



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.

Clerk to the Authority

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/NP

Date: 13 May 2020

Dear Sir/Madam,

You are invited to attend a meeting of the **AUTHORITY** to be held at **1.00 pm** on **THURSDAY, 21ST MAY, 2020** remotely via Zoom.

A link to view the proceedings of the meeting, can be found below:

https://youtu.be/GLbt_Ct_08k

Yours faithfully,

A handwritten signature in black ink that reads 'K. Kellaway PP.'.

Clerk to the Authority

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

AUTHORITY

21 MAY 2020

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 7 - 24)

The Minutes of the previous meeting of the Budget Authority, held on 27th February 2020, are submitted for approval as a correct record and for signature by the Chair.

3. Amendments to Standing Orders - Remote Meetings (Pages 25 - 32)

To consider Report CFO/022/20 of the Acting Monitoring Officer, concerning the Amendments to Standing Orders attached as Appendix A, which have been drafted in response to *The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local MFRA Police and Crime Panel Meetings) (England and Wales) Regulations 2020*, which provide for remote meetings of local authorities.

4. Local Government Association Subscription 2020/21 (Pages 33 - 40)

To consider Report CFO/021/20 of the Acting Monitoring Officer, concerning Merseyside Fire & Rescue Authority's continued membership of the Local Government Association (LGA) for 2020/21.

5. Service Delivery Plan 2020/21 (Pages 41 - 142)

To consider Report CFO/0015/20 of the Chief Fire Officer, concerning the Service Delivery Plan for 2020/21; including Station Plans.

6. **CORPORATE RISK REGISTER 2019-20 OCT TO MAR UPDATE** (Pages 143 - 212)

To consider Report CFO/019/20 of the Chief Fire Officer, concerning the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period October to March 2020.

7. **HMICFRS Self Assessment 2020** (Pages 213 - 226)

To consider Report CFO/014/20 of the Chief Fire Officer, concerning the content of the completed HMICFRS inspection self-assessment template for Merseyside Fire and Rescue Service (appendix 1).

8. **HR Policies** (Pages 227 - 250)

To consider Report CFO/016/20 of the Chief Fire Officer, concerning the newly developed People & Organisational Policies created to reflect changes in national legislation alongside delivery of the MFRA's People Strategy.

9. **Fire Safety Bill** (Pages 251 - 276)

To consider Report CFO/023/20 of the Chief Fire Officer, concerning the progress of the Fire Safety Bill, its current objectives, and potential impact as it transitions into law; and the additional Government grant funding to be provided to Fire and Rescue Services to support Protection Work.

10. **Implications of Covid19 on MFRA** (Pages 277 - 290)

To consider Report CFO/023/20 of the Chief Fire Officer, concerning the actions taken by the Service in response to the COVID-19 (C19) pandemic and the actions taken in response to the pandemic from a national, regional and organisational perspective.

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.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY

27 FEBRUARY 2020

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, Lisa Preston, Del Arnall, Barrington,
Bruce Berry, Angela Coleman, Doreen Knight, Linda Maloney
and Emily Spurrell

Apologies of absence were received from: Councillors
Steff O'Keeffe

8. Chair's Announcement

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.

1. Preliminary Matters

Members considered the identification of declarations of interest, any urgent additional items, and any business that may require the exclusion of the press and public.

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 to be considered as matters of urgency were determined by the Chair; and
- c) the following items of business required the exclusion of the press and public during consideration thereof, due to the possible disclosure of exempt information:
 - Agenda Item 3 – Part 2 – EXEMPT Minutes of the Previous Meeting

These Minutes contain EXEMPT information, by virtue of Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

2. Minutes of the Previous Meeting

The Minutes of the previous meeting, held on 17th October 2019, were approved as a correct record; and signed accordingly by the Chair.

With regards to the Minutes of the previous meeting, Members requested a brief update regarding the launch of Staff Networks.

Members were informed that three networks are now up and running; and that they have been well received and attended and are progressing well.

Members were also informed that MFRA will be hosting an Equality, Diversity and Inclusion Conference in December 2020, in conjunction with the Asian Fire & Rescue Service Network. They were advised that a number of high profile speakers are currently being sourced; and Members will be kept updated regarding this event.

Members suggested that ED&I could be the topic of a future “Learning Lunch” for Members, with the Chairs of the Staff Networks being invited to attend and present to Members.

3. Part 2 EXEMPT Minutes of the Previous Meeting

The Part 2 EXEMPT Minutes of the last meeting, held on 17th October 2019, were approved as a correct record; and signed accordingly by the Chair.

4. Minutes of Urgency Committee

The Minutes of the meeting of the Urgency Committee, held on 26th September 2019, were approved as a correct record; and signed accordingly by the Chair.

5. Minutes of the previous Urgency Committee

The Minutes of the meeting of the Urgency Committee, held on 4th February 2020, were approved as a correct record; and signed accordingly by the Chair.

6. Asset Management Plans 2020/2025

Members considered Report CFO/002/20 of the Chief Fire Officer, concerning how the Authority plans to align its physical assets with its corporate plan and strategic objectives, over the next 5 years (2020/21 – 2024/25).

The Asset Management Plans take account of the financial challenge faced by the Authority; and consequently, the changes that are likely to be required, in order to continue to meet requirements and expectations of both internal and external service users.

Members were provided with an overview of the report, which highlighted that the Asset Management Plans cover 3 areas – Property, ICT, and Transport; and are integral to the budget setting process.

With regards to the Property Asset Management Plan, the property aims and objectives were highlighted to Members, which include providing:

- Excellent facilities to meet operational response requirements
- Excellent facilities to support prevention and protection working the community
- Excellent facilities which are resilient and adaptable
- Buildings which are fit for purpose and provide a healthy environment for all our employees and stakeholders
- Value for money property solutions, maximising space utilisation by exploring opportunities for collaboration with partners and other similar authorities
- Sustainable, environmental and energy considerate sites
- Safe sites, maintained in good condition, and compliant with current legislation
- Sites which are accessible to all and compliant with the Equalities Act 2010
- BREEAM standard of “very good” for all new builds.

In relation to the ICT Asset Management Plan, Members were advised that it can be split into six key delivery areas, as follows:

- The ICT infrastructure
- Commodity applications which run on the ICT infrastructure
- Fire Control applications which run on the ICT infrastructure
- Financial applications which run on the ICT infrastructure
- Corporate applications which run on the ICT infrastructure
- The ICT Service Desk

With regards to the Transport Asset Management, the following 6 key objectives were highlighted to Members:

- To support MFRS aims and objectives
- To ensure the most efficient support and use of transport resources
- To maintain the appropriate levels of operational capability
- To reduce costs and offer value for money
- To maintain a level of flexibility to adjust to the changing demands of MFRS
- To facilitate the long term planning of transport assets
- To make provision for a long term sustainable environmentally friendly solution for the MFRA fleet.

With regards to transport, Members commented around the use of fully electric vehicles and potential use of the increased number of on street charging points.

Members were advised that this will be progressed, although the challenge at the moment, is around the broader infrastructure to support those

developments. However Members were assured that considerations around electric vehicles, remain a high priority when refreshing our fleet.

Further questions were raised by Members with regards to the Property Asset Management Plan, specifically around two properties identified within the plan, which are both over 100 years old, with Members asking about the purpose of those buildings; and whether officers are content with the condition of them.

Members were advised that with regards to the Cable Street Garage site, the site was purchased by MFRA and the garage was demolished in order to build accommodation for LLAR staff working at Formby Community Fire Station. With regards to the Old Stores site, Members were advised that this is a small area adjacent to Aintree Fire Station, which is still in MFRA's ownership and is currently being used for storage; although it could be disposed of if Members were minded to do so.

Members Resolved that:

The revised Asset Management Plans provided as Appendices to this report, be approved.

7. MERSEYSIDE FIRE AND RESCUE AUTHORITY BUDGET AND FINANCIAL PLAN 2020/2021 – 2024/2025

Members considered Report CFO/008/20 of the Director of Finance, concerning information in order to allow Members to set a medium term capital and revenue financial plan that allocates resources in line with the Authority's strategic aims and ensures that the Authority delivers an efficient and effective, value for money service, aligned to its budget principles. This will enable the Authority to determine a budget for 2020/2021 whilst setting a precept level which is in line with statutory requirements.

Members were advised that the budget and financial plan report, provides all the necessary financial information, for Members to approve a financial strategy that sets a balanced 2020/21 revenue budget, based on a 1.98% precept increase.

It was highlighted to members that Section C of the report, considers the proposed 5 year capital programme and associated prudential borrowing requirement. They were informed that the total capital programme provides for investment of £33.4m, of which £23.6m is being funded by prudential borrowing. Members were advised that most of the planned spend is included within the existing 5 year capital programme, however new schemes totalling £4.9m, have now been built into the proposed 2020/21 – 2024/25 capital programme, but £3.7m of this increase, relates to the addition of the new fifth year – 2024/25. Members were also advised that a summary of the areas of planned capital spend, is included within the report at Paragraph 54.

Members were informed that Section D of the report, considers how the Minimum Revenue Provision, which is the sum that will be set aside each year

to repay debt associated with capital expenditure funded through borrowing, will be calculated. They were advised that the recommendation is to adopt a similar strategy to the current MRP determination; and use the asset life method for all unsupported borrowing.

It was highlighted to Members that the Authority is required to consider the impact of the proposed capital investment over a number of prudential indicators, which are detailed within Section E of the report. They were also advised that a key indicator, is that debt is only incurred to meet capital expenditure; and therefore net borrowing does not, except in the short term, exceed the total Capital Financing Requirement. It was confirmed that the current and planned borrowing, meets this requirement.

Members were advised that the Authority is required to prepare a Treasury Management Strategy, which is set out at Section F of the report. They were advised that the proposed investment strategy, is consistent with the current strategy; and recommends continuing with the institutional limits and minimum credit ratings, as detailed within the report.

Members were advised that the proposed Authorised Limit for gross borrowing of £46m, will ensure that the total gross debt does not exceed the Capital Financing Requirement: and that borrowing is only incurred to cover capital investment.

It was confirmed to Members that all costs associated with the proposed five year capital programme and prudential borrowing, have been built into the proposed medium term financial plan; and therefore the proposed 5 year Capital Programme and associated funding, as outlined in Appendix B, is deemed to be prudent, sustainable and affordable.

Members were advised that Section G of the report, considers the current Medium Term Financial Plan (MTFP) assumptions; and any required changes. They were informed that the revised assumptions, costs and funding, that were considered at the Budget Strategy Day in January; and the impact these changes have on the MTFP, are outlined within the report.

It was highlighted to Members that the overall impact of the required changes to the current MTFP on the 2020/2021 financial position is neutral and therefore the forecast for 2020/2021 remains balanced. They were also advised that due to the level of uncertainty over 2021/2022 and future years forecasts, particularly around pay and Government Funding, Members are asked to simply note any financial challenge in these years at this point in time.

Members were informed that Section H of the report, considers options for looking at meeting any 2021/22 and future years financial challenge, if it materialises; and were advised that the report provides some reference to the issues that would be considered to balance future budgets.

Members were also advised that Section I of the report, reviews the current General Revenue and Committed Reserves, along with their proposed use. Members' attention was drawn to the table within the report, which outlines the anticipated reserve drawdown over the financial plan period. It was confirmed to

Members that the Authority is recommended to maintain a general fund reserve at the current level of £3m, which equates to 5% of the net operating expenditure budget.

Section J of the report was then highlighted to Members, which identifies that £30.3m needs to be raised from the Council Tax Precept in 2020/21, to balance the revenue budget. Members were informed that this would require an increase in the current Council Tax Band D precept of 1.98%, or an increase in the Council Tax Band D of £1.56, raising the figure from £78.84 to £80.40.

The Chair of the Authority thanked everyone involved in the production of the balanced budget; and placed on record his thanks to all staff for their hard work and going the extra mile to ensure the communities of Merseyside are kept as safe as possible.

A number of comments were made by Members expressing support for the budget proposals; and the Chair of the Authority invited any comments from the representative bodies.

The Chair of the Authority – Cllr Les Byrom, then formally moved the proposed Budget Resolution on behalf of the Labour Group.

The motion was seconded by the Vice-Chair, Cllr Brian Kenny.

Members voted on the motion, as follows:

17 Members voted in favour of the motion (all Members in attendance)

0 Members voted against the motion

0 Members abstained.

The Budget Resolution for 2020/21 was therefore unanimously approved.

Members Resolved that:

- a) The 2020/2021 service budget set out in the report, be noted.
- b) The Director of Finance's recommendation on maintaining the current level of general fund balance at £3.000m, and maintaining the reserves as outlined in Paragraph 127 to 129 of this report, be endorsed.
- c) The current plan to increase the precept by just below 2% (1.98%) for 2020/2021, raising the Band D Council Tax from £78.84 to £80.40 and confirm the strategy for future precept rises (the plan assumes further increases of just under 2% in each year thereafter), be endorsed.
- d) The assumptions in developing a five year (2020/21 – 2024/25) Financial Plan outlined in the report, be endorsed.
- e) The Medium Term Financial Plan in Appendix C and the 2020/2021 budget estimate of £61.961m, be approved.

- f) The Director of Finance be granted delegated authority to take up the option of paying Merseyside Pension Fund 80% of the 2020/2021 – 2022/2023 forecast LGPS employer future service contributions **if** the advice from the Auditor and legal professionals is that it is allowable, and accept the discount offered by the Fund.
- g) The 2020/2021 – 2024/2025 amended MTFP outlined in the report and summarised in Appendix C, be approved.
- h) The capital strategy and investment strategy as summarised in Appendix B, be approved.
- i) The Minimum Revenue Provision (MRP) strategy for 2020/2021 as outlined in Paragraph 61 to 70 of this report, be approved.
- j) The prudential indicators relating to the proposed capital programme, paragraph 76 to 80 of this report, be approved.
- k) The Treasury Management Strategy outlined in Section F, be approved; and the Treasury Management indicators be agreed as set out in the section for:-
 - i. External Debt
 - ii. Operational Boundary for Debt
 - iii. Upper limits on fixed interest rate exposure
 - iv. Upper limits on variable rate exposure
 - v. Limits on the maturity structure of debt
 - vi. Limits on investments for more than 364 days
- l) The recommendations above be noted as providing an approved framework within which officers undertake the day to day capital and treasury activities.
- m) The Budget Resolution for 2020/21, be approved as follows:

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2020/2021 – 2024/2025

1. Merseyside Fire and Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country between 2010/2011 and 2019/2020. Over the period the Authority faced a 50% in real terms reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget reduced from £73.6m to £60.3m which represents an 18% cash or 40% real reduction.
2. The unprecedented reduction in Government funding required the Authority to make tough choices but it has a proven track record in managing its financial affairs well. Although the Authority planned prudently to minimise the impact on frontline services and identified significant efficiency savings by reducing management, support services costs and other technical

amendments unfortunately the Authority had no choice but to approve an unavoidable reduction in the operational front line.

3. The impact of these required cuts meant:-

- The firefighter establishment was reduced from 1,000 Full Time Equivalent (FTE) in 2010/2011 to potentially 620 FTEs, 38% lower, by 2019/2020.
- Support and technical staff reduced from 425 FTE to 291 FTE, a 32% reduction, and many of these staff carry out important front line preventative and response work with the Merseyside community.
- In 2010/11 the Authority had 26 full time fire stations, the current budget will see that reduce to 22 on a variety of duty cover systems by the end of 2020.
- In 2010/11 the Authority had 42 wholtime fire appliances immediately available and 1 retained - 43 appliances in total. The government cuts meant this would reduce to 26.

4. In 2019/2020 the Authority appointed a new Chair and Vice Chair(s) alongside the appointment of a new Principal Officer team. As part of the 2019/2020 budget process the new Chief Fire Officer working with the Director of Finance identified options to reverse some of the cuts to frontline services by releasing revenue monies through prudent debt management in order to re-invest £1m back into operational response and protection services. This was proposed on the basis of increased risk of fire and other emergencies, particularly the services ability to respond to large and/or protracted incidents; terrorist related threat and other major incidents; as well as the need to enhance protection functions in the light of the Grenfell Tower fire.

5. The Authority consulted on the alternative proposals in its supplement to the 2017-2020 IRMP and received support from the public on its proposals.

6. The Director of Finance identified a strategy to release debt servicing and pension deficit payment budgets to fund this £1m investment, and I'm happy to confirm the £1m has been delivered that can now fund the required investment that will see:-

- an increase the firefighter numbers on Merseyside by an additional 22 posts, to 642 and,
- an increase in retained (on call) contract holders
- increase fire engine/appliance availability from 26 to 30, and
- a new fire engineer post to work with partners ensuring the safety of residents in high rise buildings.

7. The Authority was and remains concerned that the reductions in services due to Government funding cuts since 2010/11 have gone too far, and that

the £1m investment only delivers some of the additional resources it believes are required by the Service.

8. The 2020/2021 Government Funding settlement meant the Authority will receive an increase of only 1.6% on its 2019/2020 settlement, less than the 2019/2020 firefighter pay award and below the expected increase in pay in 2020/2021. The Authority will benefit from a 1.7% increase in its Council Tax base, but in order to minimise the impact of a lower than inflation rise in Government support on the Fire and Rescue Service, it proposes a council tax increase of just under 2%.
9. The effect of the budget on the council tax will be a ***Band D Council Tax of £80.40 (which equates to £1.55 a week) an increase of 3p per week on the 2019/2020 figure.***
10. Most people in Merseyside will pay ***Band A Council Tax of £53.60 (£1.03 per week), an increase 2p per week on the 2019/2020 figure, towards their Fire & Rescue Service.***
11. The Authority recognises that the Fire and Rescue Service is required to resource on the basis of risk not demand. But it also appreciates that Merseyside faces more demands than most other services due to the high levels of deprivation that its communities experience. We urge this Government to reflect on the impact the last 10 years of cuts are having on the Fire and Rescue Service and properly review all risks facing the country in the light of emerging risks (for example a heightened terrorist threat or responding to increased flooding events through climate change) and would hope that resources are allocated in a way that allow Merseyside to continue to respond effectively to local and national threats.
12. Future Government funding cuts may force the Authority to make further reductions in frontline services despite achieving a £1m investment. Therefore the Authority will continue to lobby the Government against the level of cuts in funding made since 2010/2011 and highlight the consequences that further cuts will have on the effective delivering of a vital emergency service.
13. The Authority has undertaken a process of lobbying more extensively than any other Authority in the Country and we believe this may have avoided further and deeper cuts and our views on future funding have been heard at the highest levels of Government. The Authority has stated that it will not allow these cuts to go unchallenged, and it will use every political device available to improve funding so as to maintain the highest levels of public and staff safety here on Merseyside.

The Financial Plan

14. In order to balance the financial plan, the Authority will adopt the following strategy

- Prepare a five-year financial plan based on the final Local Government Finance Settlement figures announced on 6th February 2020, that;
 - i. deals with the financial challenge arising from the known Government funding support up to 2020/2021, and
 - ii. although the financial plan has projected Authority spend and Government funding up to 2024/2025, the 2021/2022 and future years estimates are based on assumptions that are unpredictable as future Government funding for the Fire and Rescue Service is subject to a number of Government reviews and the national economic performance. Therefore the Authority has agreed to note the outstanding financial challenge from 2021/2022 at this point and will deal with any saving requirement in future budget rounds.
- To set council tax increases in line with its financial plan of just under 2% for 2020/2021 and just under 2% thereafter.
- That assumes annual pay increases for its staff will be within the 2.5% limit set in the plan. This reflects the recent pay offers made by other public sector employers.
- The Authority will continue if possible to identify additional efficiencies to re-invest in the frontline.
- The Authority will continue to focus its search for efficiencies through collaboration, management and support services costs and other technical reviews.
- Asks the Chief Fire Officer and his Strategic Leadership Team to review the current revenue and capital budget to identify areas of potential savings IF future Government funding requires savings to be found.

15. Noting that there is a risk in the Authority's current plan, in particular around the assumptions over future pay increases and the McCloud pension case (and any final remedy proposal). In addition the Fair Funding review may realign future fire and rescue funding that shifts resources away from those authorities with the greatest fire risk (high deprivation rates). It has therefore maintained a smoothing reserve of £2.000m and an inflation reserve of £0.700m as well as other reserves to cover specific risks.

16. The Authority recognises that the Chief Fire Officer needs to consider any recommendations on future national fire and rescue practices that come out of the Grenfell Inquiry and ongoing local challenges. It therefore recognises that the Chief Fire Officer will need to continue to manage operational crewing levels and appliance availability on a dynamic basis using a variety of response systems where necessary under his delegated powers as the financial plan proceeds to delivery.

17. The Authority is fully committed to reducing its own costs as the organisation responds to the Government cuts and what that means for local services.

The Authority had already made reductions in its allowances of £24,000 and the Authority will again freeze all member allowances for the twelfth consecutive year.

IRMP

18. The Authority agrees to reflect this financial plan in its future Integrated Risk Management Plan (IRMP) and will consult with the local community and stakeholders on the IRMP during 2020/2021.

Implementation

19. The Authority has already commenced the recruitment of the additional firefighters to bring the establishment up to 642, and will continue to recruit in advance of firefighter retirements to offset the expected retirement of nearly 50% of its workforce over the next 5 to 7 years. This will ensure the Chief Fire Officer has sufficient competent firefighters. In order to do this the Authority established a £3m firefighter recruitment reserve to enable recruitment to take place.

20. The Authority believes that a wholetime professionally trained workforce is the most resilient and effective way of delivering a Fire and Rescue Service to its communities and is fully committed to maintaining this approach. The use of wholetime / retained contracts which provide additional on call duties underpin the increase in fire engines from 26 to 30.

Council Tax

21. The Authority had already assumed a council tax increase at the maximum level allowed by the Government before a referendum was required. The Government has confirmed that the threshold for 2020/2021 is an increase of just under 2%.

22. Because of the scale of the financial challenge and the future risk associated with the plan in future years the Authority has agreed, with a heavy heart, to stick to this plan and increase council tax to the maximum allowed before a referendum is required. In 2020/2021 the Authority has approved an increase of just below 2% to minimise the impact on the services to Merseyside in the future.

23. The impact of the budget on the council tax will be a Band D Council Tax of £80.40 (which equates to £1.55 per week) an increase of 3p per week on the 2019/2020 figure.

24. Most people in Merseyside will pay Band A Council Tax of £53.60 (£1.03 per week), an increase 2p per week on the 2019/2020 figure, towards their Fire & Rescue Service.

Collaboration with Blue Light Partners

25. This Authority is fully committed to closer collaboration with our emergency service colleagues across the county. Many collaborative successes have been achieved so far including:-

- (i) The delivery of the Joint Command and Control Centre with Merseyside Police,
- (ii) Sharing 7 sites with North West Ambulance Service (NWAS) including NWAS Hazardous Area Response Team working alongside the Search and Rescue Team,
- (iii) The creation of a Joint Police and Fire Station in Knowsley
- (iv) Extensive joint planning and exercising.

26. The Authority instructs the Chief Fire Officer to continue to build upon this success and in particular to actively seek out opportunities of working with NWAS and Merseyside Police around sharing buildings, and other assets and corporate service functions.

Working with other Partners

27. The Authority will continue to work in partnership with each District Council in order to explore opportunities which will mutually benefit each Authority in dealing with these and future financial challenges.

28. The Authority will examine the impacts of the devolution agenda and how best we can understand and develop constructive dialogue with the Liverpool City Region Combined Authority.

Reserves

29. The Authority has prudently planned to meet its financial challenges over the medium term. The plan the Authority proposes is based upon the key assumptions around changes to grant, pay, tax and pension costs.

30. The Authority recognises that there are substantial risks associated with these assumptions and that, particularly in light of the current economic climate; it is not unreasonable to expect a significant degree of financial uncertainty and risk which will vary across the life of the financial plan. The Authority will therefore set a medium term financial plan based upon these key assumptions recognising that it may need to vary that plan to cope with changes arising.

31. In light of the risks within the financial plan the Authority therefore agrees to maintain the reserves as set out in Appendix B to this resolution and in particular maintain a general revenue reserve of £3.0m.

Capital Programme

32. The Authority approves the Capital Programme as set out in CFO/008/20 which includes a total investment of over £33.390m over 2020/2021 –

2024/2025 period. The programme for 2020/2021 shall be approved as £18.246m.

33. The Authority notes the prudential indicators that this programme produces and recognises that the proposed capital investment programme is prudent, sustainable and the borrowing affordable. This programme makes use of the freedoms available to the Authority under the prudential regime and proposes 'prudential' borrowing of £9.996m in 2020/2021 as part of a total borrowing of £23.640m across the life of the plan.
34. In the light of the capital programme and the prudential indicators, the Authority agree the Treasury Management Strategy and the indicators set out in that strategy for:-
- (i) External Debt
 - (ii) Operational Boundary for Debt
 - (iii) Upper limits on fixed interest rate exposure
 - (iv) Upper limits on variable rate exposure
 - (v) Limits on the maturity structure of debt
 - (vi) Limits on investments for more than 364 days

Basic calculations

35. Following consideration of the report of the Director of Finance (CFO/008/20) and having taken into account views expressed in consultations, and all other relevant matters, pursuant to the Local Government Finance Act 1992, as amended, (the "Act"), the Authority determines its budget requirement for the financial year 2020/2021 as follows.

36. Approves the capital expenditure programme for the financial year 2020/2021 for the total of £18.246m as set out in report CFO/008/20 and the five-year programme totalling investment of £33.390m, and in this respect notes the advice of the Director of Finance that the programme is prudent, sustainable and the borrowing affordable.

37. The Authority resolves as follows:

(a) It be noted that on 27th February 2020, the Authority calculated the Council Tax Base 2020/2021 for the whole Authority area as 376,908.99 [Item T in the formula in Section 42B of the Local Government Finance Act 1992, as amended (the "Act")].

(b) That the following amounts be calculated for the year 2020/2021 in accordance with sections 40 to 47 of the Act:

The Authority calculates the aggregate of: (A)

- the expenditure which it estimates it will incur in the financial year 2020/2021 in performing its functions and will charge to the revenue account for the year in accordance with proper practices under S42A (2) (a) of the Act as £87.977m,

- the allowance as the Authority estimates will be appropriate for contingencies in relation to amounts to be charged or credited to the revenue account for the year 2020/2021 in accordance with proper practices under S42A (2) (b) of the Act as £0.000m,
- the financial reserves which the Authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure for 2020/2021 under S42A (2) (c) of the Act as £0.072m,
- the financial reserves are sufficient to meet so much of the amount estimated by the Authority to be a revenue account deficit for any earlier financial year as has not been already provided for under S42A (2) (d) of the Act as £0.000m.

The Authority must also calculate the aggregate of: (B)

- the income which it estimates will accrue to it in the year 2020/2021 and which it will credit to a revenue account for the year in accordance with proper practices, other than income which it estimates will accrue to it in respect of any precept issued by it under S42A (3) (a) of the Act as £57.746m,
- The amount of the financial reserves which the Authority estimates that it will use in order to provide for the items mentioned in S42 (2) (a and b) under S42A (3) (a) of the Act as £5.643m.

If the aggregate calculated under A above exceeds that calculated under B above, the Authority must calculate the amount equal to the difference; and the amount so calculated is to be its council tax requirement for the year under S42A (4) (Item R in the formula in S42B of the Act).

The Authority calculates the basic amount of its council tax by dividing the aggregate amount of S42A (4) (item R) divided by the council tax base (item T) above. The council tax requirement for 2020/2021 is £30,303,483 and the council tax base is 376,908.99, which is equal to £80.40 precept for a Band D property. This calculation meets the requirements under S42B of the Act.

38. The Authority calculates the council tax sums pursuant to S47 of the Act as follows:

2020/21	Property Band		Increase	
£			£	%
£53.60	For properties in Band	A	1.04	1.98
£62.53	For properties in Band	B	1.21	1.97
£71.47	For properties in Band	C	1.39	1.98
£80.40	For properties in Band	D	1.56	1.98
£98.27	For properties in Band	E	1.91	1.98
£116.13	For properties in Band	F	2.25	1.98
£134.00	For properties in Band	G	2.60	1.98
£160.80	For properties in Band	H	3.12	1.98

39. The Authority calculates the precept amounts payable by each constituent district council pursuant to S48 of the Act as follows:-

PRECEPT		AUTHORITY
£		
8,764,540	Payable by	LIVERPOOL
7,554,858	Payable by	WIRRAL
4,202,669	Payable by	ST.HELENS
6,826,314	Payable by	SEFTON
2,955,102	Payable by	KNOWSLEY
30,303,483		

40. The Authority requests the Director of Finance to arrange for precepts to be issued to the constituent district councils pursuant to S40 of the Act before 1st March 2020, such sums to be payable by 10 equal instalments on or before the following dates:

Tuesday	21st April 2020
Friday	29th May 2020
Monday	6th July 2020
Tuesday	11th August 2020
Thursday	17th September 2020
Friday	23rd October 2020
Monday	30th November 2020
Friday	8th January 2021
Monday	15th February 2021
Wednesday	17th March 2021

41. The Authority notes that the Director of Finance has advised that the 2020/2021 budget is based upon robust estimates.

Appendix A – 2020/2021 Budget & Financial Plan to 2024/2025

2020/21 - 2024/25 FINANCIAL PLAN

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
2019/20 MTFP	61,381	62,759	64,150	65,350	65,350
New Issues Identified In 2019/20:-					
Revised FPS Employer Rates / Grant Announced by HO:-	-515	-515	-515	-515	-515
Increase 2020/21 & Future yrs Pay Award from 2% to 2.5%	197	437	677	917	1,157
2024/25 Inflation Provision					1,200
Unavoidable Growth	674	919	991	991	991
Additional MRP	224				
Recruitment reserve & drawdown based on actuals in year					
Employee Budget	-250	-750	-200	-200	0
Recruitment Reserve	250	750	200	200	0
	580	841	1,153	1,393	2,833
UPDATED MTFP Budget Requirement	61,961	63,600	65,303	66,743	68,183
FUNDING					
Government Funding Settlement Funding Assessment:					
Top Up Grant .	-15,840				
CLG Estimate of Local Business Rate Share	-4,296				
Baseline Funding Level	-20,136				
RSG	-11,179				
	-31,315	-31,315	-31,628	-31,944	-32,263
Assume future SFA increase of +1% p.a.		-313	-316	-319	-323
Settlement Funding Assessment	-31,315	-31,628	-31,944	-32,263	-32,586
Adjustment for Business Rates based on District Forecasts					
Adjustment for Business Rate income forecast from Districts	-118	0	0	0	0
NNDR Collection Fund (surplus)/deficit	-139	0	0	0	0
Adjustment to Local Business Rates income forecast	-257	0	0	0	0
Council Tax -					
Base Precept Income	-29,223	-30,303	-31,212	-32,148	-33,114
Assume increase in Council Tax Base of 1.0% p.a. from 2021/22	-492	-303	-312	-322	-331
Assume a Precept increase of just under 2% (1.98%) from 2021/22	-588	-606	-624	-643	-662
Council Tax Collection Fund (surplus)/deficit	-86	0	0	0	0
Forecast Council Tax Income	-30,389	-31,212	-32,148	-33,113	-34,107
TOTAL FUNDING	-61,961	-62,840	-64,092	-65,376	-66,693
Forecast (Surplus) / Deficit	0	760	1,211	1,367	1,490

Appendix B- Reserves

	Estimated 2020/21 Opening Balance	Estimated 2020/21		Estimated 2021/22 Expected Use	Estimated 2022/23 Expected Use	Estimated 2023/24 Expected Use	Estimated 2024/25 Expected Use
		Base Budget	During 2020/2021				
Committed Reserves	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Emergency & Insurance Related Reserves							
Bellwin & Emergency Planning Reserve	222	0	0	0	0	0	0
Insurance Reserve	383	0	0	0	0	0	0
Modernisation Challenge							
Smoothing Reserve	2,000	0	-1,300	-700	0	0	0
Recruitment Reserve	3,000	0	-400	-400	-400	-400	-400
Invest to Save Reserve	432	-223	0	-209	0	0	0
Capital, Debt Repayment Res	8,058	-5,329	0	-2,100	-629	0	0
Specific Projects							
PFI Annuity Reserve	1,895	-91	0	-95	-100	-110	-120
Inflation Reserve	700	0	0	0	0	0	0
Clothing Reserve	592	0	-392	-200	0	0	0
Training Reserve	150	0	-50	-50	-50	0	0
Equipment Reserve	77	0	-77	0	0	0	0
Healthy Community Reserve	30	0	-30				
Health & Wellbeing	25	0	-25	0	0	0	0
Community Engagement	7	0	-7	0	0	0	0
Ringfenced Reserves							
Community Risk Management Reserve	325	0	-125	-100	-100	0	0
Energy Reserve	18	72	0	25	-75	-40	0
New Dimensions Reserve	41		-41	0	0	0	0
Total Committed Reserves	17,955	-5,571	-2,447	-3,829	-1,354	-550	-520
General Revenue Reserve	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Reserves	20,955	15,384	12,937	9,108	7,754	7,204	6,684

Close

Date of next meeting Thursday, 25 February 2021

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	21ST AY 2020	REPORT NO:	CFO/022/20
PRESENTING OFFICER	ACTING MONITORING OFFICER		
RESPONSIBLE OFFICER:	RIA GROVES	REPORT AUTHOR:	KELLY KELLAWAY – DEMOCRATIC SERVICES MANAGER, RIA GROVES
OFFICERS CONSULTED:	GEORGIA QUINN – TRAINEE SOLICITOR		
TITLE OF REPORT:	AMENDMENTS TO STANDING ORDERS- REMOTE MEETINGS		

APPENDICES:	APPENDIX A:	AMENDMENTS TO STANDING ORDERS AND PROCEDURE RULES
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Purpose of Report

1. To request that Members approve the Amendments to Standing Orders attached as Appendix A, which have been drafted in response to *The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local MFRA Police and Crime Panel Meetings) (England and Wales) Regulations 2020*, which provide for remote meetings of local authorities.

Recommendation

2. That Members;
 - (a) Note the implications of the *The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local MFRA Police and Crime Panel Meetings) (England and Wales) Regulations 2020*
 - (b) Approve the Amendments to Standing Orders and Procedure Rules contained within Appendix A.

Introduction and Background

3. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ('Remote Meetings Regulations') were enacted under s.78 of Coronavirus 2020 and came into force on 4th April 2020.

4. The Remote Meetings Regulations are applicable to local authorities and as such the Authority with the intention to permit local authorities to continue to hold meetings remotely; and enable the democratic decision making process within local authorities, to continue safely in the current pandemic situation. These Remote Meetings Regulations apply to meetings held before 7th May 2021.
5. The Authority has the provision to hold such meetings and at such hour and on such days and alter the frequency, move or cancel meetings without requirements for further notice. Therefore, the Authority can make changes to their meeting arrangements with immediate effect. As the Remote Meetings Regulations are silent on notice of the meetings it is advised the Authority continues to adhere to the same advanced publication of reports as normal.
6. The Remote Meetings Regulations allows for meetings to be held without the need for all or indeed any of the Members physically present in a room. As such, the “place” at which meetings of Merseyside Fire & Rescue Authority and its Committees is held, can now be a “virtual” location, rather than a physical location on Authority premises.
7. Members being determined as ‘in attendance’ at a meeting remotely must satisfy set criteria which is at the very least being able to hear and be heard (and where practicable see and be seen) by other Members with members of the public being able to hear the conduct of the meeting.
8. The Remote Meetings Regulations stipulate that remote access for members of the public and press; and Members who are not attending to participate in the meeting, also need to be provided through some means, in order to meet the requirement for local authority meetings to be accessible to the public.
9. The Remote Meetings Regulations also permit appointments normally made at an Annual General Meeting (AGM) to continue until the next AGM or until a time as determined by an Authority. This provides Councils with an option to hold annual meetings remotely or in person when the restrictions are lifted or continue until the next AGM in 2021. If an AGM is delayed all positions remain as they are currently in place. As Authority Members are appointed by their own respect constituent council the respective Councils decisions may impact upon the Authority.
10. The Remote Meetings Regulations automatically override any existing Procedure Rules or Standing Orders within the Authority’s constitution or any other governing rules in place. It is however considered good practice to incorporate the effect of the Remote Meetings Regulations within the Authority’s constitution and as such the recommended amendment to standing orders and procedure rules is contained within Appendix A for Members to consider adopting.

11. The Amendments to Standing Orders should be read in conjunction with Authority's Procedural Standing Orders contained within Authority's Constitution. Wherever there is conflict with the Constitution, these temporary Amendments to Standing Orders takes precedence in regards to any procedure relating to any Meetings of the Authority or its Committees.
12. It is proposed to Members that the Amendments to Standing Orders, and Procedure Rules will be kept under consideration by the Monitoring Officer and any changes that would be pertinent would be proposed to Members..

Equality and Diversity Implications

13. In order to fully comply with the Regulations, every effort will be made to ensure that remote meetings of the Authority and its Committees, are as accessible as possible to both the public and Members; and additional support and guidance will be provided wherever necessary.

Staff Implications

14. The current situation and introduction of the Regulations, has resulted in a change of working for both Officers and Members.
15. There has been a significant impact on staff resources in preparing for remote meetings, however it is anticipated that the demands on staff will return to normal once Officers and Members are more familiar with the operation of remote meetings.

Legal Implications

16. The legal implications are contained within this report.

Financial Implications & Value for Money

17. Any costs associated with the introduction of remote Authority meetings, can be contained within existing budgets.
18. However, there will be some small savings in terms of Members Allowance claims, associated with the introduction of remote meetings, as Members will not be travelling to attend meetings.

Risk Management, Health & Safety, and Environmental Implications

19. The introduction of remote Authority Meetings will have a slight positive impact with regards to the environment and a reduction in risk, associated with Members no longer being required to travel to attend meetings

20. The introduction of the Remote Meetings Regulations and proposed amendments to the Standing Orders ensures that the decisions and actions of the Authority remain accountable, transparent and that the democratic governance has not been impacted. in order to ensure the delivery of the Authority’s Mission of “Safer Stronger Communities – Safe Effective Firefighters”.

BACKGROUND PAPERS

GLOSSARY OF TERMS

AMENDMENT TO STANDING ORDERS AND PROCEDURE RULES FOR REMOTE MEETINGS

Introduction

Further to the implementation of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 No.392 ('the Remote Meetings Regulations') these Rules and guidance provide for process and conduct of any remote meetings of Merseyside Fire and Rescue Authority ("**MFRA**") and its various Committees, held under the provision of the Remote Meeting Regulations.

These Rules should be read in conjunction with MFRA's Procedural Standing Orders contained within MFRA's Constitution. The Regulations made under Section 78 of the Coronavirus Act 2020 apply notwithstanding any other legislation or current or pre-existing Standing Orders or any other rules of the MFRA governing meetings and apply to any meetings held prior to 7th May 2021. This means that wherever there is conflict with the Constitution, these Rules takes precedence in regard to any procedures relating to any Meetings of MFRA or its Committees.

The effect of the Regulations on MFRA's Constitution is to insert what are, in effect mandatory Standing Order for the purposes of holding meetings remotely, either wholly or partially.

These Rules will be replaced or amended as detailed below:

Definitions within the Standing Orders to include:

"Remote Meeting" - A meeting held in any place as defined in Section 5(1) of the regulations including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

"Remote Meetings Regulations" - The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local MFRA Police and Crime Panel Meetings) (England and Wales) Regulations 2020 No.392('the Regulations')

Meetings of the Authority

Meetings of the Authority can be held in a place as determined by the Authority which may include electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.

The Remote Meetings Regulations no longer require for MFRA to hold an Annual General Meeting during what would have been the normal 2020/2021 municipal year. The meeting can be delayed or postponed until the following Annual General Meeting in 2021 as appropriate.

It should be noted that if the Annual Meeting is delayed, all appointments from the 2019 Annual Meeting will continue.

Quoracy of Meetings

All remote meetings of MFRA and its committees can operate with minimum quorum level as detailed within the constitution. In the event that a remote meeting commences quorate however during course of proceedings becomes inquorate due to unforeseen circumstances e.g. IT issues, the meeting facilitator will bring this to the attention of the Person Presiding who may temporarily suspend the meeting until the issue can be resolved and the meeting recommenced.

If the meeting remains inquorate and the issues cannot be resolved, the meeting will end and any items not dealt with will be deferred to the next appropriate meeting.

Any such circumstances will be fully recorded in the minutes produced for that meeting

Members will be counted as in attendance and counting towards the Quorum if they can comply with the following conditions at the specific time of the scheduled meeting

- To Hear; and
- To be Heard by others in attendance, members of the public exercising their right to be heard at a meeting and members of the public attending the meeting.

Where practicable Members should also see and be seen.

Prevention of disorderly conduct

Should a member of the public interrupt or disrupt proceedings of the meeting when they have not been invited to speak then the person presiding over the meeting shall warn them, if they still continue to cause a disturbance they will be removed from the virtual meeting.

Voting

Where a formal vote is required, a roll call of all member's present will be conducted, to record a vote the Democratic Services Officer will ask each member in turn to state their voting intention (Against, For, or Abstain) clear notes will be kept of the votes made. These will then be counted, announced, and recorded in the minutes.

In the event of any vote being equally divided the Person Presiding will have the casting vote.

Declaration of Interest

If any Member declares a prejudicial interest in line with the Standing Order 26.2 the Member will be removed from the virtual Meeting at the relevant point in time and invited to re-join when appropriate.

Public Participation

If any member of the public wishes to participate in the meeting in line with Standing Order 11, they will be provided with an invitation to join the Meeting, and will be invited to speak at the appropriate time.

Public Attendance

The public will be able to view the meeting online. The means of accessing the remote meeting will be contained within the published Agenda for the applicable meeting which will be available on MFRA's website.

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	FULL AUTHORITY		
DATE:	21ST MAY 2020	REPORT NO:	CFO/021/20
PRESENTING OFFICER	ACTING MONITORING OFFICER		
RESPONSIBLE OFFICER:	RIA GROVES	REPORT AUTHOR:	KELLY KELLAWAY – DEMOCRATIC SERVICES MANAGER
OFFICERS CONSULTED:			
TITLE OF REPORT:	LOCAL GOVERNMENT ASSOCIATION SUBSCRIPTION 2020/21		

APPENDICES:	APPENDIX A LETTER FROM LGA CHIEF EXECUTIVE MARK LLOYD
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Purpose of Report

1. To inform Members of Merseyside Fire & Rescue Authority’s continued membership of the Local Government Association (LGA) for 2020/21.

Recommendation

2. That Members;
 - a. Note the Authority’s continued membership of the LGA, for 2020/21;
 - b. Note that a 2.5% loyalty discount is applied to all Fire and Rescue Authorities not on notice;
 - c. Note that the Authority have signed up to the LGA’s direct debit payment scheme for 2020/21, in order to receive an additional 2.5% discount.
 - d. Note the content of the report.

Introduction and Background

3. Members will be aware that the Authority has been a long standing member of the LGA, which is a national membership body for local authorities, that works on behalf of members to support, promote and improve local government.
4. The core membership of the LGA comprises of 335 of the 339 councils in England. They also operate an Associate Scheme, for organisations whose

purpose and objectives are aligned with their own, which includes fire and rescue authorities.

