-20 Integrated Risk Management Plan (IRMP) takes account of risk, demand and vulnerability changes that have occurred since our IRMP was first published in April 2017.

Since then a number of significant national and international incidents have occurred. These incidents combined with changes to the city region infrastructure and the initial findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) have quite rightly given the Authority cause to review the suitability of its plans to ensure that they are still fit for purpose.

The supplement also includes new proposals which have emerged since the plan was first approved.

The supplement to the original plan ensures that the Authority complies with the requirements placed on it to assess all foreseeable fire and rescue related risks that could affect its communities, whether they are local, cross-border, multi-authority and/or national in nature, from fires to terrorist attacks.

This requirement to identify and assess national and cross border risk is particularly relevant to Merseyside Fire & Rescue Authority (MFRA) as we hold Lead Authority status for the coordination and deployment of National Resilience capabilities on behalf of the Home Office.

As a result of these factors, combined with emerging risk (heightened terrorist threat, increasing environmental events, significant building fires) our alternative plans are specifically focused on increasing the Service's ability to deal with large scale and protracted incidents (Resilience) and ensuring our legislative (Fire Protection) capabilities are enhanced in order to meet the emerging demands placed on the Authority following the Grenfell Tower fire (Dame Judith Hackitt Review).

We appreciate that on the basis of efficiency and effectiveness this does not mean that we should always have the same number of fire engines available during the day as we do at night (given we are two thirds busier during the day) but it does mean that when we need to, we should be able to quickly increase the number of fire engines we have available, to protect the public.

This is particularly important during busy periods or when we are required to resolve large or complex incidents.

In order to achieve this ambition we plan to increase the number of available fire engines from 26 to 30 and increase the number of firefighters from 620 to 642. This

would be the first time that firefighter numbers have increased since 2006.

We also plan to increase the number of staff in Protection roles (legislative fire safety) to help make commercial and public buildings safer.

We intend to meet the cost of this re- investment in the frontline (Response and Protection)(circa £1m+) through the use of our current reserves combined with ambitious debt repayment plans (as with all plans of this nature further cuts to funding would result in the Authority having to review its Medium Term Financial Plan).

When implemented in full these proposals will maintain night-time cover in Liverpool City and Wallasey Fire Stations.

They will also see the fire engines at our 10 key stations staffed with 5 personnel (whilst staffing a fire engine with 4 people is safe, our aspiration is to maintain 5 where possible).

Our plans have been developed to reflect the link between risk, demand and vulnerability (you will find more details in Appendix 1). They will ensure the Service is able to respond quickly, whilst increasing our resilience to deal with large and protracted incidents.

Our investment in Protection will ensure we are able to better protect those people from fire risk, and our prevention services will remain targeted to the most vulnerable sections of our communities.

A truly Integrated Risk Management Plan.

A number of proposals contained within the original plan are not identified for change; as such they will still be delivered as planned.

Thank you for reading our plans during the consultation period to help us create this final version and we hope that you find the document easy to understand and informative.

Phil Garrigan / Les Byrom

Executive Summary

Merseyside Fire & Rescue Authority (MFRA) shares the Chief Fire Officer's ambition to make Merseyside Fire & Rescue Service the very best fire & rescue service in the country and as such it has approved the alternative proposals contained within this 2019-21 supplement to its 2017-20 Integrated Risk Management Plan.

The Key changes to the original 2017/20 IRMP are:

Resilience

We plan to;

- Improve our emergency response and resilience by having up to 30 fire appliances available day and night (a combination of Wholetime and Retained). This is an increase on the 26 proposed in our original 2017-20 IRMP
- We plan to achieve this increase in the number of fire engines from;
 - 26 (18 fire engines immediately available 24/7); 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); and 2 fully wholetime retained fire engines which are available on a 30 minute recall 24/7)
 -
 - to 30 by providing 20 appliances immediately available; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); 3 fully wholetime retained fire engines which are available on a 30 minute recall 24/7 and 1 Search & Rescue fire appliance
- In practical terms this will mean that during the day we will have 27 (including a Search & Rescue appliance) immediately available fire appliances with a further 3 available within 30 minutes (for resilience purposes).

And

- 21 immediately available fire appliances (including a Search & Rescue appliance) during the night with a further 9 available within 30 minutes (for resilience purposes)
- Introducing multiple fire engines at three stations – taking the best from all operational duty systems and combining them under a Hybrid Model. This approach will provide 2 fire engines during the day with 1 retained and 1 fire engine during the night with 2 retained. The Day Crewing Wholetime Retained stations identified for conversion to the Hybrid Model are Liverpool City, Wallasey and St Helens; identified based on response time performance.

The specific details on how this would work are captured later on in this supplement. The changes in St Helens would be subject to the move to the new station in Watson Street – so in reality they wouldn't take place for at least 12 months (current arrangements would remain in place during that period).

Protection

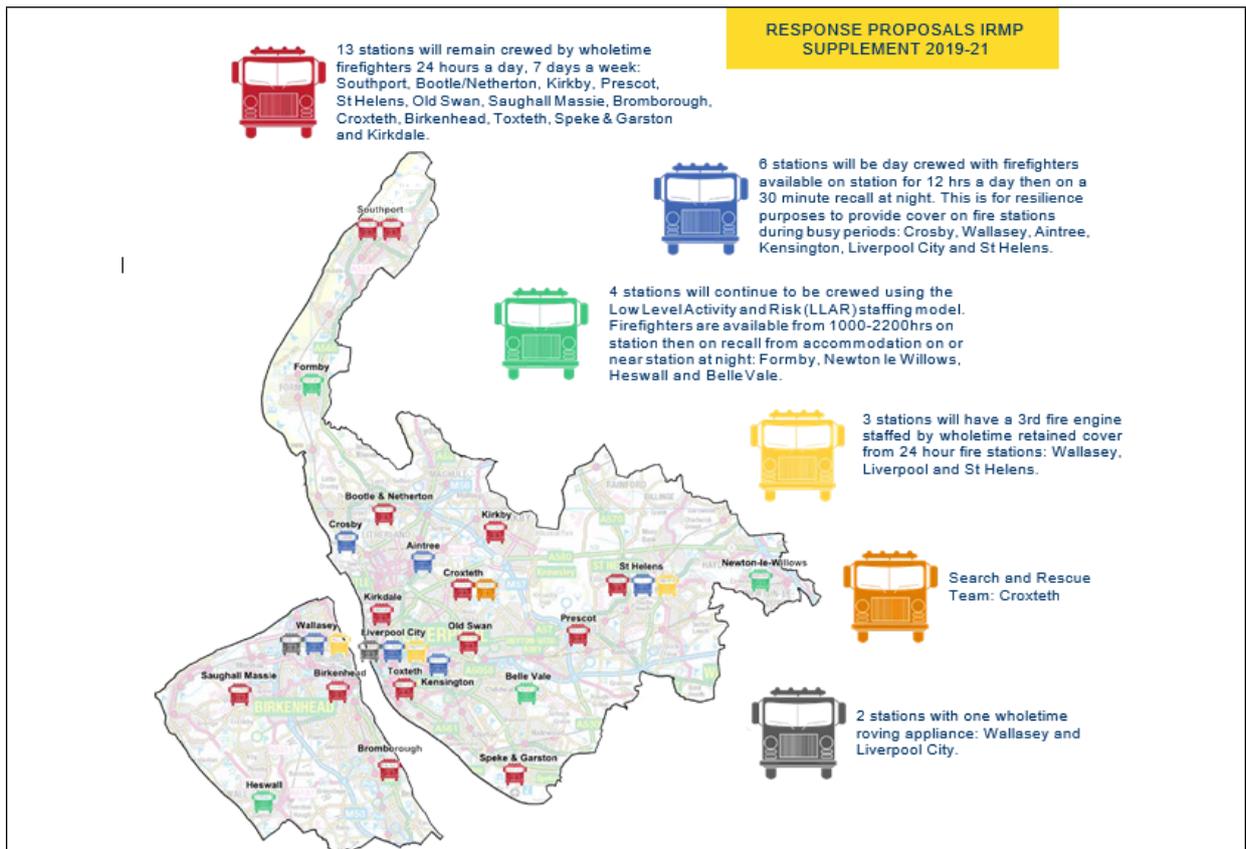
The plan is to;

- Increase the Protection establishment by five Protection Officers
- Introduce a Fire Engineer role
- Support the development of a new management information system.

Response

The plan is to;

- Increase the number of firefighter roles from 620 to 642 (plus 20 in training)
- Establish a ridership (number of firefighters on a fire engine) of 5 at key locations to ensure at least 9 personnel are available to respond to life risk incidents
- Re-establish Crew Managers at key locations – with their continued use elsewhere as part of a development pathway
- Enhance response to terrorist attack and marine/flood related incidents from Liverpool City and Wallasey fire stations respectively
- Maintain cover during the night time at Liverpool City and Wallasey based on the introduction of the Hybrid Model
- Re-distribute specialist appliances to align with the new model – and duty systems operated
- Utilise the appliances at Liverpool City and Wallasey to manage risk and demand across Merseyside dynamically, facilitate training and improve response and resilience during spate conditions.



The changes require the Authority to increase its Response and Protection budget by over £1m. The Chief Fire Officer has provided assurance to the Authority that he can achieve this without affecting frontline services and key functions.

MFRA will also establish a ridership (number of firefighters on a fire engine) of 5 at key locations and those hosting National Resilience assets which require specific modes of operation, and 4 elsewhere (this reflects the current realities – riding 5 remains a long term aspiration of the Service).

MFRA fully appreciates that it will take time to get to this new position so we will utilise budget underspend to pay off debt in order to release the revenue funding required to make it a sustainable long term plan.

In addition to the new and alternative plans:

- MFRA will continue to recruit in significant numbers to meet future needs – people who live in Merseyside – recruited to reflect the communities we serve
- MFRA can continue to staff the Combined Platform Ladder on a permanent basis
- MFRA will build a new station in St Helens – on the basis of improved operational response (we have completed the building of Saughall Massie to maximise our speed of response in Wirral)
- MFRA will commit £5m to redevelop our training facilities.

Which will ensure:

- MFRA can use the increased capacity to support our aspiration around

Emergency Medical Response

- MFRA is better equipped to respond to foreseeable and emerging risk
- MFRA can support the lateral development and progressive development of all our staff
- MFRA is responding immediately to the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

Introduction

The responsibilities of the Fire & Rescue Authority are set out in legislation; The Fire and Rescue Services Act 2004, places requirements on the Service to respond, prevent, protect, educate and inform.

This is further reinforced by The Civil Contingencies Act 2004 which expressly requires Category 1 & 2 responders (including emergency services and local authorities) to work together to deal with emergencies and the Regulatory Reform (Fire Safety) Order 2005 which details the requirements for "Responsible Persons" of business premises to comply with fire safety regulations.

This legislation is underpinned by The National Framework for Fire and Rescue Services which sets out what the Fire and Rescue Service 'Should' and 'Must' do in order to meet its legal duties efficiently and effectively.

The Framework itself specifically suggests services should Identify & Assess Risk, Prevent & Protect, Respond, Collaborate and ensure National Resilience & Business Continuity is maintained.

This is strengthened by the statement that fire and rescue authorities must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability.

Within the National Framework for Fire and Rescue Authorities, each fire and rescue authority is required to produce an integrated risk management plan (IRMP) which must:

- Reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the Authority
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources
- Outline required service delivery outcomes including the allocation of resources for the mitigation of risks
- Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat

- Cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners
- Be easily accessible and publicly available.

The Merseyside Fire & Rescue Authority 2017/20 IRMP is available on our website http://www.merseyfire.gov.uk/aspix/pages/IRMP/IRMP2017_20/IRMP_2017.html It should be read in conjunction with this supplement.

In line with best practice, the IRMP has been reviewed annually to determine progress against objectives and the most recent review was considered by the Fire & Rescue Authority in December 2018.

At that time it was not intended to produce a new IRMP in 2019/20 however for the reasons expressed by the Chief Fire Officer within his foreword and as detailed elsewhere in this supplement, this intention has now changed.

The alternative plans are reliant on the payment of debt and the adoption of revised duty systems at Liverpool City, Wallasey and St Helens. Approval of this plan and the alternate proposals would extend the current IRMP to 2021.

Our Mission is to achieve:

Safer, Stronger Communities – Safe Effective Firefighters

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

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.

Background

This IRMP demonstrates how our prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources.

The plan considers the demand for our services and the resources we have available.

Full details of our roles, responsibilities and statutory duties are contained within the main 2017-2020 IRMP – reference to this document will be of benefit when considering the supplement in full.

Response

MRFS has adopted a 10 minute response standard to all life risk incidents in Merseyside on 90% of occasions.

To achieve this we have established 10 Key Stations which means that as long as we have a fire engine available at each one of the ten key fire stations we can respond to the majority of Merseyside in ten minutes.

This is a minimum standard of achievement as in reality our average attendance time is much quicker at 5 mins 47 secs (2017/18), from a fire engine being alerted to an incident to booking in attendance at the incident. This is one of the fastest response times in the country.

Preparedness

We also plan to respond effectively to large and complex incidents, several incidents occurring simultaneously and incidents that take a long time to resolve.

Our planning assumptions are based on being able to resource one incident requiring 20 fire engines or two incidents occurring simultaneously each requiring 10 fire engines, whilst maintaining our 10 key stations before the need to request assistance from our neighbouring fire and rescue services. This emerging methodology has informed our alternative proposals.

This planning assumption is based on historic incidents and foreseeable risk.

Prevention

Our world renowned Prevention services keep people safe at home and on our roads and waterways as well as preventing arson, deliberate fire setting and fire related anti-social behaviour.

Our Home Fire Safety Checks and Safe & Well Visits are targeted to those most at risk; those over 65, living alone with complex health needs.

Protection

Our Protection services ensure that the people responsible for commercial and public buildings are fulfilling their duties to be compliant with fire safety legislation; to consult on building planning applications regarding matters of fire safety and to run licencing schemes for petroleum and explosives.

Our Protection activities are delivered through our Risk Based Inspection Programme.

Emerging Risk – alternative plans

Since we published the IRMP in April 2017 some significant events have had an impact on the fire and rescue service, locally, regionally and nationally. These include:

- The Grenfell Tower Fire - Dame Judith Hackitt's Report into the tragic Grenfell Tower fire contains recommendations regarding the fire testing regime and the suitability of the fire safety measures in place at the time of the fire. These recommendations are welcomed by the Fire and Rescue Service as it will improve public safety, but it will also result in a considerable increase in workload for our teams.
- The Manchester Arena Bombing - The Kerslake Report into the emergency services' response to the Manchester Arena bomb in 2017 contains learning for all fire and rescue services, along with their partner organisations such as the police and ambulance services.
- Westminster Bridge and Borough Market terror attacks - also contains learning for fire and rescue services, as well as highlighting the real and emerging threat faced by blue light responders when deploying to such incidents.
- The Arena Car Park Fire - A Significant Incident Review was completed following a major fire in a multi-storey car park on the Liverpool waterfront. As well as learning from our own experiences in relation to the incident, we are sharing that learning with fire and rescue services nationally and internationally.
- Saddleworth Moor and Winter Hill - Grass and gorse fires (often referred to as wild fires) occurred in significant numbers during the hot summer of 2018 leading to high numbers of incidents across Merseyside and the North West Region. Notable incidents on Saddleworth Moor and Winter Hill highlighted the impact of the cuts on the sector's resilience as services (despite their best efforts), were not able to offer the same levels of support to each other that they had previously provided

In addition to the emerging risk and impact on operational demand, inward investment in the Liverpool City Region has changed the risk profile across the region; this has required the Authority to review its arrangements based on foreseeable risk (see below).

- Marine Risk - Over recent years there has been a significant increase in the growth of both the Liverpool and Wirral Waters schemes; resulting in an extremely diverse range of users; as well as handling more than 40 million tonnes of cargo with 15,000 ship movements a year.
- A flourishing Cruise Liner Terminal – Liverpool also has a vibrant leisure and tourism trade which results in a high number of holidaymakers visiting the city each year.
- MFRS provides training, supports partner agencies and trains alongside the following; Liverpool John Lennon Airport, Merseyside Police, North West Ambulance Service (Hazardous Area Response Teams), Royal Navy, HM Coastguard, RNLI, Bristow Helicopters, Peel Ports, Pilot Services, Cruise Liner Terminal and Lowland Search and Rescue.
- An ever increasing part of the role carried out by MFRA’s Marine Rescue Unit relates to suicide prevention and work focused on maintaining the continued increase of shipping onto shipping lanes. Work is ongoing with partners to provide earlier intervention and support for vulnerable members of our community.

The emergence of Her Majesty’s Inspectorate of Constabulary and Fire and Rescue.

- Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services completed their inspection of MFRS in December 2018. The overall process for all English fire and rescue services will provide the Government, the public and other stakeholders (along with the Service itself) with more insight into the efficiency and effectiveness of all fire and rescue services.

We have reflected on the findings following the first tranche of inspections and how they might affect Merseyside in the future. Whilst we are confident that we provide an excellent service to the public, we believe it appropriate to begin to address sector wide issues now, rather than wait until the current IRMP has expired to write a new plan.

Changes to Protection (legislative fire safety) is one such example.

Key Areas of Focus

In general, we believe our work to deliver the 2017 -2020 IRMP has been progressing well and many of our objectives will remain the same during the life of this supplement, but there are key areas that the Authority wishes to address between 2019-21 to improve public safety and reinvest in the services we provide.

Specifically these areas are:

- Resilience– We plan to increase the number of fire engines we have available (immediately or via retained arrangements) from 26 to 30. In doing so we would increase the numbers available during the day and night but we would also utilise them in a dynamic way that better meets demand and risk placed on the Authority; allowing us to improve our average response time whilst maintaining our 10 minute response standard (see alternate proposals).
- Retained cover – We plan to increase the number of retained appliances utilising wholetime / professional firefighters - allowing us to quickly increase the number of resources required to deal with major or protracted incidents (see alternate proposals).
- Protection (fire safety inspections) – We plan to increase the number of Fire Safety Auditors/Inspectors sufficient to meet the growing demands for ensuring fire safety compliance in public and commercial buildings (see alternate proposals).
- Protection – We plan to recruit a Fire Engineer to support our protection activity, particularly with regards to high rise and complex buildings (see alternate proposals).
- Training - We plan to enhance the training and capabilities of crews in Liverpool City and Wallasey alongside the introduction of the Hybrid Duty System – specific focus will be on the areas of emergent risk identified previously (see alternate proposals). Notably: enhanced focus on emerging terrorist threat, marine risk, environmental risk - flood/wildfire.
- Roving appliances: An additional appliance will be introduced at Liverpool City, Wallasey and St Helens. These roving appliances will predominantly cover geographical risk areas but the flexibility that they will offer will allow the Authority to utilise them to respond to transient risk or demand or provide cover for training taking place elsewhere in the Service. We will also utilise these appliances in areas where risk has been identified at pre-determined events, such as Aintree Grand National, Liverpool Giants Festival, Southport Air Show, river festivals and international sports (see alternate proposals).

Our plans

The sections below detail the original proposals set out in the 2017-20 IRMP. For the benefit of the reader we have provided an update on progress and where applicable. We have also specifically referenced the alternative proposals so the reader can compare and contrast the original and new plans.

Operational Response

Original 2017-20 IRMP Proposal

- 1. During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents & two appliances that can be mobilised within 30 mins.*

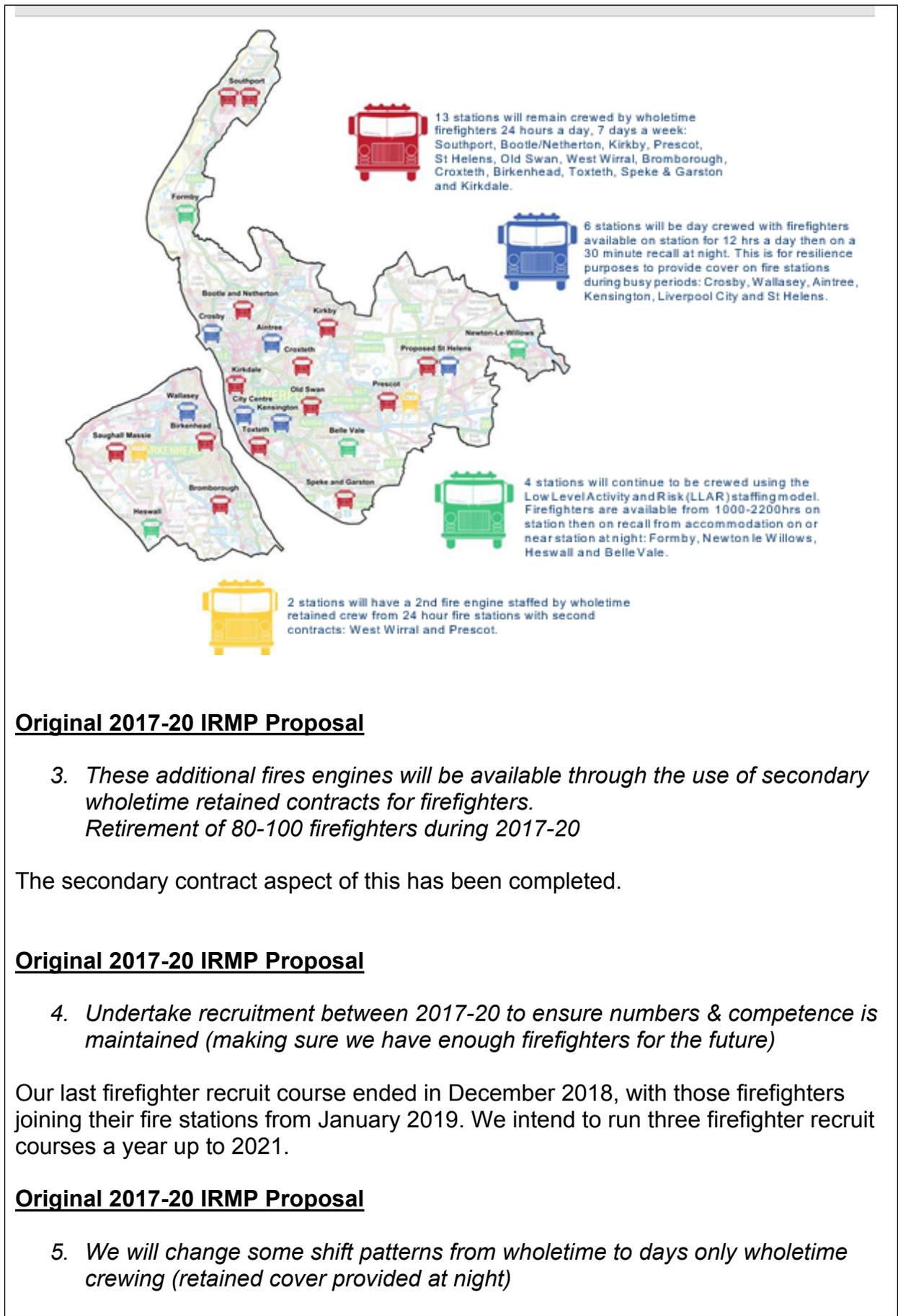
We have implemented this proposal with the exception of the provision of the two fully retained appliances, however on the basis of our future recruitment approach we are currently able to staff two additional day crewed appliances during the day shift rather than providing the two retained appliances as per our proposal. This interim arrangement provides a higher level of cover than was initially planned. This will continue until no longer feasible, at which point we will revert back to the IRMP 2017-2020 proposal.

Original 2017-20 IRMP Proposal

- 2. Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay*

We completed the implementation of this proposal on 14th September 2018, but continue to provide night time cover at Liverpool City and Wallasey fire stations since implementation. The way in which we are currently doing this is unsustainable in the longer term.

The graphic on the next page shows the number and type of fire engines that will be available if we continue to implement the 2017-20 IRMP proposals.



Original 2017-20 IRMP Proposal

- 3. *These additional fires engines will be available through the use of secondary wholtime retained contracts for firefighters.
 Retirement of 80-100 firefighters during 2017-20*

The secondary contract aspect of this has been completed.

Original 2017-20 IRMP Proposal

- 4. *Undertake recruitment between 2017-20 to ensure numbers & competence is maintained (making sure we have enough firefighters for the future)*

Our last firefighter recruit course ended in December 2018, with those firefighters joining their fire stations from January 2019. We intend to run three firefighter recruit courses a year up to 2021.

Original 2017-20 IRMP Proposal

- 5. *We will change some shift patterns from wholtime to days only wholtime crewing (retained cover provided at night)*

This has been delivered. See also the update on 1 and 2 above.

Alternative 2019-21 IRMP Supplement Plans

It is planned that 1, 2 and 3 (on the previous pages) are replaced with the following to improve resilience to effectively address new and emerging risk and learning arising from significant local and national events during this current IRMP period. In adopting the following changes MFRS believes it will be able to address demand and risk more effectively, providing a better service to Merseyside communities than would have been provided by the original proposals.

- ***We plan to improve our emergency response and resilience by having up to 30 fire appliances available during the day and night (a combination of wholetime and retained). This is an increase on the 26 proposed in our original 2017-20 IRMP.***
- ***We plan to achieve this increase in the number of fire engines from:***
- ***26 (18 fire engines immediately available 24/7; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); and 2 fully wholetime retained fire engines which are available on a 30 minute recall 24/7)***
- ***to 30 by providing 20 appliances immediately available; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); 3 fully wholetime retained fire engines which are available on a 30 minute recall 24/7 and 1 Search & Rescue fire appliance.***
- ***In practical terms this will mean that during the day we will have 27 (including Search & Rescue appliance) immediately available fire appliances with a further 3 available within 30 minutes (for resilience purposes).***

Original proposal 4 above will remain, but the date will be extended to 2021

And

- ***21 immediately available fire appliances (including a Search & Rescue appliance) during the night with a further 9 available within 30 minutes (for resilience purposes).***
- ***To achieve this we intend to increase the number of firefighters employed by Merseyside Fire & Rescue Authority from 620 to 642.***
- ***To achieve this we intend to recruit up to 60 new firefighters each year during the life of the plan to maintain the 642 figure.***

- ***This also includes a commitment to maintain fire engines with five firefighters on at key locations (including those where five firefighters are required to operate our National Resilience assets) with other locations operating with four firefighters per fire engine.***
- ***We will also review the location of our specialist appliances to determine what is the most suitable location based on the risk and demand in the area, the appropriateness of the duty system and the capacity of a fire station to house the additional asset.***

An operational crew of four provides for a nationally recognised safe system of work for the UK fire and rescue service, however we intend to maintain a crew of five at around half our fire stations so that we can respond as efficiently and effectively as possible to life risk incidents.

These arrangements will ensure that we are always able to send at least nine firefighters to life risk incidents either by mobilising one fire engine with five firefighters and a second with five or four, or three fire engines with four firefighters on each.

- We plan to increase the number of available fire engines by the introduction of a 'Hybrid' duty system at three locations; Liverpool City, Wallasey and St Helens, this system combines elements of days, nights and retained duties whilst also maintaining immediate cover with at least one 24/7 fire engine.
- Adopting such a model will allow us to provide day, night and retained cover and provide three fire engines at each of the locations above (an increase on what was planned in the 2017-20 IRMP).
- The Hybrid model will deliver immediate and continuous night-time cover at both Liverpool City and Wallasey fire stations.

The Hybrid model duty system will provide the following from each location:

- Two fire engines immediately available during the day between 0830hrs - 2030hrs and a third fire engine providing retained cover on a 30min recall to help deal with particular busy periods, large scale or protracted incidents.
- One fire engine immediately available during the night between 2030hrs – 0830hrs and two fire engines providing retained cover on a 30min recall to help deal with particular busy periods, large scale or protracted incidents.

The graphic below describes the planned change:



In practice, staff will work across all three appliances on a Hybrid duty system undertaking day shifts, night shifts and an equal amount of retained shifts. This equates to approximately 10 day shifts, 5 night shifts and 15 retained shifts per month, where a retained shift either follows a day shift or precedes a night shift, for example:

- 12 hour day shift (0830-2030hrs) followed by a 12 hour retained shift (2030-0830hrs)
- 12 hour retained shift during the day (0830-2030hrs) followed by a night shift (2030-0830hrs)

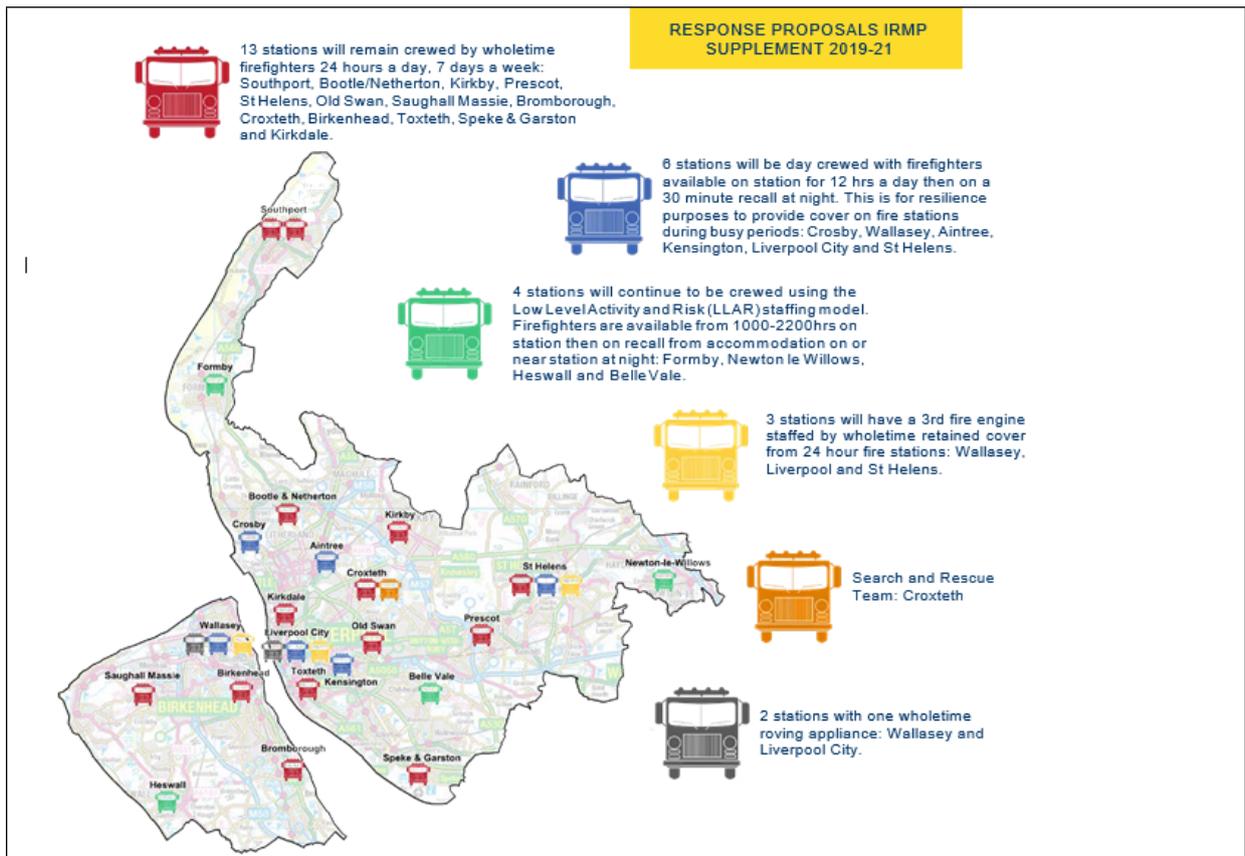
These stations will enhance our response capabilities to terrorist threat, marine and environmental (flood) risk.

The replacement of the original proposals 1-3 with the implementation of three Hybrid stations will increase MFRS appliance numbers from the current 26 to 30

This plan is based on the analysis of risk, demand, vulnerability and performance (further details are available at appendix 1).

To achieve this the Authority will be required to utilise some of its financial reserves to pay off debt. This commitment will free up revenue budget that can be invested in the front line and other priority areas.

The graphic below shows the number and type of fire engines that would be available if the new proposals are adopted:



Original 2017-20 IRMP Proposal

- 6. *Completion of station mergers (closing two stations and building one new station) at three locations - (St Helens, Prescot & Saughall Massie)*

Prescot and Saughall Massie fire stations are open and fully operational and the Fire and Rescue Authority has been granted planning permission for a new station in St Helens (on land off Milverney Way/ Watson Street).

This proposal will remain in the IRMP.

New - 2019-21 IRMP Supplement Plan

We will continue to explore opportunities to improve the efficiency and effectiveness of the Service, including whether the current locations of our fire stations and other buildings allow us to provide the best services and whether there is any scope for further station mergers.

Original 2017-20 IRMP Proposal

- 7. *We propose that when the Emergency Medical Response trial is complete,*

Merseyside Fire and Rescue Authority will introduce EMR to all fire crews across Merseyside during the lifespan of this IRMP.

We are still awaiting the conclusion of negotiations between fire and rescue service national employers' organisations and the Fire Brigades Union. EMR remains a priority for the Service as the previous pilot undertaken evidenced the impact that responding alongside North West Ambulance Service to Cardiac Arrest victims could have with regards to survivability across Merseyside (as was shown during the pilot in 2016/17). It will remain in the IRMP to be reviewed when the outcomes of national negotiations are known.

Operational Preparedness

Original 2017-20 IRMP Proposal

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

Provision of a response to terrorist attack is included in the contracts for new firefighters and initial training input has been delivered.

Further training will be delivered to designated locations. MTF/MTA governance arrangements are now well established at national level with strategic and tactical forums meeting on a quarterly basis. Single service assurance framework has been developed and an on-line self-assessment tool was released in January 2019. The findings from that process will inform the development of a tri-service assurance process to be progressed with multi-agency partners as part of the National Joint Operating Working Group.

Original 2017-20 IRMP Proposal

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

Firefighters who have demonstrated the skills and attributes to become a full USAR technician, have and will continue to be developed to enhance the Service's Search and Rescue capabilities.

Should the alternate proposals be approved MFRS will train staff at designated stations i.e. Wallasey to Swift Water Rescue Technician in order to increase the number of water rescue teams the Service can deploy.

The Service has two Department for Environment Food and Rural Affairs type B boat rescue teams that can respond locally, regionally or nationally to incidents involving wide area flooding.

Original 2017-20 IRMP Proposal

- 11. We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of Home Office.*
- 12. We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.*

National Resilience is the term used to describe a range of specialist capabilities that are provided and maintained via Government funding, that are available to respond nationally to deal with unusually large or complex emergencies; for example major building collapse. Merseyside Fire & Rescue Service, as the Lead Authority for the delivery of National Resilience manages, assures, coordinates and reports on the deployment of these assets through the National Resilience Assurance Team (NRAT) on behalf of the Government.

MFRS also has the responsibility for the national mobilisation and coordination of National Resilience assets via the National Resilience Fire Control, National Resilience skills acquisition training and National Resilience Long Term Capability Management which provides support, asset refresh and contract management for the maintenance of all National Resilience fleet and equipment.

New work will involve considering how all National Resilience capabilities will be configured and how they may need to be refreshed or replaced by 2024.

This proposal will remain in the IRMP.

Original 2017-20 IRMP Proposal

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

This proposal is linked to the Joint Emergency Services Interoperability Programme which was set up to improve the way the emergency services work together and training is continually kept under review. Our Detection, Identification and Monitoring team (part of our approach to National Resilience) currently trains with the Matrix team and the location of the North West Ambulance Hazardous Area Response Team at Croxteth fire station means that fire and rescue and ambulance service teams work closely together.

Original 2017-20 IRMP Proposal

- 14. We may change how training is delivered in the longer term. We propose to*

work with partner organisations to explore opportunities for efficiencies, driving further collaboration & improving effectiveness.

It has been agreed that a training review should take place and it is expected to begin in early 2019.

A review of how the Service delivers training to all staff has been carried out and recommendations approved by the Strategic Leadership Team which will ensure that the Training and Development Academy infrastructure is both efficient and effective and able to meet the demands of the service.

This proposal will remain in the IRMP.

New - 2019-21 IRMP Supplement Plan

We will explore the feasibility of introducing a drone capability which would be provided on a retained basis by crews operating from a hybrid station.

New - 2019-21 IRMP Supplement Plan

We will explore the use of technology to support the mobilisation of resources to all operational incidents types, using mobile phone capabilities (data/technology) to better inform the mobilisation and dispatch of fire engines and specialist vehicles – e.g. 999Eye (as used by West Midlands FRS).

New - 2019-21 IRMP Supplement Plan

In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance the information we hold about risks in neighbouring fire and rescue services to assist us when we respond to over the border incidents.

New - 2019-21 IRMP Supplement Plan

In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance cross border training with neighbouring fire and rescue services to assist us when we respond to over the border incidents.

Community Risk Management

Prevention

Original IRMP 2017-20 Proposal

15. We are in discussion with local Clinical Commissioning Groups & Public Health professionals in relation to the introduction of Safe and Well visits across Merseyside.

The Service's Safe and Well visits have been externally evaluated with the findings utilised to inform future strategy. As such, the Service will be well positioned to deliver any joint commissioning arrangements.

The approach has resulted in 10,486 Safe & Well Visits being delivered to over 65s, raised awareness of the NHS Bowel Cancer Screening Programme to 4,293 people over 60, carried out 3,857 Falls Risk Assessments to over 65s, held 2,532 MECC (making every contact count) conversations with smokers, provided advice about reducing alcohol intake to 2,751 people and taken the blood pressure of 682 people.

This proposal will remain in the IRMP.

Original 2017-20 IRMP Proposal

16. Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully integrated early help services, creating shared service Community Safety/Early Help Hubs, which it is envisaged will better co-ordinate resources.

Each of the five local authorities has adopted an approach to Early Help which aims to support the most vulnerable in our communities. Our front line staff can refer into the different local authorities to provide additional support for vulnerable people.

We have embedded officers within the multiagency District Hubs. We are continuing to explore further opportunities to enhance this approach whilst also focusing on community safety fire and rescue service priorities.

This proposal will remain in the IRMP.

Original 2017-20 IRMP Proposal

17. With partners:

- We are committed to the building of digitally inclusive community where everyone has access to affordable broadband & devices, has the right skills & confidence to use the internet and the ability to use technology to improve their quality of life & get out of poverty.*

- *We propose to deliver a multi-disciplinary monitoring system, through smart smoke alarms linked to Fire Control to enable vulnerable residents to stay safe.*

We are now working in Wirral in relation to improving the quality of Wirral's housing offer for residents. MFRS' contribution is in identifying opportunities to design and plan the introduction of assistive technology to improve wellbeing and safety to promote independence for residents.

MFRS are also now members of the Knowsley digital inclusion steering group.

This project is developing and future evaluation will assist us with our next steps.

This proposal will remain in the IRMP.

Original 2017-20 IRMP Proposal

18. We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify

MFRS began the recruitment of volunteers in early 2017 and our volunteers have supported events and initiatives such as:

- Arson reduction campaigns across Merseyside
- Assisting our staff in the delivery of Home Fire Safety Checks and reassurance campaigns following major incidents
- Water Safety Week
- Community clean up events with key partners in Wirral
- Health and Wellbeing events, promoting our Safe and Well & home fire safety
- High Rise Campaigns across Merseyside following the Grenfell Tower fire in London.

We are enthusiastic about the way this project is developing and look forward to recruiting more volunteers to support our work in the community.

This proposal will remain in the IRMP.

Original Proposal (from the 2017 IRMP review)

18a Marketing and Funding Strategy - MFRS are considering opportunities for further funding and sponsorship from the private sector to support its Youth Engagement programmes. Particularly those related to Early Intervention / Early Help.

We remain committed to this approach and are in the early stages of pursuing external funding. Work will commence on refining the funding strategy in 2019.

This proposal will remain in the IRMP.

Protection

Original 2017-20 IRMP Proposal

19. Towards 2020 we will ensure targeting the right level of Protection expertise to the level of risk by using a wide range of data & intelligence sources.

We implemented a new Risk Based Inspection Programme in July 2018 that uses 13 data sets to help us more accurately target the higher risk premises in Merseyside to ensure that owners and occupiers are complying with their legal responsibilities. This will help us ensure that we can continue to reduce the risk of fire in the future.

In 2019 we will develop a management information application that will help us carry out inspections and record information more efficiently and effectively. This proposal will remain in the IRMP.

There is, however, a national shortage of skilled fire protection officers and increasing demand for fire protection expertise following the Grenfell Tower fire in 2017, so we have worked hard to find ways to increase our expertise, whilst still considering budget constraints.

New - 2019-21 IRMP Supplement Plan

We will increase the number of staff in our Protection team to carry out legislative fire safety work.

We also plan to introduce a non-uniformed role of Fire Engineer to provide technical expertise that will assist us provide expert advice to building owners and developers.

This new plan reflects our additional commitment to Protection and helps to address concerns highlighted by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in their initial report on fire and rescue service inspection. This will help us improve the way in which we work closely with building owners and occupiers to improve compliance with legislation and take action to deal with non-compliance.

We believe that Protection is key to keeping people safe in public and commercial buildings and we propose to increase the number of staff carrying out Protection work by creating five new uniformed manager roles to help improve the capacity of the Protection team.

Original 2017-20 IRMP Proposal

20. We propose that Business Fire Safety Advisors will complement the work of Protection by further supporting our risk based strategy, developing initiatives

& campaigns to target specific business premises across Merseyside.

Ten Business Fire Safety Advisers have been recruited with some already moving into higher level roles and two unfortunately leaving the Service due to the high demand for their expertise. Further new recruits to this area started work in the autumn of 2018.

This proposal will remain in the IRMP.

Original 2017-20 IRMP Proposal

21. Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely & effectively to fires with a heightened knowledge of the built environment.

We propose further involvement in planning activities, exercise support & debriefing MFRS & multi-agency exercises.

The team will support the management of risk through undertaking 'peak performance' inspections with partners.

Peak performance inspections (visiting premises when they are operating – e.g. inspecting a night club when it is open) are now fully established, successful and embedded as normal business within the Risk Based Inspection Programme.

A shortage of expertise has meant that we have not yet been able to implement a full Protection Response Team and therefore the provision of training to operational crews on the built environment has been limited. We are working to resolve this issue by considering innovative ways to increase our resources.

This proposal will remain in the IRMP.

Original 2017-20 IRMP Proposal

22. MFRA will develop a Merseyside Better Business for All approach by April 2018 working with local stakeholders. By working together to remove real and perceived barriers to growth by understanding each other's perspective, we can develop our approach, tackle obstructions & find solutions to move forward.

MFRS was a founding member of the Liverpool City Region Better Business for All (BBfA) partnership in 2017. However, the future direction BBfA nationally is uncertain, affected by the Hackitt Review of Building Regulations (after the Grenfell Tower fire).

Linked to this is the Primary Authority Scheme which enables companies to work with a single fire and rescue service for legislative fire safety advice that they can then apply to all of their operations regardless of where they are in the country. MFRS has one Primary Authority in place and another pending.

We will consider our ongoing commitment to Primary Authority partnerships in the light of the previously mentioned challenges in relation to the resources we have available.

Finance

Original IRMP 2017-20 Proposal

23. Financial proposals:

- *Prepare a multi-year financial plan*
- *Set council tax increase in line with the financial plan*
- *Assume 2% pay increase for our staff for 2019/20 and each year thereafter*
- *Look to re-invest £1m in frontline services and increase the number of firefighters from 620 to 642.*
- *Fund the £1m investment from anticipated savings on future debt payments and pension deficit payments.*
- *Deliver the saving plan approved in the 2018/19 financial plan.*

Our five year Medium Term Financial Plan rolls forwards every year and it is updated to deal with any changes.

We will set our council tax at the referendum limit allowed, currently set at just under 3% for 2019/20 and anticipated to be just under 2% in future years.

Employee costs make up approximately 75% of the revenue budget and the financial plan assumes annual pay awards of 2%. Any pay bill increase above the 2% assumption will require compensating saving to be identified.

The approved budget savings remain on track to deliver the efficiencies in management, support services and non-employee costs.

We are now seeking to increase the firefighter establishment from 620 to 642 (full time equivalents) subject to public consultation and we are planning recruitment to ensure we have sufficient resources in the future to balance the firefighters retiring from the Service.

Equality and Diversity

We are committed to equality, diversity and inclusion in relation to our staff and to the services we deliver to our communities. Our Equality and Diversity Objectives remain unchanged from the IRMP 2017-20 but they will be extended to 2021 as part of this supplement. They are:

- Create a strong cohesive organisation that is positive about rising to future challenges we face
- Ensure that people from diverse communities receive equitable services that meet their needs
- Reducing fires and other incidents amongst the vulnerable 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”
- To continue to aspire to achieving excellence, or equivalent, in a Fire and Rescue Service Equality Framework.

We have developed an Equality Impact Assessment on our new plans and built on that during the 12 week consultation period.

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

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

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

Consultation

We consulted extensively with the public and other stakeholders when we developed the 2017-20 IRMP and we have reconsidered the outcomes of that consultation as we have written this supplement.

During 2016/17 stakeholders told us that they would:

- prefer us to keep stations open using different duty systems than close stations
- like us 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 us to use wholetime (full time) firefighters to protect its communities rather than retained firefighters
- like us to secure a long term solution which protects staff moving forward

- wish us to avoid compulsory redundancy
- want performance against the response standard to be a determining factor when implementing change
- expect us to resource to meet the demands placed on the Service
- expect us to maximise our productivity to protect the public
- like us to keep prevention at the forefront of our work
- support our proposals to respond 'along with' NWAS to Cardiac Arrest incidents
- like to see blue light collaboration not integration
- understand the need to deliver a balanced budget in line with our medium term financial plan.

We consulted on this supplement between 14th March and 6th June 2019.

Previous public consultation indicated that people valued our emergency response; so we have carried out analysis and research to create new proposals that we believe will improve upon what we originally planned.

But people also wanted us to maintain a focus on our communities and make sure that we work in a way that is safe for our staff and for the public of Merseyside.

Our 2019 consultation involved distributing the draft version of this 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 was completed by 82 people and 99 people took part in five consultation forums. In addition we consulted with staff representative bodies.

We found that people were very supportive of our plans and welcomed the reinvestment in front line services. Some respondents also made comments and suggestions that we will consider as we are implementing our plans. Full details of the consultation outcomes are available [here](#) (to be added in design version).

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

Appendix 1

Analysis of risk and demand

The process of preparing the 2019-21 supplement to the IRMP 2017-20 has involved consideration of risk and demand and analysis of alternative options. The IRMP 2017-20 provides details of the key risks in Merseyside as identified in the Merseyside Community Risk Register: <https://merseysideprepared.org.uk/1083.aspx>

Further consideration of those risks has led us to identify the following new areas we need to focus on in the next two years:

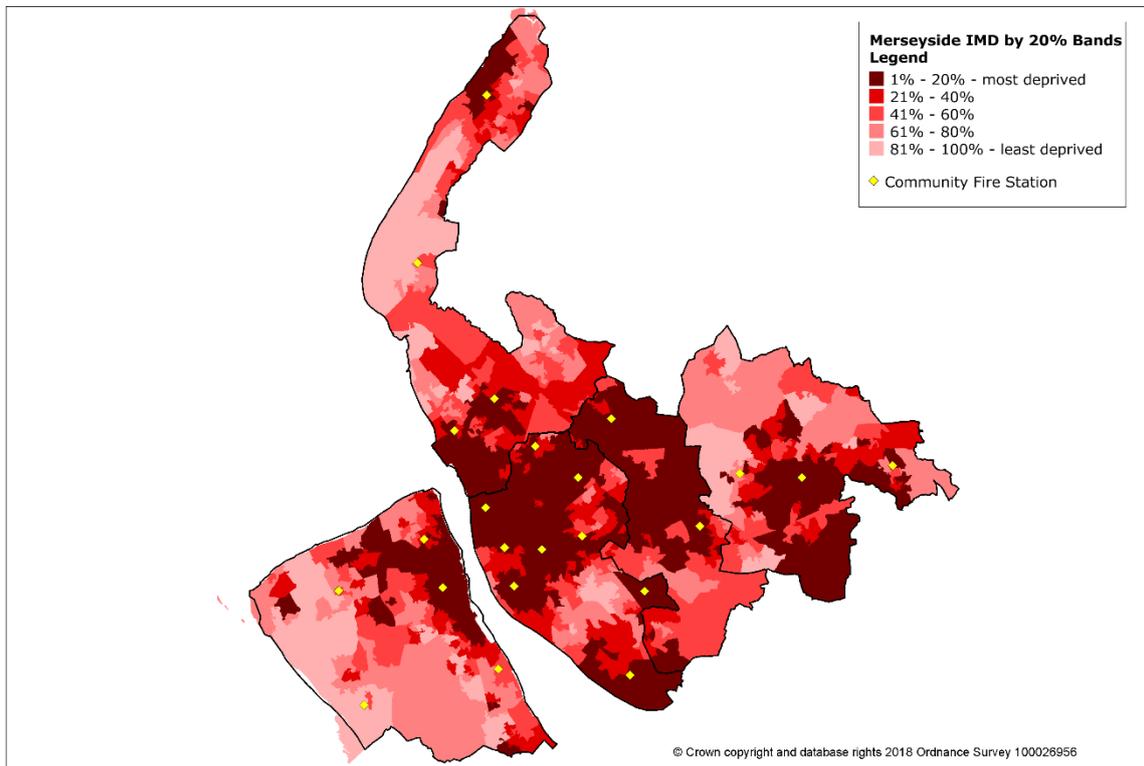
- Dealing with the risk of terrorism; particularly in urban centres
- Dealing with protracted incidents and/or several smaller incidents occurring at the same time
- How best to support neighbouring fire and rescue services during periods of high demand (such as extensive grass fires during the summer months) Existing arrangements are well established and it is common practice to use the resources of neighbouring services during busy periods. To make these more robust and consistent with emerging risks and FRS demands
- To continue to review operational risk information, including the conversion of existing property risk information into a new electronic format that will capture the same information and more
- Including how MFRS can share cross border risk information with neighbouring FRS's. Resilience Direct is a secure online platform through which risk critical information can be shared with partner agencies during planning and response to incidents
- All Fire and Rescue Services are signed up to the national mutual aid protocol. As such, this affords support and resilience to serious, significant and catastrophic incidents across the UK. Merseyside Fire and Rescue Service as lead authority for National Resilience play a key role in ensuring all such assets are maintained and fit for purpose to support the national arrangements
- Business continuity threats such as cyber-attack, and fuel/power outages.

Other areas of Risk and Demand

Deprivation

We know that the likelihood of having a fire increases as deprivation increases and Merseyside is one of the most deprived areas of the country¹. The map below shows the most and least deprived areas within Merseyside along with the locations of our

community fire stations. As deprivation results in higher demand, it influences where we position our fire engines, so as to mitigate this risk as much as possible.