5. The LGA are a politically-led, cross-party organisation that works on behalf of local authorities to ensure that local government has a strong, credible voice with national Government. They also aim to influence and set the political agenda on issues that matter to local authorities.
6. The LGA provides a range of practical support on a free of charge or subsidised basis, which includes leadership programmes, peer challenge, the LGA's benchmarking service "LG Inform"; and programmes tailored to specific areas, such as fire and rescue.
7. The LGA has a Fire Services Management Committee, which represents the views and concerns of the fire sector, working on the future direction of the fire and rescue service.
8. In addition, the LGA produce a range of publications, responses, briefing documents and guides, relevant to the fire sector.
9. The LGA also provide the secretariat to the Employers' side of the National Joint Council for Local Authority Fire and Rescue Services, the Middle Managers Negotiating Body, and the NJC for Brigade Managers of Local Authority Fire and Rescue Services.
10. The LGA has provided guidance and has acted as a single voice for local government when responding to significant events, including during this current climate of Covid-19 and in response to Grenfell Tower..
11. The LGA have previously stated that they are committed to keeping the cost of membership as low as possible; and membership subscriptions had been frozen for 8 years in a row. However, due to increasing costs over that period, for 2020/21 a 2% increase in subscriptions will be applied. This would take the cost of subscription for MFRA for 2020/21 to £11,230.47.
12. The LGA have confirmed that they will again be offering a 2.5% loyalty discount for fire and rescue authorities who are not on notice. With this discount applied, the total for MFRA for 2020/21, would be £10,949.71.
13. Previously, the LGA have offered an additional 2.5% prompt payment discount to authorities who pay the subscription fee in full within a specified timeframe. However, in order to provide a smoother and more cost effective payment process, for 2020/21, the LGA have introduced a new direct debit scheme. For all authorities joining the direct debit scheme, a 2.5% discount will be applied, which will replace the previous 2.5% early payment discount. For MFRA, this additional discount would take the total subscription fee down to £10,669 for 2020/21.

14. In order to sign up to the direct debit scheme and receive the additional 2.5% discount, the LGA required completed direct debit mandate forms to be returned by Friday 24th April 2020.
15. Given the current situation around the COVID-19 pandemic , there has not been a suitable opportunity this year, for a formal report to be brought to Members for approval of continued membership of the LGA; and sign up to the direct debit scheme, before the deadline date of 24th April 2020.
16. As per Standing Order 17.2 – Urgent Business, within the Authority’s Constitution, which states: “*In certain circumstances where this is not possible with the timescales required the Chief Fire Officer of the Authority in consultation with the Chair of the Authority and such other Members as the Chair may consider necessary may discharge these functions*”; an email was sent to all Members of MFRA advising of the Chair of the Authority’s intention to approve continued membership to the LGA; and sign up to the direct debit scheme, under these urgency provisions.
17. All Members were provided with an opportunity to respond before the deadline of 24th April 2020, should they have any objections. No objections were raised, and as such, confirmation of MFRA’s continued membership of the LGA for 2020/21; and intention to join the direct debit payment scheme, along with the relevant information, was provided to the LGA by the 24th April 2020 deadline.
18. Although no objections were raised by Members, some Members did indicate that although they were happy to approve continued membership of the LGA for 2020/21, they would like to be provided with some additional information regarding the benefits of LGA membership, to assure themselves that it represents value for money for MFRA. As such, some additional information regarding the LGA has been included within this report at paragraphs 3 to 10.
19. A letter from Mark Lloyd, Chief Executive of the LGA, is attached at Appendix A, which details the wide range of issues which the LGA have worked with fire and rescue authorities to address.

Equality and Diversity Implications

20. The LGA has requested that each of its member authorities appoints a dedicated Equality and Inclusion Champion. For 2019/20, Cllr Jan Grace was appointed as MFRA’s Equality and Inclusion Champion.
21. The LGA have also formed an Equality and Inclusion Champion national network for fire and rescue authorities. This national network enables the sharing of views, best practice and discussion of issues, with other similar organisations, which can also assist with the influencing of national policy.

Staff Implications

22. There are no direct staff implications relating to this report.

Legal Implications

23. The National Fire Lawyers Group receives regular updates from the LGA; and therefore continued membership would assist this valuable service.

Financial Implications & Value for Money

24. By taking advantage of the direct debit payment scheme, the total cost of LGA membership for MFRA for 2020/21 is £10.669. This cost can be met from within existing budgets.
25. It is important to note that additional costs are likely to be incurred for travel and accommodation (if required) when attending LGA Conferences, however these costs can be contained within existing budgets and are covered by the Members Allowance Scheme.

Risk Management, Health & Safety, and Environmental Implications

26. There are no direct implications within this report relating to risk management, health and safety or the environment.

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

27. Membership of the LGA allows the Authority to contribute to, and benefit from the work of the LGA in championing the local government sector.

BACKGROUND PAPERS

GLOSSARY OF TERMS

LGA **Local Government Association**

From the Chief Executive
Mark Lloyd

Phil Garrigan
Chief Fire Officer
Merseyside Fire & Rescue Service
Merseyside Fire Service Headquarters
Bridle Road
BOOTLE
L30 4YD

December 2019

Dear Phil

LGA SUBSCRIPTIONS 2020/21

Thank you for your fire authority's continued membership and involvement in the LGA. Your support is such an important part of our ongoing work to secure the best possible deal for fire and rescue authorities.

We have continued to represent the interests of authorities at a national level, respond to the issues you have raised with us and provide support where we are asked.

Since January we have been working with the Home Office and the National Fire Chiefs Council (NFCC) to make the case for certainty and stability in funding for the fire and rescue sector, and this was reflected in the Local Government Finance Settlement announced on 20 December. We will continue to push for the long-term financial sustainability we need from the Spending Review expected in 2020 to ensure services are funded according to risk rather than demand, including the funding to cover the costs of the new roles for fire and rescue services we anticipate arising from the fire and building safety legislation announced in the Queen's Speech, and to increase the amount of fire protection work undertaken by services following the inspections by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

We will be reflecting on the implications for all fire and rescue services of the findings from the Grenfell Tower Inquiry's Phase 1 report at Fire Services Management Committee on 24 January 2020, having initially responded in the media and Parliament to publication of the report. During 2020 we will work closely with the NFCC, the Home Office and the Ministry of Housing, Communities and Local Government to consider what support services need at a national level going forward to respond to the recommendations.

As you may well be aware, we have refreshed our extensive sector-led improvement (SLI) offer to fire and rescue services and authorities. In 2020 this will focus on assisting services and authorities respond to the results of HMICFRS' inspections, and includes a leadership essentials course for members, two diversity masterclasses for officers and members, and a networking event for authorities' diversity champions, all of which are being held before the end of March.

We continue to support authorities on a wide range of personnel and industrial relations issues. We have continued to collectively represent fire and rescue authorities' interests in the legal proceedings concerning the transitional arrangements introduced as part of the pension scheme changes, and have obtained advice for authorities on the impact of the Matzak case.

These are just some of the examples of the strength of us all working together for the benefit of our residents. We will, of course, continue to work on your behalf and in the best interests of our communities as we engage with the new Government in the coming year.

We know the financial challenges facing fire and rescue authorities and we are committed to keeping costs as low as possible. To help us do this, we have been working hard to increase external income into the LGA and putting that money back into a range of new and existing member benefits.

Although we have frozen subscription levels for the last eight years, increasing costs over this period have meant that our Board has agreed a modest 2 per cent increase in subscriptions for 2020/21.

To provide a smoother and more cost effective payment process, we have introduced a new Direct Debit scheme which will significantly reduce administration on both sides. From the new membership year (1 April 2020) we will replace the 2.5 per cent early payment discount with a 2.5 per cent discount for all fire and rescue authorities joining the Direct Debit scheme.

We have attached a simple Direct Debit mandate form for your team to complete. Please do make sure your fire and rescue authority is signed up by 31 March 2020 to benefit from this new discount. Please return the form to Andrea in my office (andrea.gillian@local.gov.uk).

We will also continue to offer a further 2.5 per cent loyalty discount for fire and rescue authorities not on notice to withdraw from LGA membership.

Therefore, your authority's subscription for 2020 will be £10,669 including all discounts.

Finally, we have published our new business plan for 2019-22, which sets out our priorities, based on the key issues our member authorities have highlighted as being the most important issues for local government. You can find a copy of the plan at www.local.gov.uk/lga-business-plan-2019-2022

I look forward to continuing to work with you and your colleagues over the coming year.

Best wishes

A handwritten signature in black ink, appearing to read 'Mark Lloyd', with a horizontal line underneath the name.

Mark Lloyd
Chief Executive

Encs

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	21 MAY 2020	REPORT NO:	CFO/015/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:	SLT		
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2020/21		

APPENDICES:	APPENDIX 1:	SERVICE DELIVERY PLAN 2020/21	
	APPENDIX 2:	STATION PLANS 2020/21	

Purpose of Report

1. To request that Members approve the attached Service Delivery Plan for 2020/21 including the station plans.

Recommendation

2. That Members consider and approve the attached Service Delivery Plan (Appendix 1) and Station Plans (Appendix 2) for 2020/21 prior to publication on the Authority's website (in a designed format).

Introduction and Background

3. Merseyside Fire and Rescue Authority (MFRA) produces an annual Service Delivery Plan to bring together in one document the annual actions arising from the IRMP and Functional Plans, the Equality Objectives, Station Plans and Performance Indicators. The Plans for 2020/21 can be found at Appendices 1 and 2 to this report.
4. Performance against the actions and targets within the Service Delivery Plan are monitored by Officers at monthly Performance Management Group meetings and reported to Strategic Leadership Team and Authority Committees. This Plan includes an estimate of year end performance against the benchmark and key performance indicators which will be updated in June when the final performance figures have been compiled.
5. Each year, the Performance Management Group reviews the Local Performance Indicators to consider which should be retained, what new indicators are required and what the target should be. There has been a change to the Key and Local Performance Indicators (KPI's/LPI's) for 2020/21 as road traffic collision data received as a result of our collaboration work with the Police now allows us to measure more accurately, the impact of our road traffic collision reduction work

as part of Merseyside Road Safety Partnership. As a result, we are now able to measure the success of our work with younger drivers whilst still measuring overall incidents and casualties.

6. Performance indicators in the Plan are numbered using the methodology below:

These indicators were tagged with the following information:

- **Context** where an initial code is applied based on the contextual meaning of the indicator: *T = Total Incidents, D = dwelling fires, N = Non Domestic, A = Anti-social Behaviour, R = Road Traffic Collisions, F = False Alarms, S = Staff Sickness/Risk/Health and Safety, E = Energy and the Environment*
- **Owner** where a secondary code is applied based on the functional owner of the PI: *C = Community Risk Management, O = Operational Preparedness, R – Operational Response, E = Estates, S = Strategy and Performance, D = People & Organisational Development, F = Finance.* (Please note that though there are joint owners for some performance indicators, the primary function responsible for reporting of that indicator has been chosen).
- **Tier** where a code is applied based on the level of performance indicator including: 0 = Benchmark Indicator, 1 = Key Performance Indicator, 2 = 2nd Tier Performance Indicator, 3 = 3rd Tier Performance Indicator.
- **Code** a generic number used to differentiate each PI.

7. Targets for station outputs have been set by staff in consultation with the relevant functions e.g. Site Specific Risk Information (SSRI) and HFSC. Targets are bespoke to each station area, taking into account local risk and also seasonal risk. For example, Liverpool City Fire Station has a large number of commercial buildings requiring Site Specific Risk Information (SSRI) inspections in its area, so staff will concentrate more on activities related to this. In contrast Heswall has very few buildings requiring SSRI, but will concentrate more on home safety due to the large proportion of over 65's in what is a predominantly residential area. The individual targets can be found in the Station Plans at Appendix 2.

8. This year, for the first time, each station will have £1,000 available to them to help them achieve the desired outcomes for their local communities.

9. The Community Impact Fund (CIF), generated through the external use/hire of our stations by public and private partners alongside corporate sponsorship responsibility funding from corporate partners will be reinvested by the crews on that station on projects which will support the delivery of their station plans.

10. Targets have been set for incident related 'outcome' performance indicators such as accidental dwelling fires. For the majority of outcome related performance indicators MFRA uses a technique called trend analysis. This approach uses historical data, applying mathematical insight to the data to produce an anticipated target. For the 2020/21 Plan (where possible) 5 years of historical

incident data has been used to create statistically robust targets for Outcome related Performance Indicators.

11. Each Function has produced a Functional Plan for 2020/21 and where appropriate to the departments concerned, these plans include actions to deliver Integrated Risk Management Plan objectives and HMICFRS actions to address areas for improvement identified in the 2019 inspection report. The key deliverables from these plans can be found in the Service Delivery Plan.
12. Performance in relation to the Authority's Integrated Risk Management Plan 2017/20 and 2019/21 Supplement has been reviewed and comments are included in the Service Delivery Plan.
13. Functional Plan activities and resources tailored to respond to local risk. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level. These priorities become objectives in the Station Plans.

Equality and Diversity Implications

14. There are no equality and diversity implications from this report. Equality and Diversity is a specific section within the Service Delivery Plan. Any implications associated with actions contained within the plan will be the subject of further reports to the Authority.
15. The IRMP, each Functional Delivery Plan and Station Plans have an individual Equality Impact Assessment (EIA).

Staff Implications

16. Staff at all levels of the service have been encouraged to be involved in the development of the plans, with Station and Watch Managers being pivotal in the creation of the Station Plans utilising their extensive understanding of the local risks and demographic make-up of an area.
17. Equality and diversity implications of all the Plans have been considered by Officers during their creation and any other implications for staff are considered during the process of implementing those plans.

Legal Implications

18. There are no direct legal implications arising from this report. While MFRA is under a duty to address risk under its IRMP any implications associated with actions contained within the Plan will be the subject of further reports to the Authority.

Financial Implications & Value for Money

19. There are no direct financial implications arising from this report. The performance management of the delivery of key objectives and targets each year
-

through the Service Delivery ensures that MFRA is able to reassure itself that it is providing a value for money service to the community and is contributing to its mission, aims and objectives.

Risk Management, Health & Safety, and Environmental Implications

20. All IRMP, Functional and Service Delivery Plan actions are required to be risk assessed as part of any project assessment and any environmental considerations must also be assessed for their impact.

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

21. Improving the way MFRA plans for and delivers against its objectives will enhance the ability of the Authority to continue to deliver an effective and efficient service to the communities of Merseyside.

BACKGROUND PAPERS

NA

GLOSSARY OF TERMS

MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service

SERVICE DELIVERY PLAN

April 2020- March 2021

Our Mission: -

To Achieve Safer Stronger Communities -

Safe Effective Firefighters

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1.1 INTRODUCTION

Welcome to our Service Delivery Plan for 2020/21. This Plan brings together in one document Merseyside Fire and Rescue Authority's plans and priorities for 2020/21 including those set out in our Integrated Risk Management Plan (IRMP) 2017-20 and IRMP Supplement 2019-21.

Since our last Service Delivery Plan was published the Service has received the results of its first inspection for many years and we are pleased to report that Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) found that we were performing as Good over each of the three pillars of the inspection: Effectiveness, Efficiency and People and we are delighted that our longstanding and successful commitment to Prevention and our role as national lead Authority for National Resilience were recognised with judgements of Outstanding. The only Service in England to receive two Outstanding judgements. We are to be inspected again in July 2020 as part of round two of the national inspection programme and we are confident that the inspection team will once again recognise the high quality of service delivery and positive outcomes that we deliver for the people of Merseyside.

In common with all other Fire and Rescue Authorities, we read the Phase 1 Grenfell Fire Inquiry with interest and have already set to work to determine how we can respond to the recommendations made. We increased our Protection (legislative fire safety) team as part of our IRMP Supplement and this will help us respond effectively, but we are well aware that the issues identified go further than Protection, so we have a multidisciplinary working group looking at all aspects of the report.

Our IRMP Supplement was formally approved by the Fire and Rescue Authority in July 2019 and we have already implemented the changes required to increase the number of fire appliances and firefighters at our Liverpool City fire station with similar changes taking place at Wallasey in March 2020 and at St Helens at the end of 2020 when the brand new fire station is due to be completed.

Our IRMP supplement reversed some of the cuts in frontline services experienced over recent years, cuts that we have had to endure over an extended period, not because we have received additional funding, but because we have used our funding differently, repositioning risk in order to protect the frontline. These changes have made the Service more resilient and better able to respond to the risk it faces. The changes equally reflect the demands on the Service and the vulnerability of the people who live within the communities we serve.

We don't believe that any other fire and rescue service has taken this approach in recent times.

We have set a balanced budget for 2020/21 and have arrangements in place to respond to any outcome of the Spending Review.

But, the financial future is uncertain, as details of our Government funding for 2021/22 and beyond will not be released until the end of 2020. As a result we will continue to work with the sector and Government to ensure Merseyside Fire & Rescue Service receives the funding it requires to protect its communities.

In preparation for our next planning cycle we will be consulting with the public in order to align our IRMP for 2021/24 to their aspirations for the Service and you can rest assured that regardless of the Government funding outcome, we will continue to strive to deliver the best possible services to make Merseyside Safer and Stronger.

Chief Fire Officer – Phil Garrigan

Chair of the Fire Authority - Cllr Les Byrom

1.2 CORPORATE MISSION AND AIMS

Our Mission is to achieve:-

Safer Stronger Communities - Safe Effective Firefighters

Our Aims:

▪ **Excellent Operational Preparedness:**

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

▪ **Excellent Operational Response**

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

▪ **Excellent Prevention and Protection**

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

▪ **Excellent People**

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

1.3 CORE VALUES

We shape our actions by embedding our core values into the way we deliver our services:

- **Make a positive difference to our Community;**

We will build upon our unique position of trust and respect within the community and the professionalism of our staff to tackle the real underlying factors which affect risk.

We will achieve this by seeking partnerships in areas where we believe we can contribute to making communities safer from fire and other emergencies.

- **Provide an excellent and affordable service**

We will manage our emergency response flexibly, with an emphasis on those most at risk. We will do this by managing the number and type of appliances which are available to respond to emergencies at different locations throughout the day, night and at different times of the year to more accurately reflect the changing level and location of risk.

- **Everyone matters**

We aim to reduce risk in every home on Merseyside to a tolerable level, with no homes being assessed as high risk after we and our partners have offered support to the resident. To achieve this, we will be more sophisticated in the way we commit resources to reduce risk; we will continue to offer free Home Fire Safety Checks to the most vulnerable residents of Merseyside, but our key focus will be to work with our partners to identify and provide assistance to those individuals within the community who are most at risk from fire and other emergencies.

- **Respect our environment**

We will fulfil our responsibilities for protecting the built and natural environment, with support and commitment at the highest level. We will continue to identify and manage our activities, which have an impact on the environment, without compromising our operational response or our service delivery to the communities of Merseyside.

- **Our people are the best they can be.**

We will ensure our workforce has the necessary knowledge, skills and values to make a difference. We will support them in their role and encourage them to contribute their ideas to continually improve the Service to deliver our mission.

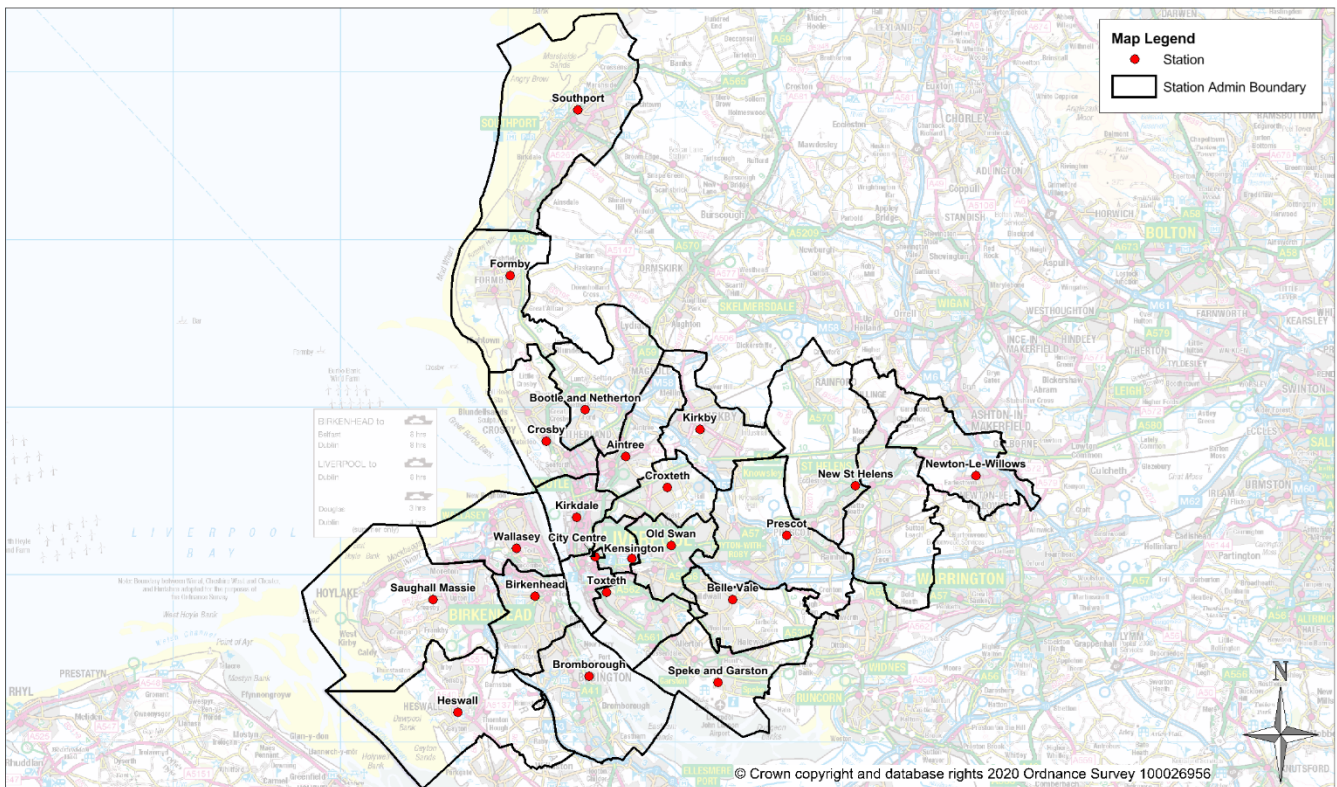
1.4 ABOUT MERSEYSIDE

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

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

- Office for National Statistics Mid 2018 estimated figures showed that Merseyside has a population total of 1,423,065. This is a 4% increase on 2011 census figures. The population is split 48.9% male and 51.1% female. Merseyside has a lower proportion of children (18.1%) and higher proportions of working age residents (63%) and older people (18.9%) than North West averages.
- According to Census figures, of the total population of over 65's in Merseyside 98.4% are classed as White and 1.6% Black and Minority Ethnic

Our [Profile of Merseyside Demography, Equality and Diversity](#) report outlines the communities we serve. There are some areas of affluence, for example in West Wirral and North Sefton, but large areas of Merseyside fall within the highest ratings of social deprivation. There remain large pockets of deprivation with high levels of social exclusion and crime. According to the Index of Deprivation 2019; out of 317 Local Authorities across England, Knowsley and Liverpool both appear in the top 10 most deprived Local Authorities.



Author: Strategy & Performance
Date: 07/02/2020
Produced using MapInfo

MFRS Station Locations

1.5 OVERVIEW OF THE DISTRICTS OF MERSEYSIDE

Working closely with partner organisations in all the districts of Merseyside is key to us achieving improved outcomes for our communities and the strategic direction for our activities comes from centrally based departments. We are committed to retaining a focus on the districts through involvement in statutory and local partnerships. It is important that we tailor our services to meet the specific needs of the local areas and the following sections outline the make-up of those areas and the resources located there.

District details below include the appliances and crewing systems at each station:

- WT – Wholetime – appliance immediately available 24 hours a day 7 days a week
- DCWTR – Day Crewed Wholetime Retained – appliance immediately available during 12 hour day shift, and available on a 30 minute recall for 12 hour night shift. Used for strategic support in the event of particularly high numbers of incidents or a large or protracted incident.
- DCWTRH – Day Crewed Wholetime Retained Hybrid – 1 appliance immediately available 24/7; 1 appliance immediately available during 12 hour day shift, and available on a 30 minute recall for 12 hour night shift; 1 appliance available on 30 minute recall 24/7.
- LLAR - Low Level Activity and Risk, crew are immediately available for 12-hour day shifts and available for recall within 1.9 minutes of the fire station during 12 hour night shift ensuring appliance immediately available.

LIVERPOOL

Population:	494,814	Fire Stations:	Kirkdale – WT	Old Swan – WT
Homes:	212,446		Liverpool City – DCWTRH	Belle Vale – LLAR
Businesses:	19,183		Kensington – DCWTR	Croxteth – 1 WT 1 SRT
Land area:	162 sq. km		Speke and Garston – WT	Aintree – DCWTR
Roads:	894.6 miles		Toxteth - WT	Marine Rescue Team

Specialist urban search and rescue modules for deployment throughout Merseyside, nationally and internationally plus a high volume pump and incident response unit are housed in Liverpool.

There has been massive investment in Liverpool city centre over the past 10 years but it is 4th highest ranked Local Authority for deprivation in England

WIRRAL

Population:	323,235	Fire Stations:	Birkenhead – WT
Homes:	146,155		Bromborough - WT
Businesses:	8569		Heswall - LLAR
Land area:	220 sq. km		Saughall Massie – WT
Roads:	756.6 miles		Wallasey – DCWTRH

Wirral peninsula is a borough of contrasts with affluence on the west contrasting sharply with social deprivation in the east. The elderly population is higher than the national average and Wirral's older population is expected to increase by 30% by 2030.

SEFTON

Population:	275,396	Fire Stations:	Bootle & Netherton – WT
Homes:	125,082		Crosby – DCWTR
Businesses:	8089		Formby – LLAR
Land area:	216 sq. km		Southport – WT
Roads:	616.4 miles		

Sefton is bordered by a 35 km coastline from dock estates in the south of the borough to scientifically important wildlife habitats in the sand dune and pinewoods in the north. There are stark social inequalities between the north and south of Sefton, where there are higher levels of deprivation, child poverty and worklessness. 21.3% of the population are over 65 which is higher than the Merseyside average of 18.7%.

KNOWSLEY

Population:	149,571	Fire Stations:	Kirkby – WT
Homes:	66,027		Prescot – WT
Businesses:	3285		
Land area:	86 sq. km		
Roads:	368.5 miles		

Knowsley is the 2nd highest ranked area of deprivation in England. It is, however, an important location for employment in the Liverpool City Region with large industrial parks at Kirkby, Huyton and Prescot. The borough has a number of main arterial routes passing through it including the M57, M62 and East Lancashire Road.

ST HELENS

Population:	180,049	Fire Stations:	St Helens – WT – Planned Implementation of DCWTRH
Homes:	81,261		Eccleston – DCWTR – to be merged with St Helens
Businesses:	4757		Newton le Willows – LLAR
Land area:	136 sq. km		
Roads:	460 miles		

Areas of St Helens fall within the top 10% of deprivation in Merseyside but there are contrasting areas of affluence in Rainford, Billinge and Rainhill.

(Mid 2018 ONS population data, CIPFA dwelling and non-domestic properties estimates)

District Priorities

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

For example, prevention activity will be focussed to keep the most vulnerable in our communities as safe as possible, linking our wider community safety priorities to local needs. These centrally developed and managed priorities are refined to ensure services, and improved outcomes, are delivered at a local level.

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

Details of these objectives are contained in Sections 7 and 8.

We work closely with our statutory partners and with other organisations with which we share common objectives. We use data and information about each of the five districts of Merseyside to determine where our resources need to be targeted to achieve the best outcomes for our communities. We call this Knowing our Communities and it underpins our approach to planning and service delivery, particularly in relation to community risk management.

As a result, our priorities support collaboration with partner agencies in a shared commitment to make our communities safer, healthier and more resilient.

2.1 THE SERVICES PROVIDED BY THE FIRE & RESCUE AUTHORITY

Approximately 1000 staff are employed by Merseyside Fire and Rescue Authority at 23 Community Fire Stations, a Marine Rescue station, the Training and Development Academy, Headquarters, Fire Control and vehicle workshops.

For many years Merseyside Fire & Rescue Authority has provided the highest level of response to fires and other emergencies as well as offering a range of services to reduce and respond to risk in our communities. In recent years we have had to deal with significant budget cuts, but we have been able to increase our front line resources recently through the prudent use of the funds available to us. The budget cuts, applied by the Government in the past were severe and presented a significant challenge to the services we delivered. Until the outcome of the Comprehensive Spending Review results are published in December 2020 it is unclear whether MFRA will face cuts beyond 2020/21, but our 2019-2021 IRMP Supplement 2019-21 proposals to meet some emerging risks with an innovative way of crewing appliances to increase front line services for the first time in many years, details can be found in the IRMP section.

Our IRMP and Service Delivery Plan set out how we will tackle the risks to our communities. The IRMP planning process can be found at Appendix 4.

The main aspects of the services we carry out are outlined below:

Operational Preparedness

The Operational Preparedness directorate is led by an operational Area Manager who is responsible for all operational training, planning, intelligence, operational equipment including research and development, uniform and collaboration with blue light partners. The Area Manager also oversees National Resilience assets, appliances and equipment along with specialist vehicles. Within the directorate are the Search and Rescue Team (Including MFRS ISAR), the Marine Rescue Unit and Merseyside Fire and Rescue Control (which also provides National Resilience control services).

- Operational Preparedness provide firefighters with training, information, procedures, appliances/specialist vehicles and equipment to ensure they can resolve all emergency incidents safely and effectively.
- The Operational Preparedness directorate ensures that MFRA has suitable arrangements in place to identify, plan, prepare and mobilise resources for all foreseeable emergencies that could have an impact on our community, neighbouring authorities or the national infrastructure. This internal planning approach ensures that Merseyside firefighters have the correct training, equipment and information to enable them to respond safely and effectively to these emergencies and operate effectively within a multi-agency command structure.
- Operational Preparedness oversees Fire Control who are responsible for receiving calls from the 999 system, mobilising appliances and officers to the scene of the emergency quickly and effectively and monitoring the status of all fire appliances, officers and specialist appliances across

Merseyside. Merseyside Fire & Rescue Service is the lead authority for National Resilience and as such, Fire Control co-ordinates National Resilience assets for the whole of the UK.

- In line with the Policing and Crime Act 2017 commitment to closer working between the three emergency services, the Collaboration team engage with our blue light partners to improve efficiency and/or effectiveness and to enhance interoperability by working together.
- The directorate oversees arrangements that are put in place to prevent and mitigate risks identified on the Community Risk Register. This is done through adjusting existing provision, effective collaboration and partnership working, whilst ensuring business continuity arrangements are in place in accordance with the Service's duties under the Civil Contingencies Act 2004.

Operational Response

The Operational Response department is led by an operational Area Manager and is responsible for the operational element of the MFRA workforce, including operational assurance plus the management of Health and Safety for all activities conducted by MFRA employees. Operational Response department will:

- maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core
- Continue to strengthen operational response through improvements identified as a result of effective monitoring, audit and review of the operational response function.
- Manage resources efficiently and effectively in order to continue to deliver an excellent Operational Response in the context of further reductions in available resources over the 4-year period covered by the 2015 Spending Review.
- Manage fire stations effectively and efficiently, ensuring we maintain safe effective fire fighters and contribute to achieving safer stronger communities.
- Continue to champion a strong health and safety culture across the organisation.

National Resilience

The Deputy Chief Fire Officer is responsible for managing the Authority's responsibility in discharging its role as lead authority for National Resilience on behalf of the Home Office.

National Resilience assets and resources refers to specialist capabilities, equipment and people that are available across the country to deal with unusually large or complex emergencies (e.g. widespread flooding). Merseyside Fire and Rescue Service coordinates these assets through the National Resilience Assurance Team (NRAT) on behalf of the government.

MFRA coordinates the mobilisation of National Resilience assets via the National Resilience Fire Control. The authority also manages the National Resilience training program for skills acquisition and maintenance as well as contractual arrangements for Long Term Capability Management which provides support and asset refresh for the maintenance of all National Resilience fleet and equipment.

Prevention

MFRS delivers a range of preventative activities through the Prevention Directorate on behalf of Merseyside Fire and Rescue Authority. The Prevention Directorate, is delivered through two distinct strategies, the Home Safety Strategy (including Safe and Well) and the Community Safety Strategy (including Road and Water Safety, Arson and ASB Reduction and Youth Engagement). Both of these strategies are underpinned by a one-year Functional Delivery Plan which has a clear set of objectives.

The Prevention strategies provide the framework and clear expectations for the delivery of all prevention activity in line with our IRMP, Medium Term Financial Plan and People Strategy. Our strategies are intelligence led, based on a range of information and data from a number of sources including people and placed based factors. We use a targeted risk based approach that prioritizes those individuals and communities deemed most vulnerable, whilst still affording an appropriate level of interventions based upon risk, demand and vulnerability.

Our direct interventions and engagement activity are delivered within communities based upon MFRA business intelligence in how to avoid fires and other accidents in the home, on the road and near water including longitudinal incident data and by assisting other lead agencies such as the police, housing and health partners to achieve their objectives which may impact upon fire safety and ASB in the community and improve feelings of safety for our communities.

Protection

Our aim is to reduce the risk and impact of fire in our communities, safeguarding firefighters, heritage and the environment, reducing the loss of life, injuries, commercial, economic and social costs. It is our statutory duty to enforce The Fire Safety Order and promote fire safety. We will support business and communities to fulfil their legal duties; in maintaining the safety of *relevant persons*, who may be present. Which will also support the economic growth of Merseyside.

Alongside the Fire Safety Order, The Authority (Licensing Authority) is responsible for enforcing all or some of the provisions of a range of legislation which imposes controls on the safe keeping of explosives and petroleum-spirit. In the context of the relevant legislation, the term 'safe' means safe from the risks of fire and explosion. Enforcing this legislation fulfils the Authority's statutory obligations The Health and Safety at work Act 1974.

Our Buildings Regulations Team consult with regards to the application of Building Regulations and structures are established to ensure that this duty is met. Through effective consultation with 'building control bodies' the Authority will ensure that buildings are adequately protected from the effects of fire as required by the Building Regulations. In order to facilitate the consultation, process the 'building control body' will take the coordinating role with this Authority and, where appropriate, with other regulatory bodies. Any recommendations and advice given will be channelled through the 'building control body' to the applicant. Consultations will comply with the current national 'Building Regulations and Fire Safety Procedural Guidance' document.

Our People

Our aim at MFRA is to have Excellent People

- We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all to ensure that we continue to recruit, train, develop and empower all our staff to deliver our services making the best use of their capabilities and professionalism.

Support Services

As with any organisation, MFRA requires the support of a number of non-operational departments to ensure that it is run in an efficient way and that front-line staff are able to carry out their duties effectively. These departments include direct support for our operational functions, Finance, Legal and Human Resources departments and Estates Management, vehicle management and ICT/information management related services.

3.1 FINANCIAL CHALLENGES 2020-21

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

Principle 1

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

Principle 2

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

Principle 3

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

Principle 4

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

Principle 5

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

3.2 THE AUTHORITY'S BUDGET

Merseyside Fire and Rescue Authority Budget and Medium Term Financial Plan Resolution 2020/21/ – 2024/25

1. Merseyside Fire and Rescue Authority (the Authority) suffered one of the largest cuts in Government funding of any Fire and Rescue Service in the country between 2010/2011 and 2019/2020. Over the period the Authority faced a 50% in real terms reduction in the grant support it receives from Government. Over the same period the Authority's total revenue budget reduced from £73.6m to £60.3m which represents an 18% cash or 40% real reduction.
 - The unprecedented reduction in Government funding required the Authority to make tough choices but it has a proven track record in managing its financial affairs well. Although the Authority planned prudently to minimise the impact on frontline services and identified significant efficiency savings by reducing management, support services costs and other technical amendments unfortunately the Authority had no choice but to approve an unavoidable reduction in the operational front line.
 - The impact of these required cuts meant: -
 - The firefighter establishment was reduced from 1,000 Full Time Equivalent (FTE) in 2010/2011 to potentially 620 FTEs, 38% lower, by 2019/2020.
 - Support and technical staff reduced from 425 FTE to 291 FTE, a 32% reduction, and many of these staff carry out important front line preventative and response work with the Merseyside community.
 - In 2010/11 the Authority had 26 full time fire stations, the current budget will see that reduce to 22 on a variety of duty cover systems by the end of 2020.
 - In 2010/11 the Authority had 42 wholtime fire appliances immediately available and 1 retained - 43 appliances in total. The government cuts meant this would reduce to 26.
 - In 2019/2020 the Authority appointed a new Chair and Vice Chair(s) alongside the appointment of a new Principal Officer team. As part of the 2019/2020 budget process the new Chief Fire Officer working with the Director of Finance identified options to reverse some of the cuts to frontline services by releasing revenue monies through prudent debt management in order to re-invest £1m back into operational response and protection services. This was proposed on the basis of increased risk of fire and other emergencies, particularly the services ability to respond to large and/or protracted incidents; terrorist related threat and other major incidents; as well as the need to enhance protection functions in the light of the Grenfell Tower fire.

- The Authority consulted on the alternative proposals in its supplement to the 2017-2020 IRMP and received support from the public on its proposals.
- The Director of Finance identified a strategy to release debt servicing and pension deficit payment budgets to fund this £1m investment, and I'm happy to confirm the £1m has been delivered that can now fund the required investment that will see: -
 - an increase the firefighter numbers on Merseyside by an additional 22 posts, to 642 and,
 - an increase in retained (on call) contract holders
 - increase fire engine/appliance availability from 26 to 30, and
 - a new fire engineer post to work with partners ensuring the safety of residents in high rise buildings.
- The Authority was and remains concerned that the reductions in services due to Government funding cuts since 2010/11 have gone too far, and that the £1m investment only delivers some of the additional resources it believes are required by the Service.
- The 2020/2021 Government Funding settlement meant the Authority will receive an increase of only 1.6% on its 2019/2020 settlement, less than the 2019/2020 firefighter pay award and below the expected increase in pay in 2020/2021. The Authority will benefit from a 1.7% increase in its Council Tax base, but in order to minimise the impact of a lower than inflation rise in Government support on the Fire and Rescue Service, it proposes a council tax increase of just under 2%.
- The effect of the budget on the council tax will be a ***Band D Council Tax of £80.40 (which equates to £1.55 a week) an increase of 3p per week on the 2019/2020 figure.***
- Most people in Merseyside will pay ***Band A Council Tax of £53.60 (£1.03 per week), an increase 2p per week on the 2019/2020 figure, towards their Fire & Rescue Service.***
- The Authority recognises that the Fire and Rescue Service is required to resource on the basis of risk not demand. But it also appreciates that Merseyside faces more demands than most other services due to the high levels of deprivation that its communities experience. The Authority would ask that this Government reflect on the impact the last 10 years of cuts are having on the Fire and Rescue Service and properly review all risks facing the country in the light of emerging risks (for example a heightened terrorist threat or responding to increased flooding events through climate change) and would hope that resources are allocated in a way that allow Merseyside to continue to respond effectively to local and national threats.
- Future Government funding cuts may force the Authority to make further reductions in frontline services despite achieving a £1m investment. Therefore, the Authority will continue to lobby the Government against the level of cuts in funding made since 2010/2011 and highlight the consequences that further cuts will have on the effective delivering of a vital emergency service.
- The Authority has undertaken a process of lobbying more extensively than any other Authority in the Country and we believe this may have avoided further and deeper cuts and our views on future funding have been heard at the highest levels of Government. The Authority has stated that it will

not allow these cuts to go unchallenged, and it will use every political device available to improve funding so as to maintain the highest levels of public and staff safety here on Merseyside.

4.1 PERFORMANCE INDICATORS

Performance indicators measure key areas of performance and allow managers to manage and react to changing situations to ensure we are achieving our objectives. Targets are set at the beginning of the year using, where possible, 5 years' historical performance data and professional judgement to ensure trends are analysed and taken into account to give accurate and achievable performance targets.

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

- **Key Performance Indicators (KPI) – Summary Indicators – Reported to Authority**
- **Key Performance Indicators – Outcome indicators** (*e.g. Reduction in fires and other incidents*)
Reported to Authority
- **Tier 1 Local Performance Indicators – Outputs** (*e.g. Number of home fire safety checks*) – **some minor outcomes – Reported to Performance Management Group**
- **Tier 2 Local Performance Indicators – lower level outputs – Reported to Function and Station Management Teams**

Reporting of performance against KPIs is presented at Authority meetings using a traffic light system to update Authority members on the performance against targets set for the year. These reports focus on KPIs but also illustrate performance from related 1st and 2nd tier indicators. Further data can be requested from the Strategy and Performance Department.

For 2020/21, targets will be set for KPIs (outcome indicators) and a number of LPI's which require an outcome such as the number of Home Fire Safety Checks, Simple Operational Fire Safety Audits and Site Information Risk and Hazard (SIRAH) visits completed and achieving the targets will be managed locally on station on an annual basis.

The estimated performance for 2019/20 is detailed below (using actual data from April 2019 to December 2019). This will be replaced with the final end of year figures in June. Where there is no target the status is shown as 'Quality Assurance'. Performance Indicators have been recorded in groups for reporting to the Authority.

4.2 PERFORMANCE FOR 2019/20

	BENCHMARK KEY PERFORMANCE INDICATORS	Performance 2018/19	Target 2019/20	Estimated Performance 2019/20	Status
TO00	Total number of emergency calls received	27215	Quality Assurance	19212	
TC01	Total number of incidents attended	16101	15921	14386	On target
TC02	Total number of fires in Merseyside	7523	7304	5279	On target
TC03	Total number of primary fires attended	2247	2407	2007	On target
TC04	Total number of secondary fires attended	5276	4897	3311	On target
TC05**	Total number of special services attended	3270	Quality Assurance	3736	
TC06	Total number of false alarms attended	5308	5521	5489	On target
TR08*	Attendance standard – first attendance of an appliance at a life risk incidents in 10 mins	94%	90%	94%	On target
TD09	The % of available shifts lost to sickness absence, all personnel	3.41%	4%	3.90%.	On target
TE10	Total carbon output of all MFRS buildings	88.1	86.4	57.5	On target
DWELLING FIRES					
DC11	Number of accidental dwelling fire	899	960	846	On target
DC12	Number of deaths in accidental dwelling fires	4	8	8	On target
DC13	Number of injuries in accidental dwelling fires attended	82	98	92	On target
DC14	Number of deliberate dwelling fires in occupied properties	126	150	125	On target
DC15	Number of deliberate dwelling fires in unoccupied properties	24	33	15	On target
DC16	Number of deaths in deliberate dwelling fires	0	1	1	On target
DC17	Number of injuries in deliberate dwelling fires	9	15	11	On target

*Attendance standard is measured from the time the fire appliance is alerted to an incident to the point that it books in attendance. ** Some Special Service attended generate income such as lift rescue and effecting entry. This indicator includes a wide range of different incident types including road traffic collision, water rescue, flooding, animal rescue, assisting the police, rescues from height etc. We are not always in a position to influence a reduction in some of these

incident types and this is reflected in our targets where we will class some Special Services as 'Quality Assurance' and not set a target unless we are in a position to influence reductions in incident types e.g. RTC's.