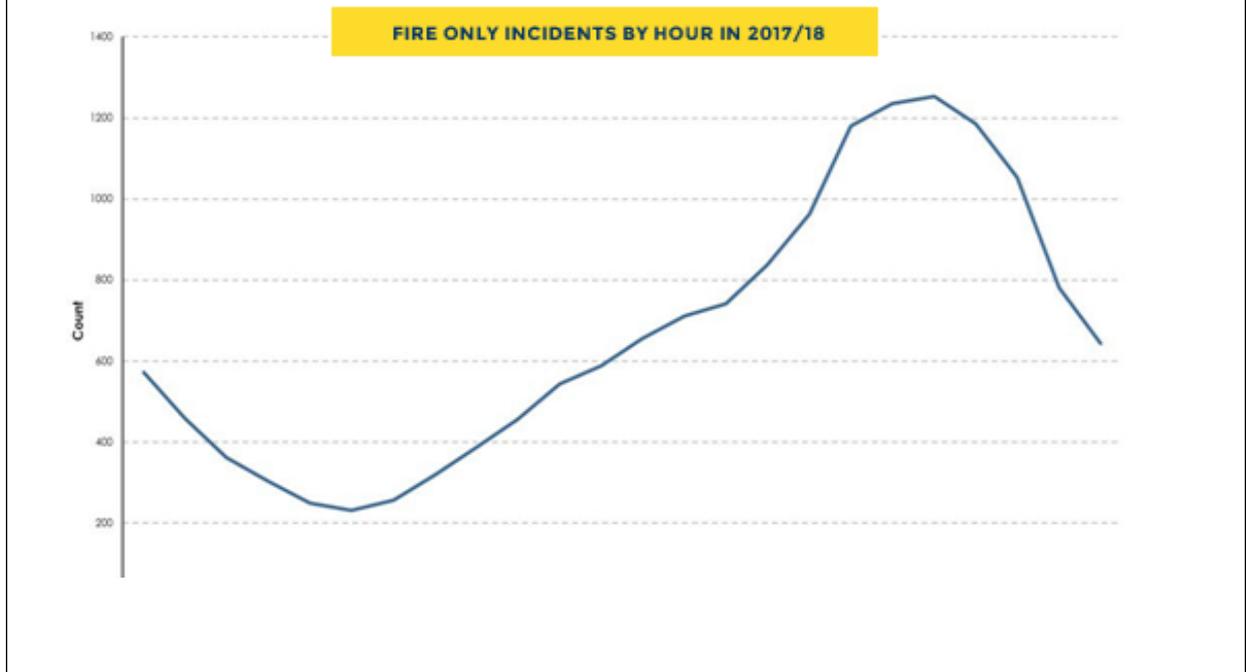
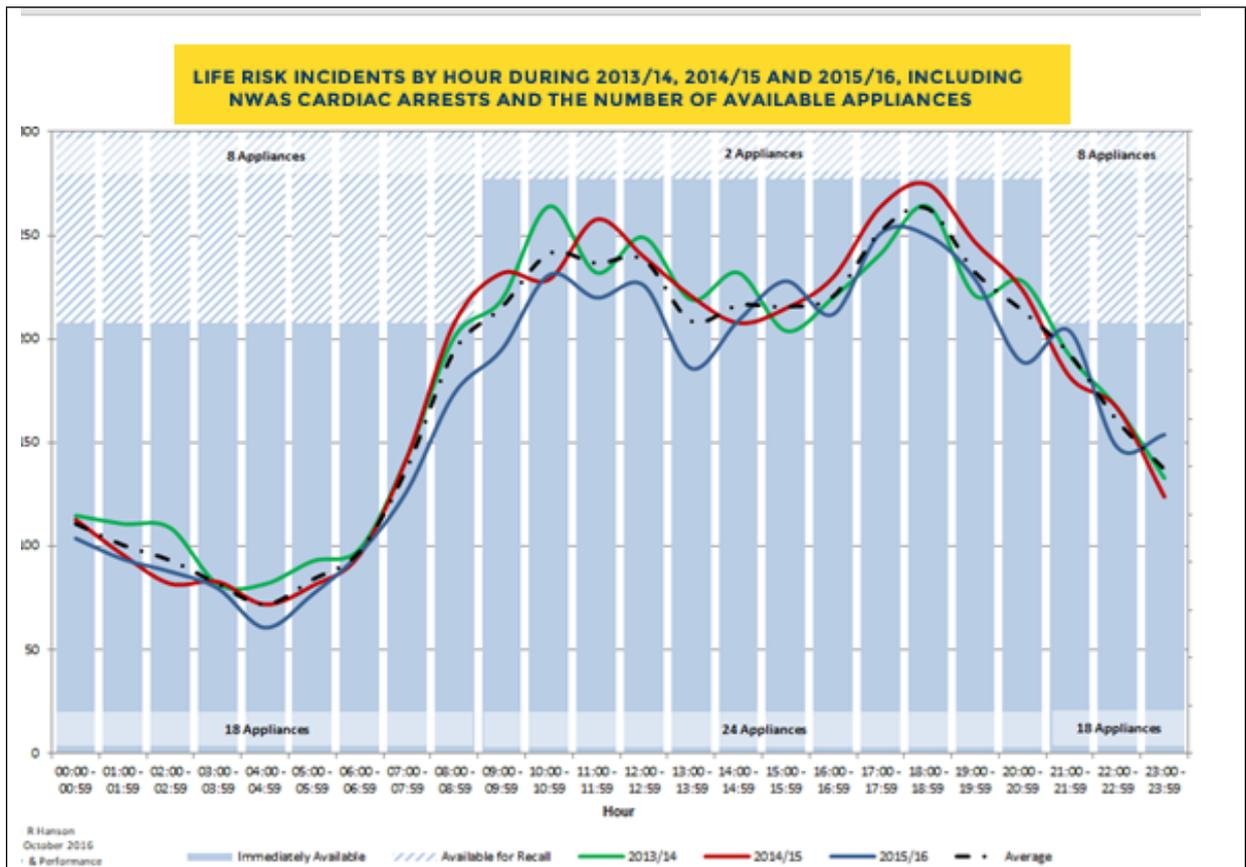


Incident numbers

Although incidents have mainly reduced or stayed at a similar level, we have begun to see numbers creep up over recent years (particularly in deliberate fire incidents and false alarms). We know that more incidents occur during the daytime than at night and that there are areas of Merseyside where demand and risk are higher than others. As such our review has indicated that the public would benefit from us reinvesting in these areas to provide more resilience for times of high or unexpected demand. Because of this we are proposing the changes to our response proposals in our IRMP supplement.

INCIDENT TYPE	2008/ 09	2013/ 14	2016/ 17	2017/ 18	1 YR	% 1 YR CHANGE	5 YR CHANGE	% 5 YR CHANGE	10 YR CHANGE	% 10 YR CHANGE
Accidental fires in the home	1306	1153	993	928	-65	-8.5%	-225	-19.5%	-378	-28.9%
Non-domestic property fire	623	315	324	297	-27	-8.3%	-18	-5.7%	-326	-52.3%
Other property fire	1203	727	670	629	-41	-6.1%	-98	-13.5%	-574	-47.7%
Deliberate vehicle fire	1078	472	617	640	23	3.7%	168	35.6%	-438	-40.6%
Deliberate secondary (small) fire	7897	5141	4158	4221	63	1.5%	-920	-17.9%	-3477	-45.2%
Other secondary (small) fire	643	614	595	602	7	1.2%	-12	-2.0%	-41	-6.4%
Automatic fire alarms (false alarms) - in the home & other	1862	1692	2526	2808	282	11.2%	916	48.4%	946	50.8%
Automatic fire alarms (false alarms) - non-domestic	4203	862	616	596	-20	-3.2%	-266	-30.9%	-3607	-85.8%
False Alarm Good Intent	2294	1429	1694	1881	187	11.0%	452	31.6%	-413	-18.0%
Malicious False Alarm	413	203	195	232	37	19.0%	29	14.3%	-181	-43.8%
Special Service calls	2181	2026	2470	2553	116	4.7%	560	27.6%	405	18.6%
Special Service - road traffic collision	750	514	607	556	-51	-8.4%	42	8.2%	-194	-25.9%
Grand Total	24253	15348	15465	15976	511	3.3%	628	4.1%	-6278	-34.1%

Demand for our emergency services (how many incidents we are called to and when) is also an important consideration. The graph on the next page shows that incidents don't occur in the same numbers during the day and night – so it is most effective and efficient to take this into account when planning how many fire engines we will have on duty at any one time. The first chart on page 47 includes cardiac arrest incidents that MFRS could assist the ambulance service with.

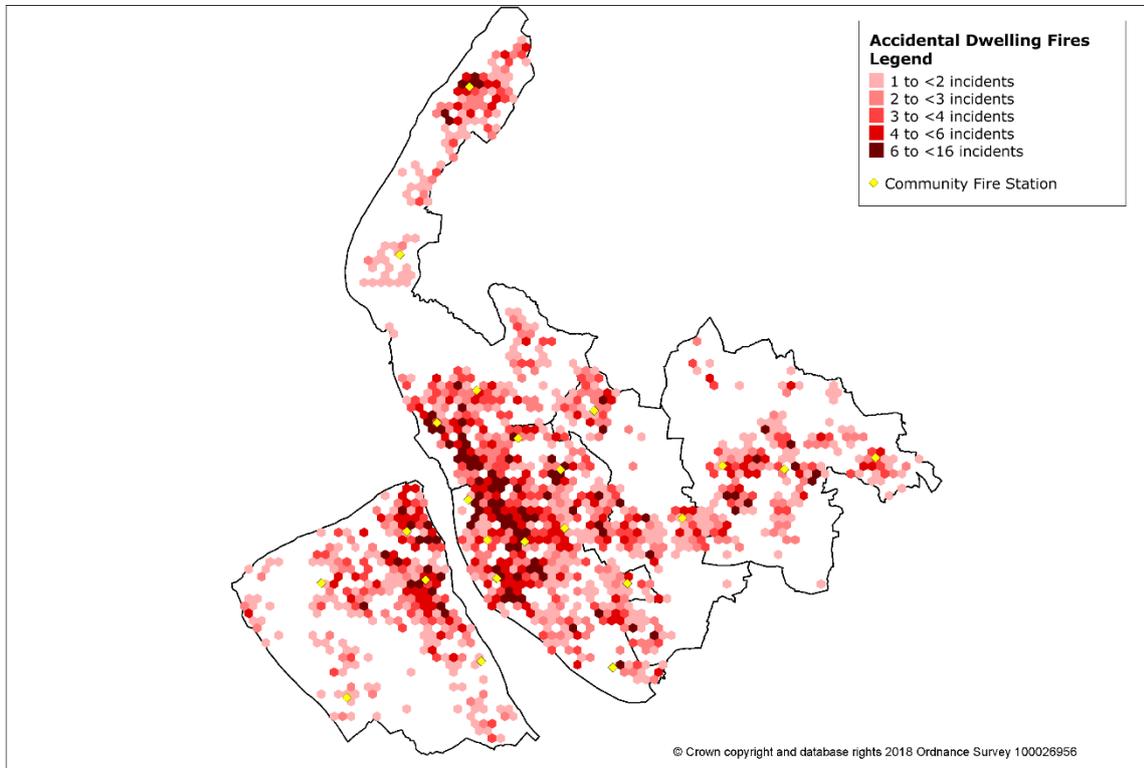


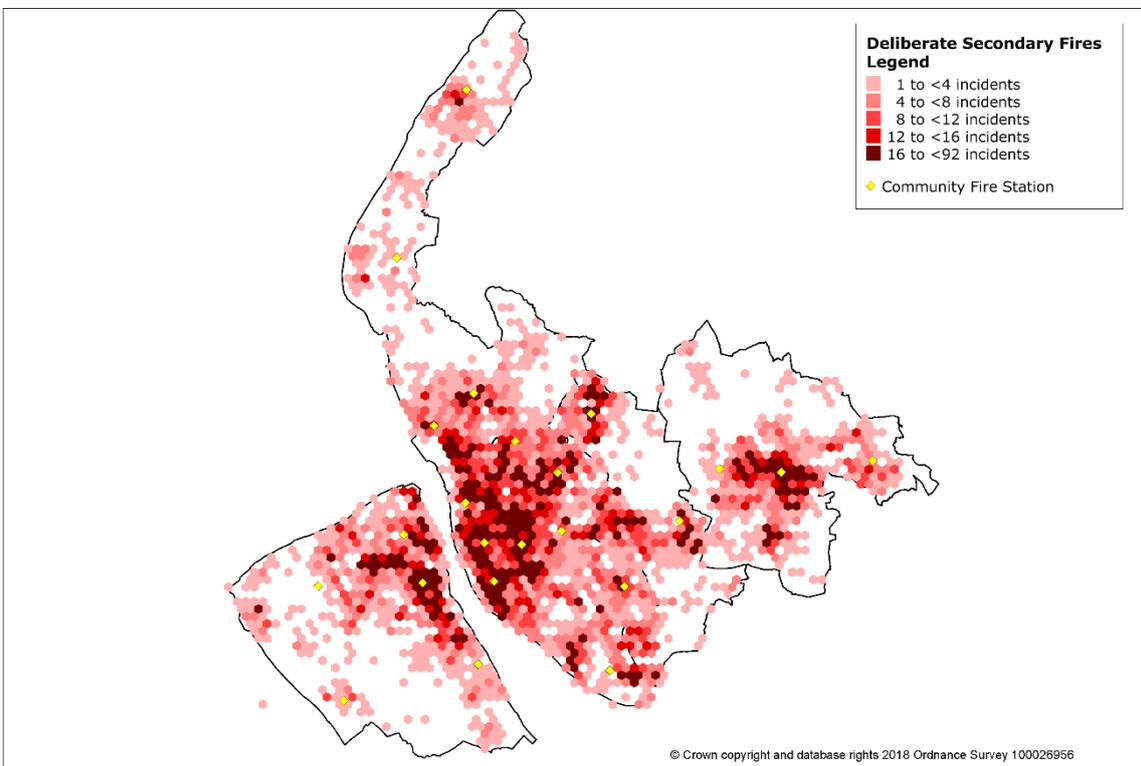
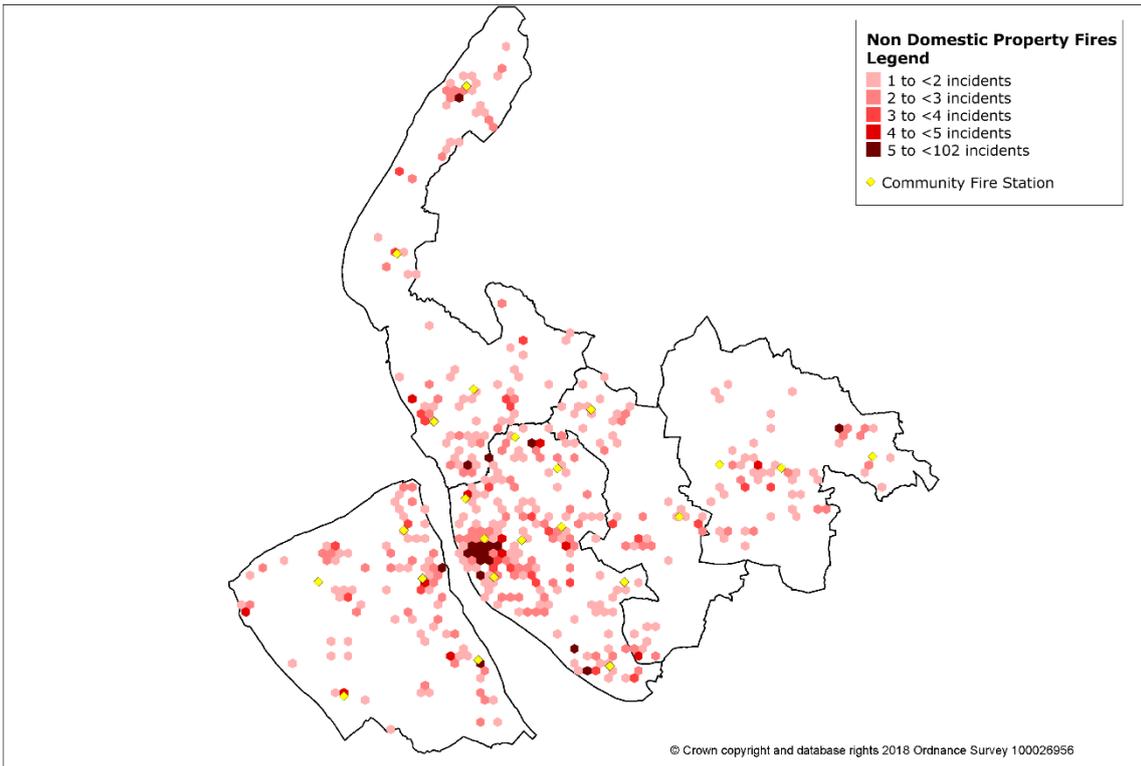
The chart above shows incidents attended by MFRS. Both graphs show that the majority of incidents occur during the day.

Distribution of incidents

The distribution of incidents follows a similar pattern to that of deprivation, with a higher number of incidents occurring in the most deprived areas. The maps below and over the page show the distribution of non-domestic property fires (eg

commercial, industrial and public buildings), secondary fires (typically small fires such as bonfires and grassland – although these can become much larger) and domestic fires (homes). The pattern of these incidents also influences where we position our fire engines.





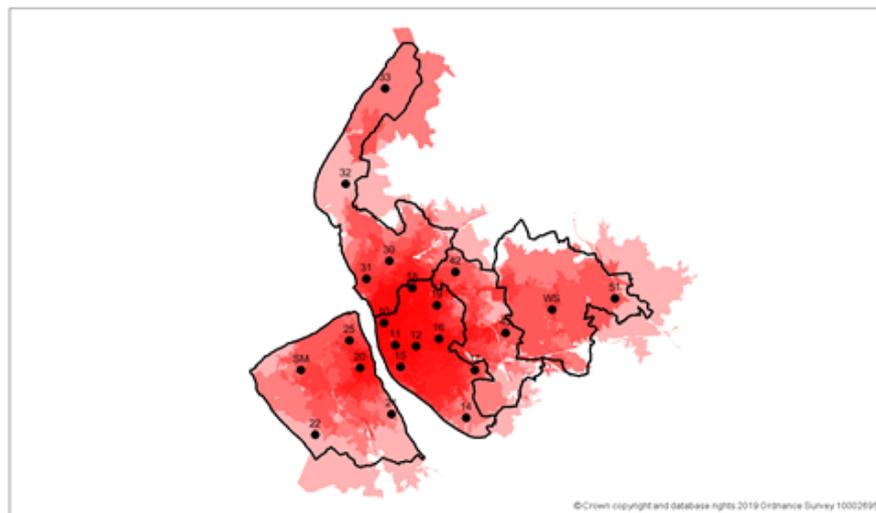
Response Coverage

MFRS have adopted a 10 minute response standard to all life risk incidents in Merseyside on 90% of occasions.

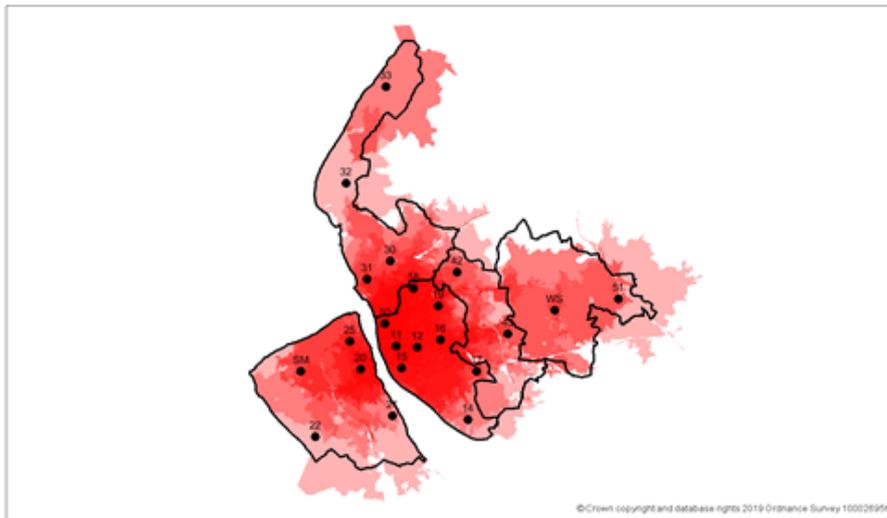
To achieve this we have established 10 Key Stations which means that as long as we have a fire engine available at each one of the ten key fire stations we can respond to the majority of incidents in Merseyside within 10 minutes.

This is a minimum standard of achievement as in reality our average attendance time is much quicker at 5 mins 47 secs (2017/18), from a fire engine being alerted to an incident to booking in attendance at the incident. This is one of the fastest response times in the country

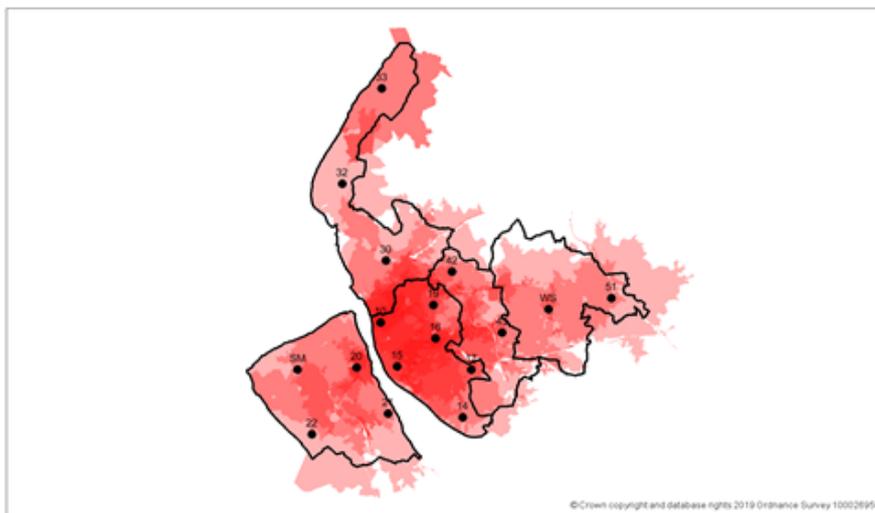
The maps below show the increased coverage provided by the new alternative response options contained within the IRMP supplement compared to the original proposals. This means that we can improve coverage in some of the areas where we have more incidents (the darker the shading, the more coverage provided).



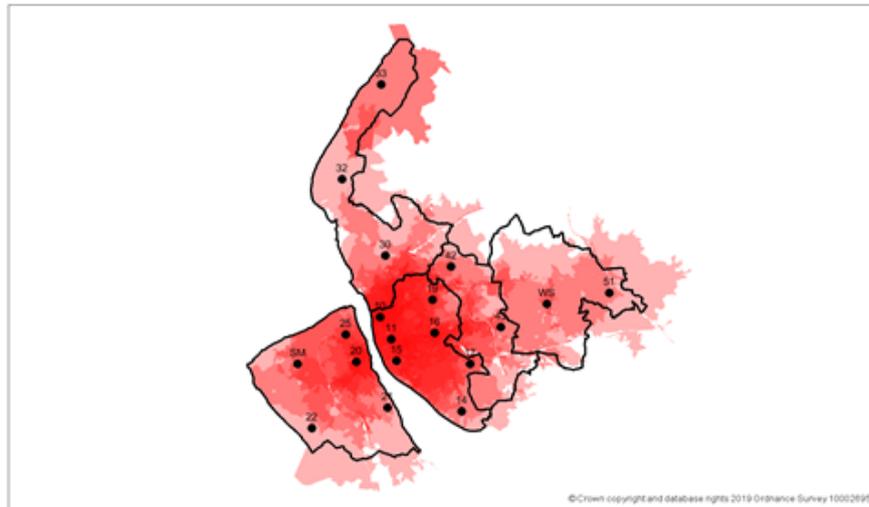
10 Minute Response Isochrones – Day
Response Proposals IRMP 2017/20



10 Minute Response Isochrones – Day
Response Proposals IRMP Supplement 2019/21



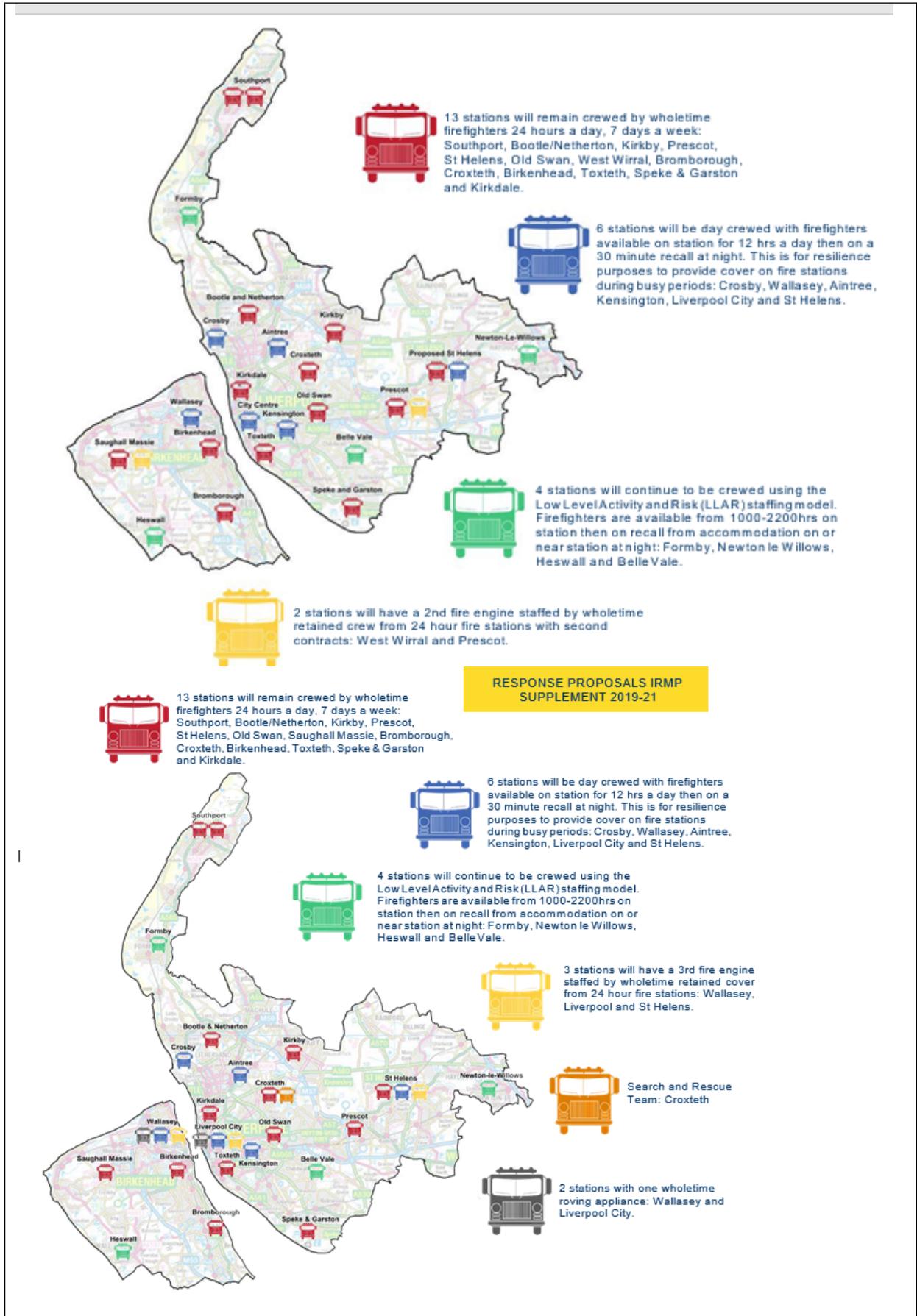
10 Minute Response Isochrones – Night
Response Proposals IRMP 2017/20



10 Minute Response Isochrones – Night
Response Proposals IRMP Supplement 2019/21

The original proposals compared to the alternative proposals

The maps below show the fire engines that will be available with the new alternative proposal; against those available if we fully implement to original IRMP proposals. Again, the pattern of distribution follows that of the incident and deprivation graphs, with the highest number of resources available in the areas of highest demand and deprivation, where we have more incidents.