KEY PERFORMANCE INDICATORS		Performance 2018/19	Target 2019/20	Estimated Performance 2019/20	Status
NON DOMESTIC PROPERTY					
NC11	Number of deliberate fires in non-domestic premises	76	86	62	On target
NC12	Number of accidental fires in non-domestic premises	192	195	168	On target
ANTI SOCIAL BEHAVIOUR					
AC11	Number of deliberate vehicle fires attended	510	569	440	On target
AC12	Number of accidental vehicle fires attended	199	197	195	On target
AC13	Number of deliberate anti-social behaviour fires (small)	4259	4157	2667	On target
AC14	Number of accidental small fires attended	1017	740	644	On target
AC15	Number of 'other' primary fires attended	221	217	161	On target
ROAD TRAFFIC COLLISIONS					
RC11	Number of road traffic collisions (RTC) attended	617	568	734	Target missed
RC12	Number of injuries in road traffic collisions attended	325	352	343	On target
RC13	Number of fatalities in road traffic collisions attended	12	7	10	Target missed
FALSE ALARMS					
FC11	The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties	590	661	575	On target
FC12	The number of false alarm calls due to automatic fire alarm equipment in Domestic properties	2679	2812	3028	Target missed
STAFF WELFARE, RISKS & COMPETENCY RELATED INDICATORS					
WD11	% of available shifts lost to sickness absence per wholtime equivalent GREY book (operational) personnel	3.61%	4%	5.01%	Target missed
WD12	% of available shifts lost to sickness absence per wholtime equivalent GREEN & RED book (non uniformed) personnel	3.13%	4%	5.29%	Target missed
WR13	Total number of operational staff injuries	45	52	32	On target

	Target achieved
--	-----------------

	Within 10% of Target
	10% worse than target

Comments on Performance Indicators that have achieved their target

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

Fire crews continued to achieve the Attendance Standard for response to life risk incidents within 10 minutes on 94% of occasions, the target is 90%.

AC13 Number of deliberate anti-social behaviour fires (small)

Deliberate Anti-Social Behaviour fires decreased during 2019/20 (2667 compared to 4259 in 2018/19). This large reduction in incidents is due in part to the hard work conducted by Fire & Rescue Service personnel in conjunction with local partners. The contrast between the weather conditions for the summer of 2018 and 2019, with 2019 being particularly inclement also contributes to the reduction in incidents.

FC11 The number of false alarm calls due to automatic fire alarm equipment in Non-Domestic properties

False alarms attended in Non-Domestic Properties has achieved its annual target of fewer than 661 properties being visited. The prevention team has targeted repeat offenders in a bid to control the number of automated false alarms being attended in line with the MF&RS Unwanted Fire Signals Policy. The success of achieving this indicator is all the more impressive given that each year the numbers of non-domestic properties (including businesses, hospitals etc.) are increasing.

Comments on Performance Indicators where the target has not been achieved.

RC11 Number of road traffic collisions attended

This indicator has always been calculated based on the RTCs that the Service is requested to attend and does not reflect the total number of RTCs in Merseyside or the RTCs involving the Service’s targeted age group of people aged 16-24. As a result, the indicator does not reflect the success or otherwise of our preventative educational measures taken in collaboration with the Merseyside Road Safety Partnership. MFRS now has access to Police RTC data that for 2020/21 allows us to set a target that better reflects the impact of our RTC reduction work, whilst continuing to monitor this indicator as a measure of Service emergency response activity.

4.3 KEY PERFORMANCE INDICATORS for 2020/21

KPI Ref	Narrative	Target 2020/21
Summary/Benchmark Key Performance Indicators		
TO00	Total number of emergency calls received	<i>Quality Assurance</i>
TC01	Total number of incidents attended	16158
TC02	Total number of fires in Merseyside	7044
TC03	Total number of primary fires attended	2165
TC04	Total number of secondary fires attended	4879
TC05	Total special service calls attended	<i>Quality Assurance</i>
TC06	Total number of false alarms attended	5497
TR08	Attendance standard – The first attendance of an appliance at all life risk incidents in 10 minutes	90%
TD09	% of available shifts lost to sickness absence per head, all personnel	4%
TE10	Total Carbon Output of all buildings	60%
Dwelling Fires		
DC11	Number of accidental dwelling fires	861
DC12	Number of fatalities from accidental dwelling fires	8
DC13	Number of injuries from accidental dwelling fires attended	90

DC14	Number of deliberate dwelling fires in occupied properties	138
DC15	Number of deliberate dwelling fires in unoccupied properties	20
DC16	Number of deaths occurring in deliberate dwelling fires	1
DC17	Number of Injuries occurring in deliberate dwelling fires	13
Non Domestic Property Fires		
NC11	Number of deliberate fires in non- domestic premises	81
NC12	Number of accidental fires in non-domestic premises	179
KPI Ref	Narrative	Target 2019/20
Anti-Social Behaviour		
AC11	Number of deliberate vehicle fires in Merseyside	476
AC12	Number of accidental vehicle fires attended	193
AC13	Number of deliberate anti-social behaviour small fires in Merseyside	4157
AC14	Number of accidental small fires attended	722
AC15	Number of "Other" primary fires attended	217
Road Traffic Collisions		
RC11	Total Number of Road Traffic Collisions (RTCs) attended – <i>Based on MFRS attendance data</i>	<i>Quality Assurance</i>
RC12	Number of injuries in RTCs attended - <i>Based on MFRS attendance data</i>	
RC13	Number of fatalities in RTCs attended - <i>Based on MFRS attendance data</i>	
RC14	New: Number of Killed & Seriously Injured (KSI) in RTC's across Merseyside <i>Based on Partnership RTC data</i>	
RC15	New: Number of KSI's affecting 16-24 age group <i>Based on Partnership RTC data</i>	110
False Alarms		
FC11	The number of false alarm calls attended due to automatic fire alarm equipment in Non-Domestic property	583
FC12	The number of false alarm calls attended due to automatic fire alarm equipment in Domestic properties	2949
FC13	The number of false alarm calls attended, discounting false alarm good intent.	<i>Quality Assurance</i>
Staff Welfare, Risks and Competency		

WD11	% of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel	4%
WD12	% of available shifts lost to sickness absence per wholetime equivalent GREEN and RED book (non uniformed) personnel	4%
WR13	Total number of operational staff injuries – on duty	47

5.1 INTEGRATED RISK MANAGEMENT PLAN 2017-20 & IRMP SUPPLEMENT 2019-21

Our Integrated Risk Management Plan (IRMP) sets out how we will balance the risks and needs of our communities against our duties as a Fire and Rescue Authority and the resources we have available. We published a three year IRMP in 2017 [\[here\]](#) and a two year supplement to that Plan in July 2019 to reflect changing risks and demands [\[here\]](#).

The IRMP supplement created a reinvestment in the front line, something that we had not been able to do for many years and represented an ambition to continue delivering the best possible services to the people of Merseyside.

Our IRMP Supplement 2019/21 objectives and how they differ from our original 2017-20 plans are summarised below:

Operational Response

Original proposals IRMP 2017-20

- During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents and 2 appliances that can be mobilised within 30 minutes.
- 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 a secondary wholetime retained contracts for firefighters. (Retirement of 80-100 firefighters during 2017-20). *The secondary contract aspect of this action has been completed.*
- Undertake recruitment between 2017-20 to ensure numbers and competence is maintained (making sure we have enough firefighters for the future). *To be extended to 2021*
- We will change some shift patterns from wholetime to days only wholetime crewing (retained cover provided at night).

2019-21 IRMP Supplement

Objectives 1, 2 and 3 above have been replaced with the following objectives to improve resilience, to effectively address new and emerging risk/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 will 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 will achieve this increase in the number of fire engines from 26 (18 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 and Rescue fire appliance.

- *In practical terms this will mean that during the day we will have 27 (including Search and Rescue appliance) immediately available fire appliances with a further 3 available within 30 mins (for resilience purposes); and 21 immediately available fire appliances (including Search and 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 firefighter positions employed by Merseyside Fire and Rescue Authority from 620 to 642.*
- *To achieve this, we intend to recruit up to 60 new firefighters each year during the life of this plan to maintain the 642 figure.*
- *This proposal also includes a commitment to maintain fire engines with five firefighters 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 will 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 allows 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 delivers immediate and continuous night-time cover at both Liverpool City and Wallasey fire stations.

The Hybrid model shift 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 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 and where a retained shift either follows a day shift or precedes a night shift, for example:

1. 12-hour day shift (0830-2030hrs) followed by a 12 hour retained shift (2030-0830hrs)
2. 12 hour retained shift during the day (0830-2030hrs) followed by a night shift (2030-0830hrs)

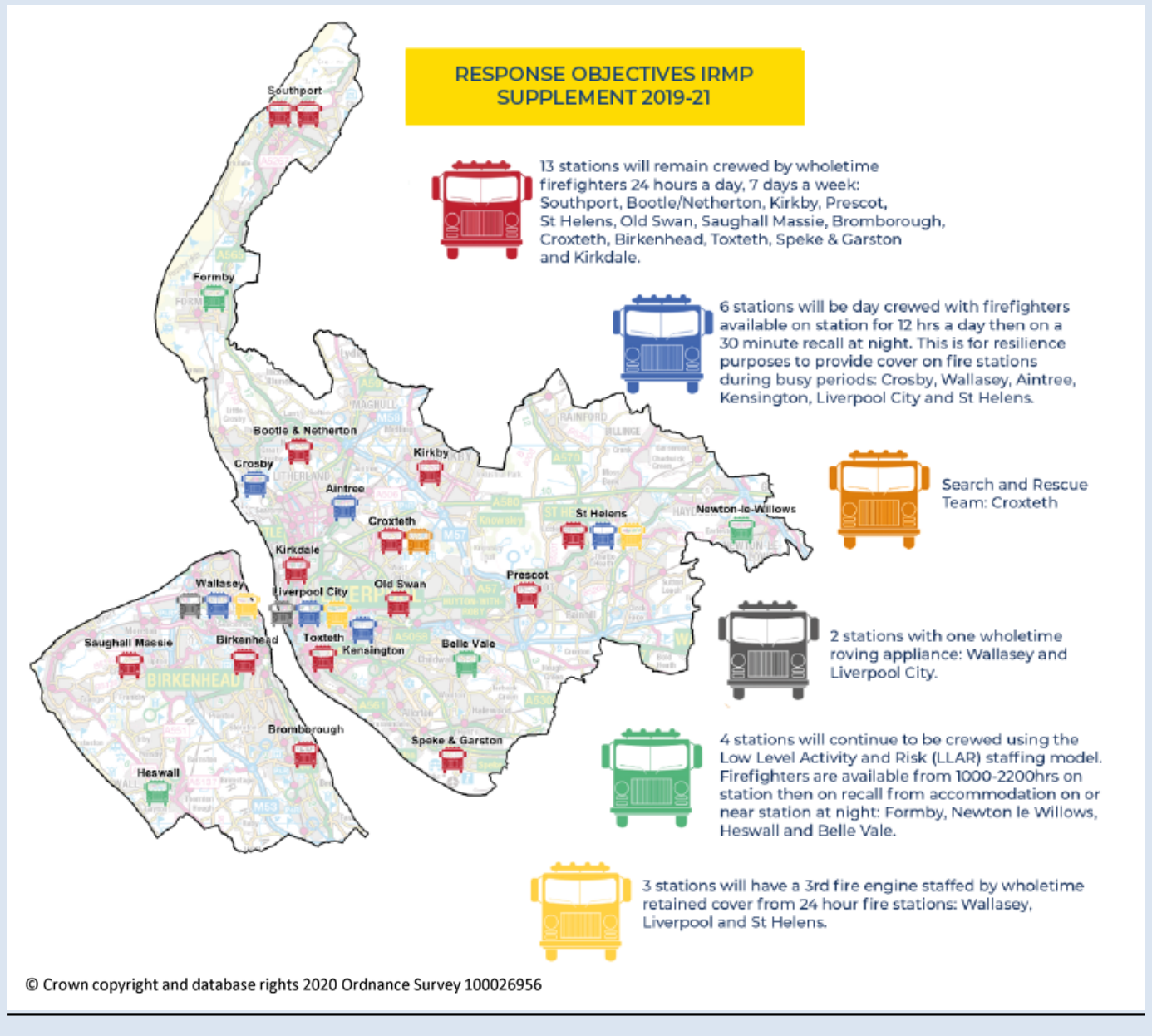
These stations enhance our response capabilities to terrorist threat, marine and environmental (flood) risk.

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 proposal is based on the analysis of risk, demand, vulnerability and performance (further details are available in the IRMP Supplement 2019-21).

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 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:



1. Completion of station mergers (closing 2 stations and building one new station in a central location) at 3 locations – St Helens, Prescot and Saughall Massie – *Prescot and Saughall Massie are complete and open. It is expected that the new St Helens station will be operational before the end of 2020.*

2019-21 IRMP Supplement Objective

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 propose that when the Emergency Medical Response (EMR) trial is complete, MFRA will introduce EMR to all fire crews across Merseyside during the lifespan of the IRMP 2017-20 – *this will remain in the IRMP and be reviewed when the outcomes of national negotiations are known.*

Operational Preparedness

- We intend to add to the resilience of the Marauding Terrorist Firearms Attack (MTFA) capability by training and equipping proposed wholetime day duty shift stations to perform this function in addition to the Search and Rescue Team.
- We intend to supplement the resilience of the Urban Search and Rescue (USAR) team capability by training all new recruits into MFRA to USAR technician level and create opportunities for staff to work in the USAR team.
- We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B and C water rescue teams the Service can deploy.
- We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of the Home Office.
- We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.
- As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX team in similar joint training plans to enhance response capability at major incidents.
- We may change how training is delivered in the longer term. We propose working with partner organisations to explore opportunities for efficiencies, driving further collaboration and improving effectiveness.

2019-21 IRMP Supplement Objectives

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.

Community Risk Management

- We are in discussion with local Clinical Commissioning Groups and Public Health professional in relation to the introduction of Safe and Well visits across Merseyside.
- 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.
- With partners we are committed to the building of digitally inclusive community where everyone has access to affordable broadband and devices, has the right skills and confidence to use the internet and the ability to use technology to improve their quality of life and 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 aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify vulnerable people and to support the service directly in the delivery of community reassurance and National Fire Chiefs Council themed campaigns.
18a. MFRA would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes.
- We will ensure targeting the right level of Protection expertise to the level of risk by using a wide range of data and intelligence sources.

2019-21 IRMP Supplement Proposal

We will increase the number of staff in our Protection team to carry out legislative fire safety work.

We 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 proposal 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.

- We propose that Business Safety Advisors will complement the work of Protection by further supporting our risk based strategy, developing initiatives and campaigns to target specific business premises across Merseyside.
- Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely and effectively to fires with an enhanced knowledge of the built environment. We

propose further involvement in planning activities, exercise support and debriefing MFRA and multi-agency exercises. The team will support the management of risk through undertaking 'peak performance' inspections with partners.

- 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 and find solutions to move forward.

Finance

- Financial proposals:
 2. Prepare a multi-year financial plan
 3. Set council tax increase in line with the financial plan
 4. Assume 2% pay increase for our staff for 2019/20 and each year thereafter
 5. Look to reinvest £1m in frontline services and increase the number of firefighters from 620 to 642.
 6. Fund the £1m investment from anticipated savings on future debt payments and pension deficit payments.
 7. Deliver the saving plan approved in the 2018/19 financial plan.

Our five-year Medium Term Financial Plan rolls forward each year and it is updated to deal with any changes. Further details can be found in Section 3.2

6.1 EQUALITY, DIVERSITY AND INCLUSION

MFRA recognises the importance of considering and promoting equality in everything that we do. We are committed to delivering services and employing staff in accordance with the Equality Act 2010. Not just because it is the law, but because we believe it is the right thing to do.

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

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

As part of the IRMP process, consideration has been given to the impact of service level changes to the community, specifically the protected characteristics set out in the Equality Act 2010 which MFRA is required to take into account under its Public Sector Equality Duty. This is dealt with through the Equality Impact Assessment process¹ which includes reviewing Census data, demographic data, fire and rescue statistics and community consultation feedback.

¹ Equality Impact Assessments

Our Equality Impact Assessment (EIA) are a way of finding out if our services and employment opportunities are accessible for our communities and employees. They help us ensure that our policies/initiatives and services do not discriminate in any way.

An EIA will help us to understand how our policies/initiatives or services could discriminate against members of the community on grounds of race, disability, gender, age, sexual orientation, religion or belief.

It allows us to look forward to see that customers and employees can access our services, instead of reacting to any complaints or concerns about service delivery. The IRMP document sets out the key changes to the Fire and Rescue Service for Merseyside and EIAs have been carried out on those key changes.

In 2019 we set out to deliver our Equality, Diversity and Inclusion training to all our staff. This is well underway and we are on target to complete the training during 2020/21.

Regular updates on progress against our objectives are submitted to the Fire and Rescue Authority. The next few years will have a strong focus on the training and support for our staff to equip them to understand Equality, Diversity and Inclusion and embed it into their day to day roles. For these updates and more information on how we perform against the Public Sector Equality Duty and the innovative ways in which we engage with our diverse communities please read our Equality, Diversity and Inclusion Annual Report 2018-19 [[link to be added](#)].

6.2 EQUALITY OBJECTIVES 2017/21

Equality Objective 1

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

Action	<ul style="list-style-type: none"> • Increasing the diversity of our workforce and volunteers to increase the number of people from underrepresented groups • Delivering Positive Action programmes across all occupations where under representation exists, and learning from and sharing results • Working with local diverse communities to build better relationships with people and organisations that can promote MFRA as an employer of choice to those groups underrepresented in our workforce • Continuing to monitor the workforce and encourage more disclosure of diversity information by staff; including Disability, Sexual Orientation and Religion and Belief • Reviewing progression and promotion across all levels of the organisation
How we will measure our success	<p>Increased diversity of our workforce and volunteers, at all levels, in order to reflect the local community we serve.</p> <p>Increased applications for vacancies, at all levels, by people from the protected groups currently under represented.</p>

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

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

Equality Objective 2

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

Action	<ul style="list-style-type: none"> • Carry out activities to help us know and understand our diverse communities including: <ul style="list-style-type: none"> ○ Gathering and data and intelligence to help us know and understand our diverse communities better ○ Engaging with diverse communities to understand their needs in relation to the services we provide ○ Using knowledge and data, to target services to the diverse communities at most risk ○ Improving Equality Monitoring of the services we deliver to our communities (e.g. HFSC Monitoring) and take account of satisfaction levels with our services provided through ongoing community engagement and consultation • Carrying out Equality Impact Assessments on services and policies that affect the diverse communities we serve
How we will measure our success	<p>We will have meaningful data that helps staff develop effective activities, campaigns and events that result in better engagement with diverse communities across Merseyside (including diverse businesses)</p>

Equality Objective 4

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

Action	<ul style="list-style-type: none">• Development of equality and diversity training including: e-learning, equality and diversity related workshops, inductions for new staff• Embedding Equality and Diversity in our volunteering programmes and youth engagement.• Helping Authority Members understand their role in scrutinising the organisation’s delivery of equality and diversity outcomes• Carrying out Equality Impact Assessments• Creating a diverse supplier base for goods and services in our procurement procedures• Supporting staff groups and forums to help us understand our diverse groups of staff and their contribution to the organisation• Using staff survey results to understand levels of engagement in relation to the protected groups
How we will measure our success	<ul style="list-style-type: none">• Staff will feel better equipped to manage their functions and delivery of services to all communities in a confident way. This could be measured through the Staff Survey engagement and the outcomes delivered to different groups and community feedback from after the incident reports. Monitoring the number of training sessions completed around Equality and Diversity• Improvement in levels of engagement amongst staff from the protected groups

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

This helps the organisation to meet its Public Sector Equality Duty to have due regards to understand

Equality Objective 3

Reducing fires and other incidents amongst the vulnerable protected groups

Action

- Continuing to prioritise Home Fire Safety Checks to high risk people and places
- Continuing to engage with young people in vulnerable areas
- Increasing the Equality Monitoring and reporting of Home Fire Safety Checks, hate crime and safeguarding
- Analysing our performance each year using the Performance Indicators (PI's) that relate to fire deaths, injuries and accidental dwelling fires. We will introduce measures as necessary to contribute to the reduction in these incidents

How we will measure our success

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

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

By better understanding the impacts for diverse community groups in terms of fires and other incidents we can measure whether there are any disproportionate outcomes for the protected groups of: Age, Gender, Ethnicity, Religion, LGBT and Disability

Equality Objective 4

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

Action

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

How we will measure our success

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

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

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

Equality Objective 5

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

Action

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

How we will measure our success

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

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

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

7.1 FUNCTIONAL PLANS 2020/21

Functional Plans are departmentally focused or thematic. Although mainly an internal planning tool, key actions from these plans are included in the Service Delivery Plan. Each of the Function leads are asked to write an annual Functional Delivery Plan. In the Plan they introduce the Function and its role within MFRS, review progress against their Key Deliverables for the previous year and identify their priority actions for the next year. IRMP objectives and inspection areas for improvement are addressed as action points in the Functional Plans, where relevant.

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

Each Functional Plan has an Equality Impact Assessment (EIA) completed. This EIA describes if, and how, the Functional Plan will impact on staff and members of the public, both negatively and positively, taking into account the ten protected characteristics (age, sex, race, disability, religion and belief, gender reassignment, marriage and civil partnership, pregnancy and maternity, sexual orientation and, specific to MFRS, socio-economic disadvantage).

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

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

This year Equality, Diversity and Inclusion actions have been incorporated into Functional Plans.

General Priorities

Within this Service Delivery Plan Merseyside Fire and Rescue Authority will aim to deliver safe and effective services across Merseyside; delivering services of the highest quality and at an affordable cost, offering the very best value for the communities we serve. The services delivered will reflect our core values and the risks within our communities and include particular activity drawn from our Integrated Risk Management Plan (IRMP) and collaboration with partner agencies to deliver affordable and effective interventions during challenging times, in prevention, planning for emerging risks and responding to incidents.

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

As well as the publication of an IRMP supplement in July 2019 the Service also received its Inspection report from Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS).

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

in the inspection and these are included in our plans. Continuing and new actions that will contribute to addressing the areas for improvement and the IRMP are included in the next section of this Plan. The Service will be inspected again in July 2020 and we are making good progress on implementing the required changes.

7.2 SERVICE DELIVERY PLAN ACTIONS 2020/21

As explained in the previous section, we have priorities that are really important to us as we strive to reduce risk. Some fit within the criteria of the Integrated Risk Management Plan and others sit outside it and the key deliverables below deal with all areas of activity that are priorities for the Authority. These have been developed as part of our Functional Plans: -

Operational Preparedness:

Training	
FP/20/21/1.1	Complete feasibility study and a detailed costing exercise for the proposed redevelopment of the TDA and Croxteth Fire Station (including collaboration with internal and external partners).
FP/20/21/1.2	Enhance Command Training to ensure fire service assets are directed assertively, effectively and safely at incidents including regular assessment of command competence.
FP/20/21/1.3	Ensure all staff skills are up to date and promote organisational awareness of the method to record training

Collaboration and Interoperability	
FP/20/21/1.4	Ensure collaborative opportunities are fully explored and kept under review in line with the Policing & Crime Act 2017, reviewing our Shared Estate, Operations and Support Services. Opportunities will be explored where they are in the interests of efficiency, effectiveness or public safety.
FP/20/21/1.5	Continue to embed and improve interoperability through JESIP by working together and working with partners to achieve a better outcome for our communities

Control	
FP/20/21/1.6	Implement a comprehensive review of staffing and consider future ways of working for Fire Control

Operational Planning and Intelligence	
FP/20/21/1.7	Continuous review of Standard Operational Procedures (SOPs) and training packages in line with National Operational Guidance (NOG) and support the ongoing development and maintenance of NOG through the completion of a Strategic Gap Analysis.
FP/20/21/1.8	4. To continue to review how operational risk information is provided to front line crews, including the future conversions of MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH).
FP/20/21/1.9	Share Cross Border risk information with neighbouring FRSs through the use of ICT platforms and emerging technology and examine how best to enhance cross border training with neighbouring FRSs to assist when responding to over the border incidents.
FP/20/21/1.10	Identify and plan to reduce Foreseeable Risk to the community and the environment.

Operational Resources and Transport

FP/20/21/1.11	Progress and implement authorised recommendations from the Strategic Leadership Team as to the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response.
FP/20/21/1.12	Implement a review of Workshop staffing pay rates
FP/20/21/1.13	Implement a comprehensive review of Courier staffing and consider future ways of working

Operational Preparedness - Equality, Diversity and Inclusion Objectives:

ED/20/21	ED 19/20 4.6 continued to 20/21 4.6 To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.
ED/20/21	Utilise our positive action campaigns for recruitment within all departments to ensure diversity.
ED/20/21	Collaborate and work with other agencies to horizon scan and benchmark any ED & I processes.
ED/20/21	Research, Develop and Implement Supportive technology, ex, 999 eye, What 3 Words,
ED/20/21	Uniforms – ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures
ED/20/21	Involve ED & I in all review processes

Operational Response:

FP/20/21/2.1	Continue to maintain the Health, Safety and Welfare of all Merseyside Fire and Rescue Service (MFRS) staff and promote and support a positive Health and Safety Culture.
FP/20/21/2.2	Continue to strengthen Operational Response through improvements identified via effective monitoring, audit, assurance and review of the Operational Response function.
FP/20/21/2.3	Develop our people within Operational Response via continued and improved engagement to deliver a professional service which impacts positively on our communities and our workplace; and continue to effectively and efficiently manage resources to deliver an excellent operational response.

Operational Response - Equality, Diversity and Inclusion Objectives:

ED/20/21	Embed Inclusive Leadership and Management Coaching for Station Managers with the Diversity and Consultation Manager to ensure Managers have opportunities to learn and develop their Inclusive Management Skills (EO1, EO5).
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ED/19/20	Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSC's (EO1, EO2, EO3, EO4, EO5).
ED/20/21	Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups (EO1, EO4, EO5).

People and Organisational Development:

FP/20/21/3.1	To support delivery of the organisational People Strategy and lead on the review of the Strategy for 2021-24.
FP/20/21/3.2	To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.
FP/20/21/3.3	To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.
FP/20/21/3.4	To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.

People & Organisational Development - Equality, Diversity and Inclusion Objectives:

ED/20/21	To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.
ED/20/21	To continue to consider reasonable adjustments which can impact on an employee's capability to undertake their role to their full potential.
ED/20/21	Each SI is assessed and a relevant EIA produced as applicable.

Community Risk Management - Prevention

Prevention	
FP/20/21/4.1	Implement the revised Home Safety Strategy inclusive of using person and place based factors to keep people safer in their homes. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024
FP/20/21/4.2	Ensure that Safeguarding is fully embedded in the Service.
FP/20/21/4.3	Further expansion and development of MFRS volunteers.

Community Safety

FP/20/21/4.4	Produce and implement a Community Safety Strategy that encapsulates Arson, Road & Water Safety and Youth Engagement. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024
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Children and Young People

FP/20/21/4.5	We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.
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Community Risk Management Prevention - Equality, Diversity and Inclusion Objectives:

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

Community Risk Management – Protection**Protection**

FP/20/21/5.1	To implement the Protection Strategy including a focus on: 2. Resource and Asset Review - To analyse demand on the department, against external and internal drivers to reduce risk. 3. Data and Digital Solutions (MIS) - Develop applications for the Management of Protection Information (MIS) so that Protection activity can be effective and efficient.
FP/20/21/5.2	Information and Guidance Establish a Framework for Information and Guidance to provide both our department and partners with clear up to date and appropriate information.
FP/20/21/5.3	The built environment Review our approach to high risk and tall buildings, considering the Grenfell Tower Inquiry, to maximise efficiency and effectiveness of operational response to incidents and protection activity in line with risk based inspection.

Community Risk Management Protection - Equality, Diversity and Inclusion Objectives:

ED/20/21/	The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. The provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.
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National Resilience:

FP/20/21/6.1	To utilise the National Strategic Risk Assessment and value for money principles as a foundation to inform the Home Office New Dimensions 2 project
FP/20/21/6.2	To conduct national business continuity planning surveys and provide an accurate position in regards to broader Fire and Rescue Service resilience arrangements
FP/20/21/6.3	Contribute to the TDA site development project to ensure facilities that are sourced/developed are suitable and sufficient to enable MFRS to continue to host and deliver National Resilience skills acquisition and refresher courses. Develop relationships with NFCC comms in pursuit of a more proactive approach to communications, so as to heighten awareness of NR across the sector and with other stakeholders; increase the use of Social media and podcasts to highlight positive elements within NR and to enhance coordination during incidents of national interest
FP/20/21/6.4	Deliver phase 2 of the NR website development project

Strategy and Performance

FP/20/21/7.1	<p>a. To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide</p> <p>b. To deliver the fourth staff survey – using the engagement and Think People principles.</p>
FP/20/21/7.2	<p>To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <p>4. Continuing to digitally transform the organisation</p> <p>5. Continuing to ensure compliance with information governance and security legislation and regulations</p>
FP/20/21/7.3	Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.

FP/20/21/7.4	Create a 2021-2024 Integrated Risk Management Plan aligned to the Medium Term Financial Plan and People Strategy.
FP/20/21/7.5	Work with other functions to deliver a successful HMICFRS inspection for MFRS
FP/20/21/7.6	Implement an ICT Infrastructure that will enable efficiency through current and emerging technology
FP/20/21/7.7	Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the ESN which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.
FP/20/21/7.8	Consider ways in which catering services can become more environmentally sustainable.

Strategy and Performance - Equality, Diversity and Inclusion Objectives:

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

Finance:

FP/20/21/8.1	Monitor the development of the Comprehensive Spending Review (CSR) 2020; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review.
FP/20/21/8.2	To monitor the outcome of the McCloud pension challenge.
FP/20/21/8.3	Maintain and Update the Authority on the progress of implementing the approved 2020/21 financial plan, and in particular any expenditure assumptions and the ongoing delivery of approved saving proposals.
FP/20/21/8.4	<p>Consider the potential future challenge beyond 2020/2021 in relation to: -</p> <ul style="list-style-type: none"> • CSR 2020 and what that might mean IF the Authority has to make significant revenue savings over the CSR 2020 period, (2021/2022 – 2024-2025?).

	<ul style="list-style-type: none"> • The affordability and sustainability of the current level of annual capital spend funded through borrowing (£3.4mp.a. based on the 2024/2025 capital programme) and what can be done to reduce the pressure on the current and future MRP / Interest budget up to 2029/2030. • Funding of new and additional investment in the Service beyond 2020/2021 required to modernise and invest in up-to-date infrastructure – taking into account the previous bullet points.
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Legal, Procurement, Estates & Democratic Services:

Legal	
FP/20/21/9.1	Explore the provision of an overarching insurance policy for UK ISAR further to MFRA appointed as lead authority

Procurement	
FP/20/21/9.2	Deliver new projects and further improvements in respect of National Resilience asset refresh and LTCM activity
FP/20/21/9.3	Undertake review of procurement policies, procedures and processes to ensure current best practice in utilised across the Authorities

Democratic Services	
FP/20/21/9.4	To make greater use of technology to improve engagement between Members and staff; and to raise awareness of the Authority and its Committees.
FP/20/21/7.5	To embed improved scrutiny processes and practices across the Authority, to ensure scrutiny is adding value and contributing to tangible outcomes.

Estates and Facilities	
FP/20/21/9.6	Implementation of the 5 year capital build programme, taking into consideration potential future station mergers and changes in the IRMP

Legal Procurement, Estates & Democratic Services:- Equality, Diversity and Inclusion Objectives:

ED/20/21	To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.
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8.1 STATION PLANS

Station Plans are local plans developed and owned by community fire and rescue station staff working with district based Station Managers and partners. The plans reflect local risks and priorities and set out how the fire station and district based staff will improve outcomes in their communities.

Station Objectives

The station objectives are drawn from our corporate aims and the risks identified by ourselves and partners who work within the fire station area. We hope to deliver local services that make a real difference to the communities we serve with the support of our partners, making the area a safer and healthier place to live, work or visit.

Station Actions

The staff based at the fire station will deliver a range of response interventions that are designed to mitigate life risk or harm from fire, road traffic accidents and water incidents. Additionally, they will work to ensure properties, the environment and businesses are equally protected. Whilst the station staff will deliver excellent response they will also engage in actions that will reduce the occurrence of such incidents through education, risk assessment, planning and training.

Community Impact Fund

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

Station Plan on a Page

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

Station output targets for 2020/21 are:

	SSRI	HFSC	HYDRANT	WASTE & FLY	PREV TALKS	SOFA
TOTALS	1963	46290	142	132	720	2208

9.1 CONSULTATION AND COMMUNICATION

Merseyside Fire and Rescue Authority has an integrated and inclusive approach to planning. The plans that set out the ways in which the Authority will achieve its Mission and Aims and comply with its values are all connected and staff and stakeholders have an opportunity to contribute to the plans. A large part of the planning is around consultation with stakeholders within the community.

During 2016/17 we undertook extensive consultation regarding the planning principles MFRA should apply when developing draft proposals for the draft IRMP 2017/20.

During Spring 2019 we undertook 12 weeks' consultation with public, staff and stakeholders around proposals in the draft IRMP 2019-21 supplement including:

- Public consultation facilitated by an independent organisation
- Staff consultation
- Local authority and strategic partner consultations
- Staff representative bodies
- On-line questionnaires
- Extensive use of the internet (website, portal, Facebook and Twitter) to publicise events

Details of the consultation are available on the MFRA website [IRMP 2019/21 Supplement Consultation](#). [2019-21 Supplement to IRMP 2017/20](#) is also available on the website.

When developing a new IRMP or making significant changes (such as station closures or changes to crewing/appliances), the Authority runs regular consultation events covering each of the five districts. These events ensure that there is representation from a broad range of residents. Attendees are asked to consider a wide range subjects. The feedback from these consultations is used to inform the content of the IRMP.

Principal Officers regularly engage with all staff during face to face briefings. These small group briefings allow staff to receive the most accurate information on MFRA plans and also for them to directly ask questions of the senior officers. The outcomes of these briefings are used to shape service delivery.

GENERAL MFRA GLOSSARY OF TERMS

ACAS	Advisory Conciliation and Arbitration Service
ADF	Accidental Dwelling Fire
AFA	Automatic Fire Alarm
AGM	Annual General Meeting
AM	Area Manager
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BBfA	Better Business for All
BME	Black Minority Ethnic
CBT	Crew Based Training
CBRNE	Chemical Biological Radiological Nuclear Explosive
CCTV	Closed Circuit Television
CFO	Chief Fire Officer
CFP	Community Fire Protection
CFOA	Chief Fire Officers Association
CM	Crew Manager
COMAH	Control of Major Accident Hazards
Con Ops	Concept of Operations
COSHH	Control of Substances Hazardous to Health
CPL	Combined Platform Ladder
CRM	Community Risk Management
CRR	Corporate Risk Register
CSM	Community Safety Manager
CSU	Command Support Unit
DBS	Disclosure and Barring Service
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DIM	Detection Identification and Monitoring
DoE	Duke of Edinburgh Awards
DPM	District Prevention Manager
DTI	Department of Trade and Industry
EDBA	Extended Duration Breathing Apparatus
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment
EISEC	Enhanced Information Service for Emergency Calls
EMR	Emergency Medical Response
EPU	Emergency Planning Unit
ESMCP	Emergency Services Mobile Communication Programme
FBU	Fire Brigades Union
FF	Firefighter
FMIS	Financial Management Information System
FOA	Fire Officers Association
FPOS	First Person on Scene
FS	Fire Safety
FSD	Fire Service Direct
FOI	Freedom of Information
FSEC	Fire Service Emergency Cover (modelling software)

GIS	Geographical Information System
GM	Group Manager
GRA	Generic Risk Assessment
FRSNCC	Fire Rescue Service National Co-ordination Centre
HART	Hazardous Area Response Team (Ambulance)
HAZMAT	Hazardous Materials
HFSC	Home Fire Safety Check
HMU	Hazardous Materials Unit
HO	Home Office
HR	Human Resources
HSE	Health and Safety Executive
HVP	High Volume Pump
ICT	Information Communications and Technology
IFE	Institute of Fire Engineers
IIT	Incident Investigation Team
IoD	Index of Deprivation
IMT	Incident Management Team
IMU	Incident Management Unit
IOSH	Institute of Safety and Health
IRMP	Integrated Risk Management Plan
JAG	Joint Action Group
JCC	Joint Control Centre
JESIP	Joint Emergency Services Interoperability Programme
KMBC	Knowsley Metropolitan Borough Council
LASBU	Liverpool Anti-Social Behaviour Unit
LCC	Liverpool City Council
LEP	Local Enterprise Partnership
LGA	Local Government Association
LGBT	Lesbian, Gay, Bisexual and Transgender
LJMU	Liverpool John Moores University
LLAR	Low Level of Activity and Risk
LPI	Local Performance Indicator
LRMF	Local Risk Management Guidance
MARAC	Multi Agency Risk Assessment Conference
Metadata	Data that identifies the context of information
MFRA	Merseyside Fire and Rescue Authority
MFRS	Merseyside Fire and Rescue Service
MIRWMS	Merseyside Ionising Radiation Warning and Monitoring System
MRF	Merseyside Resilience Forum
MTFP	Medium Term Financial Plan
NEBOSH	National Examining Board for Occupational Health and Safety
NJC	National Joint Council
NOG	National Operational Guidance
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NW	Northwest
NWAS	North West Ambulance Service
NWFS	Networking Women in the Fire Service
OBC	Outline Business Case
OH	Occupational Health
ONS	Office of National Statistics
ORC	Operational Resource Centre

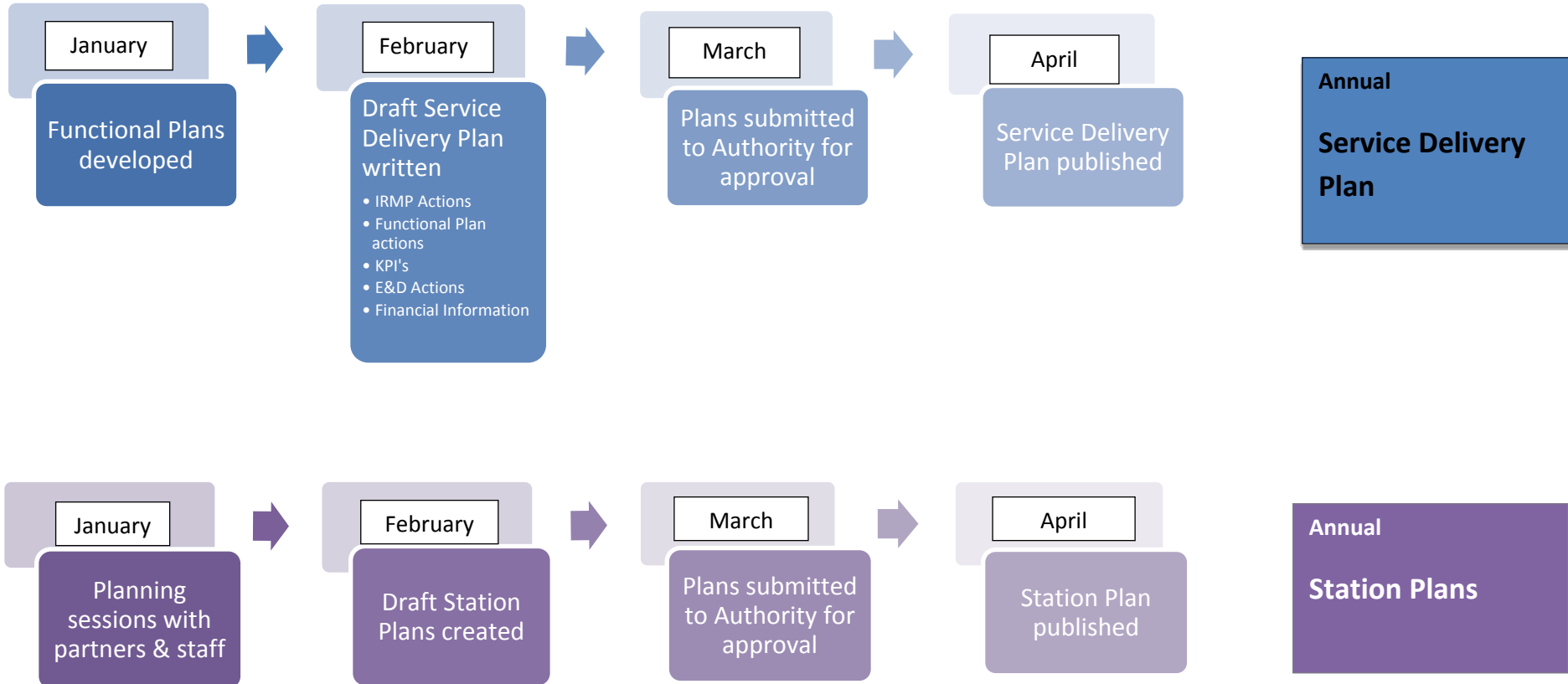
OSU	Operational Support Unit
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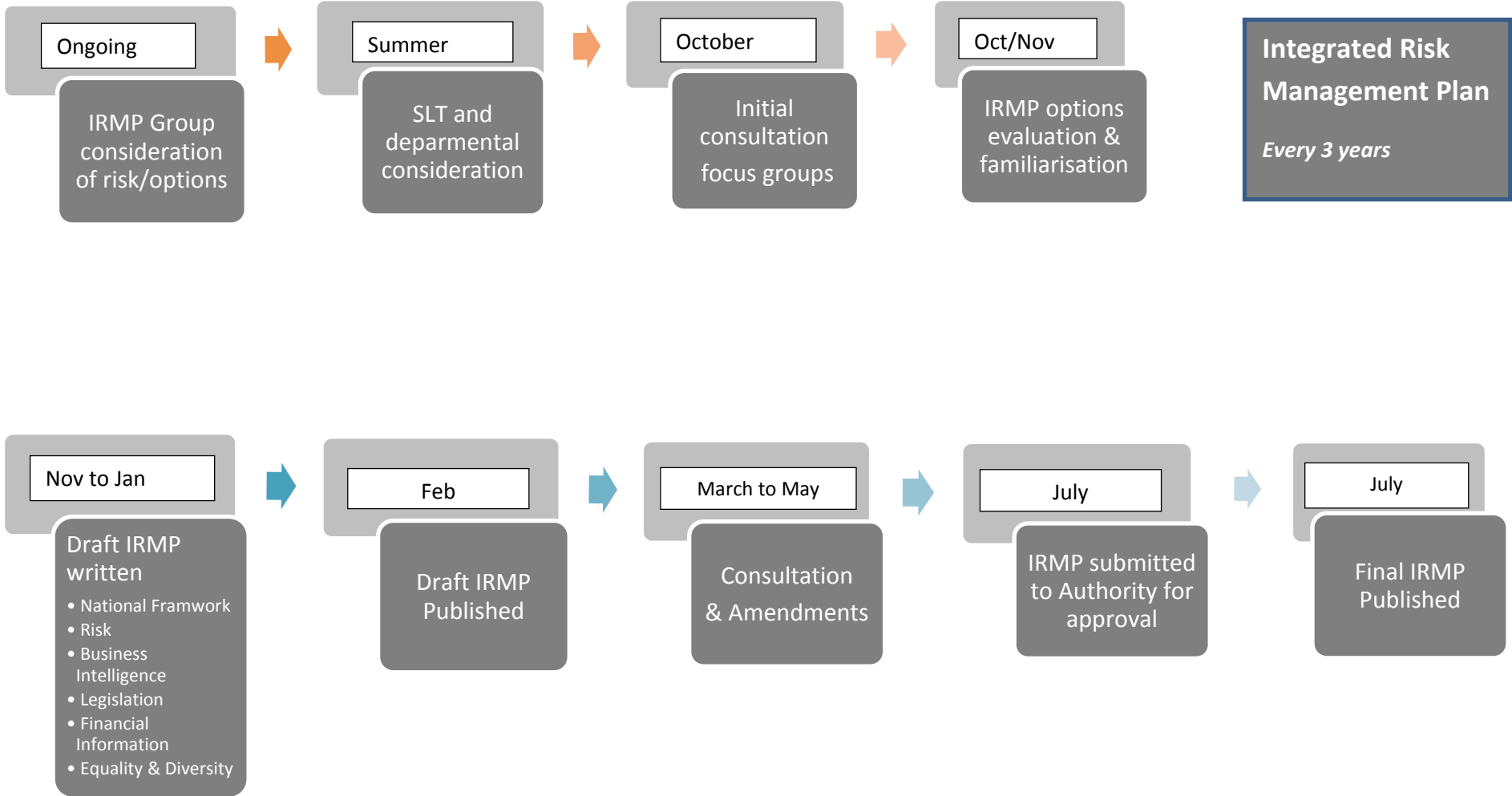
Ops	Operational
PAS	Primary Authority Scheme
PCC	Police and Crime Commissioner
PCT	Primary Care Trust
PFI	Private Finance Initiative
PH	Public Holiday
PI	Performance Indicator
POD	People and Organisational Development
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQA's	Personal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

Appendix 1 Merseyside Fire and Rescue Service Organisational Structure

Note: this is being updated due to recent organisational changes and will be added to the published Service Delivery Plan.

MFRS Integrated Planning Process







18-Aintree Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Aintree will:

Attend and assess premises to gather SSRI information to inform our response and identify risks.

Continue to effectively provide immediate and retained cover aligned to the DCWTR crewing system.

Ensure maintenance of skills against national standards in mass decontamination support and accurate working knowledge of the mass decontamination unit. (MDU)

Provide detailed feedback on pilot equipment as a designated research and development station.

Continue to assess and monitor high risk local developments such as the renovation of University Hospital Aintree, and HMP Liverpool.

Maintain high standards of appliance care including cleaning, equipment tests and fault reporting.

Appraise accurate details of access points to the extensive water system including sections of the Leeds-Liverpool canal.

Ensure completion of all hydrant surveys.

Excellent Operational Response

Aintree will:

Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role.

Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner.

Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area.

Assure high standards of PPE, adherence to procedures and safe working at operational incidents.

Ensure standards of driving and emergency response are maintained and developed through coaching and exposure.

Maintain and develop equipment to suit the changing requirements of first line response in conjunction with Operational Equipment.

Conduct familiarisation inspections with local risk sites to ensure the maximum efficiency of response.

Ensure response times are effectively met.

Excellent Prevention and Protection

Aintree will:

Attend and complete all required Prevention activities to reduce risk and protect vulnerable members of the community.

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Work with local partners and the community to reduce ASB, hate crime and arson.

Continue to advise on how to prevent fire within the significant elderly population and the broader demographic through HFSCs and joint working with partners in NHS and local primary care trusts.

Seek to educate local primary and secondary school children around Fire Safety, Road Safety and Water Safety to reduce harm or injury through school visits.

Continue to reduce and prevent waste fires through reporting and control.

Offer fire safety advice to local business through Simple Operational Fire Safety Audits.

Identify and reduce resource demands such as unwanted alarm signals through advice and joint working.

Excellent People

Aintree will:

Continue to welcome developing Firefighters and Junior Officers into the DCWTR crewing system.

Offer flexibility aligned to the DCWTR system.

Ensure the continuity of a thriving, positive and equal culture where all are treated with respect, dignity and care.

Continue to develop new entrants to the Service through training, incident exposure and accredited NVQ/Apprenticeship qualification.

Ensure dedicated, quality training to Junior Officers to allow full potential to be realised.

Conduct appraisals in a timely fashion with specific individual or organisational objectives set within realistic timeframes.

Identify and support future talent.

Engage with the local community to promote Fire Safety messages and cohesion.

Aim to minimise absence and promote a healthy lifestyle amongst personnel.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	220	309	Site Specific Risk Information (SSRIs)	66
Accidental Dwelling Fires (ADFs)	18	28	Home Fire Safety Checks	2178
Anti-Social Behaviour Fires (ASBs)	158	154	Home Fire Safety Checks over 65's	58%
RTC	34	Monitoring	Hydrant Surveys	48
Deliberate Vehicle Fires	30	26	Waste & Fly Tipping	24
Alert to Mobile	98.7	95%	Prevention talks	24
AFA's in Non Domestic Premises	96	65	Simple Operational Fire Safety Assessments	96
Domestic Smoke Alarm Actuations	75	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



17 - Belle Vale Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Fire-fighters at Belle Vale will;

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is accurate as we move to the new SIRAH process in 2020/21.

Complete allocated Hydrant inspections within the station area.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational preparedness.

Confirm and develop competency by utilising Learnpro and Safe Person Assessments and the OPS system to assess and record performance at incidents.

Plan and carry out training events at local risk venues including residential High Rise properties and familiarise ourselves with local public risks including shopping centres and high speed roads to allow us to test and maintain operational effectiveness.

Support personnel through Institute of Fire Engineer exams to enhance knowledge and capability.

Host, maintain and train with National Resilience assets including the High Volume Pump (HVP) in conjunction with support stations to maintain effectiveness.

Excellent Operational Response

Together we will;

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain Operational Appliances and equipment to the highest standards for effectiveness and availability and conduct regimented testing to ensure longevity of resources. Carry out practical exercises with the HVP to enhance and promote its capability service wide.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response

Excellent Prevention and Protection

Together we will;

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's.

Carry out regular QA of HFSC's by Station Managers to ensure high standards are being maintained and all available support partners are utilised.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises

Excellent People

At Belle Vale we will;

Utilise the appraisal process to identify personal performance objectives, support personal development and look to develop suitable individuals to realise their own potential and career progression.

Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

Support and promote the Princes Trust to assist disadvantaged young people to realise their true potential through engagement, inclusion and team building.

Our mission is to achieve safer stronger communities through safe and effective fire-fighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	124	184	Site Specific Risk Information (SSRIs)	34
Accidental Dwelling Fires (ADFs)	22	27	Home Fire Safety Checks	2178
Anti-Social Behaviour Fires (ASBs)	74	114	Home Fire Safety Checks over 65's	64%
RTC	28	Monitoring	Hydrant Surveys	54
Deliberate Vehicle Fires	13	15	Waste & Fly Tipping	24
Alert to Mobile	97.6%	95%	Prevention talks	48
AFA's in Non Domestic Premises	7	12	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	17.6%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



20 - Birkenhead Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Birkenhead will:

Continually develop skills, knowledge and understanding of service equipment and procedures

Introduce joint realistic training programme, imparting experience and knowledge to development fire-fighters at Wallasey hybrid. Enhance development of all development and inexperienced staff at hybrid through a formal mentoring programme, utilising the experience of Birkenhead staff.

Maintain an excellent standard of readiness and cleanliness of appliances, equipment, kit and standards of dress.

Improve knowledge of local risk through multi-pump tactical exercises. Develop and enhance relationships with local high risk sites such as Tranmere Oil Terminal and Cammell Lairds Shipyard, in order to deliver high quality realistic training and enhance specialist skills such as ships fire fighting and response to petrochemical incidents.

Complete all required Safe Person Assessments and e-learning packages, as per the Service Training Planner.

Excellent Operational Response

Birkenhead will:

Maintain core skills, safety critical training and central course attendance required by the Fire-fighter/Junior Officer role.

Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents.

Ensure standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.

Ensure alert to mobile and response standards are effectively met.

Actively promote a positive health and safety culture. Encourage and support reporting of near miss incidents to prevent future accidents.

Ensure adequate available water supplies through hydrant inspections.

Maintain topographical knowledge and appliance route availability

Excellent Prevention and Protection

Birkenhead will:

Use Indices of Deprivation and person centred data via PIPS to access, inform, educate and make-safe those most vulnerable from fire.

Continue to inform the minority population of over 65s to reduce harm, injury or death from fire in conjunction with the deprived area demographic.

Continue to deliver seasonal campaigns, such as Winter Warm, Bonfire Plan and Residential high rise campaigns.

Ensure understanding of safeguarding through training for all personnel.

Continue to reduce and prevent waste fires through reporting and control.

Offer fire safety advice to local business through Simple Operational Fire Safety Audits.

Effectively engage with children and young people, creating strong bonds with MFRS Youth Engagement and Prince's Trust Team

Engage with the diverse, multi-cultural local community to promote Fire Safety messages and cohesion.

Excellent People

Birkenhead will:

Develop our people via continued and improved engagement to deliver a professional service which has a positive impact on our communities and workplace.

Support the planned 2020 staff survey through constructive and meaningful engagement with operational staff.

Develop and support existing managers who are following the CMD, WMD and SMD gateway and seek and support new and potential senior managers for the future,

Promote a healthy lifestyle amongst personnel through nutritional education and enhanced physical training environment.

Monitor and identify future development needs through the appraisal system.

Promote awareness of the importance of mental health wellbeing and encourage all to monitor and signpost their colleagues to counselling /occupational health, where appropriate.

Our mission is to achieve safer stronger communities through safe and effective fire-fighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	322	448	Site Specific Risk Information (SSRIs)	73
Accidental Dwelling Fires (ADFs)	49	58	Home Fire Safety Checks	1953
Anti-Social Behaviour Fires (ASBs)	166	271	Home Fire Safety Checks over 65's	59%
RTC	32	Monitoring	Hydrant Surveys	84
Deliberate Vehicle Fires	37	32	Waste & Fly Tipping	48
Alert to Mobile	97.4%	95%	Prevention talks	24
AFA's in Non Domestic Premises	28	22	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	13.2%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



30 - Bootle / Netherton Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Bootle and Netherton will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Understand local risks by completing Site Specific Risk Inspections (SSRI) and work towards utilising the new SIRAH software to enhance this information being gathered.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWAS and forge good JESIP links.

Excellent Operational Response

Bootle and Netherton will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.

Excellent Prevention and Protection

Bootle and Netherton will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas support Residential high rise campaigns.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres and Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community to reassure and educate them our safety message.

Work with the Princes Trust to continue our commitment to Youth Engagement.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSAs), to promote safety in the workplace and to reinforce Fire Safety Legislation.

Excellent People

Bootle and Netherton will:

Create a workplace which reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.

Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	211	277	Site Specific Risk Information (SSRIs)	56
Accidental Dwelling Fires (ADFs)	29	37	Home Fire Safety Checks	2223
Anti-Social Behaviour Fires (ASBs)	107	147	Home Fire Safety Checks over 65's	63%
RTC	38	Monitoring	Hydrant Surveys	48
Deliberate Vehicle Fires	20	21	Waste & Fly Tipping	48
Alert to Mobile	94.5%	95%	Prevention talks	48
AFA's in Non Domestic Premises	12	14	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	42.9%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



21 - Bromborough Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Bromborough will:

Provide operational intelligence and risk information for crews at incidents by completing Site Specific Risk Inspections.

Undertake core risk critical training at MFRS's Training & Development Academy

Measure and maintain competencies by using Learn Pro e-learning packages and completing Safe Person Assessments

Plan local training exercises and familiarisation to risks identified in station Site Specific Operational Response Plans including COMAH sites & local businesses identified through the SSRI process and local knowledge

Undertake regular high rise incident training as part of MFRS's strategy

Complete allocated hydrant surveys

Maintain fitness levels for operational duties through structured, multi-faceted training

Excellent Operational Response

Bromborough will:

Ensure that as a key station area an appliance will be in the 10 minute response time isochrones as detailed within the IRMP

Train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively

Explore cross border training opportunities in collaboration with Cheshire Fire and Rescue Service

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises

Maintain appliances and equipment through assurance & maintenance

Comply with all areas of Health and Safety

Continue to promote and achieve a positive safety culture by identifying, investigating and learning from near misses, safety observations, accidents and injuries

Excellent Prevention and Protection

Bromborough will:

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns

Target the high risk and vulnerable over 65 community with Prevention activity & Safe and Well Visits

Work closely with the Community Prevention Team to identify vulnerable individuals and groups to receive prevention education

Engage our rural communities with prevention information

Undertake Simple Operational Fire Safety Assessments and provide legislative advice & guidance to businesses

Target anti-social behaviour & waste material build-up to reduce ASB fires

Engage community groups and schools with relevant information and activities

Use the £1000 Community impact fund to assist delivery of our Prevention aims

Excellent People

Bromborough will:

Use the appraisal process to identify performance & promote personal development by setting realistic aims & objectives to support individual, team and organisational direction

Identify, support and develop who wish to progress their career

Manage the health, safety & well-being of personnel & ensure levels of absence, accidents & injury are kept in line with policy

Engage in creating a culture on station which supports colleagues to ensure a positive working environment where people can develop to their full potential

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	150	182	Site Specific Risk Information (SSRIs)	45
Accidental Dwelling Fires (ADFs)	26	23	Home Fire Safety Checks	2334
Anti-Social Behaviour Fires (ASBs)	56	95	Home Fire Safety Checks over 65's	63%
RTC	21	Monitoring	Hydrant Surveys	41
Deliberate Vehicle Fires	9	7	Waste & Fly Tipping	48
Alert to Mobile	91.7%	95%	Prevention talks	48
AFAs in Non Domestic Premises	11	25	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	15.0%	Monitoring	Off Station Exercising	2
			Rural community engagement	5
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



31 - Crosby Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Crosby will:

Train, familiarise and exercise against identified risks within the station area. The Port of Liverpool will play a major role in station preparedness

Complete allocated (SSRI) inspections within the station area and maintain currency.

Manage the availability of water supplies through hydrant inspections and open water identification & pre-planning

Attend all core & risk critical training at the Training & Development Academy

Complete all allocated E learning and acquire the required standard.

Undertake Safe Person Assessments ensuring that the required standard is met and recorded accordingly.

Individuals will take ownership for the High Rise located within the station area & be responsible for all operational issues

Excellent Operational Response

Crosby will:

Continuously develop skills, knowledge & understanding of service equipment & procedures.

Maintain the highest standards of operational response through continuous training, exercising & audits.

Maintain competencies as a Mass Decon Support station through regular pre-planned training and validation exercises.

Test & maintain all equipment to the highest standard.

Test local and operational plans through training, exercising & table top scenarios.

Support key station principle to maintain 10-minute response time.

Actively record & monitor Health & Safety in the workplace.

Respond to notification of incidents immediately and minimise the alert to mobile times.

Excellent Prevention and Protection

Crosby will:

Undertake prevention activities & take part in campaigns to reduce the risk to the most vulnerable within our community.

Utilise accurate data to target the most vulnerable, elderly or impoverished.

Liaise with CRM and the District Prevention Team to ensure effective use of resources.

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Develop & support activities to reduce the number of special service incidents to Crosby beach. Effectively working with partners to ensure the safety of all users.

Promote Fire safety awareness with small businesses community by completing Simple Operational Fire Safety Assessments

Excellent People

Crosby will:

Develop & promote a positive culture whereby all individuals fulfil their potential

Take practical steps to improve the development of staff in their current role & career progression.

Conduct regular appraisals that identify individual development needs, address organisational objectives & manage individual progress

Aim to achieve 100% attendance in the workplace.

Engage with and support our local community through the Community Impact Fund.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Estimated Targets 2020/21		Annual Target 2020/21
All Fires	204	311	Site Specific Risk Information (SSRIs)	56
Accidental Dwelling Fires (ADFs)	36	47	Home Fire Safety Checks	2019
Anti-Social Behaviour Fires (ASBs)	91	172	Home Fire Safety Checks over 65's	60%
RTC	16	Monitoring	Hydrant Surveys	73
Deliberate Vehicle Fires	5	16	Waste & Fly Tipping	48
Alert to Mobile	98.6%	95%	Prevention talks	48
AFA's in Non Domestic Premises	9	11	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	17.9%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



19 - Croxteth Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Croxteth will:

Complete all SSRI & SIRAH inspections on premises within station area to ensure that key risk information is available to operational crews.

Complete all allocated hydrant inspections

Maintain core competencies by attending scheduled training at the Training and Development Academy.

Measure and confirm competencies against Learnpro and SPA.

Train to maintain all competencies against USAR and technical rescue skills

Conduct training exercises across Merseyside to further develop technical rescue skills

Develop systems and working practices on station, building on existing relationships with internal staff & HART colleagues based at Croxteth Station

Excellent Operational Response

Croxteth will:

Ensure all aspects of operational response can be conducted safely in line with the training planner & assess against national & local policy, guidance and procedures

Maintain core skills through completion of Safe Person Assessments at 100%

Maintain 95% standard for alert to mobile within 1.9 minutes & attendance standard, attending all life risk within 10 minutes.

Promote a positive Health & Safety culture to manage Health & Safety requirements

Maintain appliance and equipment to maintain operational readiness

Conduct routine testing and maintenance of equipment

Mobilise in the fastest possible time

Excellent Prevention and Protection

Croxteth will:

Deliver HFSC's on a risk based approach utilising status reports, local knowledge, incident data & partner information to identify specifically the over 65's and the most vulnerable groups in our community

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Identify areas where standards of fire cover have not been achieved & carry out targeted activity

Undertake Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation & familiarise crews

Target anti-social behaviour & waste material build up to reduce ASB fires

Collate & monitor Equality data from our activities to ensure we target all groups within the community

Look to support community based initiatives by use of the community impact fund

Excellent People

Croxteth will:

Use the appraisal process to promote personal development by setting realistic aims & objectives to support individuals and team

Identify & support individuals who would like to develop/progress their careers & ensure suitable opportunities are created

Provide support for development firefighters via mentorship, structured training & development activities

Continue to maintain existing USAR/Technical Rescue skills & help to support the development of newer team members

Maintain fitness levels through shift related physical training activities

Manage health, safety & well-being of personnel & ensure that levels of absence, accidents & injuries are in line with Service policy

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	278	392	Site Specific Risk Information (SSRIs)	46
Accidental Dwelling Fires (ADFs)	41	42	Home Fire Safety Checks	1854
Anti-Social Behaviour Fires (ASBs)	146	264	Home Fire Safety Checks over 65's	57%
RTC	32	Monitoring	Hydrant Surveys	61
Deliberate Vehicle Fires	30	30	Waste & Fly Tipping	48
Alert to Mobile	97.9%	95%	Prevention talks	24
AFA's in Non Domestic Premises	16	7	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	12.5%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



52 - Eccleston Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Eccleston will:

Provide operational intelligence and risk information for crews at incidents by completing Site Specific Risk Inspections.

Undertake core risk critical training at MFRS's Training & Development Academy

Measure and maintain competencies by using Learn Pro e-learning packages and completing Safe Person Assessments

Plan local training exercises and familiarisation to risks identified in station Site Specific Operational Response plans & local businesses identified through the SSRI process and local knowledge

Undertake regular high rise incident training as part of MFRS's strategy

Complete allocated hydrant surveys

Maintain fitness levels for operational duties through structured, multi-faceted training

Excellent Operational Response

Eccleston will:

Ensure that as a key station area an appliance will be in the 10 minute response time isochrones as detailed within the IRMP

Train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises

Maintain appliances and equipment through assurance & maintenance

Comply Health and Safety legislation and maintain a positive safety culture

Transition during 2020 onto a Hybrid shift system, increasing operational availability within Merseyside

Excellent Prevention and Protection

Eccleston will:

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns

Target the high risk and vulnerable over 65 community with Prevention activity & Safe and Well Visits

Work closely with the Community Prevention Team to identify vulnerable individuals and groups to receive prevention education

Engage our rural communities with prevention information

Undertake Simple Operational Fire Safety Assessments and provide legislative advice & guidance to businesses

Target anti-social behaviour & waste material build-up to reduce ASB fires

Engage community groups and schools with relevant information and activities

Use the £1000 Community impact fund to assist delivery of our Prevention aims

Excellent People

Eccleston will:

Use the appraisal process to identify performance & promote personal development by setting realistic aims & objectives to support individual, team and organisational direction

Identify, support and develop who wish to progress their career

Manage the health, safety & well-being of personnel & ensure levels of absence, accidents & injury are kept in line with policy

Engage in creating a culture on station which supports colleagues to ensure a positive working environment where people can develop to their full potential

During 2020 move to a new purpose built station serving the St Helens Community from Watson Street

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	132	205	Site Specific Risk Information (SSRIs)	96
Accidental Dwelling Fires (ADFs)	22	31	Home Fire Safety Checks	1689
Anti-Social Behaviour Fires (ASBs)	77	131	Home Fire Safety Checks over 65's	63%
RTC	24	Monitoring	Hydrant Surveys	72
Deliberate Vehicle Fires	5	8	Waste & Fly Tipping	48
Alert to Mobile	98.3%	95%	Prevention talks	24
AFA's in Non Domestic Premises	9	11	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	23.5%	Monitoring	Off Station Exercising	2
			Rural Community Engagement	5
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



32 - Formby Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Formby will:

Complete all core skills courses at our Training and Development Academy.

Attend monthly training on the High Volume Pump and maintain competencies.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Understand local risks by completing Site Specific Risk Inspections (SSRI) and work towards utilising the new SIRAH software to enhance this information being gathered.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWAS and forge good JESIP links

Excellent Operational Response

Formby will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.

Maintain an excellent High Volume Pump Response both locally and nationally when required.

Continue to undertake On Station Training in line with Service Themes.

Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.

Excellent Prevention and Protection

Formby will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas.

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres and Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community and to reassure and educate them with our safety message.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSA) to promote safety in the workplace and to reinforce Fire Safety Legislation.

Excellent People

Formby will:

Create a workplace which reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.

Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	93	77	Site Specific Risk Information (SSRIs)	42
Accidental Dwelling Fires (ADFs)	10	8	Home Fire Safety Checks	2223
Anti-Social Behaviour Fires (ASBs)	61	43	Home Fire Safety Checks over 65's	73%
RTC	19	Monitoring	Hydrant Surveys	29
Deliberate Vehicle Fires	3	2	Waste & Fly Tipping	24
Alert to Mobile	96.1%	95%	Prevention talks	48
AFA's in Non Domestic Premises	1	4	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	37.5%	Monitoring	Off Station Exercising	2
			Rural Community Engagement	4
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



22 - Heswall Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Heswall will:

Provide operational intelligence and risk information for crews at incidents by completing Site Specific Risk Inspections.

Undertake core risk critical training at MFRS's Training & Development Academy

Measure and maintain competencies by using Learn Pro e-learning packages and completing Safe Person Assessments

Plan local training exercises and familiarisation to risks identified in station Site Specific Operational Response plans & local businesses identified through the SSRi process and local knowledge

Undertake regular high rise incident training as part of MFRS's strategy

Complete allocated hydrant surveys

Maintain fitness levels for operational duties through structured, multi-faceted training

Excellent Operational Response

Heswall will:

Ensure that as a key station area an appliance will be in the 10 minute response time isochrones as detailed within the IRMP

Train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively

Explore cross border training opportunities in collaboration with Cheshire Fire and Rescue Service

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises

Maintain appliances and equipment through assurance & maintenance

Comply Health and Safety legislation and maintain a positive safety culture

Maintain our capability to respond to major flooding events throughout the UK through regular training on the high volume pump

Excellent Prevention and Protection

Heswall will:

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns

Target the high risk and vulnerable over 65 community with Prevention activity & Safe and Well Visits

Work closely with the Community Prevention Team to identify vulnerable individuals and groups to receive prevention education

Engage our rural communities with prevention information

Undertake Simple Operational Fire Safety Assessments and provide legislative advice & guidance to businesses

Target anti-social behaviour & waste material build-up to reduce ASB fires

Engage community groups and schools with relevant information and activities

Use the £1000 Community impact fund to assist delivery of our Prevention aims

Excellent People

Heswall will:

Use the appraisal process to identify performance & promote personal development by setting realistic aims & objectives to support individual, team and organisational direction

Identify, support and develop who wish to progress their career

Manage the health, safety & well-being of personnel & ensure levels of absence, accidents & injury are kept in line with policy

Engage in creating a culture on station which supports colleagues to ensure a positive working environment where people can develop to their full potential

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	44	53	Site Specific Risk Information (SSRIs)	44
Accidental Dwelling Fires (ADFs)	10	11	Home Fire Safety Checks	2334
Anti-Social Behaviour Fires (ASBs)	13	20	Home Fire Safety Checks over 65's	72%
RTC	16	Monitoring	Hydrant Surveys	31
Deliberate Vehicle Fires	3	2	Waste & Fly Tipping	12
Alert to Mobile	92.9%	95%	Prevention talks	48
AFA's in Non Domestic Premises	18	11	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	25.0%	Monitoring	Off Station Exercising	2
			Rural Community Engagement	5
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



12 - Kensington Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Kensington will:

Familiarise, train for and exercise against risks in the station area such as a major hospital, football stadia, businesses and city centre premises.

Complete allocated Site Specific Risk information inspections within the station area.

Attend all core risk and critical training at the Training and Development Academy.

Achieve the required standard in the completion of all monthly learnpro

Achieve the required standard in the completion of the Safe Person Assessment, ensuring that all results are recorded

Manage availability of all water supplies through hydrant inspections and open water source identification.

Excellent Operational Response

Kensington will:

Maintain the highest standards of operational response through training, exercising and auditing.

Test and maintain all equipment and personal protective equipment in line with Service Policy.

Remain vigilant to prevent accidents and injuries occurring by pro-actively recording and managing health and safety in the workplace.

Test local and service wide Operational plans through training, exercising and table top scenarios.

Support key station principle to maintain 10-minute response standard on 90% of occasions.

Maintain competencies against the MDU through regular re planned training and validation

Excellent Prevention and Protection

Kensington will:

Deliver HFSC's on a risk based approach utilising status reports, local knowledge, incident data and partner information to identify, over 65's and the most vulnerable.

Incorporate a number of seasonal campaigns and themes into prevention activities which will be both locally and functionally led and will respond to local demands and well as national campaigns

Conduct Simple Operational Fire Safety Assessments (SOFSA) to provide advice and guidance to small businesses to ensure compliance with legislation and also to familiarise crews

Link in with the Arson Reduction Team to support intelligence led activities

Carry out reassurance campaigns in the residential high rise blocks within ours and neighbouring station areas

Excellent People

Kensington will:

Set realistic objectives that will support individual, team and organisational aims and objectives.

Support Firefighters in development through mentorship, structured training and development activities and station based NVQ assessors

Conduct appraisals in April and May to review individual performance, promote personal development and identify those who would like to develop or progress

Support and develop new drivers on station

Maintain fitness levels through shift related physical training activities

Manage absence levels in line with Service Policy

Support positive action by delivering taster days for potential new fire fighters

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	267	371	Site Specific Risk Information (SSRIs)	57
Accidental Dwelling Fires (ADFs)	63	53	Home Fire Safety Checks	1953
Anti-Social Behaviour Fires (ASBs)	118	216	Home Fire Safety Checks over 65's	53%
RTC	15	Monitoring	Hydrant Surveys	73
Deliberate Vehicle Fires	25	30	Waste & Fly Tipping	48
Alert to Mobile	98.0%	95%	Prevention talks	12
AFA's in Non Domestic Premises	39	37	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	18.4%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



42 - Kirkby Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Kirkby will:

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is accurate as we move to the new SIRAH process in 2020/21.

Complete allocated Hydrant inspections within the station area.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents.

Plan and carry out training events at local risk venues including COMAH sites and industrial premises where possible to test and maintain operational effectiveness. Utilise local Residential High Rise training facilities and work closely with local housing authorities to ensure that our crews are best prepared to provide a swift and effective response should it be required..

Support personnel through Institute of Fire Engineer exams to enhance knowledge and capability.

Excellent Operational Response

Kirkby will:

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all life risk incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

Excellent Prevention and Protection

Kirkby will:

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's.

Carry out regular QA of HFSC's by Station Managers to ensure high standards are being maintained and all available support partners are utilised.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises

Excellent People

Kirkby will:

Utilise the staff appraisal process to identify personal performance objectives, support personal development and look to develop suitable individuals to realise their own potential and career progression.

Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

Support and promote the Princes Trust to assist disadvantaged young people to realise their true potential through engagement, inclusion and team building.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	235	340	Site Specific Risk Information (SSRIs)	134
Accidental Dwelling Fires (ADFs)	26	30	Home Fire Safety Checks	1524
Anti-Social Behaviour Fires (ASBs)	142	214	Home Fire Safety Checks over 65's	56%
RTC	33	Monitoring	Hydrant Surveys	34
Deliberate Vehicle Fires	16	25	Waste & Fly Tipping	24
Alert to Mobile	94.0%	95%	Prevention talks	24
AFA's in Non Domestic Premises	7	8	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	10.0%	Monitoring	Off Station Exercising	2
			Rural Community Engagement	4
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



10 - Kirkdale Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Kirkdale will:

Train, familiarise and exercise against identified risks within the station area. The Port of Liverpool will play a major role in station preparedness as will all surrounding local businesses.

Complete allocated (SSRI) inspections within the station area and maintain currency.

Manage the availability of water supplies through hydrant inspections and open water identification & pre-planning

Attend all core & risk critical training at the Training & Development Academy

Complete all allocated E learning and acquire the required standard.

Undertake Safe Person Assessments ensuring that the required standard is met and recorded accordingly.

Individuals will take ownership for the High Rise located within the station area & be responsible for all operational issues

Excellent Operational Response

Kirkdale will:

Continuously develop skills, knowledge & understanding of service equipment & procedures.

Maintain the highest standards of operational response through continuous training, exercising & audits.

Maintain competencies as a Mass Decon and HAZMAT Centre of Excellence station through regular pre-planned training and validation exercises.

Test & maintain all equipment to the highest standard. Test local and operational plans through training, exercising & table top scenarios.

Support key station principle to maintain 10-minute response time.

Actively record & monitor Health & Safety in the workplace.

Respond to notification of incidents immediately and minimise the alert to mobile times.

Excellent Prevention and Protection

Kirkdale will:

Undertake prevention activities & take part on campaigns to reduce the risk to the most vulnerable within our community.

Utilise accurate data to target the most vulnerable, elderly or impoverished.

Liaise with CRM and the District Prevention Team to ensure effective use of resources.

Develop & support activities to reduce the number of special service incidents to Crosby beach. Effectively working with partners to ensure the safety of all users.

Promote Fire safety awareness with small businesses community by completing Simple Operational Fire Safety Assessments

Excellent People

Kirkdale will:

Develop & promote a positive culture whereby all individuals fulfil their potential

Take practical steps to improve the development of staff in their current role & career progression.

Conduct regular appraisals that identify individual development needs, address organisational objectives & manage individual progress

Aim to achieve 100% attendance in the workplace.

Engage with and support our local community through the Community Impact Fund.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	341	418	Site Specific Risk Information (SSRIs)	57
Accidental Dwelling Fires (ADFs)	39	45	Home Fire Safety Checks	1524
Anti-Social Behaviour Fires (ASBs)	208	269	Home Fire Safety Checks over 65's	57%
RTC	38	Monitoring	Hydrant Surveys	82
Deliberate Vehicle Fires	30	28	Waste & Fly Tipping	48
Alert to Mobile	94.1%	95%	Prevention talks	48
AFA's in Non Domestic Premises	13	14	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	6.7%	Monitoring	Off Station Exercising	2

The targets are based on 5 years performance data.

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



11 - Liverpool City Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Liverpool City will:

Attend and assess premises to gather SSRI information to inform our response and identify risks.

Continue to effectively provide immediate and retained cover aligned to the Hybrid crewing system.

Work in conjunction with Liverpool Protection when reporting or resolving local risk issues.

Monitor and utilise information from the outcomes of the Grenfell enquiry in accordance with Service procedures.

Continue to assess and monitor bespoke local developments such as the new Liverpool Royal Hospital, student accommodation and shopping complexes.

Respond effectively across the City Centre area through familiarisation, topography and traffic surveys in a continually evolving cityscape.

Maintain high standards of appliance care including cleaning, equipment tests and fault reporting.

Ensure completion of all hydrant surveys.

Excellent Operational Response

Liverpool City will:

Continue to maintain the core skills, safety critical training and central course attendance required by the Firefighter/Junior Officer role.

Complete all required Safe Person Assessments and theoretical training as designated by the monthly planner.

Work with neighbouring stations to train effectively and complete off site exercises appropriate to the topography and risk within the area.

Continue to develop specialist skills in Detection, Identification and Monitoring (DIM) and Marauding Terrorist Attack (MTA) response including work with Merseyside Police and specialist responders within the Search and Rescue Team.

Assure high standards of PPE, adherence to procedures and safe working at operational incidents.

Ensure standards of driving and emergency response are maintained and developed through coaching and exposure.

Ensure response times are effectively met.

Excellent Prevention and Protection

Liverpool City will:

Attend and complete all required Prevention activities to reduce risk and protect vulnerable members of the community.

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Respond to and protect those affected by hate or race crime through care, advice and equipment.

Continue to advise on how to prevent fire within the growing student population through HFSCs and joint working with partners in Higher Education and building developments.

Continue to inform the minority population of over 65s to reduce harm, injury or death from fire in conjunction with the majority student/professional demographic.

Continue to reduce and prevent waste fires through reporting and control.

Offer fire safety advice to local business through Simple Operational Fire Safety Audits.

Identify and reduce resource demands such as unwanted alarm signals through advice and joint working.

Excellent People

Liverpool City will:

Continue to welcome developing Firefighters and Junior Officers into the Hybrid crewing system.

Offer flexibility aligned to the Hybrid system.

Ensure the continuity of a thriving, positive and equal culture where all are treated with respect, dignity and care.

Continue to develop new entrants to the Service through training, incident exposure and accredited NVQ/Apprenticeship qualification.

Ensure dedicated, quality training to Junior Officers to allow full potential to be realised.

Conduct appraisals in a timely fashion with specific individual or organisational objectives set within realistic timeframes.

Identify and support future talent.

Engage with the diverse, multi-cultural local community to promote Fire Safety messages and cohesion.

Aim to minimise absence and promote a healthy lifestyle amongst personnel.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	293	263	Site Specific Risk Information (SSRIs)	248
Accidental Dwelling Fires (ADFs)	28	22	Home Fire Safety Checks	810
Anti-Social Behaviour Fires (ASBs)	128	120	Home Fire Safety Checks over 65's	45%
RTC	23	Monitoring	Hydrant Surveys	71
Deliberate Vehicle Fires	10	13	Waste & Fly Tipping	48
Alert to Mobile	97.6	95%	Prevention talks	24
AFA's in Non Domestic Premises	145	142	Simple Operational Fire Safety Assessments	96
Domestic Smoke Alarm Actuations	268	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



51 - Newton-le-Willows Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Newton-le-Willows will:

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is accurate as we move to the new SIRAH process in 2020/21.

Complete allocated Hydrant inspections within the station area.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents.

Plan and carry out training events at local risk venues including industrial premises and rural locations where possible to test and maintain operational effectiveness.

Maintain Operational availability of the National Resilience HVP (High Volume Pump) in conjunction with other LLAR-HVP support stations to facilitate local and "out of area" deployments. Maintain operational HVP competency through regular joint training.

Excellent Operational Response

Newton-le-Willows will:

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all life risk incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

Excellent Prevention and Protection

Newton-le-Willows will:

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's.

Carry out regular QA of HFSC's by Station Managers to ensure high standards are being maintained and all available support partners are utilised.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of locally identified need.

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises

Excellent People

Newton-le-Willows will:

Utilise the appraisal process to identify personal performance objectives, support personal development and look to develop suitable individuals to realise their own potential and career progression.

Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

Look to ensure that we fully familiar with our local Community demographic and understand local trends including rural communities so we are best placed to communicate both with individuals and larger community groups.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	110	142	Site Specific Risk Information (SSRIs)	63
Accidental Dwelling Fires (ADFs)	23	19	Home Fire Safety Checks	2223
Anti-Social Behaviour Fires (ASBs)	57	82	Home Fire Safety Checks over 65's	60%
RTC	27	Monitoring	Hydrant Surveys	28
Deliberate Vehicle Fires	5	7	Waste & Fly Tipping	48
Alert to Mobile	97.2%	95%	Prevention talks	24
AFA's in Non Domestic Premises	6	4	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	27.8%	Monitoring	Off Station Exercising	2
			Rural Community Engagement	4
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



16 - Old Swan Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Old Swan will:

Train, familiarise and exercise against identified risks within the station area. The two large hospitals within the station area, high rise properties and surrounding local businesses.

Complete allocated (SSRI) inspections within the station area and maintain currency.

Manage the availability of water supplies through hydrant inspections and open water identification & pre-planning

Attend all core & risk critical training at the Training & Development Academy

Complete all allocated E learning and acquire the required standard.

Undertake Safe Person Assessments ensuring that the required standard is met and recorded accordingly.

Individuals will take ownership for the High Rise located within the station area & be responsible for all operational issues

Excellent Operational Response

Old Swan will:

Continuously develop skills, knowledge & understanding of service equipment & procedures.

Maintain the highest standards of operational response through continuous training, exercising & audits.

Test & maintain all equipment to the highest standard.

Test local and operational plans through training, exercising & table top scenarios.

Actively record & monitor Health & Safety in the workplace.

Respond to notification of incidents immediately and minimise the alert to mobile times.

Excellent Prevention and Protection

Old Swan will:

Undertake prevention activities & take part on campaigns to reduce the risk to the most vulnerable within our community.

Utilise accurate data to target the most vulnerable, elderly or impoverished.

Liaise with CRM and the District Prevention Team to ensure effective use of resources.

Support local or seasonal campaigns such as Winter Warm, High Rise and Older Person's day.

Develop & support activities to reduce the number of domestic property fires.

Develop & support activities to reduce Anti-Social Behaviour fires.

Effectively working with partners to ensure the safety of all users.

Promote Fire safety awareness with small businesses community by completing Simple Operational Fire Safety Assessments

Excellent People

Old Swan will

Develop & promote a positive culture whereby all individuals fulfil their potential

Take practical steps to improve the development of staff in their current role & career progression.

Conduct regular appraisals that identify individual development needs, address organisational objectives & manage individual progress

Aim to achieve 100% attendance in the workplace.

Engage with and support our local community through the Community Impact Fund.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	308	425	Site Specific Risk Information (SSRIs)	63
Accidental Dwelling Fires (ADFs)	63	59	Home Fire Safety Checks	2019
Anti-Social Behaviour Fires (ASBs)	156	259	Home Fire Safety Checks over 65's	58%
RTC	52	Monitoring	Hydrant Surveys	95
Deliberate Vehicle Fires	32	36	Waste & Fly Tipping	48
Alert to Mobile	97.7%	95%	Prevention talks	24
AFA's in Non Domestic Premises	23	29	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	30.0%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



43 - Prescott Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Prescot will:

Carry out Site Specific Risk information visits/revisits as required ensuring key risk information is accurate as we move to the new SIRAH process in 2020/21.

Complete allocated Hydrant inspections within the station area.

Maintain key skills, core competencies and utilise the annual training planner to ensure Operational readiness. Confirm and develop competency by utilising Learnpro and Safe Person Assessments and utilising the OPS system to assess and record performance of managers at incidents.

Plan and carry out training events at local risk venues including residential High Rise properties and rural locations where possible to test and maintain operational effectiveness.

Support personnel through Institute of Fire Engineer exams to enhance knowledge and capability.

Maintain and enhance relationship with Merseyside Police colleagues at Prescott Fire station promoting joint working and JESIP principles.

Excellent Operational Response

Prescot will:

Ensure Alert to Mobilisation standards are maintained (1.9 minutes) plus 10-minute response standards to all life incidents as detailed in the IRMP.

Maintain and develop our excellent Health and Safety culture within the workplace, train and develop our staff to recognise and act upon Near Misses and Safety Observations to maintain the highest possible standards and keep accidents and injuries to an absolute minimum. Maintain and service PPE to the highest possible standards.

Maintain Operational Appliances and equipment to the highest standards for Operational effectiveness and availability and conduct regimented testing to ensure longevity of resources.

Undertake regular on-station training in line with the Operational training calendar ensuring quality assurance via Station Manager audits and complying with Service procedures, Command guides and Information notes to ensure the highest levels of response.

Excellent Prevention and Protection

Prescot will:

Utilise demographic data and statistics so that we are best placed to understand and recognise our local community whilst conducting HFSC's.

Carry out regular QA of HFSC's by Station Managers to ensure high standards are being maintained and all available support partners are utilised.

Prioritise our Prevention work so that we are able to target the most vulnerable persons or "at risk" groups and work with local community partners to promote in areas of high social deprivation.

Support local community groups and housing providers to promote our HFSC strategy including reassurance campaigns in High Rise premises, prevention talks in Sheltered Accommodation, Schools and rural areas plus organised community events to maximise effectiveness.

Utilise Prevention officers and local partners to identify areas of ASB and liaise with property/ land owners to reduce risk.

Carry out SOFSA visits to enhance Fire Protection standards in Commercial premises

Excellent People

Prescot will:

Utilise the appraisal process to identify personal performance objectives, support personal development and look to develop suitable individuals to realise their own potential and career progression.

Monitor, promote and support the physical and mental health of our personnel through regular health screening and awareness to maintain a healthy, functional workforce and achieve expected attendance levels.

Utilise station gym facilities to enhance fitness, overall health and wellbeing.

Embrace and promote Equality, Diversity and Inclusion both in the workplace and the Community through Prevention work, community room use and staff education.

Support and promote the Princes Trust to assist disadvantaged young people to realise their true potential through engagement, inclusion and team building.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	347	401	Site Specific Risk Information (SSRIs)	110
Accidental Dwelling Fires (ADFs)	56	53	Home Fire Safety Checks	1524
Anti-Social Behaviour Fires (ASBs)	192	251	Home Fire Safety Checks over 65's	60%
RTC	43	Monitoring	Hydrant Surveys	76
Deliberate Vehicle Fires	36	26	Waste & Fly Tipping	24
Alert to Mobile	92.6%	95%	Prevention talks	24
AFA's in Non Domestic Premises	26	21	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	31.0%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



26 - Saughall Massie Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Saughall Massie will:

Provide operational intelligence and risk information for crews at incidents by completing Site Specific Risk Inspections.