Alternative Formats

We are committed to ensuring that all our information is fully accessible for all communities across Merseyside, we have included this document on our website which can be accessed from our Webpage <http://www.merseyfire.gov.uk/equality & diversity>

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

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

Arabic

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

Bengali

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

Chinese

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

French

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

Somali

Haddii aad rabtid nuqul Carabi, Bangaali, Shinees, Faransiis ama Soomaali fadlan la 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.

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Merseyside Fire and Rescue Authority

IRMP Supplement 2019 – 21 Consultation

Report of findings

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Merseyside Fire and Rescue Authority

IRMP Supplement 2019 – 21 Consultation

As with all our studies, findings from this report are subject to Opinion Research Services' Standard Terms and Conditions of Contract.

Any press release or publication of the findings of this report requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation

This study was conducted in accordance with ISO 20252:2012 and ISO 9001:2008.

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Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with Merseyside Fire and Rescue Authority (MFRA) on the five consultation forums reported here. The diverse participants engaged with the issues and discussed their ideas readily, so we trust that this report of findings will help to inform planning for the 2019-21 period.

We thank MFRA for commissioning the project as part of its on-going regular programme of public and stakeholder engagement and consultation about its risk management and budget planning.

We particularly thank the senior officers and staff who attended the sessions to listen to the public's views and answer questions. Such meetings benefit considerably from the readiness to answer participants' questions fully and frankly, as in this case.

We are grateful to all the 99 members of the public who took part in the five meetings to share their views with us: they were patient in listening to important and detailed background information before entering positively into open discussions about challenging topics.

At all stages of the project, ORS's status as an independent organisation engaging with the public as fairly as possible was recognised and respected. We are grateful for the trust, and we hope this report will contribute usefully to thinking about future service delivery.

1. The Consultation Process

Overview of the consultation

Background to the review

- 1.1 'Integrated Risk Management' is the development of a balanced approach by the Fire and Rescue Service to reducing risk within the community. This is achieved by combining prevention, protection and emergency response, on a risk-assessed basis, in order to improve the safety of the community and create a safer working environment for firefighters.
- 1.2 In 2016, Merseyside Fire & Rescue Authority (MFRA) developed and consulted on its most recent Integrated Risk Management Plan (IRMP) 2017-20, which was subsequently approved. Since then, a number of significant national and international incidents have occurred and these, combined with changes to the City Region infrastructure and the initial findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) have given the Chief Fire Officer and Authority cause to review the sustainability of its plans to ensure that they are still fit for purpose.
- 1.3 In light of this, an IRMP supplement has been drafted that will extend the current plan to 2021, aligning it to MFRA's medium-term financial plans. The supplement includes a number of alternative proposals to those approved back in 2016/17 when the plan was first considered.

The commission

- 1.4 A 12-week consultation on the IRMP supplement was launched on March 14th 2019. Opinion Research Services (ORS) - a spin-out company from Swansea University with a UK-wide reputation for social research - was appointed to convene, facilitate and report five forums with members of the public, one in each of the five areas of Merseyside (Knowsley, Liverpool, Sefton, St Helens and Wirral). Pre-consultation listening and engagement and formal consultation meetings have been undertaken with residents across Merseyside on a regular cycle; and in this context ORS has facilitated both district-based and all-Merseyside forums for the Authority for many years.

Deliberative engagement

Forums

- 1.5 The forum meetings reported here used a 'deliberative' approach to encourage members of the public to reflect in depth about MFRA's proposals while both receiving and questioning background information and discussing them. The meetings lasted for two-and-a-half hours and in total there were 99 diverse participants. The dates of the meetings and attendance levels by members of the public at each forum are as shown in the table overleaf.

FORUM	DATE	NUMBER OF ATTENDEES
Knowsley (Belle Vale Fire Station)	23rd April 2019	17
Wirral (Birkenhead Fire Station)	24th April 2019	21
Sefton (Bootle & Netherton Fire Station)	25th April 2019	19
St Helens (Newton-le-Willows Fire Station)	29th April 2019	21
Liverpool (Kirkdale Fire Station)	1st May 2019	21

- 1.6 The attendance target for each of the forums was 20 people – so the total of 99 participants was broadly on-target. As usual, the participants were recruited by random-digit telephone dialling from the ORS Social Research Call Centre. Having been initially contacted by phone, all participants were then written to - to confirm the invitation and the arrangements; and those who agreed to come then received telephone or written reminders shortly before each meeting. Such recruitment by telephone is an effective way of ensuring that the participants are independent and broadly representative of the wider community, though it should also be noted that around half of participants had participated in one or more previous ORS-run MFRA consultation forums.
- 1.7 In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the local fire stations at which the forums met were readily accessible - and people's special needs were taken into account in the recruitment and venues. The random telephone recruitment process was monitored to ensure social diversity in terms of a wide range of criteria – including, for example: gender; age; ethnicity; social grade; and disability/limiting long-term illness (LLTI).
- 1.8 Overall, participants represented a broad cross-section of residents - for example, there were 44 females and 55 males and the age profile was as follows: 21 x 16-34; 30 x 35-54; and 48 x 55+. As standard good practice, people were recompensed for their time and efforts in travelling and taking part.
- 1.9 Although, like all other forms of qualitative engagement, deliberative forums cannot be certified as statistically representative samples of public opinion, the meetings reported here gave diverse members of the public the opportunity to participate actively. Because the meetings were inclusive, the outcomes are broadly indicative of how informed opinion would incline on the basis of similar discussions.

Deliberative events: the agenda

- 1.10 The forums began with an ORS presentation to provide some contextual background information around:
- Merseyside Fire and Rescue Service (MFRS)'s mission, aims and values;

The key role the Service plays in protecting people in its communities – and the guidance, scrutiny and legislation to which it is subject;

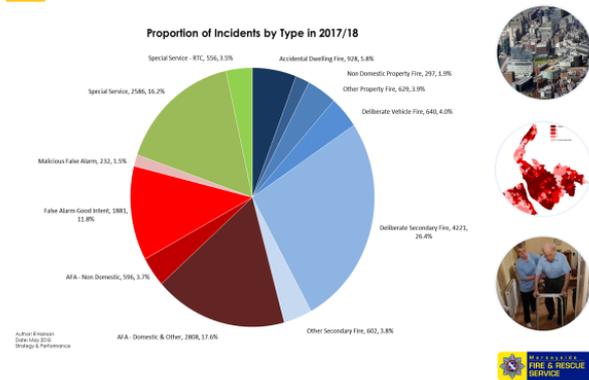
The incidents MFRS attends by type, time of day – and the areas in which these incidents occur;

The link between deprivation and demand for FRS services, but also the fact that vulnerability can be found anywhere; and

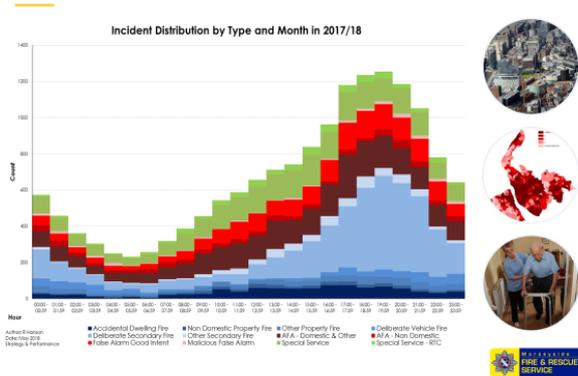
The way in which demand and risk has changed across Merseyside (and beyond) in recent years.

1.11 A selection of the slides used to outline this information can be seen below.

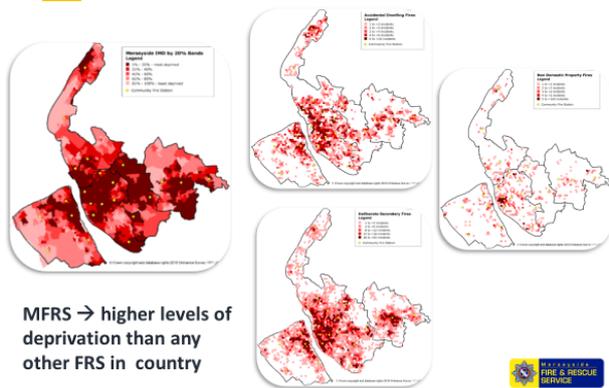
A Service that needs to meet the risks and demands facing it



One which understands that incidents occur at different times



And in different places



A service that understands that risk and demand can change ...

High Risk – Community Risk Register

- Thriving city
- World Heritage site
- Established and vibrant waterfront
- **Liverpool Waters Container terminal**
- Main & Underground railway network
- Three football stadiums
- Motorway network
- **200 High Rise Buildings**
- 43,288 workplaces and other buildings
- Airport
- **Cruise Liner terminal**
- **Arena Conference Centre**
- **City Region events (e.g. Giants)**
- 10 x COMAH sites

High Demand – Community Insight

- High levels of deprivation
- Poor housing
- High health inequality
- **High levels of serious and organised crime**
- **Ageing population**
- **Increasing student population**
- **High levels of mental incapacity**
- **Demand on adult social care**
- **High number of troubled families**
- Poverty
- High smoking prevalence
- Socio-economic impact
- **1.4 Million people**



- 1.12 Participants were encouraged to ask questions throughout and the meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.

The report

- 1.13 This report reviews the sentiments and judgements of respondents and participants on the MFRA IRMP Supplement 2019-2021. Verbatim quotations are used, in indented italics, not because we agree or disagree with them - but for their vividness in capturing recurrent points of view. ORS does not endorse any opinions, but seeks only to portray them accurately and clearly. The report is an interpretative summary of the issues raised by participants.

2. Main Findings

Introduction

- 2.1 This chapter reports the views from the five deliberative forums with members of the public across Merseyside, which were independently facilitated by ORS.
- 2.2 Each meeting began with a presentation that outlined some contextual and background information and participants were encouraged to ask questions throughout. The meetings were thorough and truly deliberative in listening to and responding openly to a wide range of evidence and issues.
- 2.3 This is not a verbatim transcript of the five sessions, but an interpretative summary of the issues raised by participants in free-ranging discussions - and as the forums did not differ materially in their reactions to the proposals, this report combines the findings from all the meetings in a single account.

Main findings

- MFRS's planning principles were supported
- There was unanimous support for the new 'Protection', 'Resilience' and 'Response' proposals
- MFRS's planning assumptions were supported
- The alternative plan was accepted by all – and all other new IRMP proposals were supported
- MFRA should consider extending its provision of free smoke alarms to the most deprived areas of Merseyside, but must also carefully consider the method by which it does so
- MFRA offers excellent value for money, but future council tax rises should be carefully considered
- There are no equality and diversity impacts, as the proposals are positive for all

MFRS's planning principles were supported

- 2.4 As a warm-up exercise, participants were shown the two slides overleaf outlining MFRS's Planning Principles - which had been agreed at the previous 2016/17 consultation forums - and a list of the most frequent comments made during those (and indeed other) sessions.

Plans informed by communities

Planning Principles – agreed at the 2016/17 consultation

Response to emergencies

- Maintaining fast response times
- Matching resources to varying risk
- Prioritising 10 key stations
- Flexible working practices/duty systems
- Excellent training

Safety focused

- Ensuring safety of staff/public
- Being properly equipped, with the right number of trained staff, to resolve emergencies effectively

Meeting demand

- Ensuring the right level of resources are in the right place at the right time to maximise productivity and flexibility

Focused on the Community

- Targeting most at risk, particularly the frail/elderly living alone, and those with precarious lifestyle or high risk factors

Continuous Improvement/ Innovation

- Collaborating with other FRs
- Widening scope of home fire safety checks
- Seeking more efficient firefighter shift patterns

Value for Money

- Recognising that cuts are a fact of life that have to be made, and ensuring policies are financially sustainable

Based in the Community

- Maintaining accessible local fire stations where possible, while assessing the need for stations in the context of local risk levels
- Opening stations for community use
- Promoting blue-light collaboration there



And the things they felt were important

— Stakeholder Consultation 2012 - 2018

- "prefer to **keep stations open** using different duty systems than close stations?"
- "like 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 to use **wholetime (full time) firefighters** to protect its communities rather than retained firefighters"
- "like to secure a **long term solution** which protects staff moving forward"
- "would wish to **avoid compulsory redundancy**"
- "want **performance** against the response standard should be a determining factor when implementing change"
- "expect us to **resource to meet the demands** placed on the service"
- "would expect us to **maximise our productivity** to protect the public"
- "Keep **prevention at the forefront** of our work"
- "Supportive to our proposals to respond **'along with' NWAS to Cardiac Arrest** incidents
- "Wished to see blue light **collaboration not integration**"
- "understand the need to **deliver a balanced budget** in line with our medium term financial plan"



- 2.5 They were then given some time on their tables to discuss the question 'do you think MFRS should still reflect these views when developing its plans?' before feeding back their views to the wider group.
- 2.6 Generally speaking, all statements were endorsed – though there was minority disagreement with using wholetime firefighters to protect communities rather than retained firefighters for reasons of risk and cost-effectiveness, and with avoiding compulsory redundancies at all costs, as they can sometimes be necessary to achieve efficiencies.

"We would prefer a mixture of both. In certain areas of low risk have retained firefighters, and in more high risk have wholetime firefighters" (St Helens)

"The retained firefighters seem to be a good and cost-effective idea so should be used more to help deliver a balanced budget" (Wirral)

"Avoid compulsory redundancies...any business needs to review their costs and efficiency and if redundancies have to be made then so be it" (Wirral)

"Yes and no...there's a need to look at effectiveness and efficiency?" (Sefton)

- 2.7 Moreover, preferring to keep stations open using different duty systems rather than closing stations was questioned by some who said:

“The number of stations has reduced but standards are still sky high. So it obviously can be done and it should be left to the people in charge to decide whether it’s feasible without the public saying ‘keep stations open for the sake of it’” (Wirral)

“Must consider need; not keeping it open no matter what” (St Helens)

“Merge where possible” (Wirral)

- 2.8 Clearly then, there were occasions when some attendees felt that keeping stations open may not always be feasible or desirable.
- 2.9 Other comments were made around the following:

SECURE A LONG-TERM SOLUTION THAT PROTECTS STAFF MOVING FORWARD

“This helps with staff morale and costs” (Knowsley)

“But ensure reviews are carried out covering resources v demand” (Sefton)

“Helps the consistency of service delivery” (Liverpool)

RESPOND ‘ALONG WITH’ NWS TO CARDIAC ARREST INCIDENTS

“They can arrive before medics and save lives” (St Helens)

“Could they possibly divert the ambulance if they know the firefighters are on the way? Has that happened?” (Knowsley)

“Is there a conflict with other fire service responsibilities?” (Sefton)

“Should not be used to mask a failing ambulance service” (St Helens)

“Firefighters have to keep up to date with medical training” (Liverpool)

BLUE LIGHT COLLABORATION NOT INTEGRATION

“To work as a team” (St Helens)

“Ensures all priorities have focus” (Knowsley)

“We like the shared use of fire stations etc. as is already happening” (Wirral)

UNDERSTAND THE NEED TO DELIVER A BALANCED BUDGET

“Cost has to be considered” (St Helens)

“But there should be some flexibility when faced with a massive fire or other incident” (St Helens)

“I am a bit concerned that we just accept the cuts in the vein of being efficient...maybe we need to talk more about what we should do to stop them because they are obviously affecting resilience with the second, third, fourth, fifth engines being slower” (Wirral)

“Cuts have to be made and the ambulance service is overstretched so if the fire service can make savings that can be used somewhere else then it’s not necessarily negative” (Wirral)

There was unanimous support for the new ‘Protection’, ‘Resilience’ and ‘Response’ proposals

- 2.10 While MFRA already has an existing Integrated Risk Management Plan in place for the period 2017-2020, it feels that the operational context within which MFRS is working has changed sufficiently to warrant amendments. Some of the risks that have recently become more apparent (both locally and nationally) can be seen in the slide below.

Because we feel the operational context has changed...

National risks

- Manchester Arena Bomb (Response)
- Borough Market Terror Attacks Westminster Bridge - heightened terrorist threat (Response)
- Grenfell Tower High Rise Fire (Protection) - challenges of the built environment
- Liverpool Arena Car Park Fire (Response)
- Saddleworth Moor and Winter Hill fires (Resilience)

Local risks

- Heightened Terrorist Threat – Crowded places/city centre
- Environmental changes - wildfire/flood
- 200+ high rise buildings
- Housing developments – Local Plans
- Marine risk - Liverpool Waters /Cruise liner terminal/Twelve Quays/Cammell Laird

Our speed of response is still good – but we want to improve Resilience and Protection

- 2.11 In this context, a new plan has been developed to: increase resources in Protection to help keep people safer in public and commercial buildings; improve Resilience and help MFRS deal with the above changes in risk; and look for alternatives that still allow the Service to meet its Planning Principles whilst improving its Response.

- 2.12 MFRA’s **Protection** proposals are to:

Increase Protection staff by five Protection Officers;

Introduce a Fire Engineer role; and

Support the development of a new management information system to improve efficiency.

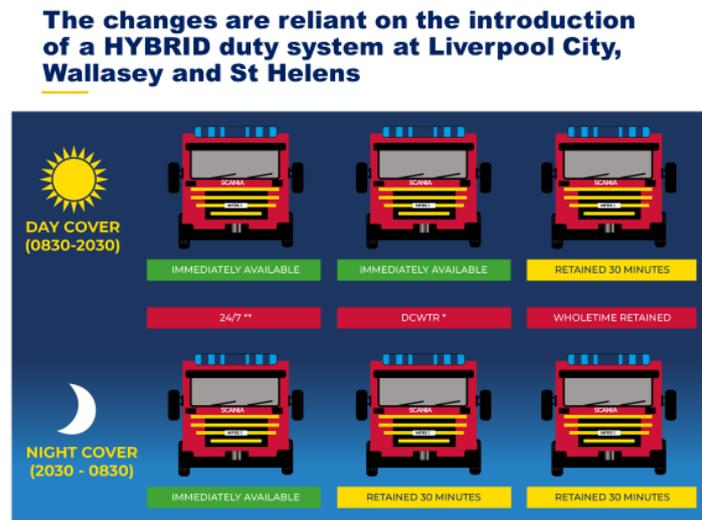
- 2.13 There was unanimous support across all five forums for these proposals, though one Liverpool participant questioned whether one Fire Engineer would be enough and there were a few comments about the potential cost of a new management information system. Some of the supportive comments made were as follows:

“There needs to be enough protection staff to ensure contractors carry out adequate risk assessments?” (Sefton)

“I think it’s a very good idea to have people who can go out and give advice and to have more of them can only be a really good step” (St Helens)

“Five extra people would enable the Service to enforce the law to a greater degree” (St Helens)

- 2.14 MFRA's **Resilience** proposals are to move from 26 to 30 fire engines, to be achieved by introducing a Hybrid Model at Liverpool City, Wallasey and St Helens. The slide overleaf was used at the forums to illustrate this model.



- 2.15 In terms of **Response**, the Authority is looking to:

Increase the number of firefighters from 620 to 642 (plus 20 in training);

Re-establish Crew Managers at key locations;

Maintain night-time cover at Liverpool City and Wallasey (via the Hybrid Model above);

Enhance its response to terrorist attacks and marine/flood incidents from Liverpool City and Wallasey respectively;

Re-distribute its specialist appliances; and

Use the appliances at Liverpool City and Wallasey to manage risk and demand across Merseyside dynamically.

- 2.16 There was unanimous support across the five forums for the move from 26 to 30 fire engines and the introduction of the Hybrid stations as a way of increasing resilience – and almost unanimous support for the introduction of this model at Liverpool City, Wallasey and St Helens Fire Stations (one Knowsley participant disagreed on the basis that “you’re going from two to three at St Helens but reducing to one at Prescot which doesn’t seem fair...to me, it all feels like it’s at the expense of Prescot”). Indeed, in relation to the latter point, several comments were made along the lines of:

“It would seem that a lot of research has been done around the locations so I trust they’ve done their homework” (Knowsley)

“As to where they go, that’s for the experts to decide based on the data” (Sefton)

“If the evidence and analysis shows that’s where it should be then who am I to say it should be somewhere else?” (St Helens)

- 2.17 There was also particular support at the Knowsley and Wirral forums for using the ‘roving’ appliances at Liverpool City and Wallasey to dynamically manage risk across Merseyside.

“What I really liked is the idea of the roving appliance that can go to specific events” (Knowsley)

“The idea of the roaming engines seems like a really good capability” (Wirral)

- 2.18 It was, though, somewhat difficult for those who had been to previous consultation sessions to ‘get their heads around’ the proposed resource increase having heard so much about austerity and the need for reductions and efficiencies over the years.

“We’ve spent all these years being told we have to make all these cuts...” (Liverpool)

“Going back to all the previous consultations it’s all been around austerity and the need to make savings by getting rid of fire engines, closing stations etc. And now all of sudden it’s ‘we’re going to increase’...it was so drastic a few years ago so it’s all a bit confusing!” (Wirral)

“Three years ago it seemed like a completely different proposition...back then it was all about reductions and it now sounds like an investment proposal. Well done but I’m trying to get my head around it all” (Wirral)

- 2.19 Furthermore, there was concern about what might happen if MFRA’s financial situation was to change in future, with some participants questioning whether this might result in redundancies.

“If you get the extra fire engines and another raft of cuts come in, what happens then? Will you lose them? I’m just worried you might get punished for it because Government will look at you and say ‘they’ve seemed to have coped with the cuts, let’s hit them with some more’” (Wirral)

“Has the increase been considered in the context of what future funding is expected from central Government?” (St Helens)

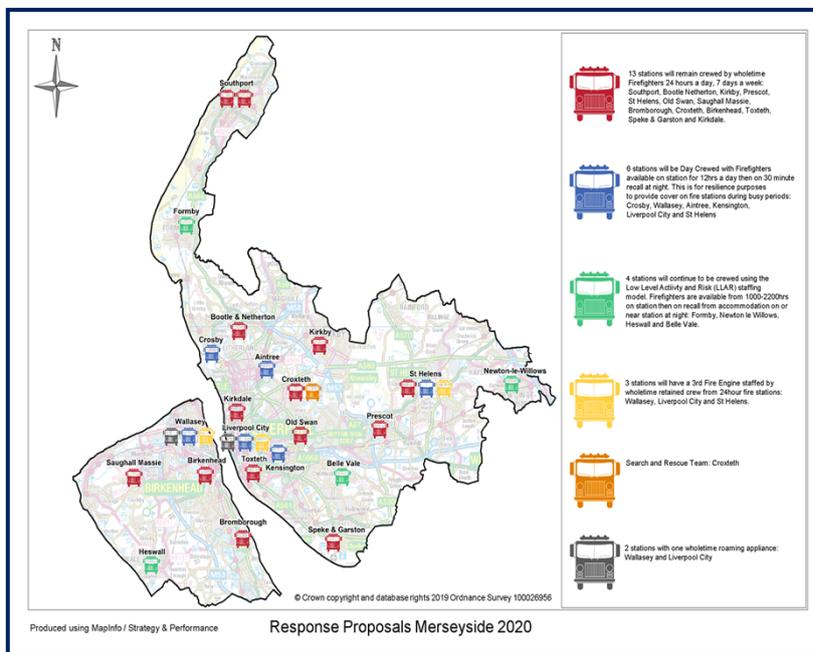
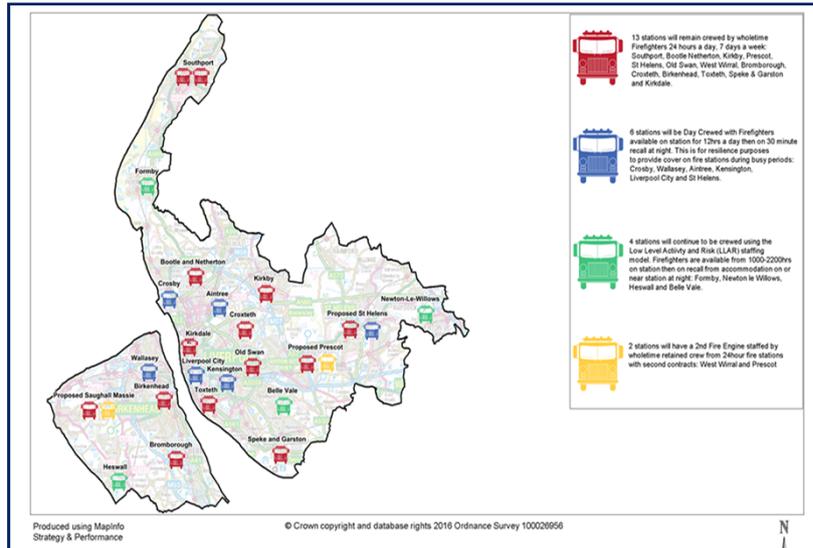
“What happens if things change and there’s not as much money as they thought? Will we be back here in a few years talking about whether or not redundancies are needed?” (Liverpool)

MFRA’s planning assumptions were supported

- 2.20 Participants were informed that MFRA’s planning assumptions - and its desire to increase its number of appliances to 30 - are based on that ability to deal with one 20 pump fire/incident, two 10 pump fires/incidents or spate conditions based on the summer of 2018 - in addition to maintaining a fire engine in each one of its 10 key stations at such times to uphold its 10 minute response standard. This was considered eminently reasonable by all.