Undertake core risk critical training at MFRS's Training & Development Academy

Measure and maintain competencies by using Learn Pro e-learning packages and completing Safe Person Assessments

Plan local training exercises and familiarisation to risks identified in station Site Specific Operational Response plans & local businesses identified through the SSRI process and local knowledge

Undertake regular high rise incident training as part of MFRS's strategy

Complete allocated hydrant surveys

Maintain fitness levels for operational duties through structured, multi-faceted training

Excellent Operational Response

Saughall Massie will:

Ensure that as a key station area an appliance will be in the 10 minute response time isochrones as detailed within the IRMP

Train & assess competence against national & local policy, guidance & procedures in all areas of operational response to resolve incidents safely and effectively

Maintain our competency with new equipment for mud rescue with realistic training on the coastline

Contribute to organisational learning by conducting debriefs and sharing learning from incidents and exercises

Maintain appliances and equipment through assurance & maintenance

Comply Health and Safety legislation and maintain a positive safety culture

Excellent Prevention and Protection

Saughall Massie will:

Use intelligence led information to target areas of ADF's and undertake arson reduction campaigns

Target the high risk and vulnerable over 65 community with Prevention activity & Safe and Well Visits

Work closely with the Community Prevention Team to identify vulnerable individuals and groups to receive prevention education

Engage our rural communities with prevention information

Undertake Simple Operational Fire Safety Assessments and provide legislative advice & guidance to businesses

Target anti-social behaviour & waste material build up to reduce ASB fires

Engage community groups and schools with relevant information and activities

Use the £1000 Community impact fund to assist delivery of our Prevention aims

Excellent People

Saughall Massie will:

Use the appraisal process to identify performance & promote personal development by setting realistic aims & objectives to support individual, team and organisational direction

Identify, support and develop who wish to progress their career

Manage the health, safety & well-being of personnel & ensure levels of absence, accidents & injury are kept in line with policy

Engage in creating a culture on station which supports colleagues to ensure a positive working environment where people can develop to their full potential

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	262	387	Site Specific Risk Information (SSRIs)	74
Accidental Dwelling Fires (ADFs)	40	41	Home Fire Safety Checks	2019
Anti-Social Behaviour Fires (ASBs)	110	186	Home Fire Safety Checks over 65's	65%
RTC	47	Monitoring	Hydrant Surveys	70
Deliberate Vehicle Fires	25	23	Waste & Fly Tipping	12
Alert to Mobile	93.8%	95%	Prevention talks	24
AFA's in Non Domestic Premises	10	46	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	22.6%	Monitoring	Off Station Exercising	2
			Rural Community Engagement	5
			Residential high rise reassurance visits	8

The targets are based on 5 years performance data.

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



33 - Southport Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Southport will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Utilise our aerial capability to train and plan around incidents in High Rise Buildings.

Understand local risks by completing Site Specific Risk Inspections (SSRI) and work towards utilising the new SIRAH software to enhance this information being gathered.

Complete Hydrant Surveys for the station area.

Continue to work closely with NWAS and forge good JESIP links

Excellent Operational Response

Southport will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.

Work with our partners such as Coastguards, Southport Off Shore Rescue to maintain excellent response to water and beach related incidents.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.

Excellent Prevention and Protection

Southport will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas, such as Winter Warm, High Rise and Older Person's day.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres and Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community to reassure and educate and pass on our safety message.

Work with the Fire Cadets to continue our commitment to Youth Engagement.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSAs) to promote safety in the workplace and to reinforce Fire Safety Legislation.

Excellent People

Southport will:

Create a workplace which reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.

Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	173	224	Site Specific Risk Information (SSRIs)	193
Accidental Dwelling Fires (ADFs)	53	55	Home Fire Safety Checks	4041
Anti-Social Behaviour Fires (ASBs)	37	77	Home Fire Safety Checks over 65's	67%
RTC	47	Monitoring	Hydrant Surveys	108
Deliberate Vehicle Fires	13	10	Waste & Fly Tipping	48
Alert to Mobile	89.8%	95%	Prevention talks	24
AFA's in Non Domestic Premises	33	33	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	24.4%	Monitoring	Off Station Exercising	2
			Rural Community Engagement	4
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



14 - Speke / Garston Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Speke / Garston will:

Complete allocated Site Specific Risk Information inspections within the station area

Maintain competencies by ensuring attendance of all personnel at core risk critical training before expiry of competence

Arrange and complete 2 off site exercises, at known risks within the station area (Liverpool JLA, Speke Hall, COMAH Sites)

Complete 100% of allocated learnpro and SPA packages

Strengthen links with the highest risks within the station area: JLA, Jaguar Landrover, Comah Sites, National Trust Sites

Complete hydrant surveys maximising seasonal conditions

Excellent Operational Response

Speke / Garston will:

Complete daily training in line with the station planner.

Maintain core skills through 100% completion of Safe Person Assessments

Attain minimum performance of 85% during monthly audits

Ensure correct Personal Protective Equipment is worn and maintained in line with Service Policies

Maintain 95% against DR23 Alert to mobile in 1.9 mins and TR08 attendance standard to life risk incidents within 10 mins

Remain vigilant to prevent accidents and injuries occurring by pro-actively recording and managing health and safety in the workplace.

Excellent Prevention and Protection

Speke / Garston will:

Attain an increased output in HFSC's in our target groups: over 65 and vulnerable persons, utilising the status reports and realise a reduction by the end of the year

Increase the output of the waste and fly tipping reports

Utilise the CRM risk routes to return to station regularly and where practicable

Strengthen links with DPM and arson reduction managers to target known hotspot areas and support campaigns

Ensure the collection of equality and diversity information on all HFCS's

Ensure Simple Operational Fire Safety Assessments (Sofsa) list is reduced by the allotted target prior to the end of the year

Make provision to interact with youth engagement through the Princes Trust

Excellent People

Speke / Garston will:

Set realistic objectives that will support individual, team and organisational aims and objectives.

Support Firefighters in development through mentorship, structured training and development activities and station based NVQ assessors

Conduct appraisals in April and May to review individual performance, promote personal development and identify those who would like to develop or progress

Support and develop new drivers on station

Maintain fitness levels through shift related physical training activities

Manage absence levels in line with Service Policy

Support positive action by delivering taster days for potential new fire fighters

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	203	330	Site Specific Risk Information (SSRIs)	120
Accidental Dwelling Fires (ADFs)	22	28	Home Fire Safety Checks	1524
Anti-Social Behaviour Fires (ASBs)	122	214	Home Fire Safety Checks over 65's	57%
RTC	32	Monitoring	Hydrant Surveys	73
Deliberate Vehicle Fires	16	33	Waste & Fly Tipping	24
Alert to Mobile	97.9%	95%	Prevention talks	24
AFA's in Non Domestic Premises	7	8	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	11.8%	Monitoring	Off Station Exercising	2
			Rural Farm Safety Checks	5

The targets are based on 5 years performance data.

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

50 - St Helens Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

St Helens will:

Complete all core skills courses at our Training and Development Academy.

Utilise the Station Training Planner to complete all Safe Person Assessments and Learnpro modules to maintain theoretical and practical skills.

Carry out training with Eccleston in preparation for the Station Merger.

Encourage and develop new firefighters and new ranks to become competent and confident in their roles.

Complete two off station Training Exercises, highlighting local risks.

Utilise our Aerial Capability to train and plan around incidents in High Rise Buildings

Understand local risks by completing Site Specific Risk Inspections (SSRI) and work towards utilising the new SIRAH software to enhance this information being gathered.

Complete Hydrant Surveys for the station area.

Excellent Operational Response

St Helens will:

Respond professionally and speedily to incidents, maintaining our high standards in Attendance Times and Alert to Mobile.

Continue to undertake On Station Training in line with Service Themes, which will be Quality Assured by Station Managers.

Maintain a service wide response to High Rise buildings, in terms of responding to incidents and reassurance of the community.

Adhere to all Service Instructions, Standard Operating Procedures and Guidance to provide a professional service.

Maintain high safety standards to prevent accidents from occurring, and actively promote the safety culture by recording Near Miss incidents through the Oshens system.

Excellent Prevention and Protection

St Helens will:

Actively target the most vulnerable in our Community by working with our partners and use local knowledge to carry out Home Fire Safety Checks.

Carry out Community Reassurance Campaigns in our most vulnerable areas, such as Winter Warm, High Rise and Older Person's day.

Support National Safety Campaigns throughout the year working with our partners and communities.

Carry out Prevention Talks in places such as Schools, Youth Centres and Sheltered Accommodation to promote our safety messages.

Make inroads into the rural community to reassure and educate them and pass on our safety message.

Work with local businesses and complete Simple Operational Fire Safety Audits (SOFSAs) to promote safety in the workplace and to reinforce Fire Safety Legislation.

Excellent People

St Helens will:

Create a workplace which reflects our organisational and personal values.

Maintain high levels of attendance and promote fitness and well-being.

Be developed and supported via the Values Based Appraisal System, allowing them to work with their line managers to set and achieve their goals.

Provide support to Firefighters and ranks in development roles to allow them to become the best they can be.

Play an active role in the development of the new Fire Station on Watson Street.

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	409	508	Site Specific Risk Information (SSRIs)	96
Accidental Dwelling Fires (ADFs)	49	44	Home Fire Safety Checks	1689
Anti-Social Behaviour Fires (ASBs)	247	370	Home Fire Safety Checks over 65's	61%
RTC	35	Monitoring	Hydrant Surveys	72
Deliberate Vehicle Fires	26	22	Waste & Fly Tipping	48
Alert to Mobile	93.2%	95%	Prevention talks	24
AFA's in Non Domestic Premises	22	21	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	23.7%	Monitoring	Off Station Exercising	2
			Rural Community Engagement	4
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



15 - Toxteth Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Toxteth will:

Complete allocated Site Specific Risk Information inspections prioritised on risk category and due date.

Manage availability of all water supplies through hydrant inspections and open water source identification.

Maintain all competencies by attending all TDA Core risk critical training

Arrange and complete 2 off site exercises, at known risks within the station area.(M and S Arena, River , Central Mosque)

Complete 100 percent of all allocated SPA and Learnpro packages.

Strengthen links with the highest risk stakeholders within the station area (M and S Arena, Convention Centre, River MF1 Coastguard and RNLI)

Excellent Operational Response

Toxteth will:

Complete daily training in line with the station training planner

Maintain core skills through 100% completion of Safe Person Assessments

Attain a minimum performance of 85% during monthly audits.

Maintain 95% against performance indicator DR23 Alert to mobile in 1.9 mins and TR08 attendance to life risk incidents within 10 mins

Promote a positive health and safety culture to reduce fire fighter injuries and damage to MFRS Assets. Increased vigilance and completion of near miss reports where appropriate.

Ensure the correct use, maintenance and recording of Personal protective Equipment.

Excellent Prevention and Protection

Toxteth will:

Link in with the Arson Reduction Team to support intelligence led activities

Carry out reassurance campaigns in the residential high rise blocks within ours and neighbouring station areas

Increase the percentage of visits to vulnerable persons and over 65's using the status reports during HFSC planning

Link in with youth engagement within the community and the Princes Trust

Strengthen links within the community to familiarise the crews with the diverse needs of the population and share links with service providers

Carry out reassurance campaigns in residential high rise blocks in and around the station area, prioritising blocks of 8 floors or more

Excellent People

Toxteth will:

Set appraisal objectives that will ensure the aims of the Station Plans are achieved.

Complete appraisals within the specified timescales

Identify and support Development Firefighters in the completion of their NVQ/Apprenticeships through mentoring

Identify and support Firefighters and Watch Managers who wish to develop and seek promotion

Manage absence levels in line with Service Policy

Support positive action by delivering taster days for potential new fire fighters

Support and develop new drivers on station

Maintain fitness levels through shift related physical training activities

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	352	450	Site Specific Risk Information (SSRIs)	120
Accidental Dwelling Fires (ADFs)	70	55	Home Fire Safety Checks	1341
Anti-Social Behaviour Fires (ASBs)	179	283	Home Fire Safety Checks over 65's	55%
RTC	42	Monitoring	Hydrant Surveys	96
Deliberate Vehicle Fires	24	37	Waste & Fly Tipping	36
Alert to Mobile	96.1%	95%	Prevention talks	24
AFA's in Non Domestic Premises	20	23	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	9.3%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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



25 - Wallasey Community Fire Station

Community Risk Management Plan 2020-21



Excellent Operational Preparedness

Wallasey will:

Improve readiness via station upgrade, improved security and working environment.

Introduce hybrid staff functional structure, giving ownership, cohesion of activity and resource, accountability and responsibility to all staff.

Maintain an excellent standard of readiness and cleanliness of appliances, equipment, kit and standards of dress.

Introduce a structured, joint realistic training programme, drawing on experience and knowledge from other local stations and identifying risk within the surrounding area.

Complete all required Safe Person Assessments and e-learning packages, as per the Service Training Planner.

Augment station competency and skills profile by completion of NVQ, Apprenticeships, EFAD and managerial qualifications. Introduce formal mentoring programme, drawing on experienced staff from surrounding stations.

Improve knowledge of local risk through multi-pump tactical exercises.

Excellent Operational Response

Wallasey will:

Consolidate introduction of Hybrid Model to increase operational response standard.

Maintain core skills, safety critical training and TADA attendance required by the Firefighter/Junior Officer role.

Develop specialist skills in swift water rescue, including work with specialist responders within the Search and Rescue Team.

Ensure appropriate standards of PPE, adherence to procedures and safe working practice at operational incidents.

Ensure standards of driving and emergency response and low speed manoeuvres are maintained and developed through instruction, information and exposure.

Ensure alert to mobile and response standards are effectively met.

Actively promote a positive health and safety culture. Encourage and support reporting of near miss incidents to reduce future accidents.

Excellent Prevention and Protection

Wallasey will:

Use Indices of Deprivation and person centred data via PIPS to make effective use of resources and allow more focus on firefighter development, whilst making safe from fire those most vulnerable in the community.

Deliver seasonal campaigns. Enhance and reinvigorate water safety information pilot with RNLI and HM Coastguard

Ensure understanding of safeguarding through training for all personnel and safeguarding officers

Effectively engage with children and young people, creating strong bonds with MFRS Cadets

Continue to reduce and prevent waste fires through reporting and control.

Offer fire safety advice to local business through Simple Operational Fire Safety Audits.

Improve Fire Protection knowledge and delivery, with particular focus on high rise residential buildings.

Excellent People

Wallasey will:

Develop our people via continued and improved engagement to deliver a professional service which has a positive impact on our communities and workplace.

Support the planned 2020 staff survey through constructive and meaningful engagement with operational staff.

Develop existing managers who are following the CMD, WMD and SMD gateway and seek and support new potential managers for the future.

Continue to develop new entrants to the Service through training, incident exposure and accredited NVQ/Apprenticeship qualification.

Monitor and identify future development needs through the appraisal system.

Promote a healthy lifestyle amongst personnel through nutritional education and enhanced physical training environment.

Introduce hybrid structure that mirrors the station functional plan, giving ownership, cohesion of activity and resource, accountability and responsibility to all staff

Our mission is to achieve safer stronger communities through safe and effective firefighters, delivering excellent operational preparedness, response, prevention, protection and people.

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

OUTPUTS are the quantifiable things we deliver to achieve better outcomes for the communities we serve.

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	Estimated Performance 2019/20	Targets 2020/21		Annual Target 2020/21
All Fires	269	347	Site Specific Risk Information (SSRIs)	90
Accidental Dwelling Fires (ADFs)	49	45	Home Fire Safety Checks	3003
Anti-Social Behaviour Fires (ASBs)	130	205	Home Fire Safety Checks over 65's	59%
RTC	32	Monitoring	Hydrant Surveys	65
Deliberate Vehicle Fires	25	27	Waste & Fly Tipping	24
Alert to Mobile	91.0%	95%	Prevention talks	24
AFA's in Non Domestic Premises	12	15	Simple Operational Fire Safety Assessments	96
% ADF No Smoke Alarm	39.5%	Monitoring	Off Station Exercising	2
			Residential High Rise reassurance visits	8

The targets are based on 5 years performance data.

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

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	21ST MAY 2020	REPORT NO:	CFO/019/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTTON
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	CORPORATE RISK REGISTER 2019-20 OCT TO MAR UPDATE		
APPENDICES:	APPENDIX A: CORPORATE RISK REGISTER 2019-20 OCT TO MARCH UPDATE		

Purpose of Report

1. To inform Members of the current risks contained within the Corporate Risk Register, the status of the risks and associated control measures, including any updates for the period October to March 2020.

Recommendation

2. That Members approve the updated Corporate Risk Register for 2019/20 which incorporates the current status of those risks to March 2020.

Introduction and Background

3. It is good practice to regularly review the internal and external risks to the on-going delivery of service by the Authority.
4. To that end, a Corporate Risk Register has been produced which focusses on the Mission and Aims of the Authority and aligns each risk to a specific aim. The Strategic Leadership Team (SLT) has reviewed the risks contained within the Corporate Risk Register and considered any new risks that might affect the Authority during 2019/20. The resultant risks have been scored against the original risk and re-scored following mitigation. The purpose of this report is to ask Members to review the updated Corporate Risk Register attached at Appendix 1 to consider any implications for the Authority.
5. SLT had previously considered the outcomes from an Internal Audit report from April 2017 that considered the Authority's approach to Risk Management. Overall compliance was found to be "Good", with some "Substantial" elements. The report also required the Authority to consider its risk appetite and tolerance and to ensure that the status of all risks is updated regularly. These actions have been completed.

6. The risk relating to the building of the new fire station at Saughall Massie has been removed from the register as the building is now complete and operational.
7. A new risk has been added to reflect the potential implications of the “McCloud” pension’s judgement. The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. On 27th June 2019 the Supreme Court denied the Government permission to appeal this decision. Members should also note that structural changes have been made to enhance the Protection Department, which will help to improve capacity in that area. However, retention of Protection staff remains a challenge.
8. The Covid 19 outbreak has also been considered/referenced in a number of risk areas.

Equality and Diversity Implications

9. There are no equality and diversity implications arising from this report.

Staff Implications

10. There are no specific staff implications arising from this report

Legal Implications

11. Management of corporate risk and the application of suitable mitigation strategies affords the Authority security that should a risk become an issue then suitable control measures are in place to mitigate any impact.

Financial Implications & Value for Money

12. There are no financial implications contained within this report.

Risk Management, Health & Safety, and Environmental Implications

13. The assessment and mitigation of risk is essential in ensuring a safe working environment for all MFRA employees and its agents and consideration of its actions on the environment is paramount.

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

14. Knowledge of and response to a risk being realised is an essential component of ensuring that the Authority continues to deliver an effective and efficient service to the communities of Merseyside.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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CORPORATE RISK REGISTER 2019/20

Aims: - 1) Excellent Operational Preparedness 2) Excellent Operational Response
3) Excellent Prevention & Protection 4) Excellent People

April 2019 – March 2020

October 2019 to March 2020 update

CORPORATE RISK REGISTER 2019/20

MFRA RISK MATRIX

Increasing Impact B		Increasing Likelihood A				
		1	2	3	4	5
		Remote	Unlikely	Possible	Likely	Frequent
1	Slight	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement	Manage for continuous improvement
2	Minor					Develop Reduction measures
3	Significant			Develop Reduction measures	Compulsory Risk reduction	
4	Major		Develop Reduction measures	Compulsory Risk reduction		
5	Massive	Develop Reduction measures	Compulsory Risk reduction			

Introduction

All organisations face risks that can impact on their operations, by establishing a systematic approach to identifying, assessing, and managing risk, Merseyside Fire and Rescue Authority (MFRA) intends to continually improve the organisation's governance, increase accountability and enhance overall performance.

The Director of Strategy and Performance reports directly to the Chief Fire Officer on matters relating to corporate risk management and maintains this risk register in collaboration with other members of the Strategic Leadership Team (SLT).

As part of this process the organisation considers the level and type of risk the Authority will accept while conducting its business and puts in place measures to reduce or eliminate that risk. This includes a careful evaluation of how risks affect the Authority's ability to achieve its Mission and Aims and its appetite for taking those risks.

The following categories of risk appetite are considered in relation to each identified Strategic Corporate Risk within this register:

- **Low** – The level of risk will not substantially impede the ability to achieve MFRA's Mission and Aims. Controls are prudently designed and effective.
- **Moderate** – The level of risk may delay or disrupt achievement of MFRA's Mission and Aims. Controls are adequately designed and are generally effective.
- **High** – The level of risk will significantly impede the ability to achieve MFRA's Mission and Aims. Controls may be inadequately designed or ineffective.

Risk Appetite by Strategic Corporate Risk Category

MFRA has an overall conservative risk appetite. The organisation will act in accordance with this to achieve strategic objectives and deliver high quality fire and rescue services to the people of Merseyside within a framework of reducing budget provision.

MFRA will employ sound risk management principles, transparent decision-making and effective communication to prioritise risk. The Authority manages seven strategic corporate risk categories to effectively supervise and ensure a safe and effective fire and rescue service that delivers prevention, protection and response services to Merseyside and beyond. MFRA has a low appetite for most types of risk (see table below), being aware of the need to ensure the prudent use of public money, maintain staff safety and deliver reliable and effective services.

CORPORATE RISK REGISTER 2019/20

Corporate Risk Category	Risk Appetite	Explanation
Budget and financial	Low	The appetite for Budget and financial risk is low. MFRA will exercise prudent management of its financial resources to achieve its mission. MFRA will maintain strong internal controls and ensure compliance with applicable legislation and accounting standards. MFRA will make prudent decisions to mitigate the financial impact of internal and external factors that affect it.
Legal and legislative	Low	The appetite for Legal and legislative risk is low. MFRA will always endeavour to comply with the laws that govern its activity and adopt appropriate governance processes. MFRA has no risk appetite for non-compliance with applicable laws and regulations.
Loss of strategic sites and assets	Moderate	The appetite for risk in relation to strategic sites and assets is moderate. Risk appetite in relation to vehicles and equipment is low, as safety and usability must be achieved through the use of detailed specifications of requirements. Risk appetite in relation to FRS sites (e.g. for a new fires station) is higher, as it is acknowledged the options are more limited and the end result in relation to the provision of a new fire station is not entirely predictable at the beginning of the process.
Environmental and Political	Moderate	The appetite for risk in relation to environmental and political matters is moderate. MFRA acknowledges that activity in relation to collaborative work with partners, for example, is not entirely predictable and some risks will be taken whilst attempting to improve service delivery or make savings through the use of new arrangements.
Loss of key staff	Moderate	The appetite for risk in relation to loss of key staff is moderate. MFRA recognises that it may need to adopt new and untried ways of working to deliver its services during periods of industrial action or reductions in the size of the workforce.
Technology	Low	The appetite for Technology risk is low. Information systems must support core MFRA functions with adequate capability, capacity, resiliency, and security from internal and external threats. The organisation relies on a mobile and technologically dependent workforce to carry out its Mission.
Procurement	Low	The appetite for Procurement risk is low. MFRA is bound by legislation and regulations that are designed to ensure that public finance is spent appropriately. As a result processes are designed to ensure that all procurement activity is properly governed and carried out in a way that ensures compliance.

CORPORATE RISK REGISTER 2019/20

Mission :- Safer Stronger Communities: Safe Effective Fire-fighters

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										

	<p>1. Budget /Financial Risks</p>	<p>1.1</p>	<p>Insufficient staff to maintain current levels of operational planning, training and management of intelligence</p>	<p>1.1.1</p>	<p>1,2,3,4</p>	<p>Increased risk to all MFRS staff safety - increased numbers of injuries.</p>	<p>15</p>	<p>Resilience exists within departments to task staff with priority work steams in the event of insufficient staffing becoming a concern. Business Continuity Plans in place.</p> <p>April-Sep Update GM Training constantly reviews staffing levels at TDA and has explored different pilot delivery models (associate tutor) to ensure MFRA continue to deliver core training including recruit training. Additional time has been spent to work with Time and Resource Management to maximise staff / course ratio set against the LPI.s</p> <p>Improvements to recording on Operational Performance System allows service managers to maximise training for staff and prevent duplication of efforts. Additional training is provided at a local level (SPA & Learn pro) to ensure staff have underpinning knowledge across a range of skills and competencies.</p> <p>Workshops Manager currently working with HR to</p>	<p>12</p>	<p>AM Operational Preparedness</p>
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<p>1. Budget/Financial Risks</p>								<p>address staffing issues within Workshops this has been raised at SLT and Ops Board for immediate action SLT approved and implemented a wage rise for the skilled workshop staff but we are still unable to recruit staff to bring the established numbers required.</p> <p>Key roles are currently being recruited for within the Operational Planning Department. This has involved close liaison with POD to ensure timeframes are kept to a minimum. Currently a number of work streams within OPRT and Business Continuity have been delayed due to staffing shortfalls in particular Watch Manager posts x 2, OPRT support and BC Officer. It is anticipated these will be resolved by November 2019</p> <p>Oct-Mar Update GM Training – further staff have been recruited into the TDA and instructor qualifications have been programmed for the next 6 months to improve resilience</p>		
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1.	<p>Budget/Financial Risks</p> <p>Budget/Financial Risks</p>							<p>across the departments. This is under constant review to ensure succession plans are in place for any changes over the coming months.</p>		
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1.	Corporate Risk Register – October 2019		March 2020							
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CORPORATE RISK REGISTER 2019/20

			1.1.2	1,2,3,4	increased risk of property loss	12		10	
			1.1.3	1,2,3,4	Reducing ability to respond or maintain competent workforce.	15	<p>The Authority continues to utilise the most agile working systems to ensure a high level of service delivery and response, integrated with appropriate skill audits and training delivery to ensure a high level of competence in all staff</p> <p>April-Sep Update The implementation of the Hybrid duty system is currently ongoing which will culminate in additional posts and Appliance availability being built into the establishment</p> <p>Oct-Mar Update Plan remains effective – no further update</p>	10	Director of POD
			1.1.4	1,2,3,4	Reduced ability to maintain FF safety	15	<p><u>AM Response</u> Maintenance of competency is managed on station through SPA and the training planner for all operational staff. TRM staff utilise VAH to</p>	10	AM Operational Response/ Preparedness

CORPORATE RISK REGISTER 2019/20

	Budget/Financial Risks						<p>ensure appliances are fully staffed.</p> <p>April-Sep Update No change this period</p> <p>Oct-Mar Update Plan remains effective for business as usual.</p> <p>Maintenance of FF Safety presents a significant uplift in risk due to the COVID-19 Pandemic. As part of the business continuity structure and arrangements that have been set in place a significant amount of work is ongoing to address this challenge. Progress to date includes a the production of a number of temporary COVID-19 Service Instructions including Operational Safety Precautions, Safe working on station and station degradation plans. The COVID-19 Operations Cell continually monitors FF safety and reacts rapidly to address emerging risk.</p>	
		1.2	Insufficient staff to maintain current prevention and protection work.	1.2.1	1,2,3,4	Increased fires, deaths and injuries	15	<p>MFRA continues to deliver its Home Safety Strategy, our focus is targeted at the over 65's and those who are most</p> <p align="right">10</p>

			<p>Inability to maintain performance (e.g. Care Act)</p> <p>Political Risk – failure to meet statutory duty</p> <p>Community Safety Risk – failure to address risks to community & Firefighters</p>				<p>vulnerable, we have seen advocate performance lift by over 45% this past year and we continue to monitor ADFs and Fire Fatalities through PMG.</p> <p>The impact of the Grenfell Tower Fire is yet to be fully understood but there is the likelihood of increased Protection teams as such a review is underway</p> <p>April-Sep Update The Protection 2020 Plan has continued to recruit effectively into Protection vacancies.</p> <p>Additional resources are being made available to Protection and a review has commenced to consider a new structure with greater resilience for the retention of Protection competence within MFRA.</p> <p>Oct-Apr Update The re-structure of the Protection and Prevention departments has allowed for the creation of a post that focuses on the impact of Grenfell Tower Inquiry, this</p>	<p>AM Community Risk Management</p>
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							<p>includes training, service delivery and protection activity.</p> <p>Group Manager Protection now in post. Initial assessment made of Grenfell Inquiry which will be used to identify areas of MFRS where work will be needed to meet the Inquiry recommendations.</p> <p>Revised Prevention Policy and strategies produced for Community Safety and Home Safety including EIA. Reduced ASB and ADF figures reported via PMG. March outcomes compromised as a result of COVID 19 restrictions.</p>			
1.	Budget/Financial Risks	1.3	Insufficient FF's to maintain current levels of response and current number of fire stations	1.3.1	1,2,3,4	Increased risk of property loss in the community	15	<p>MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.</p> <p>April-Sep Update No change this period</p>	10	AM Operational Response

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							<p>Oct-Mar Update For business as usual - No change in risk – risk is off-set by the recruitment reserve which remains on track for FF recruitment. Given the COVID-19 pandemic outbreak, significant work has been completed</p>			
				1.3.2	1,2,3,4	Increased fires, deaths and injuries	15	<p>MFRA undertakes continual review, analysis and testing of necessary operational response changes resulting from budget reductions to ensure effectiveness against Authority response standards.</p> <p>April-Sep Update No change this period</p> <p>Oct-Mar Update Medium to long-term risk is off-set by the recruitment reserve which remains on track for FF recruitment.</p> <p>The COVID-19 Operational Degradation Plans sets out how resources will be managed in order to maintain an effective response standard to meet our performance standard for life risk incidents in respect of</p>	10	AM Operational Response

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								staff absence down to the reasonable worst-case scenario.		
1.	Budget/Financial Risks	1.4	Pay increases-impact on ability to maintain a balanced budget	1.4.1	1,2,3,4	<p>The current budget assumes 2019/20 pay awards will be settled at an increase of 2%.</p> <p>Each additional 1% increase in pay equates to approximately £0.3m for firefighters and £0.1m for other staff.</p>	9	<p>The Authority has established a £0.700m inflation reserve to meet any unforeseen inflationary pressures or costs.</p> <p>April-Sep Update- Treasurer The 2019/20 Pay awards have been settled in line with the assumptions in the current financial plan, 2%.</p> <p>Oct-Mar Update SEPTEMBER UPDATE REMOVED THE RISK FROM 2019/2020 as pay awards for the year have been settled.</p>	0	Treasurer
		1.5	Insufficient support staff to maintain services to front line and maintain good governance.	1.5.1	1,2,3,4	Reduced ability to maintain fleet, PPE, pay FF's and maintain the buildings.	15	<p>Processes are redesigned when cuts to staffing are made Stopping performing specific activities considered Remaining staff are trained in processes/services that are still required</p> <p>April-Sep Update SLT have considered whether additional support staff are required to fulfil statutory</p>	6	SLT

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							and other obligations, but will await the outcome of the budget settlement before considering this further.		
							<p>Oct-Mar Update A prompt and effective response to the COVID 19 pandemic, which could have increased the risk in his area, meant that the majority of services have continued to operate effectively throughout this period.</p>		
1.	Budget/Financial Risks	1.7	Loss of National Resilience funding from Home Office			Loss of operational response/service/training/lack of equipment/vehicles not maintained.	<p>Utilising MFRS resources to fulfil Role and responsibilities.</p> <p>Budget constantly reviewed with Home Office Colleagues</p> <p>April to Sep update The current grant agreement between Home Office and MFRA extends until the end of March 2021. This provides a level of reassurance in respect of Home Offices commitment to fund National Resilience under Lead Authority arrangements in the medium term.</p> <p>Oct-Mar Update</p>	15	<p>12</p> <p>AM National Resilience</p>

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							Periodic budget management meetings continue between MFRS finance and Home Office colleagues. Home Office funding is currently secured until 2022		
		1.10	<p>“McCloud” - The decisions of the Court of Appeal in the Sargeant/McCloud (McCloud) cases have ruled that the transitional protections afforded to older members when the Firefighter Pension Scheme(s), FPS, and Local Government Pension Scheme, LGPS, constituted unlawful age discrimination. On 27th June 2019 the Supreme Court denied the Government permission to appeal this decision.</p>		<p>Any remedy / compensation awarded by the Tribunal may have a significant financial impact on the Authority both in terms retrospective compensation payments for retired firefighters and current employees (who may transfer back from FPS 2015 to FPS 1992 and therefore the employer rate would increase from 28.8% to 37.3%). At this point in time both the remedy and any Government funding is unknown, or is likely to be known before 2020/21.</p> <p>In addition to the financial impact the Authority may lose a significant number of firefighters (including senior staff) earlier than expected if staff revert back to a pension scheme (FPS 1992) with a potential retirement age of 50.</p>	12	<p>As part of the review of current reserves during 2019/20 the Director of Finance will look to increase the General Reserve and create a specific reserve for McCloud/Pension grant as part of a strategy to allow the Authority time to deal with any permanent costs associated with the relevant outcome of the final remedy.</p> <p>The Authority is currently running 2 to 3 firefighter recruitment courses a year to ensure sufficient firefighter numbers. The plan will be kept under review by the Workforce group in light of any announcements over the McCloud case.</p> <p>Oct-Mar Update Smoothing Reserve Increased from £0.5m to £2.0m and General Reserve by +£1.0m to £3.0m to provide a temporary resource to cover any MFRS costs in the year or</p>	8	Director of Finance / CFO / SLT

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								2020/2021. The future Budget process from 2021/2022 will identify permanent budget adjustments IF required.		
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		1.9	The impact of unfavourable trade deals with the EU following UK exit in March 2019	1.9.1	1,2,3,4	<p>If the UK leave the EU in March with an unfavourable trading relationship this will have an adverse effect on the supply of goods imported from EU countries.</p> <p>Prices are likely to increase putting strain on budgets, lead times may be extended, shortage and scarcity of parts due to border hold ups, organisations stockpiling and starving supply, contractors failing.</p>	20	<p>Procurement are contacting critical suppliers to seek details of action they will take to maintain supplies post Brexit, whatever the agreement.</p> <p>April-Sep Update Work continues at a national level via the NFCC (eg. Recent assessment of risk re fuel supply). At a local level, contract management with supply chain continues. It is not possible to obtain guarantees from suppliers re continuity of supply as they are also dealing with high levels of uncertainty.</p> <p>Oct-Mar Update Procurement have contacted all key suppliers and are in receipt of responses which outline how these suppliers are working to ensure continuity of supply. At the current time, no reports of supply chain issues are attributable to Brexit.</p>	15	Director of Legal, Procurement & Democratic Services	
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People											

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RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
2.	Legal & Legislative Risks	2.1	Non-compliance with the National Framework	2.1.1	1,2,3	Damage to MFRS reputation. Impact on public and partner goodwill.	15	<p>The IRMP process is thorough and consulted on widely. SWOT and PESTEL activities are carried out</p> <p>Community risks are assessed and strategies and processes adopted to deal with them in the Home Safety Strategy</p> <p>Data is analysed and considered</p> <p>April-Sep Update</p> <p>An IRMP planning group has been set up this year to ensure that compliance with the IRMP requirements in the National Framework is maintained.</p> <p>Oct-Mar Update</p> <p>IRMP Planning process has incorporated NSRA planning principles to identify common consequences and asses risk in a comprehensive and consistent manner. The requirement to produce an IRMP from 2012 is currently under consideration.</p>	8	SLT
				2.1.2	1,2,3	Inability to respond to major national resilience incidents	15		8	SLT
				2.1.3	1,2,3	Increased fires, deaths and injuries	15		12	SLT
2.	Legal & Legislative Risks									

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2.	Legal & Legislative Risks	2.2	Corporate Manslaughter Act	2.2.1	1,2,3,4	Sanctions, fines and or arrests resulting from death of Personnel	25	<p>This can be mitigated to some degree by correct application of SOP's. Service Instructions, training and Health and Safety legislation to avoid injury and damage.</p> <p>April-Sep Update Processes and guidance are regularly reviewed and updated. All Health and Safety events are reviewed and any learning incorporated in future guidance</p> <p>Oct-Mar Update The work to ensure compliance with legislation, health and safety and all SOP's/Sl's continues and includes such work undertaken in respect of the response to Covid19 and subsequent arrangements put in place</p>	12	SLT
		2.3	Changes introduced by the Localism Act 2011	2.3.1	1,2,3,4	Judicial Review – other legal challenges	15	<p>This can be mitigated to some degree by careful consideration of consultation outcomes and other forms of community input into decisions. However any person can apply for JR regardless of the perceived</p>	8	Director of Legal, Procurement & Democratic Services

2.	Legal & Legislative Risk						<p>merits or otherwise of such an application.</p> <p>No challenges in the form of Judicial Review or other have been received within this period.</p> <p>April-Sep Update There is no change to the information above</p> <p>Oct-Mar Update There have been no Judicial Review challenges to date. Engaging in consultation as appropriate continues to be undertaken and feedback considered to help reduce the risk.</p>		
		2.4	Equality Act - not maintaining compliance with the Public Sector Equality Duty	2.4.1	4	Potential impact on reputation Potential legal action	15	<p>The Equality and Diversity Policy is regularly reviewed (most recently 2017) An Equality Action Plan has been in place for five years, with outcomes and risks reviewed in full every year and progress monitored quarterly as part of the Service Delivery Plan. An E&D Annual Report details outcomes in line with the Equality Act and Action Plan</p>	8

							<p>A Public Sector Equality Duty data report is produced annually and analysed to feed in the action planning process</p> <p>Equality Impact Assessments are carried out for plans, policies, guidance, instructions and organisational change</p> <p>A desk top exercise was carried out in 2016/17 to gather information in relation to the LGA Equality and Diversity Framework</p> <p>Two staff surveys have been carried out (2014 and 2016) and action taken to address concerns with preparation for a third taking place during 2019/20.</p> <p>Training and support is given to staff to assist them in complying with Equality and Diversity related duties.</p> <p>April-Sep Update</p> <p>Face to face equality, diversity and inclusion training for all staff was launched during the first quarter of the year and is well underway.</p> <p>MFRA continues to compile and publish its equality data (a requirement of the Public</p>	
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							<p>Sector Equality Duty) well in advance of statutory deadlines.</p> <p>Staff Networks are being launched to help further inclusion within the workforce.</p> <p>Oct-Mar Update Staff training continues to make good progress and is well received. Additional unconscious bias training is planned. Positive action recruitment continues. Face to face training ceased at the beginning of the COVID 19 pandemic, but work is underway to address that through the consideration of online training before a return to face to face.</p>		
		2.6	Policing and Crime Act 2017	2.6.1	2,3	Potential change to Governance	<p>15</p> <p>Police and Crime Commissioner (PCC) representative model on the Fire Authority.</p> <p>A business case would need to be completed and submitted to the Secretary of State. If disputed an independent panel would review the business case.</p>	12	AM Preparedness

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							<p>Continue to maintain dialogue with the PCC through Blue Light Collaboration Programme Board and Fire Authority.</p> <p>April-Sep Update Currently No Change</p> <p>Oct-Mar Update No change this period</p>		
				2.6.2	2,3	Inability to deliver collaboration across Blue Light Services in line with Policing and Crime Act 2017	<p>12</p> <p>The Policing and Crime Act 2017 places a duty on MFRA to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness</p> <p>MFRA's position is therefore to consider collaboration where it provides for a more efficient and/or effective service, where it improves the safety of the public, or is in the interests of economy.</p> <p>This will be delivered and monitored through the MFRA commitment to the Blue Light Collaboration Team, the Blue Light Collaboration Programme Board, and all</p>	8	<p>AM Preparedness</p>

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							<p>collaboration programmes recorded through the Local Collaboration Overview.</p> <p>April-Sep Update Ongoing regular meeting established between Corporate Leads</p> <p>Oct-Mar Update Ongoing regular meeting established between Corporate Leads</p>			
		2.7	Increased Litigation costs							
				2.7.3	2,4	Increased incidents/costs/injuries whilst travelling under blue lights/speeding	12	<p>Close work with the Health and Safety team and ongoing training and development and development to manage these types of incidents.</p> <p>April- Sep update We continue to work with colleagues in Health and Safety to manage these incidents although no increase in claims has been noted due to travel under blue lights</p> <p>Oct-Mar Update This work continues to be undertaken and analysed to identify any possible trends to</p>	6	Director of Legal, Procurement & Democratic Services

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							assist in the management of these types of incidents			
				2.7.4	2,4	Potential for increased litigation arising from shared premises with partners.	12	<p>Close work with the Estates and Health and Safety teams and Workplace to manage any issues which arise.</p> <p>April-Sep Update Close work with colleagues in Health and Safety and Estates teams to manage these issues</p> <p>Oct-Mar Update The close work with colleagues in Health and Safety and Estates teams continues to take place to manage these issues</p>	6	Director of Legal, Procurement & Democratic Services.

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		2.9	Failure to comply with Government Transparency agenda	2.9.1	1,2,3	Damage to reputation of MFRS by not publishing policies and data as required	12	<p>A Transparency Service Instruction has been produced to set out the Authority's commitment. There is a transparency section on the website with advice and guidance as well as the data that the Authority is required to publish.</p> <p>April-Sep Update Performance against our transparency service instruction was reviewed in September, with all required information being published.</p> <p>Oct-Mar Update An assessment of compliance was undertaken and all required information was available. Any impact of the COVID 19 pandemic on this will be assessed.</p>	8	SLT
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		2.10	Health & Safety audits, failures and investigations	2.10.1	1,2,3	H&S audits, failures and investigations from HSE resulting in sanctions and or fines	15	<p>MFRA has a robust suite of H&S audits with findings responded to by the central team in liaison with Estates. All incidents follow an investigatory process to maximise learning which includes advice from Legal to ensure protection.</p> <p>April-Sep Update No change this period</p> <p>Oct-Mar Update No change this period</p>	10	AM Operational Response
		2.11	Lead Authority for National Resilience	2.11.1	1,2,3,4	Increased responsibility and liability; capacity issues and reputational risk.	15	<p>Mitigation in part through careful contract management.</p> <p>April-Sep Update Regular contract management with prime contractor for LTCM continues, as does regular involvement with Home Office. Existing capacity is sufficient to service current arrangements.</p> <p>Oct-Mar Update LTCM contract remains tightly managed – with regular BCP exercises scheduled to test for any weaknesses in contractors processes.</p>	10	Director of Legal, Procurement & Democratic Services.