MFRA’s alternative plan was accepted by all

- 2.21 Ultimately, participants were asked whether they preferred MFRA’s current or alternative plans, as shown in the slides overleaf.



2.22 Participants unanimously opted for the latter for they considered it: an effective and efficient use of resources; a prudent use of finances; and a positive step toward a properly resourced and more resilient fire and rescue service that is able to cope with heightened risk. Some of the many typical comments were:

“It’s a measured response...well-planned and well thought out” (Sefton)

“It just seems to be a more efficient and effective use of resources” (Liverpool)

“The new plan seems to serve the wider area more efficiently” (Knowsley)

“It makes sense. You pay a lot more interest on debt than you get back on having it in reserve. So utilising some of that makes sense, as long as you don’t utilise it all. It’s minimal financial risk for a substantial gain...calculated and well-balanced” (Knowsley)

“The money that’ll be saved from paying off that debt will mean the Service is more prepared to cope with other risks and issues. I really like these plans” (Knowsley)

"It's more flexible; there are more engines in reserve within the system" (Knowsley)

"How can we argue against putting resources back into the Service?" (Liverpool)

"It's nice to see things going in the right direction rather than the wrong direction" (Knowsley)

"It's additional cover; it's always good to have extra fire engines for the resilience and to get the second engines there quicker" (Wirral)

"I think with the increased risk it makes sense to have more capability. We all agreed that there are more risks nowadays" (Sefton)

"To do nothing would be negligence...they have recognised and articulated the rising risk so to not amend their plans and put mitigation in place...you might as well take your uniforms off and close the doors now" (Sefton)

MFRA's other new IRMP proposals were supported

2.23 There was widespread support for all of MFRA's other IRMP proposals, namely to:

Continue to explore opportunities to improve the efficiency and effectiveness of the Service, including: whether fire stations and other buildings are in the right place; and whether there is any scope for further station mergers;

Explore the feasibility of introducing a drone capability to assist in getting a better view of incidents and share that information as required;

Explore the use of technology to support the mobilisation of resources (the 999Eye for example, which involves asking a person calling into the FRS to report a fire to take photo or video footage to assist Control in deciding what resources are needed);

Enhance the information held about risks in neighbouring FRSs to assist when responding to over the border incidents, and;

Examine how best to enhance cross-border training with neighbouring FRSs to assist when responding to over the border incidents.

2.24 The possibility of introducing a drone capability into the Service attracted the most comment, with participants typically agreeing that it would be a positive addition to MFRA's fire and rescue capability in terms of: cost-efficiency; effectiveness in responding to incidents in high-rise buildings; and firefighter safety.

"Could the drone be used to investigate ahead of the fire engines getting there? So you would know whether you need one or two engines etc." (Knowsley)

"It'll be way more cost-effective than a helicopter. You can have a few of them, especially for incidents in high-rise buildings where you want to see the situation from up above and from different angles" (Sefton)

"It could also save firefighters' lives...as they'll have a better idea of what's in front of them" (Sefton)

“If it adds to the safety of the firefighters so they can see what the situation is, why not?” (St Helens)

2.25 Indeed, using all kinds of appropriate technology to best effect was suggested at Knowsley, Sefton and St Helens.

“The technology is there so why wouldn’t we use it to become more effective?” (Knowsley)

“If other services are using other technologies then we should be looking at them as well. Don’t limit it” (Sefton)

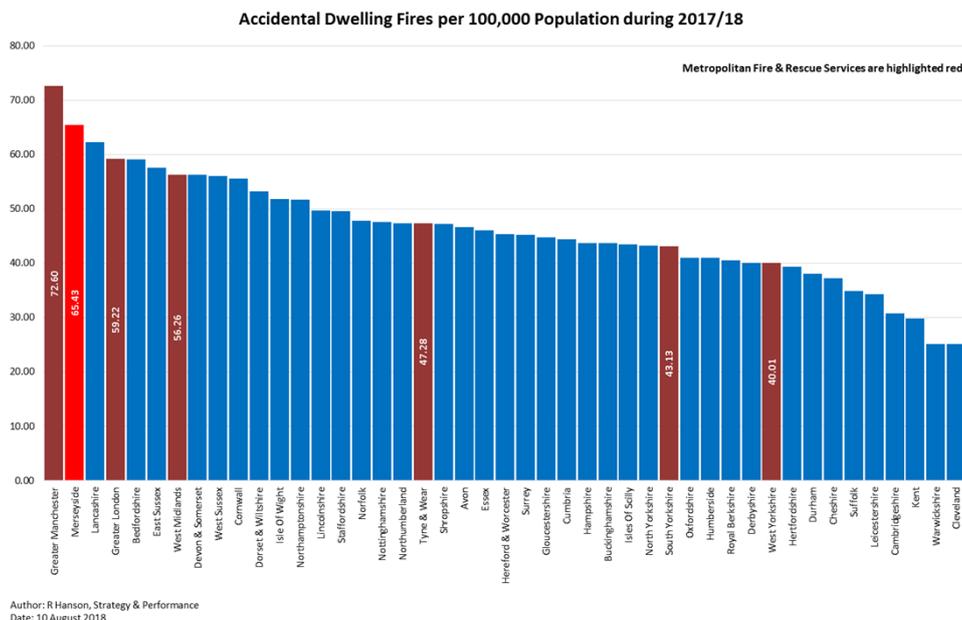
“Use technology as much as you can to improve the situation” (St Helens)

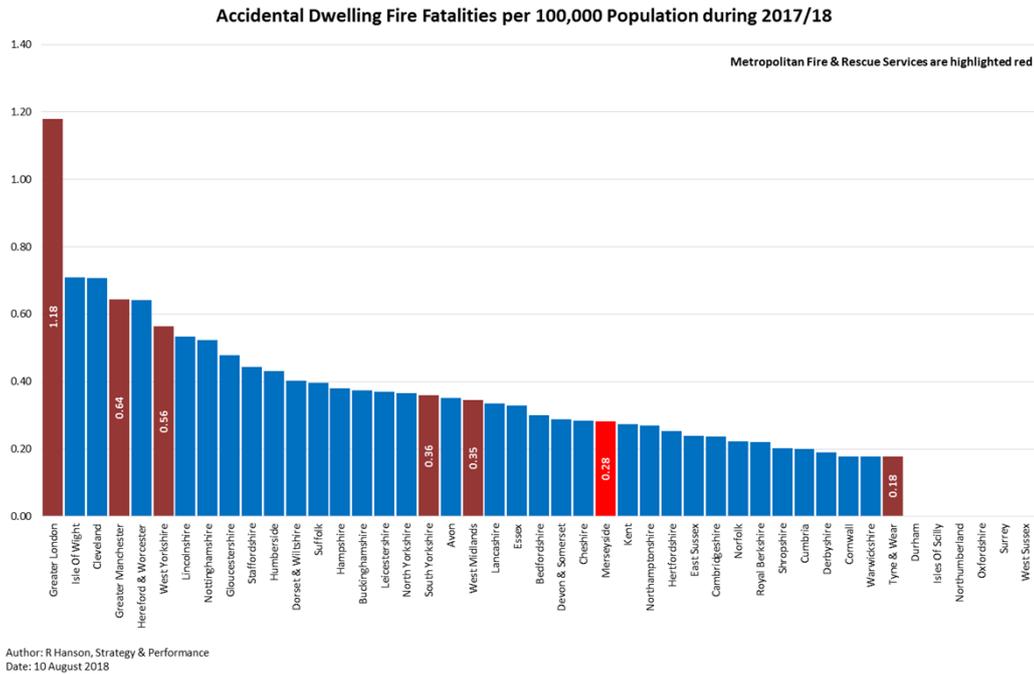
2.26 It was also suggested that MFRS could share a drone (and other technologies) with Merseyside Police, not only to assist with cost, but also as a mutually beneficial operational resource.

“It would be good if you could share a drone with the police. That would help with the cost and it would be bound to benefit them as well” (Liverpool)

MFRA should consider extending its provision of free smoke alarms to the most deprived areas of Merseyside, but must also carefully consider the method by which it does so

2.27 Participants were shown the following slides outlining that while MFRS attends a relatively high number of accidental dwelling fires (it was second only to Greater Manchester FRS in terms of accidental dwelling fires per 100,000 population in 2017/18), the number of fatalities experienced has reduced significantly (four in 2017/18 and in 2018/19).





- 2.28 MFRS's belief that this is due to a focus on over 65s, particularly through the provision of free smoke alarms, was noted - as was the trend toward declining smoke alarm ownership in Merseyside's most deprived areas (where, importantly, the concentration of accidental dwelling fires is highest).
- 2.29 In light of this, participants were asked whether MFRA should consider offering free smoke alarms in more deprived areas too - and the principle of doing so was strongly supported.

"They called and put alarms up for me and if they hadn't done that I probably wouldn't have put one up being a single mum and living on my own" (Knowsley)

"It's all about prevention isn't it? It's got to be better and safer for firefighters to make sure people can get out if they have a fire" (Liverpool)

"Surely from a cost perspective and from the point of view of firefighters' lives it must be right to do this?" (St Helens)

- 2.30 There were, though, some concerns about the potential cost of such an initiative - as well as how it might be implemented in practice.

"How much would all of this cost?" (Liverpool)

"How much would the cost of this be?" (Sefton)

"It makes perfect sense in terms of the principle but it's the impact on budgets as it would be a big expenditure" (Wirral)

"How do you delineate the borders to say 'you're in a deprived area and you're not so you can get a free smoke alarm but you can't?'" (Knowsley)

"It's a great idea, but how will it be targeted? How will the people be identified?" (St Helens)

"You should only offer them to people who want them and not force them on people" (St Helens)

- 2.31 In relation to the latter quotation above, one St Helens participant stated that: *“going back a few years, they put leaflets through the doors where I live that said the firefighters were turning up that day and that if anyone needed anything they could go along. That gave people the choice”*.
- 2.32 In terms of the cost issue, it was considered somewhat unfair that MFRA should have to shoulder the entire financial burden of such an initiative given the issues it faces are symptomatic of wider issues. As such, working in partnership with other agencies to deliver it was urged.

“It shouldn’t just be down to the Fire Service to do this; it should be done in conjunction with partners” (Wirral)

- 2.33 It was also noted at Knowsley that: *“looking at the graphs, the issue is about the number of fires not fatalities. Smoke alarms aren’t going to stop fires...they’ll get you out but we were quite low on the list in terms of fatalities so it’s the actual number of incidents that’s the issue”*.

MFRA offers excellent value for money, but future council tax rises should be carefully considered

- 2.34 Participants generally felt that MFRA offers excellent value for money. As one Wirral participant stated:

“A budget of £59 million to provide fire and rescue services for this region seems pretty reasonable to me” (Wirral)

- 2.35 When asked whether MFRA should be able to go above the current cap on annual Council Tax increases (3%), participants were mixed in their views. Those who supported such a rise did so on the grounds that an important emergency service requires the additional funding, whereas others were more cautious in light of the financial struggles faced by many Merseyside residents currently and because they anticipated increased taxation yields anyway given the number of new housing developments across the area.

“You have to take into account that all the others will ask for increases too. A lot of people are struggling in Liverpool” (Liverpool)

“As taxpayers we are paying more and more each year for all the different services” (Sefton)

“A lot of people really struggle as it is and have to make decisions about what they’re spending their money on. It’s a really emotive issue isn’t it?” (Sefton)

“I wouldn’t want to pay any more...I don’t begrudge the Fire Service more money but the overall bill I have is too high and I wouldn’t want to pay more on top of that” (St Helens)

“There are a lot of new houses going up and they’re all going to be paying more council tax so the tax take will go up” (Sefton)

- 2.36 At the Wirral session, it was also said at that: *“you’ve got the balance right by saving all that money and now shuffling things around to spend a little bit. Why would you need an increase at this stage? I know you could always spend what we give you, but having known you’ve been able to save £13 million we*

would want some pretty strong assurances that the extra money would genuinely improve the service and the outcomes for everyone in the area”.

- 2.37 There was little support across the five forums for a referendum to enable a significantly larger council tax increase, not only because such a rise would be unaffordable for many residents but also because the referendum itself would be very costly and unlikely to be ratified by all five Merseyside Councils.

“I’d support it; but it probably wouldn’t get through” (Liverpool)

“Not a single other place in the country has agreed with having a referendum like this” (Wirral)

“I think there would have to be a referendum in all five authorities and it would have to be an unanimous decision and the Fire Service would have to pay for that. I ran one some years back for a City Council and the printing of the documents cost £0.5million alone. So when you look at the cost and the risk of it not being accepted...it’s not worth the risk” (St Helens)

“I think you only need to go for referendum for increases over 10%, which would be a bit too much (Liverpool)

- 2.38 It should be noted here that there was a great deal of concern and anger at all sessions about the fact MFRA is having to consider such large council tax increases to counter the absence of what was considered ‘proper’ funding from central Government.

“What I don’t understand is why there’s no more money coming from central Government in the light of things like the terror attacks and Grenfell Tower” (Knowsley)

“The increased money should be coming from a national pot not from local people...why should it all fall on local people?” (Wirral)

There are no equality and diversity impacts, as the proposals are positive for all

- 2.39 Finally, participants were asked to consider whether MFRA’s proposals have any particular positive or negative impacts on protected characteristic groups.

“I wouldn’t say there are any impacts really; it’s all positive for everyone” (Liverpool)

“It’s all positive; everyone benefits from this regardless of any characteristic” (Knowsley)

“Better resilience is a positive for everyone” (Sefton)

“It’s positive for all!” (Wirral)

“It’ll have a positive effect on all people” (St Helens)

In conclusion

- 2.40 There is little to be said in conclusion other than that there was unanimous and enthusiastic support across the five forums for all the proposals contained in the draft Supplement to the Integrated Risk Management Plan 2017-2020. As such, based on the results of this consultation, there is nothing to prevent MFRA from pursuing them.



Feedback to the 2019-21 Supplement to Merseyside Fire and Rescue Authority's Integrated Risk Management Plan (IRMP) 2017-20

AUDIENCE

**TO BE PRESENTED TO:
Strategic Leadership Team
Authority**

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STRATEGY & PERFORMANCE

Document Control

Amendment History

Version / Issue No.	Date	Author	Remarks / Reason for Change
1.0	11/06/2019	J Fielding	
1.1	12/06/2019	J Fielding	Minor amendments as per comments from D Appleton

Sign-Off List

Name	Position
CFO Phil Garrigan	Chief Fire Officer
Deb Appleton	Director Strategy & Performance
Jackie Sutton	IRMP Officer

Distribution List

Name	Position	I / R
Strategic Leadership Group		
Authority		

Related Documents

Reference No.	Title	Author	Version & Date
1	2019-21 Supplement to Merseyside Fire and Rescue Authority's Integrated Risk Management Plan (IRMP) 2017-20	J Sutton	March 2019

Ownership

Has it been agreed with the client that this is a publicly owned document?
Yes/No

If Yes please state URL:

If No please state reason why:

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1. Agreement

For the purpose of this report the following agreement was made between the client and the Strategy & Performance Function.

This work was requested by Deb Appleton, Director of Strategy and Performance and received on 10/06/2019.

The Manager¹ has approved this report/ piece of work can be undertaken by the Strategy & Performance Function.

If the scope of the work changes, authorisation must be again obtained and would be noted within the version control document sheet.

It was agreed that this report would be produced in draft format by 11/06/2019, and would be sent electronically to the Director of Strategy & Performance and Client for comment.

The Manager / Client agreed that their comments would be received back by June 2019.

The final report, which will always be in PDF format, would be produced by June 2019, subject to receiving comments.

¹ Deb Appleton

2. Summary

The purpose of this report is to present findings from respondents who had provided feedback in response to the: “2019-21 Supplement to Merseyside Fire and Rescue Authority’s Integrated Risk Management Plan (IRMP) 2017-20.” In summary, response to the proposals put forward were well received by respondents and as such this report presents the following findings:

- 97.4% of respondents (74 from 76 valid responses) preferred the alternative 2019-21 IRMP supplement proposals over the original 2017-20 IRMP proposals.
- 92.3% of respondents (72 from 78 valid responses) agreed with the proposal concerning the exploration of opportunities to improve efficiency and effectiveness of response.
- 89.7% of respondents (70 from 78 valid responses) agreed with the proposal concerning the feasibility of drone technology utilised on a retained basis.
- 98.7% of respondents (77 from 78 valid responses) agreed with the proposal for the organisation to explore the use of modern technologies to better inform the mobilisation and dispatch of fire appliances and specialist vehicles.
- 100% of respondents agreed that enhancing data held about properties over the border from Merseyside is a proposal well worth implementing
- 98.8% of respondents (79 from 80 valid responses) agreed that enhancing cross border training with neighbouring fire and rescue services, should be pursued.
- 95.1% of respondents (77 from 81 valid responses) agreed with increasing the staff within the Protection team and introducing the role of Fire Engineer to the non-uniformed establishment

3. Introduction

For the period 14th March 2019 to 6th June 2019, Merseyside Fire & Rescue Service launched the public consultation regarding the “2019-21 Supplement to Merseyside Fire and Rescue Authority’s Integrated Risk Management Plan (IRMP) 2017-20.”

An online survey was built to capture the feedback from: members of the public, internal staff and partners with regard to the proposals included within the IRMP supplement. This report summarises the feedback received from the community with regard to the IRMP proposals.

4. Methodology

For the purpose of this report, data has been extracted from SurveyMonkey (the system used to collect survey feedback) and analysed using Microsoft Excel 2013. Mapping was completed using MapInfo 11. This report analyses the questions in order of their appearance on the original online survey.

Though the survey is now closed to any further contribution, its original web address was https://www.surveymonkey.co.uk/r/201920_SupplementalIRMP

In total there were 81 responses; as not all questions were completed by respondents, only valid counts and percentages are used in the analysis.

Selected comments used within this report are verbatim.

5. Results

Introduction from original online survey

Original 2017-20 IRMP Proposals

During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents & two appliances that can be mobilised within 30 mins.

Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay.

These additional fire engines will be available through the use of secondary wholetime retained contracts for firefighters.

Alternative 2019-21 IRMP Supplement Proposals

During the day we will have 27 immediately available fire appliances (including a Search & Rescue appliance) with a further 3 available within 30 minutes (for resilience purposes).

And

21 immediately available fire appliances (including a Search & Rescue appliance) during the night with a further 9 available within 30 minutes (for resilience purposes).

To achieve this we intend to increase the number of fire fighters employed by Merseyside Fire & Rescue Authority from 620 to 642.

To achieve this we intend to recruit up to 60 new firefighters each year during the life of the plan to maintain the 642 figure.

This proposal also includes a commitment to maintain fire engines with five firefighters on at key locations (including those where five firefighters are required to operate our National Resilience assets) with other locations operating with four firefighters per fire engine.

We propose to increase the number of available fire engines by the introduction of a 'Hybrid' duty system at three locations; Liverpool City, Wallasey and St. Helens, this system combines elements of Days, Nights and Retained duties whilst also maintaining immediate cover with at least one 24/7 fire engine.

Q1: Which proposal would you prefer the Authority to adopt?

Proposal	Count	%
Alternative 2019-21 IRMP Supplement Proposals	74	97.4%
Original 2017-20 IRMP Proposals	2	2.6%
Total	76	100.0%

The majority of respondents (97.4%, 74 from 76 valid responses) preferred the alternative 2019-21 IRMP supplement proposals over the original 2017-20 IRMP proposals.

Feedback received:

- An increase from 26-30. More vehicles should keep response time good.
- An increase to firefighting capacity is fantastic news. However I see no mention of control staff staffing and resilience.
- Everything needs to be more cost effective to be able to move forward to be able to sustain our services
- Further coverage of available fire engines is a better proposal
- More Firefighter will make us safer and more prepared
- Population growth demands more staff
- The old saying..."There is safety in numbers" rings particularly true in this context.
- The alternative, by increased resources presumably will reduce response times emergencies
- The first fire chief to have the ability to increase appliance availability and firefighter numbers in a generation. Well done Boss 👍
- Provides a greater response for the community more firefighters more trucks more capability
- Demands Change
- More firefighters and appliances available both in the day and night would be beneficial to the local community
- Seems the better option in order to keep our city safeguarded from harm, and since there is a recruitment drive this will improve the mental health and morale of operational colleagues.
- The 2019-21 proposals provide a greater number of available appliances on a 24/7 basis as well as increased number of supplementary appliances throughout the day. The increase in fire fighter numbers also provided greater cover for absences on annual / special / sick leave
- I support the 2019-21 proposal
- As a fire service enthusiast, I am well aware of the impact that austerity has had not just on Merseyside but the wider UK fire service. I feel very strongly that the fire service should be risk led and not demand led. Yes incidents have fallen by nearly half since around 2004, but that does not mean the fire service can cope with continuous cuts to its operational resources. I want to know and see that my local fire service has the resilience to deal, manage and cope with any type of incident. After speaking to fellow enthusiasts and reading the report into the 2017 car park fire, I felt that had Merseyside had more pumping appliances and primary crewed its CPL's, then the resilience and cover would have been far more robust (for example, Wallasey had to mobilise so as to collect the CPL for the car park fire but had it been primary crewed this would of freed up Wallasey and allowed them to stay on standby at Bromborough). An increase in pumping appliances will enable Merseyside to better respond to large scale incidents by only requesting mutual aid assistance on the basis it is the nearest rather than Merseyside not having enough resilience within its resources. A greater resilience will also mean that crews can be better rotated at protracted incidents rather than reliefs having to stay longer due to a lack of resources. If these proposals go ahead, I feel there needs to be assurances that the nearest pumping appliances (for example 2 St Helens pumps attending a house fire in St Helens rather than 1 from St Helens and another from Newton-Le-Willows)- however this aspect mainly applies to the day

crewed stations that are on 30 minute recall to duty or CPL (for example a building fire in St Helens needing a CPL should have the St Helens CPL attend and not one from Liverpool or Southport) is sent rather than the nearest available. The 2019-21 proposal sounds good in theory but needs to work in practice.

- The second proposal provides more fire appliances and staff however I would amend this proposal very slightly by tweaking the Hybrid duty system, at least for a trial period, to see how it pans out. This tweak would still provide for 21 immediately available appliances at night with a further 9 available within 30 minutes as well as 27 immediately available fire appliances during the day but would potentially drop the further 3 available within 30 minutes during the day. The reason for this is that whilst I believe the Hybrid duty system to be a very good idea in principle, I believe that by far the biggest thing that makes it unattractive to work is the daytime retained element. My concern is that the Hybrid doesn't get off to a positive start during the trial period by being staffed by people who actively want to work it and is therefore viewed negatively before it even has a chance. Dropping the daytime retained could be the difference between having an oversubscription of volunteers wishing to work the system and needing to recruit/post into the system which will have a massive effect on how well it works in practice. The Hybrid system effectively provides 6 appliances per station (2 immediate + 1 retained in the day and 1 immediate + 2 retained at night). Of these 6 appliances, the 1 retained during the day is probably the least important as there are already 27 immediately available during the day as opposed to 21 at night HOWEVER conversely, it is this appliance which would provide the biggest hindrance to people wanting to work the system. The Hybrid could have 5/6ths of what is ultimately absolutely desirable for a trial and during this time monitor how often that "6th appliance" would be used if available. If it is negligible or even "not at all" then perhaps it could be dropped from the system altogether as the small benefit in terms of provision of fire cover would be outweighed by the negative perceptions of those working it. The obvious time that it may be useful to have this "6th appliance" would be spate conditions however, this would effectively mean losing the night time cover that the Hybrid system seeks to provide as the firefighters due in for nightshift would have to be given stand down/recovery time anyway. Instead, for exceptional circumstances only (e.g. Spate conditions/large protracted incidents), the 3rd appliance could be staffed using DDs from non-key stations riding 5s and/or overtime. This probably wouldn't cost any more than the original plans as the alternative night cover for crews brought in on retained during the day would need to have been found by this same means (DDs + overtime) anyway. In summary I'd say that the Alternative 2019-21 proposal is most certainly an improvement in theory however a small tweak would massively enhance how it is perceived and therefore works in practice with only a very slight reduction in the overall amount of fire cover.
- Secure cover for Wallasey and City Centre 24/7. Have Kensington Wholetime not closing at 8.30 PM.
- Utilising reserves - reducing debt to finance additional resources makes sense, appears to give additional...