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							Asset refresh activity currently limited due to ND2 – but responsibility and liability managed through agreed processes with the Home Office.		
	2.12	Recruitment of Trainee Firefighters with limited driving experience who are contracted to undertake EFAD driving.	2.12.1		Increased risk of fire appliances being involved in collisions due to inexperienced drivers being required, under contract, to drive fire appliances for routine and response activity. Recruitment application only requires the applicant to hold a valid driving license and does not account for longevity, experience or type of vehicle they have driven.	15	<p>Competency will be managed through the driving school with assessment and development plans being tailored to the individual. Trainees will not be time-bound on when EFAD driving is first undertaken following LGV qualification. It will be the Driving School Manager who will decide how long LGV routine activity driving will take place prior to EFAD qualification to allow less experienced individuals to gain the required road knowledge.</p> <p>Apr-Sep Update Due to an increase in demand. TDA Driving School have been required to go out to recruit a further driving instructor. This is ongoing.</p> <p>Oct-Mar Update</p>	10	Director of HR, AM Operational Preparedness

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								Due to an increase in demand. TDA Driving School have been required to go out to recruit a further driving instructor. This is ongoing.	
		2.13	Insufficient experienced staff to manage existing Primary Authority Partnerships	2.13.1	1,2,3	Damage to MFRS reputation with the business partner and the government Department of Business, Energy and Industrial Strategy.		<p>Resilience is provided to ensure that any loss of key staff facilitating the partnership is minimised. In addition, there is evaluation on the workload involved in managing the partnership and gauging capacity to take on any further partnerships.</p> <p>APR – SEP Update Succession challenges maintain this as a risk. Primary Authority workload remains monitored. 1 additional Primary Authority has been progressed with Norton’s Waste Recycling, whilst this places additional strain on the Protection capacity this is justified due to the benefits of preventing further large scale fire incidents on Waste Recycling sites across Merseyside. Plans are in place to enhance the capacity for Primary Authority work via the introduction of a new Fire Engineer post for</p>	AM Community Risk Management
							12	9	

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							<p>which a recruitment process is in place.</p> <p>Oct-Mar Update This continues to be an issue, the Primary Authority Scheme lead officer will require support as we are near to capacity with current Primary Authority workload. Any further partnership activity will need to be resourced. Additional Officers need to be developed to provide resilience.</p>		
	2.14	Insufficient experienced, qualified staff to deal with serious fire safety complaints 'out of hours'.	2.14.1	1,2,3,4	Potential for MFRA to be unable to serve prohibition or restriction notices on premises out of office hours when the use of the premises involves or will involve a risk to the relevant persons so serious that use of the premises ought to be prohibited or restricted.	15	<p>Senior Officers in Protection when scheduled on cover can provide this facility to respond out of hours; providing they are not engaged at an operational incident. Article 31 Officers provide some additional limited support to assess complaints but are not warranted officers or deemed competent under the Fire Protection Competency Framework. Recall to duty provides some resilience but availability is not guaranteed. Potential for assistance from a neighbouring Fire and Rescue Service.</p>	9	AM Community Risk Management

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Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
							20	<p>Apr-Sep Update This cover was established via the Protection Station Managers (SM), supported by the Seconded SM and 2 additional SMs with existing Protection qualifications</p> <p>Oct-Mar Update Four Watch Manager posts now filled as part of the Protection Response Officer (PRO) Team to provide out of hours facility. Officers are new in post and additional training, qualifications and experience are required to reach full potential.</p>		
3.	Loss of Strategic sites/Assets	3.1	Loss of strategic sites/assets and inability to provide services to Merseyside	3.1.1	1,2,3,4	Inability to respond to major local and national resilience incidents	20	<p><u>Treasurer</u> Finance Staff can operate applications from any MFRS site. Application hosted externally with ABS having fall back sites as well.</p> <p><u>Head of Technology & AM Operational Preparedness.</u></p>	8	Head of Technology, Treasurer, AM Operational Preparedness
		3.2	Loss of FSHQ, FIRE CONTROL, TADA, fire stations and National Resilience Control	3.2.1	1,2,4	Inability to respond, delay in providing core services	20	<p>Secondary Fire Control is available at TDA for relocation and '999's can be diverted</p>	8	

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3. Loss of Strategic Sites/Assets	3.3	Loss of utilities due to infrastructure failure.	3.3.1	1,2,3,4	Inability to provide core services temporarily whilst fall-back site is brought online	20	<p>regardless of the availability of SHQ.</p> <p>A fall-back 'buddy' agreement is in place with Surrey FRS and BT to redirect and manage emergency 999 calls during periods of outage, spate and spike.</p> <p>Apr- Sep 2019 No change this period – <i>Head of Technology & AM Operational Preparedness</i></p> <p>End of Year 19/20 Update For resilience purposes during COVID-19 restrictions, Fire Control Day Watch are located in Secondary Control (TDA) and Night Watch at the Primary Control (SHQ). This ensures a degree of social distancing and reduces the likelihood of passing on infection.</p> <p>The Fire Control Business Continuity Plan has been annually reviewed and refreshed</p>	8	Head of Technology, Treasurer, AM Operational Preparedness
	3.4	Protective security-potential risks resulting from non-	3.4.1	1,2,3,4	Potential security risk in relation to all FRS assets, particularly in relation to	20	A Protective Security Group is led by the Director of Legal	9	

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			compliance with FRS Protective Security Strategy.			Personnel, information and premises risk.		<p>and includes representatives of several departments with security responsibilities. There is a Protective Security Policy and three Service Instructions that deal with Information, Physical and Personnel security. An Internal Audit review of arrangements found MFRA to be compliant with the latest versions of the national requirements.</p> <p>April-Sep Update The Protective Security Group monitors security and risks of non-compliance are actioned as soon as possible via this group. A recent unannounced inspection by members of this group found some minor non-compliance and actions are taking place to remedy this.</p> <p>Oct-Mar Update No change this period – Head of Technology & Area Manager Preparedness</p>		Director of Legal, Procurement & Democratic Services.
				3.5.3	1,2,3,4	St Helens	25	<p>In St. Helens a suitable site has been identified & negotiations are currently underway to resolve the various issues that are currently preventing progress.</p>	12	Director of Legal, Procurement & Democratic Services.

							<p>If this site falls through, an alternative site will be sought. If nothing appropriate can be found, Ecclestone will close completely and the current St. Helens site continue to be utilised for response in the wider St. Helens area.</p> <p>Apr-Sep Update Negotiations continue to acquire the site, subject to the cost of building works being affordable. The results of the recently completed site investigation works will assist in determining affordability</p> <p>Oct-Mar Update Further to the acquisition of the site for the new fire station construction works are progressing well on site. Various issues impacted by Covid19 are being progressed with the fire station due for Completion OCT / Nov 2020'</p>	
		3.6	Potential elevated target risk for terrorist action in regards to cyber crimes	8.1.1	1,2,3,4	Loss of Fire Control ICT services and information assets	<p>See 6.2 and 6.9.</p> <p>As a further mitigation, cyber security is also increased by having the Fire Control infrastructure on its own</p>	Head of Technology

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Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
							15	firewalled network, with limited access in and out. April-Sep Update No change this period End of Year 19/20 No reduction or impact on Fire Control services due to Cybercrime related activities during this period.		
	Environmental And Political	4.1	Increase in Environmental incidents resulting in the inability to respond	4.1.1	1,4	HSE and legislative impacts from illegal discharges (impact from fire-fighting activity)	15	Action plans are in place with Fire Control to inform the Environment Agency when operational activity may impact the environment to assist with mitigation. HMEPO support officers are available across all flexi duty groups to support incident commanders. April-Sep Update No change this period Oct-Mar Update No change this period	10	AM Operational Response

	<p>Environmental And Political</p>	<p>4.2</p>	<p>Insufficient water pressure resulting in the inability to fight fires effectively.</p>	<p>4.2.1</p>	<p>1,2</p>	<p>Potential for major consequences, FF injuries</p>	<p>25</p>	<p>High volume pumps (HVP's) and hose layer units available to support water supplies. Additional HVP's available via NCAF arrangements.</p> <p>Availability of mapping for water mains to be accessible on the command support unit. Currently awaiting sign off of a Data Licence agreement with United Utilities to share "Safe Dig" Software</p> <p>April-Sep Update Command Support Unit is no longer part of mobilising criteria, every appliance Mobile Data Terminal has a mains mapping overlay.</p> <p>Safe Dig licencing is still ongoing.</p> <p>Oct-Mar Update Command Support Unit is no longer part of mobilising criteria, every appliance Mobile Data Terminal has a mains mapping overlay.</p> <p>Safe Dig licencing is still ongoing.</p>	<p>4</p>	<p>AM Operational Preparedness</p>
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Environmental And Political								Ongoing discussion through MRF with United Utilities to develop formal arrangements & understanding of specialist advice in relation to water supplies at incidents		
	4.3	Changing demographics in Merseyside brings about a changing in vulnerability profile and higher unemployment.	4.3.1	1,2,3	Increased economic costs from increases in arson	15	Increased economic costs from increases in arson – The arson reduction strategy	12	AM Community Risk Management	
			4.3.2	1,2,3	Increased economic costs from increases in fraud.	15	focuses multi-agency community safety campaigns in high demand wards in order to support and	12		
			4.3.3	1,2,3	Increased incidents eg. fires	15	community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB),	12		
			4.3.4	1,2,3	Increased antisocial behaviour (ASB)	15	domestic abuse (DA), serious organised crime (SOC) and the associated deliberate fire setting.	12		
						Increased economic costs from increases in fraud – The communications and media post will raise awareness of community safety priorities coordinating media messages and campaigns across a digital platform.				
							Increased road traffic collisions (RTC) – As above (but add 50% Merseyside			

	<p>Environmental And Political</p>							<p>Road Safety Partnership funded).</p> <p>Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities.</p> <p>Increased incidents e.g. Fires – Community Risk Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p>		
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							<p>April-Sep Update</p> <p>- Increased economic costs from increases in arson – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community resilience and reduce the tolerance of anti-social behaviour (ASB), domestic abuse (DA), serious organised crime (SOC) and the associated deliberate fire setting. All indices of arson have seen significant reductions since the inception of the strategy. There has also been significant resources, from Community Safety Partnerships and the newly formed Violence Reduction Unit, attributed to MFRA’s Youth Engagement (Street Intervention Teams in Liverpool, Knowsley and Sefton £50k per annum and a grade 13 role embedded fulltime into the VRU and approximately £45k of investment into BEACON courses in Liverpool and Knowsley).</p> <p>-Increased economic costs</p>	
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							<p>from increases in fraud – The outcomes of arson/deliberate fire setting convictions point to perpetrators motives falling into 3 specific areas serious and organised crime, domestic abuse and mental health. There is also some evidence to suggest that illegal money lending is a risk as is fraud (e.g. New Ferry Incident) but there is limited data to suggest that this is an increasing risk due to all indices of arson seeing significant reductions. This is captured under the Arson Reduction Strategies four P’s model.</p> <p>-Increased road traffic collisions (RTC) – Merseyside enjoyed a 10% drop in KSIs per 100,000 from 2017 to 2018. This was the 6th best KSI rate from 43 Police Force Areas.</p> <p>- Increased antisocial behaviour (ASB) – The arson reduction strategy focuses multi-agency community safety campaigns in high demand wards in order to support and community cohesion, develop community</p>	
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							<p>resilience and reduce the tolerance of ASB, DA, SOC and the associated deliberate fire setting. The Street Intervention Team are also deployed via the Voluntary Organisation Support Service (VOSS) and Merseyside Police to engage and divert children and young people away from anti-social behaviour and towards more meaningful activities. The uplift in Youth Engagement activities in conjunction with our engagement with LA's environmental and place based agendas have seen significant reductions in ASB and deliberate secondary fires. And</p> <p>-Increased incidents e.g. Fires – Community Risk</p> <p>Management risk reduction strategies are designed to put measures in place to reduce risk and mitigate high call demand outputs and outcomes are reported via Performance Management Group.</p> <p>Oct-Mar Update A successful bonfire period as a result of continued and sustained partnership</p>	
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CORPORATE RISK REGISTER 2019/20

							engagement and targeted interventions. Outcomes reported to PMG. Some reductions in March due to COVID 19 Restrictions. Temp SI's to support high risk interventions produced to mitigate risk.			
		4.4	Reputation	4.5.1	1,2,3,4	Negative changes to the Community perception of MFRS may be detrimental to Prevention, protection and partnership activities eg. failure to deliver safety messages.	15	<p>Corporate Communications activity is focussed on protecting the reputation of the Service whilst providing advice and guidance to communities and promoting the services provided Social media is closely monitored (but not 24/4). Press and media queries are dealt with promptly with senior officers providing information Events are promoted and provided with communications support Staffing levels are relatively low when compared with other FRS's.</p> <p>April-Sep Update The communications team continue to work across traditional and social media platforms to promote the</p>	12	Director of Strategy and Performance

CORPORATE RISK REGISTER 2019/20

							work of the Service, provide advice and guidance during incidents and respond rapidly to any potential negative publicity.			
							<p>Oct-Mar Update Corporate Comms continue to provide support to all departments to promote activities and also warn and inform during incidents. A reciprocal support arrangement is being developed with Merseyside Police as part of the collaboration programme. Work on delivering a new website in early 2020/21 is progressing. The COVID 19 pandemic required significant levels of internal and external comms which has had some impact on other activities.</p>			
		4.5	Increased flood risk	4.6.1	1,2	Ability to respond to major flooding incidents from spate conditions.	15	<p><u>Response</u> Operational Crews train for and are equipped for water rescue incidents. Senior Officers train against national standards for flood response. Specialist Teams are available for local, national and international flood response.</p>	10	AM Operational Preparedness & Operational Response
		4.6	Extreme Weather	4.7.1	1,2	Spate conditions will impact on ability to respond	15	<p>Additional resources are available to the Service if</p>	10	

						<p>required for increased levels of activity. Increased Alert Level protocols can be implemented by Senior Officers for anticipated events.</p> <p>April-Sep Update Further to the above Multi-agency LRF arrangements are in place with MFRA being fully embedded.</p> <p>MFRS have contributed to a new MRF Flood plan. This will be validated in a table top exercise by April 2020.</p> <p>This year we have added one Senior Officer to national register of flood tactical advisors, with a further planned for 2020.</p> <p>Oct-Mar Update Further to the above Multi-agency LRF arrangements are in place with MFRA being fully embedded.</p> <p>MFRS have contributed to a new MRF Flood plan. This will be validated in a table top exercise by April 2020.</p> <p>This year we have added one Senior Officer to national</p>	<p>AM Operational Preparedness & Operational Response</p>
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CORPORATE RISK REGISTER 2019/20

							<p>register of flood tactical advisors, with a further planned for 2020.</p> <p>Plan being prepared to enhance environmental response capability at Wallasey Fire Station (as per our IRMP supplement 2019-21)</p>			
		4.7	Civil Unrest	4.8.1	1,2,3	Inability to respond effectively to civil unrest	15	<p>MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p> <p>April-Sep Update MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p>	10	AM Operational Preparedness & Operational Response

CORPORATE RISK REGISTER 2019/20

							<p>MFRA Procedures in place for Civil Unrest.</p> <p>Oct-Mar Update Operational Response - No change this period</p> <p>MFRS continually liaises and trains with Merseyside Police and other agencies through formal Local Resilience Forum channels to ensure a coordinated approach to Civil Unrest following the principles of JESIP (Joint Emergency Services Interoperability Protocol).</p> <p>MFRA Procedures in place for Civil Unrest.</p>		
		4.9	Air pollution charges - Report/regulations due out July 2017 on City Centre car charges for diesel vehicles	4.9.1	1,2,3	Cost of MFRS ancillary vehicles entering City centre zone – anticipate fire appliances will be exempt.	<p>MFRS Transport Manager will closely monitor the situation</p> <p>April-Sep Update Ongoing report delivered to Ops Board on Environmental issues effecting the ancillary fleet.</p> <p>Meeting arranged with the Energy Trust to look at options moving forward to achieve the move to low emission vehicles and the</p>		AM Operational Preparedness

CORPORATE RISK REGISTER 2019/20

							<p>infrastructure for charging facilities</p> <p>Oct-Mar Update Ongoing report delivered to Ops Board on Environmental issues effecting the ancilliary fleet.</p> <p>Meeting arranged with the Energy Trust to look at options moving forward to achieve the move to low emission vehicles and the infrastructure for charging facilities</p>	
	4.10	Fuel Strike			Loss of fuel available due to strike. Critical services only to utilise MFRS diesel tanks.		<p>Merseyside Resilience Forum Fuel plan for strike conditions. MFRS fuel tank supplies utilised for critical services only during strike conditions</p> <p>April-Sep Update MFRS Business Continuity Plan and SLT supporting information in place ready to activate if required. Merseyside Resilience Forum Fuel plan in place. Home office report completed in September on bunkered stocks.</p> <p>Oct-Mar Update</p>	AM Operational Preparedness

CORPORATE RISK REGISTER 2019/20

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
5.	Loss of Key staff	5.1	Sudden Mass Absenteeism Pandemic, Strike, CBRNE incident, significant incident	5.1.1	1,2,3,4	Loss of Key staff, Inability to provide core services	15	<u>AM Response</u> The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements. April-Sep Update No change this period Oct-Mar Update No change this period	10	AM Operational Preparedness & Operational Response
		5.2	Industrial Action resulting in the Inability to provide suitable response	5.2.1	1,2,3,4	Inability to attend incidents, provide core services		The Authority maintains a resilience team capable of providing the necessary operational response provision as required within the 10 key locations during contingency situations. In addition, section 13-16 arrangements are maintained to supplement internal resilience arrangements. April-Sep Update		12

CORPORATE RISK REGISTER 2019/20

							Business continuity plans in place and tested twice a year			
							<p>Oct-Mar Update Resilience team members continual to be supplemented by new recruits entering the service ensuring any reductions due to retirements are offset.</p>			
		5.3	Change resulting in loss of Key staff and increasing workloads to set strategy and deliver services	5.3.1	1,2,3,4	Loss of key skills, lack of momentum going forward, reduced ability to respond to changes.	15	<p>The Authority continues to manage its staffing requirements through the Workforce strategy group, appraisal process, and Gateway promotion process. All combining to identify potential staff or skill shortage, and ensure adequate training, promotion or recruitment to address those needs</p> <p>April-Sep Update Work progresses as detailed above. A current round of Watch Manager appointments is being completed to put in place a more permanent managerial structure to support ongoing recruitment, and the introduction of revised duty systems</p>	12	Director of POD

CORPORATE RISK REGISTER 2019/20

Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATED SCORE	RISK/ACTION OWNER
							12	<p>Oct-Mar Update A significant number of substantive appointments have been made in line with Workforce Planning arrangements and ensuring newly introduced duty systems are fully resourced. External transfers in to MFRA have been facilitated at both FF and Supervisory manager level.</p>	6	
6.	Technology Risks	6.1	Management of 3rd Party Technology Suppliers Software & Applications Training requirements.	6.1.1	1,2,3,4	Loss or reduction in the quality of services provided	12	<p>ICT telent, under the contract and the internal ICT client team manage suppliers to achieve the required service levels and ensure suppliers are appropriate to support the needs of MFRA, both across the ICT infrastructure <i>and</i> the commodity & fire control applications used by the Authority. This ensures the suppliers deliver continuous service improvement, show best value and are fit for</p>	6	<p>Head of Technology</p> <p>Director of Strategy & Performance</p> <p>FMIS Manager</p>

CORPORATE RISK REGISTER 2019/20

6.	Technology Risks					<p>purpose to meet the business needs.</p> <p><u>System Support</u> There will be an individual update for this area in future reports</p> <p><u>Finance & HR</u> There will be an individual update for this area in future reports</p> <p>Apr- Sep update No change this period – <i>Head of Technology</i></p> <p>End of Year 19/02 Update No change this period – <i>Head of Technology</i></p>		
	6.2	<p>Infrastructure sharing with partners. Security from Virus and hacking, loss of data (Laptops, CD etc.).</p>	6.2.1	1,3,4	<p>Data compromised, loss of data, complaints, legal action, fines</p>	15	<p><u>Director of Strategy & Performance</u> The Strategy and Performance ICT Board considers and responds to strategic risks A Protective Security Group focuses on information security Governance arrangements for applications were been</p>	12

CORPORATE RISK REGISTER 2019/20

6.							<p>reviewed and formalised in 2016.</p> <p>April-Sep Update <u>Head of Technology</u> See 6.9 below</p> <p>Oct-Mar Update Director of S&P - Existing arrangements continue to address risks with a range of meetings in MFRS and with the ICT provider identify and mitigate any emerging risks.</p>		
	Technology Risks	6.3	The inability to keep pace with technology changes.	6.3.1	1,2,3,4	Loss or reduction in the quality of services provided	15	<p>MFRA has forgone a concrete roadmap for its newly launched ICT strategy and has instead adopted a strategic framework which reviews planned activities and outcomes in a yearly cycle of meetings. This ability to 'evolve' the strategic outcomes allows the Authority to match the fast pace of change in the ICT sector, taking advantage of appropriate innovations, whilst having an ICT infrastructure that is robust, secure, reliable and resilient.</p>	12

6.	Technology Risks						<p>For this reason, our ICT strategy is encapsulated in our ICT strategic framework and our asset management plan, and is then aligned to wider organisation strategy at the quarterly held S&P ICT Board.</p> <p>April-Sep Update No change this period</p> <p>End of Year 19/20 Update The full cycle of ICT Strategic Framework meetings took place for the period Mar 2019-April 2020</p>		
		6.4	Poor data/information management resulting in loss of data, legal redress from Information Commissioner. Particularly in relation to failure to implement the General Data Protection Regulation.	6.4.1	1,2,3,4	Data compromised, loss of data, complaints, legal action, fines	15	<p>There are policies for Information Security and Governance, Acceptable use of ICT equipment and Protective Security. There are also several Service Instructions covering the key issues associated with this, including data protection, retention period, destruction of information assets, records management and Freedom of Information.</p> <p>Work to implement the General Data Protection</p>	12

6.	Technology Risks																							
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Regulation was successful. This included: Developing an information asset register, privacy impact assessments, access to information and the role of the Data Protection Officer. Collaborative work with Merseyside police and other FRAs is being considered to share best practice.

April – Sep update
Officers have updated the Authority’s Privacy Notices, revised information sharing agreements and entered into new ones and created a new LearnPro training package for use by all staff. This is expected to be launched before the end of quarter 3. The Service continues to deal with Freedom of Information and Data Protection requests efficiently and effectively

Oct-Mar Update
A reduction in resources during the period has caused challenges, but the team are maintaining a good response to statutory requirements relating to Data Protection and Freedom of Information. Some additional work is

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							required and is picked up in the Service Delivery Plan for 2020/21.			
		6.5	The Emergency Services Mobile Communication Programme (ESMCP) and transition to the emergency services network	6.5.1	1,2,3	Radio voice services cannot be guaranteed for the transition	16	<p>ESMCP will replace the communication service delivered by Airwave with a national mobile communication service for all three emergency services.</p> <p>The ESMCP presents a high-risk potential for MFRA, dependent on external factors beyond its day-to-day control; the main issue being slippage at the national level.</p> <p>The Home Office will continue to work closely with FRSs & Airwave to ensure that our current voice communication network remains in place and effective.</p> <p>ICT staff regularly attend ESMCP updates at Fire Control North West to gain the latest information on the progress of the project and maintain a watching brief to ensure any opportunities to influence national/regional aspects of ESMCP are taken.</p>	9	Head of Technology

							<p>The project risks are being managed by the MFRA ESMCP project board and a national programme risk register is maintained by the Home Office central team.</p> <p>April-Sep Update Due to the ESMCP delays, Home Office contracts with Airwave have been extended past both the original 2016 and subsequent 2019 expiry dates with the current National agreements extended to 2025.</p> <p>Oct-Mar Update The national programme was paused at the beginning of the COVID 19 lockdown but work has continued where possible in Merseyside and this includes some preparation for the testing of equipment for the programme and the potential to become an Assurance Partner.</p> <p>Work is ongoing with the testing of the early Direct 2 products. However due to technical issues and the restrictions brought about by</p>	
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CORPORATE RISK REGISTER 2019/20

							<p>COVID-19, this activity is likely to continue into Q3 2020.</p> <p>Work to ensure the continued availability and support of Airwave are ongoing including upgrades within the Airwave network and fibre links to our onsite equipment.</p>			
		6.7	Withdrawal and transition arrangements from SOPHTLOGIC to new MIS for Community Fire Protection.	6.7.1	1,2,3,4	Robust transitional arrangements are required to ensure the Authority can carry out its statutory duty as the Enforcing Authority under the RRO (Fire Safety) 2005.	15	<p>The replacement of the SOPHTLOGIC system is programmed in for development and options are being explored. The transitional arrangements remain part of that process.</p> <p>April-Sep Update Work continues to replace the Sophtlogic system but it is expected that this will take longer than initially anticipated due to unanticipated recruitment and technical challenges. IT is recognised as a high priority for the Service.</p> <p>Oct-Mar Update Applications development continues, but progress has been complex due to the Service adopting whole new ways of working using new technologies. Work is</p>	12	Director of Strategy & Performance

CORPORATE RISK REGISTER 2019/20

							progressing in relation to gathering the requirements for the Protection application and the development of some prototypes and refinements to the SIRAH application have been made during the COVID 19 lockdown period.		
		6.9	Increase potential for Cyber Attack as we move to the Cloud		Loss or reduction in the quality of services provided	15	<p>ICT deploys a number of security measures to protect the Merseyside Fire and Rescue Authority (MFRA) networks and information. Measures to protect from external attacks include applying updates and patches to applications, software and operating systems; deploying firewalls; filtering traffic; deploying access control solutions; using anti-malware solutions to block malicious code (including viruses, trojans, worms, spyware, ransomware, adware, etc.); network segregation solutions and e-mail filtering solutions.</p> <p>April - Sep Update ICT continues to takes advantage of Cyber Security Information Sharing initiatives with various organisation</p>	12	Head of Technology

							<p>End of Year 29/20 Update ICT are aware of the Government's Cyber Aware campaign. Cyber Aware is the UK government's advice on how to stay secure online during coronavirus. The need for vigilance during the outbreak due to potential increase in Cyber Crime has been communicated to staff.</p>		
		<p>6.10</p>	<p>Unavailability of the Home Office Incident Recording System (IRS). March 2019 - CFOs have received notification that funding has not been granted to renew this system and although the intention is to maintain it there is a risk that it will become unavailable.</p>			<p>MFRS would be unable to record any detailed data about incidents other than what is captured on the mobilising system management information system. This would severely hamper the Service's ability to supply data and information for planning and performance management purposes.</p>	<p>We will engage with Home Office and NFCC to try and ensure that access to the system is not lost.</p> <p>Also, some fire and rescue services have their own incident recording system and only use IRS to send data to government. We will explore other systems used and whether they would be appropriate/affordable for MFRS.</p> <p>April-Sep Update The Home Office has now moved IRS to a new data centre and made some changes that have improved the speed and user experience. The HO are still keen to replace IRS in the</p>	<p>12</p>	<p>Director of Strategy & Performance</p>

CORPORATE RISK REGISTER 2019/20

RISK	STRATEGIC CORPORATE RISK	RISK No.	SPECIFIC CORPORATE RISKS	SUB RISK No.	AIMS AFFECTED	IMPACT	RISK SCORE	MITIGATION	MITIGATE D SCORE	RISK/ACTION OWNER
								future, should funding be available, but the most recent action has mitigated the previous risk. Oct-Mar Update Closed. The transition was successful in September and some local issues in early 2020 related to a software supplier have been resolved.		
Aims: 1) Excellent Operational Preparedness. 2) Excellent Operational Response. 3) Excellent Prevention & Protection. 4) Excellent People										
7.	Procurement	7.2	Poorly Managed contracts/Partnerships the Financial impacts, onerous T&Cs	7.2.1	1,2,3,4	Negative impact on service delivery, legal issues, poor quality Partnerships undertaken	12	Regular, documented contract management in place for key contracts with priorities agreed between the Authority and the supplier. April-Sep Update No change this period Oct-Mar Update No update – as previously reported	8	Director of Legal, Procurement & Democratic Services
		7.3	Key suppliers of goods and services ceasing to trade	7.3.1	1,2,3,4	Immediate impact on availability of goods and services required to operate efficiently, legal issues, alternative sources of supply needed.	15	Use of Creditsafe alerts to identify and financial changes to contracted suppliers. April-Sep Update	12	Director of Legal, Procurement & Democratic Services

CORPORATE RISK REGISTER 2019/20

								<p>Work has been undertaken to try and assure continuity of goods if the planned EU exit proceeds. Second line of supply for key goods has been identified where this is critical</p> <p>Oct-Mar Update Work has been undertaken to try and assure continuity of goods if the planned EU exit proceeds. Second line of supply for key goods has been identified where this is critical.</p>		
		1.8	Changes to insurance discount rates	1.8.1	1,2,3,4	Increased insurance premiums	15	<p>This is largely out of the control of MFRA but careful negotiation and management of all contracts assist with mitigating the effect.</p> <p><u>Removed Sept 2019</u></p>	12	<p>Director of Legal, Procurement & Democratic Services</p>
				3.5.2	1,2,3,4	Saughall Massie	25	<p>Planning permission has now been received for Saughall Massie and Authority approval will be sought later in 2017 for the build to</p>	6	

CORPORATE RISK REGISTER 2019/20

								commence, once the land has been obtained.		Head of Estates
								<u>Removed Sept 2019</u>		

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	21 MAY 2020	REPORT NO:	CFO/014/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	DEB APPLETON
OFFICERS CONSULTED:			
TITLE OF REPORT:	HMICFRS SELF ASESMENT 2020		

APPENDICES:	APPENDIX 1: MFRS SELF ASSESSMENT
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Purpose of Report

1. To request that Members note the content of the completed HMICFRS inspection self-assessment template for Merseyside Fire and Rescue Service (appendix 1).

Recommendation

2. That Members note the 2020 HMICFRS inspection self-assessment prepared by the Chief Fire Officer and submitted to HMICFRS as part of round two of the inspection process.
3. That members also note the self-assessment was produced and submitted earlier in the year as a precursor to the Inspection of the Service and before the cessation of the Inspection process due to COVID19.

Introduction and Background

4. Members will recall that a self-assessment is a key initial phase of fire and rescue service inspection and MFRS has now submitted its self-assessment for the 2020 inspection to HMICFRS. The self-assessment is attached at appendix 1.
5. The self-assessment template was more focused than for round one of the inspection in 2018, with Services asked to comment only on developments since the last inspection and only in relation to the following questions:
 - What key changes have there been for your FRS since the last inspection – e.g. governance, funding, staffing?
 - What action has the FRS taken in response to any causes of concern or areas for improvement identified during the last inspection?
 - What are the FRS’s priorities for the coming year?

- What action is the FRS taking in response to any of the recommendations from the Grenfell Tower Inquiry Phase 1 report?
 - Please include any other information that you feel would be useful to the inspectors to provide context for the operation of the FRS and its current performance.
6. The self-assessment will now be used to develop a presentation for the strategic briefing, which was due to take place before the Fieldwork visit in July 2020.

Equality and Diversity Implications

7. There are no equality and diversity implications arising from this report. The self-assessment itself refers to several examples of ED&I related developments that have taken place since the last inspection.

Staff Implications

8. There are no staff and diversity implications arising from this report. The self-assessment itself refers to several examples of staff engagement related developments that have taken place since the last inspection.

Legal Implications

9. There are no direct legal implications arising from this report.

Financial Implications & Value for Money

10. There are no financial implications arising from his report. The self-assessment itself refers to several examples of efficiency and value for money related developments that have taken place since the last inspection.

Risk Management, Health & Safety, and Environmental Implications

11. There are no risk management, health and safety or environmental implications arising from this report.

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

12. The self-assessment sets out numerous examples of how the work of MFRS has benefited Merseyside communities since the last inspection.

BACKGROUND PAPERS

GLOSSARY OF TERMS

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HMICFRS Fire and Rescue Services (FRS) Inspection 2020/21

Self-assessment template guidance

Every FRS will be asked to complete a self-assessment as part of the inspection process.

The self-assessment poses a number of general questions to give chief officers an opportunity to provide the HMI and the inspection team an insight into the FRS. The self-assessment should also provide some general information about service priorities and current challenges. The assessment should be no longer than 1,500 words in total and cover the high-level strategic issues facing your FRS.

We recommend that each FRS uses the self-assessment as the basis for its presentation at the strategic briefing. We may make a subsequent request to address further specific questions in advance of the strategic briefing.

How to complete the self-assessment:

- Please answer every question.
- Please do not exceed the word limit set out in the template.
- Please do not embed any documents; documents to support the self-assessment should have been provided as part of the document request.
- There is no expectation that the FRS should grade themselves against the judgment criteria.
- We anticipate that FRS's will share their assessment with their FRA.

Please return the self-assessment to HMICFRSInspectionsAdmin@hmicfrs.gov.uk as part of the document return.

What to include in the self-assessment narrative answer:

- A good self-assessment will highlight the challenges and future plans of the FRS to address any gaps in its provision or performance.
- A good self-assessment will identify areas of strengths as well as areas for improvement and set out the actions being taken to address them.
- A good self-assessment is realistic and sets out the FRS's position using evidence and data to support the assessment.

HMICFRS Fire and Rescue Services Pilot Inspections 2020/21 – Self-assessment template

- Please do not embed any documents
- Please do not exceed the word count limits (1,500 words)
- Please refer to the guidance document

General FRS self-assessment	
<p>Please set out a general FRS self-assessment covering the following points:</p> <ul style="list-style-type: none"> • What key changes have there been for your FRS since the last inspection – e.g. governance, funding, staffing? • What action has the FRS taken in response to any causes of concern or areas for improvement identified during the last inspection? • What are the FRS’s priorities for the coming year? • What action is the FRS taking in response to any of the recommendations from the Grenfell Tower Inquiry Phase 1 report? • Please include any other information that you feel would be useful to the inspectors to provide context for the operation of the FRS and its current performance. 	
Question	FRS Assessment
<p>What key changes have there been for your FRS since the last inspection – e.g. governance, funding, staffing?</p>	<p>We have an unequivocal ambition to modernise MFRS to reflect the needs of our communities. Including action to move from a burning platform to burning ambition, to secure a positive cultural shift – creating a Service which looks up and out, not in and down.</p> <p>As a result, we have introduced significant changes within our IRMP Supplement for 2019/21 reflecting foreseeable/emergent risk, demand and vulnerability, making the Service more resilient and responsive to the challenges it faces.</p>

Using our budget in an innovatively different way (essentially, using reserves, pension deficit payment and underspend to pay off debt to free up revenue) we have reinvested in the frontline, modernised our duty systems and ways of working and set balanced budgets for 2019/20-2020/21:

Allowing the Service to increase appliances from 26-30 (from 24-27 daytime plus 3 whole-time retained) (from 18-21 at night, plus 9 WTR).

The new Hybrid duty system (1st in the country), protects night-time cover at Wallasey and Liverpool City; assuring retained availability, cognisant of working time regulations.

Increasing from 620 to 642 firefighters. All contracts made up of whole-time and retained duties, incorporating flood, terrorist response and EMR, making these requirements contractual and unambiguous (the only Service in the UK doing this).

Maintaining 5 riders at key locations but moving to 4 at non key locations – reflective of Critical Attendance Standard scenarios.

Flexible use of resources makes the Service more resilient and better equipped to manage emerging/increasing risk - shipping/weather related incidents and terrorism. We have relocated the DIM vehicle and provided enhanced MTA training to Liverpool City.

We have also:

Increased our MTFA capability - now providing a team of 24, capable of responding across the region and more broadly.

Robust workforce planning arrangements; three recruit courses run yearly, reflecting retirement profiles. We have introduced secondary contracts and re-engaged staff on a flexible basis – resulting in high levels of appliance availability whilst maintaining

specialist skills. MFRS is an employer provider of the firefighter apprenticeship, making effective use of the Apprenticeship Levy.

Achieved efficiencies for the HO by using the NR training grant more efficiently, maximised the impact of the NRAT team; broadening their role to complement the work of the NFCC Protection Board and High Rise working group.

Developed a new NR application; now in use across the country.

Reviewed the disposition of specialist assets (which will inform our future IRMP), immediately taking action to staff the HVP on a permanent basis following feedback from debriefs and the Knowsley Industrial Estate SIR.

Re-introduced the CM role following feedback from staff groups - to support development and maintain appliance availability.

Introduced a Community Impact Fund to further engage crews in station planning; making a clear link between their work and the impact they can have – shared place-based leadership.

Our officers are embedded in the new multi-agency Violence Reduction Partnership, securing funding for our Early Intervention programmes whilst developing Merseyside's problem profile. The VRP takes a public health approach to preventing serious violence. Arson/deliberate fire setting is embedded within the problem profile, securing a multi-agency response.

<p>What action has the FRS taken in response to any causes of concern or areas for improvement identified during the last inspection?</p>	<p>We have:</p> <p>Restructured our Protection Department, raising Protection priorities and highlighting its importance/status in the Service – allocating an Area Manager, and 5 Watch Managers to re-invigorate and re-engineer our approach.</p> <p>Established a Building Safety Group with LAs in response to Grenfell, pre-empting changes to fire safety/building legislation, utilising combined enforcement approach to building remediation where necessary.</p> <p>Prior to Fieldwork we will have updated our MDT's and introduced tough-pads for frontline appliances, working with partners to share cross-border risk information using Resilience Direct. MFRS Officers chair the RD National Fire Group.</p> <p>Refocused on command assessment to ensure command competence is up to date and our command is assured.</p> <p>Introduced Strategic Command Peer Assurance with Cheshire FRS.</p> <p>Operational Discretion is captured in the Incident Command policy. The Operational Assurance Team included OD as a key audit theme during the period Sept-Dec 2019, embedding the correct use and recording (via Vision Incident Log and IC's day book). Audits confirm a good level of understanding/knowledge.</p> <p>Low level debrief is undertaken as a 'Hot Debrief' following an incident. The Operational Response Functional Plan 2020-21 captures hot debriefs via the introduction of tough-pads on appliances. Pending their introduction, an interim solution uses 'instant reporting' on the OSHENS system.</p>
--	---

Developed a comprehensive operational TNA linked to foreseeable local/national risk assessment and are developing an asset management plan for People, to enhance our workforce/succession planning.

Progressed our application development, working with other FRS to develop collaborative approaches – reducing paper based systems. We have introduced 16 new electronic processes since 2018.

We have:

Maximised our engagement with staff through structured purposeful engagement – introduced station readiness concept.

Refreshed our Gateway process to reinforce leadership behaviours - removing barriers for progression whilst supporting accelerated progression.

Made 80+ temporary roles permanent.

Established staff networks (BAME, Gender, LGBGTQI), with strategic leaders sponsoring a protected characteristic. Network Chairs are now members of the Strategic ED&I Board.

Implemented face to face ED&I Essentials training to half our staff. We are on target to complete the whole Service in line with our 2-year training plan.

Implemented coaching-based inclusive leadership training (SMs initially).

Engaged with staff to effect change and challenge negative and undermining behaviours through PO talks, WM/CM forums, station visits.

Engaged with staff to refresh our 'Ground Rules' (250 responses).

	<p>Completed the NFCC Safeguarding Self-Assessment and are acting on our findings – we have established a Safeguarding Committee and training has been completed.</p> <p>We are delivering Unconscious Bias training to c60 staff, specifically recruiters, assessors and key decision makers.</p>
<p>What are the FRS’s priorities for the coming year?</p>	<p>To deliver the remainder of our IRMP and IRMP Supplement actions including:</p> <ul style="list-style-type: none"> • Completion and opening of New Station in St Helens (merger of two others) • Implementation of the Hybrid duty system at St Helens. • Further strengthening the Protection team. • Exploring the use of technological solutions to enhance our response (e.g. 999Eye, Response Halo and a drone capability). • Introducing EMR based on increased capacity due to reinvestment in service. Including the roll out of GoodSam as a precursor to implementation. <p>Stakeholder consultation on our planning principles and proposals for our 2021-2024 IRMP.</p> <p>Creating a MTFP which includes flexible options that allow us to develop our vision; reflective of the uncertain financial situation beyond 2021/22.</p> <p>Exploring capital opportunities to improve our training provision at a new location, whilst seeking alternatives for stations that are nearing the end of life.</p> <p>Upgrading our CAD/MIS, providing improved systems for our Control staff.</p> <p>Continuing our work/influence at a national level in relation to ESMCP.</p>

Continuing with our effective use of positive action to recruit a workforce reflective of our community.

Implementing an enhanced Home Safety Strategy which responds to poverty factors particularly the risk associated with reducing smoke alarm ownership in our most deprived areas.

Maintaining focus on High Demand Wards – targeted campaigns with partners focussed on RTC/Arson/ASB reduction and water safety.

To evaluate our impact, we have a partnership with Liverpool John Moores University who will objectively review our key strategies.

Developing a new inclusive 'Leadership Message' that takes account of the aspirations of the whole organisation. Reviewing our Mission, redefining our behaviours and values to reflect our shared purpose and vision.

Taking a 'positive action' approach to improve progression for under-represented groups – the revised Gateway. developing our peer mentoring and our *All Fired Up Mentoring Programme*.

Delivering our fourth staff engagement survey.

Exploring new ways to understand the level and impact of negative undermining behaviour on the organisation - including the introduction of pulse surveys and confidential reporting for B&H.

Hosting the AFSA Conference in December to support the EDI agenda.

Embedding Suicide Awareness across the Service – internally and externally to enhance our wellbeing provisions.

<p>What action is the FRS taking in response to the recommendations from the Grenfell Tower Inquiry Phase 1 report?</p>	<p>We have put in place a dedicated lead officer at GM level to project manage a cross-directorate response to the GTI recommendations as well as identifying and addressing other emergent risk within the built environment. Who has;</p> <p>Developed a gap-analysis tool to measure current position against what the Service is aiming to achieve and track progress</p> <p>The cross-functional working group has;</p> <ul style="list-style-type: none"> • Changed the PDA to High Rise • Reviewed and updated the SOP • Introduced Sunday 6 – Training of ops crews • Updated Learnpro package – shared learning approach • Improved operational crew training in understanding risk, evacuation strategies, passive and active fire protection features, and SSRI information • Procured smoke hood for appliances, with additional equipment evaluation underway • Secured access to a vacant high rise block for two years to train crews and test procedures– we have linked this to HO activity to ensure the opportunity is maximised • Championed the use of SIRAH (SSRI app) to create a single source of premises risk information • Established Building Safety Group with LA partners, pre-empting changes to fire safety/building legislation, utilising combined enforcement approach to building remediation where necessary • Utilised Lead Authority status on behalf of the NFCC to support the National Stay Put Policy Review Group in the collation of data collated from incidents in medium and high rise buildings. <p>Made recommendations to aerial appliance strategy - suggesting alternatives to provide options at high rise incidents.</p>
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Please include any other information that you feel would be useful to the inspectors to provide context for the operation of the FRS and its current performance.

Our plans remain flexible in order to deal with the potential for reductions in budget of between £1.5m and £8m by 2024/25 due to pension changes etc.

We will look to facilitate capital investment in the service's infrastructure in order to provide assets that are fit for the future and improve our efficiency and effectiveness.

Expanding blue light collaboration to maximise the impact of the NW FRS's whilst removing duplication – sharing learning and resources.

Merseyside governance remains open to change with elections of a new City Region Mayor and a New Police Crime Commissioner imminent.

Merseyside remains the most deprived area in the country – with high levels of organised criminal gangs' operating across borders.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	21 MAY 2020	REPORT NO:	CFO/016/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	AMANDA CROSS
OFFICERS CONSULTED:	SARA FIELDING, JOHN PRICE, MIKE PILKINGTON, KELLY PATTERSON		
TITLE OF REPORT:	PEOPLE AND ORGANISATIONAL DEVELOPMENT POLICIES		

APPENDICES:	APPENDIX A: OVERARCHING WELLBEING POLICY
	APPENDIX B: RECRUITMENT POLICY
	APPENDIX C: PROMOTIONS POLICY
	APPENDIX D: BEREAVEMENT SERVICE INSTRUCTION

Purpose of Report

1. To advise members of the newly developed People & Organisational Policies created to reflect changes in national legislation alongside delivery of the MFRA's People Strategy.