Additional Breakdowns (*valid data only*):

Status	Alternative 2019-21 IRMP Supplement Proposals	Original 2017-20 IRMP Proposals	Total	%
Member of the public	63	1	64	87.7%
Merseyside Fire & Rescue Service Staff	7		7	9.6%
Other (please specify)	2		2	2.7%
Total	72	1	73	100.0%
%	98.6%	1.4%	100.0%	

The vast majority of respondents to the survey were members of the public, accounting for 87.7% of responses (64 from 73 valid responses). Of note, the Merseyside Fire & Rescue Service staff that responded all agreed with the Alternative 2019-21 IRMP Supplement Proposals.

Gender	Alternative 2019-21 IRMP Supplement Proposals	Original 2017-20 IRMP Proposals	Total	%
Female	21		21	29.2%
Male	50	1	51	70.8%
Total	71	1	72	100.0%
%	98.6%	1.4%	100.0%	

The majority of respondents (70.8% or 51 from 72 valid responses) were male, with females making up 29.2% (21 out of 72).

Ethnic Origin	Alternative 2019-21 IRMP Supplement Proposals	Original 2017-20 IRMP Proposals	Total	%
White: English	63	2	65	89.0%
White: Irish	2		2	2.7%
Mixed / Multiple Ethnic background: White & Asian	1		1	1.4%
Other (please specify)	2		2	2.7%
Prefer not to say	3		3	4.1%
Total	71	2	73	100.0%
%	97.3%	2.7%	100.0%	

The majority of respondents were White English, accounting for 89% overall (65 from 73 valid responses). There were 2 White Irish respondents, 1 Mixed White and Asian, 2 Other and 3 Prefer not to Say.

Disability Status	Alternative 2019-21 IRMP Supplement Proposals	Original 2017-20 IRMP Proposals	Total	%
Yes	14	1	15	20.8%
No	53	1	54	75.0%
Prefer not to say	3		3	4.2%
Total	70	2	72	100.0%
%	97.2%	2.8%	100.0%	

The majority of respondents (75%, 54 from 72 valid responses) stated that they were not disabled, with 20.8% (15 from 72) stating that they were disabled to some degree.

Q2: We will continue to explore opportunities to improve the efficiency and effectiveness of the Service, including whether the current locations of our fire stations and other buildings allow us to provide the best services and whether there is any scope for further station mergers. Do you agree or disagree with this proposal?

Proposal	Count	%
Agree	72	92.3%
Disagree	6	7.7%
Grand Total	78	100.0%

The majority of respondents (92.3%, 72 from 78 valid responses) agreed with the proposal in relation to the organisation exploring opportunities to improve efficiency and effectiveness of response.

Feedback received:

- Wide spread of resource & ability to cover a wider area
- This should always be monitored to optimise both the efficiencies in terms of financial costs as well as operational effectiveness.
- The nature of the service needs to evolve continually to take account of changes in the nature of response activities as well as to embrace changes in equipment, technology, H&S legislation etc
- Local stations inspire confidence in meeting local needs
- I think this will be a good thing to utilise resources
- I do agree maybe have a triple merge with ambulance and fire services having one main hub for emergency services in small areas and for bigger cities.
- Have to be pragmatic about response and move with the times
- This is surely one of the duties of the Fire Authority and its Chief Fire Officer, and should not be regarded as a “new” proposal.
- Once a fire station is sold, it is gone. I agree with the potential of moving stations to better cover risk, but wholeheartedly disagree with stations merging. The only merging I would like to see is stations with training facilities.
- Job loss / redundancy of firefighters - merging sounds like an excuse to cut staff members. Safety implications of this
- I don't like the idea of further mergers, however, depending on the location, if it results in multiple stations having two pumps that are whole-time and response times are not massively impacted then it might work. Perhaps the service should consider measuring response times for station areas rather than as a whole to ensure that a fast and effective response is consistently being made.
- They should be implemented with no degradation to response time
- Provided that it does not result in increased attendance times to areas with a significant sleeping risk or a deterioration in terms and conditions for firefighters.
- Merge stations - less cost of running 2 stations. However the cost of building and all other aspects can cause a lot of debt. Already paying a lot of debt out of the £59m pot and the £27m pot.
- Improve existing buildings that have not been improved yet. Bromborough, Heswall. Replacement doors that can save time when turning out to 999 calls. Stop having to open the doors by hand.
- Consideration should be given when large housing developments. Builders should be encouraged to include "wired in" fire alarms as standard
- An increase in firefighters and appliances doesn't mean that the available resources should not be used effectively and if achieving such effectiveness is achieved by stn mergers and/or stn relocations then these should be considered.

Additional Breakdowns (*valid data only*):

Status	Agree	Disagree	Total	%
Member of the public	60	5	65	87.8%
Merseyside Fire & Rescue Service Staff	7		7	9.5%
Other (please specify)	1	1	2	2.7%
Total	68	6	74	100.0%
%	91.9%	8.1%	100.0%	

Though the majority of members of the public agreed with the proposal (60), 5 disagreed with the proposal.

Gender	Agree	Disagree	Total	%
Female	19	2	21	28.4%
Male	49	4	53	71.6%
Total	68	6	74	100.0%
%	91.9%	8.1%	100.0%	

Ethnic Origin	Agree	Disagree	Total	%
White: English	63	3	66	89.2%
White: Irish	2		2	2.7%
Mixed / Multiple Ethnic background: White & Asian	1		1	1.4%
Other (please specify)	1	1	2	2.7%
Prefer not to Say	1	2	3	4.1%
Total	68	6	74	100.0%
%	91.9%	8.1%	100.0%	

Disability Status	Agree	Disagree	Total	%
Yes	15		15	20.5%
No	50	5	55	75.3%
Prefer not to say	2	1	3	4.1%
Total	67	6	73	100.0%
%	91.8%	8.2%	100.0%	

Q3: We will explore the feasibility of introducing a drone capability which would be provided on a retained basis by crews operating from a hybrid station. Do you agree or disagree with this proposal?

Proposal	Count	%
Agree	70	89.7%
Disagree	8	10.3%
Total	78	100.0%

The majority of respondents (89.7%, 70 from 78 valid responses) agreed with the proposal in relation to the fire & rescue service exploring the feasibility of drone technology utilised on a retained basis.

Feedback received:

- Would quickly identify locality of fires etc. and availability of access in built up areas
- The use of any technology to support effectiveness & save lives is key
- Such a facility would add to the management of incidents effectively. Consideration to a flexible criteria - within reason - to ensure best use.
- Saves money by running it in a different way
- Brilliant idea - check severity and dangers before arrival
- Any resource should be used
- A drone capability allows incidents to be managed more efficiently and decisions to be made early on the fire ground in order for a quick management and control of incident
- It is a fantastic idea, gives officers a better understanding of what they are about to meet and to save time and money hoaxes
- I think this is a good idea as it will help deal and manage with incidents and help keep firefighters safe. However, to me there are wider considerations and issues as mentioned above that need to take priority.
- I think that a drone capability would massively help with sectorised jobs in particular. Photographic updates of the incident that can be used to produce an accurate overall map of the job and a quick means of doing a "360" ARA are just two of the examples I can think of where it would be useful.
- For the amount of large scale incidents that we attend the use may not be cost effective.
- Drone investment should be at one of the stations 224 and ready to be deployed straight away not on a retain call in time awaiting for a crew to be called in
- Efficient
- Perhaps a joint strong deal with all emergency services

- This could be a great asset, not only to the Fire Service but to all Emergency Services. I suggest that it might be considered as a joint venture financed and supported by all major Emergency services.
- Would draw resources from overstretched budget with little to be gained.
- What would a drone do to improve operational efficiency??
- Cost - cuts to services, loss of engines and firefighters losing jobs. Surely a drone would be costly. Would rather have more firefighters in work / engines available, then rely on a drone

Additional Breakdowns (*valid data only*):

Status	Agree	Disagree	Total	%
Member of the public	58	7	65	87.8%
Merseyside Fire & Rescue Service Staff	7		7	9.5%
Other (please specify)	2		2	2.7%
Total	67	7	74	100.0%
%	90.5%	9.5%	100.0%	

Though the majority of members of the public agreed with the proposal (58), 7 disagreed with the proposal.

Gender	Agree	Disagree	Total	%
Female	19	3	22	29.7%
Male	48	4	52	70.3%
Total	67	7	74	100.0%
%	90.5%	9.5%	100.0%	

Ethnic Origin	Agree	Disagree	Total	%
White: English	58	8	66	89.2%
White: Irish	2		2	2.7%
Mixed / Multiple Ethnic background: White & Asian	1		1	1.4%
Other (please specify)	2		2	2.7%
Prefer not to Say	3		3	4.1%
Total	66	8	74	100.0%
%	89.2%	10.8%	100.0%	

Disability Status	Agree	Disagree	Total	%
Yes	13	3	16	21.9%
No	50	4	54	74.0%
Prefer not to say	2	1	3	4.1%
Total	65	8	73	100.0%
%	89.0%	11.0%	100.0%	

Q4: We will explore the use of technology to support the mobilisation of resources to all operational incidents types, using mobile phone capabilities (data/technology) to better inform the mobilisation and dispatch of fire engines and specialist vehicles – e.g. 999Eye (as used by West Midlands FRS). Do you agree or disagree with this proposal?

Proposal	Count	%
Agree	77	98.7%
Disagree	1	1.3%
Total	78	100.0%

The vast majority of respondents (98.7%, 77 from 78 valid responses) agreed with the proposal for the organisation to explore the use of modern technologies to better inform the mobilisation and dispatch of fire appliances and specialist vehicles.

Feedback received:

- Would help greatly as there are advances of technology everywhere nowadays, false responses etc.
- Technology improvement are a must. This will aid to promote a more efficient service.
- Provided all elements of mobilisation are recorded fully and strict protocols are in place for use.
- Key station mobilisation is not effective. Anything which can improve mobilisation and response times is a must
- I would expect this to be part of the ongoing responsibilities of a modern Fire & Rescue Service, rather than a new proposal.....in the manner of the “old” Staff Officer’s Dept.
- I strongly believe this is something that is very useful and vital for control operators and Incident Commanders when dealing, managing and assessing the early stages of a developing incident. Deploying a more effective response early on will help bring incidents to a close quicker and will allow the officers to make a more informed decision.
- Given the amount of flack control took on the Grenfell dispatches programme, anything that could help them better assess what information to give out can only be a good thing.
- Any advances in technology which can support mobilisation processes should be embraced as this is usually the most time critical part of the overall response process where small margins can make big differences.
- On the go technology could prove useful e.g. to update team members / services collaborating e.g. ambulance and fire
- Good idea. Could this information then be shared by Police and Ambulance Service. Vice Versa

Additional Breakdowns (*valid data only*):

Status	Agree	Disagree	Total	%
Member of the public	64	1	65	87.8%
Merseyside Fire & Rescue Service Staff	7		7	9.5%
Other (please specify)	2		2	2.7%
Total	73	1	74	100.0%
%	98.6%	1.4%	100.0%	

Gender	Agree	Disagree	Total	%
Female	20		20	27.0%
Male	53	1	54	73.0%
Total	73	1	74	100.0%
%	98.6%	1.4%	100.0%	

Ethnic Origin	Agree	Disagree	Total	%
White: English	64	1	65	89.0%
White: Irish	2		2	2.7%
Mixed / Multiple Ethnic background: White & Asian	1		1	1.4%
Other (please specify)	2		2	2.7%
Prefer not to say	3		3	4.1%
Total	72	1	73	100.0%
%	98.6%	1.4%	100.0%	

Disability Status	Agree	Disagree	Total	%
Yes	13	1	14	19.4%
No	55		55	76.4%
Prefer not to say	3		3	4.2%
Total	71	1	72	100.0%
%	98.6%	1.4%	100.0%	

Q5: In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance the information we hold about risks in neighbouring fire and rescue services to assist us when we respond to over the border incidents. Do you agree or disagree with this proposal?

Proposal	Count	%
Agree	80	100.0%
Disagree	0	0.0%
Total	80	100.0%

100% of respondents agreed that enhancing data held about properties over the border from Merseyside is a proposal well worth implementing.

Feedback received:

- Why hasn't this been done already? Should not be a proposal up for discussion.
- We should work with surrounding areas to pool our resources and experience
- This makes sense as any risk information that can be gathered in advance will aid safety and effectiveness if and when we are required at ops. This should be a two way thing with MFRS actively seeking to inform other neighbouring FRS of our risk information too.
- This is important to have as it will help crews be more safe and support neighbouring brigades better by having a greater understanding of their risks and procedures.
- Like wild fire or even terrorist attacks where multi areas join together to help maintain their services for their local areas for day to day incidents.
- Interoperability is important not just in risk, but in procedures also. This needs to be considered as a priority
- Improved risk identification and mitigation should improve the efficiency in utilising scarce resources.

- Collaboration with neighbours always a good thing
- Can learn from each other - synergy of techniques and resources
- Can help to provide best services possible
- Always agree with working together
- All new technology should be implemented as and when available

Additional Breakdowns (*valid data only*):

Status	Agree	Disagree	Total	%
Member of the public	67		67	88.2%
Merseyside Fire & Rescue Service Staff	7		7	9.2%
Other (please specify)	2		2	2.6%
Total	76		76	100.0%
%	100.0%	0.0%	100.0%	

Gender	Agree	Disagree	Total	%
Female	23		23	30.3%
Male	53		53	69.7%
Total	76		76	100.0%
%	100.0%	0.0%	100.0%	

Ethnic Origin	Agree	Disagree	Total	%
White: English	68		68	89.5%
White: Irish	2		2	2.6%
Mixed / Multiple Ethnic background: White & Asian	1		1	1.3%
Other (please specify)	2		2	2.6%
Prefer not to Say	3		3	3.9%
Total	76		76	100.0%
%	100.0%	0.0%	100.0%	

Disability Status	Agree	Disagree	Total	%
Yes	16		16	21.3%
No	56		56	74.7%
Prefer not to say	3		3	4.0%
Total	75		75	100.0%
%	100.0%	0.0%	100.0%	

Q6: In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance cross border training with neighbouring fire and rescue services to assist us when we respond to over the border incidents. Do you agree or disagree with this proposal?

Proposal	Count	%
Agree	79	98.8%
Disagree	1	1.3%
Total	80	100.0%

The vast majority of respondents (98.8%, 79 from 80 valid responses) agreed that enhancing cross border training with neighbouring fire and rescue services, should be pursued.

Feedback received:

- We should work together to reach our desired outcomes
- This should have been done already, in the light of previous cost cutting of appliances and crews in riparian Brigades.
- Multi border working can improve the knowledge and expertise of colleagues which can be beneficial for colleagues on the ground
- More integration and collaboration can only be helpful
- I think that this is a very positive move for several reasons. 1. Cross border incidents are only likely to increase if we get conditions like we did in summer 2018 and training is the best way to prepare for this. 2. All FRS will do certain things in slightly different ways and seeing how others work may enhance the capabilities of each FRS through sharing ideas and even altering SOPs if we think someone else is doing things better than we are (or vice versa). 3. Training is better when it is stimulating/new rather than simply "going through the motions" and working in a different area and/or with different FRS could be an excellent means of helping achieve this.
- I think it will be more efficient re response. Will help teams if they have to go to other areas too
- Definitely, ability to work together when needed will help overall
- This is important to have as it will help crews be more safe and support neighbouring brigades better by having a greater understanding of their risks and procedures.
- As necessary
- Teamwork

Additional Breakdowns (*valid data only*):

Status	Agree	Disagree	Total	%
Member of the public	66	1	67	88.2%
Merseyside Fire & Rescue Service Staff	7		7	9.2%
Other (please specify)	2		2	2.6%
Total	75	1	76	100.0%
%	98.7%	1.3%	100.0%	

Gender	Agree	Disagree	Total	%
Female	22		22	28.9%
Male	53	1	54	71.1%
Total	75	1	76	100.0%
%	98.7%	1.3%	100.0%	

Ethnic Origin	Agree	Disagree	Total	%
White: English	66	1	67	89.3%
White: Irish	2		2	2.7%
Mixed / Multiple Ethnic background: White & Asian	1		1	1.3%
Other (please specify)	2		2	2.7%
Prefer not to Say	3		3	4.0%
Total	74	1	75	100.0%
%	98.7%	1.3%	100.0%	

Disability Status	Agree	Disagree	Total	%
Yes	15	1	16	21.6%
No	55		55	74.3%
Prefer not to say	3		3	4.1%
Total	73	1	74	100.0%
%	98.6%	1.4%	100.0%	

Q7: We will increase the number of staff in our Protection team to carry out legislative fire safety work. We also plan to introduce a non-uniformed role of Fire Engineer to provide technical expertise that will assist us provide expert advice to building owners and developers. Do you agree or disagree with this proposal?

Proposal	Count	%
Agree	77	95.1%
Disagree	4	4.9%
Total	81	100.0%

The majority of respondents (95.1%, 77 from 81 valid responses) agreed with increasing the staff within the Protection team and introducing the role of Fire Engineer to the non-uniformed establishment.

Feedback received:

- There are apparent gaps in Protection and this proposal would help ease the pressure on the current Protection staff.
- I think that this is an excellent idea and makes perfect sense. I think that the roll out of SIRAH to replace the SSRI system for Firefighters will help to reduce the bureaucratic burden on operational crews whilst streamlining the information into that which is absolutely relevant to what they require however there is still definitely a place for the "higher level" information/legislative work the needs to be carried out in order to have an excellent Protection strategy. I firmly believe that this is best carried out by a specialist, non-uniformed led team as part of the overall IRMP.
- I strongly support this proposal. Prevention and protection plays an extremely important and vital role within the fire service. Increased numbers of staff will mean that more visits can be carried out and make sure that organisations are adhering to the fire safety legislation. I do not want to hear that people have been injured or died due to having a lack of fire safety awareness or fire safety measures in place. A Grenfell Tower type incident should not be allowed to happen again.
- Versatility
- As Necessary
- Prevention and Safety
- Will the protection officers collaborate with other protection officers in order to share ideas and resources? To become a more co-ordinated service
- Training firefighters, or at least a couple of firefighters on each station, up to the level of the protection team would help streamline the process of identifying and managing risks and fire safety in each station area.
- This was all part and parcel of the former Fire Prevention Officers' duties, once upon a time, and many qualified FPOs provided expert advice to property owners, developers, architects, and Local Authority Building Control Officers et al.....! The old system worked and didn't need "fixing".
- Provided that the role was undertaken by a person with fire fighting experience to ensure that they fully understood the implications of the advice/information they provide.
- Many corners seem to be cut with buildings
- I would already expect some of the senior management to have this expert knowledge
- A single person would have limited scope and reach. This role feels like it does not sit in the Fire Service

Additional Breakdowns (*valid data only*):

Status	Agree	Disagree	Total	%
Member of the public	64	4	68	88.3%
Merseyside Fire & Rescue Service Staff	7		7	9.1%
Other (please specify)	2		2	2.6%
Total	73	4	77	100.0%
%	94.8%	5.2%	100.0%	

Though the majority of members of the public agreed with the proposal (64), 4 disagreed with the proposal.

Gender	Agree	Disagree	Total	%
Female	23		23	29.9%
Male	50	4	54	70.1%
Total	73	4	77	100.0%
%	94.8%	5.2%	100.0%	

Ethnic Origin	Agree	Disagree	Total	%
White: English	64	4	68	89.5%
White: Irish	2		2	2.6%
Mixed / Multiple Ethnic background: White & Asian	1		1	1.3%
Other (please specify)	2		2	2.6%
Prefer not to Say	3		3	3.9%
Total	72	4	76	100.0%
%	94.7%	5.3%	100.0%	

Disability Status	Agree	Disagree	Total	%
Yes	15	1	16	21.3%
No	53	3	56	74.7%
Prefer not to say	3		3	4.0%
Total	71	4	75	100.0%
%	94.7%	5.3%	100.0%	

Q8: If you have any other comments to make about the proposals in our IRMP supplement, please do so here:

Praise for the supplement and its proposals

- MFRA should be commended in being able to expand its service during the current climate of austerity and cuts.
- I think the new plan is much more community protective and focused. Well done
- What goes around eventually comes around.
- It is refreshing to see an improvement in the number of fire engines and firefighters. It would be nice to see an improvement in training facilities outside of the training and development academy, either on stations or within a district for stations to utilise.
- Good Luck!
- Plans well thought out & communicated
- Needs change over time. I believe these are better proposals.

Other Comments and Considerations

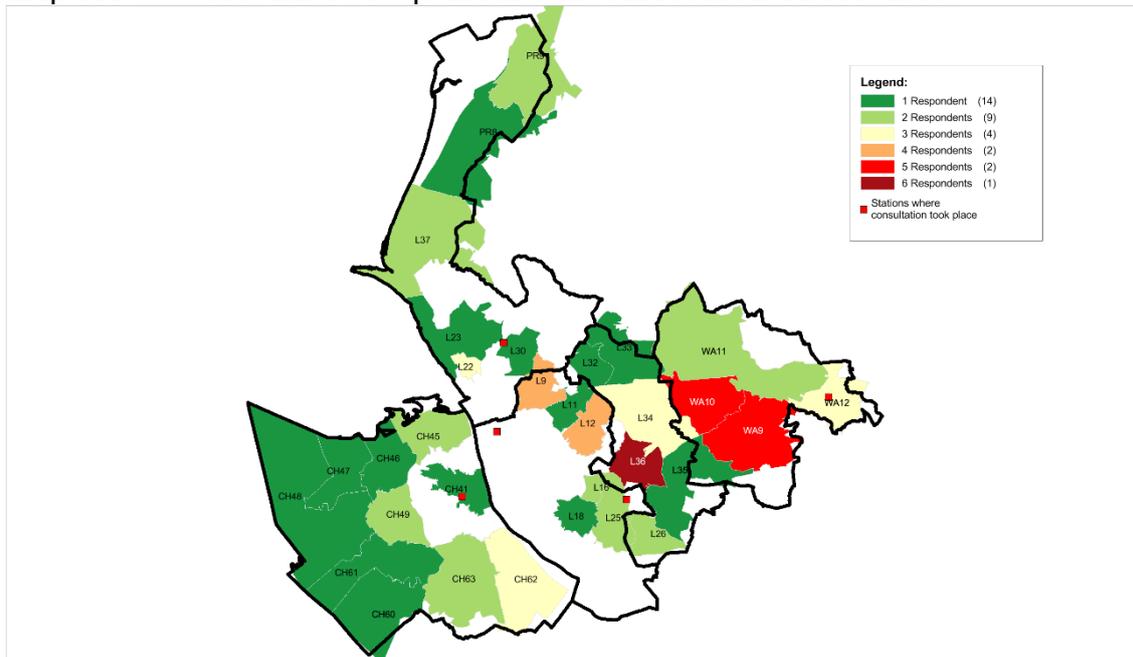
- Cancel the 8.30 till 8.30 closure time for Kensington, Crosby, Aintree. Have Kensington wholetime to cover the area and demand. Have City Centre become a Key Station and Have a Standby available. Stop sending City Centre on standby duties.
- I would like to see all 4 Combined Platform Ladder's primary crewed and considerations into whether Saughall Massie and Prescott fire stations should have a second pump. For Saughall Massie this would help provide greater cover and resilience to that area regarding make ups, persons reported incidents and standby's. As for Prescott, I would

prefer there to be a second pump at that location rather than having three at St Helens. I would also like to see Kirkdale have a second pump so that surrounding stations are relied on less to crew the specialist appliances based there. For example if Kirkdale's only pump is sent to an incident that then needs the hose layer, another crew would likely have to bring it to the incident. However, providing Kirkdale with a second pump reduces the likelihood of this happening and therefore freeing up other pumping appliances.

- Save money by employing facilities management direct and not through contractors who are slow and managed badly
- Will the health / mental health of firefighters be looked after because this should be a priority

Postcode Analysis

Map 1: Postcodes where respondents live and consultation venues



Postcodes where Respondents Live

Author: J Fielding, Strategy & Performance Date: 11/06/2019 Produced Using MapInfo
 Map Reference:
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The map (based on 69 valid returns), identifies the locations of where individuals live who either completed the survey. The post codes of L36, WA10 and WA9 provided the greatest amount of completed surveys.

No respondent provided a postcode that was external to Merseyside.

Please see below the FOA response to the draft IRMP supplement 2019 – 2021.

The FOA have reviewed the proposals in this draft IRMP supplement. We believe that the response proposals are necessary to ensure that the service remains resilient and continues to provide an excellent service to the community whilst ensuring the welfare of its employees. In particular the proposed introduction of the hybrid system at 3 locations, the reintroduction of the crew manager role and the opportunities for a broader cohort of staff to develop specialist skills will provide flexibility, career progression and stretch for our members.

We welcome the investment in the protection directorate and recognise, as the Service has done, that this area needs the additional investment that is proposed to deal with the consequences of the Grenfell fire and the subsequent recommendations of Dame Judith Hackett's review.

We note the Service is intending to explore the use of new and emerging technology, such as drones and 999eye, and agree that these areas should be explored. We are keen to be involved in exploration of these concepts to ensure they provide both value for money and they can be operated in a way that enhances our operational effectiveness.

We recognise that the proposals in the draft IRMP supplement will require significant financial investment and that this will require a realignment of risk within the organisation and prudent financial management. We are eager to work with the Service constructively to bring these proposals forward for the benefit of the community and of our members.



Sean McGuinness Dipl. Hazmat Ops GFireE AExpE

Fire Officers Association : Brigade Secretary

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Date: 04 June 2019

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Response to IRMP Supplement 2019-21

UNISON Liverpool City is the recognised trade union for Green Book staff employed by Merseyside Fire & Rescue Service.

UNISON broadly welcomes the proposals as set out in the IRMP. Our priorities are to:

- avoid compulsory redundancies
- protect staff
- maintain terms and conditions
- keep stations open
- maintain use of wholetime fire fighters
- maintain focus on communities.

We welcome the opportunity to comment on the new and revised proposals contained with the IRMP Supplement but wish to first comment on a matter that is not contained with the IRMP as follows:

We are disappointed that no consideration has been given within the proposals to bringing ancillary services, e.g. cleaning, back in house. The transfer of formerly directly employed cleaners to a private brought in facility has had a detrimental impact on the staff affected. UNISON urges Merseyside Fire & Rescue to consider bringing this service in-house at the earliest opportunity.

In respect of the new/alternative proposals within the IRMP Supplement, we comment as follows:

Alternative proposal number 5, Changes to Shift Patterns

UNISON welcomes and supports the proposal to improve emergency response and resilience by having up to 30 fire appliances available during the day and night.

We also welcome and support the proposal to maintain five fighters at each of five key locations identified.

We note the proposal to increase the number of available fire engines by introducing a hybrid duty system at three locations.

The use of reserves to pay off debt thereby freeing up revenue budget to achieve these proposals is welcomed by UNISON.

Alternative proposal number 6, Station Mergers

We note this alternative proposal provides for opportunities to explore whether current locations of fire stations and other buildings allow for the provision of best services and whether there is scope for further station mergers.

UNISON understands and acknowledges the needs of the Service to improve efficiency and effectiveness of the Service. However we would be concerned if future station mergers resulted in fewer stations overall. In particular we would be strongly opposed to any measures that resulted in increased response times.

Alternative proposal 19 : Protection

UNISON welcomes the proposal to increase the number of staff in the Protection Team to carry out legislative fire safety work.

We also welcome the proposal to introduce a non-uniformed role of Fire Engineer.

Other

We note that the Authority has budgeted for a 2% pay award. We acknowledge that any pay bill increase above the 2% assumption will require compensating savings to be identified. In the event that such savings are required, UNISON would urge the Authority to make savings in such a way as to protect the staffing establishment and to protect terms and conditions.

Cumbria Fire and Rescue Services • Penrith Community Fire Station • Carleton Avenue
Penrith • Cumbria • CA10 2FA
Email: steve.healey@cumbria.gov.uk

24 April 2019

IRMP Officer
Merseyside Fire & Rescue Service
Bridle Road
Bootle
Liverpool
L30 4YD



Dear Chief Fire Officer Garrigan

On behalf of Cumbria Fire and Rescue Service, I would like to thank you for the opportunity to review and comment upon your supplement to your IRMP 2017-20.

The summary provides the expected clarity, in that it sets out your key changes to the original proposals contained within the IRMP 2017-20, broken down across Protection, Response and Resilience and highlights what you will continue to deliver against in addition to the new and alternative proposals.

In developing your proposals, the document sets out the analysis of risk and demand that has been carried out, and the rationale for your proposals including emerging risk and initial findings from the first tranche of inspections by Her Majesties Inspectorate of Constabulary and Fire and Rescue Services. This consideration of the issues is in line with the Fire Authorities requirements to assess all foreseeable fire and rescue related risks.

It is pleasing to note your progress against the original objectives set out in your IRMP and I am confident that the delivery of your alternative proposals will have the desired effect in improving the safety of the people of Merseyside, whilst delivering an effective and efficient Fire and Rescue Service.

Yours sincerely

Steve Healey
Chief Fire Officer

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Sent: 22 March 2019 15:19

To: Consultation

Subject: OFFICIAL: IRMP supplementary proposals 2019-20

Hi all,

Having reviewed the proposals I have little to add in terms of acknowledging the key areas which reflect transformation requirements across the sector. I would perhaps suggest (as per the HMICFRS judgement criteria) an earlier referencing to risk analysis and planning rather than a traditional inclusion at the end of an IRMP. I would also perhaps consider an alternative descriptor for Equality & Diversity 'implications' as to a reader this may imply a level of burden rather than the fundamental need to transform our workforce in relation to attraction, retention, progression and culture.

A well presented and easy to understand narrative.

Kind Regards

Staffordshire Fire & Rescue Service HQ
Pirehill
Stone
Staffordshire
ST15 0BS

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Equality Impact Assessment

Title of Project	IRMP Supplement 2019-21 Proposals
Department:	Strategy and Performance
Date:	20th February 2019 Reviewed 11th June 2019 (post-consultation)
Completed by:	ED&I Manager Wendy Kenyon and GM Craig Whitfield

1: What are the main aims and objectives of the project and are any of them in your opinion Positive / Negative or Neutral in relation to those protected groups outlined in section 6 below

The key changes to the original 2017/20 IRMP are listed below and are the basis for the completion of this EIA. This EIA sets out to review each of the proposals individually to ascertain their impact in relation to our Diverse Communities of Merseyside and specifically how the proposals affect the fire and rescue services we deliver to those communities **Positively, Negatively or Neutrally**. There will be separate EIA's carried out in relation to any of the proposals below that may have the potential to impact staff in terms of equality.

Alternative 2019-21 IRMP Supplement Plans

1. Resilience

- We plan to improve our emergency response and resilience by having up to 30 fire appliances available during the day and night (a combination of wholetime and retained). This is an increase on the 26 proposed in our original 2017-20 IRMP.
- We plan to achieve this increase in the number of fire engines from:
- 26 (18 fire engines immediately available 24/7; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); and 2 fully wholetime retained fire engines

which are available on a 30 minute recall 24/7)

- to 30 by providing 20 appliances immediately available; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); 3 fully wholetime retained fire engines which are available on a 30 minute recall 24/7 and 1 Search & Rescue fire appliance.
- In practical terms this will mean that during the day we will have 27 (including Search & Rescue appliance) immediately available fire appliances with a further 3 available within 30 minutes (for resilience purposes).
- 21 immediately available fire appliances (including a Search & Rescue appliance) during the night with a further 9 available within 30 minutes (for resilience purposes).

This is an increase on the original 2017-20 IRMP proposal.

EQUALITY IMPACT: The proposals set out in section 1. are considered to have a **Positive Impact** on all communities of Merseyside as there is an increase in fire and rescue coverage. The introduction of the Hybrid Model Duty System increases the ability for MFRS to provide resilience and response in areas of high deprivation in Liverpool, Wallasey and St Helens. The two former districts have higher levels of Diversity. Further EIA is to be completed around the equality impact on staff.

2. Protection

- We will increase the number of staff in our Protection team to carry out legislative fire safety work.
- We also plan to introduce a non-uniformed role of Fire Engineer to provide technical expertise that will assist us provide expert advice to building owners and developers.

EQUALITY IMPACT: The proposals set out in 2 will have the potential to provide a greater Protection service to businesses of Merseyside, this will help the current work around "Engaging Diverse Businesses" which is a programme of work designed to ensure diverse businesses are supported with Fire Safety. The use of Positive Action to recruit Protection Officers will be an opportunity to increase the diversity of the Protection workforce. The proposals are considered to have a **Positive impact** on diverse business communities and the wider communities of Merseyside.

3. Response

- To achieve this we intend to increase the number of firefighters employed by Merseyside Fire & Rescue Authority from 620 to 642.
- To achieve this we intend to recruit up to 60 new firefighters each year during the life of the plan to maintain the 642 figure.
- This also includes a commitment to maintain fire engines with five firefighters on at key locations (including those where five firefighters are required to operate our National Resilience assets) with other locations operating with four firefighters per fire engine.
- We will also review the location of our specialist appliances to determine what is the most suitable location based on the risk and demand in the area, the appropriateness of the duty

system and the capacity of a fire station to house the additional asset.

EQUALITY IMPACT: The plans set out 3 will have the potential to provide a greater rescue and response service to the diverse communities of Merseyside. Through the increase in resources of Firefighters, Fire engines and redistribution of specialist appliances. Liverpool City and Wallasey have higher proportions of cultural diverse communities and the improvement in response and resilience during spate conditions and of a night will be a **Positive Impact**. The proposals also have the potential to open up pathways to increase the diversity of our operational workforce at all levels through the opportunity to provide positive action within recruitment and progression, as set out in our People Strategy ,could support this as a **Positive Impact**

The plan relating to riding with five firefighters at key location has no equality impact as it does not affect the service received by the public, however as 3 fire engines are mobilised to house fires 'persons trapped' this approach is positively comparable when measured against other services and accords with CAST findings related to task analysis

4. Additional proposals

- We will continue to explore opportunities to improve the efficiency and effectiveness of the Service, including whether the current locations of our fire stations and other buildings allow us to provide the best services and whether there is any scope for further station mergers.
- We will explore the feasibility of introducing a drone capability which would be provided on a retained basis by crews operating from a hybrid station.
- We will explore the use of technology to support the mobilisation of resources to all operational incidents types, using mobile phone capabilities (data/technology) to better inform the mobilisation and dispatch of fire engines and specialist vehicles – e.g. 999Eye (as used by West Midlands FRS).
- In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance the information we hold about risks in neighbouring fire and rescue services to assist us when we respond to over the border incidents.
- In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance cross border training with neighbouring fire and rescue services to assist us when we respond to over the border incidents.

EQUALITY IMPACT: The proposals set out in 4 will have the potential to provide a greater rescue and response service to the Diverse Communities of Merseyside through the innovative use of new technology, sharing of available intelligence about risks and hazards and by maintaining a flexible approach to the use and location of buildings.

2: Who will be affected by the objectives proposed in the project and will this be Negative /Neutral or Positive?

Communities of Merseyside

Operational Staff

Protection Staff

3: What monitoring data have you considered?

Summarise the findings of any monitoring data you have considered regarding this Functional Plan. This could include data which shows whether it is having the desired outcomes and also its impact on members of different equality groups.

What monitoring data have you considered?

Data Is available in relation to Proposal 1.1

The data provided in appendix A –E Data

Appendix A: defines the 10 scenarios that have been worked through to decide where the best place would be to locate the Hybrid model duty system whilst maintaining or reducing response times

The response times are anticipated to be below average, therefore positive impact for all protected groups in those station areas.

The introduction of increased night cover will have a positive impact for the areas of Liverpool and Wallasey, these have higher levels of social deprivation and diversity in to relation Race and Religion which has been identified by our Community Profile maps and will therefore be a positive impact on those groups.

Appendices B-E demonstrate, through maps, the impact the additional coverage, and additional appliances will have, during both the day and night. Appendix E shows that using the Hybrid model on nights will provide improved response through the greater shading of red showing a greater availability of appliances.

There are no changes to the rest of the response times for other areas – therefore no impact in terms of Equality.

4: Research

Summarise the findings of any research you have considered regarding this Functional Plan. This could include quantitative data and qualitative information; anything you have obtained from other sources e.g. CFOA/CLG guidance, other FRSs, etc.

What research have you considered?

What did it show?

	N/A
--	-----

5. Consultation

Summarise any consultation you have had ,when developing the pilot project , with any protected groups (listed in 6 below) both internally and externally to the organisation about how the Functional plan objectives might impact them either positively or negatively or natural

During 2016/17 we undertook extensive consultation regarding the planning principles MFRA should apply when developing draft proposals for the draft IRMP 2017/20. Then later in 2016 we ran a further 12 week consultation to seek opinions on the proposals in the draft IRMP. During this process we hosted a wide variety of consultation and engagement activities including:

- Public consultation facilitated by an independent organisation
- Staff consultation
- Consultation with Liverpool City Region Leaders
- Local authority and strategic partner consultations (including all Local Councils, all Chief Fire Officers, local Police and Ambulance chief officers, local MP's, local libraries and One Stop shops)
- Staff representative bodies
- On-line questionnaires
- Extensive use of the internet (website, portal, Facebook and Twitter) to publicise events

A Year 2 (2018/19) IRMP update was carried and during Spring 2019 we undertook another 12 weeks consultation with public, staff and stakeholders around the IRMP supplement 2019/21 proposals. This included five public forums (one in each of our Districts) between 23rd and 30th April 2019. An online survey was also used to allow any stakeholder to comment on the IRMP supplement proposals. The use of MerPol Community Action and advisory group meetings will assist consultation with diverse community groups

The following consultation has been carried out with our staff in relation to the Proposals 1.1 , 3.6, and 3.7

- Presentation by CFO to Authority
- Presentation by CFO to Station Managers
- Presentation by CFO to all Day Crewing staff (8 Appliances) on the 24th January 2019, the day the concept was agreed by Authority. Crews attending were given the opportunity during the two hour facilitated session to ask any questions regarding the proposal.
- Station Managers are currently having informal conversations with crews about the concept and collating, frequently asked questions will be included on the project Portal page.
- Portal Page has been created to provide staff with a platform for FAQ's, copy of the presentations, the communication plan and any other related documents.

The next steps:

- Hybrid Model Duty System presentation has been developed and will be delivered to all crews

- Invitation to talk to members of staff networks – female firefighter forum and the BAME/Culture network regarding possible impacts
- The Service has presented the proposals to the representative bodies through general IRMP consultation and specific discussions about duty systems – relevant feedback will be available at the conclusion of those discussions.

11th June 2019 – following consultation.

The five forums were with members of the public from across Merseyside. These forums facilitated by an independent organisation provide us with the opportunity to consult with members of the community gather the opinion on the proposals with the IRMP. In total 99 people attended the five forums and all felt the IRMP supplement provided positive outcomes for all communities and protected groups.

6. Conclusions - Provide any conclusions ascertained from section 2 to 5 above about the equality Impacts for each protected group – Describe the impact in terms of Negative, Positive or neutral.

(a) Age

No specific impacts have been established in relation to age at this stage however an increase in Response and Protection resources will no doubt have a positive impact on the delivery of our Fire and Rescue Service which does have a focus on age related fire risks through the delivery of HFSC's. The additional resources will assist with the delivery of Home Fire Safety and Fire Protection strategy.

(b) Disability including mental, physical and sensory conditions)

No specific impacts have been established in relation to Disability at this stage however an increase in Response and Protection resources will no doubt have a positive impact on the delivery of our Fire and Rescue Service which does have a focus on age related fire risks through the delivery of HFSC's. The additional resources will assist with the delivery of Home Fire Safety and Fire Protection strategy.

(c) Race (include: nationality, national or ethnic origin and/or colour)

The introduction of increased night cover will have a positive impact for the areas of Liverpool and Wallasey (as well other areas as highlighted in appendix C and E), these areas have higher levels of social deprivation and diversity in relation Race and Religion which has been identified by our Community Profile maps and will therefore proposals to increase resources be a positive impact on those groups.

The increase in resources around FF, Crew managers and Protection staff will be an opportunity to increase the diversity of the workforce through our positive action programmes. These target under representative groups which include Black, Asian and Ethnic Minority groups.

(d) Religion or Belief

- As C above

(e) Sex (include gender reassignment, marriage or civil partnership and pregnancy or maternity)

No specific impacts have been established in relation to Sex at this stage in relation to communities of Merseyside.

The increase of FF, Crew managers and Protection staff will be an opportunity to improve the diversity of the workforce through our positive action programmes. These target under representative groups which include Female Firefighters.

(f) Sexual Orientation

No specific impacts have been established in relation to Sexual Orientation at this stage in relation to communities of Merseyside.

The increase of FF, Crew managers and Protection staff will be an opportunity to improve the diversity of the workforce through our positive action programmes. These target under representative groups which include individuals from different sexual orientations.

(g) Socio-economic disadvantage

Positive impacts have been established in relation to socio-economic disadvantage. An increase in response and protection resources will no doubt have a positive impact on the delivery of our Fire and Rescue Service which does have a focus on the risks of fire for this particular protected group. The additional resources will assist with the delivery of Home Fire Safety and Fire Protection strategy. More fires occur in the areas of most disadvantage.

7. Taking into account the information contained in the sections above what are the final Outcomes and Decisions

If the project or any of its objectives will have the potential to have a negative impact on members of one or more of the protected groups, explain how this will be managed or mitigated or justified as being an appropriate and necessary means of achieving the legitimate aims set out in your plan

There have been no negative Equality impacts identified at this stage. The 12 week consultation with staff and public provided an opportunity to review this EIA and gather views from the diverse communities of Merseyside to inform the decisions the Authority take to implementing the proposals contained in the IRMP supplement 2019-21.

Members of the public attending the five consultation forums believed there were no negative impacts for communities and that in fact the proposals would have a positive impact on all communities. No negative impacts were identified in the responses to the online consultation survey and it attracted similar responses that the proposals would be beneficial to all communities.

8. Equality Improvement Plan

The following activities have been identified by the Diversity and Consultation Manager as part of the EIA

reviewing and signing off process.

- 1) The EIA will be treated as a live document throughout the IRMP consultation and initial introduction of the Hybrid Model Duty system and beyond – this will include evaluation from staff and public consultation
- 2) The impact on different groups will need to be consulted on with staff networks and the EDI staff steering group.

9. Equality & Diversity Sign Off

The completed EIA form must be signed off by the Diversity Manager before it is submitted to Strategic Management Group or Authority.

Signed off by: Wendy Kenyon

Date: 20.02.19

Review signed off Wendy Kenyon

Date: 18.06.19

Comments:

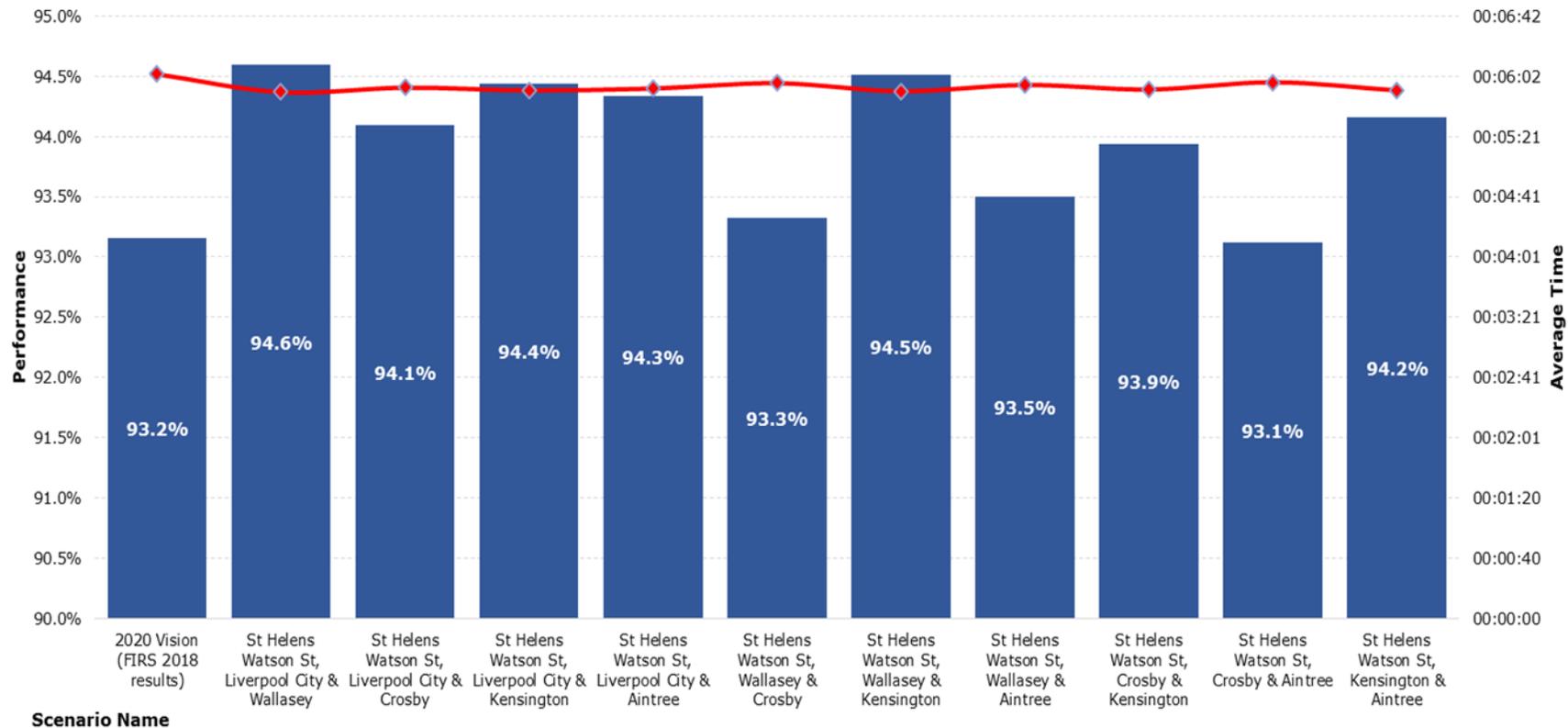
EIA Agreed subject to action carried out in 8 above

For any advice, support or guidance about completing this form please contact the DiversityTeam@merseyfire.gov.uk or on 0151 296 4422

The completed form along with the related policy/report/project document should be emailed to the Diversity Team at: DiversityTeam@merseyfire.gov.uk

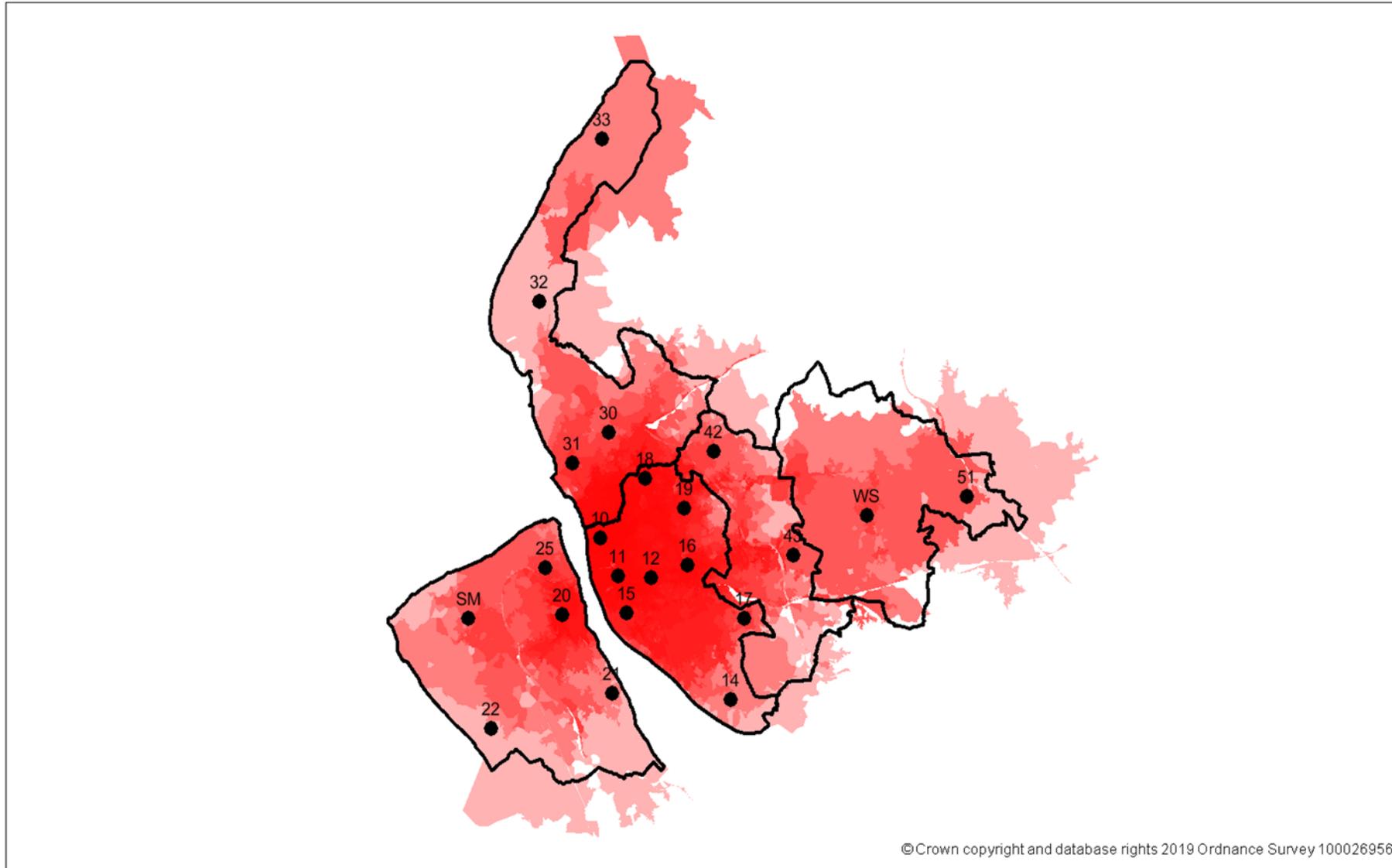
Risk, Demand and Performance – The Hybrid Model