Recommendation

2. That Members;
 - a. Approve the policies attached in Appendix A, B & C.
 - b. Approve the Instruction Appendix D which includes a commitment to continue to pay an employee their normal salary rather than the statutory prescribed amount for any period of Parental Bereavement leave.

Introduction and Background

3. MFRS regularly reviews its provision of people related policies to ensure that it remains both an employer of choice, and in line with statutory requirements. In addition, our People Strategy Implementation Plan outlines a series of actions which contribute towards overall delivery of the People Strategy thereby improving the service we offer to be public by harnessing the talents of our staff.
4. The policies included in Appendices A, B & C deliver a number of key actions with the People Strategy as well as improving the overall policy framework of the

Authority. Each policy will also be supported by an accompanying Service Instruction providing the necessary additional detail surrounding each area.

5. The Overarching Wellbeing Policy outlines the Authority's commitment to employee wellbeing and describes various the supportive mechanisms in place to enable our employees to work towards a healthy work/life balance. This policy complements the existing Positive Mental Health & Wellbeing Policy and signposts employees to available services and support.
6. The Recruitment policy sets out the organisation's intent of attracting and recruiting a diverse workforce that reflects of our community and which will deliver on the Authority's objectives as set out in the Integrated Risk Management Plan (IRMP). This policy links the processes which are fundamental to recruitment including Positive Action, Workforce & Succession Planning and On-boarding.
7. The Promotions Policy sets out the broad principles behind how the Authority supports staff wishing to develop through the organisation. Promotions and Recruitment are closely linked with positive action a key element of both policies. The promotions policy links to the wider organisational succession & workforce planning activities and ensures that the Authority has the right people in the right roles, at the right time. It supports key elements of the People Strategy in relation to attracting and developing talent and strengthening leadership.
8. The Bereavement Leave Service Instruction has been developed in response to the Statutory Parental Bereavement Leave Regulations 2020, which provide a right to 2 full weeks of paid leave for employees who suffer a bereavement of a child under the age of 18.
9. Such occurrences are thankfully rare in MFRA and Officers believe it is appropriate for the Authority to offer paid parental bereavement leave entitlement from the start of employment, rather than after 26 weeks service, as well as paying staff at their normal rate rather than the reduced statutory rate of £148.68 per week.
10. Officers have also reviewed existing bereavement leave arrangements and propose as part of this new instruction to increase the amount of paid leave granted for staff who suffer a bereavement of a close family member from 3 days currently to 1 full week / 1 full tour of duty. This approach brings the Authority in line with other organisations and reflects the commitment to support our staff through these challenging situations.

Equality and Diversity Implications

11. The EIA/PIA's have completed and submitted onto the Portal.
12. The policies are designed to improve the provisions to our current and potential employees. The Recruitment Policy references our positive action activities and

the overall arching wellbeing policy signposts employees to supportive mechanisms to assist them to meet the requirements of the role.

Staff Implications

13. The Service has a People Strategy designed to support Managers and employees to achieve the Mission Statement. These new policies are there to underpin this strategy.

Legal Implications

14. The policies comply with the Statutory Parental Bereavement pay (General) Regulation 2020, The Equality Act 2010 and the Employment Rights Act 1996 (as amended by the bereavement pay legislation)

Financial Implications & Value for Money

15. The Authority currently approves 3 days paid compassionate leave for any bereavement of a close relative. The positive improvements outlined will have a negligible impact as Parental Bereavement is a very rare occurrence and the additional leave granted for other bereavements will be accommodated for within existing staffing arrangements and budgets.

Risk Management, Health & Safety, and Environmental Implications

16. The Service recognises that physical and mental health and safety issues should be managed carefully and employees signposted to supportive interventions.

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

17. Employers who adopt wellbeing strategies have more productive workforces. The Recruitment and Promotion policies advertise how the Service is committed to recruiting and developing diverse talent to ensure that we have careful selected and promoted employees who put community safety at the forefront of their work.
18. Leadership has never been more significant having important impact on our community, the service we deliver and the teams and individuals within it.

BACKGROUND PAPERS

GLOSSARY OF TERMS



Service Policy: Overarching Wellbeing Policy

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Document Control

Active date	Review date	Author	Editor	Publisher
March 2020	April 2023	Amanda Cross	Mike Pilkington	Strategy and Performance

Amendment History

Version	Date	Author	Reasons for Change
1.0	1/3/20	Amanda Cross	Document created

Equalities Impact Assessment

Initial	Full	Date	Reviewed by	Comments
	X			

Civil Contingencies Impact Assessment

Date	Reviewed by	Comments

Related Documents

Doc. Type	Ref No.	Title	Location
Policy		Positive mental health and wellbeing Policy	Portal
SI		Capability	Portal
SI		Absence and Attendance	Portal

Distribution List

Name	Position	I/R

Sign-Off List

Name	Position

Target audience

All MFS	X	Ops Crews	Fire safety	Community FS	Support Staff
Principal off.		Senior off.	etc	etc	etc

Ownership

FOI exemption required?	Yes	URL
	No	X Reason

Legislation

Title	N/A

Contact

Department	Email	Telephone ext.
People Organisational Development	and Contractsandpolicies@merseyfire.gov.uk	4307

Overarching Well- being Policy

1. Policy Introduction and Background

MFRS recognises that wellbeing and performance are linked. Improving employees' ability to handle pressure and to balance work and home life will ultimately lead to improved individual and organisational performance.

MFRS has an established positive mental health and wellbeing policy to manage its obligations to maintain the mental health and wellbeing of all staff. The policy includes MFRS' commitment to employee health, the responsibilities of managers and others for maintaining psychological health, health promotion initiatives, communicating and training on health issues, the range of support available for the maintenance of mental health, and organisational commitment to handling individual issues.

This policy outlines the broader approach to managing employee physical and mental wellbeing.

2. Policy Explanation

MFRS has a legal duty of care to employees to ensure health at work, as set out in the Health and Safety at Work etc Act 1974 and the Management of Health and Safety at Work Regulations 1999. MFRS will ensure that its policies and practices reflect this duty and review the operation of these documents at regular intervals.

Line managers

Line managers will put in place measures to minimise the risks to employee wellbeing, particularly from perceived negative pressure at work. For example, managers should ensure that employees understand their role within the team and receive the necessary information and support from managers and other team members to do their job. Managers must also familiarise themselves with MFRS's policies on diversity and tackling inappropriate behaviour in order to support staff, for example on bullying and harassment issues.

Line managers must ensure that they take steps to reduce the risks to employee health and wellbeing by:

- ensuring that the right people are recruited to the right jobs and that a good match is obtained between individuals recruited and job descriptions/specifications;
- keeping employees in the team up to date with developments at work and how these might affect their job and workload;
- ensuring that employees know who to approach with problems concerning their role and how to pursue issues with management;
- making sure jobs are designed fairly and that work is allocated appropriately between teams;
- ensuring that work stations are regularly assessed to ensure that they are appropriate and fit for purpose.
- Ensuring that PPE is fit for purpose.

3. Policy Implementation

People and Organisational Development

This team develops organisation-wide policies and procedures to protect and promote the wellbeing of employees, assist line managers in supporting individuals, and liaise as appropriate with occupational health and other medical professionals, with the object of helping employees to maintain good physical and psychological health.

They provide a comprehensive service designed to help employees stay in work, or to return to work, after experiencing health problems.

The team work with employees and managers to prevent an employee wherever possible from absenting themselves from work via a range of flexible working options and leave for carers.

Occupational Health professionals will play a critical part in developing rehabilitation plans for employees returning to work after absences and work with line managers on designing jobs

and working environments to ensure that rehabilitation is successful.

Occupational Health have designed and implemented award winning mental health and wellbeing initiatives such as:

- smoking cessation
- weight management,
- managing pressure,
- dealing with traumatic incidents at work
- Physical fitness and
- ongoing health conditions at work.

Their work with the EAP provides support to employees with financial, legal and family issues which can have a direct impact on an employee's health and capability to do their role.

Other measures available to support employees in maintaining positive health and wellbeing include;

- Procedures for reporting and handling inappropriate behaviour (for example bullying and harassment);
- Stress management support and stress risk assessments;
- Counselling services
- Chaplaincy services
- Eye tests
- Fitness tests
- Gym facilities;
- Vaccinations
- Nutritional advice
- Physiotherapy provision
- Special leave arrangements;
- Volunteering opportunities
- Opportunities for flexible working;

- Generous maternity and paternity policies
- Support for workers with disabilities;
- The organisation's grievance policy and
- Employee staff surveys

Employees

Employees must take responsibility for managing their own health and wellbeing, by adopting good health behaviours (for example in relation to diet, alcohol consumption and smoking) and informing the organisation if they believe work or the work environment poses a risk to their health.

Any health-related information disclosed by an employee during discussions with managers, the POD department or the occupational health services is treated on a need to know basis to ensure that the employee receives the most appropriate support and guidance.

Relationship with other policies

This employee wellbeing policy should be read in conjunction with other policies and procedures covering positive mental health, critical incident stress management, attendance, policies on work-life balance, special leave, flexible working, the management of short and long-term absence, sick pay, bullying and harassment, violence at work, equal opportunities and staff training and development.

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Service Policy: Recruitment

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Document Control

Active date	Review date	Author	Editor	Publisher
March 2020	April 2021	Sara Fielding	Mike Pilkington	Sue Nash

Amendment History

Version	Date	Author	Reasons for Change
1.0	March 2020	Sara Fielding	

Equalities Impact Assessment

Initial	Full	Date	Reviewed by	Comments
x				Will be reviewed

Civil Contingencies Impact Assessment

Date	Reviewed by	Comments

Related Documents

Doc. Type	Ref No.	Title	Location

Distribution List

Name	Position	I/R

Sign-Off List

Name	Position
Nick Mernock	Director of POD

Target audience

All MFS	X	Ops Crews	Fire safety	Community FS	Support Staff
Principal off.		Senior off.	etc	etc	etc

Ownership

FOI exemption required?	Yes	URL
	No	Reason

Legislation

Title	
Equality Act 2010	
The Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2000	
Data Protection Act 2018/GDPR	

Contact

Department	Email	Telephone ext.
POD	recruitment@merseyfire.gov.uk	4925

RECRUITMENT POLICY

1. Policy Introduction and Background

The Recruitment policy sets out the organisation's intent of attracting and recruiting a diverse workforce which can deliver on the Service's objectives as set out in the Integrated Risk Management Plan (IRMP). We believe it is imperative that processes which support Recruitment such as Positive Action, workforce planning and selection assessments are adopted throughout the Service to maintain a positive relationship with candidates and in maintaining our strong employee brand.

This Recruitment Policy will continue to consider a range of factors:

- ❖ We believe it is important to continue to build upon the work we have undertaken to attract a more diverse workforce which reflects the communities of Merseyside. Having a diverse workforce enables us to better understand and serve our communities. We recognise the importance of eliminating unconscious bias from the selection processes and actively strive to achieve this. Similarly it is important to highlight the diversity of roles as well as career opportunities.
- ❖ We recognise the value of succession planning and therefore will adopt a workforce planning approach to both recruit future talent as well as retain the skills and experience.
- ❖ We will also consider projected retirements and leavers ensuring that we have sufficient people with the right skills and experience to replace the skills that we will be losing.
- ❖ We continue to recruit using the technical requirements of the job by considering skills, knowledge and experience but also acknowledging the significance of values in determining attitude, behaviour and mind-set.
- ❖ We will use a wide range of selection methods administered by highly qualified staff that tests the competencies of potential candidates.
- ❖ We maintain our commitment to values based recruitment knowing that values are significant in attracting a greater diversity and candidates with the right attitude.

2. Policy Explanation

The Recruitment Policy will aim to deliver on the following points:

1.) Implement initiatives as outlines in the Positive Action Policy including:

- Building on-going relationships with stakeholders in our communities to promote MFRS and our career paths.
- Hold Positive Action events to promote certain roles within the organisation.
- Utilise social media to communicate our brand and careers through different mediums and target those communities who are under-represented within our workforce.

2.) Continually utilise best recruitment practices including:

- Ensuring our organisational values are central to all recruitment processes.
- Adhering to relevant legislation.
- Recruitment practitioners are up to date with developments within own professional field.

3.) Promote MFRS as an 'Employer of Choice' across Merseyside through:

- Exceeding hiring manager and candidate expectations by delivering outcomes with realistic timescales and resources.
- Listening to what our customers want.
- Continuously look to improve the services we offer to support the organisation's objectives.
- Providing a positive candidate experience throughout not withstanding selection outcomes.

How the aims will be achieved:

1.) Utilising fair and consistent selection processes:

- Appoint only the best people for roles who have evidenced objectively throughout the selection process our organisational values and skills required for the role.
- Working in partnership with hiring managers to provide excellent support and guidance.
- Regularly reviewing selection processes to ensure that they are fit for purpose.
- Ensuring our values inform the selection processes used and selection decisions made.

2.) Promoting MFRS employer brand as a representative of our values and a good public sector organisation:

- Develop a communication strategy for the organisational branding and values and promote across all social media platforms.
- Identify talent pools within Positive Action initiatives and offer regular support and advice to these individuals around preparing for future recruitment.

3.) Review recruitment materials to ensure that they are fit for purpose:

- Ensure Job Profiles and Person Specifications are current and reflective of the role.
- Ensure all communication related to recruitment processes are adhering to employment legislation and promote the use of Positive Action as necessary.

3. Policy Implementation

This Policy will be implemented through a wide variety of practices which aim to positively attract and recruit a diverse workforce and through the utilisation of best practice recruitment and selection tools.

Through our Positive Action initiatives we will make candidates from under-represented groups aware of employment opportunities within the Authority, i.e. Females; Black, Asian and Minority Ethnic (BAME); and LGBT+ communities. Practical support may also be provided to applicants from under-represented groups. This is to ensure that our workforce reflects the diverse communities of Merseyside

Long term, Medium term and Short term Positive Action initiatives have been established which the Recruitment and Development Team will continue to undertake to ensure that Positive Action is a continuous approach throughout the year. We believe that Positive Action should be 'business as usual' for the organisation.

Through using best practice recruitment and selection approaches, the organisation can ensure that the most appropriate tools are being utilised to identify talent to each role across the Service.

The Recruitment Service Level Agreement will assist in the management of expectations with both hiring managers and candidates.

In its commitment to deliver a positive candidate experience, successful candidates will begin an on-boarding journey once an offer of employment is made. On-boarding is designed to welcome new starters into the organisation and provide them with information which will assist with their transition into a new work environment.

The Recruitment & Development team will review all processes regularly to ensure that they deliver on the wider objectives of the People Strategy.

In support of the staff career development and lateral development opportunities, clarification

will be found within the Recruitment SI. around processes for internal secondments within the organisation.

The policy will implement its aims within its legal obligations specifically in relation to the Equality Act 2010; The Part Time Workers (Prevention of Less Favourable Treatment) Regulations 2000; and the General Data Protection Regulations. The aim is that no individual is treated less favourably due to a protected characteristic or personal circumstances. Information held on a candidate will be in an objective manner and will be archived as per Service retention schedules.

POLICY

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Service Policy PODPOL 017 Promotions Policy

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Document Control

Active date	Review date	Author	Editor	Publisher
6/4/20	5/4/22	John Price	Lynn Hughes	

Amendment History

Version	Date	Author	Reasons for Change
1.0	Aug 2019	John Price	Draft Document Created
1.1	Feb 2020	John Price	Amended following SLT People 14/2/20

Equalities Impact Assessment

Initial	Full	Date	Reviewed by	Comments

Civil Contingencies Impact Assessment

Date	Reviewed by	Comments

Related Documents

Doc. Type	Ref No.	Title	Location
SI		Gateway	
SI0738		Value Based Appraisal	Portal
Plan		Workforce Plan (Grey book)	

Distribution List

Name	Position	I/R

Sign-Off List

Name	Position

Target audience

All MFS	x	Ops Crews		Fire safety		Community FS		Support Staff	
Principal off.		Senior off.		etc		etc		etc	

Ownership

FOI exemption required?	Yes	URL
	No	Reason

Legislation

Title	N/A

Contact

Department	Email	Telephone ext.
Recruitment & Development	professionaldev@merseyfire.gov.uk	

Promotions Policy

1. Policy Introduction and Background

The Promotions policy sets out how the Service identifies, develops and selects our leaders. It's linked to wider succession planning and workforce planning activities and ensures that the Service has the right people in the right roles, at the right time.

The policy contributes significantly to one of the key components of the People Strategy which is *to strengthen Leadership and Line Management to support organisation change and improved community outcomes.*

Leadership has never been more significant having important impact on our community, the service we deliver and the teams and individuals within it.

The policy aims to positively attract and recruit a diverse workforce through the organisation best utilisation of best practice selection tools. Through positive action we will make people from under-represented groups aware of promotion opportunities within the Authority, i.e. Females; Black, Asian and Minority Ethnic (BAME); and LGBT+ communities.

2. Policy Explanation

The Promotions Policy will aim to provide:

- An open and transparent process which identifies suitability for roles.
- A flexible approach to how individuals access development to prepare them for advancement.
- Recognition of workplace performance and clear positive behaviour, attitude and values.
- Flexibility for accelerated development.
- Embedded leadership behaviours and values in our leaders at all levels.
- Support for workforce planning and succession planning activities.
- Assistance to individuals accessing development through the use of trained coaches and mentors.
- Selection process utilising a wide range of selection methods administered by highly

qualified staff.

3. Policy Implementation

The Promotion policy is delivered through a variety of People & Organisational Development activities including recruitment and selection, the Gateway, succession and workforce planning and positive action.

The Recruitment and Development Team are responsible these activities and report into The Development Review Board. Strategic Governance is provided by SLT People Board.

POLICY

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Service Instruction XXXX
Bereavement Leave

Document Control

Description and Purpose

This instruction is intended to provide guidance for employees and managers surrounding applications for time off following a bereavement.

Active date	Review date	Author	Editor	Publisher
6/4/20	5/4/22	Amanda Cross	Mike Pilkington	xxx
Permanent	x	Temporary	If temporary, review date must be 3 months or less.	

Amendment History

Version	Date	Reasons for Change	Amended by
1.0	25/02/2020	New Document created	Amanda Cross

Risk Assessment (if applicable)

Date Completed	Review Date	Assessed by	Document location	Verified by(H&S)

Equalities Impact Assessment

Initial	Full	Date	Reviewed by	Document location

Civil Contingencies Impact Assessment (if applicable)

Date	Assessed by	Document location

Related Documents

Doc. Type	Ref. No.	Title	Document location
SI		Absence and Attendance	Portal
SI		Capability	Portal

Contact

Department	Email	Telephone ext.
Workforce Planning and People Authoritys	attendancemanagement@merseyfire.gov.uk	0151 296 4300

Target audience

All MFRS	X	Ops Crews	Fire Protection	Fire Prevention
Principal officers		Senior officers	Non uniformed	

Relevant legislation (if any)

The Statutory Parental Bereavement Pay (General) Regulations 2020
 The Parental Bereavement Leave Regulations 2020
 The Employment Rights Act 1996
 The Equality Act 2018

INTRODUCTION

The Authority recognises that there are times when an employee needs to take time off away from work to help to come to terms with the death of a loved one.

This instruction advises line managers and employees as to what support is available to assist them to deal with these circumstances.

SI 0770 Time off in Emergencies provides guidance in cases of short notice unexpected domestic/personnel situations including time off to care for dependents.

Bereavement Leave

Managing the needs of bereaved employees is a sensitive issue and employees deal with grief and the death of a loved one in different ways.

Paid bereavement leave is available generally to staff based on the closeness of the familial relationship. The Authority is however mindful that not all modern familial relationships slot easily into 'traditional' relationship categories and a degree of flexibility and discretion will be applied when granting leave dependent on the specific circumstances.

As a general guide:

- Employees who lose a parent, step-parent, sibling, child over 18, spouse, civil partner or grandchild will be granted 1 full week of bereavement leave paid at their normal weekly wage.
 - For full time APTC staff this will be 5 days/35 hours.
 - For part time APTC staff this will be the normal weekly hours under the contract
 - For Grey Book Ops staff this will equate to 1 full tour of duty (4 shifts / 48hours)
 - For Grey Book day related staff this will be 5 days/42 hours.
- For employees (inc part time staff) who lose other close relatives such as grandparents, cousins', aunts and uncles and mother/father in-laws bereavement leave of up to 3 days/shifts depending on the circumstances will be granted.

Bereavement leave approved as per above may be split to allow a maximum of 2 days to be taken on a later date if required to support funeral organisation and attendance. Bereavement Leave can be taken at any date up to 1 month after the bereavement.

In any of the above circumstances, if an employee wishes to take additional leave they are able to utilise annual leave in the usual way and line managers are encouraged to be sympathetic to such requests taking account departmental exigencies.

The Authority will take into consideration travel arrangements to attend funerals in determining the amount of paid bereavement leave.

Any staff not wishing to utilise the full entitlement of bereavement leave can advise TRM of how much of the entitlement they wish to use and when they intend to return to work.

Parental Bereavement Leave Regulations 2020

The Authority recognises that, while dealing with any bereavement is difficult, the death of a child is among the most devastating events that an employee can ever face.

Parental Bereavement Leave applies to employees who have suffered the loss of a child, under the age of 18. This also applies to parents who suffer a stillbirth after 24 weeks of pregnancy.

The Parental Bereavement Leave Regulations 2020 confirm the following guidance;

- A bereaved parent can take up to two weeks' paid parental bereavement leave.
- Leave can be taken either as a single block of two weeks, or two separate blocks of one week at different times.
- Where split in two separate weeks, the blocks of leave must be taken within 56 weeks of the date of the child's death.
- Parental Bereavement Leave cannot be split into or taken as single days

This period of 56 weeks within the Regulations recognises that as a bereaved parent, an employee may need some flexibility as to when you take the leave. For example, employees may wish to take leave around the first anniversary of the child's death or at another particular time that is special, such as a birthday.

In MFRA there is no requirement for employees to have 26 weeks' unbroken service before becoming entitled to bereavement or parental bereavement leave.

Applying for Bereavement or Parental Bereavement Leave

Application for bereavement leave should be made to Time and Resource Management (TRM) using an FS38B1. Line Managers can submit applications on behalf of employees if required.

Employees are also able to notify TRM direct via 0151 296 4300 should they suffer a bereavement and TRM will advise your Line Manager as necessary.

The definition of a parent (under the Parental Leave Regulations) also extends to those employees who are the primary carer of a child and whose relationship is therefore parental in nature, this would include step parents, foster carers, legal guardians, and individuals who have obtained court orders which give them day to day responsibility for the caring of a child for at least four weeks before the death of the child.

Pay during Parental Bereavement Leave

Employees will receive their normal remuneration during periods of approved Bereavement or Parental Bereavement Leave.

Additional Support

The Authority will also offer the following support to bereaved employees:

- We will maintain regular contact to offer support and assistance through Line Manager Welfare calls and capability meetings.
- We will advise the employee of the Employee Assistance Programme and counselling opportunities.
- We can advise the employee of our chaplaincy.
- We can signpost the employee to partner agencies and charities such as CRUSE or Gingerbread who can offer specialist support.
- We can work with the employee to arrange how to communicate the news of the death to other employees.
- We can work with the employee to see if religious or cultural norms require them to observe specific practices to make special arrangements to be off work at particular time.
- We can work with the employee to consider making short or longer term changes to his/her working arrangement, for example a short term career break or adjustment of hours.
- We will ensure that if the employee reaches an absence trigger that any support form captures key dates such as birthdays, anniversaries, Mother's Day etc. so they can be managed in a sensitive way.

MERSEYSIDE FIRE & RESCUE AUTHORITY			
MEETING OF THE:	FULL AUTHORITY		
DATE:	21ST MAY 2020	REPORT NO:	CFO/023/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	ACFO MOTTRAM	REPORT AUTHOR:	AM JAMES BERRY – AM PROTECTION
OFFICERS CONSULTED:			
TITLE OF REPORT:	FIRE SAFETY BILL		
APPENDICES:	APPENDIX 1. HOUSE OF COMMONS BRIEFING PAPER APPENDIX 2. LETTER TO ALL FRS APPENDIX 3. PROTECTION GRANT FUNDING		

Purpose of Report

1. To inform the Authority of the progress of the Fire Safety Bill, its current objectives, and potential impact as it transitions into law.
2. To Inform the Authority of the additional Government grant funding to be provided to Fire and Rescue Services to support Protection Work

Recommendation

3. That Members note the content of the report.

Introduction and Background

Background

4. Following the Grenfell Fire June 14th, 2017, the subsequent Hackitt Review in 2018, and the Grenfell Tower Inquiry Phase 1 Report in 2019, the Government have sought to take steps around fire safety. On March 19th, 2020, the Government introduced the Fire Safety Bill (FSB) to form part of that response. It is part of a series of changes by the Government to both fire safety and building safety, with further primary and secondary legislation to follow.

Summary

5. The FSB amends the Regulatory Reform (Fire Safety) Order 2005 (FSO) and aims to deliver greater clarity over responsibility for fire safety in buildings containing more than one home. The Second Reading of the Bill took place on April 29th, 2020. (Appendix 1)
6. The FSO applies to all non-domestic premises, including communal areas of residential buildings with multiple homes. The FSO designates those in control of

premises as the responsible person for fire safety, and they have a duty to undertake assessments and manage risk. The FSO is enforced by Fire and Rescue Authorities.

7. There is a lack of clarity within the existing FSO over enforcement responsibility regarding the building's structure, external walls and certain common parts. The Government undertook a Call for Evidence in 2019, to which MFRS contributed, to inform the amendments required by the FSB.
8. Specifically, the proposed FSB details that external walls, cladding, and the front doors of residential property which lead onto common parts, come under the FSO and should be audited, inspected and enforced accordingly. It also clarifies that external walls in the order include doors or windows in the walls and anything attached to the exterior of the walls (including balconies).
9. These amendments are expected to result in increased enforcement action, particularly where remediation of aluminium composite material (ACM) cladding is not taking place, or where other external wall systems are deemed to fall short of the flammability standards following risk assessment.
10. A second Bill, the Building Safety Bill, proposes new and enhanced regulatory regimes for building safety and construction products, and ensure residents have a stronger voice in the system. The Bill is yet to be published.
11. Government will also establish a new national building safety regulator within the HSE, responsible for implementing and enforcing a more stringent regulatory regime for high-rise residential buildings, and providing wider oversight of safety and performance.
12. The Government is expected to engage in consultation this spring on secondary legislation.

Impact

13. The FSB will have a significant impact on both enforcing authorities and building owners in respect of multi occupied residential premises.
14. The FSB will provide a foundation for secondary legislation to take forward recommendations from the Grenfell Tower Inquiry Phase 1 Report. This is expected to impose greater responsibility on building owners and managers of high-rise and multi-occupied residential buildings as detailed above, but also in respect of regular inspections of lifts, review of evacuation plans, provision of fire safety instructions, and ensuring the necessary standards of doors, all of which will have implications of auditing and review by MFRA.
15. All building owners will likely have to undertake a new fire risk assessment of their premises, due to the change of scope. The new assessment will have a greater level of technical complexity, and there is general shortage of competent assessors to undertake this, which is likely to result in more frequent enforcement activity where the assessment is deemed not fit for purpose.

16. The FSB will also give the Secretary of State for Housing, Communities and Local Government the powers to amend the list of qualifying premises that fall within the scope of the FSO by way of secondary legislation. At present, the proposals would mainly affect buildings of 18 metres or more in height, but possible amendments might well include a widely supported reduction in this threshold to 11 metres.
17. It is expected that further details will be forthcoming from Government regarding the relationship between the fire service and the new building regulator.
18. MFRA will need to supplement its resourcing of Fire Protection by way of recruitment and training of personnel, to meet the increased needs of the revised FSO, other legislation and guidance. There is a general shortage of sufficiently trained, qualified and competent people to undertake such roles at present.
19. The Home Office have released details on the 29 April 2020 of the Government funding to FRS amounting to £20 million, to support Protection activity and improve levels of safety.(Appendix 2) MFRS will receive just over £524, 000.(Appendix 3)

Equality and Diversity Implications

20. None at this time.

Staff Implications

21. Detailed analysis of staff and resource impact are not available at this time, but will kept under review as the detail of the FSB and any secondary legislation become known.
22. Reinforcement of the Fire Protection function has already begun, but will require further increases to support the increase in work.

Legal Implications

23. Detailed analysis of the legal impact is not available at this time, but will kept under review as the detail of the FSB and any secondary legislation become known.

Financial Implications & Value for Money

24. Detailed financial implications are not available at this time. However, of note is the government grant to the FRS sector to support protection activity in delivery against the increased demand.
25. MFRA grant in this respect is £524,198.52, however this grant is only a one-off payment and therefore any required permanent changes to Protection will need to be contained within the overall available budget over the longer term.
26. This will kept under review as the detail of the FSB and any secondary legislation become known

Risk Management, Health & Safety, and Environmental Implications

27. None at this time.

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

28. The FSB will enhance enforcement scope of MFRA in ensuring safer communities.

BACKGROUND PAPERS

GLOSSARY OF TERMS

FSB	Fire Safety Bill
FSO	Regulatory Reform (Fire Safety) Order



BRIEFING PAPER

Number 8782, 27 April 2020

Fire Safety Bill [Bill 121 of 2019-21]

By Ed Potton

Contents:

1. Why is the Bill needed?
2. The Bill
3. Comment on the Bill



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Summary

The Fire Safety Bill amends the [Regulatory Reform \(Fire Safety\) Order 2005](#) and is expected to result in greater clarity over responsibility for fire safety in buildings containing more than one home. Second Reading of the Bill is scheduled to take place on 29 April 2020.

Following the Grenfell Fire in 2017 the Government have taken a number of steps around fire safety, and this Bill forms part of that response. It is part of a series of changes by the Government to both fire safety and building safety more generally, with further primary and secondary legislation to follow.

The [Regulatory Reform \(Fire Safety\) Order 2005](#) consolidated a number of different pieces of fire legislation. It applies to all non-domestic premises, including communal areas of residential buildings with multiple homes. The Order designates those in control of premises as the responsible person for fire safety and they have a duty to undertake assessments and manage risks. The Order is enforced by Fire and Rescue Authorities.

The Bill clarifies that for any building containing two or more sets of domestic premises the Order applies to the building's structure and external walls and any common parts, including the front doors of residential parts. It also clarifies that external walls in the order include "doors or windows in those walls" and "anything attached to the exterior of those walls (including balconies)." These amendments are expected to provide for increased enforcement action in these areas, particularly where remediation of aluminium composite material (ACM) cladding is not taking place.

This Bill extends and applies to England and Wales. Separate fire safety legislation is in place in Scotland and Northern Ireland. Fire Safety is devolved in Wales but the Bill amends the shared legislation, with the same delegated powers applying to English and Welsh Ministers.

The Bill also provides English and Welsh Ministers with a regulation making power to amend the type of buildings the order applies to in the future.

The Bill has been welcomed, with public and industry bodies noting the expected increase in enforcement action by Fire and Rescue Authorities as a result of the Bill's clarifications, as well as an expectation that it will impose greater burdens on the responsible person in multi-occupancy residential buildings.

1. Why is the Bill needed?

1.1 What is the Fire Safety Order?

Fire legislation has been unchanged since 2005, but building safety and fire safety and been subject to a number of reviews and reports since the Grenfell Tower fire in 2017. This Bill is the first primary legislation to follow these reports, although there has been secondary legislation amending building regulations, and wider building safety legislation is expected in this session.

The [Regulatory Reform \(Fire Safety\) Order 2005](#) (or Fire Safety Order) applies in England and Wales and:

- consolidated the wide variety of existing legislation on fire safety in non-domestic premises;
- extended its coverage so there was a single fire safety regime applying to all workplaces and other non-domestic premises, including common parts of houses in multiple occupation and blocks of flats;
- and also introduced a risk-based assessment approach to fire safety.

The two main pieces of legislation replaced were the [Fire Precautions Act 1971](#) and the [Fire Precautions \(Workplace\) Regulations 1997](#). The first required fire certification for hotels and boarding houses; and for certain workplaces. The second implemented EU legislation covering most workplaces, requiring a risk based assessment approach to fire safety to ensure protection of employees and other people present. The priority in the Fire Safety Order is life safety over building safety.

The changes followed extensive debate and consultation. Further information can be found in the [House of Commons](#) and the [House of Lords](#) Regulatory Reform Committee reports, both published in July 2004. The changes were made by means of secondary legislation, in the form of a [regulatory reform order](#) (RRO), brought in under the [Regulatory Reform Act 2001](#).

The 2005 Order applies to all non-domestic premises, including communal areas of flats. This is defined by [article 6](#) which works by expressly excluding specific types of premises.

The Order designates those in control of premises as the responsible person for fire safety and this duty normally falls on landlords, building owners or building managers. They have a duty to ensure that a risk assessment is carried out to identify hazards and risks, and to remove and reduce these as far as possible. The responsible person then ensures a set of appropriate measures are in place to achieve fire safety (the order sets out detail on different aspects under [Part 2](#)). Government [guidance](#) sets out how fire risk can be assessed.¹ The fire risk

¹ Home Office, [Fire safety law and guidance documents for business](#) [accessed 27 April 2020]

assessment may be affected by any new issues that arise during the building's lifetime.

Ministers have a power, under [article 24](#) of the order, to make regulations on the fire precautions that must be taken under the Order.

Enforcement is dealt with by [Part 3](#) of the Order, including [article 25](#), which sets out that Fire and Rescue Authorities are the relevant authorities.

Building Regulations set out fire safety requirements in new or refurbished buildings (as set out in [Approved Document B](#)). Compliance with the fire safety order is about the ongoing management of fire risk in buildings whereas compliance with building regulations only applies at the time the work was carried out (or when approval for the work was granted).

Following the Grenfell Fire on 14 June 2017 (see section 1.2 below), the roles and responsibilities of the responsible person, the coverage of the Order, and the enforcement of the Order have come under scrutiny.

Other pieces of legislation are relevant to fire safety and these are set out in the [explanatory notes](#) (para 11):

- Housing (Health and Safety Rating System) Regulations 2005 (Part 1 of the Housing Act 2005 gives local authorities powers to deal with hazards, including fire hazards, in dwellings and the Regulations provides further details of this regime);
- Management of Houses in Multiple Occupation (England) Regulations 2006 (which includes a duty on landlords of HMOs to take safety measures);
- Smoke and Carbon Monoxide Alarm (England) Regulations 2015 (which places duties on landlords to ensure smoke detectors are installed in domestic premises being let);
- Gas Safety (Installation and Use) Regulations 1998 (which includes provisions on fire safety of gas appliances, including checks by landlords);
- DRAFT Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 (which includes a duty on all private landlords in relation to safety of electrical installations) which are currently before Parliament;
- Building Regulations 2010 (including as applied by the Building (Approved Inspectors etc) Regulations 2010) – provide the requirements which must be achieved when undertaking building works, including designing and constructing buildings so they inhibit the spread of fire within a building and adequately resist the spread of fire over the walls of the building.

1.2 Grenfell fire

On 14 June 2017 a fire broke out at Grenfell Tower, a 24 storey residential housing block in North Kensington, London. 72 people died as a result of the fire.

The tower, which provided social housing, contained 129 flats. The block was owned by the Royal Borough of Kensington and Chelsea but management of the block was the responsibility of the Kensington and Chelsea Tenant Management Organisation.

The fire appeared to spread rapidly up the building; the current [Public Inquiry](#) reported that “there was compelling evidence that the external walls of the building failed to comply with Requirement B4(1) of Schedule 1 to the Building Regulations 2010, in that they did not adequately resist the spread of fire having regard to the height, use and position of the building”.²

Further background to the fire is provided in the Library briefing: [Grenfell Tower Fire: Background](#).

1.3 Building Safety Programme

Following the Grenfell Tower fire, the Government set up a [Building Safety Programme](#) under the then Department for Communities and Local Government.

The Government appointed an expert panel, chaired by Sir Ken Knight, to advise the Government on immediate measures needed to ensure building safety and to help identify buildings of concern. On the issue of cladding, the independent panel advised the Government to undertake identification screening of residential buildings over 18 metres tall to identify the type of aluminium composite material (ACM) used in external wall cladding. Testing was undertaken by the [Buildings Research Establishment](#) (BRE).

The Government has recently published [consolidated advice for building owners](#) (20 January 2020) using and updating the advice notes published by the expert panel since 2017.³ The new set of guidance covers issues such the general approach building owners should be taking with regard to fire risk (including those under 18m), as well as specific advice on ACM cladding, High Pressure Laminate (HPL) panels, balconies and fire doors.

As a result of the guidance and previous advice notes, remediation work is required on hundreds of high-rise residential buildings with ACM cladding. The progress and funding of these have been high profile issues and are covered in the Library briefing: [Leasehold high-rise flats: who pays for fire safety work?](#)

On 20 January 2020 the Secretary of State for Housing, Communities and Local Government, Robert Jenrick, [made an oral statement to the House](#) on building safety, highlighting the role the Bill will play in supporting enforcement of remediation work by clarifying the coverage of the Fire Safety Order, as there are concerns not all remediation work is taking place:⁴

² [Grenfell Tower Inquiry: Phase 1 Report Overview](#), 30 October 2019, para 2.16

³ [Building safety advice for building owners, including fire doors](#) [accessed 27 April 2020]

⁴ [HC Deb 20 Jan 2020 c24](#)

...Sixthly, while I welcome recent progress, remediation of unsafe ACM cladding, especially in the private sector, is still far too slow. This absolutely cannot continue, particularly when funding is now being provided by the taxpayer. Although all unsafe ACM cladding now has mitigation safety measures in place where required, I do not underestimate the concern of residents living in buildings where remediation has not even started.

The latest data show that, out of 92 buildings in scope, 82 applications have been made to the private sector ACM cladding remediation fund, and that the 10 for which applications have not been made have exceptional circumstances, which I have reviewed. However, an application to the fund is not an end in itself; that can never be sufficient. Construction work to remediate these buildings should be proceeding as quickly as possible. We will therefore be appointing an independent construction expert to review remediation timescales and identify what can be done to increase the pace in the private sector.

Inaction must have consequences. From next month, I will name those responsible for buildings where remediation has not started and remove them from the public list only when it has. My Department will be working with the relevant local authorities to drive enforcement where necessary. The Home Secretary will deliver the fire safety Bill and associated regulatory changes in order to enable delivery of the recommendations of the Grenfell inquiry phase 1 report. The proposed Bill will place beyond doubt that external wall systems, including cladding and the fire doors to individual flats in multi-occupied residential blocks, fall within the scope of the Regulatory Reform (Fire Safety) Order 2005. These changes will affirm the ability to enforce locally against building owners who have not remediated unsafe ACM buildings. Building owners and developers who have not already taken action must do so now. Further delay is not acceptable.

In response to the statement the then Shadow Secretary of State for Housing, John Healey, questioned the speed of progress by the Government with regard to building safety changes following the Grenfell Fire and Hackitt Review.⁵

1.4 Hackitt Review

Following the Grenfell Tower fire, the Government asked Dame Judith Hackitt, a former Chair of the UK Health and Safety Executive, to lead a review of building regulations and fire safety which would make recommendations to ensure a robust regulatory regime in the future and make residents feel safe in the buildings they live in. The Library briefing paper [Building Regulations and Safety: Review and Reforms](#) provides an overview of proposals and changes to the end of 2019 including the interim and final Hackitt report, the Government's implementation plan, the related Committee report as well as changes to Approved Document B and the Cladding Ban.

The interim Hackitt report, published in December 2017, highlighted concerns around the complexity of relevant regulations, roles and

⁵ [HC Deb 20 Jan 2020 c25](#)

responsibilities, and enforcement.⁶ A [shorter summary of the report is available](#).

The final report of the review, published in May 2018, did not seek to repeat the issues identified in the interim report, but set out a new regulatory framework initially focussed on multi-occupancy higher risk residential buildings (HRRBs) that are 10 storeys or more in height (although the review makes clear where the recommendations should have wider application).⁷

Building Safety Bill

On 18 December 2018, the Government made a written statement providing a building safety update and announced the publication of an implementation plan which took forward key parts of the Hackitt Review.⁸ Since the publication of the implementation plan a number of consultations have been held and the [December 2019 Queen's Speech](#) set out that a Building Safety Bill would be brought forward. On 20 January the Government announced that the new Building Safety Regulator within the Health and Safety Executive, would be established in shadow form immediately.⁹ On 2 April the Government published its response to the 'Building a Safer Future' consultation which will inform the future legislation.¹⁰ The Fire Safety Bill deals with specific fire safety issues while the Building Safety Bill will tackle wider issues, but work in both areas is closely related. The Building Safety Bill is intended to put in place new and enhanced regulatory regimes for building safety and construction products, and ensure residents have a stronger voice in the system.¹¹ The Building Safety Bill has yet to be published.

Defining 'common parts' of shared buildings

Concerns with existing legislation were raised by the Hackitt Review. For example, the Interim Report (December 2017) noted that the definition of 'Common parts' of shared buildings could be an issue, and that there were conflicts with other legislation and powers. It notes that:

The Fire Safety Order is primarily designed for non-domestic premises and, as such, applies only to the "common parts" of a residential building; for example, common staircases, corridors and the external doors to each flat.

"Common parts" are outlined in article 2 of the Regulatory Reform (Fire Safety) Order 2005 (Fire Safety Order) in relation to domestic premises, that is, parts of the building "used in common" by the occupants of more than one dwelling. Under the Fire Safety Order, common parts do not include any aspects of

⁶ For more information see [Independent Review of Building Regulations and Fire Safety: interim report](#), 18 December 2017

⁷ [Independent Review of Building Regulations and Fire Safety: final report](#), 17 May 2018, p12

⁸ Also MHCLG Press Release "[Brokenshire introduces tougher regulatory system for building safety](#)", 18 December 2018

⁹ .gov Press Release, [New measures to improve building safety standards](#), 20 January 2020

¹⁰ MHCLG, [Government update on building safety](#), 2 April 2020

¹¹ [Queen's Speech December 2019, Background Briefing Notes](#)

fire safety within flats or on the outside of a building, such as cladding.¹²

1.5 Public Inquiry

On 15 June 2017 the then Prime Minister, Theresa May, announced a public inquiry into the Grenfell fire. On 17 June the Prime Minister confirmed that the “public inquiry will report back to me personally. As Prime Minister, I will be responsible for implementing its findings.”¹³

The [phase 1 report](#) was published on 30 October 2019. In terms of a summary of the report the best source is the [executive summary from the public inquiry](#) which provides an overview of events at Grenfell when the fire occurred, the report’s conclusions and recommendations.

A series of recommendations are made; the report states these should be read in full. It notes:¹⁴

Chapter 33 does not lend itself to being summarised. It should be read in full, because it sets out my recommendations in detail and explains the basis on which they are being made (or in some cases why certain recommendations are not being made). In summary, however, I make recommendations for change in relation to the following matters:

- a. The information made available to fire and rescue services about the materials and methods of construction used in the external walls of high-rise residential buildings.
- b. The arrangements made by the LFB [London Fire Brigade] to discharge its duties under section 7(2)(d) of the Fire and Rescue Services Act 2004.
- c. The availability of plans of high-rise residential buildings to local fire and rescue services and the provision of premises information boxes in high-rise residential buildings.
- d. The regular inspection and testing of lifts designed for use by firefighters.
- e. Communication between the LFB control room and the incident commander.
- f. The way in which fire and rescue services handle emergency calls.
- g. The LFB’s command and control procedures and use of resources, in particular the capture of information from crews returning from deployments and the sharing of information between the LFB control room, the incident commander and the bridgehead.
- h. The communication equipment available to the LFB for use by crews deployed in firefighting and rescue operations in high-rise buildings.
- i. The evacuation of high-rise residential buildings, including the provision of equipment enabling firefighters to send an evacuation signal to the whole or a selected part of the building.

¹² [Independent Review of Building Regulations and Fire Safety: interim report](#), 18 December 2017, p70-71

¹³ Prime Minister’s Office, “[Grenfell Tower: Statement from the Prime Minister](#)”, 17 June 2017

¹⁴ [Grenfell Tower Inquiry: Phase 1 Report Overview](#), 30 October 2019

- j. The provision of fire safety information to residents of high-rise residential buildings and the marking of floor levels in lobbies and staircase landings.
- k. The inspection of fire doors and self-closing devices.
- l. Aspects of co-operation between the emergency services.

The recommendations included legislative requirements around the responsibilities of building owners and managers providing information to emergency services, collecting information on the building or maintaining specific services such as lifts.

The Government has indicated a number of these fire safety recommendations requiring legislation will be taken forward using secondary legislation (see section 1.7).

1.6 Call for evidence

In June 2019 the Government launched a ['call for evidence' on the Fire Safety Order in England](#). This ran concurrently with the Government's [consultation on building safety](#). The [document](#) sets out who the consultation is aimed at and why it was being run:

It is targeted at those who have statutory responsibilities under the Fire Safety Order or are otherwise affected by it. This includes enforcing authorities under the Fire Safety Order (Fire and Rescue Services, Fire and Rescue Authorities, Local Government, Health and Safety Executive, the Crown Premises Fire Inspection Group etc), as well as those responsible for the safety of buildings covered by the Fire Safety Order and those working within them.

The views invited below will help to update the evidence base on how the Fire Safety Order is complied with and enforced, help us identify and assess any changes that may be needed and how they may best be achieved. We will use the evidence gathered to inform our next steps, to ensure the high and proportionate standards of fire safety in all buildings covered by the Fire Safety Order.

The document sets out trends on fire safety since the Order came into force:

The Fire Safety Order came into force in 2006. It has been implemented during a period which has seen a long-term downward trend in the number of fires and fire related fatalities. Since 2010/11 the number of building fires attended by fire and rescue services has fallen from around 65,000 to around 48,500 in the year ending December 2018, a decline of 25 per cent. The number of fire-related fatalities fell by 21 per cent (from 273 to 216) and the number of casualties requiring hospital treatment fell by 30 per cent (from 4,123 to 2,902) over the same time period.

The call for evidence sought views on:

- The scope and objectives of the Fire Safety Order;
- The overlapping regulatory frameworks currently in place (such as with the Housing Health and Safety Rating System (HHSRS));
- Dealing with the responsibilities for mixed use buildings greater than 18m in height;

- The roles and responsibilities under the Act, and experience of them, including that of the responsible person, competent person and enforcing authorities;
- Whether the Fire Safety Order provides sufficient fire safety arrangements for 'higher risk workplace buildings' in occupation by comparison with the reforms proposed in the (building safety) consultation for multi-occupied residential buildings of 18 metres or more in height.

The Government published the [summary of responses](#) to the consultation on 19 March 2020. It reported that:

We received 264 valid responses to the Call for Evidence covering a wide range of sectors and interest in fire safety. Most respondents agreed that the scope and objectives of the Fire Safety Order remain appropriate for all regulated premises, that it should retain its focus on protecting lives over property, and that it should continue to provide a framework for a risk based and proportionate approach to regulating fire safety. However, the responses to the Call for Evidence have highlighted that there are areas which need further consideration, notably:

- a. The self-identification of the Responsible Person and the assurance that they understand and hold the competence to carry out their fire safety duties;
- b. The need to update current guidance which supports the legislation for Responsible Persons and enforcing authorities, including whether it is accessible for the broad range of persons covered by the Order;
- c. The overlap of legislation, specifically the Housing Act 2004 and Fire Safety Order, that exists in multi-occupied residential buildings;
- d. The effectiveness of current provisions for enforcement under the Fire Safety Order; and
- e. The sharing of fire safety information between individual Responsible Persons, and between the Responsible Persons and other relevant personnel involved in the fire safety of the building, for example authorities and Relevant Persons.

Following the call for evidence, the Government stated a consultation would be held in Spring 2020 on proposals for next steps, and whether additional changes to the Fire Safety Order are needed. This has not yet been published. This Bill does not contain changes related to the consultation. Announcing the Fire Safety Bill the Government set out how this call for evidence related to it:¹⁵

To accompany the introduction of the bill, the Home Office is also announcing today the publication of the summary of responses received to the Fire Safety Order 2005 (FSO) call for evidence.

The call for evidence invited views on the application of the FSO and sought to identify any changes that might be needed and how they could be best achieved.

While respondents identified some areas where the FSO could be amended to provide greater clarity, most respondents agreed that the scope and objectives of the FSO remain appropriate for all

¹⁵ Gov, [Fire Safety Bill](#), 19 March 2020

regulated premises, that it should retain its focus on protecting lives over property, and that it should continue to provide a framework for a risk-based and proportionate approach to regulating fire safety. A consultation will be held later in the year on proposals and next steps.

1.7 What Government says about the Bill

In the Queen's Speech in December 2019 the Government announced that it intended to introduce a Building Safety Bill in the session that would "Put in place new and enhanced regulatory regimes for building safety and construction products, and ensure residents have a stronger voice in the system."¹⁶ A Fire Safety Bill was also announced that would "Implement the relevant legislative recommendations of the Grenfell Tower Public Inquiry Phase 1 Report" and "Put beyond doubt that the Fire Safety Order will require building owners and managers of multi-occupied residential premises of any height to fully consider and mitigate the risks of any external wall systems and fire doors."¹⁷ The [Government's background briefing notes](#) provide more detail.

On the day the Fire Safety Bill was published a Government news story provided further detail on the areas of the Grenfell Tower Inquiry that subsequently come forward:¹⁸

The bill will provide a foundation for secondary legislation to take forward recommendations from the Grenfell Tower Inquiry phase one report, which stated that building owners and managers of high-rise and multi-occupied residential buildings should be responsible for a number of areas including:

- regular inspections of lifts and the reporting of results to the local fire and rescue services
- ensuring evacuation plans are reviewed and regularly updated and personal evacuation plans are in place for residents whose ability to evacuate may be compromised
- ensuring fire safety instructions are provided to residents in a form that they can reasonably be expected to understand
- ensuring individual flat entrance doors, where the external walls of the building have unsafe cladding, comply with current standards

The bill will also give the Secretary of State for Housing, Communities and Local Government the powers to amend the list of qualifying premises that fall within the scope of the Fire Safety Order by way of secondary legislation, enabling the government to respond quickly to developments in the design and construction of buildings.

Announcing the Bill, the Government also highlighted other areas of action:¹⁹

Alongside today's bill, a number of actions are being taken across government to improve building and fire safety including:

¹⁶ [Queen's Speech December 2019, Background Briefing Notes](#)

¹⁷ Ibid.

¹⁸ .Gov, [Fire Safety Bill](#), 19 March 2020

¹⁹ Ibid.

- the announcement by the Secretary of State for Housing, Communities and Local Government on 20 January 2020 of a new Building Safety Regulator
- introduction of the Ministry of Housing, Communities and Local Government's Building Safety Bill, which will provide clearer accountability and stronger duties on those responsible for high rise buildings
- £1 billion of grant funding to tackle unsafe cladding systems on high-rise residential buildings over 18 metres in both the private and social sectors
- a new Building Safety Bill to bring about further changes to building safety
- the relaunch of the government's Fire Kills campaign

1.8 Territorial Extent

The Bill applies in England and Wales. Fire safety is generally a devolved matter, with specific legislation in place in Scotland and Northern Ireland. The Bill provides for changes to the Fire Safety Order to apply in Wales. The Welsh Government intend to support a legislative consent motion in relation to these provisions.²⁰

The Explanatory Notes also state that they expect the Bill to require a money resolution as there will be additional public expenditure in respect of fire and rescue authorities carrying out audits under the Fire Safety Order, which will be wider in scope.²¹

²⁰ [Fire Safety Bill Explanatory Notes](#), para 16

²¹ [Ibid.](#), para 32

2. The Bill

The [Fire Safety Bill](#) (HC Bill 121) received its first reading in the House of Commons on 19 March 2020. The Government have published [Explanatory Notes](#) to the Bill.

2.1 Clause 1

The intention of the clause is to clarify the buildings, and parts of those buildings, the Fire Safety Order applies to. **Clause 1** amends article 6 of the *Regulatory Reform (Fire Safety) Order 2005*, which deals with exceptions of premises to the order. The order has a general exception to domestic premises, but this clause adds a clarification that for any building containing two or more sets of domestic premises this exception does not apply to “the building’s structure and external walls and any common parts” and “all doors between the domestic premises and common parts”. It also clarifies that external walls in the order include “doors or windows in those walls” and “anything attached to the exterior of those walls (including balconies).”

The explanatory notes state that:

These are important clarifications for ensuring that owners or managers (who are usually the ‘responsible persons’ for multi-occupied residential buildings) include an assessment of risk related to fire and fire spread in respect of these parts of the relevant premises. As a result, such persons will be under a duty to take general fire precautions to ensure the premises are safe to those lawfully there.²²

The notes go on to add that:

The amendments also affirm that fire and rescue authorities can take enforcement action against responsible persons if they have failed to comply with their duties under the Fire Safety Order in relation to these parts of such premises.²³

2.2 Clause 2

Clause 2 provides for a delegated power for Ministers in England and Wales to make regulations amending the Fire Safety Order. These regulations can change or clarify the types of premises falling within its scope, and make related consequential amendments. The explanatory notes state that “This will ensure, for example, that any new types of premises can be brought into the scope of the Fire Safety Order relatively quickly, thereby improving fire safety.”²⁴

The power applies to English Ministers in England and Welsh Ministers in Wales. The amendments can include transitional or saving provisions, and the Bill requires consultation with “anyone who the relevant authority considers appropriate”. The regulations will require the [affirmative procedure](#).

²² [Fire Safety Bill Explanatory Notes](#), para 21

²³ *Ibid.*

²⁴ [Fire Safety Bill Explanatory Notes](#), para 23

2.3 Clause 3

Clause 3 deals with territorial extent and commencement. The Act extends and applies to England and Wales. Clause 1 will be brought into force by secondary legislation by the relevant Minister in England or Wales. Clause 2 comes into force two months after Royal Assent.

3. Comment on the Bill

The Fire Safety Bill has been broadly welcomed by public and industry bodies, with greater enforcement action expected as result of the Bill, although responses have noted the additional burden and cost to building owners.

Gary Strong from the Royal Institute of Chartered Surveyors said that the Bill "...is a welcome move that will give further clarity to leaseholders and building owners."²⁵ The Local Government Association also welcomed the Bill, saying that it was "an important step in the right direction," but Lord Porter, Local Government Association building safety spokesman said that the Bill:

...needs to be backed up by further effective powers and sanctions, which we have been promised in the forthcoming Building Safety Bill, and sufficient funding to carry out the necessary inspections and enforcement activity.²⁶

Chair of the National Fire Chief's Council (NFCC) Roy Wilsher welcomed the introduction of the Bill but asked for additional supportive measures and to see more detail of the intended secondary legislation:

We look forward to seeing additional supportive measures to assist fire and rescue services, identify different types of cladding and take appropriate measures.

We now need to see the detail of the secondary legislation, which will take forward recommendations from the Grenfell Tower Inquiry Phase 1 report. NFCC is looking forward to engaging with the Home Office at the earliest opportunity, as this is where the nuanced details will sit. It is essential this achieves positive fire safety outcomes.²⁷

Andrew Mellor, at Architectural Firm PRP, published a short article on the Bill²⁸, noting that:

Overall, the bill will help to ensure that buildings and those who live in them are safer. However, for those who own or manage residential buildings, the requirements will impact further on costs and resource allocation for investigating buildings and ensuring compliance. Added to that, with so many existing residential buildings in England and Wales, the question remains how the industry will be able to undertake the volume of assessments required given the current shortage of fire safety experts.

The article also raises a number of points about the Bill, such as that the new definition of what falls within the scope of the Order would have resource and process implications relating to all multi-occupancy buildings, that the risk assessment process is as yet unknown, that windows have been included and more information is needed on what will be assessed here, and further questions are raised about the use of the secondary legislation provided for. Others also highlighted that the

²⁵ [RICS statement: Response to Fire Safety Bill](#), 20 March 2020

²⁶ [LGA responds to Fire Safety Bill](#), 19 March 2020

²⁷ National Fire Chiefs Council, [NFCC: pleased to see new Fire Safety Bill announced](#), 19 March 2020

²⁸ PRP, [New fire safety bill: what does it mean?](#), 20 March 2020

Bill “closes a legal loophole” on coverage of the Fire Safety Order around common parts of the building with Laura White of legal firm Pinsent Masons noting that the Bill was an insight into the future of fire safety legislation and enforcement, and that it expected “further legislation to provide clarity on identifying the responsible persons and also a stronger sanctions and enforcement regime for those who breach it.”²⁹

The publication of the Bill was [noted by Inside Housing](#) (a weekly trade publication covering the UK's social housing sector). A more recent article by them on 20 April commented that despite Coronavirus, fire safety still appeared to be a priority of the Government as shown by the [Government's announcements on building safety on 2 April](#). However, it highlighted various issues outstanding relating to fire safety, such as knowing the size of the cladding problems beyond high rise buildings, and how these buildings under 18m with ACM cladding would be supported for remediation, as well as related problems with valuations in the mortgage market and a forthcoming decision on combustible cladding below 18m (and above 11m).³⁰

²⁹ Pinsent Masons, [UK Fire Safety Bill for residential buildings gets first reading](#), 23 March 2020

³⁰ InsideHousing, [What did we learn from the recent government announcements on fire safety?](#), 20 April 2020 [registration required]

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To all Fire and Rescue Authority
Chairs and Police, Fire and Crime
Commissioners

2 Marsham Street
London SW1P 4DF
www.gov.uk/home-office

29th April 2020

I am writing to provide you with further information on the £20 million grant funding that will be made available to support protection work. Of this, £4m will be provided to the National Fire Chiefs Council (NFCC) and £16m directly to fire and rescue authorities (FRAs) in 2020/21 to drive improvement in fire and rescue services (FRSs) across the country.

This is an unprecedented surge in protection funding and should enable FRSs to have the technical expertise required to fulfil this function and ensure fire protection officers have the skills they need. This funding is from two grants: (i) £10 million Fire Protection Board funding from MHCLG focused on ensuring fire safety in high-rise residential buildings over 18m and (ii) £10 million Protection Uplift funding from the Home Office to bolster work targeting other higher risk buildings.

On high-rise residential buildings, the NFCC established the Fire Protection Board last summer, initially to facilitate a building risk review exercise to ensure that the interim measures in place in ACM-clad high-rise residential buildings awaiting remediation are appropriate and allow for safe continued occupation. I am delighted that this work has been completed, with all buildings either having been visited and deemed safe, remediation having taken place, or, in a minority of cases, continual monitoring being put in place by the local FRS with building owners to manage and maintain the interim measures, and continually assess the risks.

This work is now expanding to all high-rise residential buildings over 18 metres and to support this, the Government will provide £6 million of funding to local FRAs. The funding allocations will be based upon the number of high-rise residential buildings over 18 metres within each FRA area, and used to deliver the wider building risk review programme. To ensure its benefit, each FRA (with the exception of the Isle of Wight and the Isles of Scilly FRAs) will receive a minimum of £60,000, which is roughly equivalent to the costs associated with one inspection officer. The allocations are available in the accompanying Fire Protection Board Grant table. With the focus on high-rise residential buildings over 18 metres, the Government is keen that other high-risk buildings receive appropriate attention. To support FRSs in

their protection work ensuring the safety of other high-risk buildings, a further £10m will be distributed among FRAs in England. Allocations for this funding have been determined by the number of high-risk buildings within each FRA area. The funding is to be used to support the improvement in protection work and its delivery in line with locally agreed integrated risk management plans and risk-based inspection programmes. The allocations are available in the accompanying Protection Uplift Grant table.

The two FRAs not receiving the funds directly, Isle of Wight and Isles of Scilly, will still be able to access additional funding where required for protection work. Owing to the collaborative working relationship already in place between the Hampshire and Isle of Wight FRAs ahead of the formal merging in April 2021, the funds to be allocated to the latter will be provided to the former to reduce administrative burdens in delivering the money. The calculations for each fund would provide the Isles of Scilly FRA with minimal funding, the distribution of which would result in a disproportionate level of administration. The Isles of Scilly FRA will therefore be able to access funding through Cornwall FRA.

Home Office officials will be in touch in due course to formally confirm funding through a grant agreement.



Lord Greenhalgh
Minister of State for Building Safety, Fire and Communities at
Ministry of Housing, Communities & Local Government and Home Office

Distribution to FRAs of Fire Protection Board and Protection Uplift funding

FRA	Fire Protection Board Funding (£6m)	Protection Uplift Funding (£10m)	Total
Avon	£166,137.93	£368,894.14	£535,032.07
Bedfordshire	£60,000.00	£101,452.34	£161,452.34
Berkshire	£60,000.00	£64,898.52	£124,898.52
Buckinghamshire	£60,000.00	£123,549.85	£183,549.85
Cambridgeshire	£60,000.00	£114,617.91	£174,617.91
Cheshire	£60,000.00	£117,457.54	£177,457.54
Cleveland	£60,000.00	£41,716.79	£101,716.79
Cornwall and Isles of Scilly	£60,000.00	£56,792.66	£116,792.66
Cumbria	£60,000.00	£79,199.94	£139,199.94
Derbyshire	£60,000.00	£72,849.49	£132,849.49
Devon & Somerset	£60,000.00	£256,909.34	£316,909.34
Dorset & Wiltshire	£109,835.37	£228,926.05	£338,761.42
Durham	£60,000.00	£49,254.72	£109,254.72
East Sussex	£195,810.90	£314,424.81	£510,235.71
Essex	£104,889.87	£212,714.32	£317,604.19
Gloucestershire	£60,000.00	£79,819.50	£139,819.50
Greater London	£2,316,286.98	£3,201,608.78	£5,517,895.76
Greater Manchester	£251,733.03	£164,956.86	£416,689.89
Hampshire & Isle of Wight	£125,052.28	£271,468.91	£396,521.19
Hereford and Worcester	£60,000.00	£121,639.55	£181,639.55
Hertfordshire	£60,000.00	£101,245.82	£161,245.82
Humberside	£60,000.00	£114,824.43	£174,824.43
Kent	£60,000.00	£382,008.08	£442,008.08
Lancashire	£60,000.00	£250,300.74	£310,300.74
Leicestershire	£60,000.00	£221,439.74	£281,439.74
Lincolnshire	£60,000.00	£91,436.18	£151,436.18
Merseyside	£135,323.69	£388,873.83	£524,198.52
Norfolk	£60,000.00	£142,962.61	£202,962.62
North Yorkshire	£60,000.00	£256,238.15	£316,238.15
Northamptonshire	£60,000.00	£61,852.37	£121,852.37
Northumberland	£60,000.00	£21,529.58	£81,529.58
Nottinghamshire	£60,000.00	£92,004.10	£152,004.10
Oxfordshire	£60,000.00	£272,036.84	£332,036.84
Shropshire	£60,000.00	£40,735.82	£100,735.82
South Yorkshire	£126,193.54	£184,782.66	£310,976.20
Staffordshire	£60,000.00	£55,760.06	£115,760.06
Suffolk	£60,000.00	£79,406.46	£139,406.46
Surrey	£60,000.00	£157,160.78	£217,160.78
Tyne and Wear	£145,975.52	£156,592.85	£302,568.37
Warwickshire	£60,000.00	£128,454.67	£188,454.67
West Midlands	£263,906.56	£309,519.99	£573,426.55
West Sussex	£60,000.00	£111,571.76	£171,571.76
West Yorkshire	£198,854.28	£336,109.28	£534,963.56
Total	£5,999,999.95	£9,999,999.82	£15,999,999.77

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MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	AUTHORITY		
DATE:	21 MAY 2020	REPORT NO:	CFO/020/20
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	CFO PHIL GARRIGAN	REPORT AUTHOR:	
OFFICERS CONSULTED:	STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	MERSEYSIDE FIRE & RESCUE SERVICE'S RESPONSE TO COVID19 AND THE LEGAL AND FINANCIAL IMPLICATIONS OF COVID19 ON MFRA		

APPENDICES:	
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Purpose of Report

1. To update Members on the actions taken by the Service in response to the COVID-19 (C19) pandemic.
2. The report details the actions taken in response to the pandemic from a national, regional and organisational perspective.

Recommendation

3. That Members;
 - a. note, the work that has been undertaken nationally in support of the fire & rescue service.
 - b. note, the work that has been undertaken locally through the Local Resilience Forum (LRF) and Strategic Coordinating Group (SCG) in order to support our communities.
 - c. note, the work that has been undertaken by the Service in order to maintain business continuity and protect our staff.
 - d. note, the financial implications related to C19.
 - e. note, the legal implications related to C19.

Introduction and Background

4. The C19 Pandemic is an unprecedented national crisis.
5. The scale of the pandemic has tested the capacity of the public sector to protect the public, particularly those who are most vulnerable and isolated.

6. At the time of writing the current confirmed cases of C19 stands at 219k resulting in 31,855 deaths (11th May 2020). These figures will have increased by the time the report is considered by the Authority.
7. The key objectives for the FRS during the Pandemic period have been to
 - (1) ensure that its operational response provision remains resilient and effective.
 - (2) that it supports the broader public sector response to the Pandemic, particularly in relation to supporting Local Authorities and NHS and Ambulance Trusts whose services are subject to exceptionally high levels of demand, and
 - (3) maintains to the highest standards possible the health, safety and welfare of all its staff.
8. It has been clear from the outset that the Fire & Rescue Service (FRS) has had a part to play in how the country responds, and that it is well equipped and capable of supporting the joint endeavour, with people who are passionate about the protection of the public.
9. The subsequent actions we have taken have been taken in order to minimize loss of life and to maximize the welfare of the public, whilst ensuring the protection of our own staff.

National, Sector Specific and Local Governance

10. As the gravity of situation began to emerge MFRS have played a pivotal role in the sectors response, leading the sector through the operational challenges associated with business continuity; taking enabling actions to secure and sustain operational capabilities; whilst influencing the activities that the FRS are currently undertaking on behalf of their communities at the highest levels.
11. The CFO for Merseyside was appointed as the C19 National Fire Gold lead and as a result he has overseen the actions of the fire and rescue service over this period.
12. There is an agreed national framework for managing the local multi-agency response to emergencies. Command, control and coordination are important concepts in a multi-agency response. Single agencies have often used the gold, silver and bronze control structure. In a large-scale, multi-agency coordination situation, this control structure is convened at strategic, tactical and operational levels.
13. The purpose of control at a national level is to manage coordination across government departments and between multiple local strategic coordinating groups (SCGs). The SCG at a local level may request support from regional or national resources.

14. Given the nature and severity of the pandemic the CFO sought the involvement of the sub-national and national tiers, while allowing for local determination based on local challenges.
15. The CFO subsequently established and chaired a National Fire Gold Group, developing a strategic intent with detailed strategic objectives which could be referenced at a local level.
16. The groups initial actions included,
 - the identification of key fire and rescue service personnel as 'critical workers' which has ensured the continuity of services to the public over the period.
 - the creation and national application of Personal Protective Equipment requirements for the sector based on PHE guidance
 - the procurement and assurance of PPE on a national scale via the Procurement Hub, meaning the FRS have faced nothing like the PPE challenges faced elsewhere.
 - agreement to test fire and rescue service staff through the Department of Health and Social Care (DHSC) 'key Worker' test centres, ensuring an immediate return to work for some staff and their families.
 - the provision of C19 funding for the sector from Ministry of Housing Communities and Local Government (MHCLG) on the basis of discussions with the Home Office.
 - the coordination of national trade union discussions which have resulted in tripartite agreements being reached which underpin the activities being undertaken by fire and rescue service staff in our communities.
 - the removal of 'burdens' during the period to allow services to focus on the support they are providing to the public.
17. The CFO, as NFCC C19 Committee Chair will also support the recovery phase as and when the country is able to return to a new normal.

National Resilience – Lead Authority

18. As Lead Authority role for National Resilience MFRS has;
 - established reporting arrangements to ensure workforce planning is effective and resilient
 - established reporting to ensure that Control Rooms are effective and resilient

- monitored and managed sickness reporting to respond to Ministerial scrutiny
- monitored, repatriated and re-distributed Personal Protective Equipment to those most in need across the sector
- liaised directly with Home Office on continuity arrangements and reassurance.

Strategic Coordination – Merseyside

19. DCFO Nick Searle has taken up the Fire Gold Commander within the Merseyside Strategic Coordination Group (SCG).
20. The purpose of an SCG is to take overall responsibility for the multi-agency management of the emergency and establish the policy and strategic framework within which lower levels of command will operate.
21. The SCG
 - determines and promulgates clear strategic aims and objectives and reviews them regularly
 - establishes a policy framework for the overall management of the event or situation
 - prioritises the requirements of the tactical tier
 - formulates and implements media and communication plans, possibly delegating this to one responding agency
 - directs planning and operations beyond the immediate response in order to facilitate the recovery process
 - The SCG does not have the collective authority to issue executive orders to individual responder agencies. Each organisation retains its own responsibilities and command authority, operating in the normal way.
22. The SCG sets strategy. This strategy is cascaded to the Tactical Coordinating Group (TCG) which in turn undertakes multi-agency tactical planning..
23. TCG representatives cascade their agency requirements and actions to the organisational silvers who carry out the detailed single agency planning and maintain the command and control of deployed resources.
24. On the basis of these discussions the following actions have been taken

Operations

- Prepared guidance and risk assessments to cover additional work required to be undertaken by MFRS personnel to support partners in the response to the COVID-19 Pandemic at national, regional and local levels
- Procured and distributed defibrillators to all Senior Officers, and new CPR training dummies to all stations.
- Delivered the regional/NW plan to facilitate Face fit testing for NWAS and CCG partners

- produced a range of temporary Service Instructions and guidance, many of which have been adopted as national guidance.

Community Risk Management

- Fire Service Direct and the Prevention Team supported prescription delivery for the shielded group – over 4000 screening calls and 1250 prescriptions delivered by the end of April.
- Sent a letter of support to retired MFRS employees in the over 70s and or shielded group to offer the Services support which resulted in a number of requests for delivery of essential items.
- MFRS apprentices and other-duties staff members supporting food packaging at the M&S Arena (food distribution hub).
- A cohort of 20 staff were trained to support mortuaries across Merseyside NHS Trusts and are now assisting with body movements.
- Supported the St Helens based charity Tear Drops in the delivery of essential supplies to 150 vulnerable homes (6 deliveries).
- Allocated lead officers to each of the four sub-groups within the Humanitarian Cell (Shielded Group, Health Intelligence, Social Care and Vulnerable Persons).
- Provided the Death Management Strategic Lead reporting to SCG.
- GM Prevention and Corporate Communications delivered joint prevention messaging for NFCC & the Home Office Fire Kills campaigns.
- Supported Violence Reduction Partnership with domestic violence messaging.
- Leading the multi-agency response in Liverpool to COVID-19, chairing the Community Engagement and ASB Enforcement Group. This included Operation Penny; MFRS Crews to conduct high visibility patrols.
- Deployed the Street Intervention Teams based on intelligence around where young people may be gathering in breach of social distancing regulations.
- Continued “nudge” campaigning for key prevention messages on social media platforms.
- Provided additional support for Critical Incident Debriefing for staff/volunteers carrying out support to mortuaries.
- Development of associated temporary Service Instructions and Risk Assessments.
- Coordinated the delivery of goods from LFC Foundation to NHS partners and Paramedics.

Merseyside Fire & Rescue Service – Business Continuity

25. On 18th March a decision was taken by the Chief Fire Officer to implement the Service’s pandemic business continuity plan.
26. Shortly after this on the 20th March the Government began to introduce a series of lockdown measures, which started to impact upon our communities and the Service as the Pandemic progressed.

27. The ACFO was tasked to ensure that the delivery of the Fire and Rescue Service to the public of Merseyside was maintained throughout the Pandemic, whilst wherever possible, supporting partner agencies.
28. The Fire Strategic Business Continuity Group (BCG) was established on the 18th March.
29. The following Strategic Intent of the group was agreed

‘To ensure that the Service supports the delay and mitigation of the impact of COVID 19 on our communities’

30. In order to achieve this intent, Fire Gold set the following strategic objectives to;
 - Maintain the health safety and welfare of all MFRS staff, in order to minimise the impact of the COVID-19 pandemic upon the community and maintain public confidence.
 - Protect the public through maintaining effective mobilising and response to all emergency life risk incidents.
 - Maintain effective communication networks, ICT and key infrastructure to support critical services and information to staff.
 - Develop a risk based approach to minimise the impact of the COVID-19 virus on preparedness, prevention and protection activities.
 - Ensure that the MFRS response is coordinated and integrated with other responding agencies, promote shared situational awareness and joint understanding of risk.
 - Ensure effective business continuity, and recovery arrangements are in place throughout MFRS.
31. A Business Continuity (BC) governance structure was implemented to ensure that these objectives could be achieved. The structure once established ensured that priorities could be identified, they could be clearly allocated and accounted for, prevented duplication and ensured that tasks were clearly understood, resourced correctly and discharged in a timely manner.
32. It was immediately decided that internal communications with our workforce and external communications with the public would be a priority of the BC group. A daily internal update was immediately implemented with a communication going out from the ACFO daily at 1500 hours for the first three weeks.
33. The BC meeting was chaired daily at 1100hrs by ACFO Mottram and attended by the lead and deputy for each of the cells for Operations, CRM, Workforce, ICT & Communications, Legal, Finance, estates, logistics and a fire representative from the Merseyside Resilience Forum (MRF) SCG and TCG.

This was facilitated by a command support team provided by the Preparedness function.

34. Each of the cell leads identified key personnel and formed their own teams which also met daily in order to discharge the work related to the Pandemic as quickly and efficiently as possible to drive forward progress.
35. As the COVID 19 situation has progressed and BC has established a rhythm the situation, meetings and communications have deliberately become less frequent as the urgency and number of challenges has reduced.
36. It should be noted however that over approximately five weeks an incredible amount has been achieved to gain control over the situation, some 150+ actions have been discharged – numerous temporary instructions, training packages, risk assessments and collective agreements with representative bodies have been introduced and in excess of a 100 COVID 19 related communications to staff and the public.
37. This has been made possible by outstanding teamwork and the individuals within these structures working extremely hard and diligently to ensure that their colleagues are as safe as possible and that the public continues to get the very best service we can provide.

An example of each of the cells key milestones are as follows

Operations

- Provided safe systems of work to protect staff and critical operational response services from the spread of COVID-19.
- Procedures on social distancing were put in place across the Service to ensure a strict regime of social distancing and hygiene was followed.
- Reviewed personal protective equipment (PPE) requirements and PPE procedures for both existing PPE and new PPE specifically obtained for the COVID-19 risks.
- Split Fire Control to work at two separate locations (SHQ & T&DA) to prevent cross-contamination between watches at change of shift
- Change of shift arrangements put in place for stations, TDA & Workshops.
- Prepared degradation plans which enable the Service to provide a systematic approach to business continuity to maintain effective response arrangements in the light of reasonable worst case staff absence due to the COVID-19 pandemic.

Workforce,

- All staff were reviewed and contacted to provide advice in line with the Government 'Stay at Home' Guidance. Shielding employees were identified and line managers provided contact and support.

- Coordinated the identification and central collation of all staff identified as Critical Workers in line with Government Guidance.
- Over 950 Critical Worker letters from CFO were drafted and sent to staff and contractors to allow them to access school provision in order to maintain their critical role.
- Implemented centralised recording of working arrangements for all support staff regarding home working and or social distancing in work.
- Reviewed all staff who have retired in last three years (operational) and last 5 years (control) to identify potential candidates for reengagement. Eighty employees contacted and pre-employment checks were undertaken on 25 who were identified to make up 1st tranche of potential reengaged staff. Co-ordinated with TDA for a planned 'return to service' training course.
- Workforce Guidance Notes have been created and circulated for staff supporting guidance issued by Government covering:
 - Self-Isolation
 - Vulnerable staff
 - Critical workers
 - Annual leave and flexi whilst home working
- A temporary Service Instruction was created to cover Agile Working Arrangements to support Social Distancing during COVID-19
- Established testing of symptomatic employees or members of their households with symptoms to allow those staff who are well and confirmed as negative to return to work promptly.
- Extensive consultation has taken place with Representative Bodies over the introduction of new duties with Collective Agreements either in place or in draft for:
 - Support for Ambulance Services
 - Supporting mortuary services with mass casualties
 - Delivery of Essential Items to vulnerable people
 - Face fitting of masks
 - Delivery of PPE
- Working with Strategy & Performance to establish a centralised database to record details of staff volunteering to carry out other duties to support COVID 19 related activities.
- To support social distancing new working practices have been introduced utilising technology as necessary to facilitate virtual/socially distanced:
 - Medicals
 - Recruitment interviews
 - Training sessions
 - Appraisals
 - Capability and welfare meetings

Information, Communication and Technology (ICT)

- Introduced and rolled out Microsoft Teams and Skype, to allow meetings to be held remotely; including the daily Fire Gold meetings.
- Implemented a new process for the fast issuing of ICT assets allowing home working to be quickly facilitated for most staff.
- Deployed the telent Service Desk and ICT engineers to work from home.
- Facilitated working from home for key workers initially and, later, other members of staff by providing tablets and laptops, VPN access (to access the MFRS network), mobiles phones and peripherals.
- Putting in place new working arrangements and guidance for remote working.
- Working to improve communications on stations.
- Supported the Fire Control relocation.
- Identifying and testing a solution for remote Authority Meetings.
- Developed and released a new app to allow staff to easily register for volunteering.
- Built and issued 32 Surface Pro devices, repurposed 20+ laptops and the issue of a mix of 20 standard phones and smartphones have been achieved.
- Increased mailbox sizes and mobile data limits to enable a wider uninterrupted use of e-mail on mobile/remote devices.
- Produced a range of guidance for staff including user guides and frequently asked questions (FAQs) for:
 - Microsoft Teams
 - Skype
 - VPN
 - Responsible use of VPN
 - Data Protection when working from home or remotely

Internal and external communications:

- Daily email briefings for staff and the Authority prepared with the ACFO.
- Publication of a weekly newsletter round up of COVID 19 related content from week commencing 13th April.
- Coordinating the use of the intranet Portal Forum for two way communications with staff
- Editing and publishing video footage regarding changes to operational and technical procedures in response to COVID 19.
- Working with the Youth Engagement Team to ensure young people on the Princes Trust programme remained connected with the Service through social media and a new newsletter.
- Publishing a range of COVID 19 temporary Service Instructions ensuring they complied with existing processes, with governance adapted to meet the urgent need.
- Supporting a major National Fire Chiefs Council/Home Office initiative by producing infographics that have been used nationally.
- Coordinating the Chief Fire Officer's appearance on the Roger Phillips radio show.

- Ensured key communications messages for local residents were disseminated as widely as possible using social media channels. Including messages relating to:
 - Water safety
 - Mental health
 - Domestic violence
 - Funeral services
 - Support for the NHS
 - Controlled burning (eg garden waste fires)
 - Fly tipping
 - Home safety during lockdown
 - The support MFRS has provided to partners and communities (e.g. prescription collection for shielded people)
 - Responding to a high level of media interested related to telecommunications mast incidents in Merseyside

Legal, Finance, Estates, logistics

- Created a “basic payroll” BACS file and authorised additional staff access to it, as a contingency if key payroll staff not available through sickness in order to ensure all staff could be paid.
- Assisted our suppliers by early payment of invoices, created flexibility around contract performance and penalties to assist them with cash flow challenges in light of business restrictions due to COVID19
- Determined the premises cleaning requirement in light of Public Health England/Government guidelines for managing COVID19 risk, including increasing cleaning at shared facilities with NWAS.
- Facilitated working from home flexibility for finance/procurement staff Further to the implementation of legislation a review on the impact on MFRS facilities and activities was undertaken and any necessary adjustments executed including but not limited to social distancing requirements in communal spaces.
- Revised fire safety and fire marshals ask for SHQ in light of closure of SHQ reception and home working for most fire marshals
- Created unique cost centre to capture all additional costs associated with COVID19 and advised all the relevant employees.
- Liaised with the Authority’s insurers in respect of MFRS response to the pandemic to ensure that the Authority and staff are protected.
- Provided advice on the legal implications to the Authority including committee meetings.
- Created a PPE sub-cell: - To manage and ensure current and future stock based on demand of all PPE & Cleaning products to protect staff.
- Facilitated face mask fit test for ambulance and social care staff through procurement of Kits and solution to allow MFRS staff to deliver this test.

Equality and Diversity Implications

38. All activities undertaken in response to COVID 19 have reflected government guidance.
39. All staff were reviewed and contacted to provide advice in line with the Government 'Stay at Home' Guidance. Shielding employees were identified and line managers provided contact and support.

Staff Implications

40. Coordinated the identification and central collation of all staff identified as Critical Workers in line with Government Guidance.
41. Over 950 Critical Worker letters from CFO were drafted and sent to staff and contractors to allow them to access school provision in order to maintain their critical role.
42. Implemented centralised recording of working arrangements for all support staff regarding home working and or social distancing in work.
43. Staff communications were established and continue to be updated regularly
44. Staff wellbeing has been of paramount importance throughout

Legal Implications

45. The Coronavirus Act 2020 came into force on 25th March 2020 which set out the main provisions for the response to the pandemic and empowered rights upon relevant bodies to assist with the response and allow local governments to ensure democracy remains.
46. The Coronavirus Act actioned the postponement of elections until May 2021 including local elections, elected mayor of local authorities, Police Crime Commissioner and powers to postpone certain other elections and referendums. This was followed by the introduction of The Local Government and Police and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales) Regulations 2020 Elections which directed the postponement of by elections, local polls and referendums.
47. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ('Remote Meetings Regulations') were made under s.78 of Coronavirus 2020 and came into force on 4th April 2020 which apply to local

authorities including MFRA, the details of which are contained within report CFO/022/20.

48. The Accounts and Audit (Coronavirus) (Amendment) Regulations 2020 amended the approval of the statement of accounts for the financial year beginning in 2019 from 31st July until 30th November
49. At this stage despite the impact and response being provided to the pandemic it is not anticipated there will be a delay in the annual assurance statement due in December.
50. Currently MFRA's IRMP is operative until 2021. However, Officers have scheduled meetings in May to discuss the timescales and feasibility of when the 2021-24 IRMP may be published. The progress of which will be reported to Members.
51. The duty of care owed to employees by MFRA has not diminished despite the impact of Covid19 however Officers have ensured that all practices and processes have been maintained and appropriate measures put in place further to legislative changes and/or Government advice to mitigate the current circumstances
52. Officers have ensured MFRA's insurers have been consulted on any additional practices in the response to the pandemic to ensure both employees and MFRA are fully protected.

Financial Implications & Value for Money

53. The Government has announced two tranches of funding for councils, each of £1.6B, totalling £3.2B.
54. The first allocation was based on the formula that determines Government support for local authorities' annual budgets (including fire and rescue authorities) and this takes into account factors such as deprivation and population density. The Authority received a £0.355m grant. The grant came with no conditions and its aim was to support the Service in meeting the pressures on its services from COVID19.
55. The second £1.6b allocation was based on population. The Government announced "Fire" was to receive a specific 3% or £48m share, and the Authority received £1.064m, a three-fold increase on the first tranche. Whilst the three-fold increase is welcomed, the Authority received one of the lowest increased with some fire and rescue authorities receiving a six-fold increase.
56. The total COVID19 grant monies received to date from the Government is £1.419m.

57. The Home Office has top-sliced £6m off the 3% specific fire share referenced above, and they have stated that they will make this available to fire and rescue authorities in order to support any significant costs incurred as a result of taking on additional duties during the coronavirus outbreak. These duties include providing support to the Ambulance Service, supporting Coroners with excess deaths, and additional support to the highly vulnerable.
58. Officers intend to submit a bid to the Home Office for a share of the £6m they held back, to reflect the work the Service is undertaking in the areas the Home Office has identified.
59. The Service has spent or committed £1.135m, the main areas of spend are: -
- procuring PPE and other equipment & supplies, £0.265m,
 - Offsetting the loss of external contributions, £0.045m from the LJL airport towards Marine 1,
 - Loss of income; TDA commercial income loss £0.300m; Prince's Trust income £0.125m; SHQ canteen £0.080m.
 - Increase in St Helens new build cost due to extended build period £0.250m
 - Additional direct and indirect employee, £0.065k,
 - Additional cleaning and FM costs, £0.005k.
60. The impact of COVID19 is expected to continue throughout the year and beyond. Therefore, additional costs are expected to be incurred on similar expenditure heads to those in paragraph 6 above. Also, it is not clear if the Government will provide any further additional funding so any grant balance left at the year-end would be carried forward to cover any COVID19 costs in future years as the impact of the virus is expected to continue beyond this financial year.
61. The likely longer term impact of COVID19 on future Government comprehensive spending reviews and associated grant support for the Authority is unknown.

Risk Management, Health & Safety, and Environmental Implications

62. All activities undertaken have been risk assessed
63. All PPE guidance reflects or improves on the Public Health England guidance suggested for the period of COVID19
64. All procedural guidance has been provided to minimise any risk to staff.

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

65. The key objectives for the FRS during the Pandemic period are directly aligned to the Services Mission
1. ensure that its operational response provision remains resilient and effective.

2. that it supports the broader public sector response to the Pandemic, particularly in relation to supporting Local Authorities and NHS and Ambulance Trusts whose services are subject to exceptionally high levels of demand, and
3. maintains to the highest standards possible the health, safety and welfare of all its staff.

BACKGROUND PAPERS

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GLOSSARY OF TERMS

- MFRA** Merseyside Fire and Rescue Authority is the physical and legal entity. When writing reports MFRA is the “object”.
- MFRS** Merseyside Fire and Rescue Service is the service provided by MFRA. When writing reports MFRS is the “action”
- E.G.** You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA).
If in doubt use MFRA.