Anticipated Performance and Average Response Times for Hybrid Scenarios

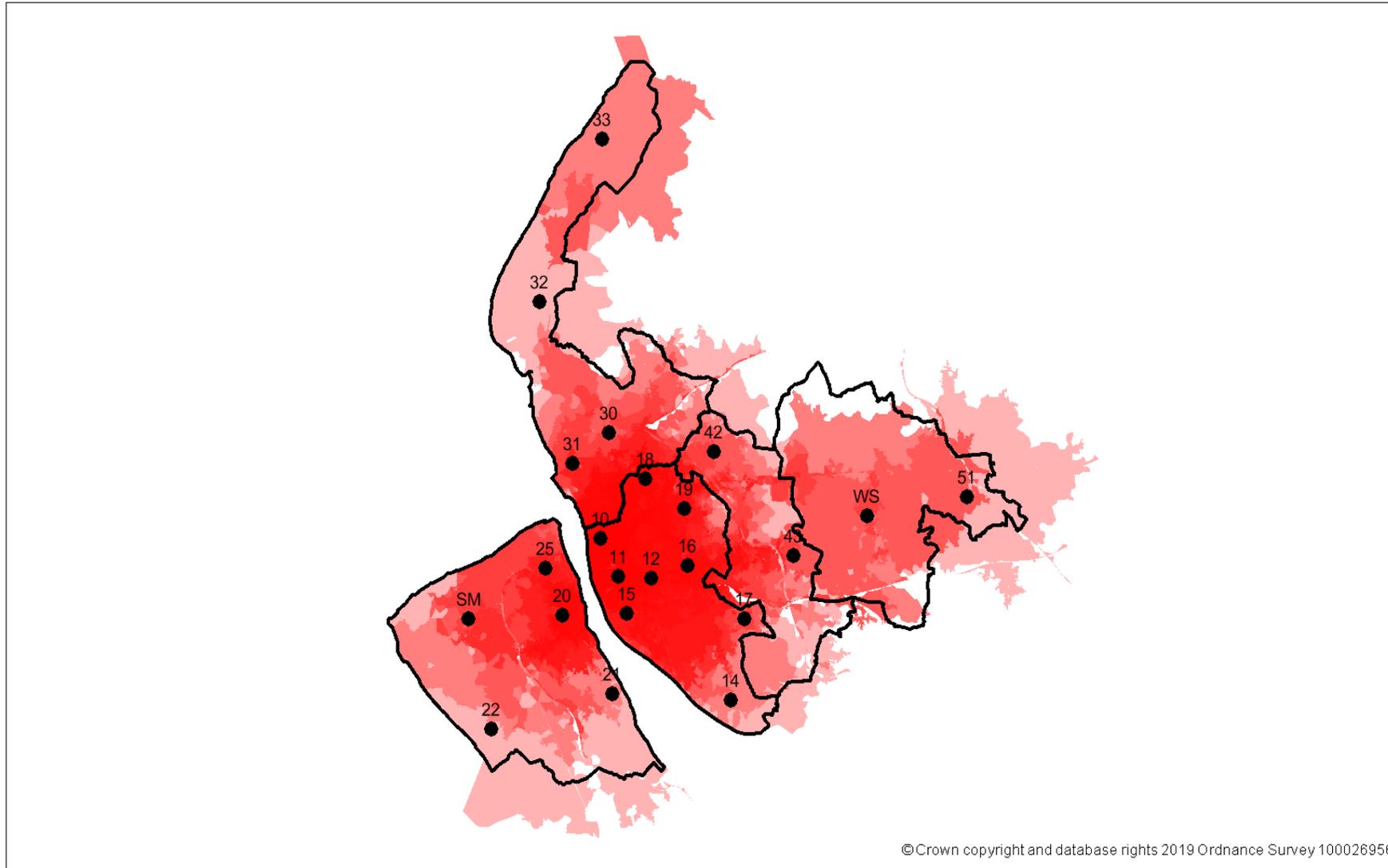


Strategy & Performance
Date: January 2019

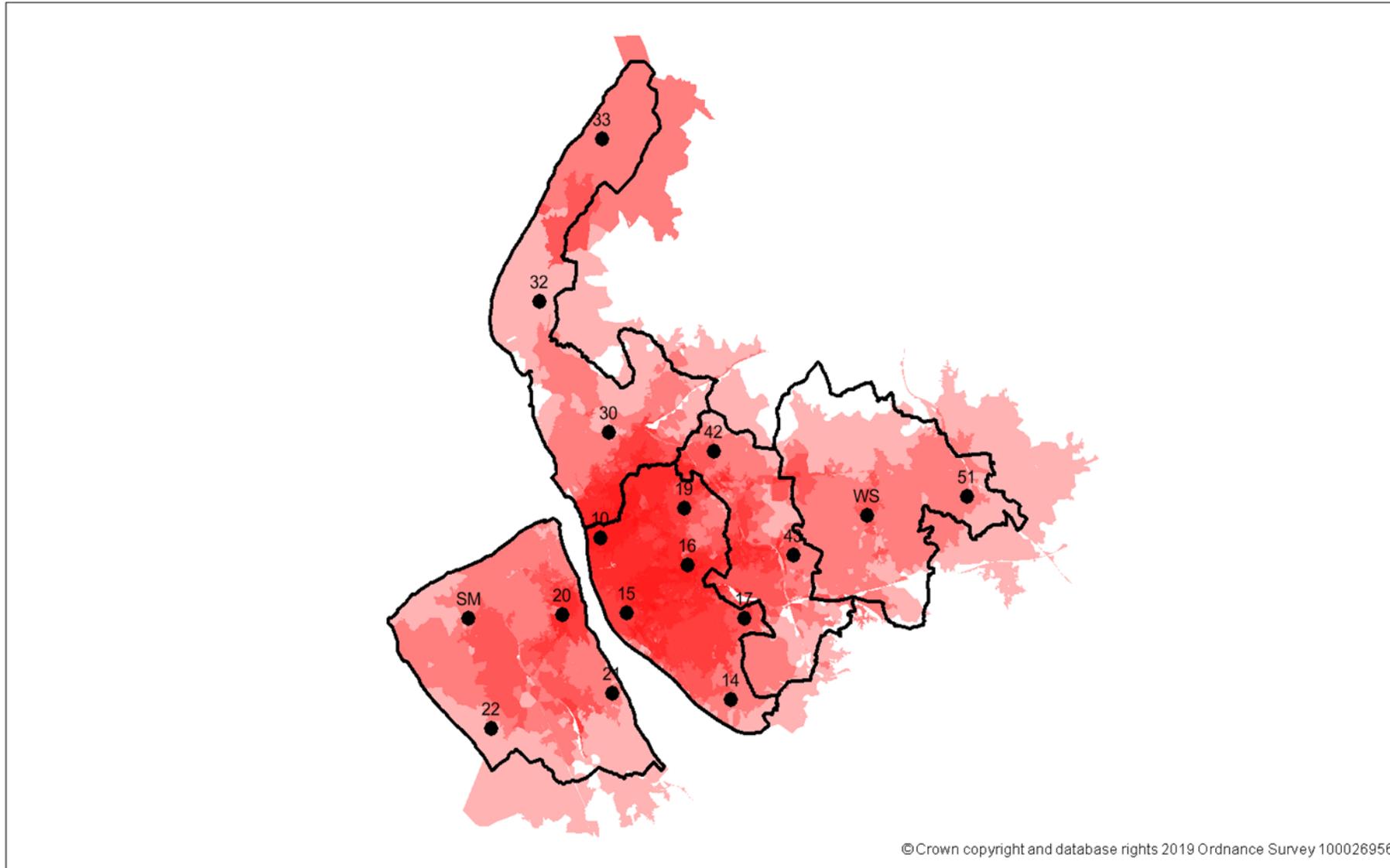
■ Anticipated Performance ● Average Response Time



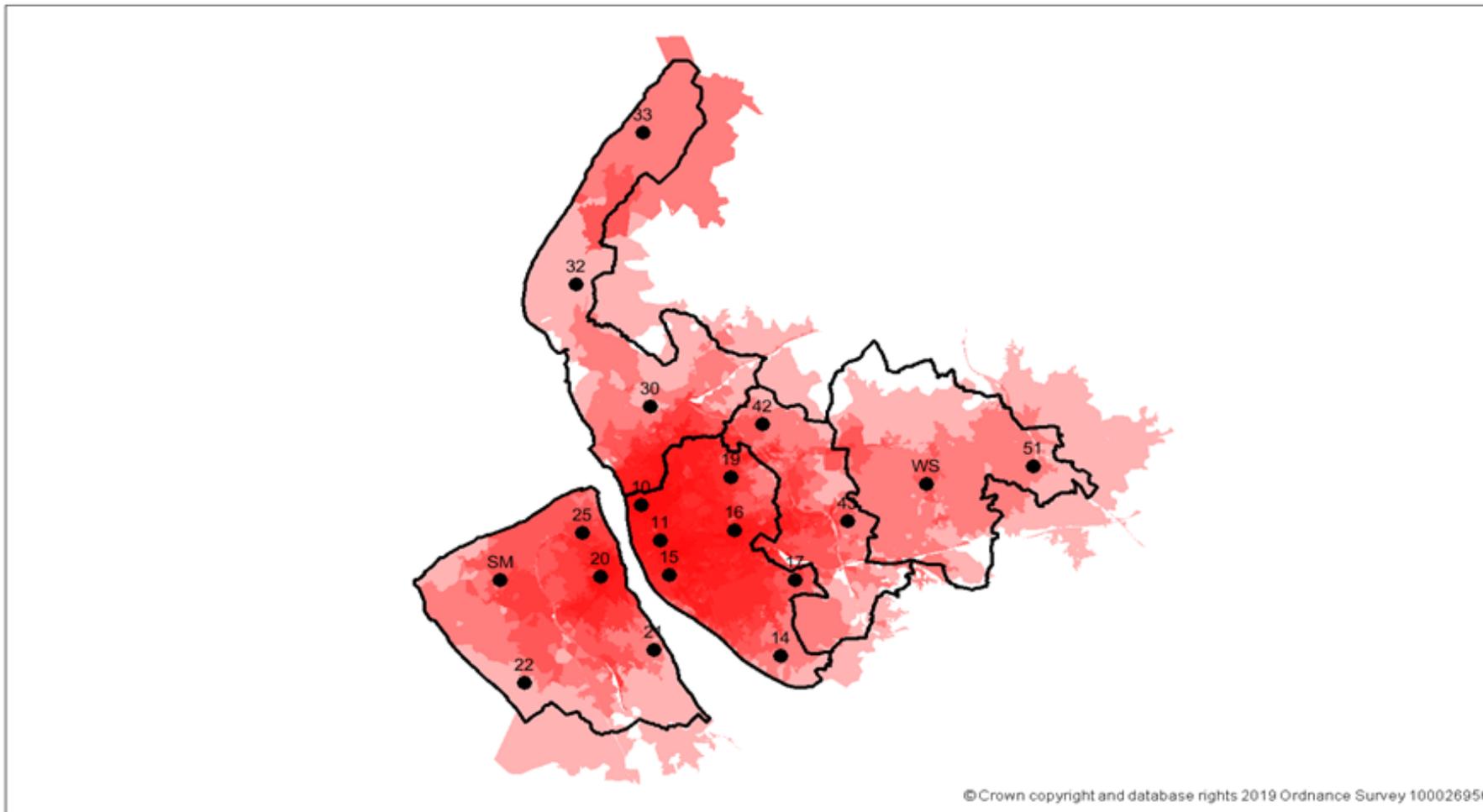
10 Minute Response Isochrones - Day
Response Proposals Merseyside 2020 - Current



10 Minute Response Isochrones - Day
Response Proposals Merseyside 2020 - Hybrid



10 Minute Response Isochrones - Night
Response Proposals Merseyside 2020 - Current



10 Minute Response Isochrones - Night
Response Proposals Merseyside 2020 - Hybrid

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From: Mark Rowe [mailto:Mark.Rowe@fbu.org.uk]
Sent: 17 June 2019 12:17
To: Cummins, Mike
Cc: Mernock, Nick; Appleton, Debbie; Les Skarratts; Lee Hunter
Subject: RE: IRMP FBU response

Mike

The FBU supply the following statement for inclusion in the Authority Report.

'The Fire Brigades Union representing the vast majority of Merseyside's firefighters (inc firefighters control), Crew Managers, Watch Managers and also several Station Managers have historically always provided a full response to Merseyside Fire and Rescue Service's Integrated Risk Management Plans and Integrated Risk Management Plan Supplements.

However, the current Integrated Risk Management Plan 2019 – 2021 Supplement contains reference to a duty shift system that has been the subject of a registered dispute between the Fire Brigades Union and Merseyside Fire and Rescue Authority since 4th August 2016. This dispute was registered by the Fire Brigades Union following the imposition by MF&RS of the duty shift system without agreement. The Day Crewing Wholetime Retained (DCWTR) duty shift system therefore remains a matter of dispute, consequentially the proposal of a further duty shift system (Day Crewing Wholetime Retained Hybrid (DCWTRH) based on the DCWTR disputed duty shift system also becomes a matter of dispute.

The FBU and MF&RS are currently in detailed negotiations attempting to resolve this issue, at the request of MF&RS these negotiations currently remain confidential in nature.

Due to the sensitivity and confidentiality of those negotiations the Fire Brigades Union, clearly not wishing to prejudice those negotiations in any way, are unable at this present time to respond to the MF&RS IRMP 2019 – 2021 Supplement.

Therefore, Merseyside Fire and Rescue Authority are informed that the FBU are unable to comment on any of the proposals until agreement on duty shift systems can be reached as a failure to reach agreement would have consequences' for the entire draft IRMP Supplement.

Mark Rowe
Regional Secretary
Acting Merseyside Brigade Secretary'

Thanks

Mark

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	3 RD JULY 2019	REPORT NO:	CFO/041/19
PRESENTING OFFICER	THE MONITORING OFFICER		
RESPONSIBLE OFFICER:	JANET HENSHAW	REPORT AUTHOR:	KELLY KELLAWAY – DEMOCRATIC SERVICES MANAGER
OFFICERS CONSULTED:			
TITLE OF REPORT:	SCRUTINY COMMITTEE FORWARD WORK PLAN		
APPENDICES:	APPENDIX A: DRAFT FORWARD WORK PLAN		

Purpose of Report

1. To request that Members consider and approve the DRAFT Forward Work Plan (FwP) for the Authority’s Scrutiny Committee (attached at Appendix A); and consider involving partners/ key stakeholders in some scrutiny reviews.

Recommendation

2. That Members;
 - a. Consider the DRAFT FwP for the Authority’s Scrutiny Committee (attached at Appendix A).
 - b. Approve the reversion to generic Scrutiny Committee meetings, rather than remit focused meetings.
 - c. Consider the appropriateness of involving partners/ key stakeholders in some scrutiny reviews (as indicated on the DRAFT FwP), to provide assurance regarding the effectiveness of joint working arrangements.

Introduction and Background

3. In 2018, a review was undertaken of the Authority’s Scrutiny arrangements. As part of this review, consultation was undertaken with a range of stakeholders, who were asked to make suggestions as to how they felt scrutiny arrangements could be improved moving forward.
4. Some of the suggested improvements included:

- Re-introducing a FwP for any committee with responsibility for scrutiny, devised by Members, and containing scrutiny items linked to the IRMP or the Authority's Mission and Aims.
 - The creation of more structured scrutiny, driven by Members.
 - Amending the MFRA Committee Structure and meeting timetable, to create a more structured, regular meeting schedule, to support improved scrutiny.
 - Consideration of the involvement of partners/ key stakeholders in any scrutiny process, to ensure the effectiveness of joint working arrangements.
5. At the AGM in June 2018, Members approved the establishment of a distinct "Scrutiny Committee"; and 4 Lead Member Roles, for "People", "Operational Response", "Operational Preparedness"; and "Community Risk Management".
 6. It was agreed that the Scrutiny Committee consist of 9 Members, including the 4 Lead Members; and that it would meet 4 times per year, with each meeting focusing on a specific Lead Member remit.
 7. At the first meeting for each remit, Members of the Committee were provided with a presentation, focusing on a key area within the respective Directorate. This enabled Members to ask questions and identify areas for further scrutiny, including an area around which to undertake a "Rapid Review".
 8. In addition to the 4 scheduled meetings of the Scrutiny Committee, additional meetings of the Committee have also taken place to undertake these "Rapid Reviews".
 9. From these meetings, several ideas for scrutiny reviews were identified; and these have been incorporated into a DRAFT FwP, which is attached as Appendix A.
 10. At the AGM in June 2019, Members approved a reduction in the number of "Lead Member" Roles from 4 to 2. Rather than having a specific remit, it was agreed that these remaining 2 roles, become generic "Lead Scrutiny" roles, with each Lead Scrutiny Member being a Co-Chair of the Scrutiny Committee; and Rapid Review Panels, on a rotational basis.
 11. Due to these changes; and as a DRAFT FwP has now been devised, it is proposed that meetings of the Scrutiny Committee, revert back to being generic meetings, rather than remit focused, to enable a more efficient and effective flow of business throughout the year.
 12. It is intended that specific Scrutiny "Rapid Reviews" continue to take place throughout the year; and these are captured within the DRAFT FwP.

13. The DRAFT FwP also identifies how each item for scrutiny links to the Authority's IRMP, or its Mission and Aims, the proposed format for undertaking each review; and the proposed timescales/ dates for reporting back to Members.
14. Also, several items contained within the DRAFT FwP, are around how MFRA work with its partners on a range of activity. Members are therefore asked to consider the appropriateness of involving representatives of some of those partners, in the scrutiny reviews, to provide assurance on the effectiveness of joint working arrangements.

Equality and Diversity Implications

15. There are no direct equality and diversity implications arising from this report.
16. Any specific equality and diversity implications, will be fully considered throughout the scrutiny reviews.

Staff Implications

17. Creating a structured FwP for the Scrutiny Committee, will ensure that Officer and Member time is used to best effect, in a manner which will add value and ensure greater accountability.
18. Providing due consideration to the reporting timescales within the FwP, will also ensure that Officers have sufficient opportunity to prepare for the scrutiny reviews.

Legal Implications

19. Although fire and rescue authorities are not required by law to establish specific scrutiny committees, the new Fire and Rescue National Framework, which came into effect in April 2018, states that FRA's must be accountable to communities for the service they provide; and

"In demonstrating their accountability to communities for the service they provide, FRA's need to: have scrutiny arrangements in place that reflect the high standard communities expect for an important public safety service".

20. Creating a FwP for the Scrutiny Committee, that is publically available, will ensure that the Authority is fulfilling this requirement.

Financial Implications & Value for Money

21. There are no direct financial implications arising from this report.

22. Any specific financial implications, will be fully considered throughout the scrutiny reviews.

Risk Management, Health & Safety, and Environmental Implications

23. There are no direct risk management, health and safety or environment implications arising from this report. However, having robust, effective scrutiny arrangements in place, will ensure that the Authority is best placed to identify any potential implications should they arise.
24. Any specific risk management, health and safety, or environmental implications, will be fully considered throughout the scrutiny reviews.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

25. Having a structured Forward Work Plan for Scrutiny, will enable MFRA to assure itself that it continues to deliver against its Mission – *Safer Stronger Communities – Safe Effective Firefighters*, its aims; and it's IRMP Objectives.

BACKGROUND PAPERS

GLOSSARY OF TERMS

FORWARD WORK PLAN FOR SCRUTINY COMMITTEE 2018/19 – 2019/20

SCRUTINY ITEM	REQUESTED BY	DESCRIPTION & TYPE OF ACTION	SCHEDULED DATE	RESPONSIBLE DIRECTORATE & PARTNER INVOLVEMENT	LINK TO MISSION/ AIMS, & IRMP	DATE COMPLETED	FURTHER ACTION?
Staff Retention and Succession Planning	Scrutiny Committee – “People” 30 th October 2018	<i>“How does MFRA ensure current and future retention of staff and effective succession planning, to avoid other employers recruiting the excellent staff from MFRA?”</i> Rapid Review	17th January 2019	People & Organisational Development	Aim <i>“Excellent People”</i>	17 th January 2019	COMPLETED No further action required
Accident Investigation - Reporting & Monitoring	Scrutiny Committee – “People” 30 th October 2018	<i>“Review of the process for accident investigation, reporting, identification of trends; and monitoring of workplace accidents, to avoid repetition”</i> Presentation/ Demonstration	17th January 2019	Operational Response	Mission <i>“Safer, Stronger Communities – Safe Effective Firefighters”</i>	5 th February 2019 <i>Completed as a “Learning Lunch”</i>	COMPLETED No further action required
Use of Volunteers	Scrutiny Committee – “People” 30 th October 2018	<i>“Review of the use, recruitment and take up of volunteers at MFRA”</i> Presentation on Committee Agenda	12th May 2020	Community Risk Management	Aim <i>“Excellent People”</i> IRMP – Proposal 18		
Positive Action and Recruitment	Scrutiny Committee – “People” 30 th October 2018	<i>“Scrutiny of the use and progress of positive action on recruitment at MFRA”</i> T.B.C	T.B.C	People & Organisational Development	Aim <i>“Excellent People”</i> IRMP - Equality Objective 1		
Use of FIRS Software	Scrutiny Committee – “Operational Response” 17 th January 2019	<i>“Scrutiny of the use of FIRS Software in the decision making process”</i> Rapid Review	5 th March 2019 (Deferred – To Be Re-arranged)	Operational Response Cllr Sharon Connor	Aims <i>“Excellent Operational Response”</i> IRMP – All Operational Response Objectives	9 th May 2019	COMPLETED No further action required

Implementation of the HALO system	Scrutiny Committee – “Operational Response” 17 th January 2019	<i>“Scrutiny and monitoring of the implementation of the HALO system”</i> Practical Demonstration in Fire Control	T.B.C (around January 2020)	Operational Response	Aim <i>“Excellent Operational Response”</i> IRMP – All Operational Response Objectives		
Impact of Prevention Activity	Scrutiny Committee – “Operational Response” 17 th January 2019	<i>“Scrutiny of the impact of prevention activity on operational response”</i> Presentation on Committee Agenda	12th September 2019	Community Risk Management	Aim <i>“Excellent Prevention & Protection”</i>		
High Rise Buildings	Scrutiny Committee – “Community Risk Management” 5 th March 2019	To incorporate: <i>“Review of the building planning process and involvement of MFRA in planning decisions; and the regulation of HMO’s”</i> Rapid Review (full day)	October 2019 (date T.B.C)	Community Risk Management To involve representative from Liverpool City Council	Aim <i>“Excellent Prevention & Protection”</i> IRMP – Proposal 19		
Tackling Organised Crime	Scrutiny Committee – “Community Risk Management” 5 th March 2019	<i>“Review of how MFRA work with Merseyside Police and other partners, around tackling organised crime”</i> Presentation on Committee Agenda	12th September 2019	Community Risk Management To involve representative of Merseyside Police and possibly OPCC	Aim <i>“Excellent Prevention & Protection”</i>		
Work Around Vulnerable Individuals with Mental Ill Health	Scrutiny Committee – “Community Risk Management” 5 th March 2019	<i>“Review of how MFRA work with partners regarding vulnerable individuals with mental ill health</i> (to incorporate issues around hoarding and suicide/ threat of suicide)” Rapid Review	16th January 2020 (prior to Committee Meeting)	Community Risk Management	Aim <i>“Excellent Prevention & Protection”</i> IRMP – Proposal 16		

Information regarding Influx of Particular Populations	Scrutiny Committee – “Operational Response” 17 th January 2019	<i>“Review of information provided by local authorities regarding the influx of particular populations into Merseyside”</i> Format T.B.C once scope of work finalised	5th March 2020	Community Risk Management	Aim <i>“Excellent Prevention & Protection”</i> IRMP – Proposal 19		
Incidents Involving Recycling Plants	Requested directly by Members	<i>“To review incidents involving Recycling Plants”</i> Rapid Review	12th September 2019	Community Risk Management To involve representative from EMR and possibly Environment Agency	Aim <i>“Excellent Prevention & Protection”</i>		
Resilience Arrangements	Requested directly by Members	To incorporate: <ul style="list-style-type: none"> • Strategic partnership with the Home Office – Lead Authority arrangements • Terrorist Attacks (MTFA) (MTA) • Implications of climate change/ several weather conditions • Ability to respond to multiple incidents simultaneously. Rapid Review (full day)	T.B.C	Operational Preparedness			

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TYPES OF SCRUTINY REVIEW

There are 3 main ways to carry out a themed scrutiny review:

1. Reactive/ Traditional Committee style review

This involves a formal report being submitted to a meeting of the Scrutiny Committee for consideration. An officer would usually produce the report; and present it at the Committee meeting.

This type of review is often quick and less resource intensive than the other types of scrutiny reviews.

However, any questions Members have in relation to the report are often only raised at the Committee meeting, which provides little opportunity for adequate, considered responses to be provided, which does not promote effective scrutiny.

This type of review can be useful, when the topic is relatively narrow; and can be more effective if Members are encouraged to submit any questions they would like to raise in advance, so that officers have an opportunity to collate any additional information and prepare a suitable response.

2. Rapid Review

This type of review is a structured, one-off event, focused on a specific topic; and can take anything from 1 hour, up to a full day if required.

They can include presentations from officers; and/ or representatives of key partners or stakeholders; and provide a forum for effective questioning.

An effective model for Rapid Review questioning, follows the F.I.R.E acronym:

- **F** - **Facts** (establishing the facts about the issue)
- **I** - **Impact** (establishing the current impact on service)
- **R** - **Recommendations** (identifying options and proposals)
- **E** - **Evaluation** (identifying the likely effectiveness of proposals)

Members are encouraged to identify key questions in advance, to enable relevant information to be obtained and made available for consideration as part of the review.

Although more time consuming and resource intensive than the traditional, reactive Committee style review, this type of review provides greater opportunity for Members to delve deeper into a specific (perhaps more complex) topic, identify meaningful recommendations; and produce effective outcomes.

3. *Task & Finish Groups*

This type of review involves the creation of a group comprising of key Members, key officers; and any key stakeholders, with relevant skills or experience.

The group would meet several times, on a more informal basis, for a limited period of time.

These meetings provide the opportunity for a “deep dive” into a specific, complex issue.

They may involve site visits, and/ or consultation with specific stakeholders, which provide the opportunity for Members to gain a broader insight and understanding of the issue.

Although this type of review enables real, meaningful scrutiny to be undertaken, it can be very resource intensive and time-consuming for both officers and Members.